



CANADIAN CONSTRUCTION JOURNAL

June/July 2023

CHBA BC'S GEORGIES SERIES PT. 4



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Y- Dream House**



**Tony Fanelli from CLRAO
Lori from Studio Ten Interior Design
AND MORE**



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Cover Photo: Kitchen and Dining Room by CondoWorks



Photo: Entryway of a condo by CondoWorks

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Editor's Note

Paul Harrison



Photo: Livingroom by CondoWorks, with Jaime Bangfield Design.

Summer is here and we are excited to really delve deep in the residential sector of British Columbia. Following many members of Canadian Homebuilders' Association British Columbia (CHBA BC), we continue our ongoing spotlight on the prestigious Georgie Awards. The Georgies go out to the best of the best in the residential sector in British Columbia in nearly 50 different categories. Moreover, the Award Ceremony itself is arguably the biggest and most lavish ceremony in Canadian construction, having won the BizBash's 10th Annual Event Experience Awards in the Best Non-profit Event Concept—Budget Under \$250,000 category.

With the 2023 Georgie Awards having just taken place a month ago, we are proud to continue spotlighting CHBA BC members throughout our next several issues.

In sharing this issue you help promote a number of charitable causes, including NightShift Street Ministries, which "cares for the holistic needs of others, 365 days a year, by building relationships and restoring lives through outreach, counselling, education and transitional housing."

We are also proud to partner with Yo Bro / Yo Girl Youth Initiative. YBYG "runs a series of strength-based programs in Vancouver and the Lower Mainland. YBYG cultivates resiliency in at-risk youth and empowers them with tools to avoid the perils of drugs, gangs, crime and violence."

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In this Issue

As stated in previous issues, for the foreseeable future, our focus is on homebuilders in British Columbia. We continue our coverage of finalists and winners of the prestigious Georgie Awards, which honour the best of the best from CHBA BC's membership.

We begin this issue with a recap on the history and importance of the prestigious Georgie Awards, and then leap into coverage on some of 2022's and 2023's finalists and winners.

Continuing our coverage of Helmets to Hardhats (H2H), we begin with a spotlight on Tony Fanelli, the Executive Director of the Construction Labour Relations Association of Ontario (CLRAO). Tony talks to us about H2H's role in helping to fill the labour gap with military Veterans.

From there, we resume our coverage of the CHBA BC's Georgie awards with a spotlight on CondoWorks. Babak tells us about how he and his team came to specialize in condo renovations, as well as detailing their 2022 Georgie win for Best Condo Renovation Under \$250,000 with Kalu Interiors (Kalu will be featured in an upcoming issue).

We then journey east to Kamloops where we chat with Rose Choy from the CHBA Central Interior to discuss their Georgie-winning 2022 "Dream Home/Training Home" project. By working with various builders, suppliers, and students from Thompson Rivers University (School of Trades & Technology), the CHBA CI builds a home, then sells tickets in a lottery draw to offer ticket-holders a chance to win the home. Proceeds from the ticket sales go to the Kamloops YMCA.

Lori Sutherland Burns from Vancouver-based interior design firm, Studio Ten, joins us to explore the philosophy of a good design as she discusses her 2022 Georgie-winning project, the Ens Residence. Lori tells us about some daring and innovative techniques in some of her new designs too.

Of course, Studio Ten's beautiful projects would not be possible without the trades who complete their vision. As such David Lukasiewicz from Capilano Hardwood joins us for a Q & A, in which he outlines his company's history and the services he offers for clients, such as Studio Ten.

Continuing with our Georgie-nominees, Jim Smith from Smithwood Builders talks to us about his 2022 Georgie finalist for Best Kitchen Renovation Under \$150,000. "Where the Heart Is" is a beautiful Cape Cod-style home. Greys, whites, and hints of blue give the house a warm, welcoming feel throughout. Smithwood's work recently won them HAVAN's Custom Builder of the Year award.

Finally, we leave B.C. for the prairies of eastern Alberta to chat with Justin Lawrence from Jim's Electric. Located in Medicine Hat, Jim's Electric services residential, agricultural, and industrial buildings. Justin shines a light on the importance of safety in the trades (especially, the electrical trades, where the danger is often invisible). He also discusses the methods he uses to keep his team safe.

All this and more inside!

Paul Harrison,
Editor-in-Chief



CANADIAN
CONSTRUCTION JOURNAL



Georgie
AWARDS



2022 & 2023

PART 4: INTERVIEWS & MORE



The
GEORGIES

CHBA CI
CONDOWORKS
STUDIO TEN
SMITHWOOD





CANADIAN HOME BUILDERS' ASSOCIATION BRITISH COLUMBIA

The Canadian Construction Journal is proud to announce our coverage of this year's Georgie Awards®.

We continue with spotlights on some of last year's finalists and winners in this issue, as well as some of 2023's finalists and winners from **The 2023 Georgie Awards!**

About the Canadian Home Builders' Association of BC

The Canadian Home Builder's Association of BC (CHBA BC) is the leading advocate for the residential construction industry, representing 2,200 member firms through our eight (8) locally affiliated home building associations. Our members are small- and medium-sized businesses who are builders, renovators, tradespeople, service professionals, and suppliers.

We are essential to supporting the province's housing needs and economic prosperity. In 2021, as one of the largest sources of employment in the province, the residential construction industry provided over 200,000 on and off-site jobs, over \$14 billion in wages and almost \$28 billion in built investment value in British Columbia.

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Association of BC

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Georgie AWARDS



The History

Georgie Awards® was established in 1992 by a group of industry professionals who decided to start a housing awards program, not for economic benefit, but to provide value to the residential construction industry and communities throughout British Columbia.

In 1992, entry into the awards was open to all builders, renovators, and developers in the province of British Columbia. In 2001, in order to manage and strengthen the integrity of the program, the Georgie Awards® was changed to a CHBA BC members-only recognition program which it continues to be today.

Over the years, categories, criteria, price points and square footage for categories have changed and have been adjusted to keep pace with the housing market. In the last few years, there has been a strong consumer and industry demand for enhanced energy efficiency requirements in new homes and renovations. As a result, that requirement has not only been added as criteria to most categories, but specific categories have been created for the demand. As the years progress and the housing market continues to fluctuate, categories and criteria will be amended.

In February 2023, the Georgie Awards was named a winner of BizBash's 10th Annual Event Experience Awards in the Best Non-profit Event Concept—Budget Under \$250,000 category.

10th ANNUAL BIZBASH
EVENT *Experience* AWARDS
WINNER

Best Nonprofit Event Concept—Budget Under \$250,000
Georgie Awards Gala 2022
Canadian Home Builders' Association of BC

Event Recognition

The Georgie Awards® is BC's premier housing awards program. It requires months of preparation and garners much attention from media, builders and other industry professionals.

Previously, the gala has been recognized by BizBash as one of the most influential annual events in Vancouver in 2019. The event also landed a finalist position at the Canadian Event Industry Awards, recognized across the country, for 2019, and was the 2020 winner for Best Event Produced In-House by an Association, Board or Committee.

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The Canadian Construction Journal has proudly chosen Yo Bro / Yo Girl Youth Initiative as the Official 2023 Community Charity Of Choice. The CCJ will be supporting YBYG via monthly updates in the magazine. Proceeds from our advertising revenue will be donated to this great BC organization. Please stay tuned for interviews, success stories, and community awareness updates.



