



2018 STRATEGIC WORK PLAN

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VISION

The BC Road Builders & Heavy Construction Association is the recognized advocate for the development and maintenance of core infrastructure and a balanced, safe transportation system that promotes economic growth and a sustainable environment.

MISSION

We communicate strong, clear industry positions and expectations to governments and stakeholders.

We promote awareness, innovative solutions and value for investment in core infrastructure.

We provide training, safety awareness, support, fellowship, ethical leadership and a strong voice for our members.

About us

The BC Road Builders and Heavy Construction Association (BCRB&HCA) was established in 1966 by twelve founding firms. In 1989, the maintenance sector joined the association's construction and service and supply sectors in order to provide a single, unified voice for the industry. Since that time, the association has grown to include over 265 member companies representing over 10,000 workers including privatized highway maintenance contractors, construction contractors, underground/utility contractors, paving contractors and various service and suppliers.

The BCRB&HCA is a non-profit organization that is registered under the Societies Act and is governed by its constitution and bylaws.

We pride ourselves in bringing the industry together to discuss issues, to find solutions to challenges, to maximize business opportunities and to celebrate our successes.

In British Columbia and indeed in all of Canada, the strength of our economy has always been tied to a strong transportation infrastructure program. In order to provide the excellent healthcare, education and other important social benefits that British Columbia and Canada are envied for, we must continue to have a strong and growing economy. Transportation has a significant impact on jobs, trade, quality of life and the overall economy.

Chair's Message

TODD STRYNADKA, TECHNICAL SERVICES MANAGER, TERUS CONSTRUCTION LTD.



The BC Road Builders and Heavy Construction Association recently celebrated its 50th anniversary and acknowledged our tremendous partnership with the province of British Columbia.

The current Board of Directors would like to acknowledge the outstanding leadership of the past presidents, chairs, and directors over the 52 years who have helped direct our association by developing a Mission and Vision which have served the association well through all types of economies and policies. The Mission and Vision are shared in this document and remain as the Board of Directors' focus in developing the strategic work plan every year.

Under the leadership of Association President Kelly Scott we have bridged the change of Government from 2017 and remain a strong industry voice able to deliver a consistent message regarding core transportation infrastructure. The BC Road Builders will continue to send the message that we do not cite problems but instead will collaborate to bring solutions to our stakeholders.

In 2018, British Columbia's core transportation infrastructure will continue to benefit from federal and provincial infrastructure funding. Strong sustainable

investment allows the BC Road Builders member companies to continue to recruit and retain our highly skilled workforce, maintain strong safety programs to keep workers and the traveling public safe, ensure environmental protection during and after our projects and promote innovative technical solutions for the challenging projects we face in British Columbia.

A long term, strong and sustained core transportation infrastructure investment plan will allow the BC Road Builders to continue to support the hard working employees and the British Columbia communities in which we all live. People and communities are the foundation of the BC Road Builders' 52 year history and we need to communicate this to all stakeholders. Communication of all of the incredible activities we participate in as local companies in British Columbia communities is not a part of our nature. Even though all member companies can talk to stories of long term employees, community involvement and working with our employees within our communities to improve the overall quality of life.

In January of 2018, the Board of Directors met to develop our Strategic Plan for this year. The Board of Directors has worked hard to identify key strategic goals, priorities and government asks. The Plan will provide the very capable staff, President, Board of Directors, committees, and our membership to maintain common direction and messages to all of our stakeholders.

The 2018 Strategic Plan will continue to advocate for sustained investment in core transportation infrastructure by working closely with all levels of government, industry partners and all industry stakeholders. These important strategic goals include:

1. Maintain strong working relationships with MOTI personnel at all levels while demonstrating to the MOTI that good roads cost less;
2. Continue to build stronger relationships with municipalities and demonstrate that they will receive better value for tax dollars spent with higher quality projects by using fair, open and transparent procurement practices and standard contract specifications/contract terms;
3. Demonstrate to the provincial government that an efficient transportation system is the key to building a strong economy that benefits all communities;
4. Build and enhance our excellent working relationships with all of our industry clients who are an important focus for our members.

I am looking forward to a great year in 2018. The newly elected Board of Directors and I will do our best to represent the diverse needs of all of our members. The association is effective because of the support of the membership. I would recommend to all members to get engaged in the committees, meetings and the association's tremendous functions, you will not regret it.

Municipal Government

GOAL

Build stronger working relationships with municipalities

STRATEGY

BCRB&HCA to demonstrate to municipalities that they will receive better value for tax dollars spent with higher quality finished projects by consistently using fair, open, and transparent procurement practices and standard contract specifications/contract terms

ACTION ITEMS

- Continue to consult with members on identifying issues and challenges related to municipal work; develop summary documents which promote

association members as being better, more knowledgeable, and higher quality builders within BC communities

- Advocate for fair, open, and transparent public tendering and pre-qualification practices to improve procurement practices
- Support standardized construction documents and contract language; develop contractor prompt payment best practices
- In partnership with the Association of Consulting Engineering Companies of BC (ACECBC) and through Metro Vancouver's Regional Engineers Advisory Committee (REAC), meet with Master Municipal Construction Documents Association (MMCD) municipal owners,

Public Works Association of BC (PWABC) and BC Waste and Water Association (BCWWA) to develop solutions to common municipal issues

- Implement regional meetings in conjunction with association events
- Create municipal contacts list for special communication/updates
- Submit progress updates for communication to members and municipal partners

PROVINCIAL GOVERNMENT ASKS

- Increase investment in core transportation infrastructure
- Continue to improve the collaborative relationship with BCRB&HCA

