

# SICA CONSTRUCTION REVIEW

OFFICIAL PUBLICATION OF THE SOUTHERN INTERIOR CONSTRUCTION ASSOCIATION

## REBUILDING HOMES IN SKWLĀX TE SECWEPEMCŪLECW

SKWLAX RESOURCE MANAGEMENT  
DIGS IN FOR RAPID HOUSING PROJECT

INSIDE

**BUILDING BUILDERS MENTORSHIP PROGRAM  
HELPS FORGE LIFE-LONG SKILLS**

**SKILLED TRADES EMPLOYMENT PROGRAM  
(STEP) PROMOTES INCLUSIVITY**

**SHUSWAP HEALING CENTRE:  
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## PROJECT HIGHLIGHT

### **Bigstone Cree Nation High School** **Consultant: Stantec Engineering**

This project was put into development with Chandos Construction and the Bigstone Cree Nation in order to expand the existing Oskî Pasikoniwew Kamik, also known as the Bigstone Community School, and will remove the current need for portable classrooms. The new 77,683 sqft school includes 14 classrooms, an outdoor classroom, a woodshop, an industrial-sized kitchen, gymnasium with a mezzanine running track and change rooms, and a large gravel parking lot.

The new school is located in Wabasca-Desmarais, Alberta and will allow the Bigstone Cree Nation to exercise its Treaty Right to Education regarding Indigenous control of Indigenous Education.

### **What is the Treaty Right to Education?**

The Treaty Right to Education affirms that First Nations students have the inherent and Treaty right to receive an education that is in accordance with their culture, values, traditions, and languages – free from prejudice and discrimination.

### **About the Nation**

The Bigstone Cree Nation (BCN) is made up of three communities: Calling Lake, Chipewyan Lake, and Wabasca. The BCN is comprised of 5,000+ members, on- and off-reserve.



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## A MESSAGE FROM OUR CEO, CLIFFORD KSHYK

**A**s we close out the year, I'm excited to share the positive developments we've experienced as an association and highlight both the progress and challenges that shape the future of our industry in the southern interior.

One of the biggest successes this year has been a 12-per-cent increase in membership, demonstrating the growing strength and influence of SICA within the construction community. This growth has been accompanied by a significant rise in member engagement with our education programs and events, showing a deepened commitment to professional development and collaboration across the sector.

Our recognition within the broader community has also grown, thanks in part to our members' contributions to key projects and initiatives that are helping build a stronger southern interior. Together, we are making a real impact and enhancing our reputation as leaders in the construction industry.

I'm also excited to share that diversity within our Board is expanding. We are proud to welcome four women to our leadership team – a step forward in ensuring that our Board reflects the diversity of our industry and the communities we serve.

However, challenges persist. One of the ongoing concerns is the issue of delayed payments, which continues to place financial strain on contractors. We had high hopes that prompt payment legislation would be enacted soon, but with a provincial election on the horizon, there are potential delays in seeing this vital legislation move forward. We will continue to advocate together with our colleagues for timely payment practices that ensure financial stability for all businesses.

In addition, an industry alert on the removal of Contract A has raised awareness across public owners about the evolving landscape of contract law. This change has prompted public owners to take notice, further underscoring the importance of fair and transparent processes in our industry.

As we move forward, SICA will stay dedicated to supporting our members, and all of us at SICA are excited about the opportunities ahead to strengthen our connections with all of you.

Clifford Kshyk  
CEO

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# BUILDERS LIFE TALENTCENTRAL

## B.C.'S ONLY CONSTRUCTION INDUSTRY-SPECIFIC JOB BOARD

**B**y construction, for construction.

Whether it's through the creation of BCCA itself, or the Employee Benefit Trust, which celebrates its 55th anniversary this year, we've always believed that construction knows best what construction needs. And we know how to get the job done. It's in this spirit that we launched Builders Life TalentCentral, a job board that matches construction employers with job seekers across B.C.

We all remember the highly successful "This is what a builder looks like" Builders Life ad campaign, which ran last year. The resounding success of that campaign resulted in a talent pool nearly 10,000 strong. When we saw that, we knew that we had to convert that interest by job seekers into value for our industry. Builders Life TalentCentral was born.

Builders Life TalentCentral allows employers to post job openings and connect with talent. It helps in the hiring process while allowing job seekers to create a profile and

access career opportunities. All this is at no cost for job seekers and members of B.C.'s regional construction associations, with whom we partnered to make BCCA's Builders Life TalentCentral a reality.

Key features of Builders Life TalentCentral include:

For employers:

- Post job openings and search talent profiles, from entry-level to executive roles.
- Search and review job seeker profiles and resumes.
- Contact job seekers directly.
- Premium services for all employers will be available or a fee.

For job seekers:

- Find and apply for current job postings across the province.
- Create a personal profile and upload a resume, with an option to be searchable to B.C. construction employers.
- Connect with employers.
- Access resources.
- Great perks from Mark's Commercial and other partners.

Job seekers have reason to be interested in construction as a career path. Data from our 2024 BC Construction Industry Survey tells the story. Construction continues to pay very competitively, as entry-level respondents on average report earning 25-per-cent higher than minimum wage. The average hourly wage across all trades ranges from \$22.11/hr for those working less than one year to \$42.71/hr for those working more than 10 years. The majority of workers report being paid overtime, while most report receiving health benefits, working full time and working year-round. Builders Life TalentCentral offers job seekers an effective tool to identify opportunities and reach out to employers. Finding work in



B.C.'s construction industry has never been easier.

*"What keeps me up at night? Too much work, not enough employees, cash flow issues!"*

- 2024 survey respondent

Builders Life TalentCentral is a proactive measure, aimed at closing the workforce shortage gap in B.C. Results from the 2024 BC Construction Industry Survey showed that skilled labour shortages top the concerns of B.C.'s construction industry employers and their representatives. In the same survey, 71 per cent expressed concern about workforce shortages.

B.C. construction industry employers have reason to be worried. The number of job openings expected in B.C.'s ICIR (industrial, commercial, institutional and residential (multi-unit)) sector by 2033 as the result of retirements and expansion is 20,700, of which 6,600 are forecast to remain unfilled. This is a significant improvement over the past five years but is still not enough. We need to do more as an industry to recruit new workers to fill the jobs that will be vacated by retirees. By making construction more attractive to a diverse talent pool, and by offering employers a tool and the means to connect with job seekers through Builders Life TalentCentral, we hope to help solve B.C.'s workforce shortage crisis.

We're dedicated to continually enhancing the Builders Life TalentCentral platform as we optimize the service we provide B.C.'s construction industry. As you use the Builders Life TalentCentral platform, be sure to reach out to us with recommendations for new features and any other feedback you may have.

The health of an industry depends as much on proactive measures taken by

those who want to see it thrive as it does on how well they perform under pressure. At BCCA, we adopt a holistic approach to addressing the issues faced by B.C.'s construction industry, as it deals with workforce shortages and other challenges to the viability of the companies that make up its numbers. Our focus remains consistent with our mission: building a vibrant workforce, supporting construction delivery and reinforcing our communities.

Builders Life TalentCentral is one important way BCCA is delivering on its commitment to B.C.'s construction industry. Sign up today at [talentcentral.ca](http://talentcentral.ca).

Chris Atchison  
President, BCCA



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# AN UPDATE FROM THE CCA

## CANADA'S CONSTRUCTION INDUSTRY RALLIES FOR REFORM

**W**ith an ongoing national housing crisis, the government's prioritization of a low-carbon economy and a mounting workforce shortage, Canada's construction industry is in the spotlight.

Representing 18,000+ member firms, the Canadian Construction Association (CCA) is capitalizing on this political attention to advocate for strategic investment and policies that will support rather than hinder our efforts to build a stronger Canada.

### BUILDING BEYOND HOUSING: CCA'S ADVOCACY PUSH

While Canada's Housing Plan formed the centrepiece of the 2024 federal budget, the industry was left disappointed by several significant missed opportunities, including:

- Next steps for the National Infrastructure Assessment;
- Investment in corresponding infrastructure for every new home built;
- A long-term plan to fill the gap in our trade-enabling infrastructure;
- Modernization of procurement strategies to support shared risk; and
- Meaningful collaboration with provinces, municipalities and industry.

Estimates indicate that each new housing unit requires up to \$107,000 in public infrastructure investment; thus, a significant additional investment is needed to build, support and connect

these homes to essential housing-enabling infrastructure. This represents a major shortfall in investment. Canada's existing – not to mention aging – infrastructure is not prepared for the additional stress.

We voiced these concerns at our Meech Lake meeting in May. This meeting is a chance for industry experts from across Canada to connect with senior federal government officials to discuss critical issues affecting the industry. By working together with the Government of Canada, the construction industry can continue building a resilient and sustainable infrastructure for the benefit of all Canadians.

The second of these biannual meetings is scheduled for the fall to provide another touchpoint ahead of CCA's annual Hill Day in November. Last year's Hill Day was our most successful yet, with close to 100 industry experts meeting with parliamentarians from all parties and regions to champion construction and reaffirm the value of the industry to Canada's economic growth.

### AWARENESS TO ACTION: CONSTRUCTION'S PROGRESS ON NET-ZERO OBJECTIVES

CCA will be releasing an update to our 2021 *Strength, resilience, sustainability* white paper in September. This broader report will highlight the progress made by industry, explore the linkages between climate risk and infrastructure decisions and discuss the path forward in confronting the climate crisis. It will also serve as a springboard for discussions with government on the need for greater investment and

supportive policies to not only achieve net-zero objectives but also protect Canadians and the infrastructure they depend on daily from the escalating threats of extreme climate events.

CCA's Q4 ICIC Construction Sector Quarterly Insights Report observed that the industry is making significant gains in sustainability practices. Despite its history as a contributor to greenhouse gas (GHG) emissions, the sector is swiftly embracing measures to curb its environmental impact. There has been a notable decrease in emissions intensity across various infrastructure assets, and investments in clean technologies and materials are rising.

### REBUILDING CANADA'S CONSTRUCTION WORKFORCE

With an estimated 265,000 set to retire in the next decade and growing construction demands, there is a real need to partner with the federal government on workforce development strategies. While progress has been made, there's still much work to be done.

We achieved some headway with the federal government on rebuilding Canada's workforce through immigration reform. Immigration targets were increased and a new process was announced under the Express Entry program to welcome skilled newcomers with work experience in occupations considered a priority in Canada, including construction.

However, ongoing dialogue will continue as the government needs to create a more supportive environment to alleviate labour choke points –

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COLLABORATIVE PARTNER TO SICA, PROVIDING  
HELPFUL TOOLS, SHARING BEST PRACTICES ACROSS  
THE COUNTRY AND BEING YOUR VOICE WITH  
THE FEDERAL GOVERNMENT."**

— RODRIGUE GILBERT

this includes changing an outdated immigration point system and working with provinces to ensure better skills matching.

#### SIMPLIFYING CONTRACTS AND GUIDES

CCA is striving to make contract management simpler and more transparent for our members with our new contract management platform, SignaSur. SignaSur offers secure digital CCA and CCDC contracts through our integrated partner associations. Many of our integrated partner associations have had a briefing on the service and are at various stages of adoption and launch.

A series of new CCA and CCDC documents have also been published and are now available for purchase through CCA's integrated partner associations. A special thank you to the Southern Interior Construction Association (SICA) for hosting a CCDC Seminar, our first in-person seminar since the pandemic. These seminars provided a unique opportunity to delve into new contracts and guides with the document authors, who provided detailed explanations and demonstrated their use in practice.

