



British  
Columbia  
Construction  
Association

# BCCA ANNUAL REPORT

Fiscal Year April 1, 2017 - March 31, 2018

*BUILDING **BC'S FUTURE***

**CONTENTS**

A Note from the Board ..... 3  
President’s Report ..... 4  
Financials ..... 5  
Programs & Services ..... 6  
Partnerships ..... 8  
Association Network ..... 9  
2017-2020 Strategic Plan ..... 11  
Our Team .....12

# A NOTE FROM THE BOARD

It is my privilege to present the BCCA Annual Report for the fiscal period April 1, 2017 - March 31, 2018, on behalf of the BCCA Board of Directors.

I began my position as BCCA Board Chair in September 2017, taking the helm from Bob Cooke, CEO of Division 15 Mechanical. Bob, working collaboratively with representatives from the four Regional Construction Associations, had guided our network of organizations through several senior leadership changes and built a new blueprint for collaboration.

From this solid position my tenure as BCCA Board Chair began, with two events defining the year:

1) NDP MLA John Horgan was sworn in as the Premier of British Columbia on July 18, 2017 and BC found itself governed by a coalition. The Green and NDP parties were in charge, holding 44 seats to the Liberal's minority 43 seats.

2) The BCCA Board approved a new three year strategic plan focusing on four key pillars:

- Construction Projects
- Skilled Workforce
- Technology
- Community

I commend the BCCA Board for the quality of the Strategic Plan, which has been an excellent guide for the organization through some swiftly moving political currents and new opportunities.

In this climate it's worth reminding ourselves that BCCA is a unique organization in BC's construction sector, founded as it is on non-partisan principles and a spirit of collaboration and optimism. This sets us powerfully apart from other provincial construction organizations, allowing us to represent all employers in a fair and balanced way. At no time in recent memory has this been more significant a differentiator for us, and we have worked to respectfully move government forward on key issues such as prompt payment, small business taxes, community benefit agreements, major projects such as Site C and the Kinder Morgan TransCanada Pipeline, skilled workforce training, and improving public sector procurement expertise.

To say that it's been an immensely busy time is an understatement considering the many provincial initiatives under the leadership of the BCCA. For example: the introduction of BC's first "Construction Month", planning the Understanding Risk Symposium, the Infrastructure Masterclass, the Deputy Minister's Industry Infrastructure Forum, LNG Canada Trades Training Fund and Connect Program, IN, and STEP, the expansion of BidCentral, and



*Alan Fletcher, BCCA Board Chair*

the initiation of the Construction Workforce Equity Project, a new program to improve retention rates of tradeswomen in our industry.

My sincere thanks go to the regional Board Chairs for their ongoing commitment to our shared success, and I confidently pass the torch to the incoming Chair Angela McKerlich from SICA. Angela has done phenomenal work with the Governance committee during the past year, and I know under her guidance BCCA will continue to ensure that our province is home to a world-class construction sector that demonstrates exceptional productivity and resilience.

A handwritten signature in black ink that reads "Alan Fletcher". The signature is fluid and cursive.

**Alan Fletcher**  
BCCA Board Chair &  
CEO of AFC Construction



# PRESIDENT'S MESSAGE

We have plotted a new course for BCCA and I am proud to be at the helm as we continue our voyage through familiar waters as well as across uncharted depths. OK - I'll ease off on the nautical metaphors from this point forward but I did want to pay homage to the theme of this year's Annual General Report and BCCA's two seafaring Board Chairs during this term, Alan Fletcher and Bob Cooke. Both have been instrumental in ushering in a new three-year strategic plan, providing the required leadership and trust that allowed us to deliver on our stated objectives with the flexibility to pursue emerging industry issues as necessary. The new BCCA strategic plan (2017-2020) was approved at our September AGM in Kelowna after the foundation was laid in June at our facilitated session in Vancouver.

I have appreciated the many opportunities to engage with our partner RCA's at their hallmark events such as the CCVI Conference in Nanaimo, the Construction Leaders Forum in Whistler, the Natural Resources Forum in PG and the Contractors, Consultants and Owner (CCO) event in Kelowna. Any opportunity to be in the regions and working with the CSO's and their teams is a valuable and insightful time for me, enabling my representation of our collective interests at the Provincial and National level.

