

From: Ana Costa <ana@roadbuilders.bc.ca> on behalf of Matt Pitcairn
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Sent: April 15, 2026 1:18 PM
To: CRD Mailbox
Subject: Partnering for a Stronger Future - BC Road Builders' 2026 Strategic Plan
Attachments: Strategic Plan 2026.pdf

You don't often get email from matt@roadbuilders.bc.ca. [Learn why this is important](#)

Dear Cariboo:

As the [BC Road Builders and Heavy Construction Association](#) celebrates its 60th anniversary, we are proud to continue representing the interests of more than 320 road building, heavy construction, and maintenance firms across British Columbia.

It is part of our mission to be the voice of our member companies on key industry topics and issues, and to support alignment between all levels of government and key stakeholders. I am reaching out to share our 2026 Strategic Plan. Our focuses in the coming year include:

- Enable Increased, Predictable and Efficient Infrastructure Delivery
- Build and Maintain a Strong, Safe, and Future-Ready Workforce
- Lead an Innovative, Data-Informed, and Connected Industry

In support of these priorities, we will be advancing several initiatives in 2026, including:

- [The RoadShow: Operator Classroom](#), now offering training for snowplow, tractor trailer, and more than 12 types of heavy equipment using cutting-edge simulator technology, delivered at your location, anywhere in the province.
- [Honour the Work](#), distributing STEAMS kits to introduce students in Grades K to 5 to skilled trades and AEC careers, helping inspire the next generation of road builders.
- [The BC CleanRoads Innovation Program](#), designed to reduce the industry's carbon footprint through a sector-wide carbon credit initiative.
- [Provincial Response and Emergency Program \(P.R.E.P.\) Book](#), a resource that provides critical contacts and support information for use during natural disasters and other major events.
- [2026-2027 Blue Book](#), the province's Equipment Rental Rate Guide.

As we all work together to ensure economic growth that benefits our province and its communities, and to ensure that infrastructure is built to withstand the needs of today and the challenges of the future, we welcome the opportunity to discuss our 2026 Strategic Plan in more detail and encourage you to [contact our office](#) to set up a meeting.

Sincerely,

Matt Pitcairn

Matt Pitcairn | President

BC Road Builders & Heavy Construction Association

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STRATEGIC PLAN

2026

The BC Road Builders & Heavy Construction Association is the recognized advocate for investment in resilient core infrastructure that creates economic growth, strong communities and a sustainable environment.



100,000+

**Member Employees in
BC Communities**

4,980

**Bridges
Connecting**

75,000+

**Pieces of
Construction Equipment**

47,000

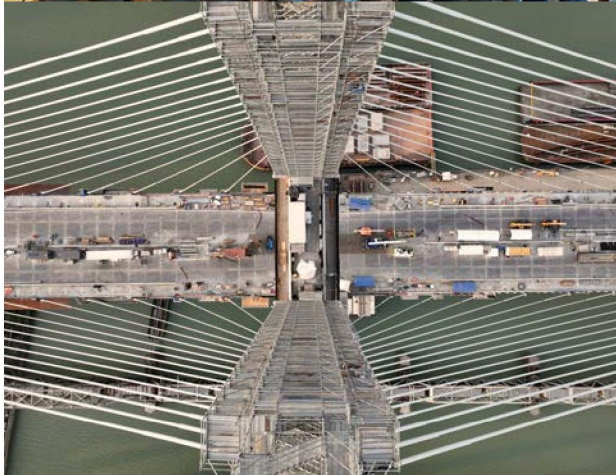
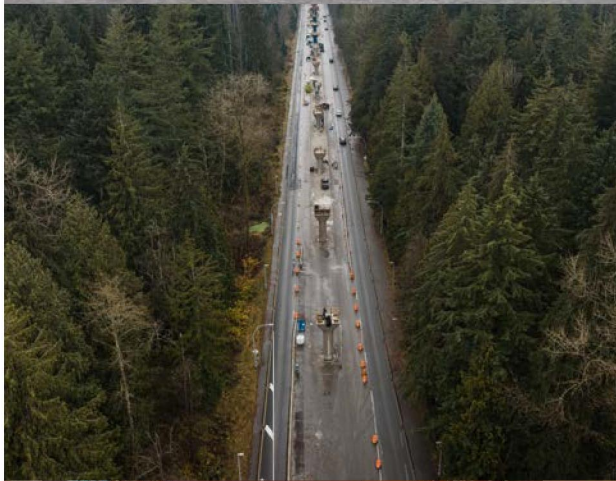
**KM of
BC Highway**



GOAL 01

ENABLE INCREASED, PREDICTABLE AND EFFICIENT INFRASTRUCTURE DELIVERY

Champion sustained, transparent infrastructure investment and delivery models through mutual meaningful collaboration with owners and stakeholders, that enable nation-building infrastructure, improve cost certainty, reduce risk, and maximize value for owners and communities.



1

Advocate for clear, multi-year infrastructure pipelines across maintenance, bridge, grading, paving, and major projects, supporting workforce stability, long term industry investment, and improved public and stakeholder understanding of the value of sustainable and increased infrastructure investment.

2

Advance procurement practices that improve fairness and outcomes, such as pre-qualification, early contractor involvement, alternate delivery models, and consistent Indigenous procurement approaches.

3

Promote efficient project delivery by reducing red tape, regulatory delays, supporting standardized review timelines, and encouraging digital and model-based design, aligned with the Province's focus on streamlined permitting and driven by the Culture for Success relationship guiding principles.

4

Promote the benefits of stakeholder accountability and champion enforceable risk sharing mechanisms to fairly allocate tariffs inflation and market volatility impacts, protecting stable and competitive infrastructure delivery in an uncertain economic environment.



