



Global Competitiveness

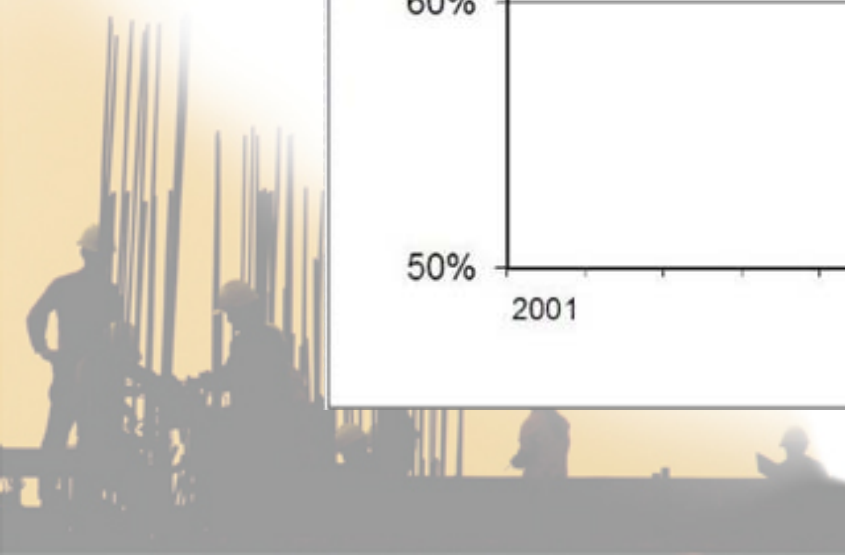