This year BC elected a minority NDP Government which has become a coalition government with the Green Party by way of a Confidence and Supply Agreement. BCCA has been able to engage consistently, collaboratively and successfully with both parties while maintaining a favourable reputation

with the opposition Liberal Party. Our non-partisan approach and our willingness to bring forward proactive recommendations have opened doors for meaningful dialogue.

BCCA has introduced key capital spending ministries to the Infrastructure Masterclass program in order to assist in the development of waning public sector procurement capacity. This focus serves our integrated membership, the industry as a whole, the government of the day and BC taxpayers. In addition we have supported this new curriculum with a public sector project report card that informs our Best of Procurement Awards, which were introduced during this year to significant appreciation and impact.

BCCA has advanced a fresh concept and new initiative for our industry: the opportunity for the construction industry to act as an "essential responder" in catastrophic natural risk such as including wildfire, flood, seismic and tsunami occurrences. In discussions with Emergency Management BC they see a valuable role for construction as part of the preparation, response and recovery process and are keen to bring our sector to the table. This discussion has also garnered national attention.

BCCA was busy throughout the first quarter of 2018 as BC Construction Month prepared to launch with an official proclamation, and a series of announcements and events to raise the positive profile of our sector. Planned announcements include our Hard Hats and Hockey Sticks initiative with BC Hockey and our continued involvement with the BC Lions and the Salute the Trades Night.

These and other efforts will help us synthesize our value across government as we pursue the best interests of the industry as it relates to existing and emerging topics, including:



*Chris Atchison, BCCA President*

- The BCBid replacement project (positioning of BidCentral) – *Ministry of Citizen Services*
- Prompt Payment legislation – *Attorney General*
- Prompt Payment solutions in technology – *Ministry of Jobs, Trade and Technology*
- Construction Workforce Equity Project – *Ministry of Advanced Education Skills and Training*
- Community Benefits Agreement – *Ministry of Transportation and Infrastructure*

Finally, I must acknowledge the tremendous staff at BCCA. The work they do is professional, value-laden and often thankless but they are passionate and dedicated to the association they serve. I am so proud to have a team that finds meaning and value for their efforts and I sincerely appreciate their significant contributions to BCCA.

"Steady as she goes".

A handwritten signature in black ink, appearing to read "Chris Atchison". The signature is fluid and cursive, written over a white background.

