



ANNUAL GENERAL MEETING PACKAGE



53rd Annual General Meeting
February 21, 2019 at 5.00pm
BC Sports Hall of Fame, 777 Pacific Blvd South, Vancouver (at Gate A, BC Place Stadium)

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February 4, 2019

Dear Member,

Notice of Annual General Meeting

As a member in good standing, you are invited to attend the Vancouver Regional Construction Association's 53rd Annual General Meeting. As follows:

When: Thursday, February 21, 2019, 5.00-6.15pm
Where: BC Sports Hall of Fame, 777 Pacific Blvd South, Vancouver
(at Gate A, BC Place Stadium)

Schedule

5.00-5.30pm Registration
5.30-6.15pm Annual General Meeting

The purpose of the Annual General Meeting is to:

- Receive the financial statements for the year ended September 30, 2018;
- Appoint the auditor;
- Approve proposed amendments to the Bylaws;
- Receive the report of the Governance and Nominations Committee and elect the 2019/20 Board of Directors; and
- Address any new business.

Note: Copies of this Annual General Meeting Package will be available at the meeting. It will also be posted on our website at www.vrca.ca, and available for pick-up at our office at 3636 East 4th Avenue, Vancouver, BC, V5M 1M3.

To RSVP for the Annual General Meeting, please visit the VRCA online events calendar, at www.vrca.ca/calendar.

If you are unable to attend personally, please complete the enclosed Proxy Form and deliver it to the VRCA office at 3636 East 4th Avenue, Vancouver, BC, V5M 1M3, or email it to president@vrca.ca no later than 9am on February 20, 2019. Note that your proxy must be held by an Industry Member of VRCA or their Authorized Representative. While a member may not hold more than five (5) proxies at a general meeting, the Chair may hold an unlimited number of proxies.

Following the meeting, please join us at Rogers Arena to toast the 2019/20 Board of Directors, network with industry peers and take in the Vancouver Canucks vs. Arizona Coyotes hockey game. Through VRCA's long-standing relationship with the Canucks, we are delighted to offer AGM attendees an exclusive rate for lower bowl seats. Go to www.vrca.ca to buy your tickets now!

Regards,
Fiona Famulak
President



**53rd Annual General Meeting
February 21, 2019 at 5.00pm
BC Sports Hall of Fame, 777 Pacific Blvd South, Vancouver (at Gate A, BC Place Stadium)**

PROXY FORM

If you are a member in good standing and unable to attend the Annual General Meeting personally, you may appoint an Industry Member of VRCA or their Authorized Representative to vote as your proxy at the meeting.

Please complete this Proxy Form and deliver it to the VRCA office at 3636 East 4th Avenue, Vancouver, BC, V5M 1M3, or email it to president@vrca.ca no later than 9am on February 20, 2019.

I, _____, of _____, hereby appoint
_____, of _____,

or Jason Glue of Graham Construction and Engineering LP or Don Wightman of PML Professional Mechanical Limited, as my proxy to attend, vote and otherwise act for and on my behalf at the Annual General Meeting of the Vancouver Regional Construction Association on February 21, 2019 and at any adjournment thereof.

This proxy represents one vote to which the undersigned is entitled in accordance with the Bylaws of the Vancouver Regional Construction Association.

Signed _____, on this _____ day of _____, 2019



AGENDA

- 1. Call to Order..... Jason Glue
- 2. Welcome Members and Guests..... Jason Glue
- 3. Verify Quorum..... Fiona Famulak
- 4. Approval of:..... Jason Glue
 - a) Agenda
 - b) Minutes of the 52nd Annual General Meeting on January 30, 2018
 - c) Audited Financial Statements for the year ended September 30, 2018
 - d) Appointment of Auditors for the year ending September 30, 2019
 - e) Annual Report for the year ended September 30, 2018:
 - i) Chair’s Message Jason Glue
 - ii) President’s Message..... Fiona Famulak
 - iii) Affiliated Association Reports:
 - BC Construction Association (BCCA)..... Chris Atchison
 - Canadian Construction Association (CCA)..... Mary Van Buren
- 5. Special Resolution: Proposed amendments to the Bylaws Graham Sibbald
- 6. Report of the Governance and Nominations Committee..... Graham Sibbald
 - a) Election of Directors
- 7. Other Business..... Jason Glue
- 8. Adjournment..... Jason Glue



Minutes of the 52nd Annual General Meeting on January 30, 2018

1. Call to Order

Graham Sibbald, Chair of the Board of Directors, called the meeting to order at 5.43pm.

2. Welcome Members and Guests

The Chair welcomed members and guests, specifically David Stratton, Senior Manager at Morgan & Company LLP and conveyed regrets from:

- David McFarlane – Past Chair and current Chair, Governance & Nominations Committee
- Chris Atchison – President, BC Construction Association
- Mary Van Buren, President, Canadian Construction Association

3. Credentials Report

Fiona Famulak, President, noted the following:

(a) Notice to members - Article 5.1.1(c) of the bylaws states that *“Notice of a general meeting must be given to all members not less than 14 days before the meeting”*. VRCA issued notice on January 15, 2018, fifteen days ahead of the meeting and was therefore compliant.

(b) Quorum - Article 6.2.1 of the bylaws states that *“Quorum at a general meeting is 15% of the Industry Members in good standing but not fewer than 3 of them present at all times in person, by Authorized representative or by proxy”*.

At the time the report was delivered there was a total of 694 members, 593 of which are Industry Members (general and trade contractors, manufacturers, suppliers and Premium professionals) in good standing, 15% of which is 89. There was a total of 114 members in attendance (44 in person and 70 represented by proxy). On the basis quorum had been met the meeting could proceed.

(c) Ordinary resolution - Article 6.6.1 of the bylaws states that *“Except where otherwise required, a question, motion, or resolution at a general meeting must be decided by ordinary resolution”*. On the basis of attendance noted above, a simple majority = 50% of 114 + 1 = 58 votes.

4a. Approval of the Agenda

The Chair called for a motion to approve the agenda and asked for any additions to the agenda.

It was suggested, on the basis that an election will take place at the AGM, that the election be brought forward from Agenda Point #5(a), to Agenda Point 4(b), so that the election can be conducted and votes counted while other AGM business is underway.

Motion: To approve the agenda as amended.

Moved: Shipway/Wightman CARRIED

4b. Report of the Governance and Nominations Committee

The Chair called on Jason Glue, Vice Chair of the Board of Directors, to present the report of the Governance and Nominations Committee on behalf of David McFarlane. As follows:

- Noted the Report of the Governance and Nominations Committee was included in the AGM Package.
- Thanked 2017/18 Board of Directors for their many hours of commitment to VRCA, BCCA and CCA.
- Noted the report highlights that in accordance with VRCA's bylaws, the Board of Directors must be 14 directors, including:
 - The immediate Past-Chair
 - The chair of each of the General Contractors, Trade Contractors and Manufacturers and Suppliers Divisional Councils
 - Three other members from each Division
 - One individual elected or appointed by the U40 Network
- Noted that on the basis that the Past-Chair, three Divisional Council Chairs and the individual elected or appointed by the U40 Network are acclaimed, 2 vacancies remain on the 2018/19 Board of Directors to be filled by members from of the Manufacturers and Suppliers Division.
- Noted that per Clause 7.2.7 of the bylaws *"An election must be conducted by secret ballot, unless the number of nominees is equal to or fewer than the positions to be filled, in which case the nominees must be declared to be elected."*
- Noted that an election is required because number of nominees > number of vacancies.
Specifically:
M&S Division - 2 vacancies and 4 nominees
- Noted that as VRCA transitions to 3 year terms (a process that will complete in 2019), per Clause 7.2.9 of the bylaws *"... those candidates with the greater number of votes are elected to the longer terms"*.
- Reminded all members to place their completed ballot in the ballot box so that votes can be counted and the result announced later at the AGM. Confirmed that he will return at the end of the AGM to announce the results of the election and to complete his Report.

4c. Approval of the Minutes of the 51st AGM on February 2, 2017

Motion: To approve the minutes of the 51st AGM on February 2, 2017.

Moved/seconded: Campbell/Schmitz CARRIED

4d. Presentation of the Financial Statements for the year ended September 30, 2017

The Chair introduced David Stratton of Morgan & Company LLP to present the audited financial statements for the year ended September 30, 2017.

The Chair acknowledged the long-standing relationship between VRCA and Morgan & Company LLP, and thanked them for their audit services.

David Stratton provided a brief overview of the financial statements, noting the high quality of accounting and internal financial review at VRCA in recent years.

Note: No motion is required to approve the financial statements at the AGM since they were approved by the Board of Directors in December 2017.

4e. Appointment of Auditors for year ending September 30, 2018

Motion: To appoint Morgan & Company LLP as auditors for the year ending September 30, 2018.

Moved/seconded: Schmitz/Fettback CARRIED

4f. Approval of the Annual Report for the year ended September 30, 2017

The Chair acknowledged the Annual Report included in the AGM package – it’s more engaging, reader friendly and includes a useful Highlights page that summarizes the good work of VRCA throughout the year – and advised that the reports of the Chair, President, BCCA and CCA are contained in the Annual Report.

The Chair asked the President to elaborate on her President’s Message. The President:

- Thanked the members for their support that enabled VRCA to deliver strong results.
- Referenced the BC construction industry continues to be the crown jewel in Canada’s construction industry and is expected to hold that position at least through until 2020-2021.
- Referenced that a common topic of conversation with members is the current and future skills shortage in BC. VRCA can help members attract, train and retain the right people via the following initiatives:
 - VRCA’s School Outreach Program – designed to inspire students to consider a career in construction.
 - VRCA’s lobby efforts to expedite the ability of skilled foreign workers to enter Canada.
 - VRCA’s Education Program and annual Construction Leadership Forum, both of which are effective and economical ways to enhance technical and soft skills.
 - VRCA’s anticipated partnership with the City of Vancouver, to establish and operate a Zero Emission Building Centre of Excellence that will provide industry with access to education, networking and other resources to build zero emission buildings in Vancouver by 2025.

