



2025-2030
STRATEGIC PLAN



**bc
ca** | British
Columbia
Construction
Association

BUILDING **BC'S** FUTURE

2025-2030

STRATEGIC PLAN

EXECUTIVE SUMMARY



OUR MISSION

To ensure the construction industry thrives in building British Columbia.

OUR VISION

The trusted champion for British Columbia's construction industry.

OUR VALUES

Safety • Leadership • Inclusivity
Innovation • Community • Fair, respectful, sustainable business practices

STRATEGIC PRIORITIES



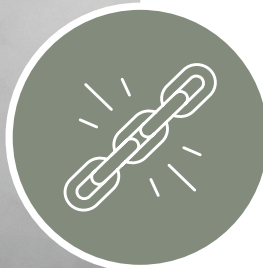
ADVOCATE FOR INTEGRITY

Centered on Construction Delivery, BCCA advocates for best practices and sustainable construction methods to ensure our communities thrive economically, socially and sustainably.



ADVANCE PRODUCTIVITY

For the Construction sector, BCCA advances industry leadership in workforce development, technology and innovation, while delivering value to British Columbians.



ACTIVATE CONNECTIONS

A sought-out connector, BCCA builds, strengthens and expands relationships between businesses, communities, associations, and government, informing policy and programs that are future focused and aligned.

ASSOCIATION EXCELLENCE

A best in class association that partners with RCAs and CCA to deliver member value and create capacity, while operating effectively following best practices in governance.



STRATEGIC PRIORITIES

OUR COMMITMENT

As a member-driven association, our priorities ensure members are receiving value for their membership and trust that their association is looking out for their best interests. This new plan will build on BCCA's track record of excellence in program development and delivery, while setting out a bolder and more proactive roles as an influencer on government policy and industry practices. Our plan sets priorities that, when executed with precision, will enable BCCA to lead and grow: its value to membership, its relationships with stakeholders and its organizational capacity.

OUR STRATEGIC PRIORITIES

- Advocate for Integrity
- Advance Productivity
- Activate Connections

Supporting these strategic priorities, BCCA strives for Association Excellence.

OUR GUIDING PRINCIPLES

Mission

To ensure the construction industry thrives in building British Columbia.

Vision

The trusted champion for British Columbia's construction industry.

Values

- Safety
- Leadership
- Fair, respectful, sustainable business practises
- Culture of inclusivity
- Innovation
- Community

ADVOCATE FOR INTEGRITY



Centered on construction delivery, BCCA advocates for best practices and sustainable construction methods to ensure our communities thrive economically, socially and sustainably.

Construction is a complex business. BCCA will continue to lead the industry in safety, industry procurement, access to project information, standard contracts, fair and balanced risk assignment, and crucial prompt payment legislation.

These initiatives are designed to enhance BCCA's role in advocating for integrity within the construction industry.

Ensuring a Leadership Role in Ushering in Payment Certainty and Adjudication Legislation

- Lead on the prompt payment working group and continue a strong relationship with the Ministry of Attorney General.
- Continue to work with cross jurisdictional partners on lessons learned and develop resources to ensure BC's construction needs are served with the legislation.

Increase Overall Commitment to Industry-Wide Best Practises

- BidCentral – Grow and enhance BC's largest construction bidding marketplace.
- BidCentral Online Bidding for Subcontractors (BOBS) – Facilitate wide adoption of our unique digital procurement platform.
- Industry Practices – Educate on the use of standard documents, balanced risk assignment, monitor quality of public tenders, and a commitment to fair, open and transparent procurement.
- Council of Construction Associations (COCA) – Continue to present a united approach to the health and safety regulations from WorkSafeBC.

Strengthen BCCA's Advocacy Role With all Relevant Stakeholders

- Deputy Ministers and Industry Infrastructure Forum (DMIIF) – Elevate collaboration between government and industry on public policy, public sector procurement, legislation, regulation, programming, and other actions that impact industry.

ADVANCE PRODUCTIVITY



By focusing on talent acquisition, retention, and innovation, we aim for sustained growth and operational efficiency to build a highly skilled and productive workforce that meets the demands of the evolving construction landscape. BCCA will continue to elevate the awareness of our current initiatives and fill gaps in the industry by sourcing new funding, research and innovation.

These initiatives are dedicated to foster industry growth and operational efficiency.

Enhance Productivity and Profitability for Construction Businesses

- Connecting and educating industry with construction related technology solutions and partners.