#### STAY IN TOUCH!

You can count on CCA to be a collaborative partner to SICA, providing helpful tools, sharing best practices across the country and being your voice with the federal government.

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# CHANDOS CONSTRUCTION

A PURPOSE-DRIVEN COMPANY WITH A PEOPLE-FIRST PHILOSOPHY BY KELLY PARKER

**C**handos Construction was established in 1980 in Edmonton. Since then, the company has expanded to over 700 employees and eight offices across Canada, including Calgary, Red Deer, Vancouver, Toronto, Ottawa, Chalk River and Kelowna. Chandos is 100-per-cent employee-owned, and the first and largest B Corp-certified national technical builder in North America.

Don't look for the sumame Chandos anywhere on the list of C-suite executives, either. From the get-go, its founders wanted to create something different, even steering away from using a traditional construction company name. Instead, the company is named for Chandos Lake in Ontario's Kawartha Highlands – a place that had a history in the upbringings of founders Dan O'Brian and Don Coyne.

Among the comprehensive list of services Chandos provides are general contracting, construction management, integrated project delivery and a progressive design-build model. Chandos came to Kelowna in 2016 to explore the market, soon landed its first contract, and the new office opened in 2018. Six years later, they are still excited about the projects and possibilities that the B.C. interior has to offer.

"Originally, we were admittedly dipping our toes in," explains Cody Lowry, director of business development for Chandos in Kelowna, "but it has proven to be quite successful. We've had our learning curves as any growing company might, but we're feeling really optimistic about where we started, where we've made it to, and the future seems quite promising in the B.C. interior."

Not long after Chandos opened the Kelowna office, the pandemic hit, and the construction industry had to figure out how to fulfill its contractual obligations. "The pandemic was hard on everybody, of course," stresses Lowry, "but we actually had some shining examples during the pandemic – one being the Canada Games Aquatic Centre in Kamloops, where we were in the throes of construction, delivering the project through integrated project delivery. We were able to have all the experts in the room working as a team, because in that moment, you need to focus on project outcome and on the client values. We were lucky enough to have that rolling, and we came in under budget."

Lowry says he's fond of that project for more than one reason. "More importantly, I think that was the catalyst to opening the door for





integrated project delivery for more municipalities and clients in the interior of B.C.," he explains. "I believe that it is a better way to deliver projects, especially if they're complex and have many stakeholders. That was a pivotal moment for us as a company, and I am hoping for the [same in the] interior of B.C., as well."

Currently, Lowry is enthusiastic about an elementary school that Chandos is building. "That is really exciting and, quite frankly, quite rewarding," he adds. "It's wonderful when our technical skills and our values match clients' needs so well, and the opportunity to have an impact in that community and facilitate a school for children in the community – that's a favourite right now for me, for sure."

There's a clear theme that runs through Lowry's remarks that points to a people-first philosophy, which is very much a focus of the company's approach. "We have Friday stand-up meetings where we focus on continuous improvement. We include various topics and updates from across the company so we can share across the company. We're built on a culture of pursuing continuous improvement in everything we do," he stresses. "We hold a leadership conference every year where we have guest speakers, which is a lot of fun. It comes back to sharing and building relationships."

Giving back, Lowry adds, is also built into Chandos' DNA. "We're just naturally interested in giving," he says. "Just recently, we've helped the SPCA locally with some funding and some labour to build up some much-needed structures."

"I believe the construction supply chain is underutilized when it comes to local procurement," he notes. "For example, on the Nelson SHARE housing project, we minimized environmental impact and supported local trades, local contractors and fabrication. It's two-pronged. There's the giving side, and then there's the advancement of social procurement in the construction side."

When asked about what might be in the hopper that he's excited about, Lowry replies, "I'm excited to see the growth of our project teams and nurture that,

and the continued collaboration on a broader level. We're also doing a lot of work in the affordable housing space, and that's exciting to be able to provide affordable housing in this current crisis in the B.C. market."

Looking ahead, Lowry says Chandos' Kelowna office is "just excited to continue to pursue innovation and collaboration, and be a purpose-driven company to create prosperity for communities. That's really what I'm passionate about, and [it's] the same with our team." ■

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# CELEBRATING SUCCESS AND BUILDING FUTURES

## A ROUND-UP OF SICA'S MEMORABLE EVENTS



### TAKING CONSTRUCTION TO THE NEXT LEVEL

The Southern Interior Construction Association's Contractor Consultant Owner (CCO) Workshop is the leading event for construction professionals in the southern interior of B.C.

This conference creates the perfect setting where experts and industry leaders converge to share transformative ideas, pioneering projects and cutting-edge best practices that are driving the industry forward. The workshop provides a valuable opportunity for construction professionals to connect, engage in education, participate in insightful discussions and gain the knowledge needed to advance their careers and the industry as a whole.

Mark your calendar for **February 6, 2025**, and join us at the **Coast Capri Hotel in Kelowna** for an event that will once again set the standard for the industry!

**A**t the Southern Interior Construction Association (SICA), our commitment to fostering a vibrant and connected community within the construction industry shines brightly through our diverse array of events. This year has been a testament to our collective efforts, showcasing exceptional moments of camaraderie, achievement and growth. Here's a look back at some of the highlights and what's on the horizon for our members.

### TEE TIME TRIUMPHS

Our golf events have been a standout feature of this year's calendar, with each tournament not only offering a chance for networking but also contributing to meaningful causes. We kicked off the season at the prestigious Big Horn Golf & Country Club in Kamloops on May 23, followed by an exhilarating round at Skaha Meadows Golf Course on June 25. The Okanagan Golf Club's Bear and Quail courses proved to be a grand success, with ticket sales enabling SICA to donate a remarkable \$1,340 each to the Central Okanagan Food Bank and the Howard Strong Scholarship.

The fun didn't stop there! Sunset Ranch welcomed us for another round on September 13, and all our golf events were met with an enthusiastic response, selling out for both playing spots and sponsorships.

### A TOAST TO

### CONSTRUCTION EXCELLENCE

Our BCCA Lunchbox Challenge, featuring a complimentary breakfast sponsored by BCCA and Construction Month, was a morning to remember. We extended our heartfelt thanks to BCCA for their continued support and for sponsoring the Contractor's Breakfast, which included a special Leadership Award presentation to Acres Enterprises Ltd. This accolade recognized Acres for their exemplary dedication to inclusivity, a safe and respectful workplace, and their impactful community initiatives like Heavy Metal Rocks. With 18-per-cent female representation in their workforce, Acres is a shining example of how prioritizing employee well-being and work-life balance benefits everyone.

## YOUNG BUILDERS MAKING WAVES

One of the year's most exciting events was the Young Builders Launch at BNA Brewing, where the future of construction took centre stage. This gathering provided a unique platform for younger members to network, exchange ideas and discuss the industry's future. Engaging the younger workforce is crucial for the evolution of our industry, and these events are instrumental in helping them advance their professional goals while shaping the future of construction.

Following the launch, the Young Builders Lawn Bowling event was a hit, offering a fun and relaxed environment to engage with peers. We encourage more young professionals to join in and discover the exciting opportunities within the construction sector. If you're interested in getting involved or joining the Young Builders committee, reach out to us – we're always eager to welcome fresh perspectives and ideas.

## HITTING THE MARK WITH TRAP & SKEET

Our Trap & Skeet event at Kamloops on June 26 was another highlight, thanks to the dedicated volunteers from the Shotgun Sports Club and the Kamloops Paddlewheelers Lions Club. Their support and enthusiasm made the event enjoyable for both novice and experienced shooters. The Paddlewheelers kept everyone well-fed and entertained, contributing to the event's continued success.

## REFLECTING ON THE CCO WORKSHOP

We wrapped up our highly anticipated CCO Workshop, held on February 8, 2024. This pivotal event brought together contractors, consultants and public owners for a day of insightful discussions and innovative ideas. The workshop featured sessions on generative AI and digitization in construction, with keynote speaker Dr. Shimi Kang presenting on "The Future-Ready Mind." Her engaging talk provided valuable strategies for reducing industry-related stresses and adapting to future challenges. Other sessions, including those on ideal project outcomes and contract diligence, received high praise for their practical insights and real-world relevance.



## A HEARTFELT THANK YOU

We extend our deepest gratitude to all our participants and, especially, our sponsors. Your involvement is crucial to the success of our events and the ongoing vitality of SICA. Without your support, we couldn't achieve the remarkable outcomes we do. Your participation not only makes our events possible but also helps us drive forward our mission of strengthening and connecting the southern interior construction community. Your commitment plays a vital role in sustaining and enhancing the value we bring to our members and the industry as a whole.

## LOOKING AHEAD

As we reflect on a year of remarkable events, we're already gearing up for an even more dynamic 2025. Our events list continues to grow, and we encourage you to stay informed by visiting our website and subscribing to our newsletter. Together, let's continue to build a strong, connected community in the southern interior construction sector.

Here's to more successful events and a future filled with opportunities for growth and collaboration!

For more details and to stay updated on upcoming events, visit our website or contact us directly. We look forward to seeing you at our future gatherings! ■



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# CCO Workshop

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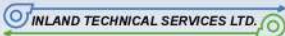
The CCO Workshop is a one-day conference hosted by the Southern Interior Construction Association.

CCO stands for Contractors, Consultants and [Public] Owners, representing the important relationship that each of the parties brings to the table of a construction project.



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# YOUR CONSTRUCTION COMPANY AND EMPLOYEE SHARE OPTIONS

## WHAT HAPPENS WHEN THE EXPERIENCED "OLD" IS REPLACED BY A MORE DEMANDING "NEW"?

**I**t's no secret Canadian construction companies are experiencing change at an unprecedented pace – fuelled by (among other factors) changing building standards and bidding processes, compressed margins and an aging workforce.

At the same time, a seismic demographic shift is taking place. Millennials will soon overtake baby boomers as the largest generation in the Canadian workforce – with qualities and work styles that may differ from their predecessors. This new generation is demanding a more collaborative, more participative work environment, and it is expected that this trend will only continue.

In fact, the battle to attract and retain capable, motivated people – of any age – is a challenge, particularly in regions where construction activity is robust. Add evolving building and environmental standards, applications of so-called smart technology and the additional intricacies in acquiring contracts, and you have an increasingly complex business environment.

### THE ROAD TO EMPLOYEE OWNERSHIP

A number of these growing concerns are common to construction business owners, including questions such as:

- How can we retain our brightest and best people? The competition for talent in our industry is intense right now, and I want to make sure that we are able to maintain strong bench strength.
- We would like to share some of our profits with our people in a way that makes sense – tied to the real performance of the company. How do we do this?
- We need to develop more training time and invest in our upcoming leaders to increase the likelihood of them staying with us.
- All the goodwill in our business is in our people, so it's possible our employees could buy all or parts of the company one day. How do we do that in a way that makes sense, and we still retain control?

### THREE KEY QUESTIONS TO ASK – AND ANSWER

Try to focus on solutions based on the answers to three distinct questions:

- How do you share profits with your employees?
- How do you share more ownership and value with your employees?
- How do you share future growth with your employees?

The answers to these questions will vary depending on your business and owners' objectives, but foundational to any situation are a few key considerations:

- What are your objectives for a profit-sharing or employee share ownership plan (ESOP)? For example, are you attempting to attract new talent? Keep strong employees? Transition out of your business?
- Is your focus on sharing profits with your existing and future employees, or is it only on current employees?