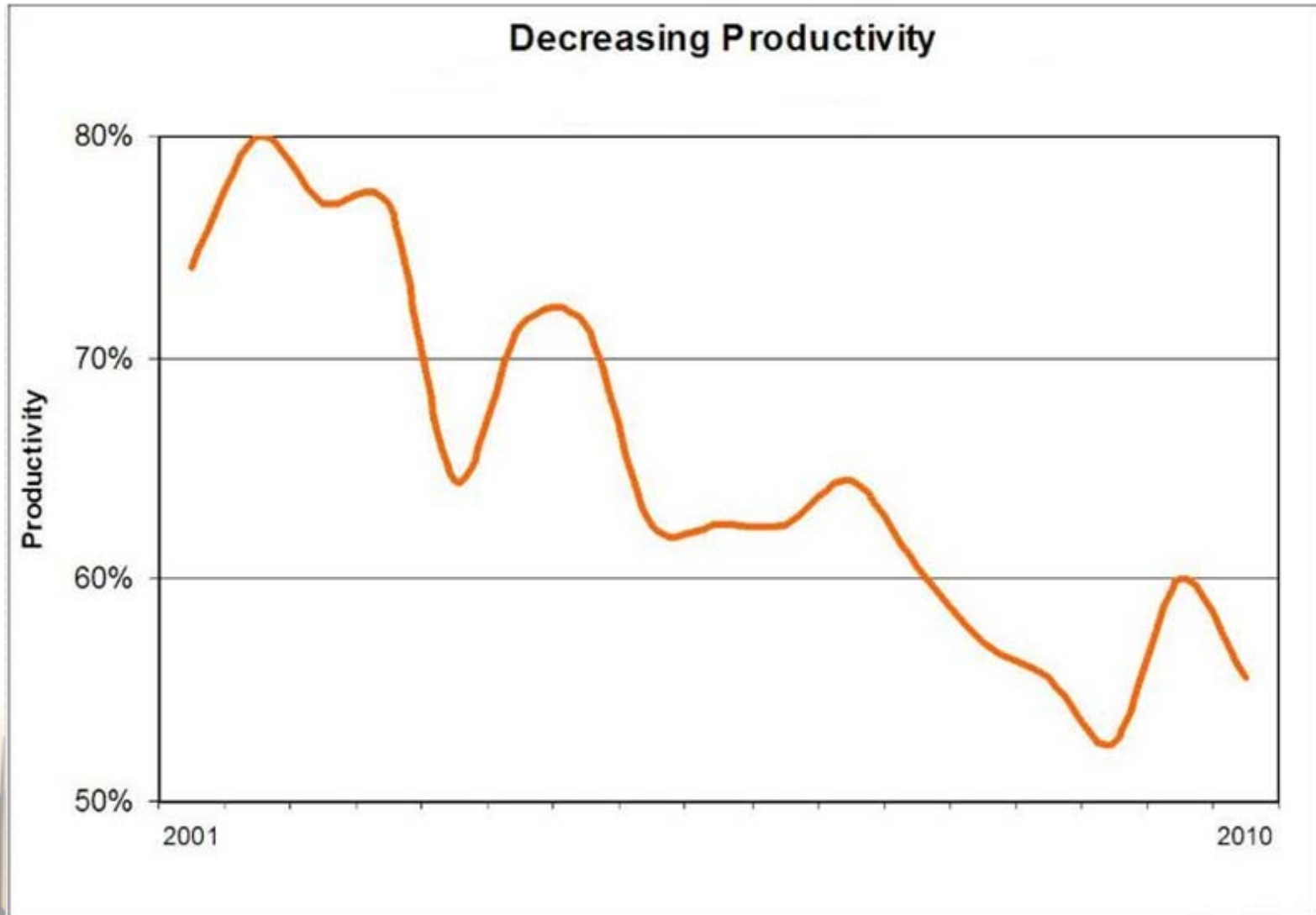
What is it going to take?



