

# Canadian Construction Association

## **STRATEGIC PLAN 2006-2010**



*Approved by the CCA Board of Directors March 2006*

## **TABLE OF CONTENTS**

<b><u>INTRODUCTION</u></b>	2
<b><u>THE STRATEGIC PLAN</u></b>	
Purpose – Vision – Mission	3
Strategic Objectives	
▪ Communications	4
▪ Partnerships	4
▪ Value of Membership	5
▪ Operational Focus -- Resources	6
▪ Profile/Presence/Policy Influence	6
▪ Ethics	6
<b><u>IMPLEMENTATION</u></b>	8
<b><u>BACKGROUND</u></b>	
Association Environment	9
<b><u>LIST OF PLANNING GROUP MEMBERS</u></b>	11
<b><u>CCA ACHIEVEMENTS UNDER PREVIOUS PLAN 2001-2005</u></b>	12

## INTRODUCTION

Under the Chairmanship of CCA Chair Murray Farmer, a Strategic Planning Group met in September and in December 2005 to develop a new plan charting the course of CCA for the next five years. A list of the members of the Planning Group is attached to this document.

This Strategic Plan (2006-2010) builds on the very solid foundation of the previous Plan which also defined who the CCA member is. This definition was slightly revised by the current planning group and now reads as follows:

*“The actual CCA member and client are the individual construction or construction-related businesses that join CCA either directly, as Corporate Members, or indirectly, through the Integrated Association.” The CCA Member Associations form an integral part of CCA as members, clients and strategic partners.*

The main objective of the new plan is to propel CCA to a new level of efficiency, professionalism and dedication for its membership.

The Planning Group identified six (6) major strategic themes which need to be addressed in the forthcoming plan period 2006-2010. They are as follows:

1. Communications
2. Partnership
3. Value to Members (Core services)
4. Operational Focus/Prioritization/Resources
5. Profile/Presence/Public Influence
6. Ethics

The Planning Group also discussed the *CCA Mission and Vision Statements*. It was agreed that these statements needed to be revisited.

## **THE CCA STRATEGIC PLAN 2006-2010**

### **Purpose**

To provide a range of services satisfying the needs and concerns of its members, thereby improving the opportunity for and the quality of construction;

To work in partnership with its Member Associations in the delivery of products and services;

To be recognized as the voice of the Canadian construction industry both nationally and internationally;

To influence and shape federal government policy;

To enhance the profile and image of the construction industry; and,

To advance the construction industry's positions mindful of the public's best interests.

### **Vision**

Build Canada with Ethics, Skill and Responsibility.

### **Mission**

To serve its Purpose and Vision, the Canadian Construction Association will over the next five years:

- Enhance and strengthen its communications effectiveness;
- Build strong partnerships for the effective delivery of its programs and services;
- Deliver products and services which reflect value to its members;
- Sharpen its focus and streamline its operations;
- Strengthen its public policy influence/impact and improve the image of the construction industry in Canada; and,
- Be a major force in setting ethical business standards in the industry.

## **STRATEGIC OBJECTIVES**

### **1. COMMUNICATIONS**

CCA will improve its ability to reach its target audience(s) and more effectively communicate the value of its programs and services. There are different communication requirements and these will be addressed individually (e.g.: grassroots members, local boards, local Chairs, COOs, Provincial Vice-Chairs, CCA Board of Directors, corporate members).

Therefore, to enhance and strengthen its communications effectiveness, CCA will:

- 1.1 Implement a communications protocol with Member Associations that will include establishing, where agreed by the Member Associations, a direct link with local Boards of Directors;
- 1.2 Assess the effectiveness of its publications and its communications tools (quarterly newsletter, monthly newsletter, annual magazine and Web site) and make appropriate adjustments; and,
- 1.3 Find ways to maximize the effectiveness of the CCA Tour.

### **2. PARTNERSHIPS**

CCA can best deliver its programs and services and objectives through meaningful partnerships with its Member Associations and by forging strategic alliances with outside bodies which share common goals. It must strategically use its Board of Director members to broadly convey its message.

Therefore, to be more effective in the delivery of its programs and services, CCA will:

- 2.1 Find ways to strengthen partnerships with its Member Associations (i.e.: setting out common priorities and objectives on an annual basis);

- 2.2 Develop an outline indicating how CCA Board members can maximize their role as volunteers and ambassadors; and,
- 2.3 Pursue opportunities to strengthen existing partnerships or forge new alliances with outside groups which share common views on issues of mutual interest

### **3. VALUE OF MEMBERSHIP**

CCA must be able to demonstrate and project value for the services it provides to its members. Equally as important, it must understand what new services may be required of it from time to time to meet member expectations.