BY ROHAN JACOBS,  
PARTNER, MNP

- Would you like to share profits with all your employees, or just a certain group? Some companies only want to share with their key employees, while others prefer to share with all their employees, and the reasons for doing so vary greatly.
- How closely should profit sharing be tied to corporate performance? Are the leaders willing to develop a profit-sharing system that is closely tied to specific performance areas, or is the sharing more subjective?
- Having a culture, or being willing to develop a culture, whereby decision making is decentralized and management is engaged.
- Creating an ownership structure that allows for employees to share in the growth of the company, without owners needing to give up control.
- Creating a program that acts as a catalyst to drive corporate growth and provides employees with the ability to say "we are doing this together" instead of "I am doing it for them." This is a major benefit of employee ownership.

It is possible to combine these outcomes and develop a system that answers all the questions, but any solution, no matter how complex or simple, should specifically address these questions.

#### TIPS FOR A SUCCESSFUL TRANSITION

Employee ownership programs can be autonomous or combined with profit-sharing programs. Generally, they allow for all or only certain qualified employees to become direct owners in the company. Critical factors which lead to successful ESOPs include:

- Developing a flexible ownership structure from the outset that can evolve with the needs of the business and the owners. In this way, ownership could eventually shift entirely to employees along a clear, pre-determined plan.
- Having a system and methodology for how employees will be able to obtain their shares. Will they have to pay full market value for such shares, or a discounted value? Will the full

purchase be made immediately, or be done over time? Will a bonus system be used to help employees pay for their shares, or do they have to come up with the funds themselves? Are the owners willing to help employees buy in or not?

- Having an educational program in place to help employees understand how the plan, and ownership, work. For example, not all employees are able to clearly distinguish between their future rights as minority owners and simply remaining good employees and focusing on their day-to-day responsibilities.

Both profit- and ownership-sharing programs have enormous value in the right situations. Spending the time upfront to plan and clarify the needs of the business, its owners and employees will go a long way to help develop a structure and implementation plan that makes the plans successful. ■

For more information, contact Rohan Jacobs, Partner, MNP Kelowna at 250-879-1732 or rohan.jacobs@mnp.ca.



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# PARADIGM BUILDING SOLUTIONS

BUILDING HOUSING SOLUTIONS THROUGH PREFABRICATION BY WARREN HEELEY

**T**he website for Paradigm Building Solutions describes the company as “being at the forefront of sustainable manufacturing, producing top quality and healthy building components that meet the needs of an evolving industry.” Paradigm currently has 100 employees amongst its group of companies. The manufacturing plant, located in Louis Creek, B.C., began operating in 2021. “The values of the company centre around delivering top-quality products through exceptional technology-based precision, reliability and dependability,” says Paradigm CEO Philipp Gruner.

According to Gruner, “Protecting our planet through waste reduction and increased efficiency is one of our core mandates.” Paradigm’s homes are prefabricated in their 23,000-sq.-ft. factory and shipped to construction sites for assembly. Over their lifecycle, these homes will use only 10 per cent of the energy of a standard home. Their

sustainable construction process reduces homeowners’ utility bills, greenhouse gas emissions (GHGs) as well as the energy needed for the building process. Paradigm homes are also designed to meet the BC Step Code 5 Standard (net-zero ready).

## SUSTAINABILITY

Paradigm’s process uses sustainable construction and starts with the prefabrication process. Instead of assembling all parts of the house on site, a large part of the house is factory-built, where both moisture and temperature can be controlled. “The shell of these homes can be constructed on site in about one day depending on the size,” says Gruner. “This prevents the structure from degrading because of lengthy exposure to rain and other elements.”

The sustainable construction process includes using an automated framing

station to prefabricate the wall panels in the wall assemblies. They employ the Internet of Things (IoT) and its network that allows factory workers to communicate through internet-enabled devices and systems, which reduces down time. The company also uses carbon-negative insulation, and the homes naturally shed moisture from the fibre board used on the outside of the structure.

“A holistic approach to home building is used from start to finish,” says Gruner. “Home design plans are computer-generated, which includes determining how to reduce project waste. We also use wood cuts from the prefab process to generate heat for the factory.” To further reduce their carbon footprint, one-ton trucks deliver the prefab home assemblies to the jobsite without pilot vehicles and use smaller 30- to 40-ton truck-mounted cranes to offload at the jobsite.



## THE PROCESS AND NOTABLE PROJECTS

"Our two product lines include open wall and closed wall panels," said Gruner. "Our goal is to complete 1,000 to 1,100 linear feet of open wall panels and about 140 linear feet of closed wall panels each day in our factory."

The process begins with design software pre-planning all home assemblies. Robotics are used to put together the prefab assemblies, which provides a high level of precision. Paradigm open wall panel systems are on the leading edge of current housing technology, and their closed wall panel systems are highly energy efficient. The process can be used to meet a wide array of building codes and standards, as well as to provide Passive House and net-zero housing solutions. Both panel systems reduce on-site labour costs, time and waste.

Concerning notable projects, Gruner identified two in particular. The first project was in Chu Chua on traditional Smpcov First Nation lands. Paradigm built five triplexes in nine months to house women, children and Elders. "It was very rewarding to work with the

community and learn of their many traditions," says Gruner.

The second project was working with the Sklawx te Secwepemcufcwv First Nation to rebuild 17 units that had been destroyed by a wildfire. Paradigm built nine two-bedroom homes, three three-bedroom homes and one fiveplex. The average time to complete the standalone homes was achieved in five weeks. (Turn to page 36 for a full profile on the rebuilding effort.)

## LOOKING AHEAD

Paradigm is looking ahead at new options for their homes. "We are working to further our already fire-resilient homes to provide the market with more solutions to the devastation of homes lost during wildfires," says Gruner. "Our staff is working with testing agencies on exterior protection standards and the possibilities of developing a national standard."

The company has added solar systems as an integral part of the home design. Paradigm also recently added an in-house construction team that delivers

turnkey solutions to their customers, ensuring that the home kits are constructed to the best possible standard.

The company also feels the Paradigm homes help bridge the gap to more affordable Canadian housing. Gruner stresses that sustainable housing does not mean more expensive. "The housing sector challenge is to adopt new methods of home building," he says. "We are having good success with our homes in Indigenous communities who are finding our option fits the communities' needs for good quality products."

Finally, Gruner wants to give credit to the team members that have joined Paradigm, in many cases from other sectors of housing and construction. "Our success comes from the company believing in its team and the team members believing in Paradigm," says Gruner. "This is simply the only way to build." ■

Visit [paradigmpanels.com](http://paradigmpanels.com) for more information on Paradigm.



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# MORALE BUILDERS

BY JAMES PETERS

## BUILDING BUILDERS MENTORSHIP PROGRAM HELPS FORGE LIFE-LONG SKILLS

**F**unded by the Government of Canada's Canadian Apprenticeship Strategy and administered by the British Columbia Construction Association (BCCA), Building Builders is a free mentorship program filled with valuable benefits for mentors and mentees alike. At the program's launch in September 2022, BCCA's news release clarified: "Building Builders is the only province-wide mentorship program serving B.C.'s construction industry, filling an important gap in an academic-leaning culture that often does not adequately encourage the skilled trades as a career path."

"The Building Builders program represents one of those assets within our workforce development realm that really speaks to the needs of the industry – as all of our workforce development programs do," says Chris Atchison, BCCA president. "This pillar of workforce development fits into our efforts to help address and alleviate labour shortages – a major concern in the industry."

"What's so special about Building Builders is that we've reached out to experienced leaders in the industry to give back, and they're mentoring apprentices that don't have to be [employed] within the mentors' companies," Atchison continues. "People can be matched from anywhere

throughout the province – all that's required is an interest in mentorship and being mentored. Once we have the names registered, we look at the characteristics of those two cohorts and make the best match possible. We're pleased to report well over 300 matches, and we're only into our third year. Plus, we've had more than 25 mentors do another round and take a second mentee."

Promoting the program is multi-faceted. BCCA works with its member and partner organizations and provides constant input. "The mentorship aspect is open to anyone in the industry with experience," Atchison says. "The basic requirements are that you need to commit to some mentorship training, that you have 10 years or more experience in the industry, and you're willing to commit to a minimum of six hours throughout a six-month period."

Building Builders is only one of the many ways BCCA is paying attention to ongoing issues in the construction workforce. "Naturally, we're very proud of workforce development, but we're also very dialled into what we do on the advocacy front as well – to protect and retain the business continuity of the construction industry," Atchison adds. "For example, we assist with making sure contracts and supplementary conditions are manageable and that prompt payment and payment certainty are delivered. Building Builders is a concept that fits nicely into many of our other programs, such as the attraction and placement of individuals to work. We have other initiatives for businesses to help them work on changing and adapting their workplace culture to enhance retention, such as the Integrating Newcomers program."

Building Builders is completely volunteer-based, and mentors come from all areas of the industry – they could be board members of the BCCA or from one of the many member companies that form a part of the organization overall. "It's open to anyone wanting to give back and wanting to build the next generation of capacity and leadership in the industry," Atchison explains. "Through our regional construction networks, we also recognize specific people that we know and approach them with the mentorship concept. It's not a surprise that when approached to mentor, most people are honoured."

There are, of course, many mentees who want to participate in the program to enhance future opportunities downstream from what they may be involved with currently. "The training



The program is funded through the Canadian Apprenticeship Strategy.



Building Builders is a program of the British Columbia Construction Association (BCCA).



involved is all experience-related, so if we have a project manager from a site that has those skills, we'll make sure they are included in that mentor's profile," Atchison says. "We might have an interested mentee on the list who is currently working as a plumber, carpenter or an electrician, but has ambitions to pursue project management in the future, for example. Those mentees want to spend their time on a career path that corresponds to their ambitions, and they will even sometimes identify the person with the kind of experience they'd like to be attached to. They understand their current pathway but want to achieve new goals.

"With Building Builders, we identify what the mentee wants to achieve long-term on their career pathway. Our own team of mentorship program advisors will work with that combination of skills to make sure the matches fit. Alternatively, if a mentee is only interested in enhancing their skills in a particular trade, then we will find a match for them as well. It's all about matching up mentor and mentee with the best fit, rather than considering the geographical location in the province."

Every mentor/mentee relationship is unique. Mentorship program advisors from BCCA will bridge those first connections and manage expectations early in the process, but many of the relationships continue long after the program ends. In some cases, mentees have been hired by their mentor's company, so these relationships can take on different benefits to both parties.

"More than anything," Atchison emphasizes, "we want [mentees] to know what the future holds – that other people have been on this same path before you. There are some growing pains in the industry and there are things for mentees to learn. Mentors can help ameliorate those concerns and fast-track the career path using their own experiences, complete with a boost of confidence building. When mentees achieve their tenure in construction, other doors can open up and there is potential for greater earnings."

As with any position, there are certain virtues that are essential, even if unwritten. In BCCA's opinion, the essence of being a mentor is:

- Giving the apprentice some basic career advice.
- Helping the mentee set goals and benchmarks for their career.
- Reassuring the mentee about how their own personal growth will be achieved.

- Passing on the mentor's experiences in a way that's not threatening.