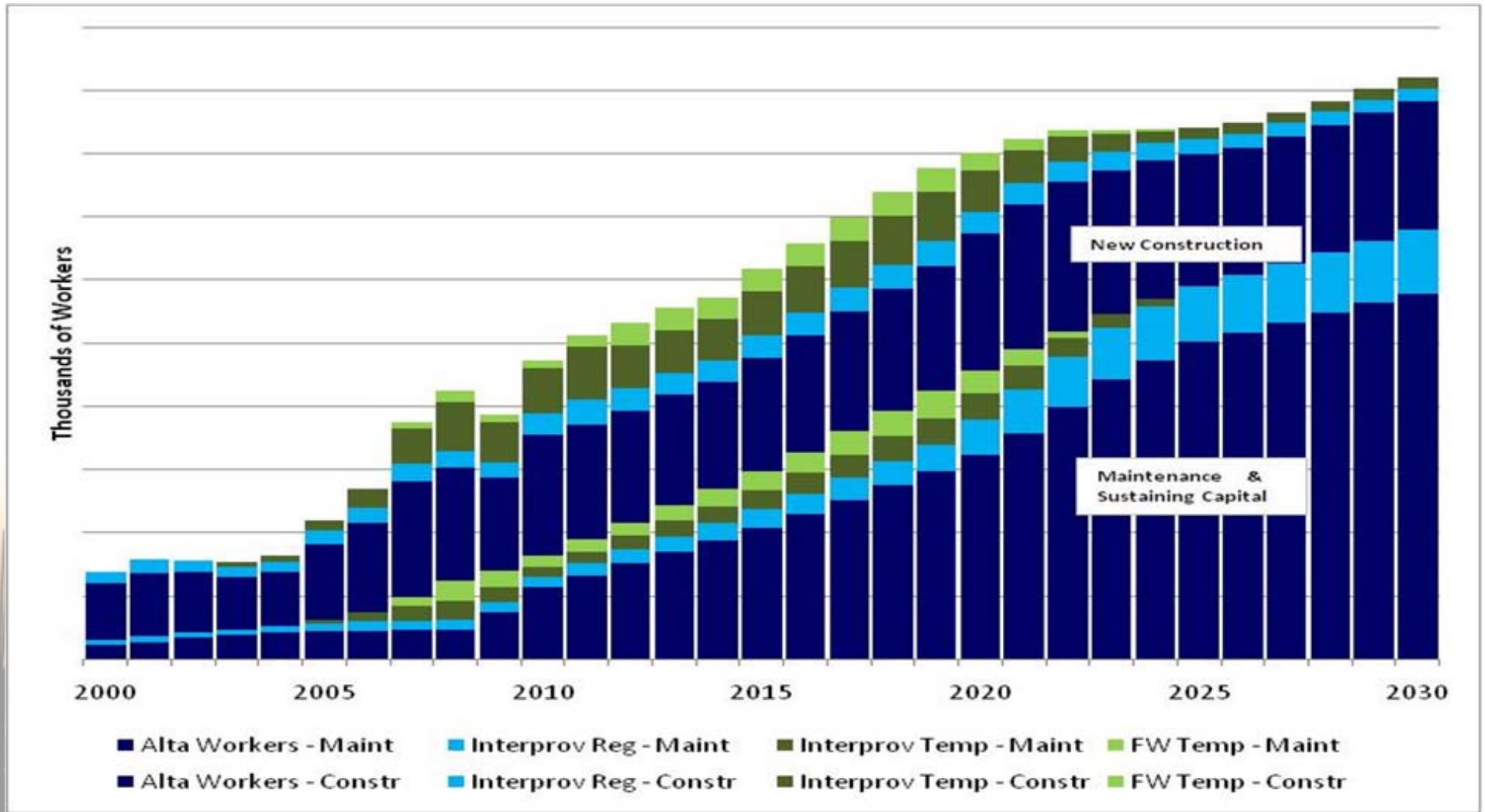


COAA
Construction Owners
Association of Alberta

Globally Competitive?