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2023 Georgie Awards® will “Follow the Yellow Brick Road” to Celebrate Excellence in B.C.’s Homebuilding and Renovation Industry

BURNABY, BC (January 26, 2023) – The Canadian Homebuilder’s Association of BC (CHBA BC) announced the list of finalists for the 2023 Georgie Awards® today. Now in its 31st year, the Georgie Awards® are B.C.’s most prestigious homebuilding, renovation, and real estate awards.

The 2023 awards will feature nearly **50 categories** grouped into six focus areas: Residential Construction – New; Residential Construction – Renovation; Interior Design, Merchandising and Landscaping; Sales and Marketing; Special Achievement Awards; Grand Georgie Awards®.

The highlight of the Georgie Awards® is the unique theme that provides the setting of the event and is eagerly anticipated by gala attendees. This year’s edition is sure to enchant as guests are transported down the yellow brick road to **a magical world ruled by a wizard.**

“To win a Georgie Award® means your company has been recognized for excellence in homebuilding with a commitment to quality, durability, the latest building techniques, and design trends. To be named a finalist for this coveted award is a great achievement,” said Neil Moody, CEO of the Canadian Home Builders’ Association of British Columbia. “This has been a year of change in residential construction with the pressures of a higher interest rate environment. It’s important for us to gather together to celebrate our accomplishments and look forward to the next phase for our industry.”

To be eligible for a Georgie Award®, the company must be a CHBA BC member, and the submitted project must have been built, renovated, developed, created, and marketed from January 1, 2021 – November 1, 2022. The finalists and winners are selected by a judging panel of out-of-province industry professionals and the results are verified by an independent accounting firm.

The Georgie Awards are one of the year’s “must attend” events for the residential building industry and the gala is a sellout year after year. A limited number of tickets for the Georgie Awards® Gala have just been released and are expected to go fast. Purchase your gala tickets now to avoid disappointment. Tickets for the 2023 gala at the Hyatt Regency Hotel in Vancouver on **Saturday, May 20, 2023**, are available for purchase here.

The Georgie Awards® would not be possible without the generous support of our sponsors, including Platinum sponsors, Telus and BC Housing. A full list of sponsors is available here.



A Conversation With CLRAO Executive Director Tony Fanelli



The Construction and Labour Relations Association of Ontario

By: C. Ross Harrison

If you work in construction in Canada, there is a good chance you have heard of CLRAO, The Construction and Labour Relations Association of Ontario. The nonprofit employer organization is the bargaining association for six trades: carpenters, labourers, operating engineers, bricklayers, cement masons, operative plasters, and road workers.

Tony Fanelli, the Executive Director of CLRAO, enumerates some of the organization’s primary functions for us. “CLRAO has a responsibility as an employer association to administer and negotiate collective agreements across the province in the industrial, commercial, and institutional sector of the construction industry.” He further explains: “It also acts as a secretary to those employer bargaining agencies.” Beside these responsibilities, Tony informs us that CLRAO operates “on behalf of employers in dealing with all sorts of labour matters.” This includes dealing with both unions and government by providing advice from an industry perspective. Elaborating on his own role within the organization, Tony explains that “the Executive Director essentially facilitates all the meetings that need to be set up within the various bargaining agencies. Then we organize and have the responsibility to negotiate these collective agreements every three years when they expire. Then, we administer those agreements again across the province and all the local organizations within CLRAO.”



Tony Fanelli: A Life in The Industry:

In addition to helping the CLRAO, Tony Fanelli has experience in a wide variety of fields, including construction business, and labour. He has served as a management trustee on the Teamsters' National Pension Fund since 1985 and the United Associations' National Training Trust Fund since 1996. He has also chaired both the Industrial Contractors' Association of Canada and the Boilermaker Contractors' Association. A graduate of the University of Western Ontario, who also holds degrees from both the University of Windsor and York University, Tony's has an extensive background in numerous energy sectors, such as nuclear, fossil fuel, solar, wind, and hydroelectric, just to name a few. In short, he is a man who has worn a great many hats over the course of his life.

Growing up in Sarnia, Ontario, Fanelli had the opportunity to get involved in the trades at an early age. At that time, Sarnia was seeing a boom in construction projects that were building chemical plants and refineries. This provided young Tony Fanelli ample employment opportunities; however, as is often the case, there was also a strong family element behind his choice of work. "My father had quite an influence on my career path. He was a business manager in Sarnia at the time and had been there for some 30 years and so he had a lot of influence on getting people into the trades. I think that had a lot of influence on how I see the industry and, obviously, it allowed me the opportunity to work with the trade unions as well as providing me the income I needed to finance my education."



After completing his education at the University of Western Ontario in 1978 Tony returned to Sarnia, initially working in the automotive industry for Ford. "I was in supervision there and moved into the Labour Relations' department later. This helped me understand how workplaces operate, so it was a good starting point for me."

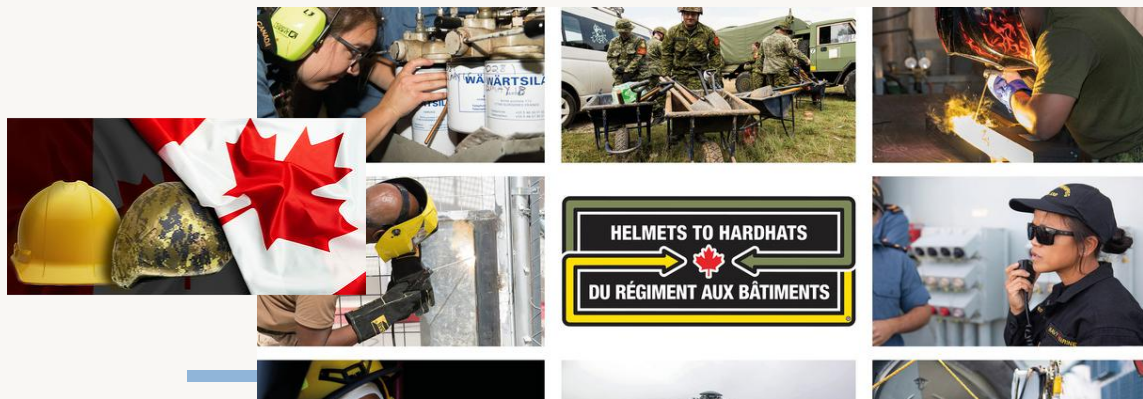
After his time at Ford, Tony would eventually move onto construction; however, his stint in the automotive business provided him insight into the construction industry. Speaking of the two industries, Tony states, "they are very different. Construction is a very dynamic industry, in the sense that you're working from project to project and our workforces have to move with those projects; whereas, in the automotive industry, you're set in one location, building cars. In construction, you're up against the elements; you have different responsibilities."

Despite these differences, Tony notes that there still exists some overlap between the two. "In many ways, what happens in automotive plants, or any other (industrial) facilities when they are looking for skilled trades, is that they generally pick away at the construction industry because we are by far the best trained. We put a lot of time and effort into the training, and when employers are looking for the best kind of skills, construction tends to provide them. Especially, right now, there is a huge premium on skilled trades. The demographics of our society are moving where people are retiring and moving on. Therefore, whether it's in automotive or other industries, they're searching for skilled people and construction labourers can easily be moved into an industrial-type environment because they have the basics for what they need inside a plant."

CLRAO and Helmets to Hardhats: Working with Veterans

Given his prominent role in construction and his numerous connections in the industry, it is unsurprising that Tony Fanelli has been working with the charitable organization, Helmets to Hardhats (H2H). Run by Joe Maloney, H2H helps Veterans transition back to civilian life by finding work in the construction industry. Tony tells us he has known Joe Maloney even before he decided to work with Helmets to Hardhats. "I met Joe back in Sarnia in the early days of my career. He became the business manager of a local 128 for the Boilermakers and then; after that, he became the international rep. Through the course of my career, I've worked with Joe pretty closely in the work that I was doing as well as the trade union work that Joe was doing. Then, when he took on the role at Helmets to Hardhats, I started working with him on that side of it as well. I've known him for a long time."

