

Highlights from the CCA board meetings held November 26 – 28, 2018 in Ottawa

Welcome new board and corporate members

The Canadian Construction Association (CCA) board of directors and staff welcome Frank Perricone, representing the Ontario General Contractors.

We would also like to extend a warm welcome to new corporate members, Victaulic and MLT Aitkens. The support of our corporate members is greatly appreciated as it enables us to be more effective in our advocacy efforts on behalf of the industry.

Four important recommendations endorsed by the board

CCA to align with Canadian Construction Innovations (CCI)

Further to the May board meeting, the working group chaired by Kevin McEvoy delivered a business case for the board's approval. CCA has committed in its mission to "inspire a progressive, innovative and sustainable construction industry that consistently acts with integrity". CCA also included "innovation" as one of our four core values. CCA's new strategic plan says: "We are open to new building and business practices and share this passion for innovation with our members". Leveraging Canadian Construction Innovations (CCI) as a vehicle to advance CCA's strategic plan will accelerate the member value we can deliver.

Governance renewal recommendations endorsed in principle

An education session was delivered on best practices in governance as context for the discussion that followed on the findings and recommendations of CCA's governance culture, practices and policies. While CCA will seek to optimize its board structure, it will also identify new ways to better engage with members, partner association chief operating officers (COO) and stakeholders.

The following recommendations were endorsed in principle, with a commitment to strike a working group composed of CCA board directors, COOs and stakeholders. The group's mandate is to review and make recommendations on CCA's board size and composition.

To modernize CCA's governance, it is recommended that CCA:

- Significantly rationalize number of people on the board;
- Develop a stakeholder engagement strategy that leverages members & key stakeholders;
- Clarify & document what is board vs. operational;
- Assess performance requirement of all structures and groups in delivering member-focused value;
- Establish clear performance criteria and evaluation protocols for all/any remaining structures;
- Introduce a composition practice including competency and diversity considerations.

- Establish clear protocols for director candidacy and election;
- Ensure all elected directors receive sufficient orientation and training;
- Establish performance criteria and evaluation protocols for all directors; and
- Establish dedicated group to lead governance changes.

2019 plan and budget approved with a 2% increase for member dues

CCA staff and leadership have worked closely together to advance the strategic plan in 2018 while eliminating the original budgeted deficit. In 2019, a balanced budget is in place and will build on the momentum from 2018 successes. Some new initiatives will include a renewed commitment to innovation and technology through the alignment with CCI, enhanced advocacy as we move into an election year, better promotion of valued services like Gold Seal and Canadian Construction Documents Committee (CCDC) documents as well as a joint campaign with local associations to strengthen our community outreach.

Institute for BIM in Canada to dissolve as a special committee

As reported at the May Board meeting, CCA has been having discussions with buildingSMART Canada (bSC) to complete their transition to independence. Given that the Institute for BIM in Canada's (IBC) purpose was to provide oversight to bSC and that bSC is now a separate not-for-profit, there is no longer a requirement for this special committee.

Hill Day a resounding success

Close to 100 CCA directors, members and COOs participated in an evening reception followed by a full day of around 100 meetings with Members of Parliament (MP), Senators and senior staff to present CCA's key messages of:

- Investor confidence in Canada
 - CCA has asked the federal government to take the necessary steps to collaboratively move forward with the Trans Mountain expansion project.
 - CCA is monitoring progress on the Canadian Environmental Assessment Act and engaging with the government to ensure that the proposed measures will not be a source of delays or undue red tape.
 - A number of our members are being affected by the steel and aluminum tariffs.
 - An amendment to the federal insolvency legislation would allow money earned by construction companies to stay in the project stream rather than go to creditors.
- Inclusive workforce
 - CCA is concerned that community benefits may lead to an unpredictable, unfair and opaque procurement process.
 - Funding CCA's request for student-integrated learning program for STEM students, jointly conducting benchmark research on perceptions and continued funding for apprenticeship

program and streamlining the security clearance process are of higher priority for the industry than Bill C-344 that requests after-the-fact reporting on community benefits.

- Innovation
 - The Canadian construction industry lags other leading countries in productivity. At the same time, there are opportunities to reduce waste and generate new sustainable materials or better processes. CCA is developing an industry-generated priority list for R&D which would lead to creating partnerships and submission for funding.

Three motions in support of advocacy approved

1. CCA staff will develop a policy on the ban of foreign funding for registered advocacy groups
2. CCA will fund \$10,000 to co-fund the continuation of the Cote reprisal case
3. A taskforce will be created to address the trust and solvency issue

Potential areas for collaboration and funding identified

With the top up to the Strategic Innovation Fund (SIF) announced in the last economic update, a focus for CCA is to begin to identify industry priorities that could then be shaped into a partnership plan and submission for funding. Some of the opportunities identified include:

1. How can contractors be confident in, incited to adopt new materials, given they are responsible for performance?
2. How can contractors reduce material waste?
3. How can contractors reduce equipment downtime?
4. How can we improve safety without impeding productivity or cost?

New Quality of Documents toolkit

A toolkit that includes some recommended solutions will be provided to partner associations within two weeks in order for them to engage local stakeholders. We invite local discussions and feedback on the relevancy of these suggested recommended solutions. Please provide your feedback to elee@cca-acc.com.

Work on CCDC documents advances

CCA reviewed two important draft CCDC documents at the November meeting: revised version of CCDC 2 - Stipulated Price Contract and a new CCDC Master Specification for Division 01 - General Requirements. The CCA Standard Practices Committee will make a recommendation with respect to the endorsement request at the March meeting in 2019.

Next CCA board meetings will be held March 23 – 24 in Bermuda

CCA Update distribution: These CCA updates are sent to CCA board members, corporate members, partner association chief operating officers and partner association board members as well as anyone who subscribes to them through bit.ly/ccasubscribe.