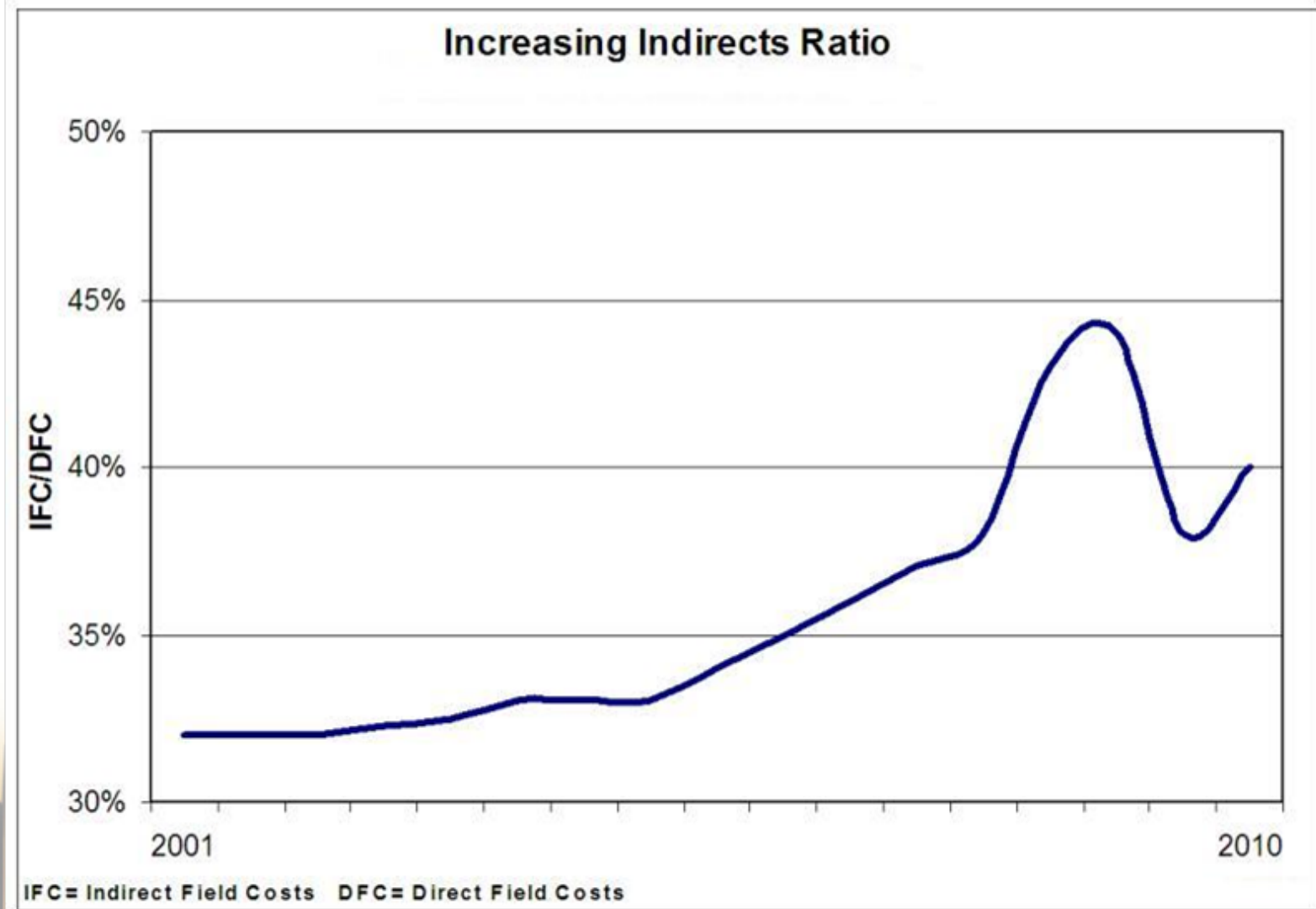
Labour Demand Curve



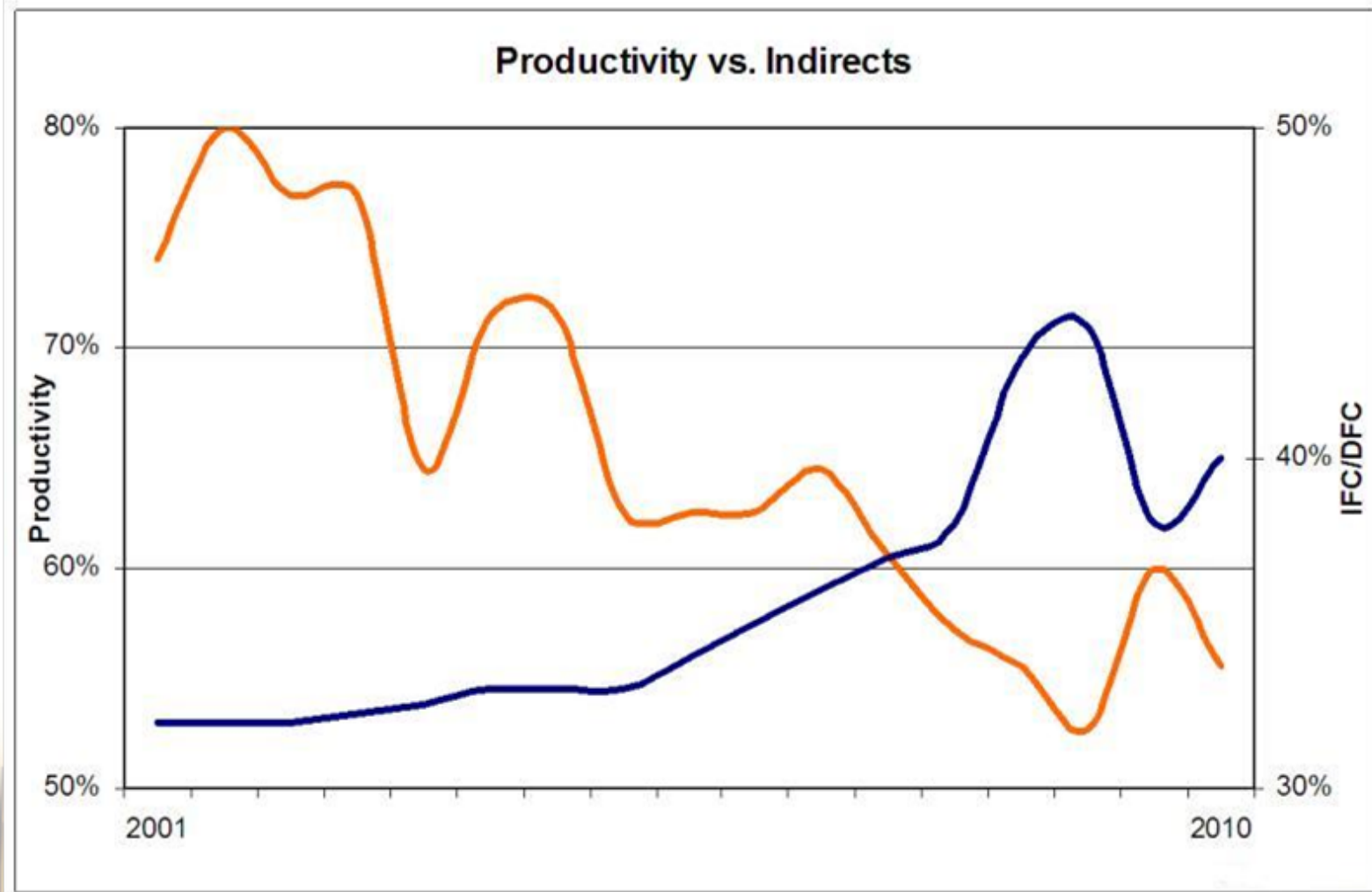


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Compounding the issue



The Double Negative!



Who can do something about it?

- Owners
- Governments
- Labour
- Contractors



Challenge



Two different views

Opportunity





Owners

Challenge

Owners

- Risk to return on investment
- Risk to future investment

Opportunity



Challenge

Owners

- Risk to return on investment
- Risk to future investment

Government

- **Resources are the base of our economy and construction makes them accessible**
- **Constrained project delivery = constrained economic performance**

Opportunity



Challenge

Owners

- Risk to return on investment
- Risk to future investment

Government

- Resources are the base of our economy and construction makes them accessible
- Constrained project delivery = constrained economic performance

Opportunity

Labour

- **Career opportunities**
- **Leadership opportunities**



Challenge

Owners

- Risk to return on investment
- Risk to future investment

Government

- Resources are the base of our economy and construction makes them accessible
- Constrained project delivery = constrained economic performance

Contractors

Opportunity

Labour

- Career opportunities
- Leadership opportunities

Contractors

- **Opportunity to become a preferred employer**
- **Opportunity to become a world-class contractor**



How do we reverse the trends?

By working together (contractors, labour, owners, government)

- COAA Mission

COAA provides leadership to enable the Alberta heavy industrial construction and industrial maintenance industries to be successful in our drive for safe, effective, timely and productive project execution in their industry.

- Deliver **world-class projects** through **improved productivity**
- COAA “**Best Practices**” and shared knowledge

- **Safety**

- **Contracts**

- **Rework**

- **Benchmarking**

- **Workface Planning**

- **Workforce Development**



How do we close the gap?