Like so many industry professionals who have worked with H2H, Tony believes Veterans bring unique skills to the construction industry. "They bring teamwork, they have great endurance, and a great work ethic. I have to say that, in a number of cases, where Veterans have been hired, they move right into supervision because they have the discipline, and they have all of the things that construction companies need in managing workforces. That teamwork, and the motivation that they bring to their leadership, has been exemplary in our industry."



Tony explains how CLRAO has worked closely with the Carpenters' District Council of Ontario to establish a pilot program to bring Veterans into the trade. "The Carpenters actually appointed Mike Humphries, a Veteran who was a member of their union, to be their representative to H2H. Mike makes connections with the organizations to bring people into the trade and get them trained up and prepared to come into the construction industry. So, I can't say enough about what the Carpentry Union has done in terms of promoting this whole idea about bringing in Veterans."

While Helmets to Hardhats is a charity meant to help Veterans, the extent to which these Veterans in turn benefit the construction industry cannot be overstated. According to a recent report by Buildforce Canada, Ontario alone will have to recruit as many as 100,000 new construction workers over the next decade to keep up with demand caused by new building projects and the ageing out of older workers. Tony Fanelli argues that the military-to-construction pipeline that H2H provides could indeed be instrumental in addressing the coming demand for more workers in the trades. "We just do not have enough tradespeople in the industry based on the demands that we have right now. [Veterans] could play a significant role in providing the skills and discipline the industry needs; they are trainable, and they have the basic skills and all the right qualities that employers are looking for. I think in the next three to five years in this province, we're going to have real challenges meeting the demand."

Meeting the Challenges of a Growing Industry

Fanelli hopes that the government will not choke investments into the construction industry by raising interest rates since doing so would discourage investments into new construction projects; however, he is generally confident this will not be the case and that new building projects will continue to proliferate in the province over the coming decade. One of the main factors fueling his confidence in this position is the coming growth of the nuclear energy industry. Having worked in multiple energy sectors, including nuclear, Fanelli is particularly aware of this coming transformation and what it means for the construction industry at large. "Our transportation systems in North America are turning electric and, as they do, we don't have the infrastructure to be able to supply the electricity to meet the demand that would happen if transportation were to all go electric. Over time, you're going to see more and more power production – be it nuclear, be it hydroelectric, or be it other environmentally-sound suppliers or producers of electricity."

This transformation will obviously require an increase in work for the construction industry as it will necessitate the building of new infrastructure on a massive scale.



Of course, bringing more people into the workforce is only part of the challenge in meeting the demands of a growing construction sector; training the new recruits is yet another hurdle that needs to be overcome. To this end, Tony explains how training programs have been established to assure workers build the skills they need as quickly as possible.

"We're working on putting programs together now that we've got some funding from the federal government to assist us getting these workers into the industry and trained, so that they meet the health and safety requirements. Once they're in, whatever upgrade training is required, we add it through an apprenticeship system. In the unionized sector, we are very organized in bringing in people into the apprenticeship system. We then assess their skills to see where they are in the trade, and then move them through the process. Once they're in the system, they have huge opportunities ahead of them."



Meeting the Challenges of a Growing Industry (cont'd)

Besides increasing the size of the workforce and providing them with the training they need, another consideration is finding workers who can be mobile when necessary. As Fanelli explains, with projects going on all over the province, construction workers often have to travel vast distances, sometimes requiring them to be away from home for long periods of time. "The big challenge I think we have with the younger generation is moving with the work. In other words, construction isn't stationary. You've got work that goes on all across the province, so if there's no work in Ottawa, you might have to go to Toronto, or you might have to go to Kingston, or wherever the work is. The biggest challenge I find, at least with the younger generation, is making them mobile, making them understand that you have to go where the work is. It's not a hard challenge, but it's a challenge where we have to meet those demands. Once we interview these folks as they come into the system, we make it very clear to them that their job may not be in their backyard."

Despite the difficulties such travel demands can sometimes create, Tony points out that the general scale of pay makes it well worth it. Remote jobs often pay more and the 2020s will almost certainly see the growth of infrastructure projects and mining operations in Northern Ontario that will need to be carried out by dedicated construction workers, who are willing to travel the distance.

The Rewards of a Job Well Done

While Tony admits that meeting the demand for workers and providing them training are the biggest challenges the industry is facing, he nonetheless thinks that Ontario's provincial government has been working diligently to overcome this issue through outreach to students, who will become the next generation of tradespersons. "I think the provincial government is doing an excellent job right now. They've got a number of programs that they're funding to get the message out to elementary and high schools. I can't commend them enough for the amount of effort that they put into getting the word out, and it's starting to have an impact. Because, let's face it, when a young man or a young lady wants to get into the trades, they are still making up their minds about what they want to do in life. But there are programs now in this province, which would open that door and let them be part of the various trades. So, I think this is only going to grow and it's only getting get better as that message starts to unfold across the province."



The Rewards of a Job Well Done (cont'd)

Tony believes that these programs will attract people who have the passion for problem solving that is so integral to the construction industry. "It can be a very rewarding career; we're looking for people who love to work with their hands, who have the ability to think their way through things and be problem solvers. When you get into the field and you start building something, you might realize 'this doesn't fit quite right.' So, now you've got to fix it! So, there's always problem solving going on and the job is not the same day to day. This keeps you interested in what you're doing as a tradesperson." Fanelli asserts that rising to these challenges, overcoming them, and thereby gaining the self-satisfaction that comes from completing great and enduring projects, is what makes the job worthwhile. "It gives you a sense of accomplishment when you look at a project that you've been a part of, whether it's a highway or a building or a refinery, or a project of any kind; you can look at it and be proud of what you've done."



For his own part, Tony says what he is personally proudest of is the satisfaction that comes from imparting the knowledge he has learned in his over three decades' long career to the contractors he serves. "Part of what my dad taught me very early in my career is that you have a workforce, and you have the employers but, if they don't work together, nothing gets done. So, part of my role is to take all that experience that I've gained over the years and use it to the benefit of the people on both sides: not just employers, but laborers as well, because we need to have things working very cohesively together. I've been blessed in the career path that I've taken. It started out with the trades, and I've had the opportunity to literally work across Canada and the U.S and beyond. Before coming to CLRAO, I had the opportunity to work around the world and to see how work gets done in various other jurisdictions. This added to the knowledge and the experience of the work that I do. Now I'm imparting some of that knowledge and that experience to the contractors that I currently represent. So, I've been blessed. I've had a great run in my career and hopefully I'm now helping the people I represent with my experiences and working to make the system better."

**For more information on the CLRAO,
visit <https://clrao.ca/>**





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Living Life up to the Hype



BY: PAUL HARRISON

Thinking Outside of the Condo Box

An Interview with Babak Nikraftar of Condoworks Design Renovations

All photos by Jill McKenna



History

Babak Nikraftar is the founder of Condoworks Design Renovations, a Vancouver-based company, that began in 2019, and now employs seven people. Babak's sense of dedication and entrepreneurship has led Condoworks to win numerous awards, including four Georgie nominations in 2022 - one of which won for Best Condo Renovation Under \$250,000.

