

Winter 2026

Sheet Metal Journal

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British Columbia

Construction Outlook 2026



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- To promote harmony in labour relations
- To study and help in the development and enforcement of governmental codes and regulations, and such legislation as may be necessary for the best interest of the public and the sheet metal industry
- To exchange technical, professional, and educational information with other contractor associations in the sheet metal industry and its allied trades in Canada and other countries
- To affiliate as a Chapter with the Sheet Metal & Air-conditioning Contractors National Association, Inc.

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WELCOME TO 2026

It's hard to believe it's 2026 already. Vancouver has certainly felt like winter with all the rain, but the fact that I have not been asked to drive one of my kids up the ski hill or surrender my truck so they can brave the elements has me questioning what time of year it actually is.

Despite signs that things have slowed down, I continue to hear optimistic outlooks from contractors. Many companies seem to be taking a breath and regrouping for the year ahead. A few members have expressed concerns about jobs being cancelled or delayed, but overall things appear to have returned to more manageable levels. It may still be too early to draw firm conclusions, but based on the hours we are seeing, we are trending closer to last year's totals rather than our projections of a modest drop. Final numbers and details will be shared with members at our AGM and Convention in Kelowna this May.

Recently, we invited contractor members to nominate an emerging leader to represent SMACNA-BC at the *Partners in Progress* Conference, February 16 to 18, 2026, in Orlando, Florida. After carefully reviewing the nominations, the Board of Directors selected Matt Vinter of Ridge Sheet Metal Co. for the emerging leader spot. Matt holds a Bachelor of Commerce (Honours) from UBC Sauder and combines that education with his sheet metal Red Seal.

Matt is on a roll, but more on that later.



Jeremy Hallman,
Executive Director, SMACNA-BC

Highlights from the SMACNA Council Meeting

I recently had the pleasure of attending the SMACNA Council Meeting in Nashville, Tennessee, with President-Elect Angelo Paris of Apollo Sheet Metal Ltd. The sessions included plenty of strong takeaways, including a presentation by Mounir El Asmar on new market entry risks and opportunities. I have already reached out to explore having him present a full-day program for our membership this spring, if he is available.

We also heard from cybersecurity expert Nick Espinosa, who spoke about building an effective plan in case your business is hacked. He emphasized that cybersecurity response planning should be treated like any other emergency plan, with designated leads and a clear schedule for what systems you would want restored first. One particularly practical recommendation was not to store your cyber insurance policy on your server, since in some cases hackers search for policy limits when companies say they cannot afford to pay a ransom.

SMACNA-BC Christmas Party

On November 29, 2025, we held our SMACNA-BC Christmas Party at the Westin Bayshore Hotel in Vancouver. Based on survey results and guest feedback, the new venue and date were a hit. One of the highlights of the evening was recognizing Rolly Charbonneau, who received his SMACNA-BC Life Member plaque with family members in attendance. Congratulations, Rolly, and thank you for your service to the association and our industry.

We also introduced a new prize this year, the SMACNA-BC Golden Ticket, which provides the recipient with a \$5,000 travel gift card to go wherever they would like. Congratulations to Matt Vinter of Ridge Sheet Metal Co., the lucky winner.

With the additional space, we were also able to bring back a dance floor. DJ Christina kept the floor full from start to finish of her set, and it was great to see so many members enjoying the evening together.

Attendees generously donated \$4,800 to the Helping Families in Need Society, which the SMACNA-BC Board of Directors agreed to match, for a total donation of \$9,600. Thank you to everyone who donated and to those who brought an unwrapped gift for under the tree.

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Applications Open: College of Fellows Scholarships

The SMACNA College of Fellows Scholarship Program provides opportunities for students and industry professionals to pursue higher education. Application deadline: February 28, 2026.

Applicants must meet at least one of the following eligibility requirements:

- SMACNA member contractor
- Employee of a SMACNA member contractor
- SMACNA chapter executive
- National SMACNA employee
- SMACNA associate member
- Immediate family member of one of the above-listed groups

SMACNA-BC applicants are eligible to apply for the following scholarships:

- Four-year scholarships: \$2,000 per year, up to \$8,000 USD
- One-year scholarships: \$2,000 USD (including the SMACNA British Columbia Endowed Scholarship, payable in US dollars)

Partners in Progress

In February, a group of contractors, Local 280 members, and two emerging leaders will be attending *Partners in Progress* in Orlando. This event is a great opportunity to connect with others across North America and share what is working, and what is not, when it comes to strengthening labour-management partnerships in our industry.

