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Tanjeet Kalsi

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Roxanne La Claire

COMMUNICATIONS & MEMBERSHIP MANAGER

Parveen Parhar



2017 STRATEGIC WORK PLAN

VISION

The **BC Road Builders and 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** 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 BC Road Builders 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



The BC Road Builders and Heavy Construction Association celebrated its 50th anniversary last year. Jack Davidson the long-time President of the Association retired in January this year. Mr. Davidson did a tremendous job elevating the BC Road Builders and Heavy Construction Association over the years making a significant impact on the road building and heavy construction industries. 2017 is the beginning of our next 50 years and we are excited to welcome Kelly Scott as our new President to help lead us into the future. Kelly's experience in our industry will serve us well at building on our Association's many achievements through the years.

As one of the strongest economies in Canada, British Columbia's core infrastructure will continue to benefit from federal and provincial infrastructure funding this year. However, with a provincial election upon us this year, the BC Road Builders and Heavy Construction Association will be monitoring the direction the next government takes and how it affects our industry.

The Association has prided itself on the strong relationships we have built with the Ministry of Transportation and Infrastructure (MOTI) and governments that understand that infrastructure development is the key to growing our economy. Building core infrastructure is the foundation of a strong economy. It creates and sustains work for our members and jobs for their employees along with many more for British Columbians.

Over the years, the Association has worked hard to identify key strategic goals, priorities and government asks, which have assisted in providing the Association with an excellent focus and direction for our board of directors, various committees and membership.

The 2017 board of directors worked hard on a strategic work plan for this year that will continue to advocate for sustained investment in core infrastructure by working closely with all levels of government, industry stakeholders and partners. Three of our important strategic goals include:

- 1) Continue to develop strong working relationships with MOTI personnel at all levels while demonstrating to the MOTI that good roads cost less;
- 2) Demonstrate to municipalities that they will receive better value for tax dollars with higher quality finished projects by consistently using fair, open and transparent procurement practices and standard contract specifications/contract terms; and
- 3) Demonstrate to the provincial government that an efficient transportation system is the key to building a strong economy.

Finally, the BC Road Builders and Heavy Construction Association has been a very strong advocate for safety in our industry within BC. As a founder of the BC Construction Safety Alliance, we continue to support their efforts in training, consultation services and resources in order to support our members in providing an excellent safety culture for their employees.

Our 2017 board of directors is once again composed of strong, dedicated individuals from various sectors of our industry. We are looking forward to another successful year of working with our members, partners and governments to help achieve our important initiatives.

Steve Drummond

President, Capilano Highway Services Company

2017 Chair, BC Road Builders and Heavy Construction Association

MUNICIPAL GOVERNMENT

GOAL

Build stronger working relationships with municipalities

STRATEGY

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

ACTION ITEMS

- Continue consulting with members on identifying issues and challenges related to municipal work; develop summary document which promotes association members as better, more knowledgeable and higher quality builders within BC communities
- Advocate for fair, open and transparent public tendering practices to improve procurement practices
- Support standardized construction documents and contract language, continue support to Master Municipal Construction Documents Association, develop contractor prompt payment best practices
- Implement regional meetings in conjunction with association events
- Attend and present at Public Works Association of BC (partnering with the Master Municipal Construction Documents Association)
- Meet with BC Waste and Water Association, Association of Professional Engineers and Geoscientists of BC, Metro Vancouver's Regional Engineers Advisory Committee and Association of Consulting Engineering Companies of BC to develop solutions to municipal issues

PROVINCIAL GOVERNMENT ASKS

- Enact the use of fair, open and transparent tendering practices on municipal contracts containing provincial funding
- Adopt a prompt payment best practices policy and enact the use of that policy on all municipal contracts containing provincial funding
- Ensure municipalities are spending tax dollars wisely

PROVINCIAL GOVERNMENT

GOAL

Support sustained investment in core infrastructure

STRATEGIES

BC Road Builders to demonstrate to the provincial government the importance of understanding that an efficient transportation system is the key to building a strong economy