Originally, Babak's team primarily dealt with house builds, comprised of duplexes, multi-residential units, and high-rise construction management. In time, people began asking whether condo renovations were also in Babak's team's wheelhouse. The demand in requests prompted Babak to form a company exclusively focused on condo renovations. Thus, Condoworks was born! During Covid, the demand for condo renovations surged upward as many people were stuck at home for long periods of time. Business has, therefore, been on the uptick for Condoworks as the brand recognition is gaining traction.



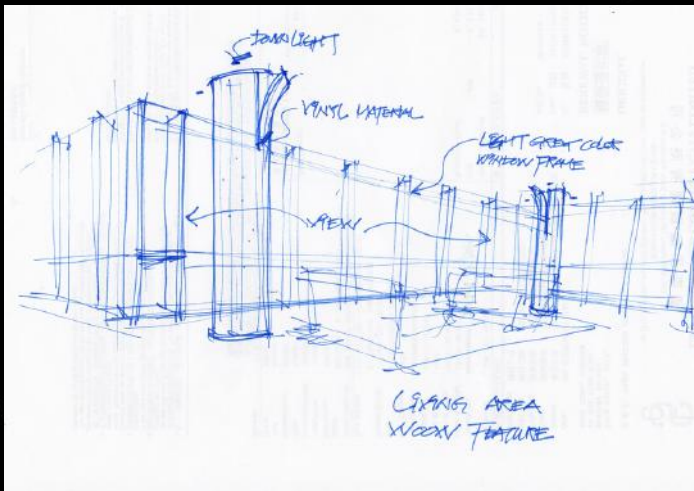
Babak explains: "Our renos are not for people who have a cookie cutter mentality. Instead, they are for clients who want to 'break away from conformity.' It's for the customization of condos. This is a niche market. Condos are basically boxes and constructed in the same format, so we team up with award-winning designers to enhance the functionality of the unit, delivering our client's vision."

Clients reach out to Condoworks through a variety of means; for example, Babak notes: "Often it is the designer who recommends us to the client. We deal with designers and clients who show us what they envision. It's for this reason that we work with top-class designers, such as Kalu Interiors. In 2022, we won a Georgie for the Best Condo Renovation Under \$250,000 with Kalu Interiors."

Preparation Steps

Preparations for a renovation are essential to its success. Babak explains: "There are many steps we go through before we begin a project. First, is our consultation with the client. We discuss the floor plans and what the client wants, in conjunction with the designers. Of course, we have to discuss the budget and how much the client has allocated or is prepared to spend. If it's more than he or she can afford, then a transparent conversation takes place and provisions are made. Once this process is complete, we then apply for municipal permits. Next, we handle all the communication with the building's property management firm, ensuring everyone in that role is informed, as well as the neighbours that live above, below, or on the same floor as the condo being renovated. In addition, we have procedures in place to protect the common areas, such as corridors and elevators etc., so that trade-damage during the renovation process is eliminated."

Babak continues: "Once onsite, step two is the Demolition Phase. During this time, we keep the clients informed with updates so that they can see what we find behind walls. Upon demolition completion, the unit's layout is a clean canvas, revealing what is behind the walls; it's in its skeleton phase. We want to be certain that the client is aware of the existing lighting and mechanical rough-ins, and then brainstorm solutions to meet their design requests based on what we have to work with. Since condos are typically of smaller size, we are somewhat restricted on the paths that our electrical and mechanical routing can take. This is where our expertise and experience shines.



Preparation Steps Cont'd

"We try to meet in person with the client at least once a week or more, if possible. Clients are also kept up to date on the project via cloud storage, with weekly updates of photos and videos. On very rare occasions, a client may actually live in the condo during the renovations, but this makes matters more difficult for all involved. It also takes longer to complete a project if the owner is present."

Upon project completion, Babak states: "When the project is completed, we stay in close contact with the client post-renovation. There may be deficiencies or material shrinkages or wear and tear that is normal on the installs.

There may be deficiencies or material shrinkages or wear and tear that is normal on the installs. We try to be extraordinary in this area to keep the client ecstatic. In addition, we put forth a maintenance schedule. Just as you own a car and have to maintain it periodically, your condo requires the same attention. Sometimes, the client may want some small changes at a future date, and this can be arranged with our team."



Partnerships

Condownorks' projects would not be possible without the help of a variety of key partners. Babak is proud to work alongside many subcontractors and vendors, including, but not limited to: " Kalu Interiors , a highly professional designer company; Frank & Sons Electronics provide our electrical needs; B.A. Robinson supply our lighting and plumbing fixtures; Jade Walls installs our wallpaper;

Precise Mechanical does all of our mechanical and plumbing work; Pacific Rim Cabinets builds and installs our cabinet fixtures; Julian Tile supplies tiles; MV Glasspoint supplies & installs all glass, such as mirrors and shower doors; Fifth + Fir Tile also supplies our tiles; Woodpecker Flooring lays the hardwood floors; Vancouver Fireplaces supplies us with condo-sized gas fireplaces; Bradford Hardware is responsible for interior door hardware, including door locks, towel bars, and other accessories; Bocci Lighting supplies our beautiful light fixtures; RJS Stonetops supplied us with stone tops for our natural stonework – it requires a lot of skill in moving these stone pieces into our condos; last but not least, Magnif Window Coverings is responsible for supplying and installing our blinds."

Although some of these are located in the Lower Mainland, others are cross-Canada or North American businesses.



Tips for Staying Within Budget

During these unpredictable times of wild price swings, staying on budget is a hot-button topic. We asked Babak if he had any advice on budgetary matters: "First and foremost," advises Babak, "be honest with yourself. Know how much money you have for the project or how much you are prepared to spend. An honest contractor tells you the truth. If the client requests are exceeding the budgeted amounts, they must be informed at the earliest possible time. It is helpful to know whether the condo will be an investment with the goal of a future flip, or if the intention is to make this the client's long-term home. If the client intends to sell the condo soon, then an informed contractor with an experienced real estate agent should be able to provide a budget cap on how much to spend on the renovations, with the expectation to increase the property's future value."

New Projects

Condoworks has been keeping busy with some spectacular new projects. "Recently we worked on a Jamie Banfield Design townhouse project, which we submitted for the upcoming Georgie Awards" Babak notes. "It was a three-storey townhouse, which we gutted from top to bottom. We moved non-load-bearing walls and made many other changes. The house had the Jamie Banfield touch with that organic, sophisticated feel. Jamie Banfield uses natural stone, wood grains, hardwood flooring, and soft tones to bring it all together."





Current Projects

Moreover, Condoworks is in the process of renovating a unit in one of Vancouver's most prestigious towers. Babak explains: "Currently we are working on completing a 2700-square foot condo in downtown Vancouver. It is located in the Shangri-La Tower. The interior design firm, This Is Dizign, is from Hong Kong. They've injected innovative and creative ideas into the project. They use textures, colours, and imported materials to produce much-welcome creativity in their work. This is a very challenging project for us but we're learning as we progress. It has us pushing the envelope on many fronts. The project will be complete this fall."



Construction Tips

Finally, Babak offers some advice to condo owners looking to renovate: "It's all about the team. As they say, 'you get what you pay for.' Pay a bit more for the best people. Use good subcontractors, such as electricians, plumbers, framers, construction managers, etc. It's rewarding to see something go from a two-dimensional design on paper to a three-dimensional finished project before your very eyes."

Stayed tuned for another interview with Babak Nikraftar in an upcoming issue in which he discusses Condoworks' 2023 Georgie nominated projects.