- Announced that the program and registration for the 2018 Construction Leadership Forum would open on January 31, 2018, and that social entrepreneur Marc Kielburger, will kick off the Forum on May 4.

Motion: To approve the reports contained in the 2017 Annual Report.

Moved/seconded: Wallis/Sohi CARRIED

5. Report of the Governance and Nominations Committee (continued from 4b above)

The Chair called on Jason Glue to update the meeting on the election results.

Jason Glue confirmed that votes had been counted and the result of the election in M&S Division was:

- M&S Division:
 - Steve Reitenbach, Doka Canada
 - Kelly Taylor, MNP LLP

Jason Glue announced the entire board – also projected on the screen – congratulated all and asked for a motion to approve the report of the Governance and Nominations Committee and to accept the entire 2018/19 Board of Directors as presented.

Motion: To approve the report of the Governance and Nominations Committee as presented.

Moved/seconded: Wagner/Wightman CARRIED

Motion: To accept the entire 2018/19 Board of Directors as presented.

Moved/seconded: Sohi/Reichgeld CARRIED

Jason Glue finished by encouraging the nominees who were not elected to continue to participate in VRCA's Councils and Committees.

6. Any Other Business

No other business was brought forward.

7. Adjournment

There being no further business, the Chair called for a motion to adjourn the meeting at 6.05pm.

Motion: To adjourn the meeting.

Moved/seconded: Wightman/Schwiede CARRIED

**VANCOUVER REGIONAL
CONSTRUCTION ASSOCIATION**

FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

INDEPENDENT AUDITOR'S REPORT

To the Members of
Vancouver Regional Construction Association

Report on the financial statements

We have audited the accompanying financial statements of Vancouver Regional Construction Association, which comprise the balance sheet as at September 30, 2018, and the statements of revenue and expenses, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Vancouver Regional Construction Association as at September 30, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis with that of the preceding year.

Vancouver, Canada

December 13, 2018

"Morgan & Company LLP"

Chartered Professional Accountants

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

BALANCE SHEET

	SEPTEMBER 30	
	2018	2017
ASSETS		
Current		
Cash and cash equivalents (Note 2)	\$ 669,276	\$ 487,722
Short-term investments (Note 2)	679,911	671,320
Accounts receivable	275,109	138,240
Inventories	24,928	27,745
Prepaid expenses and deposits	218,816	161,207
	<u>1,868,040</u>	<u>1,486,234</u>
Long-term investments (Note 2)	1,308,000	1,308,000
Long-term capital assets (Note 3)	769,822	769,305
	<u>\$ 3,945,862</u>	<u>\$ 3,563,539</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 227,976	\$ 225,191
Unearned revenue:		
Membership dues	646,947	581,437
Contracted services	291,470	266,796
ZEBx funding	284,363	-
	<u>1,450,756</u>	<u>1,073,424</u>
Capital lease liability (Note 4)	1,506	3,037
	<u>1,452,262</u>	<u>1,076,461</u>
NET ASSETS (Note 5)	2,493,600	2,487,078
	<u>\$ 3,945,862</u>	<u>\$ 3,563,539</u>

Approved on behalf of the Board of Directors:

/s/ "Jason Glue" , Director

/s/ "Don Wightman" , Director

The accompanying notes are an integral part of these financial statements.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

STATEMENT OF REVENUE AND EXPENSES

YEAR ENDED SEPTEMBER 30, 2018

	MEMBER SERVICES		BUILDING OPERATIONS		ZEBX		TOTAL	
	2018	2017	2018	2017	2018	2017	2018	2017
Revenue								
Education	\$ 503,841	\$ 552,284	\$ -	\$ -	\$ -	\$ -	\$ 503,841	\$ 552,284
Membership Dues	1,015,828	973,962	-	-	-	-	1,015,828	973,962
Networking Events	624,733	547,485	-	-	3,050	-	627,783	547,485
Other	101,309	78,253	172,878	175,085	1,600	-	275,787	253,338
Planroom (Note 8)	371,075	459,743	-	-	-	-	371,075	459,743
ZEBx Funding	-	-	-	-	293,682	-	293,682	-
	2,616,786	2,611,727	172,878	175,085	298,332	-	3,087,996	2,786,812
Investment Income	8,591	4,917	-	-	-	-	8,591	4,917
	2,625,377	2,616,644	172,878	175,085	298,332	-	3,096,587	2,791,729
Expenses								
Depreciation	6,101	8,116	28,312	29,101	4,155	-	38,568	37,217
Dues to Associations	240,741	233,381	-	-	-	-	240,741	233,381
Education	495,308	488,073	-	-	-	-	495,308	488,073
Networking Events	498,970	434,926	-	-	5,900	-	504,870	434,926
Other	266,400	294,779	142,331	141,547	134,125	-	542,856	436,326
ZEBx Admin Cost (Recovery)	(30,000)	-	-	-	30,000	-	-	-
Planroom	191,613	243,718	-	-	-	-	191,613	243,718
Salaries and Benefits	976,640	826,818	-	-	91,373	-	1,068,013	826,818
	2,645,773	2,529,811	170,643	170,648	265,553	-	3,081,969	2,700,459
Interest Expenses	5,558	816	-	-	-	-	5,558	816
	2,651,331	2,530,627	170,643	170,648	265,553	-	3,087,527	2,701,275
Excess Of Revenue Over Expenses	\$ (25,954)	\$ 86,017	\$ 2,235	\$ 4,437	\$ 32,779	\$ -	\$ 9,060	\$ 90,454

The accompanying notes are an integral part of these financial statements.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED SEPTEMBER 30, 2018

	FUTURE CAPITAL RESERVE	SPECIAL PROJECTS (BID CENTRAL) RESERVE	SPECIAL PROJECTS (WEB DEVELOPMENT) RESERVE	FUTURE OPERATIONS RESERVE	NET ASSETS RESTRICTED FOR ZEBX	UNRESTRICTED	NET ASSETS
Balance, September 30, 2016	\$ 1,991,810	\$ -	\$ -	\$ 200,000	\$ -	\$ 277,684	\$ 2,469,494
Reallocation of opening reserves	(1,083,810)	-	-	471,320	-	612,490	-
Increase internally restricted reserve	400,000	-	-	-	-	(400,000)	-
Excess of revenue over expenses	-	-	-	-	-	90,454	90,454
Special Project Fund expenses	-	(17,643)	(55,227)	-	-	-	(72,870)
Transfers	-	17,643	55,227	-	-	(72,870)	-
Balance, September 30, 2017	1,308,000	-	-	671,320	-	507,758	2,487,078
Allocation of investment income	-	-	-	8,591	-	(8,591)	-
Excess of revenue over expenses	-	-	-	-	32,779	(23,719)	9,060
Special Project Fund expenses	-	-	(2,538)	-	-	-	(2,538)
Transfers	-	-	2,538	-	-	(2,538)	-
Balance, September 30, 2018	\$ 1,308,000	\$ -	\$ -	\$ 679,911	\$ 32,779	\$ 472,910	\$ 2,493,600

The accompanying notes are an integral part of these financial statements.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

STATEMENT OF CASH FLOWS

	YEAR ENDED SEPTEMBER 30	
	2018	2017
Operating Activities		
Excess of revenue over expenses	\$ 9,060	\$ 90,454
Special Projects Reserve expenses	(2,538)	(72,870)
Item not involving cash:		
Accrued interest and investment loss	(7,992)	(5,500)
Depreciation	38,568	37,217
	37,098	49,301
Changes in non-cash working capital items:		
Accounts receivable	(136,869)	60,715
Inventories	2,817	2,243
Prepaid expenses and deposits	(57,609)	11,615
Accounts payable and accrued liabilities	655	(11,049)
Unearned revenue	374,547	(181,247)
	220,639	(68,422)
Investing Activities		
Additions to capital assets	(14,085)	(2,162)
Development of ZEBx website	(25,000)	-
Purchase of investments, net of redemptions	-	(400,000)
	(39,085)	(402,162)
Decrease In Cash	181,554	(470,584)
Cash and cash equivalents, Beginning Of Year	487,722	958,306
Cash and cash equivalents, End Of Year	\$ 669,276	\$ 487,722
Supplementary Cash Flow Disclosures		
Interest paid	\$ 4,958	\$ -

The accompanying notes are an integral part of these financial statements.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

NATURE OF THE ASSOCIATION

The Vancouver Regional Construction Association (the "Association") is a not-for-profit organization incorporated under the Society Act (British Columbia). The Association provides planroom, educational, networking and advocacy services to the construction industry.

During the year ended September 30, 2018, the Association began operating the Zero Emissions Building Exchange (ZEBx). ZEBx represents a collaborative initiative between the Association, the City of Vancouver, Passive House Canada and Open Green Building Society to accelerate Vancouver's transition to developing zero emission buildings.

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Canadian dollars, applied within the framework of the significant accounting policies summarized below.

a) Financial Instruments and Risk Management

The Association's financial instruments consist of cash and cash equivalents, investments, accounts receivable, accounts payable and unearned revenue. Cash and cash equivalents and short-term investments are financial assets recorded at fair value. Long-term investments and accounts receivable are financial assets recorded at amortized cost. Accounts payable and unearned revenue are classified as other financial liabilities, and are recorded at amortized cost.

