



British
Columbia
Construction
Association



BCCA STRATEGIC PLAN 2017-2020

BUILDING **BC'S FUTURE**

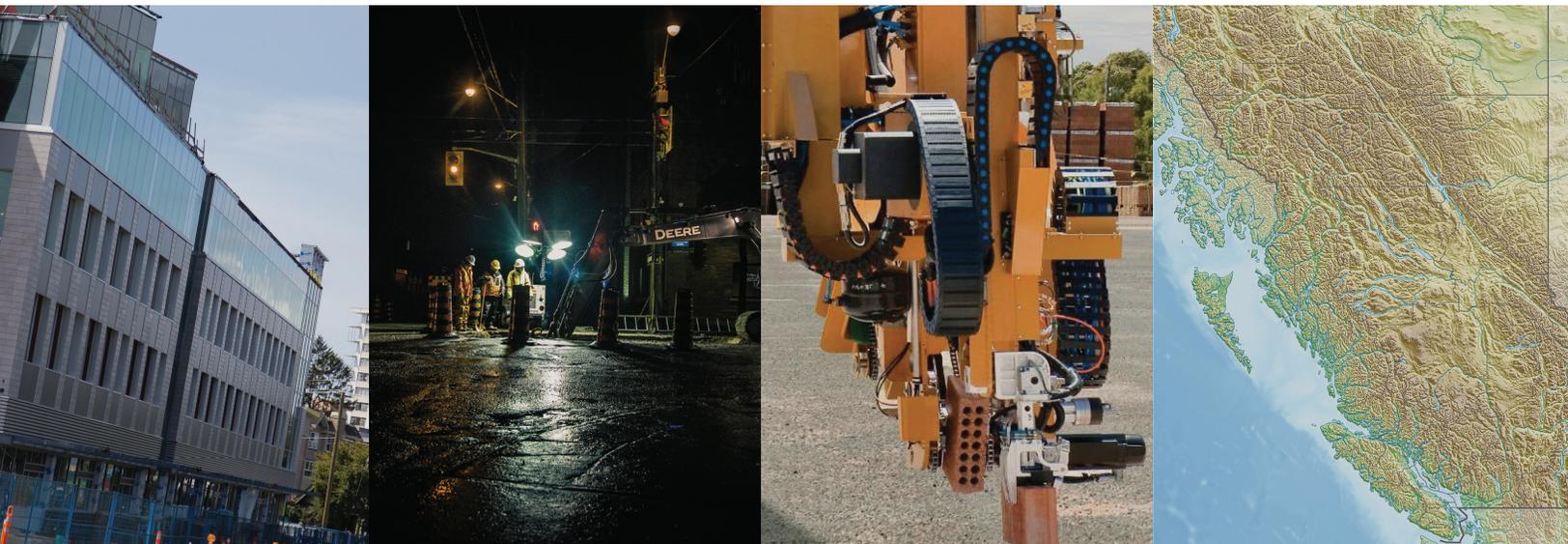


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A NOTE FROM THE PRESIDENT

I am pleased to co-present the BCCA Strategic Plan that will carry the organization to 2020, coincidentally the 50th Anniversary of our incorporation on March 25, 1970.

Although new to the role of BCCA President, I am very aware of the crucial bipartisan role this organization plays in our province. Over the last 15 years the BCCA introduced BidCentral, the Employee Benefits Program, the Skilled Trades Employment Program (STEP), and the LNG Canada Trades Training Fund. These innovative flagship services have made enormous contributions to our industry and will continue to do so, serving thousands of employers and their teams across BC.

In looking forward during our strategic planning sessions, the BCCA Board, Regional Construction Associations, and staff recognized familiar challenges that will continue to require our attention, such as skilled trade shortages, prompt payment issues, safety, and access to project information. While progress has been made in all of these areas, there's still much work to be done.

We also identified new industry demands for technological solutions, capturing and utilizing data, developing multi-sector partnerships, working with the public sector on procurement best practises, and providing a wider range of workforce resources to employers and skilled tradespeople.

All these issues require an innovative, entrepreneurial mindset. Our ever-changing political, economic, and cultural environment demands it, and with this 2017-2020 strategy BCCA commits

an unflinching attention to these issues on behalf of the industrial, commercial, and institutional construction employers that we serve.

I thank the BCCA Board of Directors, staff, Regional Construction Associations, and our many partners and collaborators for their efforts and commitment as we set forth on this new strategic plan.

We are here to serve.

Chris Atchison
President, BCCA



“By strengthening our industry we strengthen our province, economy, and people.”

A NOTE FROM THE BOARD

As the BC economy continues to thrive, and with Canada increasingly recognized as one of the best places in the world to live and do business, we are fortunate to find ourselves at a time of significant opportunity.