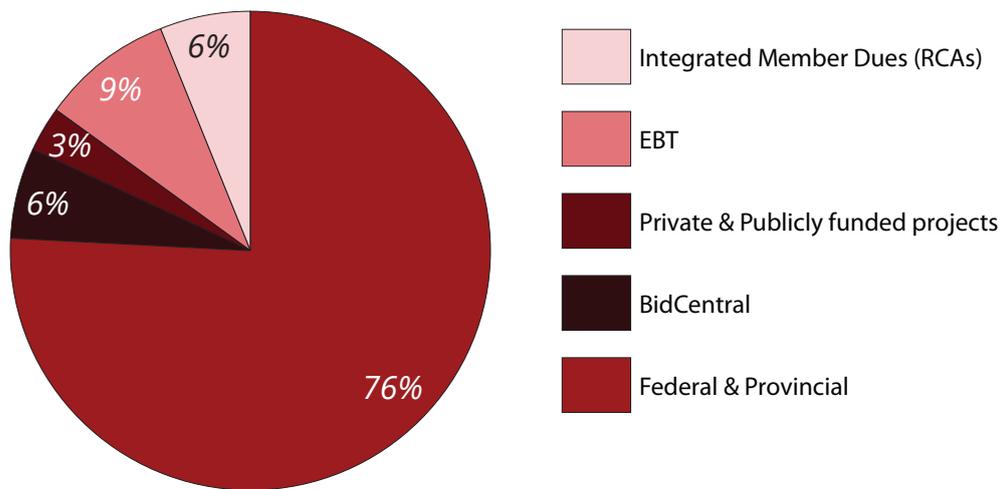
Chris Atchison, President

# FINANCIALS

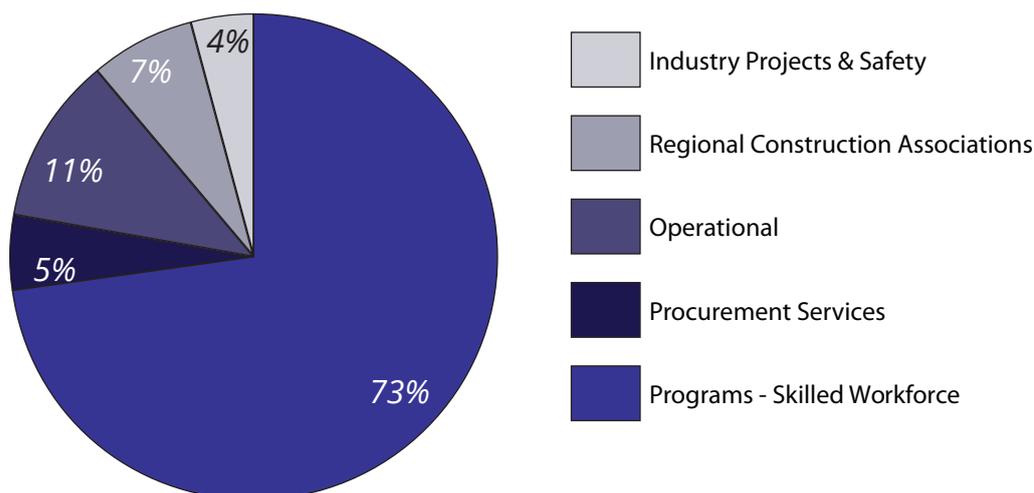
The financial contributions earned by BCCA fund our ability to pursue programs and services in support of our vision that BC is home to an exceptionally productive and resilient industry. BCCA's focus for the fiscal year 2017 /2018 was to continue to maintain a strong financial position while further diversifying our revenue streams.

Our leadership team and internal accounting department, along with the oversight of the Finance and Audit Committee of the BCCA Board, took great care to ensure that financial decisions aligned our expenditures with revenues and that BCCA was able to operate effectively and without compromise.

## BCCA Revenues\*



## BCCA Expenditures\*



\*charts above do not include \$1,500,000 in LNG Canada Trades Training Fund dollars, which flow through the BCCA's charitable arm, the Construction Foundation of BC.

# PROGRAMS & SERVICES

SKILLED TRADES EMPLOYMENT PROGRAM



The Skilled Trades Employment Program (STEP) has been supplying BC construction employers with job-ready workers for skilled trades and general labour jobs since 2006. From screening and assessment to training and supplies, STEP quickly finds and prepares the right candidates for your skilled trades jobs and apprenticeships.

STEP serves employers across BC with RCA-based offices in Prince George, Kelowna, Vancouver, Nanaimo and Victoria and additional locations in Terrace, Prince Rupert, Fort St. John, Kamloops, Nelson, and Abbotsford.

The program's success is due in large part to STEP's Regional Employment Placement Specialists (REPS) who work and live in the communities they serve. REPS continue to build and maintain relationships with employers, other employment service providers, schools/training providers, and community organizations with specific participant target groups such as women, immigrants, indigenous peoples, and youth. REPS regularly attend events such as job fairs and career days and consistently deliver presentations in high schools and foundation courses to increase awareness.



*"STEP is a specialized program that focuses on the construction industry, allowing us to truly be experts in what we do. REPS have strong relationships with employers and many of these relationships have been years in the making. Every day STEP is committed to developing BC's skilled workforce."*  
**Caroline Ames, STEP Provincial Operations Manager**



[www.stepbc.ca](http://www.stepbc.ca)

Funding provided by the Government of Canada through the Canada-British Columbia Workforce Development Agreement.



*Join Canada's construction workforce.*

The Integrating Newcomers Program (BCCA-IN), funded by Immigration, Refugees and Citizenship Canada, provides the unique service of supporting new arrivals who may have a background or interest in construction with assessments, job leads and sector specific labour market information. BCCA-IN conducts one-on-one skills-assessment with construction industry experts to support newcomers in this industry.

BCCA-IN representatives are located within the Vancouver Regional Construction Association (VRCA) and Southern Interior Construction Association (SICA) offices.



**Top 3 Sources for Candidates this year:**

- India
- Philippines
- Nigeria

**288 clients were provided services such as:**

1. Information on trades & opportunities in the construction industry
2. Assessments on their employability in construction
3. Resume and job search support
4. Job leads

The BC Construction Association works with a spectrum of community groups and partners including local indigenous communities and immigrant services.

