



**MINUTES OF THE  
CCA BOARD OF DIRECTORS MEETING  
Part 1  
Delta Halifax  
Halifax, NS  
Thursday, June 16, 2016**

The CCA Board of Directors met on Thursday, June 16, 2016 at the Delta Halifax, in Halifax, NS for part 1 of the CCA Board of Directors meeting. The meeting was chaired by CCA Board Chair **Gil Brulotte**.

**Attendees**

See appendix A.

1. **Call to Order**

CCA Board Chair **Gil Brulotte** welcomed everyone to part 1 of the CCA Board Meeting. He then presented a few housekeeping items including a notice that media was in the room, there would be an attendance sheet on each table, and safety information on evacuating the eighth floor in the event of a fire. He then introduced the head table, and welcomed the new board members, noting that there had been great participation at the new board orientation, and that hopefully that would continue through-out the year.

He then referred Board members to the Agenda, and noted that a letter from the Calgary Construction Association had been added to the agenda under other business. He asked if there were any further additions.

There being none, it was:

MOVED BY: **Patrick Waunch**

*“THAT, the amended Agenda for the June 2016 CCA Board meetings be approved.”*

ACCEPTED BY A MAJORITY VOTE

2. **Minutes of the Previous Meeting**

CCA Board Chair **Gil Brulotte** referred Board members to the Minutes of the previous Board of Directors meeting held in New Orleans, LA, on March 5<sup>th</sup> and 6<sup>th</sup>, 2016.

There being no corrections to the Minutes, it was:

MOVED BY: **Bob Hildenbrandt**

*“THAT, the Minutes of the last CCA Board of Directors meeting held on March 5th and 6th, 2016, be approved as circulated.”*

### 3. Board Chair's Report

**Gil Brulotte** then directed the Board to his report included in the briefing material. He thanked Alberta for its hospitality, noting that he had visited the Alberta Roadbuilders and Heavy Construction Association, and the Lethbridge, Medicine Hat and Edmonton Construction Associations.

With regard to the joint meeting of the Canadian Construction Association and the Government of Canada (**Meech Lake Meetings**), **Gil Brulotte** noted that the presentation on **Prompt Payment** by **Ray Bassett** was simple but highly effective, and that a **Joint Federal-CCA Prompt Payment** task force was formed as a direct result of the meetings. In addition, two other joint task forces were formed – **Bid Depository** and **Quality of Documents**. Some Initial meetings have already been held by the taskforces.

**CCA** also met with the **Minister of Infrastructure and Communities**, and discussed the roll-out of Phase 2 of the **federal infrastructure Program**. In addition, **CCA** participated in discussions on Trade Corridors to Global Markets in a two-hour by-invitation-only roundtable session, with the **Minster of Transportation** – which confirmed the Minister's understanding and belief of the importance of infrastructure in Canada's economy.

Other **CCA Tour** meetings included the **Saskatchewan Construction Association**, which focused on how **CCA** could support the association and its members, the **Association de la construction du Québec**, where **Pierre Hamel** presented a review of **CCA's** issues and activities and how they dovetailed with those of the provincial association, the **Construction Association of New Brunswick**, discussing prompt payment and quality of documents, and the **Ontario Sewer and Watermain Construction Association**, which had recently released its municipal water report, *Bringing Sustainability to Ontario's Water Systems*.

In addition, **Gil Brulotte** noted that he had attended the COO Council meeting on June 15<sup>th</sup>, and really appreciated the discussion and collaboration among the COOs, especially given that **CCA** is working to make itself more relevant to the Integrated Members.

### 4. Council and Committee Objectives for June 2016 meetings

#### **Civil Infrastructure Council**

Civil Infrastructure Chair **Henry Borger** advised the Board that the Council would be discussing the Standard Specification and Contracts Brochure, the Future of the Canadian Infrastructure Report Card, the TAC Spring Meeting, and Funding for the BC CSA developed Silica Mitigation and Best Practices Mobile Application, among other items. Of particular note, in addition to the issues addressed in the meeting, the Council would also be electing its new Vice-Chair.

#### **General Contractors Council**

General Contractors Council Chair **Kees Cusveller** notified the Board that the Council would be addressing prompt payment in its meeting. In addition, the Lean Construction Institute Canada Report would be addressed, as well as Coverage for Builder's Risk and the ASHE Summit on Health Facility Planning, Design & Construction.

#### **MS&S Council**

Manufacturers, Suppliers and Services Council Chair **Ray Bassett** advised that the MS&S Council was continuing to focus on creating a national forum for the MS&S sector, and as such would be including participants via

conference call and Go to Meeting. Discussions would focus on items from the Vertical Building Forum, an update from **Dirk Laudan** of BLG on BC's Lien Act Review, and how the MS&S Council can relate its activities to the CCA Strategic Plan.

#### **Trade Contractors Council**

Trade Contractors Council Chair **John Rasenberg** noted that the Council would be discussing prompt payment, and cash flow issues. In addition, the Council would be hearing reports from the CCDC and IBC , and discussing the CCA Trade Contractors Guide and Checklist.

#### **Business & Market Development Committee**

BMDC Chair **Joe Wrobel** informed the Board that issues on the committee's agenda included the Silica App, updates on the progress on the Indigenous Best Practices Engagement Guide, and the CSR taskforce. In addition, he advised **Carol McCulloch, Chair of the Nova Scotia Apprenticeship Agency Board**, would be making a presentation on apprenticeship.

#### **Industry Advocacy & Regulatory Affairs**

Industry Advocacy & Regulatory Affairs Chair **Ron Smith** advised the Board that the Committee would be reviewing changes to the Canadian Environmental Assessment Act, industrial security clearances, items before the Canadian Senate, and would also be hearing presentations on EI from **Judith Andrew**, EI Employer Commissioner and the Fisheries Act from **Mark McLean**, Manager, Regulatory Review.

#### **Innovation and Technology Committee**

Committee Chair **Bob Hildenbrandt** advised that the Committee would be receiving reports from the Institute for BIM in Canada, Canadian Construction Innovations and BCCA on its innovation projects. In addition, there would also be a report on trends and developments in the industry.

#### **Standard Practices Committee**

Committee Chair **John Bockstael** informed the Board that the Committee would be discussing Brookfield GIS Practices and Contract for RP-1 Contracts, Quality of Documents Report and Recommendations, Value-Based bidding, in addition to a report from CCDC. As well there would be an update on PWGSC's Use of Bid Depository in B.C. and a request from BCCA on the naming of subs and dispute avoidance/resolution.

### **5. Provincial Vice-Chairs Reports**

#### **Yukon**

**Larry Turner** reported that there were currently three issues of major concern in the Yukon. The first was the economy, specifically the Federal Infrastructure Program, and the dispersal of funds. The second issue was the Government's experimentation with various procurement methods, under a major review of the issue, and the third item continued to be Quality of Documents.

#### **British Columbia**

**Patrick Waunch** noted that construction in BC was doing fairly well. BC was keeping its eye on its sister provinces with regard to Statutory Declarations, and was hoping that the pipeline project would go through. The Canadian Apprenticeship Forum held its conference in BC, and had reported that by 2022, Canada would be short 1 million employees across its apprenticeable trades. In other apprenticeship news, LNG created the LNG Canada – Trades Training Fund, which will see some \$1 million in support of industry and apprenticeship training in the construction sector.

A recent Deputy Ministers Infrastructure Forum saw the inclusion of CCDC documents in its Capital Asset Management Framework, which is positive. Prompt payment continues to be a major topic of discussion.

**Chad Tenney** reported that BCRB&HCA strongly supports CCA's government relations efforts and CCA's efforts to have the Federal Government consult on civil infrastructure issues. Issues of special concern include the attacks on both the construction and the resource sectors by very vocal, special interest groups that are well-organized and well-funded. As such, BCRB & HCA would appreciate support on the issue of Pipeline Construction, and wanted to thank CCA for developing the "*Standardization of Construction Specifications and Contract Language*" pamphlet.

### **Alberta**

**Paul Heyens** noted that Alberta is currently under capacity with only \$35 billion in work, and some \$50 billion in capacity. As with BC, Alberta is encouraging CCA and its own government to support the pipelines. There is quite a bit of discussion happening around employment standards as the labour code is up for review. Finally, much appreciation is extended for all the support to Fort McMurray.