In order to make the most of this exceptional time and realize our full potential, I strongly believe that construction employers must join together with renewed purpose and a commitment to collaboration, uniting our Associations and joining with our partners in new and exciting ways that prioritize community.

As current Chairman of the BCCA Board of Directors, a five year member of the VRCA Board and 3 year member of the CCA Board, and as someone who's enjoyed a long and rewarding career in BC's

construction sector, I see around me every day the deep resources of skills, talent and intellectual capability that drive our industry forward. From the board tables to the job sites, everyone has a role to play.

There is no doubt in my mind that the Associations have tremendous impact in securing a strong future for our businesses, and I encourage all construction employers to allow their best and brightest to contribute to the work of these organizations.

My colleague from the Vancouver Island Construction Association, Alan Fletcher of AFC Construction in Courtenay-Comox, will step into the role of BCCA Board Chair in September 2017. It is with confidence and a sense of accomplishment that the BCCA Board provides this strategic plan to support his leadership.

Bob Cooke
Board Chairman, BCCA



“BC's four Regional Construction Associations provide leadership and guidance, ensuring value to the industry across BC and within the unique regional markets.”



**British
Columbia
Construction
Association**

OUR VISION

Our vision is that British Columbia is home to a world-class construction sector that demonstrates exceptional productivity and resilience.

OUR MISSION

Our mission is to ensure that BC's skilled workforce, resources, and regulatory environments exceed the needs and expectations of our industrial, commercial, and institutional construction employers.

OUR VALUES

From the jobsite to the boardroom we value community, safety, ethical and respectful business practices, fair market competition, and a pioneering approach to the future through leadership and innovation.

BCCA 2017-2020 STRATEGIC PLAN EXECUTIVE SUMMARY

OUR PRIORITIES

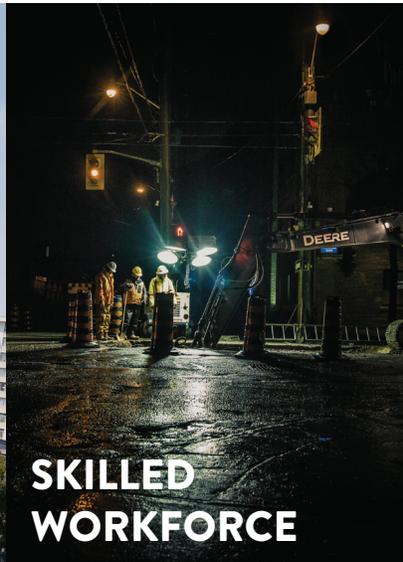


CONSTRUCTION PROJECTS

BC's most trusted source of procurement expertise and project opportunities.

Focus

- Developing Public Sector Procurement Capacity
- Improving access to high quality project information through the expansion of BidCentral



SKILLED WORKFORCE

Developing BC's construction workforce through demand-side expertise and input.

Focus

- Assisting employers to attract, develop, and retain the skilled workers they need
- Providing training and wellbeing resources to build skilled tradespeople and ensure they enjoy successful construction careers



TECHNOLOGY

Fostering construction innovation and entrepreneurship.

Focus

- Partnering with BC's technology sector to support construction-related product development



COMMUNITY

Connecting our geographic, cultural, and business networks.

Focus

- Collaborative initiatives linking Regional Construction Associations, Private Sector, Public Sector, and other Stakeholders

TO ACHIEVE OUR PRIORITIES, WE FOCUS ON ACTION:

ADVOCACY



BCCA engages collaboratively with Ministries, Crowns, and other provincial stakeholders to foster mutual understanding of key industry issues. Together we work to achieve positive outcomes through innovative approaches to policy, legislation, taxation, programming, regulation, and public engagement.

COMMUNICATIONS



Using all relevant communication and marketing channels we maximize awareness of industry achievements and priorities, as well as BCCA programs and services.

PARTNERSHIPS



Joining forces with Regional Construction Associations, private sector partners, government and industry stakeholders, we avoid duplication and partner up for maximum impact, access, and outcomes.

TRAINING



In partnership with subject matter experts, BCCA develops professional curriculum for delivery by the Regional Construction Associations and other educational partners.

MEASUREMENTS



We use research and data to identify and monitor issues, achieve our priorities, and support our actions.

CONSTRUCTION PROJECTS

BC's most trusted source of procurement expertise and project opportunities

Focus: Developing Public Sector Procurement Capacity. Improving access to high quality project information through the expansion of BidCentral.

AWARD WINNING PUBLIC PROCUREMENT OUTCOMES

Project opportunities are everything. Success rests on a contractor's ability to access high quality project information from any region in BC, and on an owner's ability to receive multiple compliant and professional bids from quality local contractors.

Both government and industry are experiencing an unprecedented number of retirements, so working to ensure procurement standards and expertise are maintained on both buyer and seller sides has emerged as a key concern for the sector - and a priority for the BCCA.