[www.bccassn.com/in](http://www.bccassn.com/in)



# PROGRAMS & SERVICES



BidCentral is BC's largest and most trusted online construction bidding marketplace, providing a centralized solution and quality service for all ICI construction projects in BC for over 20 years. Public, private, invitation-only and Prebid opportunities which include documents and timely addendum notifications are all easily accessible with a Premium subscription.

The unparalleled combination of professional service from industry experts who live construction every day and the built-by-industry platform allow BidCentral to deliver the most relevant, complete, and timely project information in the market. And we have the tools to ensure contractors receive the updates and information they need -- when and how they need it.

- Trade contractors, suppliers and manufacturers use BidCentral to source projects, create relationships and access timely information
- General contractors and construction managers also use BidCentral to invite bidders for intention to bid, remain in control of tenders and document distribution, and bid more effectively.
- Bid authorities use BidCentral to publish and procure suppliers for major public construction projects.
- The BidCentral platform serves the industry at large, allowing all contractors to connect, distribute and access time sensitive, quality project information and documents through the expansion of Premium and Enterprise access levels



*"BidCentral is the best site for getting complete access to all available projects including private ones that I'm invited to. I used to use Yellow Sheet, GradeBeam and Merx, but have dropped them because everything I need is here."* - Daryl Michell, Michell Excavating Limited

[www.bidcentral.ca](http://www.bidcentral.ca)

The **LNG Canada Trades Training Fund** was created to assist BC construction employers to help their apprentices receive funding to attend school and continue on their apprenticeship path. This program can fund tuition, student fees, exam fees, and other expenses (textbooks/course supplies).

**\$1.5 Million**

funding from LNG Canada

Results to date:



The **LNG Connect Program** is a program in the Terrace/Kitimat area of British Columbia, to assist residents in finding employment and funding to pay for short courses, safety/work clothes, and equipment that is necessary for these jobs. This program also has a goal of assisting the Indigenous Communities in the Terrace/Kitimat area, and works closely with local Aboriginal Community Groups.



Joint venture companies



The **TransCanada Coastal GasLink Connect Program** is a program in the Bulkley Valley (Hazelton to Vanderhoof), in Northern British Columbia, assisting residents in finding employment and funding to pay for short courses, safety/work clothes, and equipment that is necessary for the employment opportunities in the region. This program also has a goal of assisting the local Indigenous People in the Bulkley Valley, and works closely with local Community Groups.

*"You have enabled me to focus on my education and work as an apprentice without the added stress and financial burden of tuition expenses and more. This will go a long way to helping me achieve my final goal of becoming a Red Seal Electrician"*

David C. - Terrace, January 2018

[www.bccassn.com/lngcanada](http://www.bccassn.com/lngcanada)

# PARTNERSHIPS



## employee benefits

The BCCA Employee Benefit Trust (EBT) was created nearly 50 years ago to look after the healthcare needs of the association's participating employers and employees. The plan, which was built by the industry for the industry, has grown from its modest beginnings to the present, where we look after over 490 employer groups and 6,700 of their employees and families.

As the Plan Administrators, the BCCA EBT is committed to working with all our employer groups in managing the employee benefit plan

to ensure we continue to meet their needs. Our core values demonstrate strongly our pledge to client service and plan management.

We are proud of the support our member clients have in us and this is evident through our retention rate averaging 93% over the past five years.

The Employee Benefit Trust board consists of one member and CEO from each of the Regional Construction Associations, as well as the BCCA President.

The annual EBT client survey provides useful feedback and evaluation of our commitments. The 2017 Client Survey provided the following key performance indicators.



### **BCCA Representation on EBT Board:**

- Scott Bone (NRCA)
- Sylvia Bryant (NRCA)
- Jason Henderson (SICA)
- Richard Owen (SICA)
- Rory Kulmala (VICA)
- Christy Kerr (VICA)
- Fiona Famulak (VRCA)
- Rois Rizzo (VRCA)
- Tim Doucette (VRCA)
- Chris Atchison (BCCA)

[www.bccabenefits.ca](http://www.bccabenefits.ca)



COCA was created to present a united front and systematic approach to WorkSafeBC, Technical Safety BC and the Provincial Government in regards to construction's workplace health and safety interests. COCA represents 20 BC construction associations from every sector and size company, both union and non-union. The BCCA acts as the secretariat, contributing the largest funding amount. The BCCA has three Directors that sit on COCA's Board.