Financial instruments are exposed to market, credit and liquidity risks. The Association's risk management processes are governed by banking, investment, credit and budget policies or procedures that have been established by management and reviewed by the Board of Directors. Cash is held in Canadian currency operating bank accounts, which are federally insured, and interest bearing investment bank accounts. Short-term Investments comprise Canadian government and high quality corporate bonds with fixed interest rates that are capable of reasonably prompt liquidation. Long-term investments comprise principal protected investments maturing in 2020 and 2022. Accounts receivable and payable represent trade amounts with members and authorized suppliers. The Association manages liquidity risk by maintaining current balances in accounts receivable and accounts payable and by maintaining sufficient cash resources to fund the Association's activities on an on-going basis. Overall the Association's exposures to changes in market, credit and liquidity risks within the current fiscal year are considered to be minimal.

b) Cash and Cash Equivalents

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments with maturities within three months held for the purpose of meeting short-term commitments rather than for investment purposes.

c) Inventories

Inventories are valued at the lower of cost and net realizable value.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

d) Capital Assets

Land, building, building and leasehold improvements, equipment and intangible assets are recorded at cost. Depreciation was provided to amortize the capital costs over the estimated expected useful lives of the assets at the following annual rates:

ASSET	BASIS	RATE
Building	Straight-line	20 years
Sign	Straight-line	20 years
Building and leasehold improvements	Straight-line	3-10 years
Furniture, fixtures and office equipment	Straight-line	5 years
Office equipment under capital lease	Straight-line	5 years
Web development costs	Straight-line	3-5 years

e) Revenue Recognition

Receipts from membership dues, ZEBx funding and member services are deferred and recorded as unearned revenue. Revenue is recognized proportionally over the term of the membership and as contract services are provided.

f) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles ("GAAP") requires management to make estimates and assumptions about future events that affect the reported amounts of assets, liabilities, revenues and expenses as at the end of or during the reporting period. Management believes that the estimates used are reasonable and prudent, however, actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the determination of the useful lives of capital assets for amortization, and the measurement of membership dues receivable and unearned revenue.

g) Income Taxes

Under the provisions of the Income Tax Act of Canada, the Association is not liable for corporate income taxes.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

2. CASH AND CASH EQUIVALENTS AND INVESTMENTS

	2018	2017
Unrestricted cash and cash equivalents	\$ 395,227	\$ 487,222
Restricted for ZEBx	274,049	-
	\$ 669,276	\$ 487,722
	2018	2017
Cash and cash equivalents	\$ 669,276	\$ 487,722
Short-term investments	679,911	671,320
Long-term investments	1,308,000	1,308,000
	\$ 2,657,187	\$ 2,467,042

The Association's investment policy is to invest conservatively with highly rated counterparties to preserve capital while earning a reasonable rate of return. The policy directs that this is to be accomplished by investing in a diversified portfolio with a low risk profile. Currently, investments include GICs bearing interest at rates ranging from 2.2% to 2.4%, and long-term investments in principal protected banker notes.

3. CAPITAL ASSETS

	2018		
	COST	ACCUMULATED DEPRECIATION	NET BOOK VALUE
Land	\$ 696,000	\$ -	\$ 696,000
Building and leasehold improvements	1,835,006	1,803,286	31,720
Furniture, fixtures and office equipment	229,645	213,059	16,586
Office equipment under capital lease	6,147	4,818	1,329
Sign	53,499	50,157	3,342
	2,820,297	2,071,320	748,977
Web development costs	46,543	46,543	-
ZEBx web development costs	25,000	4,155	20,845
	\$ 2,891,840	\$ 2,122,018	\$ 769,822
		2017	
	COST	ACCUMULATED DEPRECIATION	NET BOOK VALUE
Land	\$ 696,000	\$ -	\$ 696,000
Building and leasehold improvements	1,834,652	1,774,620	60,032
Furniture, fixtures and office equipment	257,474	253,343	4,131
Office equipment under capital lease	6,147	3,022	3,125
Sign	53,499	47,482	6,017
	2,847,772	2,078,467	769,305
Web development costs	46,543	46,543	-
	\$ 2,894,315	\$ 2,125,010	\$ 769,305

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

4. OBLIGATIONS UNDER CAPITAL LEASE

During the 2016 fiscal year, the Association acquired office equipment under capital lease for \$6,147. The lease bears interest at 18% with minimum monthly lease payments of \$149 until October 2020. During the year ended September 30, 2018, the current portion of the lease obligation was \$1,391 (2017 - \$1,179) and the non-current portion was \$1,506 (2017 - \$3,037). \$599 (2017 - \$816) in interest was accrued on the lease obligation in the year ended September 30, 2018. The current portion of the lease is included in accounts payable and accrued liabilities.

5. NET ASSETS

The Association's articles of incorporation require that, in the event of dissolution, the net assets shall not be distributed to the members but shall, to the extent feasible, be used in the furtherance of one or more of the objectives of the Association and, where not feasible, shall be donated to a charity or charities of the Board of Directors' choice.

During the 2018 fiscal year, the Association was selected to operate the City of Vancouver's Zero Emissions Building Exchange (ZEBx). Funds received in relation to this initiative are restricted for use on ZEBx activities.

6. CAPITAL MANAGEMENT

The primary objectives of the Association's capital management policies are to accumulate sufficient capital to invest in future capital asset development, future member services and to accumulate sufficient working capital to fund operations on a going concern basis to meet its current service commitments to members. The capital structure of the Association consists of net assets internally restricted by the Association's Board of Directors for specific purposes comprising net assets invested in capital assets and in the reserves for future capital additions in the aggregate amount of \$1,308,000 (2017 - \$1,308,000), and future operations in the amount of \$679,911 (2016 - \$671,320). Special project expenses of \$2,538 (2017 - \$72,870) comprise third-party development costs for the Association's member services. Restricted net assets includes cash available for ZEBx operations in the amount of \$274,049 (2017 - \$Nil). Unrestricted net assets includes cash available for current operations in the amount of \$395,227 (2017 - \$487,722).

7. COMMITMENTS

The Association is a member of the British Columbia Construction Association ("BCCA") and the Canadian Construction Association ("CCA"). The Association pays dues to BCCA and CCA on the basis of the Association's membership level. During the year ended September 30, 2018, the Association paid dues of \$240,741 (2017 - \$233,381).

During the year ended September 30, 2018, ZEBx also began paying rental fees to the Open Green Building Society as part of the ZEBx initiative. \$27,600 (2017 - \$Nil) in rental fees were paid in the 2018 fiscal year and recorded as a prepaid expense, with \$13,875 (2017 - \$Nil) expensed in other expenses.

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED SEPTEMBER 30, 2018

8. CONTINGENCY

On July 25, 2018, the Association was assessed a PST payable balance of \$37,996, including interest of \$4,958, by the BC Ministry of Finance on fees paid for use of the BidCentral platform from April 1, 2013 to June 30, 2017. In the prior year, this liability had been contested by the Association and since the outcome was regarded as not determinable at September 30, 2017, no accrual for PST was made in the association's financial statements. The appeal was denied and the liability was paid in the current fiscal year. The amount is offset against the 2018 BidCentral fees within planroom revenue.

Effective July 1, 2017, the fees for the BidCentral platform are paid by BCCA.

2017/18 Annual Report

VRCA

Vancouver Regional Construction Association



BC Children's and BC Women's Redevelopment Project Phase 2
Ledcor Construction Ltd. in joint venture with Balfour Beatty
2018 Awards of Excellence (Gold) Winner

Our Vision

To be the recognized leader and sought after voice of a strong and vibrant construction industry in the Lower Mainland.



Our Mission

VRCA is dedicated to serving its members by enabling them to compete effectively in a stable, efficient and profitable industry by:

- Actively representing the interests of the construction industry and providing leadership on all matters associated with construction;
- Providing relevant and timely educational programming and sharing of information;
- Promoting and encouraging the use of acceptable standard practices; and
- Creating business opportunities through encouraging economic development and providing project information.





2018/19 Board of Directors

Executive Officers

Chair, Jason Glue – Graham Construction & Engineering LP

Vice Chair, Don Wightman – PML Professional Mechanical Ltd. (also Trade Contractor Divisional Council Chair)

Secretary/Treasurer – Richard Shipway – ETRO Construction Ltd. (also General Contractor Divisional Council Chair)

Past Chair, Graham Sibbald – Wylie Crump Ltd.

General Contractors Division

Katy Fairley – Kinetic Construction Ltd.

Kevin Mierau – Mierau Contractors Ltd.

Trade Contractors Division

Shawn Boyd, Houle Electric Ltd.

Bob Cooke, Division 15 Mechanical Ltd.

Dave Fettback, Western Pacific Enterprises GP

Manufacturers and Suppliers Division

Steve McConnell – John Ross Insurance Service Ltd. (also Manufacturers and Suppliers Divisional Council Chair)

Craig Mitchell – Metric Modular

Steve Reitenbach – Doka Canada Ltd.

Kelly Taylor – MNP LLP

U40 Network

Niko De Marre – Graham Construction & Engineering LP



Chair's Message

VRCA's 2017-2020 strategic plan is laser-focused on delivering member value to our 750+ members. In 2018, we began to elevate VRCA's industry roles – to Educate, Advocate, Facilitate – to a new level through the evolution and development of current and new programs and services. You will see from our President's Message that VRCA enjoyed another stellar year where various facets of our business experienced notable growth.

As we roll into our 90th year, I'm confident we've never been in a stronger position to serve our members.

I am particularly pleased with the results of our advocacy work over the course of 2018. In response to members' feedback calling for VRCA to take stronger, more meaningful positions on industry-specific and business issues affecting members, we took steps at the board table and operationally to be better positioned to advocate. We carved out substantial time at our board meetings to discuss industry issues and formulate next steps. Operationally, our President increased capacity to advocate proactively by hiring experienced team members and leveraging the work of the BC and Canadian Construction Associations and other partners.

