

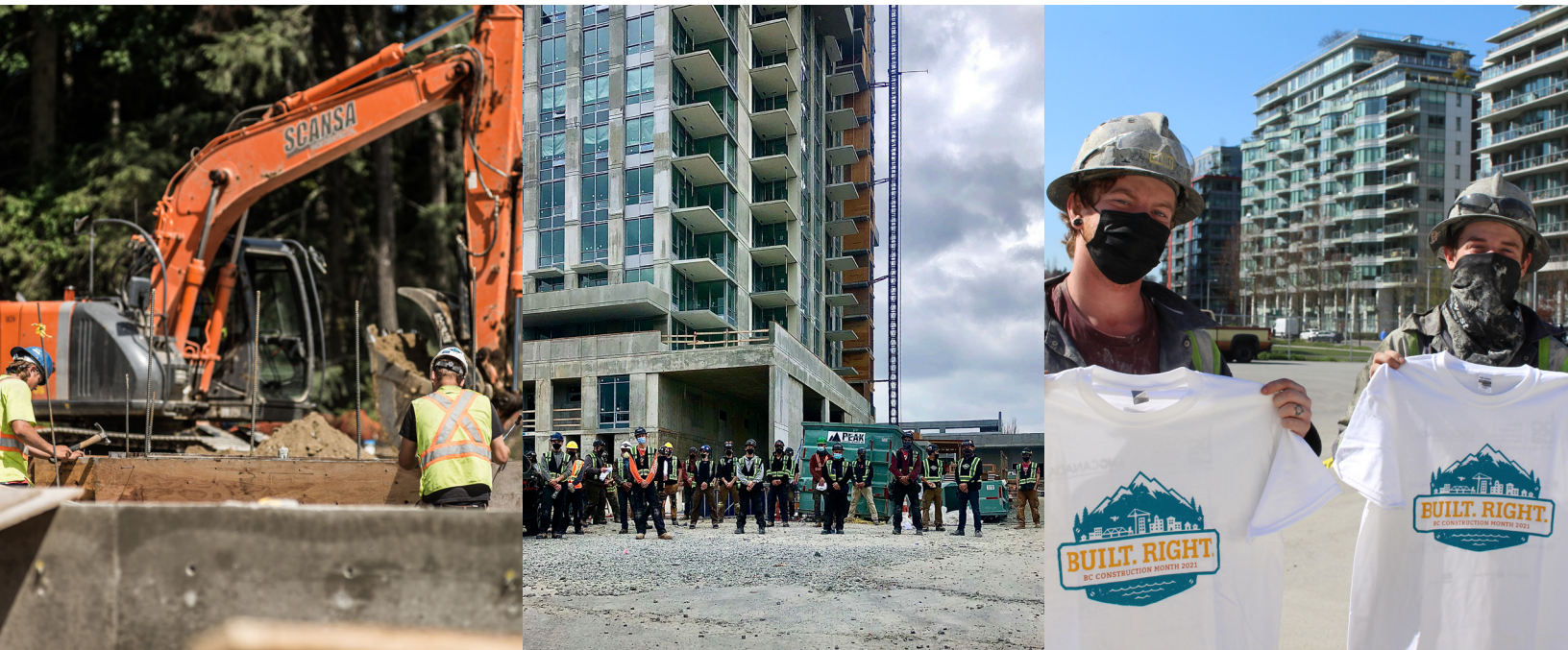


British
Columbia
Construction
Association

BCCA STRATEGIC PLAN

2022 – 2024

BUILDING **BC'S FUTURE**



PRESIDENT'S MESSAGE

This strategic plan is my second in the role of BCCA President, and it marks the beginning of a very important era for the organization, industry, and province.

I'm hesitant to say that we are entering the "post-COVID 19 era", because we've learned that there is little predictability when it comes to managing this pandemic. But we are emerging into a new era of pandemic awareness, one in which our safety protocols are forever changed, our workforce culture is modernizing, and our understanding of the connectivity of the world (for better or worse) is much more sophisticated.

BCCA continues to thrive as an organization because we prioritize solutions over conflict, the well-being of the whole over the benefit of the few. This isn't always an easy row to hoe but it's one that we believe in and which sets us apart, and puts us in a strong position as an ally to all stakeholders across our industry.

