



Message from our Chair

Francis Roy

As we reflect back on 2025, it becomes clear that this was not a typical year for Canada's construction industry — or for the Canadian Construction Association (CCA).

It was a year defined by change, uncertainty, and challenges few could have predicted. But out of that chaos came opportunity. It allowed us to demonstrate the strength, credibility, and resilience of our Association.

From a governance perspective, it reinforced the need for clarity of purpose. In the face of economic volatility, unprecedented tariff pressures, and a shifting political landscape, CCA remained focused on the priorities that matter most to our members and to the industry's long-term success.

The Board was encouraged by the organization's ability to respond collaboratively yet decisively. CCA strengthened its advocacy at this critical time, ensuring the industry's voice was heard clearly and consistently by decision-makers across government. The Association's growing influence can be seen in progress made on long-standing priorities such as procurement modernization, workforce development, and long-term infrastructure planning.

Equally important was CCA's continued focus on delivering tangible value to members. Investments in tools, data-driven insights, professional standards, and digital modernization are helping the industry be ready to manage risk, improve productivity, and adapt with confidence in an increasingly complex environment.

This year marks my final year as Chair. It has been a privilege to serve the industry in this role and to work alongside a dedicated Board, committed members, trusted partners, and an exceptional team. As my term comes to an end, I am proud of what we have accomplished together and confident in the strong foundation we have built for the future.

On behalf of the Board of Directors, I extend my sincere thanks to our members, volunteers, partners, and staff for your dedication, leadership and collaboration all year long. Your commitment continues to strengthen both our association and our industry.

As we look ahead to 2026, the Board has every confidence in CCA's direction and its ability to build on the momentum generated this past year. Together, we will continue to support a strong, resilient construction industry that delivers lasting value for all Canadians.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Francis Roy', is positioned above the printed name.

Francis Roy

Chair of the Board of Directors, CCA