"With the program, time isn't intrusive," Atchison concludes. "When apprentices are at work, they don't always feel free to learn. That's what we're trying to get away from. We're separating the work out from the learning and amplifying the intentional mentorship when people are given the time to share and grow." ■



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# STEPPING STONES

## SKILLED TRADES EMPLOYMENT PROGRAM (STEP) PROMOTES INCLUSIVITY

BY JAMES PETERS



In 2006, the British Columbia Construction Association (BCCA) created the Skilled Trades Employment Program (STEP) with the broad aim of removing barriers for people underrepresented in B.C.'s trades. The initiative remains highly successful as a means of helping to address labour shortages in B.C., and as an advocate for promoting inclusive work sites.

"Simply put, STEP is dedicated to fostering diversity and inclusion within the skilled trades," says Susan Bitz, regional employment placement specialist with STEP. "Our program offers personalized services tailored to each job seeker's unique needs, beginning with a thorough assessment. From there, we provide employment readiness and soft skills coaching, along with resume revision and job search support. That includes providing relevant labour market information and interview coaching. Where needed, participants can access funding for short-duration safety training, tools and personal protective equipment to ensure they're ready for work."

### BUILDFORCE CANADA

In specific terms of B.C.'s labour shortage, James Raiswell, director of communications with BuildForce Canada, says, "The latest edition of our *Construction and Maintenance Looking Forward* report for B.C. spans the period from 2024 to 2033. In it, we project that the province could face a shortfall of some 17,700 workers. That figure assumes a rise in employment of 10,800 workers that is driven mostly by activity in the non-residential sector, but with some growth in residential activity through the middle years of the forecast period.

"Like many provinces, B.C. will have to contend with the retirement of a significant number of workers over this period," Raiswell continues. "We project that as many as 43,200 workers will exit the industry by 2033. That figure amounts to about 23 per cent of the industry's 2023 labour force. As many as 36,300 new entrants under the age of 30 are expected to help offset some of this decline, but the industry must consider diversifying its recruiting efforts in order to address this potential hiring gap."

### STEP SPECIALISTS

STEP's regional employment placement specialists work closely with employers to assess hiring needs and connect them with job-ready apprentices. Once a placement is secured, STEP continues with support and follow-ups

for a minimum of three months. The program works with both participants and employers to help improve retention and ensure long-term success.

Although the overall labour shortage continues to be an issue, targeting underrepresented groups has helped fill many of the necessary jobs in B.C.'s southern interior. "By reaching out to underrepresented groups such as women, 2SLGBTQIA+, recent immigrants, Indigenous peoples, racialized persons and younger people, employers can tap into a broader talent pool," Bitz says. "Overall, our initiative will help to alleviate the labour shortage and meet the growing demand for workers in the construction industry."

She adds, "Increasing diversity in the trades fosters a more inclusive industry and attracts a broader range of talent, making careers in the trades more appealing to future generations. This approach not only helps to address the skills shortage but also ensures a more dynamic and diverse workforce for the future."

And what about the challenges that exist beyond just matching job seekers with employers? There are many, explains Bitz, such as:

#### 1. Attracting and retaining talent

Employers need to create a work environment that encourages long-term commitment and growth. This could include offering higher wages,



having an inclusive company culture and registering new hires as apprentices to support their growth in the industry.

## 2. Matching employer and job seeker expectations: STEP

encourages participants to speak up and advocate for themselves if they are unsure of what is expected of them. Asking employers what an average day looks like for someone starting in the trades can help clarify expectations from the start.

## 3. The company culture: STEP has established strong relationships with employers across the province. These connections allow the program to place job-seeking participants with employers with a reputation for having a positive company culture.

"In addition to STEP, employers can also take advantage of the BCCA's Builders Code program," Biz adds. "Builders Code provides free downloadable HR policies and offers training designed to help employers foster a more inclusive and supportive work environment."

## CONCLUSION

"Over the past two years, BuildForce was a participant in a number of programs funded by the federal government's Canadian Apprenticeship Service (CAS) that aimed to increase employment among youth in construction and among people from equity-deserving groups in particular," concludes Bill Ferreira, executive director for BuildForce. "We were a contributing partner to the program that was run by the Canadian Apprenticeship Forum (CAF). That program provided grants to 2,470 employers for hiring first-year apprentice workers, and provided mentorship support to more than 4,450 individuals. Just as importantly, 56 per cent of the grants provided through the program were in support of individuals who identified as belonging to equity-deserving groups.

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233,700

• number of men and women employed in a variety of construction trades and professions

9%

• share of provincial gross domestic product (GDP)

1 in 12

• number of workers in the labour force employed by the construction sector

Source: Statistics Canada, 2023 (Data from 2022)



"Over the same period, BuildForce also ran its own Construction Career Pathways program," Ferreira continues. "Where programs like CAF's targeted employment opportunities for workers in apprentice rich trades, our program focused exclusively on entry-level employment opportunities. We were pleased to report that 65 per cent of workers hired under our program self-identified as belonging to an equity-deserving group."

The industry has a long way to go in its efforts to become truly diverse and inclusive. That said, it's making progress. For example, the B.C. government has mandated that flushing toilets will soon be required on large construction sites. In a similar vein, Ontario is now requiring women-only toilets on some sites. As

well, more companies than ever before are manufacturing personal protective equipment that is designed to fit female body types.

"That sounds like a small change, but it has huge implications," says Ferreira. "You can't just shrink a vest or a pair of coveralls that were designed for men's body proportions and claim they're suitable for women. They're not. Equipment that doesn't fit properly is less effective, but it can also become its own safety hazard."

Ferreira concludes, "Yes, we have a long way to go, but these are all demonstrable signs that construction recognizes its limitations and is working to address them to make our sector a viable career option for all workers." ■

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BY CHANEL ROBERTS, MANAGER, EDUCATION AND GOLD SEAL CERTIFICATION PROGRAM, CANADIAN CONSTRUCTION ASSOCIATION



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**Chaplin, Alec** - Project Manager

**De Pfyffer, Robert** - Superintendent

**Doyon, Kevin** - Superintendent

**Eisele, Anton** - Estimator

**Forsyth, Courtney** - Project Manager

**Hall, James** - Superintendent

**Hannas, Sheena** -  
Construction Safety Practitioner

**Harnett, Austen** - Superintendent

**King, Adam** - Superintendent

**Leigh, Ethan** - Superintendent

**Lindsay, Matthew** - Project Manager

**McConnell, Jeffrey** - Superintendent

**Methven, David** - Superintendent

**Neil, Patrick** - Superintendent

**Olinger, Lee** - Foreperson

**Pasemko, Cameron** - Estimator

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Senior VP, Operations  
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**K** eep up, or be left behind. The ongoing skilled labour shortage makes that truism a more present concern in the construction industry – even more so in a world where the pace of change seems to be accelerating. Skills training and development is more critical than ever for construction firms who wish to survive and thrive. SICA Construction Review spoke with three industry leaders about their approach to employee skills training and development.

*Answers have been edited for length and clarity.*

#### HOW CAN BUSINESSES ENCOURAGE FURTHER SKILLS TRAINING AND DEVELOPMENT AMONG THEIR STAFF?

**SM:** Generally, I think that would be [by] offering access to in-house resources, if we have training available through our facilities, or even external resources. Another thing we can do is create development plans for these young professionals. We offer both in-house and external training to our young leadership.

**JP:** I think it needs to just be a part of their overall culture. We're always encouraging our team to grow and learn in their craft and skills in their chosen career, and we celebrate them when they do reach goals or complete a course.

**PS:** Having a defined career path with individuals, which we do as part of our biannual performance reviews, [helps us] have clear goals and expectations. With a shortage of individuals in the industry, investing in our staff is very key for us, so there will be ongoing training development both internally and externally. We do it through training partners like SICA, or outside organizations we work with for professional development, like the Canadian Construction Association (CCA). For example, [for] a foreman that's looking to get to a superintendent role, we'll outline exactly what's required to get there, and we'll help support them.



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WHAT RESOURCES ARE OUT THERE TO  
FACILITATE CONTINUED LEARNING?

**SM:** We provide access to third-party training through local construction associations like SICA or BC Road Builders [and Heavy Construction Association] and the like, and sometimes they'll engage with the college or the university for their continuing education programs, but that depends on the individual and their role. We create development plans with these individuals during the annual review process, to refer back to at various times throughout the year, and those get them on the path to upgrading. For instance, we encourage our construction professionals to get Gold Seal Certified, and we offer support to get those designations. Gold Seal doesn't have a prescribed curriculum, so we have to kind of sit down as a team and figure out what content they need to get, and we strongly encourage people to go take that route. Gold Seal is something that sticks to your name, not your company, so it's a huge benefit to the individual.



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— JEANNE PENNINGA

**JP:** There are lots of resources available, like Okanagan College in town here, and there are apprenticeship programs, leadership and project management courses. SICA is a huge resource for us as well, with in-person and online courses. There’s also podcasting, videos, books, mentorship and those types of things as well.

**PS:** We’re a Gold Seal employer, so that’s huge for us because it speaks to professionalism and standardization in the industry. We provide information sessions to personnel, and we invest in our leadership team to achieve that. We emphasize the importance of recognizing training and development, which is key.

WHAT NEW SKILLS ARE GAINING IMPORTANCE IN THE CONSTRUCTION INDUSTRY NOW THAT WEREN’T 5-10 YEARS AGO?

**SM:** Although it’s always existed, software proficiency is something that’s pretty front and centre these days. On the civil side of things, we’re kind of the blunt instruments, so things haven’t changed that much, but what has changed is practical experience for newer people. These young kids don’t get the opportunities, or haven’t been getting the opportunities, to sit in a seat and get the experience they need. So, we look for practical experience. If they don’t have it, we try to provide it. That’s, I think, a little different these days than it used to be. Back in the day, grabbing

a kid off the farm, you’d throw him in the seat, and they’d figure it out pretty quick because they’d been pulling the levers for a while already, maybe since they were 12. This [newer] generation hasn’t had those same opportunities due to safety regulations or any myriad of reasons. So, if they get the opportunity, great; we’ll take those people first and foremost. But if they don’t, we’ve got to find a way to get them that experience.

**JP:** I think most of the growth has been driven by technology. As technology changes and grows, so does what we put into our builds, or what our team members need to be aware of, to know or learn. Construction software is growing and developing – even just in the last 15 years – and it’s helping our businesses and operations become more efficient. The use of drones in construction is very useful for doing aerial surveying and things like that. There’s also smart building technology like HVAC, automated lighting, monitoring and energy management. Our team needs to stay on top of these things.

**PS:** When I look at how the world has evolved since COVID-19, it’s been very key for us as an industry to be flexible, work remotely, to deal with the needs of our staff and obviously the needs of the business and demand. Technology processes and controls have been very key. When we have experienced individuals leaving our industry at a rate of one replacement for every seven leaving, ensuring that we’re able to give those individuals the tools and skills to be successful is very key.

HOW CAN EMPLOYERS HELP WORKERS KEEP UP WITH THESE SKILLS / CHANGING BUILDING STRATEGIES AND BEST PRACTICES?

**SM:** Develop the plans. Get something written down for the employee, because everybody is different; everybody has different career paths or career desires that they want to follow. If we’re not in tune with what they want and what we need, then we’re destined to drift apart, so what we need to do is make sure that we’re checking in on a regular basis to make sure that they are following, or have the



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opportunity to follow, that development plan. For us, it's also about keeping up with current trends and practices and staying engaged in the industry. We need to make sure that we're keeping in touch with the educational institutions, attending seminars and conferences put on by construction associations and staying connected with the wider industry, so that we're making sure we're still at the cutting edge – or at least aware of where the cutting edge is.