BCCA will continue to support BC's public sector by offering the highest level of industry knowledge and expertise available, to assist specialists in successfully procuring infrastructure projects.



- Work closely with the infrastructure ministries on shared solutions to big policy issues such as procurement best practices, prompt payment, and fair and transparent tenders



- Expand curriculum, advisory, and assessment services to government procurement professionals through the Infrastructure Masterclass course and development of the BCCA ProCademy



- Leverage networks and communication channels to share project information in real-time
- Showcase best-in-class procurement professionals and projects to drive awareness and adoption of best practises



- Collaborate with Regional Construction Associations to provide training and supports to local and municipal procurement professionals



Measurements

- Annual procurement assessment measuring the quality of the tendering process for major public projects via the introduction of a Public Procurement Quality Index
- Access to information and training for government procurement professionals
- Number of professional, compliant, in-budget bids received on infrastructure projects



EASY ACCESS TO PROJECT OPPORTUNITY INFORMATION ACROSS BC

BCCA will continue to develop BidCentral as BC's largest online marketplace for construction projects, and will continue to offer project information to the industry at large.



As BC's largest construction bidding marketplace, BidCentral offers more current and pre-bid project information than any other platform. Built by the industry to serve the industry, BidCentral will continue to fulfil its leadership role as the go-to resource for the industrial, commercial, and institutional industry, making its project information available industry-wide.



- Assist public owners in using the online bidding module for public projects, ensuring compliant bids and adherence to recognized industry best practices for fair and transparent tendering
- Continue to advocate for adherence to Capital Asset Management Framework (CAMF) guidelines



- Welcome new contractors and owners into the platform to ensure broad access to bidders and listings



- Increase access to free training and information on posting and bidding on public and private projects using BidCentral



- Expand the number of pre-bid and project opportunities listed on BidCentral through partnerships with owners and the design community



Measurements

- Number of public projects operating within industry guidelines for fair and transparent processes
- BC's largest directory of trade contractors, facilitating wider access to project opportunities across the province
- Number of public projects in BidCentral
- Number of private projects in BidCentral
- Number of Prebid projects in BidCentral
- Number of contractors accessing online project opportunities

SKILLED WORKFORCE

Developing BC's construction workforce based on demand-side expertise and input

Focus: Helping employers attract, develop and retain the skilled workers they need. Delivering skills training and well-being resources to ensure skilled tradespeople enjoy successful construction careers.

CAREERS & TRAINING

Over 225,500 British Columbians are employed in construction, receiving some of the highest compensation of any industry in BC's goods sector. Skilled tradespeople enjoy lucrative, rewarding careers and take pride in creating and maintaining our built environment. Even so, construction continues to face a projected skilled worker shortage of 14,200 by 2026 (Buildforce 2017).

BCCA emphasizes inclusion and diversity: working with private and public sector partners we ensure that all British Columbians, including Youth, New Canadians, First Nations, Women, and those with disabilities, have access to demand-driven career opportunities in the construction sector and the training and supports they need to excel.



- Ensure that government leaders are aware of the career opportunities construction affords
- Assist ministries responsible for skills training to shape programs that meet the needs of industry and ensure program relevance and adoption



- Tell the stories of the trades and showcase the enormous opportunities
- Increase awareness of programs in communities across BC



- Expand access to safety and Apprenticeship training, supports, and mentorship programs in BC communities
- Provide specific training to improve the success of underserved employee groups



- Work closely with the ITA to develop and deliver effective provincial government training programs such as the Skilled Trades Employment Program
- Work closely with private sector stakeholders to expand the reach of programs and services such as The LNG Canada Trades Training Fund



Measurements

- Number of young British Columbians entering the trades
- Size of the projected skills gap
- Proportion of women, New Canadians, First Nations, and those with disabilities in the construction workforce, and particularly in apprenticeship programs
- Data tracking in regard to the demographic composition of BC's skilled construction workforce



WELLBEING

BCCA will continue to work with our partners to provide construction employers in every region of BC with world-class programs and services to attract and retain the workers they need, and ensure the health and wellbeing of their employees.

Affordable and relevant health, safety, and financial programs are crucial to building a secure, happy, and productive construction workforce. BCCA will continue to provide and develop construction-specific employee benefits and safety programs.