BCCA's new strategic plan is very focused on ensuring that foundational, operational necessities are going to be there for employers in our industry. Prompt payment is at the top of that list, along with available workforce and fair open and transparent procurement practises.

Over the past two years I've been especially proud of our members, our industry, and our staff as we responded to the call and stepped up as an essential service. I thank the BCCA Board of Directors, Regional Construction Associations, and many partners across the public and private sector for their inspiration and commitment and look forward to continuing our work together to ensure a productive and resilient construction industry for BC.



Chris Atchison, BCCA President

CHAIR'S MESSAGE



Mike Fawcett, BCCA Board Chair

When BCCA published its strategic plan for the years 2017-2020 the provincial and national economies were thriving and there seemed no limit to the potential and opportunity for our sector and for all sectors.

Today the realities of pandemic, social and political unrest, and seemingly continuous extreme climate events have resulted in a very different atmosphere in BC and around the globe.

Through all the challenges put before us one fact remains clear: the construction industry is essential for resilience and revival on every level, and we are up to the task.

I've been on the Board of BCCA and the Northern Regional Construction Association for many years, and have given freely of my time because I've always believed that this network of Associations plays an important role, looking out for the best interests of our industry. This conviction has only been

reinforced the past two years. I think it's safe to say that if there was ever a time that we needed to come together as an industry and speak with one voice, a time to set aside competition and help each other succeed, this has been – and remains – that time.

The new BCCA Strategic Plan is built on the core pillars of Community, Workforce Development, and Construction Delivery. We are paying attention to the fundamentals, ensuring a strong foundation on which the 25,000 contractors in our industry can stand firm as they rebuild the province and help ensure its communities are ready for whatever comes.

I hope that your organization will join in through your Regional Construction Association, and help us build a strong future for BC's construction industry.



OUR MISSION

To support a productive and resilient provincial construction industry by building our workforce, supporting construction delivery, and reinforcing our communities.

OUR VISION

To be the leading and trusted voice of British Columbia's construction industry.

OUR VALUES

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

OUR APPROACH TO ADVOCACY

If it's important to employers in our industry, it's important to us.

We are advocates, not activists. BCCA's non-partisan approach is one of our defining characteristics, setting us apart from other organizations serving the construction industry across BC. As representatives of the whole industry, regardless of labour affiliation or political party, BCCA prioritizes solutions that go beyond ideology to make the industry stronger, listening to all sides to find the best answers. Our goal is to create stability through the adoption of best practises and the influence of successful leadership.



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2022-2024 STRATEGIC PLAN

EXECUTIVE SUMMARY

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STRATEGIC PRIORITIES



BUILDING OUR WORKFORCE



There have been significant gains over the last 8 years but BC's skilled workforce shortage persists, and BCCA remains committed to a full resolution. We will build upon our industry-leading services to offer more ways to assist construction employers in finding and hiring the workers they need, and to provide access to training, benefits, and other resources that build successful construction careers across the whole industry.

SUPPORTING CONSTRUCTION DELIVERY



Access to timely, high quality project information is essential to any successful construction business. So is getting paid on time. We will continue our leadership in the fight for fair, open, and transparent public sector procurement practises, the push for prompt payment legislation, and the growth of BidCentral, BC's largest construction marketplace for procurement opportunities.

REINFORCING OUR COMMUNITIES



As the only non-partisan provincial association representing BC's construction industry, BCCA plays an essential role in aligning our industry on key issues across all labour affiliations and ideologies. We do that through advocacy initiatives that unite employers, stakeholders, and workers, and with the localized expertise and leadership of the four Regional Construction Associations. Together we are stronger.