The changes have been well received. Our members, including our Life Members, have provided positive feedback, not only regarding our advocacy positions but also regarding our choice to work collaboratively, as appropriate, with industry and business associations that include not only the BC and Canadian Construction Associations, but also ICBA, the Progressive Contractors Association of Canada, the BC Chamber of Commerce and the Greater Vancouver Board of Trade, to represent our members. Examples include:

- **The B.C. government's Community Benefits Agreement (CBA)** – As a champion of fair, open and transparent procurement practices, VRCA is extremely concerned about the potential impact on industry and B.C.'s taxpayers of the CBA that will be applied on projects that include the Pattullo Bridge replacement project. Not only was the CBA negotiated without full industry consultation, its associated Project Labour Agreement is prescriptive, and there's a concerning lack of clarity surrounding its operational roll-out that will force both our open-shop and unionized member companies to bid without a complete understanding of project risk. VRCA has taken a strong position on the CBA, made countless statements regarding its concerns, reached out to government for answers and, ultimately, joined a coalition of industry and business associations to launch a legal challenge to the CBA. Our work on this file continues.
- **Canadian tariffs on steel and aluminum imports from the U.S. and non-U.S. sources** – The introduction of tariffs on U.S. steel and aluminum imports on July 1, 2018 and safeguards on non-U.S. steel imports on October 25, 2018, is particularly problematic for B.C.'s construction industry as it relies on both sources for supply of product. Lack of product and/or more expensive product jeopardizes construction schedules across the province. Working with various partners, VRCA was able to engage both provincial and federal governments regarding our members' concerns. The federal government's December announcement of a set of reliefs afforded to importers of both U.S. and non-U.S. product is helpful, however, only a permanent solution will give stability. Our work on this file continues.
- **Prompt payment legislation in B.C.** – The lack of prompt payment in B.C. continues to be a key concern for our members. Acknowledging that the new prompt payment legislation in Ontario will pave the way for what happens in B.C. and other provinces, VRCA was pleased to join a coalition of industry and business organizations that called on the provincial government to introduce prompt payment legislation in B.C. on a timely basis. We understand that the provincial government wants to monitor the impact of the Ontario legislation prior to turning its attention to development of B.C. legislation, potentially, in the fall of 2019. Our work on this file continues.

Our industry is forecast to be busy for the next decade, with demand for our services forecast to peak in 2019-2021. While it may seem counter-intuitive to need the programs and services of VRCA during busy times, it is at times like these that your membership is even more important to ensure the industry is supported and its voice is heard and in a timely manner. The strength of our association is a direct function of the commitment, connection and involvement of our members. I encourage you to participate in the VRCA and contribute to its growth and success, as this will benefit not only your company but the construction industry as a whole.

It has been an incredible honour and privilege to serve as Chair in such an exciting time in VRCA's history. I sincerely thank the Board of Directors for its enthusiasm, time and wise input. I would also like to thank our volunteers, including our Life Members, who willingly give their time and energy to support the membership's needs. Lastly, I would like to thank Fiona and her dedicated team for another very successful 12 months.

Jason Glue,
Chair, Board of Directors



President's Message

The fiscal year ended September 30, 2018 marked the end of a successful year where VRCA's Board of Directors and operational team accomplished a great deal across our seven strategic goals that included securing a contract to host Canada's first and only Zero Emissions Building Exchange (ZEBx).

As I reported at our Christmas Luncheon, 2018 was another "Year of Up", as evidenced by notable growth across a number of business units compared to the prior year:



MEMBERSHIP

11% increase in membership, positioning VRCA as the only growing construction association in B.C. and one of a handful across the country



EVENTS

3,811 attendees at 21 events (11 of which were sell out events), with total attendance up by 8%



EDUCATION

7% increase in no. of classroom courses and 36% increase in no. of online courses delivered

31% increase in classroom course attendance over the last two years

Successful execution of an industry education needs assessment and associated pilot courses



PLANROOM SERVICES

4,880 bidding opportunities via BidCentral (where 2,190 were located in the Lower Mainland)

In addition, we increased our readership of e-newsletters by 4% and our social media following by 26%, in part, due to our evolving education offering and, in part, due to our advocacy work that attracted the attention of media outlets including the Journal of Commerce, Business in Vancouver, The Vancouver Sun, The Times Colonist, Reuters and Citytv.

In 2018, as outlined in our Chair's Message, VRCA took steps to be better positioned to advocate. Given the unprecedented pace of change in government policy at all levels of government, advocacy has never been more important. Rest assured that as an independent, non-partisan association, VRCA is committed to ensuring that our members' interests are represented appropriately.

While responding to government policies is important, it's worth noting that our advocacy efforts are far broader. Over the course of 2018, we championed:

- The adoption of standard procurement practices and the benefits of using CCDC/CCA standard documents via a number of education sessions on the topic, including an Infrastructure Masterclass, designed specifically for procurement specialists in the public sector.
- The opportunity for our youth to pursue a career in construction. Via our school outreach program, we passionately engage students, teachers and counselors about the many opportunities that accompany a career in construction. Our members are facing a skilled-labour shortage and our tech-savvy youth are perfect candidates to help address the shortage and improve the industry's productivity through application of various technologies. Thank you to our Education Committee volunteers for engaging 17 high schools and over 3,400 students so far.
- Industry change in the form of supporting sustainable building practices. As host of ZEBx, we understand that the built environment is a major source of greenhouse gases and governments at all levels are taking steps to address the issue. Through ZEBx, we are ensuring that our members have access to the appropriate experts, education and best practices to help them build not only greener, but also faster and more productively.

With 2018 behind us, we look forward to the future. B.C.'s construction industry continues to be the crown jewel in Canada's construction marketplace, with the Lower Mainland poised to be a particular hotbed of activity. VRCA has your back. I'm excited by the opportunities that lie ahead for VRCA to support its members in new and innovative ways, and for the opportunity to work with our team, Board of Directors, members and partners to bring those opportunities to life!

Thank you for your continued investment in VRCA as we leverage the good work of years past and chart a future that is meaningful for both our members and our industry. I look forward to working with you and for you in the coming year.

Fiona Famulak
President

2018: A DYNAMIC YEAR



BCCA is the only provincial organization representing construction employers of all labour affiliations, and we take that role seriously. It's been a uniquely busy year for our sector: all largely due to a complex political and economic environment shaped by local and international forces. Here are just some of the key issues that we presented on your behalf at the highest levels of BC's government:

- Negative impacts of the Project Labour Agreement (Community Benefits Agreement)
- Misrepresentation of Opioid abuse in the trades
- Unfair burden of small business taxes, including the Employer Health Tax
- Project cost impacts of steel and aluminum tariffs
- Balance in the BC Labour Code Review
- Industry requirements for Environmental Assessment Overhaul and Bill C-69
- Need for Prompt Payment Legislation
- Improving Public Sector procurement practices

For a full list of issues and an overview of our activity visit bccassn.com and go to the "Advocacy And Issues" section.

In BCCA's 2018 industry survey 68% of employers say finding skilled workers is their biggest challenge. With several big projects breaking ground – including LNG Canada's \$40BN project that will need 10,000 skilled workers – it's not going away. This is what BCCA is doing to help:

- Skilled Trades Employment Program
- BCCA IN
- LNG Canada Trades Training Fund
- LNG Canada Connect
- TransCanada Coastal Gas Link Connect
- The Builders Code

Collectively these free employer programs and services have provided apprenticeship training dollars to more than 1200 BC apprentices in the past year, and have connected 670 high quality job seekers with construction employers who are hiring. Find out how these programs can help your business at www.bccassn.com and www.stepbc.ca

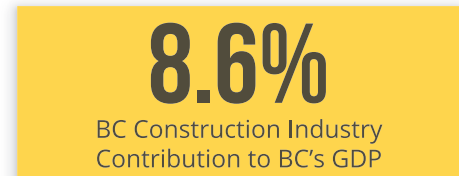
BCCA is expanding its suite of health and well-being services like the Employee Benefits Trust to include Employee Retirement Savings Program and a Retirement Benefit Plan for the construction workforce.



Initiatives like Construction Month help to showcase the important role our industry plays in BC's communities and forge relationships based on positive messages, strengthening our advocacy role.

There are many bright spots ahead: important projects in the global spotlight, investments in social housing, infrastructure, and green building, and a booming provincial economy projecting a \$1.35BN surplus.

We take our role as the provincial representatives of NRCA, SICA, VICA and VRCA very seriously. Let us know what you need. Subscribe to our newsletter. Follow us on social media. Take part. Let's play to our strength and work together.



For further information on all these initiatives and more, please visit the BCCA website at www.bccassn.com



Canadian Construction Association

The Canadian Construction Association's (CCA) centennial anniversary year put in motion several strategic initiatives in support of our five-year plan, and more importantly, to deliver on our vision to "Build a better Canada." Our successes in 2018 were both tangible – double the press coverage versus last year – and intangible – the pride we shared as the partner association chief operating officers (COO), board directors, corporate members and CCA staff took our message in support of the construction industry to Parliament Hill.

Building on this positive momentum, in 2019 CCA intends to extend our influence with the government, better engage with COOs and members as well as deliver more value. This article summarizes the highlights of 2018.



Increasing our influence with government

A key element of our success consisted of introducing the CCA to government officials throughout the year, providing timely briefing materials to our partner associations on emerging issues for sharing with members, as well as encouraging members to express their opinions on important government policies.