**Dwayne Berlando** extended additional thanks for the Fort Mac support, and noted that there are some 600 000 hectares of damage. At this point some evacuees are being let back in, but it will be a slow process. This, in addition to the collapse in crude oil, is causing a significant drag on the GDP in Alberta. Alberta Transportation's rehab budget rose to \$350 million, largely in paving and bridge rehab. The provinces large P3 projects are coming to a close with the NE leg of the Anthony Henday Ring Road in Edmonton scheduled to finish in September, and the Calgary SW leg of the Stoney Trail Ring Road to be awarded this summer. Challenges today include an inexperienced government; the increasing importance of social license; grading sectors starving for work; and a stalled or stagnant economy.

### **Saskatchewan**

**Sam Shaw** noted that although new building permits were down, the government had just rolled out its new budget, and school and roads were still well-supported. The SCA was also pleased to report that the Premier had recently attended a SCA luncheon which was well-received.

**Ron Smith** noted there is an increase in out-of-province contractors in Saskatchewan, and a significant amount of increased competition – as an example, there were 24 bidders on a project of under \$500,000. The provincial budget has been released, with a \$1 billion deficit, although there are funds allocated for infrastructure work in 2017 – 2016 has not seen any changes. It is anticipated that the new football stadium will be completed in 2017.

### **Manitoba**

**Peter Grose** noted the Manitoba had a new PC provincial government, and as such, the Winnipeg Construction Association continued its efforts in government relations with a meeting with the new Premier. Standard construction documents, job grant and prompt payment all continue to be issues of interest.

A municipal project review is underway, and volume is up some 12%.

Recent events at WCA include a construction forum that looked at best value procurement and standard documents, and well as a CCI workshop. Education continues to be a focus of WCA with 55 sessions last year and some 1200 attendees. With 53 new members, membership sits at 759, on its way to the target goal of 800.

**Derek Walker** noted that the Manitoba Heavy Construction Association was pleased with the provincial election outcome, and continues to press for consistent and permanent investment in infrastructure. The total 2016 Capital commitment for highways is projected to be \$540 million (a reduction of \$48 million from the 2015 level), and there will be a slowdown of program delivery. The MHCA did take part in discussions with the Government regarding ideas to bring more value for money. With regard to the City of Winnipeg, current issues include the time it takes to deliver a tender and aggressive pricing. Finally, the MHCA wished to reiterate its strong support of CCA.

## **Ontario**

**Gary van Bolderen** confirmed that Prompt Payment continues to be a major issue, with COCA greatly anticipating the release of the Expert Report. The association is also gearing up for what could be a major fight with the Ontario College of Trades.

The Council of Ontario Construction Associations member associations have raised some \$500,000.00 in funds for Fort McMurray.

Finally, COCA wished to remind the board that its mandate is strictly lobbying, and as part of its efforts held a various successful Construction Day, where it met with 45 ministers – solely on the topic of prompt payment.

**Steve Cruickshank** noted that ORBA has recently launched the “Site Unseen” campaign, which focuses on safety through a series of videos, and the program will be expanded into print and other media as time goes on.

ORBA will be hosting a Maintenance Contract Roundtable at the end of June on future contract models for road maintenance in Ontario. OBRA continues to push for early tender calls, and this year MTO announced its largest package of early tender calls – some 97 projects.

ORBA worked with CAA on its annual Worst Roads campaign, and the winner this year is County Road 49 – in Picton. Finally, there is a possible amalgamation between ORBA and Ontario Hot Mix Producers Association – further information will be provided should the amalgamation go through.

**Mark Van Bree** noted that OSWCA had released its report on the state of water and wastewater services and infrastructure in Ontario, with a particular focus on financial sustainability. In addition, OSWCA is addressing clean fill issues – where municipalities are receiving revenue for selling clean fill. Finally, OSWCA is also keep a close watch on the lien act review.

**Clive Thurston** advised the Board that the WSIB is undergoing some changes, and is attempting to merge the ICI sector with the residential sector. OGCA had been working on bringing COR to Ontario for quite some time, and is pleased that a number of firms have now been certified under the program. In addition, OGCA is also pleased to report that it has had success in driving third party safety verification firms out and notes that diligent and constant addressing of issues results in success.

With regard to tenders and contracts, public bodies holding private tender openings is becoming an issue, and supplementary conditions continue to raise challenges for the industry.

Finally, OGCA is supporting the League of Champions. The League is a joint OGCA/MySafeWork program intended to promote safety in all industries, and is working to raise sustainable funding to protect at-risk youth and, indeed, all workers.

### **Quebec**

**Francis Roy** advised the Board that Quebec passed 2 new bills in the preceding week: 1) Bill 83 - An Act to amend various municipal-related legislative provisions concerning such matters as political financing and 2) Bill 101 - An Act to give effect to the Charbonneau Commission recommendations on political financing. The results of the passing of these two bills are as follows: That municipalities can perform work with their own employees, and that volunteer work for an authorized entity must be performed personally, voluntarily, without compensation and for no consideration, and contribution slips must from now on specify the name of the contributor's employer.

ACQ was also very pleased with its recent meetings with CCA, and thanked Pierre Hamel for his presentation on aligning ACQ and CCA priorities.

**Robert Meunier** noted that infrastructure investment is down in Quebec by some \$1 billion. The majority of infrastructure funds that are available are being allocated to Montreal. Montreal will also be launching an electric train system.

The Quebec government continues its work on Prompt Payment legislation, and is also launching an initiative to review health and safety laws.

END OF PART ONE

**MINUTES OF THE  
CCA BOARD OF DIRECTORS MEETINGS  
Part 2  
Delta Halifax  
Halifax, NS  
Friday, June 17, 2016**

*Part 2 of the CCA Board meetings continued with the remaining reports from the CCA Provincial Vice-Chairs.*

### **New Brunswick**

**John McDonald** thanked CCA for its tour visit earlier in the week. He noted that business is slow, and capital projects are down, due to budget woes. DCC is still providing significant work, and the Mocton Convention Centre and the 3P water treatment plant are the only large projects in the province, although the Sisson Mine project is still moving ahead, and Irving has committed to serious work in Saint John.

CANB's membership is stable, and the association has been focusing on its Winning Work for NB Contractors campaign.

**Roger Leger** reported that the government allocated \$200 million for infrastructure spending, however the department of transportation had no shovel ready projects, which results in anywhere from 2-3 years before new projects are launched. There is very little grading work to be had, and the turnover in the Department of

Transportation (Deputy Minister and other Senior Management positions) has resulted in a number of challenges with regard to comprehension of the industry and its work.

### **Nova Scotia**

**Brad Scott** noted that the Nova Scotia Department of Transportation and Infrastructure Renewal (NSTIR) budget is about 50% closed to date with process comparatively slow this winter and spring. The Halifax Regional Municipality has significant challenges with its archaic tendering system. Any project over \$500,000.00 has to go through Council.

Regular meetings continue with various Ministers and key staff, and NSRBA is pleased with its strong relationship with Transportation and Infrastructure Renewal, the Department of Natural Resources and Environment. NSRBA's joint asphalt roundtable and environment meetings are complete.

A dispute resolution process is almost finalized and will be part of NSTIR standard specifications.

HRM has recently introduced exclusion clauses in standard contracts. NSRBA is working jointly with CANS to oppose this development.

**Brendan Nobes** reported that late payment practices are an important issue for Nova Scotia's construction industry and CANS has been lobbying the provincial government to enact delayed payment legislation.

In January 2016 CANS closed its first invite-only online bidding project. This project was a success and CANS will be working with all parties involved to gather feedback. CANS is also working with the Department of Transportation and Infrastructure Renewal on the Apprenticeship Pilot School Project. This project will be the first use of the General to Owner portion of our system.

CANS' Building Futures for Youth Program / Apprenticeship continues to impress as more students are becoming connected with our host employers. Also of note, CANS and the NS Apprenticeship Agency co-presented at the CAF-FCA Apprenticeship – Hands on the Future 2016 Conference in Vancouver in June. Their topic was 'Youth Engagement in the Construction Sector.'