Provincial Government

GOAL

Support sustained government investment in core transportation infrastructure

STRATEGY

BCRB&HCA to demonstrate to the provincial government the importance of understanding that investment in core transportation infrastructure is the key to building a strong economy that benefits all communities

ACTION ITEMS

- Support the provincial government's long term Transportation Infrastructure Plan
- Support the Canadian Infrastructure Report Card program

- Advocate for sustained core transportation infrastructure funding to maintain and grow our skilled workforce.
- Support pipeline and LNG project construction with the implementation of government conditions

PROVINCIAL GOVERNMENT ASKS

- Increase investment in core transportation infrastructure
- Development of a long term transportation plan with a commitment to early tendering
- Legislate a BC One Call
- Continue to improve access to critical aggregate resources throughout BC;

work with municipalities to open up access to new/existing aggregate resources; develop new rural sources of gravel for the construction and maintenance of roads and bridges

- Improve access to water sources for construction and maintenance of roads and bridges
- Ensure all provincial transportation infrastructure funding is spent through a fair, open, and transparent tendering process
- Take advantage of all federal and municipal funding opportunities

Industry Partners

GOAL

Build stronger working relationships with BC's major industry clients

STRATEGY

BCRB&HCA's relationship with the BC MOTI has led to a joint meeting process that addresses issues within the industry's grading, paving, and structures related sectors. The Association will meet and develop relationships with BC's other major clients/ key stakeholders involved in the road building

and heavy construction industries with the intent of developing a similar process

ACTION ITEMS

- Establish a sub-committee that develops "zipper plans" between BCRB&HCA members and BC's other major clients/ key stakeholders, including the following:
 - BC Hydro
 - TransLink
 - YVR
 - Port of Vancouver
 - Partnerships BC

- Set up joint meetings with these respective clients
- Identify and set priorities that BCRB&HCA wants to accomplish with these clients and vice versa
- Recognize that accomplishing these objectives is a multi-year undertaking that will evolve over time and expand the interface of the BCRB&HCA with all key stakeholders in the road building and heavy construction industries

Federal Government

GOAL

Support sustained government investment in core transportation infrastructure through the Canadian Construction Association (CCA)

STRATEGY

Through CCA, BCRB&HCA will demonstrate to the federal government that sustained investment in British Columbia's core transportation infrastructure (which promotes trade) will benefit the national economy and provide a real return on investment

ACTION ITEMS

Through CCA,

- Become partners with the federal government in delivering core transportation infrastructure projects
- Influence federal legislation that promotes sustained economic growth in Canada
- Encourage the federal government to have fair, open, and transparent tendering practices

- Work with local MPs to support sustained core transportation infrastructure funding
- Continue to promote standard construction documents and language
- Ensure any tax policy changes provide a competitive business environment and integrated tax system
- Support the advance of LNG and pipeline construction

Ministry of Transportation & Infrastructure (MOTI)

GOAL

Maintain strong working relationships with the Ministry of Transportation and Infrastructure (MOTI)

STRATEGY

BCRB&HCA will maintain strong working relationships with MOTI personnel at all levels while demonstrating to the MOTI that good roads cost less and benefit all communities

ACTION ITEMS

- To assist MOTI and BCRB&HCA's Maintenance Sector Members
- in developing a fair, open, and transparent competition for new maintenance contracts
- To finalize and implement guiding principles for construction sector contracts
- To finalize and implement the 9 principles for maintenance sector contracts
- Support working committees
- Meet with the MOTI executive on a regular basis
- Continue to ask for early tendering
- Continue to engage with MOTI staff on new contract language and new tendering process
- Promote the award program to recognize best community service projects and safety solutions
- Present potential solutions to contract issues at the Field Services Annual Meeting
- Meet with local MOTI directors and managers
- Support pre-tender, pre-construction meetings and partnering session

Worker Safety

GOAL

Promote a strong safety culture within our industry

STRATEGY

Support the development of effective programs that promote worker safety and reduce injury rates and duration

Advocate the need for BC One Call legislation to the provincial and federal governments

ACTION ITEMS

- Continue to support the BC Construction Safety Alliance (BCCSA) with active participation on its Board of Directors and committees
- Promote and support BCCSA's research and sharing of information on industry related safety issues
- Support the Certificate of Recognition (COR) program
- Support the reinstatement of the rebate for a qualified Return to Work program
- Support the Council of Construction Associations (COCA) with active involvement in advocating for more equitable solutions with worker-on-worker incidents
- Participate with WorkSafeBC on the Construction Claims Management Action Committee (CCMAC)
- Promote effective safety training programs to BCRB&HCA members
- Work with traffic management companies and WorkSafeBC to reduce accidents
- Promote MOTI's contractor Safety award

Career Development

GOAL

Provide access to training programs and initiatives to assist members to recruit, train, and retain a skilled workforce inclusive of Indigenous people and equity seeking groups

STRATEGY

Continue to support the Construction Industry Training Network (CITN)

Maintain a working relationship with the Industry Training Authority (ITA)

to promote apprenticeship and training opportunities for our members

Promote advantages of careers in the road building and heavy construction industries with a focus on equity seeking groups

ACTION ITEMS

- Support CITN in the completion and expansion of existing BCRB&HCA training programs including: Heavy Equipment Operator; Asphalt Laydown Technician; Plant Operator; Utility Gradesperson
- Update the Maintenance Industry Operator Training Guide
- Provide access to the CCA Construction Industry Ethics Training course
- Continue to provide access to training programs that meet the needs of our members
- Support the development of a Special Employment Equity Program (SEEP)
- Support the promotion of Gold Seal programs