COCA ensures that regulatory changes are reasonable and effectively promote safety. As a result millions of dollars have been saved and industry's interests protected.

During the 2017-2018 fiscal year, COCA advocated for industry on numerous issues including, the following:

- First Aid Requirements
- Permanent Disability Evaluation Schedule
- BC's Crane Competency Standard
- OHS Guideline for Storage Racks: Application of OHSR section 4.43.1.
- Part 3 of the Shoring Regulations
- WorkSafeBC COR Program and Audit Standard
- Removing the Capitalized Value of Permanent Disability Awards from the Experience Rating Calculation
- Workplace Status
- Part 20 - Concrete Formwork and Falsework.
- Part 16 - Mobile Equipment
- Parts 8, 21 and 24 of the OHS Regulation, Bill 9 – Mental Disorder Presumption.

### **BCCA Representation on COCA Board of Directors**

1. Wayne Fettback, Western Pacific Enterprises Ltd. (Chair)
2. Don McNiven, McNiven Masonry
3. Jeff Lyth, QSP Leadership
4. Jeff Hanley, HanCon Constructors

[www.cocabc.ca](http://www.cocabc.ca)



The BC Construction Safety Alliance is a not-for-profit association that provides services to over 40,000 construction companies employing approximately 200,000 workers. We are funded by industry through WorkSafeBC annual assessments and are governed by a Board of Directors whose members represent all sectors of the industry: industrial, commercial, institutional, residential, road building and heavy construction, aggregate, and ready-mixed.

BCCA is a strong supporter of the BCCSA, aligning with their goals and initiatives helping make safety simpler for those in the construction industry.

Eight of 17 BCCSA board members are appointed by the BCCA from the RCA membership:

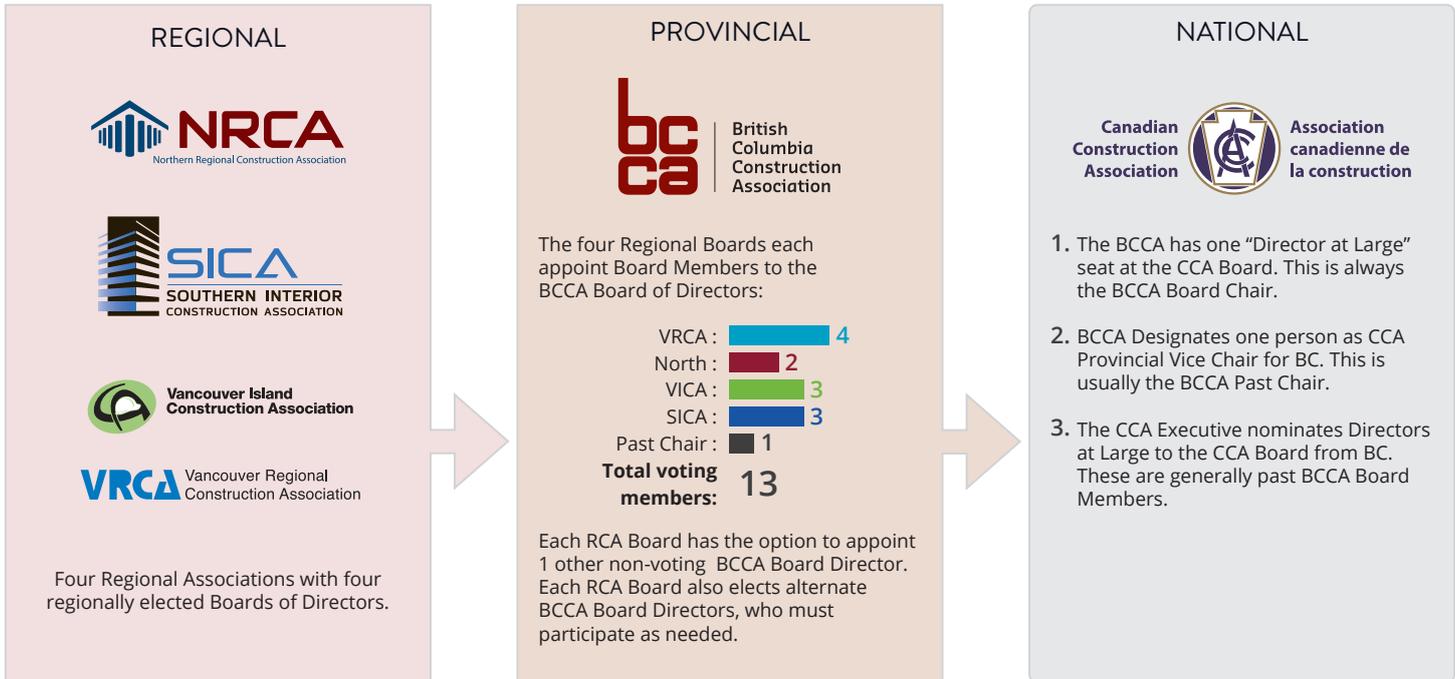
- Wayne Fettback
- Kevin Moss
- Brooks Patterson
- Richard Verbeek
- Stan Weismiller
- Cory Klein
- Jeff Hanley
- 1 Vacancy