Prompt payment

Following a strong representation from CCA and as part of the ongoing reform to the procurement system, the government committed in the fall economic update that legislation introducing prompt payment for construction contractors and subcontractors on federal projects on federal lands will be forthcoming as well as adjudication of payment issues. Based on conversations with senior government officials, CCA believes this legislation will be given Royal Assent prior to the dissolution of the House next summer but must yet clear three readings in both the House and Senate as well as their respective committees with minimal objection from opposition parties to do so.

Investor confidence in Canada

CCA expressed concern on the dwindling investor confidence in Canada exacerbated by the hurdles and project delays from Trans Mountain, the steel tariffs, the less favourable tax environment compared to the U.S. and the threats to fair procurement process through "community benefits" requirements.

We continue to press these issues with the government and recognized their modest steps to improve Canada's competitiveness by introducing accelerated depreciation, something the industry has been requesting for some time.

#CDNConstructionGives reaches over 1.5 million impressions

Of increasing concern is the concept of community benefits requirements. Community benefits are being used to advance government agendas of hiring targeted, under-represented groups from women to indigenous people and apprentices. While the message is that this is a voluntary target, CCA's view is that the hiring of labour should remain squarely within the authority of the business and not pre-determined by the government.

CCA has expressed its concern regarding this new hurdle and is actively working to devise with the government a solution acceptable by the industry; one that does not increase your paperwork or reduce your ability to hire workers readily.

Secondly, some governments have been asking for contractors to be creative in their bids, to add an "extra value" to projects. CCA has communicated that this is an unacceptable practice; if the government wants a park or a bike path, the government needs to include this in the bid and pay for it.

So this is why we have reached out to our members through the CCA partner associations. To get the credit you deserve for the good works you already do, we are asking you to use #CDNConstructionGives when tweeting about causes you support. More importantly, this additional visibility raises the profile of the industry with the public and the government. As we unite under this banner, we show the power and generosity of our industry.

Expanding member & COO engagement

CCA's focus on member engagement was highlighted during our 100th conference in Banff, in the headway we are making in our diversity initiative as well as during the Hill Day when our members educated over 100 parliamentarians and Senators on issues important to our industry.

Continued on next page

Hill Day

Throughout the year, we worked together with our partners to make our voice heard at every level of government. Late in November 2018, CCA organized a Hill Day with over 100 members and COOs who met with members of Parliament and senators to raise the profile of construction. It was a high-impact event generating numerous tweets and raising the profile of the construction industry just ahead of an election year. We discussed four themes during Hill Day meetings: investor confidence in Canada and the need for changes to the trust & insolvency legislation to protect those in the chain from bankruptcy; the Trans Mountain pipeline project delays; inclusive workforce and innovation.

Inclusive workforce

Our members take diversity seriously. There are many initiatives underway to improve the image of the industry, including sponsoring Women in Construction events as well as Indigenous and youth outreach programs and many other activities that have all been implemented to make the construction industry more welcoming.

The government also responded to our requests in the fall economic update by including funding for women as well as for Indigenous and recent immigrant women entrepreneurs, apprentices and workers which will help businesses better support the training, recruitment and retention of this talent pool.

CCA facilitated a small workshop to discuss the opportunities and barriers of under-represented segments, including women, indigenous, youth, new Canadians, veterans, disabled and apprentices. CCA is forming a working group to:

1. Create a baseline of perceptions of a career in construction;
2. Help educate owners and employees on the benefits of inclusivity; and
3. Celebrate leaders in diversity.

Banff annual conference

Over 700 delegates attended the annual conference to share best practices, network and celebrate the industry. A highlight of the event was the awards breakfast, where we applauded industry leaders who contribute to their communities and grow their businesses through innovation, exporting or volunteering on behalf of the industry. Our delegates once again demonstrated their generosity by donating close to a thousand pairs of socks to the YWCA Banff.

Enhancing member services

We worked hard to provide valued services for our members. Some of the examples include moving Gold Seal exams online, running a seminar series on new Canadian Construction Documents Committee (CCDC) documents and aligning with Canadian Construction Innovations (CCI).

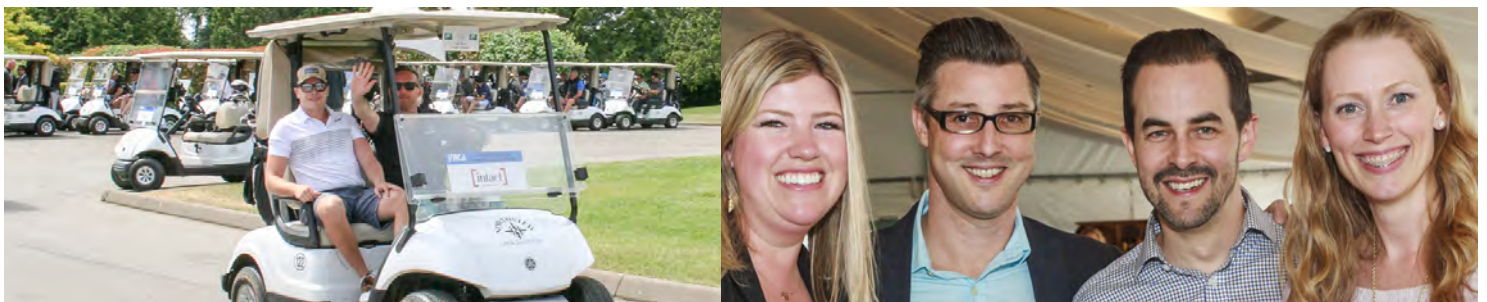
Gold Seal online

Nationally recognized as the standard of excellence, the Gold Seal Certification program is the leading certification program for management professionals in the construction industry. Requiring candidates to demonstrate work experience, industry knowledge and education makes sure that those who earn the certification do so proudly.

The transition to online exams included everything from an update to the application portal to the actual exams themselves. Moving to a digital platform generates several benefits, including:

- Enhanced experience. The new exam portal allows exam writers to see their exam progress easily, manage their time, and flag questions for a second pass.
- Faster marking. In the past, people have waited up to eight weeks to get their marks. With the new online exams, marking will happen at a much faster pace.
- Feedback. With a post-exam survey, we now have more insights into the exam experience.

Thank you to the following associations who helped make this transition a successful one: Grand Valley, Calgary, Edmonton, Ottawa, Southern Interior, Vancouver and Winnipeg.



New CCDC documents

CCDC documents are a great example of how the industry – from owners to architects and contractors – work together to create unbiased contracts. After substantial discussion and co-creation, we have issued a few new and revised CCDC documents:

Revised CCDC 23 - A Guide to Calling Bids and Awarding Construction Contracts – a flagship document of CCDC that provides recommended best practices for procuring construction services by means of a competitive bidding process and the lowest bid procurement method.

New CCDC Master Specifications Division 00 - Procurement and Contracting Requirements – editable templates with commentary for front-end documents (e.g. instructions to bidders, bid forms, notice of award) in Microsoft Word version to provide maximum editing flexibility.

New CCDC 30 - IPD Contract – first standard Canadian integrated project delivery multi-party contract form. It defines the roles and responsibilities of the parties in the different phases of the IPD process: validation, design/procurement, construction and warranty.

CCA conducted CCDC seminars in partnership with local construction associations. Over 700 delegates attended in close to 30 cities with equal representation from owners, consultants and contractors.

CCI – innovation strategy

Re-positioning our image to be more attractive to technology-savvy people and millennials is necessary to fill the projected retirement gap and spark productivity gains through innovation and technology.

CCA will also boost its commitment to advancing innovation and technology by aligning with Canadian Construction Innovations (CCI). Over the past year, CCA in partnership with CCI submitted a proposal to receive funding for 1,000 science, technology, engineering and mathematics (STEM) co-op placements. CCA was advised that we will be “first in line” should the fund be topped up in March 2019, which is positive news. More initiatives will be announced in 2019 to connect technology and innovators to members.

Becoming a best-in-class association

Our efforts in 2018 eliminated the budgeted deficit, started a governance review and moved newsletters to digital delivery.

Balanced budget

CCA leadership and staff worked hard this year to deliver a balanced budget, eliminating the budgeted deficit.

Governance renewal

Over the years, CCA's board has grown to 90 directors, well outside of what is recommended for optimal and effective decision-making.

As part of CCA's commitment to modernizing the association, a survey was issued to all COOs and board members to seek their assessment of how the board is performing against industry best practices. These findings were combined with a separate analysis of CCA's bylaws and related documentation, and observation of our March board, committee and council meetings. Ten recommendations were made and discussed at the CCA board meeting which was also attended by many COOs.

To modernize CCA's governance, some of the top recommendations included:

- Significantly rationalizing the number of people on the board;
- Developing a stakeholder engagement strategy that leverages members & key stakeholders; and
- Establishing a dedicated group to lead governance changes.

The expectation is that the complete renewal will take several years to ensure there is time to seek input, socialize options and make decisions.

Digital first

CCA is moving to a digital-first strategy in our communications and services. In addition to digitizing the Gold Seal platform, CCA has also converted its annual review and quarterly newsletters to digital formats.