ACTION ITEMS

- Support the provincial government's *BC On The Move* 10 year Transportation Infrastructure Plan
- Support the *Canadian Infrastructure Report Card* program
- Support pro-transportation and core infrastructure platforms in the 2017 provincial election that promotes economic growth in BC
- Advocate for sustained infrastructure funding to protect our existing skilled workforce within the road building and heavy construction industries
- Support pipeline and LNG project construction while ensuring the implementation of government conditions

PROVINCIAL GOVERNMENT ASKS

- Increase investment in core infrastructure
- Legislate a BC One Call Program
- Improve access to the Provincial Nominee Program
- Improve access to critical aggregate resources throughout BC
- Work with municipalities to open up access to new or existing aggregate resources
- Development of 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
- Increase the Blue Book Equipment Rental Rate Guide allowance for northern/isolation work to 25%
- Reduce 'red tape'
- Ensure all provincial infrastructure funding is spent through a fair, open and transparent tendering process
- Be prepared to take advantage of all federal funding opportunities

FEDERAL GOVERNMENT

GOAL

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

STRATEGY

Through CCA, BC Road Builders will demonstrate to the federal government that sustained investment in British Columbia's core 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 infrastructure construction projects
- Have the federal government consult with us on core infrastructure issues
- 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 infrastructure funding
- Continue to promote standard construction documents and language

FEDERAL GOVERNMENT ASKS

- Increase investment in core infrastructure
- Accelerate pipeline construction
- Improve access to the Temporary Foreign Worker Program
- Ensure all federal core infrastructure funding is spent through a fair, open and transparent tendering process
- Change the capital cost allowance rate on Class 38 equipment
- Ensure any tax policy changes provide a competitive business environment and integrated tax system
- Legislate a One Call Program



MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

GOAL

Build stronger working relationships with the Ministry of Transportation and Infrastructure (MOTI)

STRATEGY

BC Road Builders will develop strong working relationships with MOTI personnel at all levels while demonstrating to the MOTI that good roads cost less

SPECIAL PRIORITIES

To assist MOTI and BC Road Builders' Maintenance Sector Members in developing a fair, open and transparent competition for new maintenance contracts

To develop guiding principles for construction sector contracts

ACTION ITEMS

- Support working committees
- Meet with the MOTI executive on a regular basis
- Promote the joint award program to recognize best community service projects and innovative safety solutions
- Present contractors issues and potential solutions at the Field Services Annual Meeting
- Conduct regional meetings with local MOTI directors and managers
- Support pre-tender, pre-construction and partnering meetings
- Deliver joint training programs with MOTI

WORKER SAFETY

GOAL

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

STRATEGIES

Continue to strengthen our working relationships with the BC Construction Safety Alliance (BCCSA) and WorkSafeBC

Support the creation of a strong safety culture within our industry

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

ACTION ITEMS

- Continue to support the BCCSA with active participation on its board of directors and committees
- Promote and support the BCCSA's research and sharing of information on industry-related safety issues
- Support re-instatement of the rebate for a qualified Return to Work Program

- Support the re-formation of a unified construction industry employer's advocacy organization, Council of Construction Associations (COCA); support COCA's efforts in advocating for more equitable solutions with worker-on-worker incidents
- Support the development and promotion of a risk assessment and harm mitigation toolkit for silica dust exposure
- Support the research and analysis of the Traffic Control Persons claims history to identify areas and processes for improvement
- Participate with WorkSafeBC on the Construction Claims Management Action Committee (CCMAC)
- Promote effective safety training programs to BC Road Builders' members
- Promote MOTI/WorkSafeBC Safety Innovation Award



SKILLED WORKFORCE

GOAL

Ensure effective programs are in place to assist member companies in dealing with labour and skilled worker development

STRATEGIES

Continue to support the Construction Industry Training Network (CITN)

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

Promote advantages of careers in the road building and heavy civil industries

Develop an information resource for members that highlight relevant training opportunities