As was indicated by **Brad Scott**, CANS is working with NSRBA and holding meetings to try and eliminate the exclusionary clauses coming from HRM.

### **Prince Edward Island**

**Grant MacPherson** noted that 2016 was off to a slow start with tenders for vertical building on hold, and some designs not even out to tender. That being said, the CAPEI membership is up by 6%, and CAPEI is working with the province on lien act and prompt payment issues. Finally, PEI is adopting the National Building Code in the fall.

**George Koke** reported that PEI had seen a 40% drop in its capital budget, however, the Building Canada fund for Roads has come through.

Currently, the association is struggling with the province on the equipment rental rates, and also in finding good quality labour for the industry.

## **Newfoundland & Labrador**

**Steve Hayward** reported that Newfoundland/Labrador government tabled a tough budget, and the Premier is currently experiencing only a 17% approval rating. With regard to projects in the province, the Muskrat Falls project is under discussion, however, the Hebron and Whiffen Head projects are still underway and Memorial University has a \$220 million project on the table as well.

The provincial government is discussing P3s as a new method of construction.

NLCA has dedicated its time to meeting with its grassroots members in Central Newfoundland, and found the experience to be very rewarding. NLCA will also be hosting its 1<sup>st</sup> grassroots BBQ the week of June 20<sup>th</sup>, 2016. NLCA's current membership sits a 685 members, and it has recently implemented its 2016-2019 Strategic Plan, which focuses on education.

NLCA also wished to report that the association and its members have provided some \$500,000.00 in charitable donations.

**Dan Spracklin** reported that taxes had significantly increased in Newfoundland – some 16 ½ cents/litre on gas, income taxes and HST are also increasing. This is primarily due to the deep decline of oil prices, as 1/3 of the provincial funds come from oil.

For the first time, the department of transportation and works released a Complete List of Road Work for 2016-17. This is very helpful by allowing contractors to plan resource needs for the full year. While short-term spending is questionable, mid-term spending still looks fairly strong. A multi-year transportation infrastructure plan is being developed that will list projects for the next five years, serve as a cost-saving measure for government, and allow tenders to be issued as early as January in subsequent years.

## **6. President's Report**

**Gil Brulotte** then referred the Board to the President's report included in the briefing material.

CCA President **Michael Atkinson** thanked all the Provincial Vice-Chairs for their reports and reminded them to forward any written reports they had to the CCA office. He then noted that as per his report, the Federal Infrastructure Project's phase II was coming, and that there was some concern that provinces were holding back project applications until more details regarding phase II were rolled out. He then asked that any information that could be provided from the provincial level would be appreciated to help CCA in its approach with the government. There is a good deal of speculation that some sort of "carbon screen" will be introduced by the Federal Government as part of the project approval process for Phase 2 of its new infrastructure program.

There is a Private Members' Bill being sponsored that seeks to revise the Public Works and Government Services Act to permit the Minister of PSPC before awarding a contract for the construction, maintenance or repair of public works or federal real property, to require bidders to provide information on the community benefits that the project will provide. This leads to concerns over using funds to promote other interests, and can be seen as an erosion of dedicated infrastructure funds – and CCA would appreciate hearing about any projects where social procurement is happening.

## 7. Treasurer's Report

### 7.1 2016 Interim Financial Statements

**Gil Brulotte** referred members to the Balance Sheet included in the briefing books, and asked Treasurer **Chris McNally** to give his report. **Chris McNally** noted that under assets, investments have decreased by \$213,289 due to a bond being sold for cash flow purposes. Accounts Receivable Membership has decreased by \$29,441 due to the timing of payments received year to year and Accounts Receivable Miscellaneous has also decreased due to the timing of payments received from IRAP and Haiti.

Prepaid Expenses have increased by \$614,387. The timing of payments for conference expenses is higher in 2016 compared to this time in 2015.

Under Liabilities, Accrued Liabilities & Accounts Payable has decreased by \$100,310 as committee members accrued expenses were reversed at year end and Deferred Revenue has increased by \$124,684 due to the higher received conference registration at this point compared to last year .

Under Statement of Revenue and Expenses, the Treasurer pointed out that there is a projected deficit of some \$250,000. Although Affiliate Membership revenue has increased, Integrated Membership revenue has decreased due to lower numbers from ACQ and Saskatchewan. Other revenue is increasing in the areas of CDBI, Lean Construction Institute of Canada and Gold Seal, however the Annual Conference revenue has decreased due to lower sponsorship, and higher tour/function costs.

Under Expenses, the Annual Conference Expenses have been reduced by \$58,965 from slightly lower meeting, operating and function costs, while Government Meetings/Relations has been increased by \$12,500 as we have retained Earncliffe Strategy Group as our new GR consultants, and translation costs have significantly increased to aid in the participation of the ACQ members.

**Chris McNally** then asked if there were any questions.

Under the discussion, the following issues were addressed:

a) There are significant pre-paid expenses for the Conference, as being an all-inclusive resort, guests cannot reserve their room directly and CCA has to pre-pay to guarantee space. Like the Conference on the Cruise, these costs will be included in the registration fee.

b) Of the \$250,000.00 deficit, \$100,000.00 is set aside for the Industry Summit, whose funds are intended to come out of the reserves. That means that there is a \$150,000.00 deficit, which is not as concerning. CCA will still need to watch expenses, and set-up a discussion on a decrease of services, or a possible increase of membership fees, as the Partner Associations must be prepared well in advance of any changes. It was noted that a projected deficit does not always mean an actual deficit, as CCA had projected a \$100,000 deficit before, and ended up \$52,000 in the black.

c) The Executive Committee is also reviewing the CCA Investment Policy by way of a task force to determine if there are some updates and changes that should be made to better serve the Association.

Following the discussion it was:

MOVED BY: **Chris McNally**

*“THAT, the CCA Board of Directors approve the CCA Interim Financial Statements for the period ending April 30, 2016.”*

ACCEPTED BY A MAJORITY VOTE

## 7.2 3-Year Financial Forecast

**Chris McNally** referred everyone to the report included in the briefing material. He noted that CCA’s reserves were on target for the next two years, and almost on-target for 2018. In addition, CCA would be reviewing what it could do to control costs at the August Executive Committee meeting. There was no further discussion.

## 7.3 CCA Expense Reimbursement Policy

**Chris McNally** then referred Board Members to the Board Expense Reimbursement Policy. He noted that it would be strictly enforced, and reminded the Board that if expenses were not submitted within 90 days, they would not be accepted or approved.

## 8. Executive Committee Report

### 8.1 Task Force on Federal Prompt Payment

**Gil Brulotte** referred everyone to the Executive Committee Report in the Board briefing book. He noted that the first item the Task Force on Federal Prompt Payment. There were no additions to the report.

### 8.2 Industry Summit 2016

**Gil Brulotte** then advised the Board that the Executive Committee is proposing that CCA convene an Industry Summit in 2016 on Sunday, November 27<sup>th</sup>, at the Brookstreet Hotel in Ottawa in conjunction with the Chief Operating Officers’ Professional Development Forum. In doing so, the Executive Committee is also planning to return to the original intent of these Summits, which is to provide a forum for a two-way dialogue between the CCA Executive Committee and the Chief Elected and Chief Staff Officers of CCA’s Integrated Partner Associations.

Discussion on the Summit included the following points:

- a) The goal of the Industry was to drive value to CCA Partner Associations. As per the CCA Strategic Plan, increased communications to the Boards of the LCAs was a priority, and in addition to updates sent directly to the Boards, the CCA Executive should meet with the CEOs and COOs of CCA’s Integrated Partner Associations.
- b) The past Industry Summit focused on one particular issue, and that was at the behest of the membership, as it was deemed to be an extremely important topic.
- c) The Partner Association Forum at the Annual Conference did not allow for genuine two-way conversations, nor did the other events at the Conference, so this Summit provides the best opportunity to further relationships between CCA, the LCAs and their boards. As such, topics for the forum would be discussed during the August Executive Committee meeting.