Looking Ahead

SMACNA-BC is working to secure top talent for upcoming speaking and learning events. I will also continue getting out to meet new contractor and associate members to ensure their voices are heard and that they know they are supported. ■



January - March 2026 Calendar

- January 13** – Board of Directors Meeting
- January 22** – Membership Dinner Meeting
- January 27** – Joint Conference Board Meeting
- February 10** – Board of Directors Meeting
- February 14** – Valentine's Day
- February 16** – Family Day
- February 16** – Joint Conference Board Meeting
- March 10** – Board of Directors Meeting
- March 17** – St. Patrick's Day
- March 19** – Membership Dinner Meeting
- March 31** – Joint Conference Board Meeting

Photos from the SMACNA-BC Christmas Party



To view all the photos please visit the link below or view the QR Code shown right:

<https://www.kasselmancreative.com/SMACNA-BC-HolidayParty-25>

Password (case sensitive, no space): christmas2025





★ LEVEL 1



★ LEVEL 2



★ LEVEL 3



★ LEVEL 4

SHEET METAL WORKERS TRAINING CENTRE ANNUAL CONTEST 2025

The SMWTC brought together 19 apprentices to show their skills at the 2025 Annual Contest in November

Sheet Metal Workers Training Centre apprentices have done it again. This past November, 19 of the industry’s finest new members participated in the Training Centre’s Annual Contest, representing 11 member companies and competing across four levels. Participants showed off their mad skills in theory, drafting, and shop projects, and made sure the judges had their work cut out for them with high-calibre talent, exceptional drive, and pure creativity from all.

The Trustees of the Sheet Metal Industry Training Board and the staff of the Sheet Metal Workers Training Centre would like to announce the following contest winners:

LEVEL 1

Alexander Howard
Ames Metal Fabricators 82 Ltd.

LEVEL 2

Benjamin Winthrop
Apollo Sheet Metal Ltd.

LEVEL 3

Alexander Prechel
Bronswerk

LEVEL 4

Bryan Iwata
Modern Niagara Vancouver Inc.

Franco Pederzini Memorial Award

A big congratulations to Bryan Iwata for being awarded the Franco Pederzini Memorial Award. As the Level 4 winner of the SMWTCS Annual Apprentice Contest, Bryan received a \$1,000 scholarship presented at the Apollo’s Annual Christmas Party.

Apollo Sheet Metal Ltd. established a perpetual scholarship award in memory of Franco Pederzini.

Franco was a SMITB Trustee/SMWTCS Director (2018-2019), and he graduated from SMWTCS in 2013 as a Sheet Metal Worker (RSE). Franco was also a winner of a SMWTC Annual Apprentice Level 4 competition.

Franco was posthumously recognized for his participation in the development of the sheet metal apprenticeship and training programs at SMITB/SMWTCS and will be remembered for his dedication and commitment to the trade.

Each year, the Franco Pederzini memorial \$1,000 scholarship award is presented to the Level 4 winner of the Sheet Metal Workers Training Centre Annual Apprentice Contest competition.

Thank you to contest sponsors and companies

A big thank you goes out from the SMWTC to the incredible sponsors for their generous contributions to this year’s contest. This support and the amazing prizes truly made this event extra special.

2025 SMWTC Apprentice Contest Sponsors:

- SMACNA-BC & SMART Local 280
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- Bronswerk
- Cascadia Metals
- Ecco Supply
- Empire Machinery
- Hammertime Sheet Metal
- Lincoln Electric
- Metro Metal Recycling
- Miller Electric
- Raider Hansen Industrial Tools
- Walter Surface Technologies
- Western Gasco
- Western Mechanical

The Training Centre is also proud to highlight the companies supporting the next generation of skilled professionals at this year’s Apprentice Contest:

- Ames Metal Fabricators 82 Ltd.
- Apollo Sheet Metal Ltd.
- Austin Metal Fabricators LP
- Boston Sheet Metal Ltd.
- Bronswerk
- Century Plbg. & Htg. Ltd.
- Crosstown Metal Ind. Ltd.
- Ridge Sheet Metal Co.
- Spectrum Sheet Metal Ltd.
- Summit Sheet Metal Ltd.
- Viaduct Sheet Metal Works Ltd. ■



DECISION-MAKING FRAMEWORK: STORIES TO HELP SHEET METAL & HVAC CONTRACTORS NAVIGATE NEW CONSTRUCTION MARKETS SUCCESSFULLY

Entering new construction markets can be a daunting task, but with an optimized decision-making framework from SMACNA's New Horizons Foundation and Arizona State University researchers Mounir El Asmar, Ph.D.; Jera Sullivan, Ph.D.; and Kenneth Sullivan, Ph.D., contractors will gain a strategic advantage.

Contractors tend to think about new market entry in terms of potential positives, such as long-term economic gains or mitigating risk during a downturn. The challenge is, however, that four out of five ventures into new markets end in failure.

SMACNA and New Horizons Foundation realized there is a need for a standardized decision-making process to mitigate the risk, especially since only six percent of contractors report they have a formalized decision-making process.