Therefore, to deliver products and services which better reflect value to its members, CCA will:

- 3.1 Determine the relevancy of its core services and assess their value in real terms;
- 3.2 Develop an appropriate benchmark tool to measure its success in delivering its programs and services;
- 3.3 Monitor industry trends and service requirements and strategically adjust to shifting demands;
- 3.4 Develop new services of intrinsic value in response to demonstrated member need and expectation; and,
- 3.5 Develop appropriate communication mechanisms which promote the "CCA Member Advantage"

### **4. OPERATIONAL FOCUS/RESOURCES**

CCA must better streamline its internal organization, where priorities are set in a timely fashion, understood and appropriately tracked. This will require management discipline. CCA must also ensure that it has sufficient financial resources and the appropriate staff to fulfill its mandate.

Therefore, to sharpen its focus, streamline its operation and fulfill its mandate as expected, CCA will:

- 4.1 Develop procedural guidelines for its Councils & Committees to assist in setting priorities in the context of available CCA human and fiscal resources;
- 4.2 Develop a framework by which Councils and Committees can operate in a collaborative manner and find joint solutions to industry issues;
- 4.3 Find the means by which it can make its Audit Review Process effective; and,
- 4.4 Annually perform a detailed fiscal and human resource analysis to assess its ability to fulfill its mandate.

## **5. PROFILE/PRESENCE/POLICY INFLUENCE**

The Canadian Construction Association represents an industry which collectively employs in excess of one million Canadians and contributes roughly 12% of the GDP. It must have more influence in shaping public opinion, government policy and improving the construction industry image.

Therefore, to strengthen its public policy influence/impact and improve the image of the construction industry in Canada, CCA will:

- 5.1 Develop an appropriate media, public and government relations strategy aimed at increasing its national recognition and its influence in shaping federal government policy; and,
- 5.2 Find the means by which to enhance the image of the construction industry in Canada.

## **6. ETHICS**

CCA's mandate includes the responsibility to be proactively developing and setting industry practice standards. It accomplishes this through its own internal practices and leadership. CCA will continue to develop guides and standard contract documents which support and promote ethical behavior in the construction industry.

Therefore, to be a major force in setting ethical business standards in the industry, CCA will:

- 6.1 Develop a code of conduct for its own operation and its member firms that will be based, in part or in whole, on the proposed Guiding Principles listed below; and,
- 6.2 Strike a task force to develop ethical standards that will apply to industry practices
- 6.3 Increase its effectiveness at promoting the use of standard documents in support of fair business practices

### **CCA Guiding Principles**

- CCA is a non partisan national Association;
- CCA lobbies the Federal Government only on issues of national and international concern relating to the construction industry;
- CCA is impartial and bases its decisions on principles which support its Purpose Statement and the overall industry's best interests;
- CCA, through its Board approved Policy Statements, delivers a consistent message on behalf of its members;
- CCA treats all sensitive matters with confidentiality;
- CCA treats all its members equally and fairly.

## **IMPLEMENTATION**

Once approved by the CCA Board of Directors, the CCA Executive Committee will task different groups to define and implement each of the action items identified in the strategic themes listed above. Specific deadlines will be assigned for each task. A 3-year Rolling Plan will then be developed capturing all of the activities emanating from the CCA Strategic Plan.

While performing their work, each group will be asked to assess, establish, enhance and otherwise make recommendations for each of the strategic objectives.

An audit system will be implemented to monitor and evaluate the progress being made toward the achievement our strategic objectives.

## **TIMETABLE FOR APPROVAL AND IMPLEMENTATION**

- March 2006 – Seek CCA Board of Directors approval of the plan
- June 2006 – Establish necessary implementation task forces/groups.

---

## BACKGROUND – THE ASSOCIATION ENVIRONMENT

The following characteristics and traits were identified as comprising the current and future association environment in which CCA must operate. This is an important element since it identifies certain threats and opportunities in the years ahead.

**Technology advancements and their effect on CCA.** Information technology can render association services obsolete. One example of this is the Construction Labour Cost Information Service formerly supplied by CCA. This information is now readily available via the Internet and there is no reason for CCA to compile this data anymore. Access to other kinds of industry specific information is also available via the Internet and through effective communication tools such as e-mail. This means that members may not need to rely on CCA or construction associations to compile and access such third-party information.

The use of new technology sometimes requires resources that we do not necessarily have. A new communication protocol may be required with Member Associations to communicate effectively with all our members.

Also, new technology is having a serious impact on Member Association plans rooms' operations, which in turn threatens the CCA membership. To prevail, these associations will need to have access to all pertinent information and be able to disseminate/distribute it competitively and efficiently. They will also have to demonstrate other valuable services they provide in addition to the plans room.

**Membership:** Technology has made it possible to communicate much more easily and frequently with members at the grassroots level, but more and more CCA Member Associations appear to view themselves as the CCA member. Where should CCA resources primarily be expanded in "reaching the member": individual member firms directly; boards of directors and COOs of Member Associations, or both?

Also, the industry remains fragmented and several groups are expecting more from CCA as the national voice that can speak directly to stakeholders on their special interests. As a result, the message can become disjointed. Some groups have endeavored to create their own coalitions (i.e.: the National Trade Contractors Coalition of Canada) to address matters as they see fit and without necessarily the CCA influence. Splinter groups are emerging more and more.