Canadian
Construction
Association

MEMBERSHIP

111
COMPANIES
JOINED VRCA



734 TOTAL MEMBERS

611 INTEGRATED MEMBERS



11%
FROM 2017

675
U40 NETWORK
MEMBERS

EDUCATION



622
COURSE
ATTENDEES

706
ONLINE
COURSES
DELIVERED

36%
FROM 2017

60 VRCA classroom courses - UP 7%

MANY COURSES ACCREDITED FOR: GOLD SEAL, CPD, AIBC POINTS

1,883
HIGH SCHOOL STUDENTS
ENGAGED VIA THE VRCA
SCHOOL OUTREACH PROGRAM



27%
FROM 2017

17 Member companies
involved in the school
outreach program

CORPORATE SOCIAL RESPONSIBILITY

\$1,195
Canucks Autism
Network

\$4,315
KidStart BC

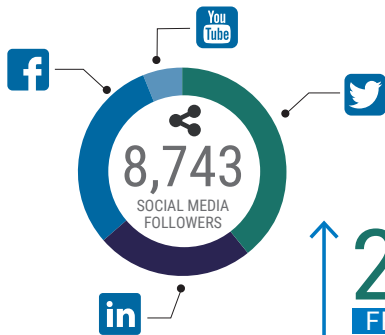


\$10,000
Spinal Cord
Injury BC



Students each received the VRCA Award in Economics/Construction Operations from BCIT and a \$1,200 Bursary

ONLINE EXPOSURE



8,743
SOCIAL MEDIA
FOLLOWERS

26%
FROM 2017

4,513 E-Newsletter Subscribers
UP 4%

BIDCENTRAL

4,880

NEW PROJECTS POSTED ON
BIDCENTRAL FROM ACROSS BC
INCLUDING:

2,190 New projects posted
on BidCentral in the
Lower Mainland

59% **2,307**
FROM 2017 Sets of blueprints
printed

350 Number of digital
scans completed

13,100 Stat Decs signed
@ VRCA

NETWORKING EVENTS

Number of
networking
events



INCLUDES

11

SOLD OUT
EVENTS

3,811

NUMBER OF EVENT
ATTENDEES

TOTAL EVENT
ATTENDANCE



8%
FROM 2017

NET INCOME

\$9,060

103% greater than
annual budget

VANCOUVER REGIONAL CONSTRUCTION ASSOCIATION

Society Number S-0007423

SPECIAL RESOLUTION

The Board of Directors of Vancouver Regional Construction Association (the "Society") hereby gives notice of the following special resolution, which will be debated and voted on at the annual general meeting at 5.00pm on February 21, 2019 at the BC Sports Hall of Fame, 777 Pacific Blvd South, Vancouver, B.C.

Dated at Vancouver, British Columbia, February 4, 2019.



By: Jason Glue, Chair, Board of Directors

RESOLVED AS A SPECIAL RESOLUTION THAT THE BYLAWS BE AMENDED BY RESCINDING BYLAWS 7.2, 7.3, 7.4, AND 13.2, AND REPLACING THEM WITH THE FOLLOWING:

- “7.2** 1) There must be fourteen directors, including:
- a) The Immediate Past-Chair, who is that person who most recently was but who no longer is Chair,
 - b) **Four directors who are members of each of the General Contractors, Trade Contractors, and Manufacturers and Suppliers Divisions, and**
 - c) One member of the U40 Network.
- 2) A director must:
- a) other than the Immediate Past-Chair and the director elected pursuant to bylaw 7.2 (1)(c), be an Industry Member in good standing, or the Authorized Representative of such a member,
 - b) consent in writing to being a director,
 - c) be qualified to be a director under these bylaws, and
 - d) not be disqualified from being a director pursuant to section 44 of the Act.
- 3) So far as is reasonably practicable, a director elected pursuant to bylaw 7.2 (1)(b) has an ordinary term of office of three years, beginning at the adjournment of the AGM at which the director is elected, and ending at the adjournment of the AGM three years later.
- 4) So far as is reasonably practicable, at each AGM one-third of the directors listed in bylaw 7.2 (1)(b) must be elected, so that at the adjournment of the AGM:
- a) one-third of them have a remaining term of one year,
 - b) one-third of them have a remaining term of two years,
 - c) one-third of them have a remaining term of three years, and

- d) there are four directors who are members of each of the General Contractors, Trade Contractors, and Manufacturers and Suppliers Divisions.

A director may be elected to a term of one or two years so as to allow compliance with this bylaw.

5) A director must not be a director for more than nine consecutive years. A director who has been a director for nine consecutive years ceases to be a director, and is not eligible to be elected or appointed as a director for one year. This bylaw does not apply to the Immediate Past-Chair.

7.3

1) The Board must, in a timely manner:

- a) appoint a Nominations and Elections Committee made up of not fewer than three members including the Immediate Past-Chair,
- b) notify all members that there will be an election, and issue a call for nominations, and
- c) ensure that there are sufficient qualified nominees to fill the positions to be filled.

2) The Immediate Past-Chair is chair of the Nominations and Elections Committee.

3) A nominee pursuant to bylaw 7.2 (1)(b) must be nominated in writing by:

- a) five members of the Division of which the candidate is a member, or
- b) the Nominations and Elections Committee.

4) A nomination pursuant to bylaw 7.3 (3) must be received by the Nominations and Elections Committee not fewer than 30 days before the AGM.

5) When the number of nominees is greater than the number of positions to be filled, an election must be held.

6) The Nominations and Elections Committee may, subject to the bylaws and any resolutions of the Board, determine reasonable policies for nominations and elections.

7) In an election:

- a) Voting must be conducted by secret ballot,
- b) Each nominee must be identified as a member of the General Contractors, Trade Contractors, or Manufacturers and Suppliers Division, and the number of directors to be elected from each Division must be stated,
- c) Each member has a number of votes for nominees from each Division equal to the number of nominees to be elected from that Division,
- d) A voter must not cast more than one vote for a nominee,
- e) If the number of nominees from a Division is equal to or fewer than the number of positions to be filled from that Division, those nominees must be declared to be elected, and
- f) If there are terms of differing length to be filled, those candidates with the greater number of votes are elected to the longer terms, but if there is a tie in the number of votes, or the number of candidates is equal to or fewer than the number of positions to be filled, the tie must be decided by random means agreed to by the candidates, or by toss of coin.

8) The U40 Network is those individuals who are fewer than 40 years of age, and who have such other qualifications as are required by the Board. On a date prior to the AGM set by the Board, the U40 Network must elect a director, who must be a member of the U40 Network. If it does not do so, the Nominations and Elections Committee may nominate a member of the U40 Network, to be elected at the AGM.

9) Nominations from the floor of an AGM are prohibited, but if at the adjournment of the AGM there is a vacancy in the Board, the Board may appoint a qualified person to fill the vacancy pursuant to bylaw 7.7.

7.4 A director forthwith ceases to be a director on:

- a) resigning in writing,
- b) ceasing to be qualified pursuant to bylaw 7.2 (2),
- c) bylaw 7.2 (5) applying,
- d) the end of the director's term of office, unless the director is re-elected,
- e) death,
- f) becoming unable to perform the duties of a director due to physical or mental disability, or
- g) failing to attend two consecutive meetings of the Board without the authorization of the Executive Committee, which must not be unreasonably withheld.

- 13.2** 1) Subject to the constitution and bylaws and any rules, regulations and policies made by the Board, a Division must govern its own affairs and make such rules for the conduct of its business as it deems fit.
- 2) A Division may hold meetings of its members as it deems necessary, and provide reasonable notice of such meetings to its members.
- 3) The Chair and First Vice-Chair of each Division must be elected by the Board by and from amongst the directors **who are members of the respective Divisions** at the first meeting of the Board following the AGM.
- 4) A Division may elect a Second Vice-Chair at a meeting of its members.
- 5) Quorum at a general meeting of a Division is three members of the Division present in person.
- 6) An Industry Member, or the Authorized Representative of an Industry Member, may appoint another such member to vote as the member's proxy at a meeting of a Division.
- 7) A proxy at a meeting of a Division must be held by an Industry Member or the Authorized Representative of an Industry Member, and must be appointed using a form approved by the Board. A member must not hold more than five proxies at a meeting of a Division."

EXPLANATORY NOTES FOR MEMBERS

1. *The effect of these amendments will be that all the directors will be directly elected by all the members, but that they will continue to represent each Division.*
2. *The resolution, is passed, does not take effect until filed with Societies OnLine.*
3. *The current bylaws 7.2, 7.3, 7.4 and 13.2, as in the filed Societies Act transition application (March 23rd, 2018) are as follows:*

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- 7.2** 1) There must be fourteen directors, including:
- d) The Immediate Past-Chair, who is that person who most recently was but no longer is Chair,
 - e) The chair of each Division, who becomes a director at the adjournment of the first AGM following the general meeting of the Division at which the chair is elected,
 - f) Three other members of each Division, and
 - g) One elected or appointed by the U40 Network pursuant to bylaw 7.3.
- 2) A director must:
- e) other than the Immediate Past-Chair and the director elected or appointed under bylaw 7.2 (1)(d), be an Industry Member in good standing, or the Authorized Representative of such a member,
 - f) consent in writing to being a director,
 - g) be qualified to be a director under the Act and these bylaws, and
 - h) not be disqualified from being a director under section 124 of the Business Corporations Act.
- 3) A director elected or appointed under bylaw 7.2 (1)(c) must so far as is reasonably practicable have an ordinary term of office of three years, beginning at the adjournment of the AGM at which the director is elected or appointed, and ending at the adjournment of the AGM three years later.
- 4) At each AGM and pursuant to bylaw 7.2 (1)(c), one director who is a member of each Division must be elected for a three year term, so that at the adjournment of the AGM:
- e) one director who is a member of each Division has a remaining term of one year,
 - f) one director who is a member of each Division has a remaining term of two years, and
 - g) one director who is a member of each Division has a remaining term of three years.
- 5) For transitional purposes, at the 2016 AGM nine directors must be elected or appointed under bylaw 7.2 (1)(c), such that one director who is a member of each Division has a remaining term of three years, one has a remaining term of two years, and one has a remaining term of one years.
- 6) A director must not be a director for more than nine consecutive years. A director who has been a director for nine consecutive years ceases to be a director, and is not eligible to be elected or appointed as a director for one year. This bylaw does not apply to the Immediate Past-Chair.
- 7) An election must be conducted by secret ballot, unless the number of nominees is equal to or fewer than the number of positions to be filled, in which case the nominees must be declared to be elected.
- 8) In an election of directors, each member has as many votes as there are positions to be filled, but a voter must not cast more than one vote for a candidate.