**JP:** You support them financially, and you give them the time they need to do it. If the company is going to benefit from their training, it needs to support them in doing it. If their career goals align with the company goals, we believe that you come along financially and give them time within their work day to pursue these goals through training and development. Mentorship is huge as well, and we have [a mentorship philosophy] within the company. We sit down with our team, and we outline your career development: What's your goal? Are you a skilled labourer? Do you want to become a carpenter? Are you an estimator? Do you want to become a project manager? Let's map that out. What are your next steps? It's not a cookie-cutter [approach] for each of our team members across the board. You can't mandate the same course across the line, but you can sit down with each of your team members and make a plan. It's a collaborative approach between the company and the employee.

**PS:** We're in constant contact with the learning criteria to ensure that it reflects what's needed in the business. Nothing against universities, but sometimes their criteria doesn't really reflect what's happening in the industry, so it's very important for us to maintain that connection ourselves. We're also very culturally aware of what's going on in the world right now. We offer additional training with something called "Be More Than a Bystander," which really speaks to our diversity as a group and our culture, because that's very important for individuals joining our business. |

**"WITH A SHORTAGE OF INDIVIDUALS IN THE INDUSTRY, INVESTING IN OUR STAFF IS VERY KEY FOR US, SO THERE WILL BE ONGOING TRAINING DEVELOPMENT BOTH INTERNALLY AND EXTERNALLY."**

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# REBUILDING HOMES IN SKWLĀX TE SECWEPENCŪLECW

## SKWLAX RESOURCE MANAGEMENT DIGS IN FOR RAPID HOUSING PROJECT

BY MATTHEW BRADFORD

**I**t's been a little over a year since the Bush Creek East fire tore through southern British Columbia, devastating First Nations communities in its wake. Skwlāx te Secwepencūlecw was among those to bear the brunt of the historic wildfire; now, thanks to a collaborative effort involving the band, government and several companies, with a lead role played by Skwlāx's wholly owned construction company Skwlax Resource Management (SRM), both homes and lives are being rebuilt.

"We were fortunate that our offices and yard were minimally impacted by the fires. And as the community-owned construction company with many employees who are Skwlāx members,

we all felt an inherent responsibility and pride to jump in to answer the call," says Trevor Delorey, CEO of SRM.

For SRM, answering the call meant stepping in as the prime contractor for Skwlāx te Secwepencūlecw's Rapid Housing Project, an initiative funded by Indigenous Services Canada with the urgent goal of providing temporary accommodations to community members who lost their homes in the wildfire.

"I made a promise to band members following the Bush Creek East wildfire that anyone displaced would be given housing, and through the diligent work of a committee led by former councillor Wes François, the progress on

rebuilding has been remarkable," says Kúkpí7 (Chief) James Tomma.

Certainly, adds Delorey. "The Council made it very clear they want members back on reserve as soon as possible and that they'll do whatever they can to support this."

As prime contractor, SRM is overseeing the development of 34 modular and semi-modular homes across four new subdivisions on the Skwlāx te Secwepencūlecw's Qaaout Reserve. Its team includes Urban Systems, the project's contract administrator and designer; Freeport Industries, a modular homebuilder; and Paradigm Building Solutions, a panelized wall company. Streamline Design Inc. is also on board



constructing several stick-built houses for the new developments.

"This project has been very near and dear to our values and hearts," says Philipp Gruner, CEO of Paradigm. "Getting displaced residents back into a home after the destruction of a wildfire is a very important cause to work hard for."

"Having a place you can call home is something that is very important for one's well-being," agrees Jason Friesen, senior manager of sales & strategic partnerships with Freeport Industries. "The ability to have families move back into homes as quickly as possible, especially after such a devastating event, was crucial not only for the families affected but the community as a whole."

Numerous Skwłax entrepreneur-owned companies are also involved in the project, including Skwłax Aggregates LLP, Greentec Electric and BeaverTooth Resources. Additionally, BC Hydro, TELUS, Kala Geosciences and several local companies and service providers have also joined the effort.

#### NO TIME TO SPARE

SRM's team has spared no time getting the Rapid Housing Project off the ground. The first subdivision, named the Dancing Fawn II subdivision, was completed months after the project launched in December 2023, and its 11 homes began receiving occupants as of March 2024.

At this pace, the team is on track to completing all 33 residences by November 2024, capping the ambitious project merely 16 months from the date of evacuation.

Delorey says working with an accelerated timeline will enable displaced members of Skwłax te Secwepemcúlcw to get back on the land far sooner than what is normally seen in a disaster of this nature. "Being back on the land is important and grounding for the members as they feel a deep connection to this land, and you can really see and feel that interacting with them," he says. "It also enables each of the members who lost their home to be in the immediate area for their permanent rebuild, easing the burden of this task."

Following an accelerated timeline has often meant working on pieces of the project before they were completely designed. Delorey admits this is not an ideal strategy in construction, yet necessary given all the key milestones that needed to be met to get Skwłax's people back home. Herein, he adds,

"SRM's team dove in head-first to every piece of preliminary design with Urban Systems, ensuring we thought thoroughly and consciously about what we could confidently construct, what we needed to semi-construct to allow for fine-tuning, changes or final design, and what we needed to plan around to allow sufficient time for design."

Moving fast during tough winter conditions posed additional challenges. Still, says Friesen, there were none that SRM and its partners weren't prepared to tackle through a genuinely collaborative approach: "SRM's clear and frequent communication and coordination with us at Freeport for the supply of the homes was a large part of the overall success in being able to have the homes delivered and installed as quickly as possible."

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## A LONG-TERM SOLUTION

The initial goal of the Rapid Housing Project was to provide transitional housing for those affected by the fires. The quality of the houses going up today, however, also ensures they'll become a permanent part of the community's housing stock. Each house is built on a durable concrete crawlspace foundation with an emphasis on long-term safety, comfort and sustainability. Paradigm's modular homes, for example, have been built to achieve BC Step Code 5 Energy Efficiency certification and comprise sustainable materials (e.g., carbon-negative cellulose insulation, hardwood fibreboard exterior rigid material, paper-based vapour barriers), as well as highly mould-resistant walls and fire-resistant materials.

"The Paradigm homes will provide many long-lasting benefits to the community, and since this is a fire rebuild, we wanted to ensure that we used as many fire-resistant materials as possible, including fibre cement cladding and metal roofs," explains Gruner.

Freeport's modular homes are also made with long-term use in mind. To

that end, Friesen says materials and finishes were selected that were not only aesthetically pleasing, but also durable and would reduce future maintenance costs for homeowners.

"It was important that the homes are very energy efficient," he adds. "They were designed and built to not only meet but exceed the minimum standards as prescribed in the BC Building and Energy Codes, reducing the homeowners' concerns as they pertain to monthly operating costs."

## REBUILDING A COMMUNITY

It's been over a year since the Bush Creek East fire devastated the Skwłx̓ te Secwepemčúlcw community. And though families are still on the path to healing, the collaborative efforts of SRM, Skwłx̓ te Secwepemčúlcw and the Rapid Housing Project partners are helping them rebuild.

"SRM's contributions to the rebuild have been immense, and it goes hand in hand with our band's desire to be a part of the rebuild process," says Kúkpi7 Tomma. "It gives not only the SRM employees pride in helping rebuild the

reserve, but also pride in our members that they are truly a part of the rebuild process."

Indeed, SRM employees and project partners have significant ties to the Skwłx̓ community. Delorey notes that nearly 45 per cent of every dollar for the project is contracted through a Skwłx̓ or Skwłx̓ member-owned business, and roughly 50 per cent of the workforce throughout the project is Indigenous and made up of mostly Skwłx̓ and other Secwepemčúlcw members. As such, the Rapid Housing Project carries a deep significance for all: "Part of our core focus and mandate is capacity building and mentorship and career building. So when you look at how many community members are involved in this project, there is a circular economy aspect that adds an entirely different level of benefits and value to this project, Skwłx̓ te Secwepemčúlcw and us all."

"You can see the pride among the people working on the project every day," he adds. "This project confirms what capacity building can really do for a First Nation." ■



# THE SHUSWAP HEALING CENTRE:

## WHERE COMMUNITIES HEAL TOGETHER

BY MATTHEW BRADFORD



**S**cott Builders joined the District of Sicamous and Splatnin First Nation this March to break ground on the Shuswap (Secwépmc) Healing Centre. Now in construction on 200 Main Street in Sicamous, B.C., the building will serve as a hub for allied health-care professionals and a home to First Nations healing practices.

"Today's milestone demonstrates the importance of collaboration in bringing transformative projects to life," said the Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities. "As a result of the partnership between Sicamous and Splatnin té Secwépmc, the Shuswap Healing Centre will be an indispensable resource to the region and local Indigenous communities, providing essential health and wellness services to residents."

The \$10-million centre will be a welcome addition to the community. Within its curvaceous walls, 15,000 sq. ft. of space will house various medical practitioners (e.g., physiotherapy, massage therapy and chiropractic services), doctors' offices, labs and the aforementioned First Nations Healing Centre.

While attending the March 11 groundbreaking ceremony, Splatnin Kúkpi? (Chief) Mike Christian lauded the centre's Indigenous healing offerings, noting, "There's going to be room inside the building for Indigenous healing processes ... There's more of a cultural flavour to it spiritually, and utilizing cultural medicines and whatnot [to offer] the whole human side of healing."

### CONNECTING TO CARE

The Shuswap (Secwépmc) Healing

Centre is designed by renowned Indigenous architect Douglas Cardinal, member of the Siksika Nation and the name behind iconic projects such as the Canadian Museum of History in Gatineau, Que.; First Nations University of Canada in Regina, Sask.; and the Natural Museum of the American Indian in Washington, DC, among many others. In a statement describing his approach to the new centre, Cardinal said he wanted to "honour both the nature and contours of the environment where the building will rest, and the cultures of those who inhabit the area."

The site is indeed inspiring. It is located close to the water and the Sek'maws (Sicamous) fishing village, and will include upwards of 0.75 acres of green space that will be retained and enhanced to create an outdoor community gathering space on Main Street.

## PROJECT PROFILE



Cardinal said he was inspired by the region's natural surroundings and First Nations history, noting, "It was extremely important for me to create an architecture where the building could wrap its internal healing function as a warm and nurturing blanket ... I wanted people to realize that, like in the pit-house that is surrounded by earth, entering inside Shuswap Healing Centre could feel the same as the nurturing protection of Mother Earth, but in a modern and contemporary stylized artistic expression."

"Indeed," he continued, "my design intention for Shuswap Healing Centre is that it will evoke a sense of well-being and will embrace the community to an all-inclusive physical, psychological and spiritual healing for all."

### BUILDING HEALTH-CARE CAPACITY IN B.C.

Scott Builders is honoured to be leading the development of Sicamous's new health centre. Since digging in this spring, crews have poured the slab and installed the mechanical and electrical undergrounds, and they are now beginning to erect the structural steel.

"It's going to be a pretty spectacular-looking building," adds Taylor Hogg, project coordinator with Scott Builders. "We always enjoy working on creative projects like these, and it's definitely going to stand out as an architectural feature on Main Street."

The building will comprise several eco-forward features. In addition to being built to accommodate solar panels in the future, it will include high-efficiency assets, LED lighting and other sustainable measures.

"The building and the windows are curved to look like waves. So for all of our aluminum glazing, we have to build the building, and then they have to come in and template it before they can even order it," Hogg says. "We've had to ensure a lot of coordination when it comes to installing our steel studs, structural steel, aluminum glazing and our finishes to make sure that we're getting all those details and curves right so that it looks the way that Douglas Cardinal intended."