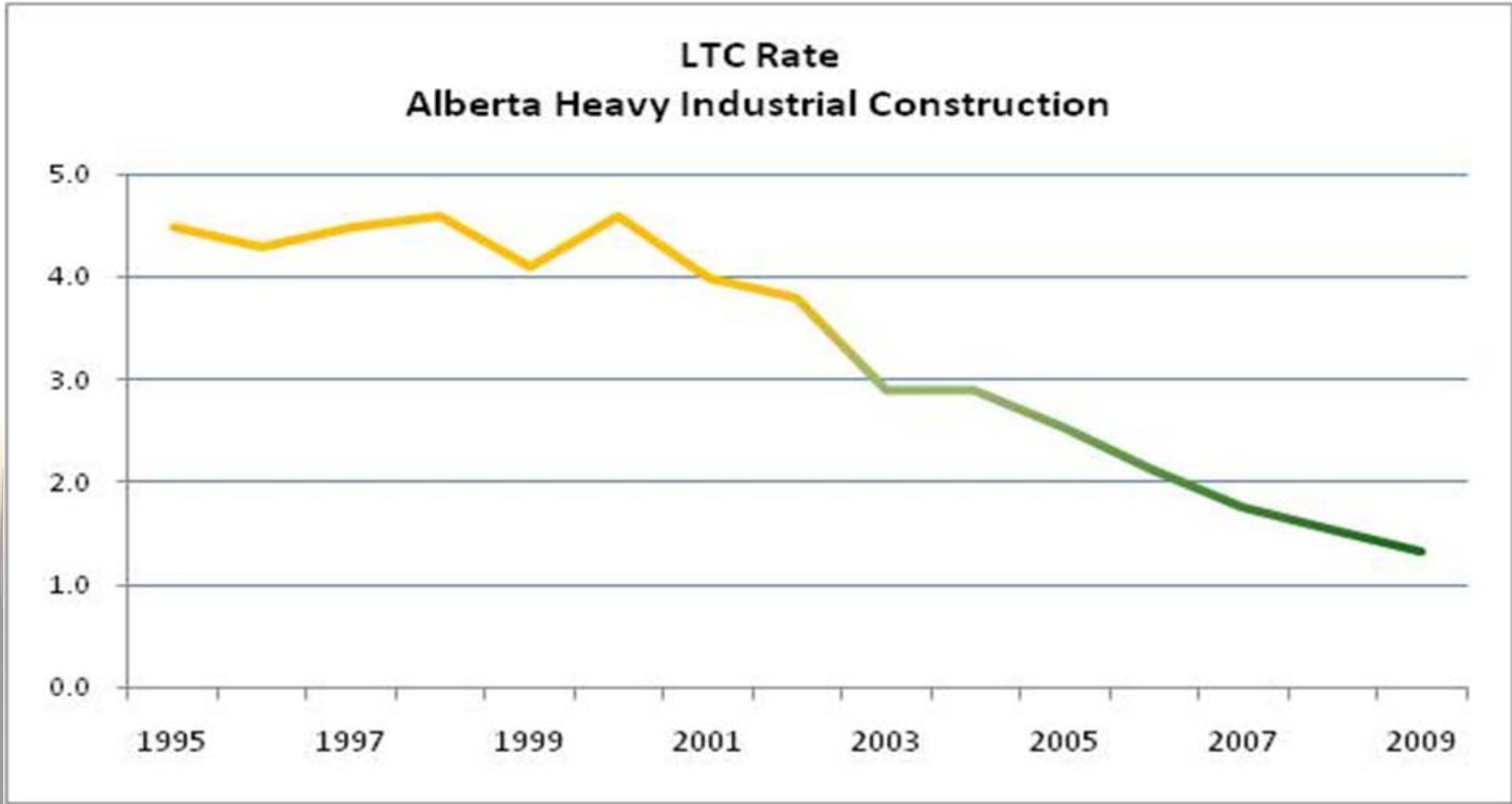
Through best practices & shared knowledge

Safety

- Behaviour Based Safety
- Canadian Model
- CSTS
- EHS Management
- Owners Guide
- Incident Investigation
- Training Records
- FLRA



...and the actual results of collaboration in the area of safety are



How do we close the gap?

Through best practices & shared knowledge

Safety

- Behaviour Based Safety
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Contracts

- Stipulated Price Contracts
- EPC Contracts
- EPCM Contracts
- Builders' Lien Act
- Contractor Pre-qualification



How do we close the gap?

Through best practices & shared knowledge

Rework

- Overtime Best Practices
- Project Rework Reduction Tool



How do we close the gap?

Through best practices & shared knowledge

Rework

- Overtime Best Practices
- Project Rework Reduction Tool

Benchmarking

- Benchmarking (Phase 1 Report)
- Phase II data collection

Workface Planning

- In-depth Look
- Implementation Guide
- Path of Construction



How do we close the gap?