9) When in an election there are terms of differing length to be filled, those candidates with the greater number of votes are elected to the longer terms. If there is a tie in the number of votes, or there is otherwise no need for a vote, the tie must be decided by random means agreed to by the candidates affected, or by toss of coin.

7.3

1) The Board must, in a timely manner:

- d) appoint a Nominations and Elections Committee made up of not fewer than three members including the Immediate Past-Chair,
- e) notify all members that there will be an election, and issue a call for nominations, and
- f) ensure that there are sufficient qualified candidates to fill the positions to be filled.

2) The Immediate Past-Chair is chair of the Nominations and Elections Committee.

3) A candidate for election as a director under bylaw 7.2 (1)(c) must be nominated in writing by:

- c) five members of the Division of which the candidate is a member, or
- d) the Divisional Council of the Division of which the candidate is a member, or
- e) the Nominations and Elections Committee.

4) A nomination under bylaw 7.3 (3) must be received by the Nominations and Elections Committee not fewer than 30 days before the AGM.

5) When the number of candidates nominated is greater than the number of positions to be filled, an election must be held pursuant to bylaw 7.2.

6) Nominations from the floor of an AGM are prohibited, unless the number of candidates is fewer than the number of positions to be filled.

7) The Nominations and Elections Committee may, subject to the bylaws and any resolutions of the Board, determine reasonable policies for nominations and elections.

8) The U40 Network is made up of individuals who are fewer than 40 years of age, and who have such qualifications as are required by the Board.

9) Not fewer than 60 days before the AGM, the U40 Network must appoint or elect a director under bylaw 7.2 (1)(d), who must be a member of the U40 Network. If it does not do so, the Nominations and Elections Committee may nominate a member of the U40 Network, to be elected at the AGM. The director elected or appointed by the U40 Network becomes a director at the adjournment of the first AGM following the general meeting of the Division at which the chair is elected.

7.4

A director forthwith ceases to be a director on:

- h) resigning in writing,
- i) ceasing to be qualified under bylaw 7.2 (2),
- j) bylaw 7.2 (6) applying,
- k) the end of the director's term of office, unless the director is re-elected,
- l) death,
- m) becoming unable to perform the duties of a director due to physical or mental disability, or

n) failing to attend two consecutive meetings of the Board without the authorization of the Executive Committee, which must not be unreasonably withheld.

- 13.2**
- 1) Subject to the constitution and bylaws and any rules, regulations and policies made by the Board for the establishment and operation of Divisions, a Division must govern its own affairs and make such rules for the conduct of its business as it deems fit.
 - 2) Not fewer than 60 days before the AGM, each Division must hold a general meeting of its members, and must provide reasonable notice of that meeting to them. At that meeting, the members of the Division must elect or appoint a Divisional Council, including a chair and two vice-chairs, to serve and represent that Division for the year commencing at the AGM.
 - 3) Quorum at a general meeting of a Division is 10% of the members of the Division present in person or by proxy, but must not be less than three.
 - 4) An Industry Member, or the Authorized Representative of an Industry Member, may appoint another such member to vote as the member's proxy at a general meeting of a Division.
 - 5) A proxy at a general meeting of a Division must be held by an Industry Member or the Authorized Representative of an Industry Member, and must be appointed by a form approved by the Board. A member must not hold more than five proxies at a general meeting of a Division.
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REPORT OF THE GOVERNANCE AND NOMINATIONS COMMITTEE

a. Introduction

In accordance with VRCA's bylaws, the Board of Directors must be 14 directors, including:

- The immediate Past-Chair (1)
- The chair of each of the General Contractors, Trade Contractors and Manufacturers and Suppliers Divisional Councils (3)
- Three other members from each Division (9)
- One individual elected or appointed by the U40 Network (1)

Each of the three Divisions must elect or appoint a Divisional Council comprising a Chair and two Vice-Chairs, to serve and represent the Division for one year commencing at the Annual General Meeting. The elected Chair of each Divisional Council, together with the Past-Chair of the Board of Directors and the individual elected or appointed by the U40 Network, is automatically a candidate for election to the Board of Directors.

b. Number of vacancies to be filled on the 2019/20 Board of Directors

The immediate Past-Chair, the three Divisional Council Chairs and the individual elected or appointed by the U40 Network are automatically candidates for election to the Board of Directors and each have a 1-year term. Because we have transitioned to 3-year terms for all board members, the remaining 9 members each have a term of 1-3 years.

In the context of above, there are four (4) vacancies on the 2019/20 Board of Directors to be filled by members from each of the three Divisions, each with a term of 3 years. As follows:

<i>Division</i>	<i>No. of vacancies</i>
General Contractors	2
Trade Contractors	1
Manufacturers and Suppliers (<i>including Service Providers</i>)	1

c. List of nominees running for the 4 vacancies on the 2019/20 Board of Directors

On the basis of details set out in Paragraphs (a) and (b) above, the Governance and Nominations Committee is pleased to place before the members of the Association the following list of ten (10) board nominees in alphabetical order, comprising 2 incumbents (identified by *) and 8 new nominees:

General Contractors Division	
Allan Beron	President Urban One Builders
Steve Eder	VP of Construction Thind Properties Ltd.
Brent Jennings	Director of Business Development Ledcor Construction Limited
Sarah Kibugi	Manager, Service and Warranty Ledcor Construction Limited
Kevin Mierau*	President Mierau Contractors Ltd.
Stephen Perras	Senior Project Manager PCL Constructors Westcoast Inc.
Wayne Quanson	Director, Pre-construction Services Chandos Construction

Trade Contractors Division	
Will Pauga	President Southwest Contracting Ltd.

Manufacturers and Suppliers (including Service Providers) Division	
Branden Kotyk	Regional Manager – BC Victaulic
Craig Mitchell*	Director, Innovative Solutions Metric Modular

A brief biography for each of the above individuals is attached at the Appendix to this report.

On the basis that the number of nominees in the General Contractors Division exceeds the two (2) vacancies in that Division, and the number of nominees in the Manufacturers & Suppliers (including Service Providers) Division exceeds the one (1) vacancy in that Division, an election in both Divisions will take place at the Annual General Meeting and the nominees receiving the greatest number of votes shall be elected. If there is a tie in the number of votes, or there is otherwise no need for a vote, the tie must be decided by random means agreed to by the candidates affected, or by toss of coin.



d. List of incumbents on the 2019/20 Board of Directors (with 1-2 years remaining)

The 6 individuals below are incumbents on the Board of Directors with 1-2 years remaining on their board terms:

General Contractors Division	
Jason Glue	District Manager Graham Construction and Engineering LP
Trade Contractors Division	
Don Wightman	President PML Professional Mechanical Ltd.
Shawn Boyd	Regional Manager, Vancouver Houle Electric Ltd.
Bob Cooke	President & CEO Division 15 Mechanical Ltd.
Manufacturers and Suppliers (including Service Providers) Division	
Steve Reitenbach	Senior Account Manager - BC Doka Canada Ltd.
Kelly Taylor, CPA, CA, CGA	Partner MNP LLP

e. List of individuals automatically candidates for election to the 2019/20 Board of Directors

The 5 individuals - incumbents identified by * below - who are automatically candidates for election to the 2019/20 Board of Directors for a term of one year by virtue of their position are as follows:

2019/20 Past-Chair	
Graham Sibbald*	Director Wylie Crump Limited
2019/20 Chair, General Contractors Divisional Council	
Richard Shipway*	Project Director Etro Construction Limited
2019/20 Chair, Trade Contractors Divisional Council	
No nominees ran for the position of Chair (or Vice Chairs) of the 2019/20 Trade Contractors Council.	
The Chair position will be filled by one of the four Trade Contractors on the 2019/20 Board of Directors.	
2019/20 Chair, Manufacturers and Suppliers (including Service Providers) Divisional Council	
Tim Sportschuetz	Construction, Infrastructure and Builders Lien Lawyer Singleton Urquhart Reynolds Vogel LLP
2019/20 U40 Network	
Niko De Marre*	Project Manager Graham Construction & Engineering LP

Following the elections outlined at Paragraph (c) above, the members present in person or by proxy at the Annual General Meeting will be asked to endorse the 2019/20 Board of Directors in its entirety.