It was then:

MOVED BY: **Fred Vine**

*“THAT, the CCA hold an industry Summit in November 2016 to provide a forum for two-way dialogue between CCA’s Executive Committee and CCA’s Integrated Partner Associations.”*

ACCEPTED BY A MAJORITY VOTE

### 8.3 New French Language Measures

**Gil Brulotte** advised the Board that CCA had been approached by ACQ with a request to help their associations and their members more fully participate in CCA. Given that ACQ was making concerted efforts in defending their participation in the National Association, and that CCA is a National Association, it was certainly not unreasonable that more effort should be expended in providing information in French. As a result, translation costs would be higher, but the participation and revenue from ACQ is important to CCA.

### 8.4 Update on Haiti Reconstruction Project

In **Serge Massicotte’s** absence, there was no formal report. However, it was noted that the project was behind schedule, and funds were depleting quickly. **Francis Roy** believed the next step would be shipping of the metal studs and drywall, and **Anibal Valente** noted one Partner Association was making efforts in securing more funds. It was requested that a formal presentation, complete with a financial update be presented at the next Board Meeting.

## 9. Membership Report

**Gil Brulotte** referred the Board to the Membership report included in the briefing book, and noted that CCA had one Corporate Membership application to put before the Board. It was then:

MOVED BY: **Rob Otway**

*“THAT, the Board of Directors approve the Corporate Membership application of 3M.”*

ACCEPTED BY A MAJORITY VOTE

## 10. Council Reports to the Board

Prior to beginning the Council Reports, **Zey Emir** explained the 80% rule.

### Civil Infrastructure Council

**Henry Borger**, Chair of the CCA Civil Infrastructure Council, provided the report from the Civil Infrastructure Council. He noted the Council had no motions for the Board.

The Council approved the Standard Specifications and Contracts brochure, which will be made available to all CCA Partner Associations. The brochure is in a pdf format and will be available from the CCA website.

In addition to the approval of the brochure, the future of the Canadian Infrastructure Report Card,

and the CICC sponsored Canadian Chamber of Commerce report on the need for governments to invest in trade-enabling infrastructure were also discussed.

Council was also provided with an update from **Joe Wrobel** on the state of development of the BC CSA Silica Exposure Mitigation App, which is currently in beta testing and should be available later this year for industry use.

There was also a discussion on exclusion clauses and as part of this discussion, BC's representatives informed Council that the contractor dispute with the City of Burnaby is still working its way through the BC Supreme Court. At some point, a request from this Council to financially support the appeal of the decision may be forthcoming. It is unlikely this will happen, though, for some time. With regard to this issue, it was suggested at the Board that help might be needed now, and not at a later date. The Council replied that it was waiting on BC's request, and that if financial/legal help was required, it would be for dealing with the issue on a broader scale, and not just as part of the BC court case.

Finally, the Council agreed that CCA needs to take a more thorough review of Career promotion measures and asked the Business and Market Development Committee to review existing online engagements by partner associations to provide a more robust online career promotion presence.

Council was pleased to appoint **Brad Scott** as Vice-Chair.

Finally, Council received a presentation from the Cornerstone Standards Council on the introduction of a socially responsible standard for the management of aggregates. In the fall, Cornerstone asked CCA to appoint a representative to join their Board, however Council has not yet made a recommendation in this area.

### **General Contractors Council**

**Kees Cusveller**, Chair of the CCA General Contractors Council, reported on the issues addressed in the GC Council meeting.

The Council discussed the CCDC's standard insurance requirements for Builder's Risk Insurance Policy. The Council would like to seek clarification on coverage for standard Builder's Risk Insurance Policy and other policies that contractors may want to consider to cover some grey areas, e.g. impact cost, off-premises and transit risks. **David Bowcott** volunteered to work with the MSS Council to prepare such a summary.

The Council tasked **John Owens** to chair the new Task Force on Project Management Firms. The first task is to clearly define the mandate, which is to develop guidelines for Owners who consider using PM firms, i.e. roles and services of Project Management firms, when they will add value to the project, and the parameters Owners should look for when engaging Project Management firms. This Task Force will include representatives from Owners, PM firms, professional architects' and engineers' associations.

The Council reviewed the program and mandate of the International Summit put on by the American Hospital Association and American Society for Healthcare Engineering. Given that it was primarily U.S. based content, the Council would not be sponsoring the event.

The Council also received reports on the Federal Prompt Payment Task Force and Lean Construction Institute – Canada.

### **Manufacturers, Suppliers and Services Council**

**Ray Bassett**, Chair of the Manufacturers, Suppliers and Services Council advised the Board that the MS&S meeting was well attended with continuing efforts to broaden its reach in the MS&S sector – both the Chair and Vice Chair of the VRCA MS&S Council and **Dirk Lauden** of BLG by conference call and Go-To-Meeting screen sharing.

The Council held a discussion following Vertical Building Forum – from perspective of MS&S sector, and of particular note there is a need for solutions when small amounts are not paid –the recovery costs too high through litigation. ACQ has developed course on Accounts Receivable techniques.

The Council also had a briefing by **Dirk Lauden** (BLG Vancouver) on the status of the B.C. Builders Lien Act review. Two main focus areas of the review at the moment are the possible relaxation of HB requirements on mega projects including early release of Hold Backs on multi-year projects and elimination of stand-alone lien against the Hold Backs. BC is awaiting Ontario Review report – as it expects it will impact how BC proceeds

The Council then reviewed earlier Council and Committee meetings – with emphasis on action items for MS&S sector:

Exclusionary clauses - the MS&S Council would recommend and urge the Board to consider creating a broader Task Force and with that, would make the following recommendations – that CCA engage with the national associations of municipalities, universities, hospitals to educate and influence thinking and practices around exclusionary provisions, and that further collaboration with local construction associations in engaging regional and local municipalities and associations on this issue occur. Finally, create a ‘white paper’ on why these provisions are so unfair and damaging to the industry and, ultimately, to owners – a paper that can inform the discussions at both the national level and the local / regional level.

With regard to the GC Council task force considering insurance provisions of CCDC contracts, IBC policy wordings, and best practices the MS&S Council would be happy to add a couple of participants to the task force.

The Council also reviewed the 4 key strategic objectives of CCA from the perspective of MS&S. Comments included:

- a) MS&S council can reach out to ‘outlier’ organizations within the sector to have a voice within CCA.
- b) MS&S council is the natural “home” within CCA for other “service” providers including designers, engineers, PMs, banking & finance – natural connection point for RAIC, ACEC etc.
- c) MS&S council could take leading role in starting to communicate outward into other “service” sector organizations with information about CCA activities and open lines of communication

Finally, the MS&S Council agenda and sector needs to include discussion of impact and benefits of Lean construction as it becomes more and more embraced – Lean techniques will bring a fundamental change to the way the MS&S sector interacts within the construction supply chain.

### **Trade Contractors Council**

**John Rasenberg**, Chair of the Trade Contractors Council, advised the Board that the Council had one motion to put before the Board, and that it would commence its report with said motion. It was then:

MOVED BY: **John Rasenberg**

*“THAT, the CCA recognize that the Trade Contractors Council strongly supports the concept of promoting standard documents, and the establishment of a standing subcommittee (within the Construction Industry Consultative Committee (CICC) that is resourced with the appropriate budget”.*

It was then noted that given some general discussion on the wording of the motion, that the Council was happy to amend the motion to the following:

MOVED BY: **John Rasenberg**

*“THAT, the CCA recognize that the Trade Contractors Council strongly supports the concept of promoting standard documents, and the establishment of a standing subcommittee that is resourced with the appropriate budget”.*

Discussion regarding the motion addressed the following points:

- a) There was confusion over the wording – did the motion mean to suggest 2 committees or 1? Would it be made up of just TCs or all groups?
- b) Given that CICC has not decided what it will be doing with regard to promotion, is the motion not premature?
- c) There are two types of promotion – 1) making public aware of the CCDC documents, and 2) convincing people to use the documents. The 2<sup>nd</sup> aspect of promotion is very time consuming and costly, and it is concerning that there is no budget amount included in the motion.
- d) Further promotion of the CCDC and CCA documents could be addressed through the COO Council.

Given the discussion, it was then:

MOVED BY: **John Rasenberg**

*“THAT, the motion be withdrawn.”*

ACCEPTED BY A MAJORITY VOTE

Most of the other issues discussed are all identified on the Agenda that is in the briefing books. Regarding the vacancy on the Institute for BIM in Canada, the Council will aim to have a trade contractor representative appointed to IBC by September. On the topic of BIM in general, it was noted that the question of ownership of BIM models needs to be clarified.