STRATEGIC PRIORITIES

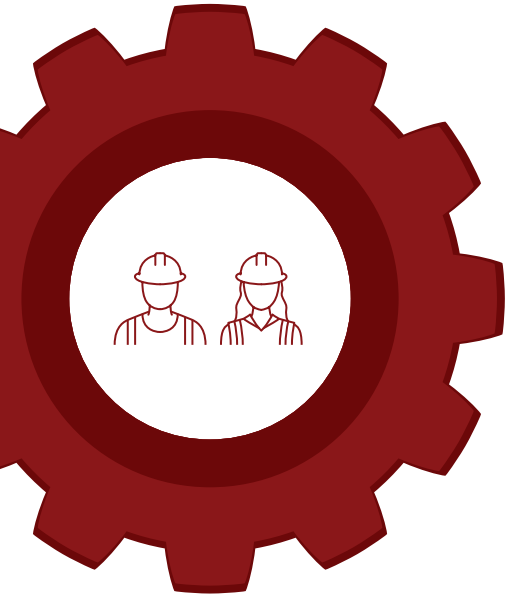
In addition to responding to the ad hoc economic and political challenges that can crop up at any time, such as new tariffs or tax proposals, a pandemic or snap election, we focus our proactive efforts on three areas:

Building our Workforce

Supporting Construction Delivery

Reinforcing our Communities





BUILDING OUR WORKFORCE

Key to success: Demand-side expertise serving the needs of construction employers.

We've made significant gains over the last 8 years but in BC our industry's skilled workforce shortage persists, and BCCA remains committed to a full resolution. We continue to build upon our industry-leading services to offer even more ways to assist construction employers in finding and hiring the talent they need, and in providing access to training, benefits, and other resources to keep the whole team productive and motivated.

TALENT ACQUISITION

Skilled Trades Employment Program (STEP) – Finding qualified candidates for employers with jobs to fill.

Integrating Newcomers (IN) – Connecting New Canadians with construction experience to jobs in construction when they're still offshore but approved to move to Canada.

LNG Canada & Coastal GasLink Connect – Connecting job seekers in northern BC with construction employers with jobs to fill.

New! Employer of Choice Hiring Site – Construction-specific job listings from BCCA-qualified employers. (2024)

TALENT RETENTION

BCCA Employee Benefit Trust (EBT) – Providing exceptional health benefits to construction industry employers for 50 years.

BCCA Employee Retirement Savings Plan (ERSP) – Providing employee retirement security to the construction workforce.

BCCA Retiree Plan (RP) – A customized health plan for retiring employees.

LNG Canada Trades Training Fund (TTF) – Providing funds for apprenticeship training in in-demand trades.

New! Mentorship Program – Connecting experienced tradespeople and executives with apprentices and other young leaders in construction. (2022)

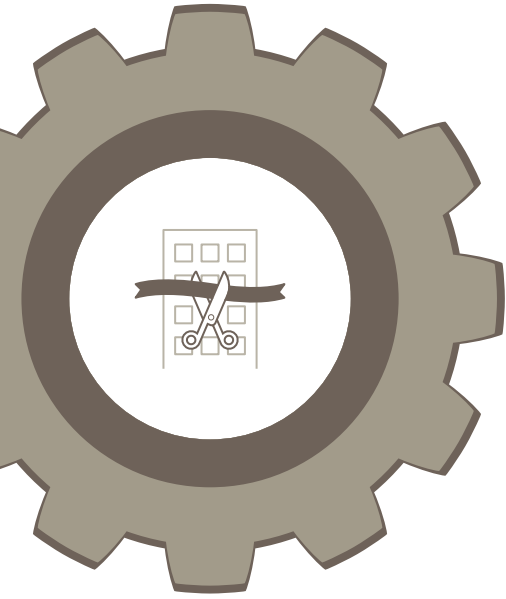
New! Centralized Apprenticeship Services (Application Pending) – Connecting registered Apprentices with BCCA/RCA members to facilitate completion of technical training across multiple employer experiences. (2023)

GENERAL WORKFORCE DEVELOPMENT

Builders Code – A baseline code of conduct standard for BC's construction industry, including training, free policies, and advisors.

New! Employer of Choice Accreditation – Recognizing the employers who are leading the way through their commitment to culture and career-building. (2023)

New! Workforce Development Advisory Committee – Workforce experts from BC construction businesses providing guidance and leadership for industry sustainability. (2022)



SUPPORTING CONSTRUCTION DELIVERY

Key to success: Commitment to industry-wide best business practises.