For more information on Condoworks, visit <https://condoworks.com/>



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CHBA Central Interior's Annual Training House & Y-Dream Home:

A Kamloops Tradition

An Interview with Executive Officer CHBAI, Rose Choy



Y-Dream Home



By: Ross Harrison

Educating Tomorrow's Builders

One of the great struggles in the field of education has always been transitioning students from the theoretical knowledge they acquire in the classroom to the sort of practical knowledge that can only be properly gained from real world experience. Despite the more hands-on nature of trades, such as carpentry, electrical, and plumbing, they too can present a challenge when it comes to bridging educational theory with on-the-job know-how. However, for the past thirty-two years, The Canadian Homebuilders' Association Central Interior, along with the Thompson Rivers University School of Trades and the local YMCA/YWCA of Kamloops B.C. have been working diligently on an annual project that melds in-class education with the attainment of real-life workplace skills. And their collaborative work is consistently garnering awards and accolades; the Training House won the 2022 Georgie Award for Best Public and Private Partnership, and it is again nominated for the 2023 Georgie in this category also.



Rose Choy, the Executive Officer of the Canadian Homebuilders' Association Central Interior, explains the details and origins of this important public-private-partnership between these three organizations. "It's a very unique project called the Training House. The year, 2022, marks the 32nd year of our partnership with Thompson Rivers University (School of Trades & Technology) and 26 years in partnership with the local YMCA. Every year, we build one training house where we partner with the university and train their trades department. The first-year carpentry apprentice students work on the house and that way when they go out and look for a job, they have that real-life experience. Usually, when you attend carpentry class at a university, you learn how to build a house or a shed inside the classroom; this way you learn in real-life with challenging factors like the weather, the location of the project, and so on." Rose reveals that the students don't simply benefit by learning to engage with real-life challenges but also through the opportunities for mentoring and networking that the Training House project provides them. Students are able to receive instructions not just from professional builders and carpenters but from plumbers and electricians as well.



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The Y-Dream Home

Of course, it is not just the TRU students who gain something from the annual Training House Project; the YMCA/YWCA of Kamloops benefits from it as well. While the students provide some of the labour involved in the construction project “the rest of the house,” Choy explains, “is built by CHBA Central Interior’s members. We go to our membership and they sponsor and donate to the project; whether it’s in the form of supplies, or labour, or a new innovative product that is out there that we can showcase through this house. We finish the house and because of the sponsorship and the donations, we are able to sell the house to the YMCA at a lower-than-market-value cost.” At this point the Training House becomes “The Y-Dream Home.” The Kamloops’ YMCA/YWCA holds a lottery in which anyone can buy a ticket for one hundred dollars for a chance to win the Dream Home. “The proceeds from the lottery fund the local YMCA for a whole year,” Rose informs us.



CANADIAN
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CENTRAL INTERIOR

Reflecting on her own positive experiences with the Training House/Dream Home project, Rose extols the ways in which the annual public/private partnership helps the whole community. Our partnership with a local charity and the university positively impacts the industry. Having been a part of the Canadian Homebuilders' Association Central Interior for 15 years, it's a privilege to be part of this successful program and help many people. Every year in Kamloops, incredible things unfold, making it truly amazing.”



A Shout Out to Sponsors



Besides the aforementioned benefits the project provides, Rose explains that the volunteer builders also gain much from the endeavour: “We have member carpenter/builders who came from this program years ago. Now, they have the chance to give back to the program that trained them, while also witnessing new, young talent. Many members contribute each year because they truly believe in the project, and it has touched their lives in various ways. Some approach me and say, ‘Rose, I benefited from this program when I was young, and now my kids are doing the same. They participate in swimming lessons and other programs at the Y. This is my way of giving back.’ It’s truly amazing.”

While the Dream Home project is very much a local community event, it is by no means a small affair. “It’s awesome the support we get from the community,” Choy comments. “Last year, they sold seventeen thousand tickets in 24 hours.” Equally impressive is the number of businesses involved in the project. “We have 65-80 companies helping out as sponsors for the Dream House.” In 1990, Armin Krenz became the president of CHBA Central Interior. He owned Anchor Door and Window. Since then, he has been generously donating the garage door for the training house, a tradition that continues to this day.

The Dream Home project benefits everyone involved, including the students, the Kamloops YMCA, contributing businesses, and the lucky lottery winner. It also helps the local housing market. During the three-month lottery period, the YMCA holds open houses every weekend, attracting around 25,000 to 30,000 visitors each year. These visitors, who are looking for a new home or renovation ideas, bring more attention to the subdivision and boost the local housing market.

Y-Dream Home



A Community Affair

Besides the many organizations that contribute to the project's success, Rose believes the local community itself is a major part of what makes the whole annual affair work so well. "I would just like to acknowledge that Kamloops is a very unique community. People in Kamloops are very generous, and I think that is what makes this program very successful year after year and why we're entering into our 33rd year for 2023."



Y - Dream Home



As this article was being completed, the CHBA CI received a 2023 Georgie Award for Best Public and Private Partnership. The Canadian Construction Journal congratulates everyone involved on the Dream Home project on their win.



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For more information on the CHBA CI, visit <https://www.chbaci.ca/>

CHBA CI would like to thank the following sponsors for their generous contributions towards the Y - Dream Home:

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STUDIO TEN

PASSION



IN DESIGN

AN ARTICLE BY EDITOR-IN-CHIEF

Paul Harrison

AN INTERVIEW WITH LORI SUTHERLAND BURNS

10 STUDIO TEN



In the Beginning

Lori Sutherland Burns is the owner of Studio Ten Interior Design; in the past 14 years, she has established a well-known and award-winning company located in Vancouver. Studio Ten specializes in both residential and commercial enterprises and has contributed their design talents to workplaces, schools, recreational facilities, retail businesses, private homes, and multi-residential projects.

Lori honed her skills at several notable Vancouver design firms before striking out on her own. At the time, she had a young family and wanted more flexibility in her schedule; so, in 2009, she incorporated her business and hired a staff, who are still with her today.

"Most of our projects come to us via word of mouth," Lori tells us. "This is very meaningful to us because it means that previous clients were pleased with our work."



Consultation To Completion Process

When asked about how a project goes from consultation to its final form, Lori answers: "The majority of the time, a client will call us because they have often been referred to us by a previous client, builder, or architect. One recent award-winning project was the Ens Residence, where Raymond Bonter and team did the exterior design, we did the interior, and Kingdom Builders built the home," Lori remembers. For this project, Studio Ten won the 2022 Georgie award for Best Interior Design.

Lori further elucidates on the Ens Residence: "The client was a single father with four grown children and wanted a home where his growing family, which now included grandchildren, would have room to gather and entertain. He was very open to new ideas but knew functionally what he needed. He collaborated with us on the logistics, then let us run with it."

While functionality was as important as appearance, Lori describes some of the features of the Ens residence: "The home includes a modern kitchen that seats sixteen people, which was designed with his large, extended family in mind. There are several large outdoor living areas around the swimming pool in the backyard to accommodate all his children and grandchildren (and their friends!) for summer dinners and family gatherings. There are skylights throughout the home that maximize the opportunity for natural light, as well as oversized lighting fixtures for a wow factor and ambience at night. The fireplace is an open corner model, clad with natural stone, which is the focal point of the living areas. The staircase is especially unique, with rock climbing figurines made of steel hanging against the back wall. We sourced the figurines, designed the layout, and had someone install them," Lori remarks.



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Residential versus Commercial

Lori states that “we get to know our clients very well, whether it is a commercial or residential project. Even though residential projects may be smaller in size, there is usually more work involved because each space has so many details to consider and plan for. With our commercial clients, the project typically goes faster as the deadlines tend to be tighter since we need to get them back up and running in their new space as soon as possible. Even so, these clients are typically just as passionate about their projects as are our residential clients.”