Regards
Graham Sibbald
Chair, Governance and Nominations Committee

APPENDIX TO THE REPORT OF THE GOVERNANCE AND NOMINATIONS COMMITTEE

Nominee biographies (in alphabetical order)

Nominee	Biography of 250 words (max).
<p>Allan Beron <i>President</i> <i>Urban One Builders</i></p>	<p>Allan is currently the President at Urban One Builders, one of the larger regional general contractors in Vancouver and has been working in a senior role in the Vancouver construction community for over 12 years.</p> <p>He is interested in joining VRCA’s Board of Directors to play a more active role in the general construction industry and to help support and influence issues that are relevant to the construction industry in British Columbia.</p> <p>Allan has served on two not-for-profit Board of Directors for six and seven years respectively. In each case he was also involved in multiple committees including one to support a major development campaign with Ronald McDonald House where they raised \$30 million to build a new facility and another (his children’s school board) where they raised \$25 million to build a new wing of the school.</p>
<p>Steve Eder <i>VP of Construction</i> <i>Thind Properties Ltd.</i></p>	<p>Steve has been involved in the Greater Vancouver area construction arena his entire adult life. Born and raised in Vancouver as part of a Construction/ Development family, he has seen the city flourish in a manner shared by few. After some years of college, he entered the construction world as a carpenter. He managed his own contracting business at a young age learning all facets of business relating to construction with a direct application. He later studied Construction Management at BCIT. As he became interested in larger projects, he entered the world of General Contracting as a Superintendent for Ledcor. This progressed to working with several other large companies as a Superintendent and then onward into the office as a Project Manager, then as a Director and now as a VP.</p> <p>Steve has a keen interest in bettering the construction environment in our city. From office to sites, all aspects are open to improvement. The volume of work demands that we all support an association (VRCA) to better represent and assist all those involved in the industry. He is extremely well networked in our sector and strongly believes that he can be of assistance in making a positive contribution. His experience spans from Commercial to Residential High Rise both in Construction and Development.</p>

	<p>From site labour to ownership, Steve understands the industry. His desire is to join the Board of Directors of the VRCA to contribute his effort and experience to improving our industry.</p>
<p>Brent Jennings <i>Director of Business Development Ledcor Construction Limited</i></p>	<p>Brent's interest in being a member of the VRCA Board of Directors is not a knee jerk reaction. He has been thinking about joining the VRCA for several years, and this year, he feels it's time to throw his name into the ring for the opportunity to work for the VRCA. He believes in the VRCA's objectives and commitment to the construction community.</p> <p>He has been blessed with a rewarding career. Previously a project manager for 13 years based in the Vancouver area, Brent's focus was tenant improvements. His objective was to liaise with clients, designers, consultants and trade contractors in order to manage the construction process from pre-construction through to build out.</p> <p>As the Director of Business Development at Ledcor Construction Limited, his responsibilities include contacting, meeting and establishing new business relationships in various construction markets for the purpose of securing profitable partnerships. He drives the lion's share of proposals in the branch and works closely with the leadership team, Director of Estimating, Insurance companies, legal, site staff. He strategizes on new opportunities, has a clear and solid understanding of market pricing, takes the lead on maintaining memberships and participating in organizations and events. He works with operational leadership to create an effective strategy that moves prospects through the business development process efficiently and effectively while reporting to the Branch Manager.</p>
<p>Sarah Kibugi <i>Manager, Service and Warranty</i></p>	<p>Sarah has 12 years Property Management, New Construction and Residential Development experience. She has worked with several developers in the lower mainland managing a diverse portfolio of 50+ buildings including residential, mix-use and community developments. She has the ability to foresee construction issues that may arise post-construction. Currently she manages the Service and Warranty Department in the Vancouver region for Ledcor Construction that includes overseeing post construction warranty management. She also oversees the residential re-licensing mandated by BC Housing for Ledcor Construction. In her Property</p>

	<p>Management career she was on the PAMA Education Board which oversaw relicensing courses for property managers in BC. She has a great wealth of knowledge in 2-5-10 home warranty.</p>
<p>Branden Kotyk <i>Regional Manager – BC Victaulic</i></p>	<p>Celebrating its 100th anniversary in 2019, Victaulic has been championing innovation and new technologies in the construction industry for nearly a century.</p> <p>In his capacity as Regional Manager for BC, Branden brings a forward-looking and collaborative approach to solving local construction challenges. Drawing on over a decade in the industry, highlighted by five years of expatriate construction leadership experience in both Australia and the USA, he believes we are more apt to succeed when we are nimble and ready to adopt best practices from those around us, be they local or international peers.</p> <p>He is passionate about fostering our industry and looks forward to leveraging his prior involvement with the MCAC/MCAA, ASHRAE, CCA, ASPE and CIPH to help the VRCA realize its ambitious strategic plan. While having direct experience with Revit-based Virtual Design, augmented and virtual reality technologies, lean manufacturing principles, modular and offsite fabrication build strategies and sustainable construction processes, he recognizes we are still, and will remain, a business of people.</p> <p>Branden looks forward to lending a hand and voice towards collaboration amongst our industry, to engage fellow members in meaningful dialogue and to make practical, measurable progress towards the betterment of construction in the Vancouver area.</p>
<p>Kevin Mierau* <i>President Mierau Contractors Ltd.</i></p>	<p>Kevin is President of Mierau Contractors Ltd., a successful general contractor based in Abbotsford and Kamloops that specializes in commercial, institutional, industrial and multi-family construction.</p> <p>Being actively involved in the industry is important to Kevin. He is currently serving as a member of the VRCA Board of Directors and the BCCA Standards & Practices Committee, is Vice Chair of the BC Construction Safety Alliance Board of Directors, and a member of the Journal of Commerce Editorial Advisory Board. Kevin also serves on the Abbotsford Chamber of Commerce Board of Directors. He holds his Red Seal Trade Certification in Carpentry and is Gold Seal certified in Project Management.</p>

<p>Craig Mitchell* <i>Director, Innovative Solutions Metric Modular</i></p>	<p>Having just spent the past 2 years on the Board of VRCA as a representative of the Manufacturers, Suppliers and Service Providers Division, Craig feels that he can contribute to further leverage the knowledge and relationships that have been developed over the past couple years.</p> <p>Being on the board has provided Craig with a solid grounding in the main missions of the VRCA of Educate, Facilitate and Advocate. Also, his attendance and activity at Divisional Council meetings and fostering relationships within the M&S Division has proved beneficial in educating VRCA members on the value of the association.</p> <p>Craig also believes that our industry is at a critical point in its evolution. The traditional methods of construction will no longer work in the future, and the industry is under pressure to evolve. As a Director with Metric Modular (an offsite Construction company), Craig spends the majority of his business development time educating construction industry professionals on new and innovative methods of construction. Being at the front end of the evolution of the construction industry has already brought some new viewpoints to board discussions and he will continue to commit to be a voice on the board to help facilitate the evolution of the industry. In his current role at Metric, he is constantly in touch with VRCA members on the day to day issues facing our industry. As such, the value he brings to the board is an understanding of what our members want and a real awareness of the issues facing the industry today.</p> <p>Craig looks forward to serving on the board and serving our membership over the next 3 years.</p>
<p>Stephen Perras <i>Senior Project Manager PCL Constructors Westcoast Inc.</i></p>	<p>Stephen has been working in the construction industry for 15 years in which his success has been established through the relationships he has developed. His experience, not only within PCL but in the industry, would add value to the VRCA.</p> <p>Stephen’s experience includes involvement with the board of the Regina Construction Association. Related involvement includes governance, strategic planning, and adapting to changing market conditions. Working with a nationwide contractor, and having spent 13 years in Saskatchewan, he brings geographic reach and experience that can assist and streamline the board’s direction.</p>

	<p>Having experience on multiple project types and delivery methods will benefit the VRCA in an open-minded approach to fair business practices. The discipline he has learned from managing various projects will assist with ensuring the vision of the VRCA is being maintained while adapting to the member's needs. This combined with a vision for future success and educating the next generation will ensure the legacy that the VRCA has established will continue.</p> <p>Our industry is influenced by many factors that require the right people to advocate for what we do. Stephen has gained experience in markets with respective growth and impact from changing economic and government influence. He is confident that the personal and business experience he brings will benefit the VRCA.</p>
<p>Will Pauga <i>President</i> <i>Southwest Contracting Ltd.</i></p>	<p>Will is the President and principal of Southwest Contracting Ltd, a Civil, Excavation and Shoring Contractor in Vancouver.</p> <p>He became involved as a member of the VRCA because he was concerned with the slow deterioration of the construction industry in Vancouver.</p> <p>Will started in construction in the late 90's in New Zealand. As a young Project Manager, he learned that projects were either schedule or cost-driven and the owner understood the correlation between all parties to the project. The general contractors understood the owner's expectations they needed to fulfil and trades and suppliers were open and transparent. In Will's opinion, the industry today must navigate unrealistic expectations passed onto the general contractors, their trades and their suppliers.</p> <p>Will believes innovation and the three Pillars of the VRCA, "Educate, Advocate and Facilitate", are the vehicle to bring transparency, cooperation and change to the construction industry. He knows that an open and transparent bid process, a return to CCDC contracts and prompt payment, will improve industry and deliver a better product and a sustainable industry for all the member companies and their employees.</p> <p>He is confident that the VRCA Board of Directors has the same goal in mind for members and is pleased to offer his "down under" experience and perspective to help move VRCA and industry forward.</p>

<p>Wayne Quanson <i>Director, Pre-construction Services</i> <i>Chandos Construction</i></p>	<p>Wayne has devoted his career to the construction industry and is always looking for new ways to share his 28 years of knowledge and leadership.</p> <p>Born and educated in South Africa, he came to Canada early in his construction career, bringing a diverse perspective on building and estimating that still benefits the teams and jobs he work with. Over these years he has received designations as a Quantity Surveyor (PQS); Construction Estimator Certified (CEC) and a Gold Seal Certified Estimator (GSC).</p> <p>He has contributed these skills to several leadership roles in large and medium sized general contractors, including 14 years with PCL that culminated in the role of Risk Manager on the \$1B Edmonton Ice District development, gaining valuable expertise in construction innovation, strategic planning and risk and control. Two years ago, he returned to BC to take on his current position leading preconstruction services as Director with the Vancouver branch of Chandos Construction.</p> <p>Throughout his career in Alberta and BC, Wayne has been an active participant in the industry as a Member of Canadian Institute of Quantity Surveyors (2003 – current), Chapter Member of Alberta Quantity Surveyors (2009 – 2017), Member of the Canadian Construction Association and most relevant, Board Member of BC Quantity Surveyors Society (2006 – 2008). A role on the Board of Directors of the VRCA would be an honour and a challenge that would allow him to continue his service to the construction community that has done so much for him.</p>
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*Incumbent