Decision-making Framework for New Market Opportunities: Experiences from Sheet Metal and HVAC Contractors is a manual used to inform and guide users thoughts in considering these decisions. Collective experiences from industry peers empower users to make informed market entry decisions, increasing their chances of success in new construction ventures

Unlock the secrets of successful market entry

The Decision-making Framework goes beyond theory, offering real-world insights from seasoned sheet metal and HVAC contractors who have triumphed in new construction markets. Discover proven strategies, best practices, and lessons learned that will equip contractors with the experience and knowledge to thrive in market expansion endeavors.

Its structure begins with an applicability matrix to help contractors decide if the framework is appropriate for their specific venture. For example, if a contractor plans to do the same work, in the same location, and within the same industry, this is not a new venture and the framework doesn't apply. The same goes for new work, in a new location, within a brand new industry—this is a high-risk endeavour and the framework may not apply. However, contractors looking to change just one element of their business—what they do, where, or with whom—will find value in the Decision-making Framework.

How do you decide if you should enter a new market?

New Horizons Foundation and Arizona State University conducted research over several years to develop a multi-step approach to decision-making. The final product is a three-phase, ten-step process, along with several “go/no-go” decision points that encourage users to pause and consider their next actions.

For example, within Step 6: Assess Key Factors, there are eight essential decision factors listed:

1. Strategic/cultural fit
2. Experience and abilities of the champion
3. Market need
4. Competition in the market
5. Competitive advantage
6. Start-up cost
7. Profit projection
8. Investment capital

Within each of these, the framework lists considerations. For instance, in item 2, Experience and abilities of the champion, the framework lists critical criteria for an effective champion to lead the effort. For item 6, Start-up cost, the model provides templates to guide users thought process from the cost perspective.

Benefits of the decision-making framework

Comprehensive Guidance: The Decision-making Framework provides a systematic approach tailored specifically for sheet

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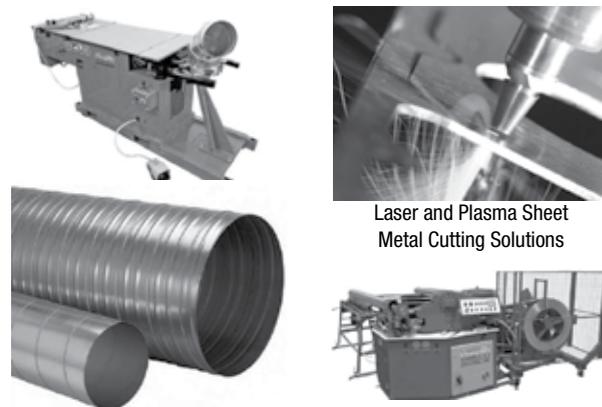


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Construction Outlook 2026

Construction Prompt Payment Act among sources of solid optimism among construction professionals in the year to come.

By Robin Brunet



Despite headwinds topped by the Canada/United States tariff wars, BC's construction industry—which is the province's number one employer at over 265,000 people and contributes over \$28.5 billion annually to the provincial economy—ended the year with a significant win: Bill 20, the long-in-the-making *Construction Prompt Payment Act*, became law.

Jeannine Martin, president of the Vancouver Regional Construction Association, explained the importance of this initiative when the legislation received Royal Assent in December: “For too long, late payments strained cash flows, delayed payment, and created unnecessary risk throughout the construction supply chain,” she said. “Today, we are another step closer to changing that.”

Chris Atchison, president of the BC Construction Association, called the passing of Bill 20 a milestone, but he stresses, “The effectiveness of this legislation will depend on clear, practical regulations and ongoing collaboration between government

and industry stakeholders. Continued engagement with industry during implementation will be critical throughout 2026.”

Bill 20 came on the heels of the BC government boosting skilled trades training via a new \$241-million fund, which is expected to increase per-seat funding for apprentice programs and address waiting lists for critical industrial trades, ensuring faster access to training.

For these and other reasons, representatives of the BC construction industry are cautiously optimistic about the New Year, backed by a government that not only seems to be keenly aware of the issues that constrain their members but also willing to do something about it.

Guarded optimism also accurately describes the mindset of Jeremy Hallman, executive director at SMACNA-BC, as his organization faces a host of projects both major and minor in the pipeline.



labourers. “SMACNA maintains a strong focus on training because you need plenty of experience to fulfill the design demands of the infrastructure that Canada needs,” Hallman says.

Atchison agrees that training should be foremost in everyone’s mind in 2026. “Strategic investment in trades training and apprenticeship programs will be essential to building a workforce capable of supporting sustained growth,” he says, adding that providing the skilled talent needed to deliver upcoming projects will require strong collaboration between government, industry, and educational institutions. “Attracting new entrants to the trades and supporting their long-term success must remain a shared priority,” he says.