Price Pointers

Lori advises that “the client needs to have a realistic budget, and hiring a qualified designer is critical. A professional is knowledgeable about which products are the best value and will focus the budget where it benefits the client most, or where there is the most visual impact. The fees spent on the right professionals save time and cost in the end, because everything runs much more efficiently.”

New Projects

We are mid-construction on one home that sits on the edge of a cliff that has an elevator down to the beach. It has an ensuite shower with floor to ceiling reflective glass that looks out onto the view, which is quite spectacular. We want each of our projects to be unique and not look like any other. Our ideas are driven by our clients, and what their daily experience will be. We really enjoy challenging ourselves,” says Lori.

“As for our commercial projects, we recently did a Swim School for children five and under. We employed colours and textures to engage the kids, help in wayfinding and to provide an atmosphere that is just fun to be in.” Lori goes on to explain that Studio Ten will be doing another project at a gym centre. “It will have a café and a laptop lounge for parents who are waiting for their children to finish their lessons. In all our projects, we want our clients and their customers to just have a great experience there.”

“

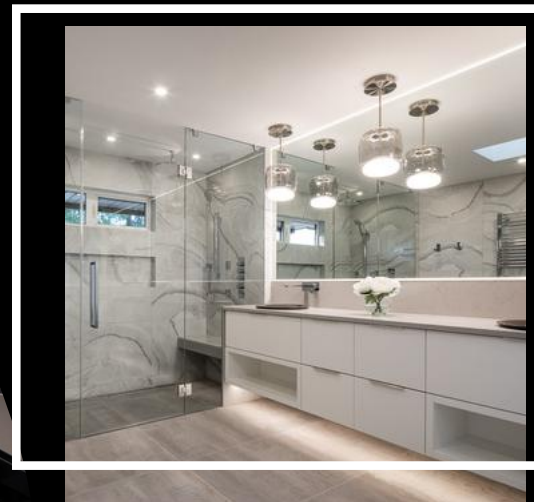
Our ideas are driven by our clients, and what their daily experience will be. We really enjoy challenging ourselves.

”



Design Tips

When asked for a tip for those looking to redesign their homes, Lori advises: "The client needs to trust the designer and trust the process with the builder and remember why they have hired professionals. It is also really important to be open to new ideas, rather than just copying the latest trends, which to us are old ideas by the time they are in magazines and online. The most successful projects are usually the ones where clients have let the designer push them past their boundaries."



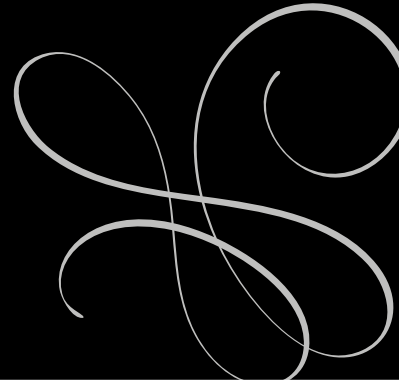
STUDIO TEN

A Shout Out to Our Contractors & Vendors

Studio Ten's work would not be possible without strong partnerships with builders, vendors, and subcontractors. Lori notes: "The Ens House was built in conjunction with Kingdom Builders who are highly professional and have a high quality of end product and Ingrain Millwork did an excellent job on the millwork and cabinetry. Raymond Bonter is always top of our list for their expertise in exterior design. Having a team of people that are nice to work with and share a common work ethic is what brings success to projects. Relationships are really important to us."

Studio Ten also relies on Caprice Countertops to provide the beautiful countertops in many of their projects. Also collaborating with Studio Ten is Capilano Hardwood Flooring, who source and install the beauty below one's soles with their exquisite and durable flooring.

"As much as we would like to showcase all of our work in our portfolio, the majority of our projects are not photographed," says Lori. "Some of our clients want to maintain their privacy, and we totally understand that. But we are really thankful when we can share our work with the public, especially when we can win an award for it."



For more information on Studio Ten Interior Designs, visit <https://www.studioten.ca/>



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AN INTERVIEW WITH DAVID LUKASIEWICZ

CEO Capilano Hardwood Floors

BY: PAUL HARRISON

Capilano Hardwood Floors is often a supplier and subcontractor for Kingdom Builders and Studio Ten Interior Design.

How long has your company been in operation?

How did it get started? What led you to found/join the company?

Capilano Hardwood Floors has been opened since 1993. When starting my career, I was building foundations for houses, and during the winter, I'd get soaked with the rain that often falls in Vancouver. One friend of mine asked me why I was working outside during this weather, and I responded, "I don't know any trades that work inside." So, they offered me to be a helper for hardwood floors, sanding, and finishing.

I worked for minimum wage for six months, then after six months, I started Capilano Hardwood Floors.

Tell us about what your company does in general?

Capilano Hardwood Floors supplies and installs laminate and vinyl floors. We provide concrete leveling as well.



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Capilano Hardwood Floors

Are there any key vendors, suppliers, subcontractors, or partners who help you with your work?

My main supplier is Boa Franc (Mirage Hardwood Floors). We install one of the best products in the market for this Canadian Brand.

I buy directly from factories and whole sellers to provide the best material that I can for clients. The company I buy from, Boa Franc (Mirage Hardwood Floors), is known for selling some of the best lumber, and I take pride in working very closely with them.



I see that you also work with concrete. Tell me about your concrete leveling and concrete grinding services.

I use a European system for leveling, which leaves the finished product very smooth and leveled.



CAPILANO
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Capilano Hardwood Floors

Walk us through the process you go through when a builder calls you. How do you go from the consultation to the design, through to the delivery and installation?

When builders send me their floor plans, or call me for estimates on the site, my next step is to make takeoffs from the plans or take physical measurements on the site. Next, the contractor gives me information about the product, and we create a proposal for material and labour. When approved, the contractor gives us the time at which we can start the job, and we go in to complete the task we were given.



Do you have any exciting new projects on the horizon, or any others that you might have just wrapped up?

Recently we have just finished a job on British Property, which was a six-storey building for The Courtenay British, located on 3101 Burfield Place, West Vancouver. This job shows the high-quality construction and stellar workmanship we pride ourselves on.

For more information on Capilano Hardwood Floors, visit <http://www.capilanohardwoodfloors.com/>



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A ROOM with a view



*Paul
Harrison*

An article by:

Editor-in-Chief

Smithwoods Builders Owner



JIM SMITH

Smithwood Builders: “Where the Heart Is” in Delta, British Columbia

History

Jim Smith is the award-winning owner and operator of Smithwood Builders, a custom home and renovation company, operating out of Vancouver and the Lower Mainland. Jim had worked for other builders for many years before starting his own business six years ago. He recounts: “I learned a lot from other builders – both the good and the bad things to do. The companies I worked for had been in business for 30+ years, so they had much to teach me. I’d also seen the perils of this industry when one of the companies went bankrupt after only eight years in operation.”

It was while building his own home that Jim and his wife decided to start their own business. That’s how Smithwood Builders came to be. “We decided to specialize in building custom homes and doing renovations. Smithwood’s custom homes are high-end and built with high performance in mind.”



Steps in Preparation

Jim walks us through his usual process when working with a client: "Often an architect or designer will recommend Smithwood to a client/potential homeowner. The client may have heard of us in some other way or may have not, but either way, they choose us because they liked our project management technique and the quality of our projects. We sit down with the client, who gives us a detailed vision of what he or she wants their home to be like. Then, we try to educate the client on all that we expect to accomplish."

