

November 29, 2018

Dear VRCA member,

**Call for Divisional Council Chair and Vice Chair nominations – We need you to help us deliver our visionary 2017-2020 strategic plan!**

*a. Background*

At VRCA's Annual General Meeting on **February 21, 2019**, the members will elect the 2019/20 Board of Directors comprising 14 directors:

- The immediate Past-Chair (1)
- The chair of each of the General Contractors, Trade Contractors and Manufacturers and Suppliers Divisional Councils (3)
- Three other members from each Division (9)
- One individual elected or appointed by the U40 Network (1)

*b. Divisional Council Elections*

The majority of VRCA's membership is contained within three Divisions:

- General Contractors
- Trade Contractors
- Manufacturers, Suppliers and Service Providers (e.g. lawyers, insurance companies etc.)

Each of the three Divisions must govern its own affairs and, on an annual basis, elect or appoint a Divisional Council comprising a Chair and two Vice-Chairs, to serve and represent the Division for one year commencing at the Annual General Meeting.

The three Divisional Councils will be elected by their respective Division at meetings on **January 15, 16 and 17, 2019**.

The elected Chair of each Divisional Council will be a candidate for election to the 2019/20 Board of Directors and be nominated by the Governance and Nominations Committee.

*c. Interested?*

If you are interested in running for the position of Chair or Vice Chair on any of the three Divisional Councils, please review the attached 2019/20 Divisional Council Nomination Package, complete the required details and submit to [president@vrca.ca](mailto:president@vrca.ca) no later than **Thursday, December 20, 2018 at 5pm**.

Regards

Graham Sibbald

*Chair, Governance and Nominations Committee*

## **2019/20 Divisional Council Nomination Package**

### **1. Introduction**

Founded in 1929, the Vancouver Regional Construction Association (VRCA) is the largest of four regional construction associations in British Columbia and 5<sup>th</sup> largest in Canada that serves the industrial, commercial and institutional construction industry.

VRCA is dedicated to serving its members by enabling them to compete effectively in a stable, efficient and profitable industry. In that context, historically, the association has offered programs and services that facilitate members' access to:

- Education and training
- Networking
- Pre Bid data and project opportunities
- An employer-centric affinity program

In addition, the association has represented its members' interests at municipal government level and, through its partnerships with the BC and Canadian Construction Associations, at provincial and national government levels.

It is in this context that the VRCA's Board of Directors assembled on May 4, 2017, to develop the association's 2017-2020 strategic direction.

### **2. VRCA's vision for the future**

As a \$16 billion dollar industry, construction provides 8 per cent of BC's wealth and employs more than 210,000 workers, making it BC's largest employer in the goods sector. We believe that excellence, underpinned by a culture of learning and innovation, is a critical factor for the survival and prosperity of VRCA's members and BC's construction industry as a whole.

Our vision is to be the recognized leader and sought after voice of a strong and vibrant construction industry in the Lower Mainland.

Our Big Hairy Audacious Goal (BHAG) is to be Canada's premier construction centre of excellence by 2027. We believe that as a construction centre of excellence we will bring about the transformational change required by our members, the industry and society to navigate the future successfully, by catalyzing the adoption of best-in-class, innovative construction processes, technologies, materials and business strategies.

### **3. VRCA's 2017-2020 strategic direction**

Our purpose is to serve our members by enabling them to compete effectively in a stable, efficient and profitable industry.

During 2017-2020, our activities will elevate to a new level VRCA's industry roles – to Educate, Advocate and Facilitate – and comprise the evolution of current, and the development of new programs and services to harness the opportunities and address the problems and challenges facing members

now and in future. The three pillars will be underpinned by a foundation of four business goals to optimize the use of VRCA’s building, achieve full brand recognition as a construction centre of excellence in the marketplace, continue to adopt best practice board governance and operational processes and procedures, and achieve long-term financial viability.

Our seven 2017-2020 strategic goals define what we want to achieve in the period. They are:

EDUCATE	ADVOCATE	FACILITATE
1. Foster a culture of continuous learning across the industry by providing world class technical and non-technical education and training.	2. Foster an environment that encourages collaboration, innovation and adoption of standard practices in order to promote fair, open and transparent business practices across the industry.	3. Enable connections and opportunities across the industry by providing a range of business-oriented programs, services and support that include first-class networking opportunities.
4. Optimize the use of VRCA’s building as an important educational and promotional tool for construction best practices.		
5. Achieve full brand recognition as the premier Construction Centre of Excellence in Canada through VRCA’s programs, services and advocacy work.		
6. Lead by example through adoption of best practice board governance and operational processes and procedures that support delivery of VRCA’s vision and mission.		
7. Achieve long-term financial viability through exceptional leadership.		

#### 4. VRCA’s governance

VRCA operates according to Bylaws dated April 11, 2016. Copies of VRCA’s constitution and bylaws are available on request.

The governance of the VRCA is vested in a Board of 14 directors elected by the membership. The Board’s composition reflects the majority of VRCA’s membership and includes representatives from three Divisions:

- General Contractors
- Trade Contractors
- Manufacturers, Suppliers and Service Providers (e.g. lawyers, insurance companies etc.)

Each Division has a Divisional Council comprising a Chair and two Vice Chairs, who are elected or appointed to serve and represent the Division for one year commencing at the Annual General Meeting.

The Chair of each Divisional Council is a candidate for election to the Board of Directors.

