

## **CEO REPORT 2021**

**Kim Barbero**

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### ***Leveraging a position of readiness***

While none of us was prepared for a pandemic, the efforts made the previous year to strengthen the Association's infrastructure meant that MCABC was in a natural position of readiness – ready to pivot, ready to be the primary resource for the mechanical contracting industry and ready to lead. Similarly, our members stepped up to the challenge – adopted new processes, introduced innovative approaches on job sites and maintained vigilance in an effort to keep their employees, colleagues and families safe and to ensure the industry maintained its “essential” status.

Ironically, uncertain times created a new sense of certainty for the Association – we became a central resource for members, an industry advocate and a facilitator of key industry, government and learning information. This continues strong today, leveraging a platform that has been strengthened by an updated Board governance model and a collective commitment to a new, inspirational five-year plan.

MCABC's strategic priorities – Leadership, Education, Skilled Trades, Advocacy, Collaboration and Innovation – provide the framework for the plan. A balanced scorecard approach to operationalizing the plan ensures that we are focused on strategies and actions that respectively respond to and support the following five key elements:

1. Members
2. Stakeholders
3. Our People
4. Finances
5. Internal Processes

## Fiscal prudence

The sale of MCABC's real estate assets (which closed in early 2020) was with the sole intention of re-investing back into the membership through programming and opportunities that elevate the profile and expertise of the provincial mechanical contracting industry. This is a balancing act, particularly during the pandemic, as member value typically equates to increased expenditures. MCABC entered 2020 planning for a loss – it was the first year that the expense recoveries from related entities was minimized to one Association Management agreement (a reduction of approximately \$200,000), there was a plan to develop new educational programming and an effort to reduce the number of recreational events while increasing business networking opportunities.

Our options were limited with the pandemic but we delivered innovative virtual learning opportunities, events and member engagement sessions that enabled discussion on relevant and timely subjects. Our operational statement reflects what we anticipated going into 2020 – a loss that could not be avoided based on the state of the Association in 2019. The reduction in 2020 revenue of approximately \$130,000 was cushioned by a significant reduction in expenses totalling more than \$240,000.

We have now successfully completed the critical first steps of the Association's transition. The current financial state of the Association was years in the making and I expect it will take several more to realize positive returns that sustain MCABC and ensure growth into the future.

## Collaboration & Advocacy

Working in tandem with other key trade and professional organizations, 2020 was also the year that MCABC re-emerged as a collaborative and influential representative for the mechanical contracting industry. This month, on behalf of MCABC, I have been named a member of the Deputy Minister's Industry Infrastructure Forum (DMIIF) and earlier this year, we joined our industry colleagues as members of the Business Council of BC (BCBC) to ensure that we are increasing our participation in key provincial discussions.

## Climate Action

Understanding the climate action initiatives – the provincial electrification plan and the municipal focus (and targets) for de-carbonization – was and continues to be an MCABC priority. Our members must be in a position to lead the shift in energy efficiency and minimize the barriers to success.



### Prompt Payment

The need for prompt payment legislation in BC is long overdue and continues to be a priority for our members. Together with other key industry associations, we are co-leading the effort for this legislative change.

### In-house Expertise

The key enabler of our operational success is dependent on the expertise of our Association staff. A careful and thoughtful approach to recruitment has been underway and I am pleased to report that we expect to have a full complement in place in 2021. In the meantime, our small team of three, with the support of the Board of Directors, has worked tirelessly to deliver value. I am grateful for the camaraderie and the collective commitment to operational excellence.

In closing, I would like to express my appreciation to the 2020-21 Board of Directors. In addition to committing to leading a transformational change for a 116-year-old organization, they did so during a pandemic while being faced with unprecedented requirements in demanding environments.

Respectfully Submitted,

Kim Barbero  
CEO