- Collaborate with the provincial government and crown agencies on policies and programs that uphold the highest safety standards and protections in the industry



- Support COCA* and the BCCSA* to increase access to relevant and up-to-date safety training for all construction workers



- Increase awareness of EBT* and BCCSA* benefits and safety programs



- Continue to support the BCCSA*, WorkSafeBC and COCA* in their work to set and uphold safety standards and provide training
- Continue to develop the BCCA EBT* in providing construction-specific health benefits programs to BC's construction industry
- Seek out new ways to support construction industry employers and workers in meeting the social and economic challenges of living and working in British Columbia

*BCCSA: BC Construction Safety Alliance

*COCA: Council of Construction Associations

*EBT: Employee Benefits Trust



Measurements

- Annual safety, health, and financial metrics via the introduction of the BCCA Skilled Tradesperson Satisfaction Index
- Number of construction workers holding up-to-date safety credentials
- Number of construction employers offering robust benefits plans

TECHNOLOGY

Fostering construction innovation & entrepreneurship

Focus: Partnering with BC's technology sector to support construction-related product development.

CONSTRUCTION TECHNOLOGY EXCHANGE

For reasons of opportunity and necessity, today's construction businesses increasingly find themselves in the technology business. To foster construction innovation and entrepreneurship, BCCA will partner to connect our industry closely with BC's technology sector, and will work to increase awareness of technological innovations that have the potential to benefit construction businesses, project outcomes, and sustainable communities across the province.

The technology and construction sectors of BC collectively contribute 15% of the provincial GDP and employ 360,000 British Columbians, or 20% of the provincial workforce. Igniting collaboration between these skilled workers -- those who are coding our digital environments and those who are building our physical environments -- has the potential to yield extraordinary results.

BCCA will create a collaborative environment in which to pursue development and adoption of innovative construction technologies.



- Engage government leadership to encourage technology investments and programs support innovation in construction
- Create awareness for industrial, commercial, and institutional market challenges where technology-driven policy decisions will have significant impact



- Showcase innovative projects, companies, technologies, certifications, and early adopters



- Develop curriculum and programs to increase successful adoption and awareness of emerging and existing construction technologies by construction businesses and skilled workers



- Partner with the BC Innovation Council to connect construction and technology leaders, resources, and talent from communities across BC



Measurements

- Annual construction technology adoption and awareness metrics via the introduction of the BCCA Construction Technology Index
- Number of BC construction companies adopt new technologies that improve processes and project outcomes
- Number of Made-in-BC construction technologies introduced and developed
- Direct collaboration between BC's construction and technology sectors

COMMUNITY

Connecting our geographic, cultural, and business networks

Focus: Collaborative initiatives linking National, Provincial, and Regional Construction Associations, Private Sector, Public Sector, and Stakeholders.

COMMUNITY PARTNERSHIPS

Innovation comes as much from finding the right partners and supporting community as it does from developing new technologies and products. Our collective strength lies in our ability to connect with others and work together toward a common goal.

The four Regional Construction Associations form the core of the BCCA community. Our collective commitment to partnership and collaboration has never been stronger.



- Advocate provincially on behalf of the Regional Construction Associations to provide value to industry through government programs and services that recognize each region as unique
- Advocate on behalf of BC to the federal government via our partnership with the Canadian Construction Association
- Launch Construction Week in BC



- Bring Regional Construction Associations together with business partners to provide valuable services to the regional communities and to the industry as a whole
- Continue to develop and build strong, productive, and positive relationships across industry stakeholders and within the wider business community
- Support the Construction Foundation of BC as it pursues good works on behalf of the industry



- Bring staff from all five Construction Associations together to coordinate skills and services across BC



- Ensure unified communications and messages across BCCA and the four Regional Construction Associations
- Provide a voice on key issues for community groups within the construction sector that are defined by factors other than geography. For example, groups defined by their demographics, business type, skills, interests, education, or culture
- Clearly communicate and differentiate the role of BCCA to the industry at large, to the Regional Construction Association communities, government, and other partners



Measurements

- BCCA “Stat Pack” spotlighting key indicators and trends that measure the activity and requirements of our industry
- Level of collaboration and networking in the industry measured via the introduction of a Construction Partnership Index

BC CONSTRUCTION STAT PACK

FALL 2017

#1

Construction's Rank as an Employer in BC's Goods Sector

\$325B

Value of Proposed Construction Projects in British Columbia

8.6%

BC Construction Industry Contribution to BC's GDP

WORKFORCE TRENDS

4 YEAR TREND

\$75.1B



Value of Current Construction Projects Underway in BC



11%

35,600



Number of Unemployed Youth in British Columbia (15-24 yrs old)
(9.2% of total youth population)



20%

14,200



Number of construction jobs in BC that will be unfilled due to labour shortages by 2026



46%

23,569



Number of Construction Companies in BC
(92% employ less than 20 people)



6%

225,500



Number of Employees in BC's Construction Sector



12%

\$58,500



Average yearly wage of BC construction employees
(2nd only to Oil & Gas)



4%

\$13.2B



Cumulative yearly wage of BC's construction employees



17%

BC CONSTRUCTION ASSOCIATION PROVINCE-WIDE EMPLOYER SERVICES:



Trades Training Fund



For more insight, visit us at www.bccassn.com/stats