Regarding regional and local challenges, the problem of incomplete documents and the inappropriate transfer of risk to subcontractors through “inferred bidding” was discussed. Inferred bidding is a very contentious issue in the marketplace.

Regarding prompt payment, the activities and process of the CCA Federal Prompt Payment Taskforce were discussed with Taskforce Chair **Ray Bassett**. The progress of the prompt payment bill currently in the Senate was also discussed, and it was heard that this bill is expected to be referred to Committee soon.

Regarding the roll-out of the newly updated CCA Trade Contractors Guide and Checklist, it was noted that the availability of this document had been promoted in the CCA Quarterly publication, which is distributed to every CCA member firm. It was suggested that seminars similar to CCDC-style seminars could be offered.

One of the new items raised was the idea of comparing building codes across the country, and creating a central repository of information for CCA members to reference. It was suggested that this item should be debated further at the next meeting before any course of action is recommended.

The Council also noted that reports indicate that equipment manufacturers and suppliers are quoting and supplying directly to General Contractors, and trades are being asked to be labour brokers. The preferential terms given to General Contractors is creating an uneven marketplace, and putting local contractors at a disadvantage in cases where manufacturers set up wholesale quotes and there is external competition that is getting cheaper prices. The Council will discuss this at the next meeting.

**Patrick Waunch** provided a brief overview on the Canadian Apprenticeship Forum, noting that he had attended the three-day conference. As part of the event, a tour of BCIT was provided, and **Patrick Waunch** felt that more discussions between LCAs and education centres needed to occur on the topic of BIM.

## 11. Committee Reports/Action Items for Board

### CCA Business and Market Development Committee

**Joe Wrobel**, Chair of the Business and Market Development Committee, advised the Board that the Committee had one motion to put before the Board, and would do so promptly. There was a comprehensive report by the CSR Taskforce included in the briefing material which explained the recommendation, along with a copy of the project proposal. The cost of developing the Guide is \$50,000, spread over 2 years. \$25,000 would be spent in this fiscal year, and \$25,000 next year. It was then:

MOVED BY: **Joe Wrobel**

*“THAT, the CCA approve the expenditure of \$50,000 for the purpose of developing and publishing a CSR Hot-To Guide, to provide the construction industry with a practical, succinct guide to CSR Best Practices for companies of all sizes, and, that the CCA business and Market Development Committee be authorized to oversee the following:*

- i) The Steering Committee, comprised of the existing CSR Taskforce members;*
- ii) Overall project and budget management oversight; and*
- iii) Final project details with Strandberg Consulting, the recommended project consultant, based upon the proposal received, as attached to the Committee’s Report to the Board.”*

Discussion on the motion included the following points:

- a) That the project passed the audit, and the results of the audit were included in the briefing material.
- b) Given the deficit, was the issue important enough to justify the expenditure? It was noted that social procurement was not even on the radar four months ago, and now it is everywhere. If we wait to long, we will be beyond catching up.
- c) We will also be doing a disservice to our SMEs who do not have the records nor the knowledge to provide this type of information.
- d) The initial steps will include a scan of the municipalities to determine what issues need to be covered in the guide.
- e) This project was initially raised at the Board two meetings ago. Since that time, we have investigated our options, and come forward with what we feel is the best, and most timely, proposal.

There being no further discussion, it was:

ACCEPTED BY A MAJORITY VOTE

**Joe Wrobel** then announced that in addition to serving as CSR Taskforce Chair, the BMDC is pleased to also announce that **Stephen Coote** has accepted the position of Committee Vice-Chair.

The Taskforce that is developing the Indigenous Engagement Best Practices Guide has completed a draft of the Guide. It is undergoing editorial review, and subsequently it will be tested by a Focus Group, before it is presented to the CCA Board for endorsement in September.

The Taskforce that is working on Sustainability presented 3 recommendations to the Committee, all of which were accepted. There is no financial impact at this time. The recommendations are as follows;

1. The Taskforce should be an umbrella for two separate groups. One would study physical waste diversion, and the other would look at GHGs, which would include the energy code.
2. CCA 81-2001 A Best Practices Guide to Solid Waste Reduction should be updated, and an Executive Summary of it should be created for use in marketing.
3. The COOs should be surveyed regarding what is happening in municipalities in terms of metrics in RFPs, and how do we participate in the creation of metric standards.

The Taskforce will continue its work and report back at the next Committee meeting.

The Taskforce that was involved in developing the Ethics Course has completed its work, and this Course will be mandatory for Gold Seal Certification beginning on January 1, 2017. The Gold Seal Committee has allocated 3 credits: 2 for the online component and 1 for the classroom component. Local Construction Associations will be responsible for selecting their own instructors for the classroom component of the Course.

One new item that the Committee was asked to consider was a request from the Civil Infrastructure Council, to review its “careers in civil construction” website. The Committee decided that the promotion of careers in construction is a matter best suited for the COO Council, so it will be referred there first, before the Committee determines whether any other action is warranted.

Finally, the Committee heard a presentation on the topic of apprenticeship harmonization from **Carol MacCulloch**, Chair of the Nova Scotia Apprenticeship Agency.

### **Industry Advocacy and Regulatory Affairs Committee**

Committee Chair **Ron Smith** referred members to the report included in the briefing material.

The Committee heard from staff about the upcoming government reviews of the federal Canadian Environmental Assessment Act, the Fisheries Act and the Navigation Protection Act, and was also briefed on the April meeting on the issue of Industrial Security Clearances.

The Committee also debated what the CCA position should be on Carbon Pricing, and while there was no uniform position on which option should be selected, the Committee agreed CCA should advance a position that advocates for revenue neutrality and administrative simplicity.

The Committee was also briefed by **Judith Andrew**, Canada’s EI Employer Commissioner on the EI Account and proposed changes to EI policy, including LMA and LMDA reforms.

This presentation was followed by **Mark McLean** of the Department of Fisheries and Oceans who briefed Committee members on the 2012 changes to the Fisheries Act and some of the self-assessment tools the department is piloting to help proponents better comply with the new changes.

### **Innovation and Technology Committee**

Committee Chair **Bob Hildenbrandt** referred members to the material in the briefing book, and noted there were no motions for the Board.

In addition to reviewing some recent trends and developments in construction technology and innovation, the Committee received several reports from outside groups, including an update from the British Columbia Construction Association on its Innovation project, and some of the expected outcomes and projects that are underway this coming year.

In addition, the Committee reviewed the Terms of Reference for both the CCA Innovation Award and the Environmental Achievement Award with an intention to update where relevant. The Committee held a very engaging discussion on the Innovation Award, and emphasized the importance that this award has in terms of promoting innovation in our industry.

The Committee also received a presentation on BIM resources in Canada available through IBC, and which supplemented the report available in the Board briefing book. With regard to BIM, the Committee will confer with UBC on its presentation of BIM in the curriculum – having said that, the Committee echoes the sentiment that strong communications are needed between LCAs, and the Colleges and Universities, raised earlier in the meeting.

Finally, there was a CCInnovations report on their progress to date on their advocacy program, membership drive, as well as some of the projects they have been working on in 2016.

### **Standard Practices Committee**

Committee Chair **John Bockstael** advised the Board that the Committee had no motions to put before the Board.

The Committee published the Quality of Documents Report on the CCA website in April. The report was sent to the Association of Consulting Engineers – Canada, Royal Architectural Institute of Canada, and Construction Specifications Canada for feedback.

**John Bockstael** and Committee Vice-Chair **Brad Sheppard** held two separate meetings with the ACEC Chair and President and the CSC Immediate Past Chair on Wednesday. The discussions were focused on three themes of solutions: best practices, checklist and education/communications.

The Report was also presented at this year's CCA/Government of Canada meeting, which resulted in the establishment of a joint government/industry task force. CCA is currently working with Public Services and Procurement Canada (PSPC) to develop a set of terms of reference for this task force and the first meeting is expected to be held in August.