Some of the upcoming projects will derive from the recent merger between Canadian natural resources company Teck Resources Ltd. and Britain’s Anglo American PLC. The majority of this \$4.5 billion investment is said to be earmarked for BC, at the Teck smelter in Trail, the Highland Valley Copper Mine near Kamloops, and Galore Creek in northwest BC.

In addition, Artemis Gold, a mine north of Prince George, announced in December that they will be expanding in BC to the tune of \$1 billion. That same month, the provincial government shared a new ten-year economic strategy, called Look West, that aims to have three new natural gas projects,

“Last year, we projected there would be a dip in work hours logged compared to 2024, but in fact we came close to achieving that year’s record of highest work hours ever, thanks to big projects such as hospitals and infrastructure,” he says. “Recently, some contractors told me they’ll be busy right through 2030, with hospital expansions in Surrey, Burnaby, Richmond, Prince George, and other locales contributing to the workload.”

That’s only the tip of the iceberg. The long-awaited \$5.9 billion Surrey Langley SkyTrain project is underway, a 16-kilometre elevated extension of the existing Expo Line along Fraser Highway from the King George Station in the City of Surrey through the Township of Langley to a new terminus in Langley City Centre. The project includes eight new stations, three new transit exchanges, and nine new propulsion power substations.

Elsewhere, the \$16 billion Site C hydroelectric dam and the \$6.8 billion Woodfibre LNG project near Squamish are examples of major undertakings requiring an enormous amount of skilled



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Our construction industry enters 2026 facing a complex mix of pressures, including ongoing US tariffs, rising material costs, and persistent supply chain uncertainty.



four new or expanded mines, and eight new renewable energy projects operational by 2032.

But that's in the future. Atchison also has concerns pertaining to the here and now. "Our construction industry enters 2026 facing a complex mix of pressures, including ongoing US tariffs, rising material costs, and persistent supply chain uncertainty."

One of the sectors worst hit by the tariff wars is steel. Specifically, Canada's domestic steel manufacturing base does not yet produce the full range of construction-grade products required for major projects, and in BC, contractors remain heavily dependent on imports from the United States and Asia.

"Until Canada can reliably supply the full range of construction-grade steel, our industry will remain exposed to global volatility beyond our control," Atchison says, adding that a stable, predictable policy framework must be established to encourage investment in domestic steel manufacturing.

While both federal and provincial governments have introduced measures intended to support BC's construction sector, long-term resilience is still a question mark. On the one hand, the feds recently announced that the remission of Canadian tariffs on imports from the United States would be temporarily extended to the end of January for steel goods used for manufacturing, a move intended to provide more predictability to businesses as they adjust their supply chains to transition from imported sources to Canadian domestic supply.

On the other hand, "Contractors continue to operate in an environment where cost volatility and trade disruptions make planning and delivery more challenging, reinforcing the need for stable policy frameworks and collaborative solutions," Atchison says.

About the only thing certain in these volatile times is the determination of BC's construction trades to prevail. "There's definitely enough work for everyone, and even though so many circumstances seem US-led and out of our control, there is definite cause for hope that more stable times are ahead," Hallman says. "I think we may see only a slight dip in work hours for 2026—and who knows what positive outcomes might be achieved beyond that." ■

Robin Brunet's journalism has been published in over 150 magazines, newspapers, websites, and other media across Canada and the United States since 1982.

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Discovering Sheet Metal

One partnership turned an opportunity into a lasting career

By Natalie Bruckner

It was pure chance that Savannah Snakeskin happened upon the sheet metal trade, and she couldn't be happier. It's a familiar story: many people never know about what is often considered one of the most overlooked trades, until an opportunity appears.

"I moved back to Vancouver in the hopes of getting into a heavy equipment operator [HEO] course at the Squamish Nation Training and Trades Centre," explains Snakeskin. "Unfortunately, or fortunately, depending on how you look at it, the HEO course was already full, so I ended up going in a different direction. There was space in a women's try-a-trade program in which we were able to sample six different trades, one of which was sheet metal."

The program included a one-week Discovery to Sheet Metal course held at the Centre by Local 280 Sheet Metal Workers' Training Centre in May 2025, which provided hands-on experience and real exposure to the work.

"The Squamish Nation had reached out to us and asked if we wanted to do a one-week introduction to sheet metal, and we said absolutely," explains Jake LeBlanc, head instructor at the Sheet Metal Workers' Training Center Society. "We had done programs like this before with them, so we already had a good idea of how to approach it. We loaded up equipment and spent a full week with the participants."

LeBlanc says that in the first discovery week of 2025, there were five participants in the women-only group, including Snakeskin, who he says "immediately stood out. She was a natural: motivated, focused, and very hands-on."