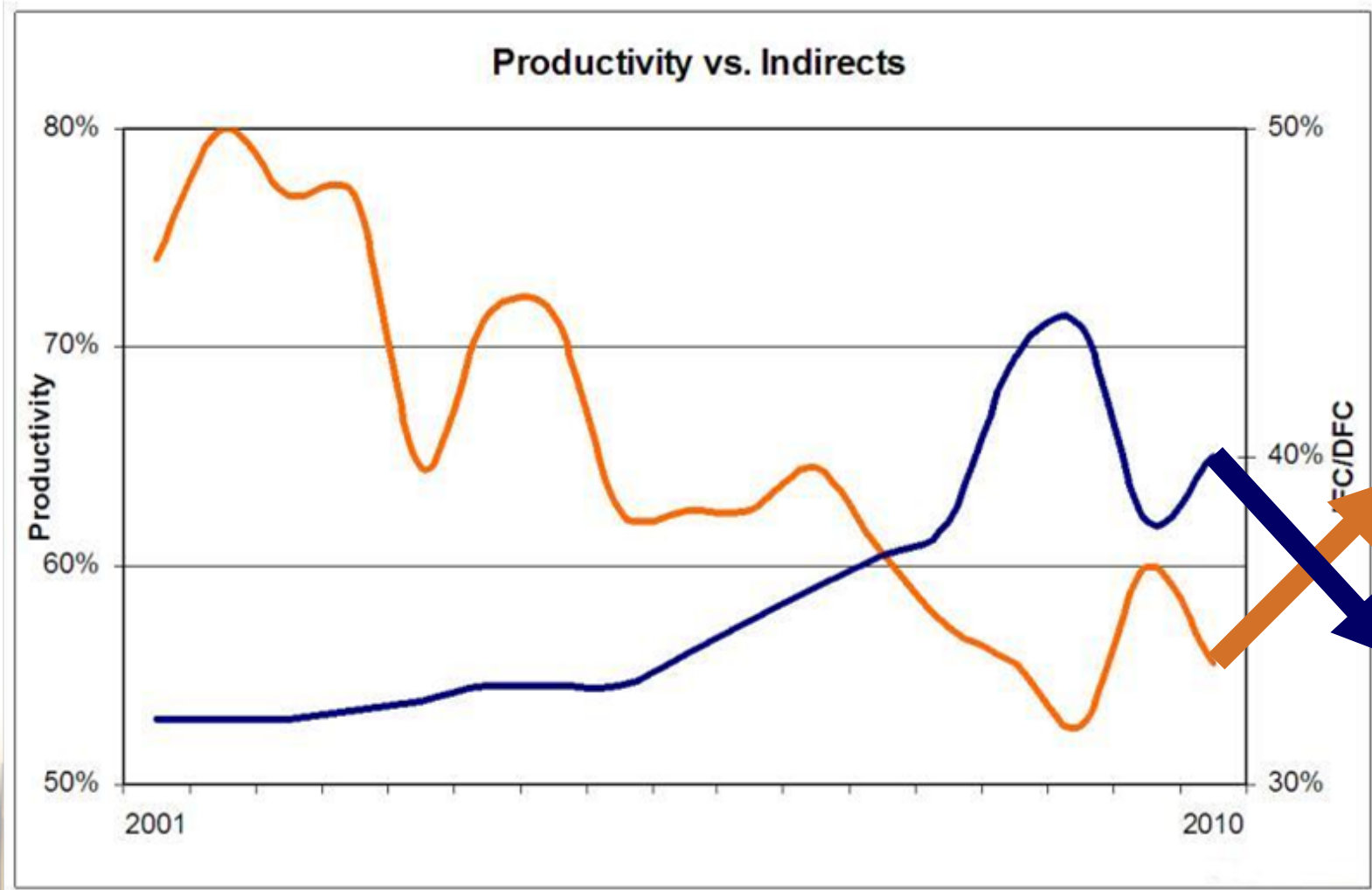
Through best practices & shared knowledge

Workforce development committee

- AIT Scholarships
- Essential Skills Toolkit
- Respect in the Workplace
- Supervisor Training
- Workforce Forecasts
- Absenteeism
- Women in Construction



Increase Productivity While Reducing the Cost of Indirects



What is it going to take?

- Agree that there is an issue
- Everyone must be engaged
- Continued Collaboration
- Best Practices into Practice
- Can Do Alberta Attitude



Don't Kill the Albertan Golden Goose...