ACTION ITEMS

- Support the 'Canada First' policy while advocating for easier access to the Temporary Foreign Worker and Provincial Nominee Programs
- Support CITN in the completion and expansion of existing BC Road Builders' training programs, including:
 - Heavy Equipment Operator
 - Asphalt Laydown Technician
 - Plant Operator
 - Utility Gradesperson
- Promote career opportunities in the road building and heavy construction industries
- Offer training based on the *CCA Ethics and First Nations Relationships* reports
- Continue to develop and offer online training programs that meet the needs of our members; develop an online training information resource on the BC Road Builders' website
- Support the promotion of Gold Seal Programs

INDUSTRY PARTNERS

GOAL

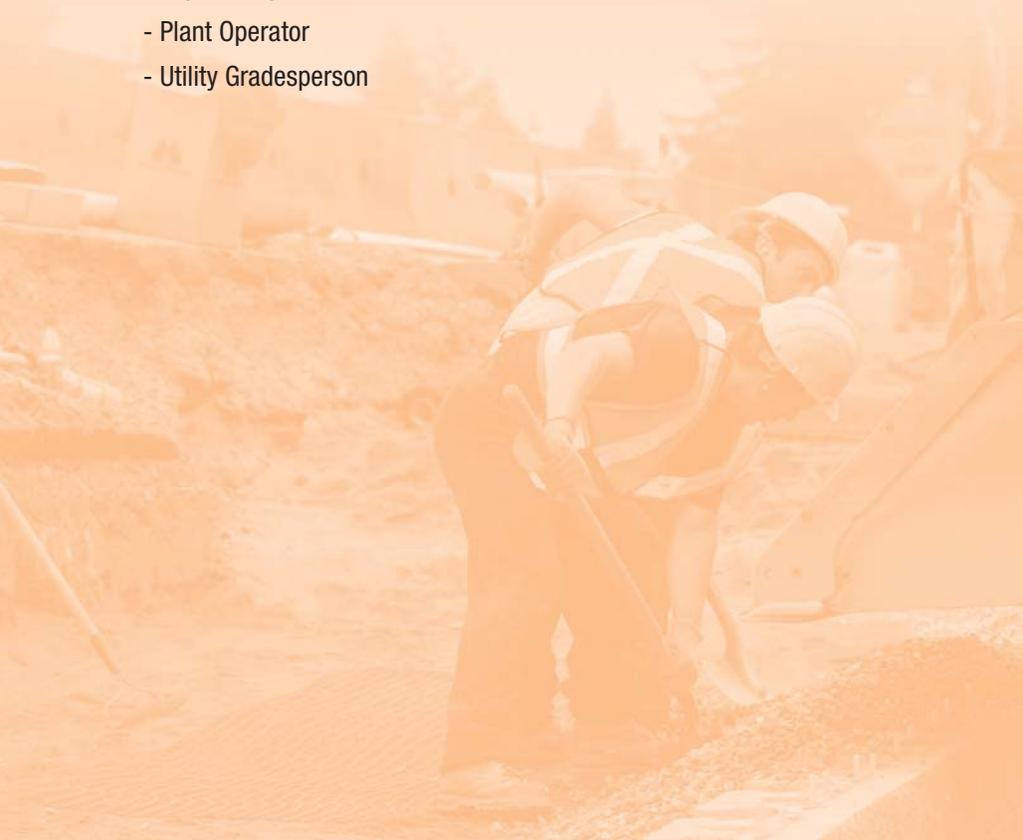
Build stronger working relationships with industry partners and stakeholders

STRATEGY

The Association will meet with and continue to develop relationships with key partners involved in the road building and heavy construction industries

ACTION ITEMS

- Work with BC Hydro to monitor contract language - set up a joint BC Road Builders/BC Hydro working committee; participate in future rounds of the contract committee meetings; monitor utility relocation protocol between BC Hydro and the MoTI; and support BC Hydro in their new safety prequalification process
- Work with BCCSA on delivery of the new silica app – promote the app to BC Road Builders members
- Work with CITN on promoting relevant training for our members – work with CITN to ensure any relevant course offerings are made available to BC Road Builders members





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