Jim continues: "We also discuss the budget and what to expect in this regard. If they want something that is too expensive, we tell them so right at the beginning, so there won't be any surprises. Next, we make sure that we have all the necessary trade partners onboard. These include plumbers, electricians, drywall workers, etc. We've been working primarily with the same group of partners over the years.

They have similar expectations to ours, so we can work together as a team. We rely on them as an extension of our team."

A Shout to Our Contractors

Smithwood's beautiful projects would not be possible without their key partners and subcontractors. While there are too many to name all of them, some of Smithwood's closest partners are: Monarch Flooring, who does their hardwood flooring; Ingrain Millwork and Quality Cabinets, who build their cabinetry; Midland Appliances, who supply the various appliances required; Pacific Peak to Peak, who does their plumbing and heating; Nickel Heating, who does their air-conditioning and HVAC systems; Will's Wall & Ceiling, who specialize in doing drywall; and finally, Pure Image, who supply Home Automation.



Tips to Stay Within a Budget

Of course, budgeting is an integral aspect of the construction industry. Jim recounts some of the budgetary knowledge he's acquired over the years: "The pandemic knocked us out somewhat and the prices then fluctuated a lot. We ordered supplies, such as windows, before construction started in case the prices were to increase. The suppliers held these items for us to avoid uncertainty in prices. So, buy out the project as soon as possible. Of course, pre-planning is extremely important. Educate yourself. Learn about what is available, such as what sort of heating you want. For example, you may want radiant flooring or forced air; there's a big difference and, of course, both have their pros and cons."

"Right now, more people are opting for the modern look in homes as opposed to the traditional. In the last few years, most of our clients prefer the modern clean look. A lot of our award nominations have been for our modern designs. However, we still enjoy working on offer the traditional designs for those who prefer that aesthetic."

Where the Heart Is

Smithwood's 2022 Georgie finalist for Best Kitchen Renovation Under \$150,000, titled "Where the Heart Is," is a beautiful Cape Cod-style home. Greys, whites, and hints of blue give the house a warm, welcoming feel throughout. The bi-folding accordion doors in the kitchen and dining room open onto a large, covered patio, outdoor kitchen, dining area and swimming pool; when the doors are fully open, the exterior and interior spaces bleed together to give a seamless feel between what are normally seen as two bifurcated realms.



One Great Construction Tip

When asked for one great tip for homeowners looking to build or renovate, Jim states: "Try to get an architect and designer right away," Jim advises. "Next get a builder as soon as possible.

A builder will have realistic costs based on past projects and firsthand experience. If the builder and designer are on the same page, it's easier to plan your budget. As a builder, we give guidance to our clients. Let clients know the prices of things beforehand. For example, share with them the cost of the countertops, roofing, fixtures, etc. Educate your client as much as possible so that they feel they're getting good value and they're getting what they want."

New Projects

"Recently we finished a custom home which helped us win HAVAN's awards of excellence for 'Custom Home Builder of the Year.' We were also nominated eight times in the Georgies this year, including for Custom Home Builder of the Year.

"Recently, we built two Laneway Homes, which are smaller, but we make them as efficient as possible. Many people in Vancouver like smaller homes now from an environmental standpoint."

"In addition to our custom homes, we also do renovations and have been nominated for multiple awards in this area."

Smithwood were also finalists in the 2023 Geogies for Best New Small-Scale Home up to 1000sq. ft for two separate projects: In Standing Order and Modern Flair. They were also a finalist in the category Best Single-Family Kitchen – Up to \$200,000 for their Black Is the New Black project. They also had projects as finalists in the Best Kitchen Renovation under \$150,000 category: East Van Special and Industrial Modern. In addition, Decked Out Studio was nominated in the Best Outdoor Living Space – New or Renovation category. Finally, Black is the New Black was also nominated for Best Innovative Feature – New or Renovation.

We will be running an article on some of these projects in a coming issue. We would also like to congratulate Smithwood Builders on their win in the 2023 CHBA National Awards for Housing Excellence for Best Detached Custom Home and Best Custom Kitchen for the Black is the New Black project!

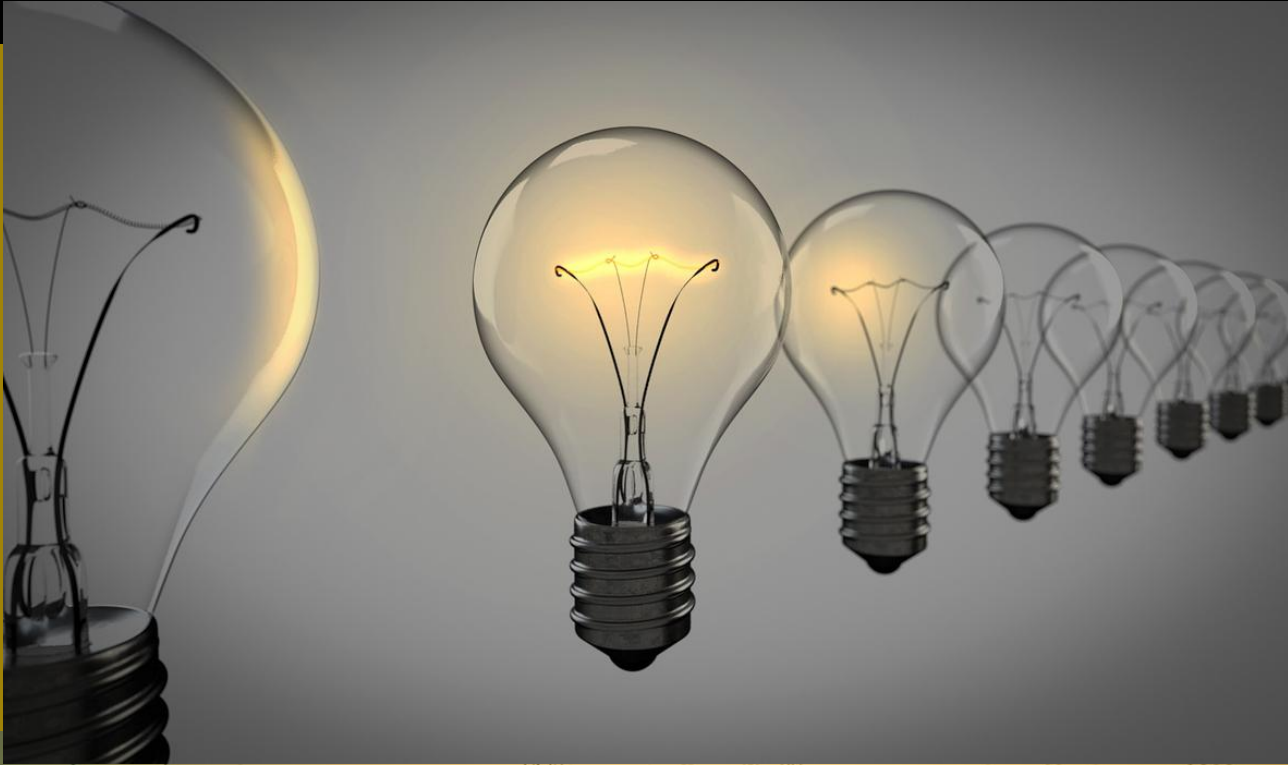
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POWERING THE PRAIRIES:

An Interview with
Justin Lawrence
From Jim's Electric



BY: GREG AKESON

POWERING THE PRAIRIES

“

There are a lot of gears in the machine when it comes to commercial projects, lots of planning, coordinating, and managing.