He explains that over the week Snakeskin showed a real aptitude for sheet metal. “She didn’t just follow instructions, she took a simple box project, modified the design on her own, and created a stackable version without being asked. That kind of thinking tells you someone really understands what they’re doing. By the end of the week, I encouraged her to seriously consider sheet metal. She decided to give it a try, and we connected her with a union contractor.”

LeBlanc had reached out to Boston Sheet Metal to see if there was an opening for an apprentice. “Jake knew I was already interested in supporting Indigenous apprentices and he was very clear with me and said, ‘You don’t want to let this one go,’” explains Peter Sové, project manager at Boston Sheet Metal.

Sové initially placed Snakeskin on the Sparrow House rental tower in Vancouver before moving her to the San’ak’w project, a development project on 10.5-acres of Squamish Nation land located on Kits Point adjacent to Vanier Park.

“Moving her from one project to another was very intentional. I wanted to see how she performed under different foremen and project managers. It gives a much clearer picture of how someone adapts to different team dynamics. The crew really wanted her back. That tells you a lot,” Sové says.

He adds that Snakeskin shows remarkable promise. “Honestly, most apprentices don’t stand out to project managers, and

that’s usually fine, but Savannah is so interested in the work, reliable, and has such a great attitude. This is a well-paid trade, and sometimes younger apprentices don’t feel the immediate pressure to be there every day, but Savannah doesn’t just show up; she’s eager, engaged, and wants to be part of the team.”

As a result, Sové encouraged the foremen to give her more responsibility. “Several have already said they could see her running her own job one day. There’s an energy and presence she brings that matters more at this stage than technical skill.”

For Snakeskin, the transition from school to a work practicum was a welcome change of pace. “I decided on sheet metal early on in my program, and by the end of it I was chomping at the bit to get some hands-on experience. Working on jobsites, I take pride in knowing that I am helping build something of quality for whoever ends up living in the towers I help construct,” she says.

Snakeskin’s journey is a great example of how the Local 280 training centre, SMACNA member Boston Sheet Metal, and the Squamish Nation support apprentices. “These partnerships are critical,” says LeBlanc. “As a training centre, we sit in the middle, between workers and contractors, and our job is to support both. We create training that prepares people for real job sites, and we stay in constant communication with employers about what they need. These outreach programs benefit everyone. Communities gain access to opportunities, contractors gain skilled workers, and individuals discover career

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paths they might never have considered. That's what this work is really about: opening doors and giving people a chance to see what's possible."

LeBlanc notes that interest in these programs has grown over the years as robust awareness efforts have reached a wider audience. "In our current first-year class of 2026, participation is more diverse than it has been in the past. Fifteen years ago, the classroom looked very different. Challenges like bias still exist, but they're slowly declining. What many students face is the need to prove themselves and adapt to expectations in traditionally male-dominated environments. From an employer's perspective, however, it comes down to productivity: Can you do the job safely and contribute? If the answer is yes, there's a place for you."

Newcomers face a number of barriers when starting out in Canada, and language is often at the top of the list. LeBlanc recalls one course he held when a student's hand drafting immediately impressed him. "I asked him where he was from and what he did there. He said the Philippines and worked for City Hall as a civil engineer. Then another student piped up: 'I'm from Taiwan. I'm an electrical engineer.' Another added, 'I'm from China. I'm a mechanical engineer.' Suddenly, I had three engineers in my class, patiently listening as I explained how to add a half and a quarter. I remember thinking, What are you guys doing here? They told me their degrees weren't

recognized in Canada. They needed to learn English, so they decided to become sheet metal workers."

That's when LeBlanc realized the Centre could reach newcomers by advertising in their first languages. "They already have the skills; we just need to connect them with ESL training and improve their English while they're working. I'm all about finding solutions to every problem."

Breaking down barriers and raising awareness is a full-time job, as both LeBlanc and Sové attest, but it is worth it for the future health of the industry, as shown by Snakeskin.

"My advice for anyone curious about the sheet metal trade is to try it. The pre-apprenticeship is a great way to get paid and gain hands-on experience to see if you could imagine yourself in this trade long term. One learning curve I've experienced is my perfectionism. I definitely struggle if I don't get things right away, but all of the other apprentices and journeymen I've worked with have been great teachers: patient, encouraging, and supportive. I'm thankful that I've been given space and time to learn without being perfect right out of the gate." ■

Natalie is an award-winning writer who has worked in the United Kingdom, Germany, Spain, the United States, and Canada. She has more than 23 years experience as a journalist, editor, and brand builder, specializing in construction and transportation. When she's not writing, you will likely find her snowboarding, mountain biking, or climbing mountains with her rescue dog.