The Committee will continue to present the Report to the industry and seek feedback on solutions to the top five causes with the greatest impact on document quality:

1. Lack of final coordination, checking and proofreading.
2. Insufficient time for design.

3. Lack of coordination between architects and engineers.
4. Owner's pressure.
5. Insufficient fee/design contingency.

PSPC has decided not to renew the one-year pilot project in using bid depository in BC. CCA will assist BCCA in lobbying the PSPC Pacific Region to reverse its decision.

The Committee expressed concerns on the increasing use of exclusionary bid practices. The Committee instructed staff to compile all information that may help the industry to fight these onerous practices, and prepare an information package for the CCA Partner Associations.

The Alberta Construction Association (ACA) submitted six ACA guide documents to the Committee with a recommendation that CCDC incorporates these guide documents in current or new CCDC documents. The Committee supports the ACA's proposal and will forward these guide documents for CCDC's consideration.

In response to BCCA's request, the Committee will:

- Recommend that PSPC follow the practices outlined in the CCA Bulletin on Naming of Subcontractors and Suppliers published in January 2015.
- Prepare best practices for Contractors in negotiating disputes based on the presentation by Revay and Associates during the 2016 CCA Annual Conference.

Other issues discussed by the Committee included:

- Ongoing discussions with Brookfield GIS practice and contract for RP-1 contracts.
- Follow-up action from the Annual CCA-Government of Canada meeting held on April 11<sup>th</sup>.
- CCDC Report.
- Value-Based Project Delivery update.

### **Gold Seal Committee**

**Kees Cusveller**, Chair of the Gold Seal Committee, noted that there have been 250 GS applications to date this year. The new Gold Seal Website has been launched, and the Success Stories videos have been very popular.

Gold Seal continues to improve its communications through social media, with Twitter followers increasing significantly.

The Ethics Course will become mandatory in January 2017, which will allow LCA's to earn additional revenue. In other education news, on-line exams are coming up, and several associations have offered to run Beta tests. Further to the discussion at the COO Council meeting, the Gold Seal Committee will also examine multiple testing dates.

## **12. Special Committee Written Reports**

### **Canadian Design Build Institute**

**Roy Timms**, Chair of the Canadian Design Build Institute, reported that the CDBI Annual Conference will be held October 14-14, 2016 in Winnipeg, MB, at which the awards would be presented, following the successful closure of submissions. In addition, CDBI is currently working on 4 new Promo Guides to add to its practice manual.

Finally, CDBI continues to participate on the IPD taskforce.

### **Lean Construction Institute of Canada**

LCI-C had its most recent Council meeting last Monday in Calgary. At that meeting, the group agreed to look at Toronto as the location for the 2017 Lean Conference.

In terms of priorities for the Council, education and promotion of Lean remain the primary goals in the coming months. Staff have also been directed to look into translation costs of education material, as well as speaker costs for Lean training.

LCI-C will be looking at a tour later this year to help set up communities of practice across Canada, and providing training on the AGC Lean Construction Education Program Units 1-4.

## **13. Board Committee/Task Forces**

### **13.1 Conference Management Committee**

Further to the report in the Board, **Chris McNally**, noted that there was one motion before the Board, and that it tackles the locations of the upcoming conferences until 2023. It was then:

MOVED BY: **Chris McNally**

*“THAT, CCA hold its Annual Conference in the following locations for the years, 2019 – 2023 respectively: 2019 – Bermuda; 2020 – San Diego; 2021 – the Caribbean; 2022 – Hawaii; and 2023 - Canada.”*

ACCEPTED BY A MAJORITY VOTE

### **13.2 Nominating Committee**

**Anibal Valente** referred Board Members to the CCA Board Nomination Guidelines included in the briefing material and noted that with the resignation of the Saskatchewan Provincial Vice-Chair, the Saskatchewan Construction Association had put forward its nomination for the vacant position. It was then:

MOVED BY: **Anibal Valente**

*“THAT, Mr. **Sam Shaw** of C&S Builders Ltd. Of Moose Jaw, SK be appointed the CCA Provincial Vice-Chair representing the Saskatchewan Construction Association.*

ACCEPTED BY A MAJORITY VOTE

#### 14.0 Outside Committee Written Reports

**Gil Brulotte** referred Board members to the reports included in the briefing book. There was no discussion.

#### 15.0 Information Only Reports

Board members were directed to the information reports under Tab 16 of the briefing material.

#### 16.0 Other Business

**Gil Brulotte** then noted that as per the amended agenda, the Calgary Construction Association had requested that the issue of pipelines, and CCA's approach to the issue, be discussed. He then opened the floor to comments.

Discussion:

The following points were raised as part of the discussion:

a) What is currently being done with regard to the pipeline issue at the National level? CCA has been working with the Canadian Association of Petroleum Producers behind the scenes, guiding Federal discussions on economic development. The CAPP has a campaign focusing on tying jobs to Pipeline construction, however, CCA is not taking on the NGO community, as our allies in this issue would prefer not to create an all out war. CCA is also working with the Canadian Chamber of Commerce on trade enabling infrastructure – ports, rails, airports and pipelines.

b) There is a request from several provinces that we take a firmer stance and present a more balanced presentation. NGOs are against extraction, not pipelines. How we address this is very important – we need to have a unified voice in how we deal with this when it comes up in the media – templates for LCAs for letters to the Editor for example.

c) There should be a gathering of best practices on this topic, and shared as a resource. For example, CANB participated in a public meeting recently, and filled the room with its members, so as to keep the CAVE people (citizens against virtually everything) to a minimum.

d) This could be an issue for the Industry Summit, and added to the agenda for September's meeting.

e) Why hasn't CCA used its Government Relations consultant on this issue? - CCA is not running a national campaign, and also, that would be too expensive an issue to tackle that way. However, the Civil Infrastructure Council has been knee-deep in this issue and has issued 3 reports, including talking points, that have been sent to the LCAs.

f) The main concern is that the LCAs need to better coordinate their efforts and communications, and all help from CCA in this regard would be appreciated.

#### 18.0 Adjournment

**Gil Brulotte** then announced that the next CCA Board meeting would be held in Fort McMurray, Saskatchewan, and that a notice to all Board Members and LCAs would be issued.

The meeting was adjourned.

**Date:** June 16, 2016

**CCA Board Meeting – Part 1  
Attendance Sheet**

**Location:** Delta Hotel – Halifax, NS

<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>City</b>	<b>State</b>	<b>Attendance</b>
Ackerley	Glenn	WeirFoulds LLP	TORONTO	ON	<b>Present</b>
Aitken	Murray	Morven Construction Ltd.	NAPANEE	ON	<b>Absent</b>
Aquino	John	Bondfield Construction Company Ltd.	CONCORD	ON	<b>Present</b>
Baker	Lee	Tremco Canada	BRANTFORD	ON	<b>Present</b>
Banfai	Geza	McMillan LLP	TORONTO	ON	<b>Present</b>
Bassett	Ray	Travelers Insurance Company of Canada	TORONTO	ON	<b>Present</b>
Berlando	Dwayne	Lahrman Construction Inc.	LACOMBE	AB	<b>Present</b>
Bockstael	John	Bockstael Construction Limited	WINNIPEG	MB	<b>Present</b>
Borger	J. Henry	Borland Construction Inc.	WINNIPEG	MB	<b>Present</b>
Boudreau	Nicole	Ed Brunet & Associés/Associates Inc.	GATINEAU	QC	<b>Present</b>
Bowcott	David	Aon Reed Stenhouse Inc.	TORONTO	ON	<b>Present</b>
Boyd	Ian	Bird Construction Inc.	MISSISSAUGA	ON	<b>Present</b>
Brulotte	Gil	EllisDon Corporation	FORT SASKATCHEWAN	AB	<b>Present</b>
Collings	Rhonda	Glenn Collings Ltd.	GANDER	NL	<b>Present</b>
Cooke	Bob	Division 15 Mechanical Ltd.	SURREY	BC	<b>Present</b>
Coote	Stephen	Group 92 Mechanical Inc.	ST CATHARINES	ON	<b>Present</b>
Cruikshank	Steve	Cruikshank Construction Limited	KINGSTON	ON	<b>Present</b>
Cusveller	Kees	Graham Group Ltd.	CALGARY	AB	<b>Present</b>
Dallaire	Jean	BMA Avocats inc.	QUEBEC	QC	<b>Present</b>
Emir	Zey	Revay et Associates Limited	MONTRÉAL	QC	<b>Present</b>
Enns	John	Vector Construction Ltd.	WINNIPEG	MB	<b>Present</b>
Flamand	Dave	Peak Mechanical Partnership	SASKATOON	SK	<b>Present</b>
Flemming	John	Ocean Contractors Limited	DARTMOUTH	NS	<b>Present</b>
Graham	Andrew	Modern Construction (1983) Ltd.	MONCTON	NB	<b>Present</b>
Graham	Dave	Smith & Long Limited	MARKHAM	ON	<b>Present</b>
Grose	Peter	Westland Construction Ltd.	WINNIPEG	MB	<b>Present</b>
Hauck	Gary	Ball Construction Ltd.	KITCHENER	ON	<b>Present</b>
Hayward	Steve	Extreme East Metals	PARADISE	NL	<b>Present</b>
Hendriks	Bert	R.W. Tomlinson Limited	GLOUCESTER	ON	<b>Absent</b>
Heyens	Paul	Alberta Glass Company Inc.	CALGARY	AB	<b>Present</b>
Higginson	John	Black & McDonald	SCARBOROUGH	ON	<b>Present</b>
Hildenbrandt	Bob	Graham Group Ltd.	CALGARY	AB	<b>Present</b>
Houle	Yvan	Borden Ladner Gervais LLP	MONTRÉAL	QC	<b>Present</b>
Kerr	Russ	Vipond Fire Protection	BARRIE	ON	<b>Present</b>
Kinley	Dave	Concept Electric Ltd./Concept Industries Ltd.	CALGARY	AB	<b>Absent with regrets</b>
Koke	George	The Island Construction Ltd.	CHARLOTTETOWN	PE	<b>Present</b>
Kuysters	Alan	PCL Construction Management Inc.	EDMONTON	AB	<b>Absent with regrets</b>
Lefebvre	Yves	Black & McDonald Limited	MONTRÉAL	QC	<b>Present</b>
Leger	Roger	Canada Culvert	SHEDIAC	NB	<b>Present</b>