Construction is a complex business. Safety is mandatory. Access to timely, high quality project information is essential. Getting paid on time is crucial. BCCA will continue to lead industry in the pursuit of site safety, public sector procurement best practises, quick and easy access to all the latest project information (through BidCentral, BC's largest construction bidding marketplace), and prompt payment legislation.

INITIATIVES

BidCentral Online Bidding for Subcontractors (BOBS) – Digital procurement platform that maintains a fair and equitable process for trade contractors and helps general contractors close a tender with less stress. Owners benefit from fair and transparent processes.

Deputy Ministers & Industry Infrastructure Forum (DMIIF) – The BCCA co-founded this government and industry roundtable, chaired by the Deputy Minister of Finance and a BCCA Board Member, to aid in collaboration between government and industry on public policy, legislation, regulation, programming, and other actions that impact industry.

Standard Practices Committee – BCCA leads and manages this team of industry experts behind standard documents, keeping an eye on the quality of public tenders.

Council of Construction Associations – A committee of BCCA, presenting a united and systematic approach to the health and safety efforts of WorkSafeBC, Technical Safety BC and the Provincial Government.

BC Construction Safety Alliance – Not-for-profit serving the safety needs of 51,000 construction companies in BC. BCCA appoints 8 of 17 Board positions.

New! Annual Public Sector Procurement Awards – Recognizing the public owners leading the way in procurement best practises. (2022)

New! Procurement Scorecard – Helping public owners identify strengths and weaknesses in their procurement documents and management strategies. (2022)



REINFORCING OUR COMMUNITIES

Key to success: Service through collaboration.

BCCA engages actively with employers, Associations, Ministries, Crowns, and other stakeholders in both the public and private sector to foster deeper understanding of industry opportunities and challenges. We make cooperative solutions possible and put it all on the table: policy, legislation, taxation, programming, regulation, public and industry engagement, and political will.

Through advocacy initiatives that unite employers, stakeholders, and workers, and with the localized expertise and leadership of the four Regional Construction Associations, BCCA sets the foundation for progress.

OUR PARTNERS

- Vancouver Regional Construction Association
- Vancouver Island Construction Association
- Southern Interior Construction Association
- Northern Regional Construction Association
- Canadian Construction Association
- Architectural Institute of British Columbia
- Association of Consulting Engineering Companies
- BC Building Trades Council
- BC Chamber of Commerce
- BC Construction Safety Alliance
- BC Electrical Association
- BC Hydro
- BC Insulation Contractors Association
- BC RoadBuilders Association
- BC Wall and Ceiling Association
- BCCA Employee Benefit Trust
- BidCentral
- Buildforce Canada
- Building Supply Industry Association of BC
- Business Council of BC
- Canada West Construction Union
- Canadian Apprenticeship Forum
- Canadian Automatic Sprinkler Association
- Canadian Construction Documents Committee
- Canadian Institute of Plumbing and Heating
- Canadian Institute of Steel Construction
- Christian Labour Association of Canada
- Common Ground Alliance
- Concrete BC
- Construction Foundation of BC
- Construction Labour Relations Association of BC
- Council of Construction Associations (COCA)
- Deputy Minister's Industry Infrastructure Forum
- Electrical Contractors Association of BC
- Employers Forum
- Energy Safety Canada
- Fenestration Association of BC
- General Contractors Alliance of Canada
- Independent Contractors and Business Association (ICBA)
- Industry Training Authority
- LNG Canada
- Master Municipal Contract Documents
- Mechanical Contractors Association of BC
- Mechanical Industrial Relations Association
- Minerva BC
- National Trade Contractors Coalition of Canada
- Progressive Contractors Association
- Progressive Contractors Association of Canada
- Public Construction Council of BC
- SkillsCanada
- Surety Association of Canada
- Surrey Board of Trade
- The Understanding Risk (UR) Community, World Bank's Global Facility for Disaster Reduction and Recovery
- Thermal Environmental Comfort Association
- TransCanada Coastal GasLink
- UA Local 170
- WorkSafeBC

OUR COMMUNITY-BASED INITIATIVES

Construction Month – An annual celebration of BC's industry and the essential workforce that makes it go.

Builders Code – A baseline code of conduct standard for BC's construction industry.

Prompt Payment – Leading the push for legislation in BC.