”

— Justin Lawrence

HISTORY

Jim’s Electric was founded in 2006 by Jim Lawrence who, since the 1980s, had been a co-owner of another electrical company. Jim’s son, Justin, started working for the old company as a teenager and after high school continued working there for a few years before deciding it was time for a change. He attended college in his early 20s where he studied art and design. After college he moved to Vancouver, but unable to make a sufficient living from his studies, he became an electrician and moved back to help run the family business with his brother, Chris.

CLOSE-KNIT ENVIRONMENT

Being a family business employing approximately 28 people, it is a close-knit environment. There is no cold, corporate feel to the structure of the business and as such, collaboration between owners as well as employees is openly encouraged; this brings strength to the business. Serving the cities of Medicine Hat and Brooks, the advantages of working in smaller communities, as opposed to larger urban areas such as Edmonton, are many. The competition is not as fierce in smaller communities and generally contractors know each other personally. Customers also have personal connections with the various contractors in a small community, so they feel more comfortable dealing with them.



COMMERCIAL & RESIDENTIAL PROJECTS

The majority of Jim's Electric's business is with commercial and residential projects. They have good relationships with local contractors as well as some from Calgary, Edmonton, and other provinces. Ryan Foster, who is another commercial estimator as well as a great electrician and project manager, works with Justin on the commercial side of the business, while Justin's brother, Chris, and Al Martens work with the residential side of the business. On the commercial side, Justin explains that "you're dealing with big developers, large general contractors, architects, and building owners. There are a lot of gears in the machine when it comes to commercial projects, lots of planning, coordinating, and managing." On the residential side, Jim's team is highly regarded for their self-sufficiency and requires minimal supervision. As for agricultural and industrial projects, Jim's handles mostly service calls for industrial projects and the occasional greenhouse for agricultural projects.

SAFE WORK PRACTICES

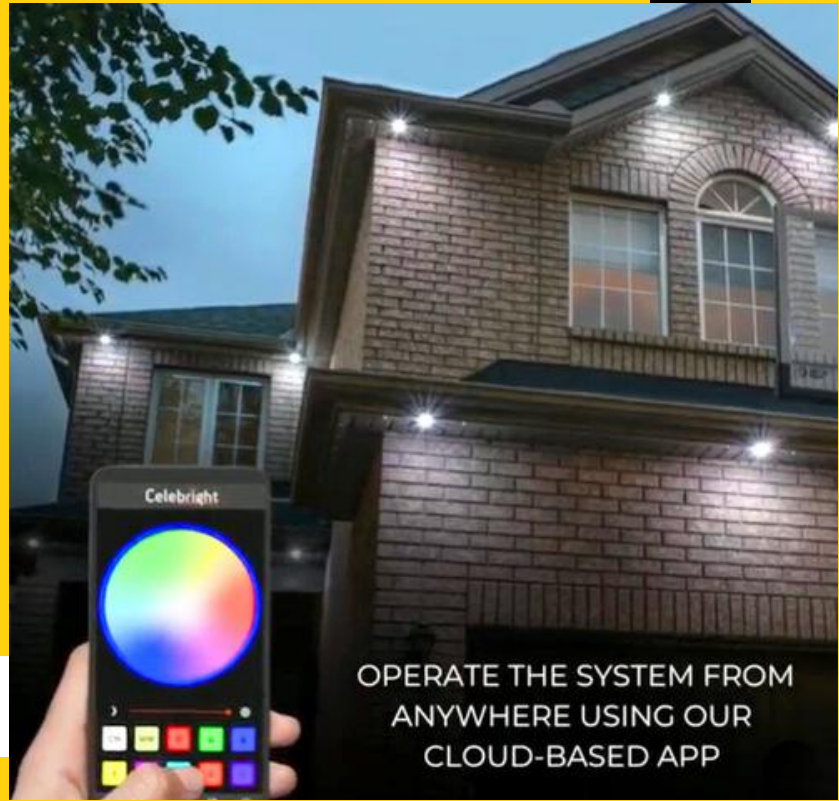
As the Health and Safety Administrator for Jim's Electric, Justin is aware of the high level of risk that comes with working in the electrical trade. He explains: "Our danger is one that you can't see. You can't see it until something is seriously wrong. There are a lot of policies and procedures in place to maintain our safe work environment." Safety starts with job orientation and going over safe work practices and safe job procedures. Safety is also an important part of pre-startup meetings, going over site-specific hazards for a particular project with the staff, who will be leading the various jobs and making sure staff have the proper PPE for the project. Justin also emphasizes the Alberta Occupational Health and Safety Act in that workers have the right to know all hazards and risks that will be present on a job site, the right to participate in all H&S aspects within the company, and everyone has the right to refuse unsafe work. At Jim's Electric, safety is of paramount importance.



NOTABLE & NEW PROJECTS

Some notable projects for Jim's Electric include working on Medicine Hat College's Health, Wellness and Athletics expansion. Justin is most excited about a possible upcoming project near the Medicine Hat Regional Airport where a new hotel, gas bar, shopping center, and restaurants could be built.

Jim's is a proponent of the Canadian-made Celebright system of permanent outdoor lighting. The system is fully adjustable and programmable; it can be manufactured to match the colour of surrounding architecture and can be adjusted to any colour or any brightness desired by the user. The system can also be controlled by a smartphone app from anywhere in the world.



WORKING CLOSELY WITH LOCAL CONTRACTORS

Jim's Electric works closely with local contractors: Rick Wahl of Wahl Construction, Tyson Erb from Erb Construction, and Scott Wilson from TBC General Contracting to name a few.

Their suppliers include EECOL, Guillevin International Inc., Bartle & Gibson, Westburne, and City Electric Supply. These suppliers do an outstanding job compiling material bids for Jim's Electric.



KEY TO THEIR SUCCESS

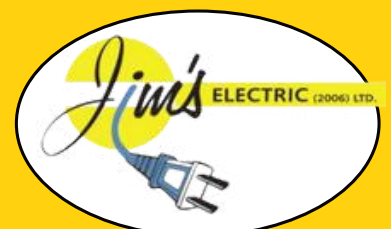
The key to their success is twofold: their incredible staff, and their transparency and honesty with customers and employees alike. It is important to be open and honest with everyone. Having an open-door policy with employees allows them to talk, to vent, to bring attention to issues and suggest ways in which management can improve. A Part of attaining success as a business is in maintaining an open line of communication between all stakeholders.



EMBRACING THE FUTURE

Most recently, Jim's Electric has embraced the future and has gone digital with all business-related functions now having been made accessible with an app. Timesheets, safety forms, manuals, etc., are now available in an easy to access format. Justin sees a bright future ahead for the company with an increased staff complement and an expanded service area.

**For more information on Jim's Electric,
visit <https://jimselectric.ca/>**



FINDING IT HARD TO STICK TO BUDGETS AND SCHEDULES?

Keeping construction projects on schedule, within budget and making sure customers are happy is no simple task. Here are some easy-to-implement steps that will make the process a lot easier for yourself:



reach 

01 Include project numbers on all invoices and documents



Reach recommends:

Use Excel to create client invoices. It's free, flexible, and you can easily import data directly from Hubdoc.

02 Bill your projects on a monthly basis



Reach recommends:

Send monthly progress bills for projects. It keeps both you and your clients up to date on progress and costs, and will make sure you have enough cash to see a project through to completion.

03 Find the tech that works for your business needs



Reach recommends:

Use project tracking technology. IDC found the industry's highest performers were using this tech, while those frequently exceeding their budget and schedule used outdated or manual processes.

Visit our blog to find more Reach recommends tips on how to improve your project and cash flow management:





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