Loisel	Alexis	L.A. Hébert Itée	BOISBRIAND	QC	<b>Absent</b>
Long	Phil	Maple Reinders Inc.	KELOWNA	BC	<b>Present</b>
Loughborough	Hugh	Aecon Group Inc.	CAMBRIDGE	ON	<b>Present</b>
MacPherson	Grant	MacLean Construction Ltd.	CHARLOTTETOWN	PE	<b>Present</b>
Massicotte	Serge	Massicotte Construction Ltd.	VANIER	ON	<b>Present</b>
McDonald	John	ADI Atlantic Inc.	FREDERICTON	NB	<b>Present</b>
McEvoy	Kevin	Guildfords (2005) Inc.	MOUNT PEARL	NL	<b>Present</b>
McLean	Ross	Houle Electric	SAANICHTON	BC	<b>Absent with regrets</b>
McNally	Chris	C & M McNally Engineering Corp.	BURLINGTON	ON	<b>Present</b>
Meunier	Robert	Maestro Technologies Inc.	VARENNES	QC	<b>Present</b>
Nobes	Brendan	rcs Construction Inc.	BEDFORD	NS	<b>Present</b>
Otway	Robert	PCL Construction Management Inc.	EDMONTON	AB	<b>Present</b>
Owens	John	Revay and Associates Ltd.	NEPEAN	ON	<b>Present</b>
Parker	Kelly	BFL CANADA Risk and Insurance Services Inc.	TORONTO	ON	<b>Present</b>
Paslowski	Dave	ASL Paving Limited	SASKATOON	SK	<b>Present</b>
Pouliot	Jean	Produits métalliques PMI	RIMOUSKI	QC	<b>Present</b>
Rasenberg	John	JMR Electric Ltd.	EXETER	ON	<b>Present</b>
Reidy	Bob	Taillieu Construction	HEADINGLEY	MB	<b>Absent with regrets</b>
Reinders	Mike	Maple Reinders Group Ltd.	MISSISSAUGA	ON	<b>Absent with regrets</b>
Roy	Francis	Gyptech Acoustique inc.	ST-NICOLAS	QC	<b>Present</b>
Saunders	Kirk	EllisDon Corporation Ltd	ST. JOHN'S	NL	<b>Present</b>
Scott	Bradley	Basin Contracting Limited	ENFIELD	NS	<b>Present</b>
Seibel	Paul	ACL Steel Ltd.	KITCHENER	ON	<b>Absent</b>
Shaw	Sam	C & S Builders Ltd.	MOOSE JAW	SK	<b>Present</b>
Sheldrick	Jason	EllisDon Corporation	SASKATOON	SK	<b>Absent</b>
Sheppard	Brad	Allied Construction Management Inc.	ST. JOHN'S	NL	<b>Present</b>
Sinclair	Shane	Marsh Canada Limited	TORONTO	ON	<b>Present</b>
Smith	Ron	W.F. Botkin Construction Ltd.	REGINA	SK	<b>Present</b>
Spence	Bob	Lafarge Canada Inc	CALGARY	AB	<b>Absent</b>
Spracklin	Dan	Trident Construction Limited	MOUNT PEARL	NL	<b>Present</b>
Tenney	Chad	Hall Constructors Corp.	SURREY	BC	<b>Present</b>
Timms	Roy	Timbro Design-Build Contractors	WELLAND	ON	<b>Present</b>
Tremblay	Martin	Qualité Construction (CDN) Itée	Saint-Augustin-De-Desmaures	QC	<b>Present</b>
Turner	Larry	Grey Wolf Builders Inc.	WHITEHORSE	YT	<b>Present</b>
Valente	Anibal R.	PCL Constructors Inc.	RICHMOND	BC	<b>Present</b>
van Bolderen	Gary	Dutch Masters Construction Services Ltd.	BARRIE	ON	<b>Present</b>
Van Bree	Mark	Birnam Excavating	WARWICK TWSP	ON	<b>Present</b>
Verhesen	Paul	Clark Builders	EDMONTON	AB	<b>Absent</b>
Vine	Frederick	EllisDon Construction Services Inc.	CALGARY	AB	<b>Present</b>
Walker	Derek	Mulder Construction & Materials Ltd.	WEST ST PAUL	MB	<b>Present</b>
Waunch	Patrick	Rambow Mechanical Ltd.	KELOWNA	BC	<b>Present</b>
Weismiller	Stan	Winvan Paving Ltd.	NEW WESTMINSTER	BC	<b>Present</b>
Withoos	Peter	M.D. Steele Construction Ltd.	WINNIPEG	MB	<b>Present</b>

Wood	David	Municipal Group of Companies	BEDFORD	NS	<b>Present</b>
Wrobel	Joe	JPW Road & Bridge Inc.	ARMSTRONG	BC	<b>Present</b>
Zacharias	Sue	United Concrete & Gravel Ltd.	WILLIAMS LAKE	BC	<b>Present</b>

<b>Date:</b>	June 17, 2016	<b>CCA Board Meeting – Part 2 Attendance Sheet</b>			
<b>Location:</b>	Delta Hotel – Halifax, NS				