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Best AI practices for your business in 2026



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By / BBB Serving Mainland BC | bbb.org

Artificial intelligence and emerging technologies are rapidly becoming the engine behind smarter, faster, and more customer-focused businesses. Better Business Bureau serving Mainland BC (BBB) is encouraging organizations to adopt ethical, transparent, and secure technology practices as they navigate the year ahead.

“Customers trust companies that put people first,” says Neesha Hothi, director of marketing & communications for Better Business Bureau serving Mainland BC. “2026 is the year that AI becomes an everyday reality for most businesses. When done right, these tools help companies serve customers better, faster, and more efficiently.”

BBB has compiled the following tips for implementation and ethics surrounding the process of powering your business with AI. Read on for ways to harness the power of AI while maintaining credibility, accountability, and good business practice into 2026 and beyond.

Key areas for businesses to consider in 2026

- 1. Be transparent about AI use.** Tell customers when they’re interacting with a bot versus a human. Label AI-generated content clearly because transparency builds trust and reduces confusion.
- 2. Train your team to spot AI-powered scams.** Deepfake video calls, voice-cloned “CEO” requests, and highly realistic phishing emails are increasing. Equip staff to slow down, verify unexpected requests, and follow secure approval processes.
- 3. Secure customer data.** If AI is being used to personalize offers or improve service, be clear about what data is being collected, how it’s being stored, and the safeguards in place to protect it.
- 4. Keep the human touch.** Even the best automation cannot replace empathy or real human support. Always offer customers an option to speak with a real person when needed.

5. Implement AI gradually. Start with small, high-impact tasks and choose tools that align with your team's capacity and workflows.

6. Use trusted resources. BBB Artificial intelligence HQ (bbb.org/all/your-artificial-intelligence-hq) offers guidance, best practices, and tools to help businesses adopt AI safely and ethically. It includes robust information on how to spot fake images and videos and how to recognize scams when evaluating AI products.

Tips for ethical AI usage

Businesses should consider applying these ten tips for ethical AI usage to foster trust in the marketplace and adhere to ethical business practices.

- **Keep humans in control.** If an AI system encounters an issue it cannot handle or makes a mistake, a human can intervene and provide the necessary guidance or correction. Human oversight also encourages collaboration between humans and AI, resulting in better decision-making and more effective use of AI technology. Ensure there is a well-defined protocol for human intervention in your AI system and train your staff on when and how to use it.
- **Engage all stakeholders.** By soliciting input from employees, customers, suppliers, and even the local community, you can better understand the potential impacts of your AI system and address any concerns or suggestions they may have. Consider regular surveys or meetings to collect feedback and ideas from your stakeholders.
- **Maintain openness, transparency, and clarity.** Explain the rationale behind AI-driven decisions, the data used, and the steps taken to ensure ethical usage. This transparency helps build stakeholders' trust and ensures they understand how AI systems shape their interactions with your business.
- **Be fair and inclusive.** Design and implement AI systems that treat everyone fairly, avoiding biases based on factors such as gender, race, ethnicity, age, or disability. Use diverse data sets to train AI models and regularly monitor AI systems to identify and address discriminatory outcomes. Implement regular bias audits to ensure your AI systems are fair and inclusive.
- **Establish accountability and governance.** Assign responsibility for developing, deploying, and monitoring AI technologies to specific individuals or teams. Implementing robust governance structures helps ensure that AI systems are used responsibly and ethically throughout their lifecycle.
- **Respect privacy.** Comply with relevant data protection laws and regulations, obtain informed consent from users when necessary, and be transparent about their data use. Implement strict data-handling procedures—such as anonymizing data



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and using secure data storage and transfer methods—and conduct regular audits to ensure compliance.

- **Ensure safety and reliability.** Use high-quality data, create fallback mechanisms, and monitor AI systems in real time to identify and address any issues that may arise. Establish a routine internal review process to ensure the performance and safety of your AI systems.
- **Uphold intellectual property rights.** Ensure AI systems properly cite and source intellectual property, including copyrighted content, patents, and trade secrets. Implement mechanisms, such as content filters or licensing agreements, to prevent AI-generated content from infringing on the rights of others.

- **Benefit the public and be socially responsible.** Deploy AI systems in ways that contribute to the broader social good while considering potential environmental, economic, and societal impacts. Evaluate the environmental footprint of your AI systems and take steps to improve it, such as using energy-efficient hardware or cloud services.
- **Pursue continuous improvement.** Conduct ethical reviews to ensure continued adherence to evolving ethical standards and best practices in AI development and usage. Plan for regular AI system reviews and updates and stay informed about the latest developments in AI ethics and best practices.