Increase Access to Information and Programs

- BCCA becomes the one-stop shop for developing and curating industry serving programs from recognized partners.
- Establish the BCCA Past Chairs' Legacy Fund.
- Continue to excel in the delivery of demand driven programs such as:
 - Skilled Trades Employment Program (STEP)
 - Integrating Newcomers (IN)
 - BCCA Industry "Connect" Program

Establish the Construction Industry as a Career of Choice

- Builders Life TalentCentral – Maintain the central hub for construction jobs and talent pool in BC.
- Update and relaunch Builders Life branding and promotion campaign showcasing the construction industry as a career of choice.
- Builders Code – Safeguarding a baseline code of conduct standard for BC's construction industry.
- Building Builders Mentorship Program – establishing a culture of mentorship.
- Honour the Work kit distribution to elementary students through school districts.
- Create and distribute Succession Planning Toolkit.
- BCCA Employee Benefit Trust (EBT) – Providing exceptional health benefits to construction industry employers.
- BCCA Employee Retirement Savings Plan (ERSP) – Increased awareness of employee retirement security plan to the construction workforce.
- BCCA Retiree Plan (RP) – Increased awareness of customized health plan for retiring employees.
- LNG Canada Trades Training Fund (TTF) – Providing funds for apprenticeship training.
- Workforce Development Advisory Committee – Convene expert guidance and leadership.

ACTIVATE CONNECTIONS



A sought-out connector, BCCA builds, strengthens and expands relationships between employers, associations, governments, and other stakeholders to foster deeper understanding of industry opportunities and challenges that are future focused and aligned.

We facilitate cooperative solutions across a broad spectrum of industry priority areas, including: policy, legislation, taxation, programming, and regulation through public and industry engagement.

Through initiatives that unite employers, stakeholders, and workers, and with the expertise and leadership of our integrated association partners, BCCA sets the foundation for progress.

Serving Industry Through Collaboration

- Expand collaborations with the business community, for example trade-forward associations, and Indigenous partnerships.
- Lobby Day – Strengthen our outreach with an annual meeting of BCCA Leaders with MLAs and key government stakeholders.
- Building our BCCA Past Chairs' Legacy Fund and strengthening ongoing relationships with BC's colleges / trade schools.

Promote the Value of Integrated Membership

- In collaboration with Regional Construction Associations, engage with more individuals inside our member firms and consider alternative memberships, targeting key segments and tailoring communications to show membership value.
- Supporting regional conferences with member value resources and information.
- Maintaining a BC presence on CCA Board and National Advisory Councils.
- Construction Month – Continue and grow the annual celebration of BC's industry and the essential workforce who create and maintain our built environment.
- Be the gateway of industry information and solutions to our members.
- Value, connect and promote our Regional Construction Associations and the Canadian Construction Association – together we leverage that we are the largest construction network in Canada.

Recognized Thought Leader for Industry

- BCCA is a strategic influencer, visibly, proactively and assertively advocating and advancing the industry's interests.
- Elevate the image of the industry – its economic contribution, opportunities for careers of choice, and value to the community.
- Be the credible source of sector data, insights, procurement best practices and solutions.

ASSOCIATION EXCELLENCE



A best-in-class association that partners with Regional Construction Associations and the Canadian Construction Association to deliver member value and create capacity, while operating effectively following best practices in governance.

As we advance our strategic goals, it is crucial to ensure that our organizational infrastructure supports sustainable growth and capacity building. By implementing these robust systems and fostering a culture of continuous improvement, we can better serve our stakeholders and drive the industry forward.

Board Excellence

- Ensuring the Board of Directors are engaged on strategic issues, good governance and fiduciary responsibility.
- Building and supporting the volunteer pool and succession planning.
- Offer expertise, insights, and advice to refine and adjust strategies based on changing circumstances or new opportunities.
- Act as ambassadors by promoting the organization's mission, vision, and strategic priorities to external stakeholders.

Team Excellence

- Following the BCCA Leadership Blueprint to develop and evolve our services to meet the needs of our strategic priorities.
- Delivering an integrated government relations strategy.
- Creating a diversification strategy to ensure financial strength to fund growth.
- Centralizing customer information system for effective communications. (members and stakeholders)
- Implementing succession planning.

Brand Excellence

- Reviewing our branding strategy to create a unified and more quickly recognizable brand.
- Continuing to work collaboratively with partner associations.



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BUILDING **BC'S FUTURE**



To develop this strategic plan, the board and staff of BCCA engaged Governance and Strategy Facilitator, Mary Van Buren, to undertake a six-month process to review the past strategic plan, research industry trends, prepare a competitive analysis, survey and interview key stakeholders and complete a full day strategic plan facilitation process.

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