<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>City</b>	<b>State</b>	<b>Attendance</b>
Ackerley	Glenn	WeirFoulds LLP	TORONTO	ON	<b>Present</b>
Aitken	Murray	Morven Construction Ltd.	NAPANEE	ON	<b>Absent</b>
Aquino	John	Bondfield Construction Company Ltd.	CONCORD	ON	<b>Present</b>
Baker	Lee	Tremco Canada	BRANTFORD	ON	<b>Present</b>
Banfai	Geza	McMillan LLP	TORONTO	ON	<b>Present</b>
Bassett	Ray	Travelers Insurance Company of Canada	TORONTO	ON	<b>Present</b>
Berlando	Dwayne	Lahrman Construction Inc.	LACOMBE	AB	<b>Present</b>
Bockstael	John	Bockstael Construction Limited	WINNIPEG	MB	<b>Present</b>
Borger	J. Henry	Borland Construction Inc.	WINNIPEG	MB	<b>Present</b>
Boudreau	Nicole	Ed Brunet & Associés/Associates Inc.	GATINEAU	QC	<b>Present</b>
Bowcott	David	Aon Reed Stenhouse Inc.	TORONTO	ON	<b>Present</b>
Boyd	Ian	Bird Construction Inc.	MISSISSAUGA	ON	<b>Present</b>
Brulotte	Gil	EllisDon Corporation	FORT SASKATCHEWAN	AB	<b>Present</b>
Collings	Rhonda	Glenn Collings Ltd.	GANDER	NL	<b>Present</b>
Cooke	Bob	Division 15 Mechanical Ltd.	SURREY	BC	<b>Present</b>
Coote	Stephen	Group 92 Mechanical Inc.	ST CATHARINES	ON	<b>Present</b>
Cruickshank	Steve	Cruickshank Construction Limited	KINGSTON	ON	<b>Present</b>
Cusveller	Kees	Graham Group Ltd.	CALGARY	AB	<b>Present</b>
Dallaire	Jean	BMA Avocats inc.	QUEBEC	QC	<b>Present</b>
Emir	Zey	Revay et Associates Limited	MONTRÉAL	QC	<b>Present</b>
Enns	John	Vector Construction Ltd.	WINNIPEG	MB	<b>Present</b>
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Flemming	John	Ocean Contractors Limited	DARTMOUTH	NS	<b>Present</b>
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Hildenbrandt	Bob	Graham Group Ltd.	CALGARY	AB	<b>Present</b>
Houle	Yvan	Borden Ladner Gervais LLP	MONTRÉAL	QC	<b>Present</b>

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MacPherson	Grant	MacLean Construction Ltd.	CHARLOTTETOWN	PE	<b>Present</b>
Massicotte	Serge	Massicotte Construction Ltd.	VANIER	ON	<b>Absent</b>
McDonald	John	ADI Atlantic Inc.	FREDERICTON	NB	<b>Present</b>
McEvoy	Kevin	Guildfords (2005) Inc.	MOUNT PEARL	NL	<b>Present</b>
McLean	Ross	Houle Electric	SAANICHTON	BC	<b>Absent with regrets</b>
McNally	Chris	C & M McNally Engineering Corp.	BURLINGTON	ON	<b>Present</b>
Meunier	Robert	Maestro Technologies Inc.	VARENNES	QC	<b>Present</b>
Nobes	Brendan	rcs Construction Inc.	BEDFORD	NS	<b>Present</b>
Otway	Robert	PCL Construction Management Inc.	EDMONTON	AB	<b>Present</b>
Owens	John	Revay and Associates Ltd.	NEPEAN	ON	<b>Present</b>
Parker	Kelly	BFL CANADA Risk and Insurance Services Inc.	TORONTO	ON	<b>Present</b>
Paslawski	Dave	ASL Paving Limited	SASKATOON	SK	<b>Present</b>
Pouliot	Jean	Produits métalliques PMI	RIMOUSKI	QC	<b>Present</b>
Rasenberg	John	JMR Electric Ltd.	EXETER	ON	<b>Present</b>
Reidy	Bob	Taillieu Construction	HEADINGLEY	MB	<b>Absent with regrets</b>
Reinders	Mike	Maple Reinders Group Ltd.	MISSISSAUGA	ON	<b>Absent with regrets</b>
Roy	Francis	Gyptech Acoustique inc.	ST-NICOLAS	QC	<b>Present</b>
Saunders	Kirk	EllisDon Corporation Ltd	ST. JOHN'S	NL	<b>Present</b>
Scott	Bradley	Basin Contracting Limited	ENFIELD	NS	<b>Present</b>
Seibel	Paul	ACL Steel Ltd.	KITCHENER	ON	<b>Absent</b>
Shaw	Sam	C & S Builders Ltd.	MOOSE JAW	SK	<b>Present</b>
Sheldrick	Jason	EllisDon Corporation	SASKATOON	SK	<b>Absent</b>
Sheppard	Brad	Allied Construction Management Inc.	ST. JOHN'S	NL	<b>Present</b>
Sinclair	Shane	Marsh Canada Limited	TORONTO	ON	<b>Present</b>
Smith	Ron	W.F. Botkin Construction Ltd.	REGINA	SK	<b>Present</b>
Spence	Bob	Lafarge Canada Inc	CALGARY	AB	<b>Absent</b>
Spracklin	Dan	Trident Construction Limited	MOUNT PEARL	NL	<b>Present</b>
Tenney	Chad	Hall Constructors Corp.	SURREY	BC	<b>Present</b>
Timms	Roy	Timbro Design-Build Contractors	WELLAND	ON	<b>Present</b>
Tremblay	Martin	Qualité Construction (CDN) Itée	Saint-Augustin-De-Desmaures	QC	<b>Present</b>
Turner	Larry	Grey Wolf Builders Inc.	WHITEHORSE	YT	<b>Present</b>
Valente	Anibal R.	PCL Constructors Inc.	RICHMOND	BC	<b>Present</b>
van Bolderen	Gary	Dutch Masters Construction Services Ltd.	BARRIE	ON	<b>Present</b>
Van Bree	Mark	Birnam Excavating	WARWICK TWSP	ON	<b>Present</b>

Verhesen	Paul	Clark Builders	EDMONTON	AB	<b>Absent</b>
Vine	Frederick	EllisDon Construction Services Inc.	CALGARY	AB	<b>Present</b>
Walker	Derek	Mulder Construction & Materials Ltd.	WEST ST PAUL	MB	<b>Present</b>
Waunch	Patrick	Rambow Mechanical Ltd.	KELOWNA	BC	<b>Present</b>
Weismiller	Stan	Winvan Paving Ltd.	NEW WESTMINSTER	BC	<b>Present</b>
Withoos	Peter	M.D. Steele Construction Ltd.	WINNIPEG	MB	<b>Present</b>
Wood	David	Municipal Group of Companies	BEDFORD	NS	<b>Present</b>
Wrobel	Joe	JPW Road & Bridge Inc.	ARMSTRONG	BC	<b>Present</b>
Zacharias	Sue	United Concrete & Gravel Ltd.	WILLIAMS LAKE	BC	<b>Present</b>

<b>CCA Board Meeting – Attendance Sheet GUESTS</b>				
<b>Date:</b>	June 16 & 17, 2016			
<b>Location:</b>	Delta Hotel – Halifax, NS			
<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>City</b>	<b>State</b>
Atkinson	Mike	CCA	Ottawa	ON
Borne	Robin	CCA	Ottawa	ON
Boroskae	Barb	Winnipeg Construction Association	Winnipeg	MB
Bourque	Nicole	ACQ- Québec	Québec	QC
Brunet	Bob	CRCA	Ottawa	ON
Cautillo	Giovanni	OSWCA	Mississauga	ON
Cole	Lindsay	DCN	Toronto	ON
Cooper	Mark	Saskatchewan Construction Association	Regina	SK
Doucette	Trevor	Edmonton Construction Association	Edmonton	AB
Famulak	Fiona	VRCA	Vancouver	BC
Ferreira	Bill	CCA	Ottawa	ON
Froment	Michel	CCA	Ottawa	ON
George	Martha	GVCA	Cambridge	ON
Gibson	Ken	Alberta Construction Association	Edmonton	AB
Hambley	Ron	Winnipeg Construction Association	Winnipeg	MB
Hamel	Pierre	ACQ	Montreal	QC
Hicks	Debbie	Calgary Construction Association	Calgary	AB
Lancastle	Ken	CCA	Ottawa	ON
Lee	Eric	CCA	Ottawa	ON
Lorenc	Chris	MHCA	Winnipeg	MB
McKeagan	Richard	MCA Canada	Ottawa	ON
McNicoll	John	Edmonton Construction Association	Edmonton	AB
Montpetit	Chantal	CCA	Ottawa	ON
Murphy	Joe	PEI Road Builders & Heavy Construction Association	Charlottetown	PE
Neary	Rhonda	NLCA	St. John's	NL
Rangi	Aneel	CCA	Ottawa	ON
Sanderson	Sam	Construction Association of PEI	Charlottetown	PE

Smith	Dave	Calgary Construction Association	Calgary	AB
Syvenkey	Gene	ARHCA	Edmonton,	AB
Thurston	Clive	OGCA	Mississauga	ON
Wallace	Stephanie	CCA	Ottawa	ON
Wilkinson	Geoff	ORBA	Mississauga	ON