As businesses integrate more technology into their operations, ethical and transparent implementation becomes essential to building long-term customer trust. BBB encourages organizations to stay informed, adopt secure practices, and prioritize people in every step of their digital transformation. ■

The Better Business Bureau has empowered people to find businesses, brands, and charities they can trust for over 110 years. In 2024, people turned to BBB more than 220 million times for BBB Business Profiles on 5.3 million businesses, and 80,000 times for BBB charity reports on about 12,000 charities, for free at BBB.org. Regional, independent BBBs can be found across the United States and Canada, including BBB Serving Mainland BC & the Yukon Territory, which was founded in 1939.



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EFFECTIVE SUCCESSION PLANS FOR ENTREPRENEURS

Kimberly has been running her info-marketing business for 15 years now. She's supported her family and saved a nice nest egg. A scary bout with a heart problem sent Kimberly scurrying to develop a succession plan.

"I realized no one even knew my passwords," Kimberly says. "If I died, all my information would be locked up on my computer! Entrepreneur succession planning for me would be a roadmap for my family and heirs to follow if I became disabled or died. And a plan for me when I get to thinking about retirement."

Shared corporate knowledge

First Kimberly took time to write down much of what was only in her mind. As the entrepreneur and creator of her business, so much was intuition and her own personal experience.

"I gathered together asset statements, bank accounts, partners, vendors, and all their contact information," she says.

She listed debts, repayment schedules, and plans for faster payoffs if needed. She made a folder and put life insurance papers, incorporation paperwork, and trust documents there.

Entrepreneur succession planning

"What would happen to my business if I couldn't run it? Who could? What did they need to know?" Kimberly asked the tough questions. "I really didn't want to think about all this. After all, I'd been healthy up to now. But I realized I wasn't invincible."

Fortunately, Kimberly had an older child who was at college, but had shown interest in the business. "Because much of the work is online, he could do some things from college," she says.

Kimberly was surprised at what her son, Tim, knew about the business... and what he didn't know. She set in place a plan to get Tim up to speed on every part of the business. She also started working with her part-time employee, Lisa, to get her trained in every aspect of her business. "I wanted a back-up person who could take over in a pinch," Kimberly says.

The inheritance plan

Even though Tim might take over the running of the business, Kimberly wanted her other two children to have their share of the business. She called a family meeting to discuss who wanted to be involved in the business and how to divide the assets of her company.

As an entrepreneur, she'd never even had the value of her company assessed. "I had a figure in my mind, but the appraisal came in much higher," Kimberly said. The other two children wanted the money but not the headaches of the work.

For Kimberly, the best solution was to create a company with shares. Each family member would inherit shares of the company. Tim would receive a salary and the shareholders a distribution.



By Joel Garfinkle,
Joel Garfinkle Executive Coaching

This would allow Tim the chance to buy out his siblings over time if he wanted.

Feeling more secure

"I never thought I'd be grateful for a heart attack," Kimberly says. "But now I feel so much more secure and in control of the future of my company."

Entrepreneur succession planning may look different than succession plans of other kinds of businesses. But it's just as essential. With her business organized and replacements in the wings, Kimberly feels more comfortable about the future. "It's done," she says. "Now I can focus on what I love—helping people succeed using my great products." ■

If you're an entrepreneur or solo-preneur who wants the confidence that comes from an effective succession plan, contact Joel Garfinkle for help. Visit garfinkleexecutivecoaching.com.

SMACNA-BC / SMART Local 280 Partnership



Left: Jud Martell, Local Union No. 280 President.

Right: Al Benning, Ames Metal Fabricators 82 Ltd., SMACNA-BC President.



Labour & Management

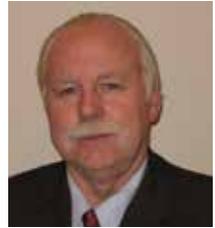
"Embracing the Challenge"

- B. Flaherty, Cornell University, Syracuse, N.Y.

TURNING VANES

Turning vanes in HVAC ductwork are perhaps one of the greatest sources of conflict between sheet metal contractors and HVAC engineers. Why? Because many mechanical/sheet metal contractors believe that turning vanes can cause the ductwork to become less efficient by increasing the pressure drop in the system as well as adding expense and time to the installation.

This belief seems to be based in simple logic: when there is more surface area exposed to the airflow, the amount of friction will be increased, and the harder the fan must work to achieve the required airflow. In some cases where the HVAC system is having difficulty in supplying the required volume to all zones, many contractors want to recommend the removal of every second turning vane to reduce the friction in the duct. This practice is in violation of SMACNA turning vane spacing requirements because it decreases the uniformity of the airflow and increases system pressure drop. The real question is, does reality match up with popular beliefs?



By Norm Grusnick, PEng
Commercial Sales Rep,
PACAIRE HVAC Suppliers Ltd.