**Owner's Perspective:** Clearly, there is devolution of power for the procurement of construction services at all levels of government: federal, provincial and municipal. In some cases, the assets are simply privatized, i.e. airport authorities. This presents a

both a threat and an opportunity for CCA. The threat lies with the fact that the procuring agencies may not need to use the plans room for their tendering process. They may choose other non-traditional tendering practices (i.e.: invited bidders only).

It also provides an ideal opportunity for CCA to expand its influence with the private sector procuring agencies in the area of industry practices and in promoting standard documents. The current situation with the federal government's AFD contractor (SNC-Lavalin ProFac) regarding its procurement terms and contract conditions is a perfect example of this. There is a major role for CCA to play as these trends are implemented.

**Partnerships:** CCA will need to solidify its working relationship with Member Associations. They are CCA's major partners and although this strategic relationship is recognized it must be further strengthened. CCA and its Member Associations therefore need to recognize that it is by working closer together that they will enhance the value of a membership in construction associations.

CCA should also not hesitate to forge partnerships with outside agencies and associations to advance issues of mutual interest. Two recent examples that speak to this issue are: CCA's involvement in the Work & Learning Knowledge Centre through the Canadian Labour and Business Centre and the initiative by the Exports Committee to try to facilitate the entry of foreign workers through a program similar to that of the Greater Toronto Home Builders' Association.

**Government's agenda:** Over the next several years, minority federal governments will likely be the rule rather than the exception. As such, the government's agenda may deviate depending on the pressure exercised by the opposition parties (i.e.: NDP's influence over the 2005 Federal Budget). CCA will need to maintain and/or increase its profile on Parliament Hill and establish closer relationships with elected representatives of all parties, as well as with senior bureaucrats who provide continuity no matter which party is in power.

**Other trends:** Globalization, business ethics, new generation of CCA members with different level of involvement at the association level, and quality assurance are all emerging trends that need to be monitored and addressed on an ongoing basis. Staff members must take time from their activities to track these environmental trends and be prepared to have CCA respond in a timely fashion.

---

**CCA Strategic Planning Group Members**

Alfonso Argento  
Entrepreneurs de construction  
Sept Frères inc.  
Montreal, QC

Michael Atkinson  
CCA  
Ottawa ON

Pierre Boucher  
CCA  
Ottawa ON

Raymond Brunet  
Ed Brunet & associés  
Gatineau QC

Paul Charette  
Bird Construction Company Ltd.  
Etobicoke, ON

Murray Farmer  
Farmer Management Inc.  
Victoria BC

Lloyd Ferguson  
Dufferin Construction Company  
Oakville ON

Martha George  
Grand Valley Construction Association  
Cambridge ON

Brad Greene  
Project Management Services  
Mount pearl, Nfld. & Labrador

John Higginson  
Black & McDonald Ltd.  
Scarborough ON

Les LaRocque  
Botting & Associates Alberta Ltd.  
Calgary AB

Eric Lee  
CCA  
Ottawa ON

Chris Lorenc  
Manitoba Heavy Construction Association  
Winnipeg MN

Serge Massicotte  
Massicotte Bros. Construction Ltd.  
Ottawa ON

Manley McLachlan  
British Columbia Construction Association  
Victoria BC

Dee Miller  
JJM Construction Ltd.  
Delta BC

Jeff Morrison  
CCA  
Ottawa ON

Wayne Morsky  
Morsky Industrial Services Ltd.  
Regina SK

David Oulton  
Marid Industries Limited  
Windsor Junction NS

Doug Jordan  
Facilitator – AFS Consulting Ltd.  
Ottawa ON

## **CCA ACHIEVEMENTS UNDER PREVIOUS PLAN (2001-2005)**

In September 2000, the Canadian Construction Association (CCA) developed a Strategic Plan mapping out its strategic objectives for the next five-years. The Plan then called for: a re-examination of certain membership categories, the establishment of an audit system to evaluate existing and new services/programs, an assessment of the role that CCA ought to play in the emerging e-commerce/e-business environment, an examination of the available means to improve CCA communications directly or indirectly with the membership, the development of guidelines to ensuring that the CCA governance structure is balanced, the development of a government relations strategy, and finally the establishment of a financial plan to assist in balancing the budget with the actual revenue/expense audited reports. CCA delivered on all fronts with:

- revisions to the affiliate association membership category
- a survey of the fee structure
- a new strategy to promote corporate membership
- an Audit Review Process for all new CCA programs and services
- a new CCA e-Construction Committee
- a protocol for CCA communications
- a monthly electronic newsletter
- a bulletin Board for association managers
- changes to the composition and nominating process for the CCA Board of Directors
- guidelines detailing the role of Provincial Vice-Chairs, Board members and volunteers on outside organizations
- an annual Parliament Hill Event
- an operational rolling plan and a new reserve policy