As construction activity mounts, Scott Builders is also focused on coordinating the large volumes of material deliveries on Main Street to minimize the impact on residents and visitors.

### CONNECTING COMMUNITIES

The Shuswap (Secwépemc) Healing Centre is on track for completion by the fall of 2024. Once open, stakeholders from the District of Sicamous and Splatins First Nation hope the centre will deepen relationships between the region's communities.

"Sicamous has always been an area of our responsibility, and we're definitely interested in doing more here," Christian said. "Part of the whole reconciliation process that's supposed to be going on in B.C. and across the country, and it's a good start." ■

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## 2024 SICA MEMBERSHIP LISTINGS

## #

**0902577 BC Ltd. dba Roof Doctor**  
Kelowna | 250-765-3013

**1309663 BC Ltd.**  
**dba One72 Concrete**  
Kelowna | 250-681-4936

**679692 BC Ltd.**  
**dba On Call Service Centre**  
Kamloops | 250-674-0145

**876 Structures Designz & Construction Ltd.**  
Kamloops | 250-320-0300

## A

**A & T Project Developments Inc.**  
Kamloops | 250-851-9292

**AAES Canada Inc.**  
**dba. Door Systems**  
**Part of ASSA ABLOY – Kelowna**  
Kelowna | 250-860-0516

**Absolute Contracting**  
Kelowna | 250-837-8899

**Accent Inns**  
Kelowna | 250-360-1511

**Access Countertops Ltd.**  
Kamloops | 778-471-4488

**AccessSMT**  
Kelowna | 250-860-6282

**Acera Insurance – Kamloops**  
Kamloops | 250-828-2135

**Acera Insurance – Kelowna**  
Kelowna | 250-860-2426

**Acres Enterprises Ltd.**  
Kamloops | 250-372-7456

**Acutruss Industries (1996) Ltd.**  
Kelowna | 250-766-3331

**Advanced Powerlines Ltd.**  
Kelowna | 250-807-7794

**Aecom Canada Ltd.**  
Kelowna | 604-444-6400

**AES Engineering**  
Kelowna | 236-420-6508

**Affordable Floors Ltd.**  
East Kootenay | 250-489-9123

**Airform Industries**  
Greater Vancouver | 604-534-8626

**Al Stober Construction Ltd.**  
Kelowna | 250-870-2825

**Allmar Inc.**  
Kelowna | 250-491-3000

**Alpha Roofing & Sheet Metal (2016) Ltd. – Kamloops**  
Kamloops | 250-374-0181

**Alpine Civil Engineering Consultants Ltd.**  
Kelowna | 250-870-6261

**AME Group**  
Kelowna | 604-684-5995

**Andrew Sheret Limited – Vernon**  
Vernon | 250-545-1381

**Anvil Ironworks Ltd.**  
Kamloops | 250-573-1115

**Arcona Roofing & Sheet Metal Ltd.**  
Kamloops | 250-374-2818

**Argus Properties Ltd.**  
Kelowna | 250-763-6789

**Arlo Consulting Ltd.**  
Kelowna | 250-306-7128

**Armada Steel Corp.**  
Kelowna | 250-769-3510

**Arrow Project Services Ltd.**  
Kamloops | 250-571-6085

**Associated Ready Mix Ltd.**  
Vernon | 250-546-3873

**Atlas Piling & Drilling Inc.**  
Kelowna | 250-300-4950

**Aurora Electric Inc.**  
Penticton | 778-516-8100

**Avalanche Exteriors Ltd.**  
Kelowna | 250-681-2303

## B

**B.B.C. Stucco & Masonry Ltd.**  
Kelowna | 236-795-2402

**BA Dawson Blacktop Ltd. – Kamloops**  
Kamloops | 250-374-2808

**Badger Daylighting LP**  
Kelowna | 778-214-1574

**BAR Engineering Co. Ltd.**  
Vernon | 250-541-9590

**BAT Construction Ltd. – Kamloops**  
Kamloops | 250-573-1222

**BC Fasteners & Tools Ltd.**  
Kelowna | 250-868-9222

**BDO Canada LLP (Kelowna)**  
Kelowna | 250-763-6700

**BDO Canada LLP (Vernon)**  
Vernon | 250-545-2136

**Bear Ridge Railing Mfg.**  
Kelowna | 250-765-2248

**Bennett Contracting Ltd.**  
Kelowna | 250-491-0400

**Berry Architecture + Associates**  
Kelowna | 250-258-8211

**Best Quality Roofing**  
Kelowna | 250-258-7755

**Betts Electric & Security Ltd.**  
Penticton | 250-492-3221

**Big Steel Box**  
Kelowna | 250-763-9660

**Bird Construction**  
Kelowna | 250-258-7993

**Blueprint Construction Limited**  
Kelowna | 250-769-0740

**B-Mak Construction Ltd.**  
Cariboo | 604-849-1304

**Brault Roofing**  
Kelowna | 250-859-2443

**Bree Contracting Ltd.**  
Kamloops | 250-706-9395

**Brentwood Enterprises Ltd.**  
Kamloops | 250-372-1191

**Bricor Mechanical Ltd.**  
**dba Ace Plumbing & Heating**  
Kelowna | 250-861-6996

**Bridgeport The Floor Store Ltd.**  
Kamloops | 250-374-7144

**Britco LP**  
Kelowna | 800-527-4962

**Bronag Contracting Ltd.**  
Kelowna | 250-868-3320

**BTR Fire Protection Ltd.**  
Kelowna | 250-707-1377

**Burnco Rock Products Ltd.**  
Kelowna | 250-769-7865

**Business Development Bank of Canada**  
Kelowna | 250-470-4829

## C

**C & G Insulation 2003 Ltd.**  
Kelowna | 250-769-3303

**Caliber Sport Systems**  
Vernon | 855-718-9787

**Callahan Property Group Ltd.**  
Kelowna | 250-717-3000

**Canadian Restaurant Supply**  
Kelowna | 250-979-1442

**CanCADD Imaging Solutions Ltd.**  
Kelowna | 250-860-3425

**Cardinal Projects Inc.**  
Kelowna | 778-821-0891

**Cam Systems Services Ltd.**  
Vernon | 250-558-5409

**Carollo Engineers Canada Ltd.**  
Kelowna | 250-448-1090

**Cam-Ben Exteriors Ltd.**  
Kelowna | 250-575-2252

**Cascade Aqua-Tech**  
Kelowna | 250-868-1331

**Catalyst Strategies Consulting**  
Kelowna | 778-214-6010

**Centerfire Contracting Ltd.**  
Kelowna | 780-713-5091

**Centurion Mechanical Ltd.**  
Kelowna | 403-452-6761

**Certified Demolition**  
Kelowna | 604-767-9221

**Chandos Construction Ltd.**  
Kelowna | 778-313-0516

**Chapman Mechanical Ltd.**  
Vernon | 250-545-9040

**Chapman Sand & Gravel Ltd.**  
Vernon | 250-549-2907

**Childs Chanton Chartered Professional Accountants**  
West Kootenay | 250-365-7287

**Chriscan Construction**  
Kelowna | 250-712-1324

**Christman Plumbing & Heating Ltd.**  
Kelowna | 250-765-0066

**Civic Legal LLP**  
Greater Vancouver | 604-639-3639

**Civil X Contracting BC Ltd.**  
Kelowna | 250-870-7740

**Clark Builders (British Columbia) Inc.**  
Kelowna | 604-428-5374

**Classic Fire + Life Safety**  
Kelowna | 250-762-3482

**College of The Rockies**  
East Kootenay | 250-489-8227

**Combined Mechanical Contractors (2019) Ltd.**  
Vernon | 250-542-6213

**Community Roofing Ltd.**  
Vernon | 250-832-5770

**Competition Glass Company Ltd.**  
Kelowna | 250-860-7155

**Concentric Electric and Controls**  
Vernon | 250-212-5557

**Con-Ex Civil Contractors Ltd.**  
Kamloops | 250-374-1588

**Connect Hearing**  
Vernon | 250-542-1686

**Convoy Supply Ltd. – Kamloops**  
Kamloops | 250-374-9955

**Convoy Supply Ltd. – Kelowna**  
Kelowna | 250-765-1441

**Cooper Equipment Rentals**  
Kelowna | 1-877-329-6531

**Copcan Civil LP**  
West Kootenay | 250-470-7994

**Core Engineering Services Ltd.**  
Kamloops | 250-314-9999

**CorMac Projects Inc.**  
Other | 403-457-4080

**Corporate Business Solutions Ltd.**  
**dba Indigo Blinds + Shades**  
Kelowna | 250-862-0841

**Cortez Construction Ltd.**  
Kamloops | 250-372-5950

**CorWest Builders**  
Kelowna | 250-869-4960

**Cranbrook Flooring Ltd.**  
East Kootenay | 250-426-8471

**CRL Group Holdings Inc.**  
Penticton | 250-486-3437

**Crowe MacKay LLP**  
Kelowna | 250-763-5021

**Cruiser Contracting 14 Ltd.**  
Kelowna | 778-753-6499

**CSD Mechanical Ltd.**  
Kelowna | 250-826-8188

**CTR Mechanical Ltd.**  
Vernon | 250-351-9495

**Custom Air Conditioning Ltd.**  
Kelowna | 604-945-7728

## D

**D & G Mechanical (1997) Ltd.**  
Kelowna | 250-765-4422

**D & T Developments Ltd.**  
Kamloops | 250-372-2852

**Dannburg Contract Floors Ltd.**  
Kelowna | 250-762-7337

**Dawson Construction Ltd.**  
– Kamloops  
Kamloops | 250-374-3657

**Decor 8 Painting (1990) Ltd.**  
Kamloops | 250-828-6718

**DesJardins Contracting Ltd.**  
Kelowna | 250-765-3719

**DHC Communications Inc.**  
West Kootenay | 250-352-0861

**Discovery Glass Inc.**  
Kelowna | 250-491-2221

**Distinct Cribbing & Framing Inc.**  
Kelowna | 250-930-3768

**DJM Contracting Ltd.**  
West Kootenay | 250-362-2151

**DK Railings Ltd.**  
Kelowna | 236-766-1277

**Donald's Machine Works Ltd.**  
Vernon | 250-542-5557

**Driving Force**  
Kelowna | 604-881-1756

## E

**E. H. Price Ltd.**  
Kelowna | 250-765-7226

**Ecco Supply Adv. Ecco Heating Products Ltd.**  
Kelowna | 250-860-6451

**Eckert Electric Ltd.**  
Penticton | 250-492-8001

**Econospan Structures Inc.**  
Kamloops | 250-679-3400

**Ecol Electric (Sask) Corp.**  
– Kamloops  
Kamloops | 250-372-0630

**Ecol Electric Ltd.**  
Kelowna | 250-762-0557

**Elite Formwork**  
Kelowna | 236-766-0406

**Emco Corporation – Kamloops**  
**Westlund and Waterworks**  
Kamloops | 250-372-0186

**Emil Anderson Construction (EAC) Inc. – Kelowna**  
Kelowna | 250-763-8232

**Emry Formworks**  
Kelowna | 778-957-5595

**ENCO Construction Ltd.**  
Kelowna | 778-480-0036

**Engineered Surface Systems**  
Penticton | 780-909-5046

**Environmental 360 Solutions**  
Kelowna | 778-868-8702