When there is a change in direction in a duct that has no turning vanes, the duct walls must absorb the sudden impact of the air in order to re-direct the airflow to the desired direction. Turning vanes assist the airflow in making a smoother and more gradual change in direction, thus less impact and less force transferred to the duct walls. While the turning vane surfaces do add a small amount of friction, the amount of energy lost to friction from the vanes is very little compared to the energy lost in the impact resulting from the airflow taking an abrupt change in direction. Figures 1(a) and 1(b) show the airflow resistance that occurs in a 90-degree elbow with and without turning vanes.

From these figures, we can see that the elbow with turning vanes is much more effective than the same elbow without the vanes. If the client desires a less expensive installation, the design engineer may specify a radius elbow without turning vanes. A radius elbow is still highly effective, but with a recommended 1.5 center line radius it occupies a lot more space. Figure 1(c) shows a radius elbow.

In all cases noted, it is clear that as the airflow changes direction more gradually, the fitting pressure drop decreases and with it the energy required by the system fan to supply the desired airflow volume.

Turning vanes have been proven very valuable for reducing pressure losses and increasing system efficiencies. Designers should always specify the highest efficiency fittings possible to increase system efficiency at every available opportunity. Contractors should never take it upon themselves to add or remove turning vanes from the engineer's design.

References

American Society of Heating, Refrigeration, and Air-Conditioning Engineers Inc. (2025). *ASHRAE Handbook-Fundamentals*.

Sheet Metal and Air Conditioning Contractors National Association Inc. (2020). *HVAC Duct Construction Standard-Metal and Flexible* (4th edition).■

Figure 1a : Inefficient (height/width = 1.0)

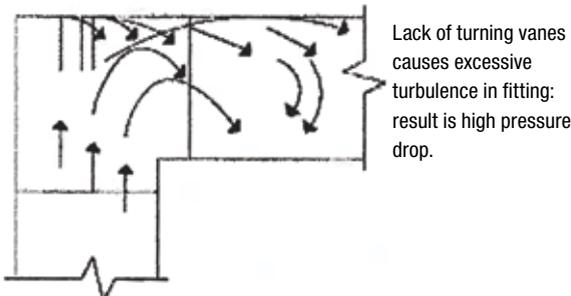


Figure 1b : Efficient (height/width = 1.0)

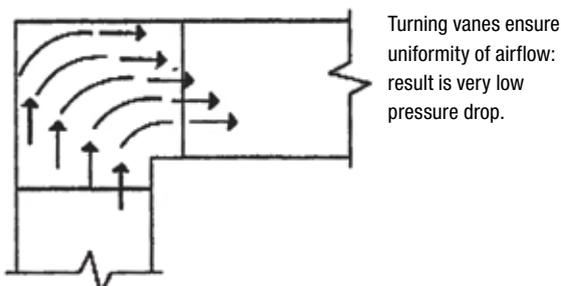
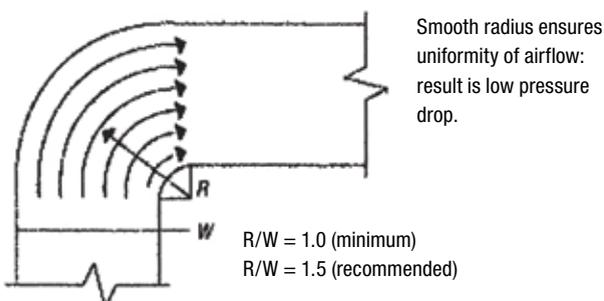


Figure 1c : Efficient (height/width = 1.0)



INDUSTRY NEWS

Continued from page 7

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FRANK WALL NAMED CEO OF SMACNA

Seasoned Award-Winning association executive brings decades of industry and leadership experience to the industry

SMACNA National has announced Frank Wall as the organization’s new Chief Executive Officer, effective January 20, 2026. A dedicated executive who has provided strategic leadership to a variety of industry associations and coalitions, Wall looks to advance SMACNA’s mission of creating a competitive advantage for members, through industry education, labor relations, standards development, industry representation, and business studies.

Wall most recently served as the Mechanical Contractors Association of America’s (MCAA) Executive Director of Operations. At the National Office, he served as Executive Director of the John R. Gentile Foundation and handled the day-to-day operations of the association. Frank also worked with C. Richard Barnes and Associates as a faculty member, helping facilitate leadership courses for the unionized electrical industry.

He was Executive Director of the Plumbing and Mechanical Contractors Association of Oregon, where he helped the association develop a partnership between labour and management to promote progress by uniting in the common goals of professionalism, quality, productivity, cost-effectiveness, safety, and expanding the market share of the union mechanical, industrial, and service contracting industries. Wall also served as President of the Portland Executives Association, Vice Chair of the Oregon Workforce Development and Talent Board, and member of the State Prevailing Wage Committee.

“We are pleased to be led by a professional with the leadership and industry skills necessary to navigate the challenges and opportunities that lie ahead,” said SMACNA President Todd Hill. “He is the right person to take the helm in achieving our objectives.” ■

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