[www.bccsa.ca](http://www.bccsa.ca)

# OUR CONSTRUCTION ASSOCIATION NETWORK

In partnership with our colleagues at the regional and national levels, we work to foster an economic and political climate to promote growth, competition and success for our industry.

Together, we form a strong national network that has enormous power to shape the future of our industry.



## Regional Construction Associations

Companies who hold "Industry" level memberships in their Regional Construction Association are also members of the BC Construction Association and the Canadian Construction Association. Member companies find enormous value in their ability to collaborate directly with our Associations on issues they care about. This year these issues included prompt payment, procurement best practices, corporate and small business taxes, the TransCanada Pipeline, and NAFTA.

The BCCA Board is comprised exclusively of members of the Regional Construction Associations, who provide leadership and guidance to ensure value to the industry across the province and back to the unique regional markets. (See back cover for list of names).

To support the Regional Construction Associations and facilitate open communication and dialogue on key issues, BCCA hosted and funded five Board meetings and 12 meetings of the five Association CEOs this year. These group discussions direct the focus of BCCA's work, providing an opportunity to ensure member value and that regional issues are provincially and nationally addressed as needed.

BCCA provided financial assistance to several regional projects and programs, including joint ventures on website development, the operation of BidCentral, the creation of a public sector course on procurement best practices, and a membership development strategy.

This unified approach is of paramount importance to our work, and continues to be one of the most important differentiators for our success.



## ASSOCIATION INITIATIVES

### Employee Benefits Trust Board

- 1 Member of the Trust from each RCA
- CSO from each RCA
- BCCA President

### BidCentral Advisory Team

- BCCA President
- CSO from RCA
- 1 Out of Sector Business Advisor

### LNG Canada Workforce Development Program

- BCCA President & Staff
- Sector Engagement Panel

### TransCanada Coastal Gas Link

- BCCA President
- BCCA Staff

## BCCA STANDING COMMITTEES

### Governance Committee

- BCCA Board Members (4)
- BCCA Staff (2)

### Finance & Audit Committee

- BCCA President
- BCCA Director-Secretary Treasurer
- 2 BCCA Directors
- BCCA Finance Manager

### Standards & Practices Committee

- BCCA President
- BCCA VP of Industry Practices
- CSO from each RCA
- 2 BCCA Board Members
- 4 Industry Representatives (1 from each RCA's integrated membership)

### Executive Committee

- BCCA Chair, Vice-Chair, & Secretary / Treasurer

## PROVINCIAL GOVERNMENT

### Deputy Minister's Industry Infrastructure Forum

- BCCA President (Advisor)
- BCCA Director (Co-Chair)
- Deputy Minister of Finance (Co-Chair)
- Additional Advisors:
  - ICBA, Partnerships BC
  - ACEC, BC Hydro
- Deputy Ministers from Infrastructure Ministries
- 7 Industry Representatives

### BOBS Committee

- BCCA VP of Industry Practices
- 4 Industry Representatives (1 from each RCA's integrated membership)

### S&P Committee

- 3 Industry Representatives (1 from each RCA's integrated membership)