**Epoch Environmental Consulting Okanagan Ltd.**  
Kelowna | 250-980-6925

**Expocrete Concrete Products Ltd.**  
Greater Vancouver | 604-270-8411

**Extreme Excavating Ltd.**  
Kamloops | 250-372-5454

## F

**F H & P Lawyers LLP**  
Kelowna | 250-762-4222

**Faction Projects Inc.**  
Kelowna | 250-980-4510

**Fairmont Hot Springs Resort**  
East Kootenay | 250-341-8738

**Falcon Engineering**  
Kelowna | 250-762-9993

**Falcon Refrigeration & Air Conditioning Ltd.**  
Kelowna | 250-769-8741

**Fillmore Construction Management Inc.**  
Other | 780-430-0005

**Firesafe Sprinkler Systems Inc.**  
Vernon | 250-833-0994

**Flynn Canada Ltd. – Kelowna**  
Kelowna | 250-766-6070

**Fort Modular Inc.**  
Kamloops | 250-879-3678

**Forward Law LLP**  
Kamloops | 250-434-2333

**Four Point Electric Inc.**  
Kelowna | 256-578-2001

**Freeport Industries Ltd.**  
Kelowna | 250-707-3950

**Fulton & Company**  
Kamloops | 250-372-5542

## G

**Gabe's Painting & Decorating Ltd.**  
Kamloops | 250-374-4331

**GAFF**  
Kelowna | 973-628-3000

**Gard Ventures Ltd.**  
Kelowna | 250-212-0706

**Geometrik Manufacturing Inc.**  
Kelowna | 250-769-1500

**Geotility Geothermal Installation Corp.**  
Kelowna | 250-762-5776

**Gerry Enns Contracting Ltd. (GEC)**  
Kelowna | 250-762-9999

**Glass Canada Inc.**  
Kelowna | 250-454-9923

**Gordian**  
Kelowna | 864-752-4578

**Gould Ventures Ltd.**  
**dba Gould Mechanical**  
Kamloops | 250-808-0537

**Graham Design Builders LP**  
Kelowna | 778-738-3015

**Grandt Contracting**  
Kelowna | 250-470-0477

**Grayhawk Industries Ltd.**  
Kelowna | 250-765-1531

**Greenscape Landscaping Ltd.**  
Kelowna | 250-452-7596

**Greyback Construction Ltd.**  
Penticton | 250-493-7972

**Grizzly Metal Fab Inc.**  
Kelowna | 250-766-1566

**GRM Sealants & Coatings Inc.**  
Kelowna | 778-755-5810

**Gullievin International Co. – Kelowna**  
Kelowna | 250-860-2259

## H

**Hall Excavating**  
Kamloops | 250-573-2782

**Harmony Homes**  
Kelowna | 250-765-5191

**Harrison Industrial Contracting Ltd.**  
Kamloops | 250-828-1996

**Heidelberg Materials – Kelowna**  
Kelowna | 250-763-3622

**Heritage Roofing & Sheet Metal Ltd.**  
West Kootenay | 250-354-2066

**Hightreet Ventures Inc.**  
Kelowna | 778-484-5567

**Hil-Tech Contracting Limited**  
West Kootenay | 250-364-0900

**Home Building Centre**  
Vernon | 250-545-5384

**Horizon Contracting Group**  
Kelowna | 604-533-9757

**Horizon Electric Inc.**  
Kelowna | 250-861-4777

**Houle Electric Limited  
- Kamloops**  
Kamloops | 250-828-7939

**Houle Electric Ltd.**  
Kelowna | 250-765-9660

**Howell Electric Ltd.**  
Kamloops | 250-374-5771

**Hub International  
Insurance Brokers**  
Kamloops | 250-372-3155

## I

**Iconix Waterworks (Kamloops)**  
Kamloops | 250-374-7909

**Iconix Waterworks (Kelowna)**  
Kelowna | 250-765-8668

**Iconix Waterworks (Vernon)**  
Vernon | 250-545-8990

**Impact Drywall Inc.**  
Kelowna | 780-819-9825

**Infracore Construction Inc.**  
Kamloops | 250-374-4551

**Inland Glass & Aluminum Ltd.**  
Kamloops | 250-374-7306

**Inland Technical Services Ltd.**  
Kamloops | 250-828-2767

**Innascare Developments**  
Kelowna | 250-990-6800

**Innovation Drywall**  
Kelowna | 250-765-3224

**Intact Insurance Companies**  
Kelowna | 604-891-5400

**Integrity Building Products**  
Vernon | 250-938-7085

**Interior Elite Contracting Ltd.**  
Kamloops | 250-829-9545

**Interior Health Authority**  
Kelowna | 250-868-5200

**Interior Marine Construction Ltd.**  
Kamloops | 250-861-6873

**Interior Plumbing & Heating Ltd.**  
Kamloops | 250-372-3441

**Interior Power Vac Ltd.**  
Kelowna | 250-765-3036

**Interior Roofing (2011) Ltd.**  
Penticton | 250-492-7985

**Intraba**  
Kelowna | 604-328-4109

**Island Installation Inc.**  
Other | 780-439-4747

## J

**Jade Electric Ltd.**  
Kelowna | 250-763-2525

**Jenkins Marzban Logan LLP**  
Greater Vancouver | 604-681-6564

**Jim Dent Construction Ltd.**  
Kelowna | 604-869-5703

**JL Interiors**  
Kelowna | 250-765-0298

**Jordans Contract Sales  
- Kamloops**  
Kamloops | 250-372-7515

**JVL Excavating Inc.**  
Kelowna | 250-868-1945

## K

**K.B. Mechanical Ltd.**  
Kamloops | 250-214-1971

**Kal Tire**  
Vernon | 250-542-2366

**Kal-West Mechanical Systems Inc.**  
Kelowna | 250-765-6610

**KATAWA Construction Ltd.**  
Kelowna | 250-769-3555

**KCW Construction Ltd.**  
Vernon | 778-212-2240

**Kelco Drywall**  
Kelowna | 250-765-6358

**Keldon Electric Ltd. - Kelowna**  
Kelowna | 250-861-4255

**Keldon Electric Ltd. - Penticton**  
Penticton | 250-493-7177

**Kelowna Painters Inc.**  
Kelowna | 250-863-2265

**Kelowna Roofing (1984) Ltd.**  
Kelowna | 250-765-4441

**Keemp Concrete Products**  
Kamloops | 250-374-1552

**Kerckhoff Develop Build**  
Kelowna | 250-212-4703

**Kilawna Builders Ltd.**  
Kelowna | 250-768-5617

**Kimberley Electric Ltd.**  
East Kootenay | 250-427-5115

**Kimco Controls Ltd.**  
Kelowna | 250-491-2282

**Knox Fire Protection Inc.**  
Kelowna | 250-863-7473

**Kodiak Drywall (2024) Ltd.**  
Kelowna | 250-765-3033

**Kon Kast Concrete Products Inc.**  
Kelowna | 250-765-1423

**Kootenay A-Plus Systems**  
West Kootenay | 250-368-9253

**Kowalski Floor Covering Inc.  
dba Kelowna Floors**  
Kelowna | 250-448-1931

**KPMG LLP**  
Kelowna | 250-979-7150

## L

**Laing Roofing Ltd.**  
Kelowna | 250-765-3866

**Landmark Solutions**  
Vernon | 250-804-0332

**Laser Glass Railing**  
Kelowna | 250-765-2623

**Latina Landscapes &  
Maintenance**  
Kamloops | 250-372-0994

**Leawitt Machinery - Kelowna**  
Kelowna | 250-762-8480

**Ledor Construction Limited**  
Kelowna | 250-491-2991

**Littco Enterprises Ltd.  
Drywall and Insulation**  
Kelowna | 250-765-6444

**Lynx Brand Fence Products  
(2004) Inc.**  
Kelowna | 250-765-1468

## M

**M. Weiss Masonry Inc.**  
Kelowna | 250-762-7259

**Maddocks Construction Ltd.**  
Vernon | 250-546-9551

**Madge Custom Roofing Ltd.**  
Kelowna | 250-765-1180

**Madison Avenue Clement GP Inc.**  
Kelowna | 403-217-9970

**Madrone Environmental  
Services Ltd.**  
Vernon | 250-737-4314

**Maloney Contractors Ltd.**  
Kelowna | 250-769-2395

**Maple Reinders Constructors Ltd.**  
Kelowna | 250-765-8892

**Mark's Commercial**  
South Island | 250-661-0754

**Marson Mechanical Ltd.**  
Kamloops | 250-319-0359

**Martech Electrical Systems Ltd.**  
West Kootenay | 250-365-2115

**Marvelous Ideas Contracting Ltd.**  
Kelowna | 250-454-6969

**Master Mechanical Plumbing  
& Heating**  
Kelowna | 780-449-1400

**Mazzel Electric Ltd.**  
Kelowna | 236-420-5370

**McLean & Armstrong LLP**  
Greater Vancouver | 604-925-0672

**Menard Canada Inc.**  
Greater Vancouver | 604-241-7151

**Metric Civil Contractors Ltd.**  
Fraser Valley | 604-391-0300

**Midvalley Sheet Metal Ltd.**  
Kelowna | 250-765-8688

**Mills Basics**  
Other | 250-212-9667

**Mission Group**  
Kelowna | 250-448-8810

**MJB Wall & Ceiling Ltd.**  
Kelowna | 250-765-3464

**MBCD Association**  
Other | 604-601-5103

**MNP LLP**  
Kelowna | 250-763-8919

**Modern Paint & Floors**  
Kelowna | 250-860-2444

**MON Architecture &  
Interior Design**  
Vernon | 250-542-1199

## N

**N & H Contracting Ltd.**  
Kamloops | 250-374-1323

**Nagle Creative Carpets Ltd.**  
— DBA United Floors  
Kamloops | 250-374-1223

**Nailod R Drywall**  
Kelowna | 250-864-9690

**NewGround Canada**  
Kamloops | 250-808-1281

**Nielsen Roofing & Sheet Metal Ltd.**  
Penticton | 250-492-3918

**Nilk Group**  
Kelowna | 250-591-7400

**Noble British Columbia**  
Kelowna | 250-763-9683

**Norelco Cabinets Ltd.**  
Kelowna | 250-765-2121

**Norstel Building Systems Ltd.**  
Kelowna | 250-769-3846

**North Mountain Construction**  
West Kootenay | 250-551-1856

**Northbridge Insurance**  
Greater Vancouver | 604-891-6653

**Nu Vie Exteriors Ltd.**  
Kamloops | 250-376-1632

**Nucor Rebar Fabrication,**  
a Division of Nucor Steel ULC  
Kelowna | 250-766-0608

## O

**OK Excavating**  
div. of Green Leaf Enterprises Ltd.  
Kelowna | 250-765-4902

**Okanagan College**  
Kelowna | 250-762-5445

**Okanagan Fire Protection Services Ltd.**  
Kelowna | 250-765-0660

**Okanagan Insulation**  
Kelowna | 250-491-5818

**Okanagan Plumbing & Gas Fitting Ltd.**  
Kelowna | 778-755-6724

**Okanagan Training & Development Council**  
Kelowna | 250-212-2999

**Okanagan Urban Contractors**  
Kelowna | 250-899-7008

**Olympic Roofing Ltd.**  
Other | 604-690-8654

**Omega Communications Ltd.**  
Kelowna | 250-860-8016

**Onsite Civil Excavating Ltd.**  
Kelowna | 250-878-8006

## P

**P236 Enterprises Ltd.**  
DBA Advantage Insulation  