GOAL 02

BUILD AND MAINTAIN A STRONG, SAFE, AND FUTURE-READY WORKFORCE

Attract, cultivate, and sustain a skilled and diverse, workforce that meets today's needs and is prepared for tomorrow's challenges.



1

Expand attraction and retention initiatives through targeted outreach, scholarships, and programs such as Honour the Work, Women in Road Building, the RoadShow, and school-based Heavy Equipment Operator training, supporting provincial commitments to expand trades training capacity and connect workers to major project opportunities.

2

Lead industry efforts to strengthen diversity and inclusion by promoting opportunities to youth, Indigenous peoples, women, and other underrepresented groups through education, partnerships, and culturally informed engagement, helping to build long-term participation and leadership in the industry.

3

Support worker health and safety by delivering accessible, safety-focused training through the expansion of RoadShow 2.0, a simulator-based mobile training trailer that allows workers to train and retrain without risk or liability, alongside mental wellness resources, group benefits programs, and RoadReadyBC online training.

4

Advocate for safety enhancements, including the use of blue lights on maintenance and construction sites, to improve visibility, protect workers, and enhance public safety across British Columbia.

In 2025, BCRB Member companies reported an average annual payroll of \$10 million, underscoring the road building industry's critical role in sustaining employment, supporting families, and driving economic activity in communities across BC.



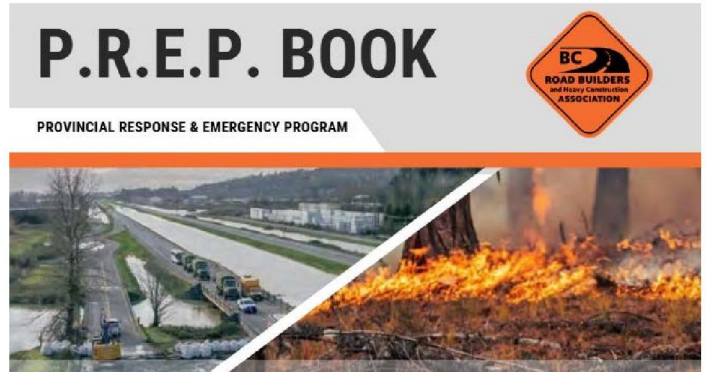
GOAL 03

LEAD AN INNOVATIVE, DATA-INFORMED, AND CONNECTED INDUSTRY

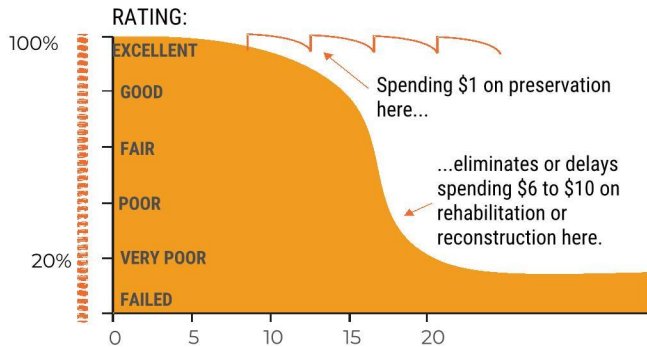
Position the industry as innovative, informed, connected, and resilient through leadership, collaboration, and data-driven decision-making.

1

Lead innovation and sustainability through programs such as the CleanRoads Innovation Program and the Provincial Response and Emergency Program (PREP Book).



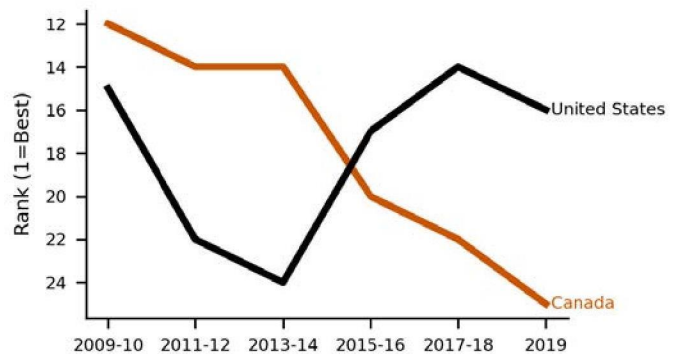
GOOD ROADS COST LESS



2

Leverage data to inform advocacy and decision-making, including maintaining and enhancing the Blue Book, industry surveys, and the 'Good Roads Cost Less' report.

CANADA VS. USA INFRASTRUCTURE



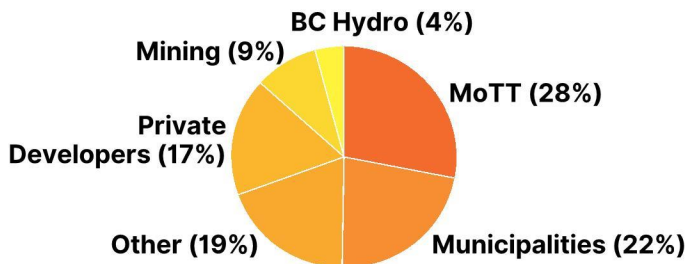
Source: World Economic Forum, Global Competitiveness Report 2006-2019

3

Advocate to all levels of government, leveraging the efforts of horizontal construction associations nationwide, to present a unified industry voice on policy, funding, and infrastructure priorities.

SECTORS WE SUPPORT

% share of total revenue, construction companies



4

Strengthen industry relationships by supporting committees, hosting impactful networking events, and engaging members, partners, and industry stakeholders through open communication and shared dialogue on key industry issues, data-informed advocacy, innovation, and workforce development initiatives.

Across Canada, 38% of all roads, bridges and tunnels are rated in 'fair' or 'poor' condition. It is estimated that poor quality roads cost the average Canadian driver \$126 per year.