## CONSTRUCTION INDUSTRY GOVERNMENTAL ORGANIZATIONS

### Construction Foundation of BC

- BCCA President (voted Director)
- 4 RCA Board Members
- 3 Industry Seats by invitation

### Common Gound Alliance

- BCCA Member on the Committee
- BCCA Sponsors

### BC Construction Safety Alliance

- BCCA appoints 8/16 Board Seats

### Building Safety Advisory Group

- BCCA is an Advisor

### Council of Construction Associations

- BCCA funds \$100K year and provides operational services
- BCCA appoints 6 of 18 Directors

### SkillsCanada

- BCCA Staff on the Board of Directors
- BCCA Sponsors

### Technical Safety BC

- BCCA is an Advisor

### Public Construction Council of BC

- BCCA VP of Industry Practices

### Canadian Apprenticeship Forum

- BCCA Member on the Board of Directors
- BCCA Sponsors

### Buildforce Canada

- CSOs & BCCA VP on Civil Advisory Group

### Master Municipal Contract Documents

- BCCA Member on Board

### Home Owner Protection Office

- BCCA is an Advisor

### Legend

- Nominated by RCA, appointed by BCCA Board
- Appointed by RCA Board
- Appointed by BCCA Board

- Invited or Appointed by Government
- Invited by DMIIF Co-Chairs

- Staff
- Volunteer

## Canadian Construction Association

The BCCA is an active member of CCA. The BCCA Board Chair, Bob Cooke, is a Director at Large on the CCA Board. The former BCCA Chair, Patrick Waunch, is the CCA Provincial Vice Chair for BC. The CCA Executive nominates Directors at Large to the CCA Board from BCCA, who are active on the following standing committees:

- Innovation and Technology
- Trades Contractors
- General Contractors
- Government
- COO
- Standards & Practises





# BCCA 2017-2020 STRATEGIC PLAN EXECUTIVE SUMMARY

## OUR PRIORITIES

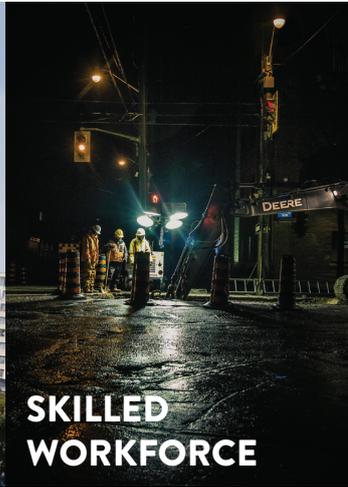


### CONSTRUCTION PROJECTS

*BC's most trusted source of procurement expertise and project opportunities.*

#### Focus

- Developing Public Sector Procurement Capacity
- Improving access to high quality project information through the expansion of BidCentral



### SKILLED WORKFORCE

*Developing BC's construction workforce through demand-side expertise and input.*

#### Focus

- Assisting employers to attract, develop, and retain the skilled workers they need
- Providing training and wellbeing resources to build skilled tradespeople and ensure they enjoy successful construction careers

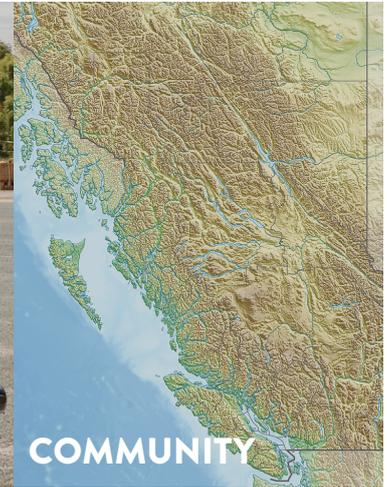


### TECHNOLOGY

*Fostering construction innovation and entrepreneurship.*

#### Focus

- Partnering with BC's technology sector to support construction-related product development



### COMMUNITY

*Connecting our geographic, cultural, and business networks.*

#### Focus

- Collaborative initiatives linking Regional Construction Associations, Private Sector, Public Sector, and other Stakeholders

## TO ACHIEVE OUR PRIORITIES, WE FOCUS ON ACTION:

### ADVOCACY



BCCA engages collaboratively with Ministries, Crowns, and other provincial stakeholders to foster mutual understanding of key industry issues. Together we work to achieve positive outcomes through innovative approaches to policy, legislation, taxation, programming, regulation, and public engagement.