Kamloops | 250-374-0774

**P5 Millwork & Design**  
Vernon | 250-550-8503

**Pac West Contracting**  
Kelowna | 778-484-8290

**Pacific Rim Equipment Inc.**  
Penticton | 250-493-4545

**Pagnotta Industries**  
Kelowna | 780-709-4626

**Paradigm Building Solutions Ltd.**  
Vernon | 250-320-7187

**Parke Pacific Projects Ltd.**  
Kelowna | 778-753-7360

**Pavement Solutions Inc.**  
Vernon | 604-997-2716

**PBX Engineering**  
Kelowna | 250-869-9321

**PCL Constructors Westcoast Inc.**  
— Kelowna  
Kelowna | 250-868-8304

**Peoples Insulation**  
Kelowna | 250-491-3177

**Petro-Canada**  
Other | 236-597-2340

**Petrocom Construction Ltd.**  
Other | 780-481-5181

**Phil Long Construction Services Ltd.**  
Kelowna | 250-215-5811

**Phoenix Stretch Ceilings**  
Kelowna | 250-769-3499

**Pihl Law Corporation**  
Kelowna | 250-762-5434

**Pinchin Ltd. — Kelowna**  
Kelowna | 250-868-8090

**Plainsman Companies**  
Kamloops | 250-372-1544

**Plan B Contractors Inc.**  
Kelowna | 250-717-8234

**PME Inc.**  
Kamloops | 250-280-3423

**Powder Ventures Excavating Ltd.**  
Kamloops | 250-851-1021

**Precision Cutting & Coring**  
Kelowna | 250-860-2888

**PRO Crete Ltd.**  
Kelowna | 250-765-2350

**Prolog Construction Ltd.**  
Kelowna | 780-887-3469

**Pronto Enterprises Ltd.**  
Kamloops | 250-372-9644

**Pushor Mitchell**  
Kelowna | 250-762-2108

## Q

**Quantus Electric Ltd.**  
Kelowna | 250-765-1400

## R

**R & A Engineering Ltd.**  
Vernon | 250-542-1357

**R & L Construction Ltd.**  
Kelowna | 250-765-0330

**R1310 Holdings Ltd.**  
dba KM Contracting  
Kamloops | 250-319-7276

**R355 Enterprises Ltd.**  
Kelowna | 250-765-9860

**Radian Mechanical Inc.**  
Kelowna | 250-861-4636

**Ramco Floor & Tile**  
Kelowna | 250-860-2277

**RAMtech HVAC Refrigeration and Controls**  
Kelowna | 778-484-8975

**RCABC Guarantee Corp.**  
Greater Vancouver | 604-882-9734

**Redlins Contracting Ltd.**  
Kelowna | 250-861-9496

**Refrigerative Supply Ltd.**  
Kelowna | 250-763-3114

**Reinbold Engineering**  
Kelowna | 250-763-1049

**Reval Construction Inc.**  
Kelowna | 250-863-2953

**Revat and Associates Limited**  
Greater Vancouver | 778-938-4167

**Revelstoke Peak Construction**  
Vernon | 604-967-1008

**RGH Construction and Renovations**  
Kelowna | 250-300-4375

**Rimkus Consulting Group Canada Inc.**  
Kelowna | 604-295-8070

**Rivermist Excavating Ltd.**  
Kamloops | 778-471-6441

**RJC Engineers**  
Kelowna | 778-738-1700

**Robinson Masonry Ltd.**  
Kamloops | 250-318-0902

**Rock Solid Industries Inc.**  
Kamloops | 250-280-8999

**Rockhard Excavating**  
Kelowna | 250-212-5156

**Rooham Electric Ltd.**  
Kamloops | 778-471-6255

**ROV Engineering Consultants**  
Kelowna | 250-860-0412

**Rutland Glass (1994) Ltd.**  
Kelowna | 250-765-9400

**RZX Construction Ltd.**  
Kelowna | 250-870-1667

## S

**S.C. Restorations Ltd.**  
Kelowna | 250-763-1555

**Sahuri & Associates Architecture Inc.**  
Kelowna | 403-228-9307

**Sandale Utility Products**  
Other | 604-682-2080

**Sawchuk Developments Co. Ltd.**  
Kelowna | 250-765-8838

**Scott Builders Inc.**  
Other | 250-218-8380

**Scuka Enterprises Ltd.**  
Kelowna | 250-765-0136

**Secure-Rite Mobile Storage Inc.**  
Kelowna | 250-861-9355

**Semko Contracting Ltd.**  
Vernon | 250-308-1907

**Sercon Refrigeration Ltd.**  
Kelowna | 780-444-1023

**Sierra Landscaping Ltd.**  
Kelowna | 250-766-2312

**Silverado Industries Inc.**  
East Kootenay | 778-517-4575

**Skilax Resource Management Ltd.**  
Kamloops | 778-601-8877

**SNFLWR Investment Corporation**  
Kelowna | 250-215-5515

**Soprema**  
Kelowna | 604-576-3633

**SOS Labour Leasing**  
Kelowna | 778-940-0287

**Source Electrical Services**  
Kelowna | 778-738-1680

**Southgate Electric Ltd.**  
Kamloops | 250-318-7093

**Southwest Glass Ltd.**  
Kamloops | 250-374-5303

**Spanmaster Structures Ltd.**  
Vernon | 250-835-4888

**Spark Industries Ltd.**  
Kamloops | 250-571-0114

**Specialty Machine Works Ltd.**  
Penticton | 250-493-4310

**Specialty Surfaces Inc.**  
Vernon | 250-503-7085

**STBR Consulting Ltd.**  
Kelowna | 250-979-8260

**Stemmer Enterprises Ltd.**  
Vernon | 250-832-7357

**Strathcona Mechanical Ltd.**  
Kelowna | 250-763-3879

**Streamline Enterprises Inc.**  
Kamloops | 250-374-7875

**Stretch Construction Ltd.**  
Kelowna | 780-289-5465

**Sun Ridge Contracting Ltd.**  
Kamloops | 250-372-0417

**Sun Valley Painting & Decorating Corp.**  
Kamloops | 250-372-0027

**Sunbelt Rentals of Canada**  
Kelowna | 250-491-1991

**Sunco Drywall Ltd.**  
Kelowna | 250-807-2270

**Symmetry Lighting**  
Kelowna | 778-373-3377

**Systematic Mill Installations Ltd.**  
Kelowna | 238-420-4041

## T

**T & A Rock Works**  
Kelowna | 250-765-4811

**TCI Lift Elevators and Escalators Ltd.**  
Kamloops | 800-276-5112

**Team Construction Management (1981) Ltd.**  
Kelowna | 250-868-8326

**Team Foundation Systems Ltd.**  
Kelowna | 250-868-8325

**Terracon Systems Ltd.**  
Kamloops | 778-755-5808

**TGC Consulting Ltd.**  
Kelowna | 250-766-4110

**The Tunneling Company**  
Kamloops | 250-573-7814

**The Woodshop Millwork & Joinery Inc.**  
Kelowna | 250-824-1084

**Thermo Design Insulation Ltd.**  
Kelowna | 778-754-5670

**Think Space Architecture Planning Interior Design Ltd.**  
Kelowna | 250-762-2503

**TK Elevator (Canada) Limited - Kelowna**  
Kelowna | 877-877-6578

**TNI Construction Ltd.**  
Kelowna | 250-491-1130

**Top 40 Woodworks Ltd.**  
Kamloops | 250-374-9002

**Total BC Plumbing and Heating Ltd.**  
Kelowna | 250-769-0544

**Total Power Ltd.**  
Kamloops | 250-374-6518

**Tower Engineering Group**  
Kelowna | 250-765-7224

**Traine Construction & Development Ltd.**  
Kelowna | 778-484-4949

**Trainer Mechanical Contractors Ltd.**  
West Kootenay | 250-352-7588

**Trak International Green Energy Resources Inc.**  
Kelowna | 250-765-3641

**Trans - Kelowna**  
Kelowna | 250-862-4660

**Tri-Kan Precast Concrete Products**  
East Kootenay | 250-426-8162

**TRS Building Envelope Corp. (TOMTAR Roofing & Sheet Metal Ltd.)**  
Kelowna | 250-765-8122

**True Construction Ltd.**  
Kamloops | 250-573-4631

**TRUE Consulting - Kamloops**  
Kamloops | 250-828-0881

**TVE Industrial Services Ltd.**  
Kamloops | 250-377-3533

**Twin River Plumbing & Heating**  
Kamloops | 250-376-0221

**Twin Rivers Controls Ltd.**  
West Kootenay | 250-365-2009

**Twincon Enterprises Ltd.**  
Penticton | 778-646-2082

## U

**UDI - Urban Development Institute**  
Kelowna | 250-212-4488

**Ultimate Tradesmen**  
Kelowna | 403-305-0179

**Underhill Geomatics Ltd.**  
Kamloops | 250-372-8833

**United Landscapes**  
Kelowna | 250-860-3753

**Urban Systems Ltd. - Kamloops**  
Kamloops | 250-374-8311

**Urban Systems Ltd. - Kelowna**  
Kelowna | 250-762-2517

**Utilix Contracting**  
Vernon | 778-212-7445

## V

**Valley Plumbing and Heating**  
Kelowna | 250-491-0680

**Vanmar Constructors Inc.**  
Kelowna | 604-882-0700

**Vector Projects Group Ltd.**  
Kelowna | 250-763-1013

**Venture Mechanical Systems Ltd.**  
West Kootenay | 250-365-4999

**Victaulic**  
Penticton | 250-212-2307

## W

**Wamaar Steel Tech Ltd.**  
Kelowna | 250-765-8800

**Waste Connections of Canada**  
Kelowna | 250-765-0565

**West Bay Construction Co Ltd.**  
Kelowna | 250-470-2893

**West Kootenay Mechanical 2001 Ltd.**  
West Kootenay | 250-364-1541

**Westburne Electric - Kelowna**  
Kelowna | 250-860-4988

**Western Canadian Steel**  
Kelowna | 250-448-4900

**Western Noise Control (2015) Ltd.**  
Other | 800-661-7241

**Western Roofing Master Roofers - Cranbrook**  
East Kootenay | 250-426-0156

**Western Roofing Master Roofers Ltd.**  
Kamloops | 250-374-0154

**Western Surety Company**  
Kelowna | 800-475-4454

**Westhills Aggregates Limited Partnership**  
Penticton | 250-492-2225

**Westway Plumbing & Heating (2011) Inc.**  
Kamloops | 250-372-1277

**Westwood Electric**  
Vernon | 250-542-5481

**Westwood Fine Cabinetry**  
Kelowna | 250-860-3900

**White Cap Supply Canada Inc.**  
Kelowna | 250-765-9000

**Wildstone Construction & Engineering Ltd.**  
Penticton | 250-493-3947

**Williams Engineering Canada Inc.**  
Kelowna | 778-484-2546

**Williams Machinery**  
Kelowna | 250-491-2939

**WillScot**  
Kelowna | 236-991-8419

**Wilson M. Beck Insurance Services (Kelowna) Inc.**  
Kelowna | 250-763-3840

**Wolf Exteriors Ltd.**  
Vernon | 250-833-0402

**Working Hands Renovators Inc.**  
Kelowna | 778-392-8348

## Y

**Yucmenlucwu (Caretakers of the Land) LLP**  
Vernon | 250-838-0775

## Z

**Zap Welding**  
West Kootenay | 250-352-6978

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