## 5. Divisional Councils' and Directors' competencies

As an organization, VRCA is evolving rapidly in line with the industry it supports and represents. It is therefore of fundamental importance that its Divisional Councils and Board of Directors comprise industry leaders, recognized by their peers as progressive and highly experienced, who can envision how the industry will continue to evolve and how VRCA needs to respond in order to best support its members.

VRCA's Director Competency Matrix is a tool that allows the association to communicate the core and desired knowledge, skills and experience it requires of its Divisional Councils and Board of Directors and to ensure that the current and future bench strength of the Divisional Councils and Board of Directors is in line with what the organization needs as it evolves.

Core board knowledge, skills and experience:

- Board governance
- CEO/enterprise leadership
- Financial experience
- Industry/sector experience

Desired board knowledge, skills and experience:

- Accounting/audit
- Advocacy/communications
- Business development
- Construction innovation
- Diversity e.g. gender, cultural balance
- Fundraising
- Geographical reach
- Government relations
- Human Resources/performance management/compensation
- Information technology/e-commerce/privacy regulations
- Legal/regulatory incl. insurance
- Member relations
- Operational and organizational activities
- Project management
- Risk and control
- Sales and marketing
- Stakeholder relations
- Strategic planning

All Divisional Council and Board of Directors nominees are required to confirm the extent of their knowledge, skills and experience in line with the above criteria.

## **6. Divisional Council roles and responsibilities**

The 2017-2020 strategic direction was developed by VRCA's Board of Directors that includes members from each of the three Divisions. Throughout the year, therefore, each Divisional Council will evolve its work to support the 2017-2020 plan so that it (a) increases member engagement (b) delivers tangible outputs e.g. education, dialogue with industry stakeholders, specific direction to the Board of Directors, and (c) becomes a cohesive and powerful voice for the industry.

The Council Chair must chair all meetings of their respective Division, liaise with VRCA staff and members (as needed) in respect of Division business. The Vice Chairs must perform the Council Chair's duties when the Council Chair is absent.

## **7. Divisional Council obligations**

The Divisional Council can expect to devote approximately 3-5 hours of their time every 2-3 months to Council work.

Specifically:

- Planning agendas for Division meetings
- Attending Division meetings as scheduled (normally every 2-3 months, 3.30-5.00pm each time)
- Participating in VRCA programs and events, including but not limited to any Tri-Council meeting designed to address industry issues that are common to the three Divisions
- Engaging members to participate in Division initiatives
- Staying abreast of industry and general business issues as they relate to their respective Division

## **8. Divisional Council term**

Each Council Chair and Vice Chair will hold a one year term that commences at the Annual General Meeting.

## 2019/20 Divisional Council Nomination Form

Thank you for your interest in participating on the 2019/20 Divisional Councils.

- Complete Sections 1, 2, 3 and 4 below.
- Submit the completed Nomination Form to [president@vrca.ca](mailto:president@vrca.ca) no later than **Thursday, December 20, 2018 at 5pm.**

Each current Divisional Council, comprising its Chair and two Vice Chairs, will review all nominations received for its Council before its Division meeting on January 15, 16 or 17, 2019, where the 2019/20 Divisional Councils will be elected.

### Section 1 – Your details

<i>Name</i>	
<i>Position/title</i>	
<i>Company name</i>	
<i>Division:</i> <ul style="list-style-type: none"> <li>• <i>General Contractor</i></li> <li>• <i>Trade Contractor</i></li> <li>• <i>Manufacturer or Supplier</i></li> <li>• <i>Service Provider</i></li> </ul>	
I agree that my name be put forward for consideration for the above 2019/20 Divisional Council:	
<i>Signature</i>	

### Section 2 – Your biography

In a maximum of 250 words, please tell us why you are interested in participating on the above 2019/20 Divisional Council, in particular, highlighting your background and the strengths and experience you will bring to the Council.

### Section 3 – Your knowledge, skills and experience

VRCA’s Director Competency Matrix is a tool that allows the association to communicate the core and desired knowledge, skills and experience it requires of its Divisional Councils and Board of Directors and to ensure that the current and future bench strength of the Divisional Councils and Board of Directors is in line with what the organization needs as it evolves.

Please confirm your competencies in line with the following criteria using the following scale:  
1 - no experience, 2 – little experience, 3 – some experience, 4 – considerable experience

<i>Criteria</i>	<i>Assessment (1,2,3 or 4)</i>
<b>Core board knowledge, skills and experience:</b>	
- Board governance	
- CEO/enterprise leadership	
- Financial experience	
- Industry/sector experience	

<b>Desired board knowledge, skills and experience:</b>	
- Accounting/audit	
- Advocacy/communications	
- Business development	
- Construction innovation	
- Diversity e.g. gender, cultural balance	
- Fundraising	
- Geographical reach	
- Government relations	
- Human Resources/performance management/compensation	
- Information technology/e-commerce/privacy regulations	
- Legal/regulatory incl. insurance	
- Member relations	
- Operational and organizational activities	
- Project management	
- Risk and control	
- Sales and marketing	
- Stakeholder relations	
- Strategic planning	

**Section 4 – Endorsements**

My nomination is endorsed by the following five (5) individuals all of whom represent members of VRCA that are in my Division and that are in good standing:	
1. <i>Company name</i>	
<i>Name and title</i>	
2. <i>Company name</i>	
<i>Name and title</i>	
3. <i>Company name</i>	
<i>Name and title</i>	
4. <i>Company name</i>	
<i>Name and title</i>	
5. <i>Company name</i>	
<i>Name and title</i>	