### COMMUNICATIONS



Using all relevant communication and marketing channels we maximize awareness of industry achievements and priorities, as well as BCCA programs and services.

### TRAINING



In partnership with subject matter experts, BCCA develops professional curriculum for delivery by the Regional Construction Associations and other educational partners.

### PARTNERSHIPS



Joining forces with Regional Construction Associations, private sector partners, government and industry stakeholders, we avoid duplication and partner up for maximum impact, access, and outcomes.

### MEASUREMENTS



We use research and data to identify and monitor issues, achieve our priorities, and support our actions.

[WWW.BCCASN.COM](http://WWW.BCCASN.COM)

BCCA STRATEGIC PLAN 2017-2020  
*Building BC's Future*

# OUR TEAM

## **BCCA STAFF**

Chris Atchison  
*President*

Warren Perks  
*Vice President,  
Director of Industry Practices*

Lisa Stevens  
*Chief Operating Officer*

## **Accounting**

Sue Edmonds  
Jackie Knutson  
Eric Metcalf

## **Administration**

Zuzana Capeau  
Andree Porter

## **BCCA Integrating Newcomers**

Alice Calmettes  
Natalie Durham  
Aurora Ferrera  
Daniel Wang  
Teresa Williams

## **BidCentral**

Jonathan Smallwood

## **I.T.**

Jeff Lapointe

## **Standards & Practices Committee**

Lee Bedell, *NRCA*  
Bonnie Griffith, *NRCA*  
Vacant, *NRCA*

Jason Henderson, *SICA*  
Angela Mckerlich, *SICA*

Rick Bayko, *VICA*  
Doug Savory, *VICA*  
Roger Yager, *VICA*

Ashley Campbell, *VRCA*  
Clark Campbell, *VRCA*  
Kevin Mierau, *VRCA*

## **LNG Canada Workforce Development Program**

Bonnie-Lynne Ceriko

## **Marketing**

Lindsay Groves  
Stephen Richter  
Harold Borges

## **Skilled Trades Employment Program**

### Northern Region

Steven Bernard  
Bethany Fielding  
Deborah Jonkman  
Tasha Matovina  
Michelle Owen  
Veronica Williams

### Southern Interior

David Croteau  
Garry Hanson  
Sarina Klein  
Sharon Miller  
Allan Pusey  
Kathy Wallis

## **Consultants**

Terry Brown  
Manley McLachlan\*  
Lesley Patten  
Matthew Stevenson, *BCCA-IN*

### Lower Mainland

Faith Dempster  
Doug Halvorson  
Becky He  
Kyle Maggs  
Isabel McLean  
Gary Schwaiger

### Vancouver Island

Caroline Ames  
Zuzana Capeau  
Ken Chrapko  
Jazret Mraze

## **BCCA BOARD**

Alan Fletcher  
*BCCA Chair, VRCA*

Angela Mckerlich  
*Vice-Chair, SICA*

Mike Fawcett  
*Secretary Treasurer, NRCA*

Bob Cooke  
*Past Chair, VRCA*

Lee Bedell, *NRCA*  
Josh Bergsteinsson, *SICA*  
Jason Glue, *VRCA*  
Jason Henderson, *SICA*  
Kevin Mierau, *VRCA*  
Anthony Minniti, *VICA*  
Graham Sibbald, *VRCA*  
Roger Yager, *VICA*

## **Deputy Ministers Industry Infrastructure Forum**

Roger Yager, *Co-Chair*

## **RCA Chief Staff Officers**

Rory Kulmala, *VICA*  
Scott Bone, *NRCA*  
Jason Henderson, *SICA*  
Fiona Famulak, *VRCA*

## **Innovation Committee**

Scott Bone, *NRCA*  
Dr. Guido Wimmers, *NRCA*

Bill Everitt, *SICA*  
Phil Long, *SICA*  
Patrick Waunch, *SICA*

Greg Baynton, *VICA*  
Alan Fletcher, *VICA*  
Mark Liudzius, *VICA*

Fiona Famulak, *VRCA*  
Gerry Enns, *VRCA*  
Jennifer Sanguinetti, *VRCA*

Abigail Fulton, *Construction Foundation*  
Warren Perks, *BCCA*