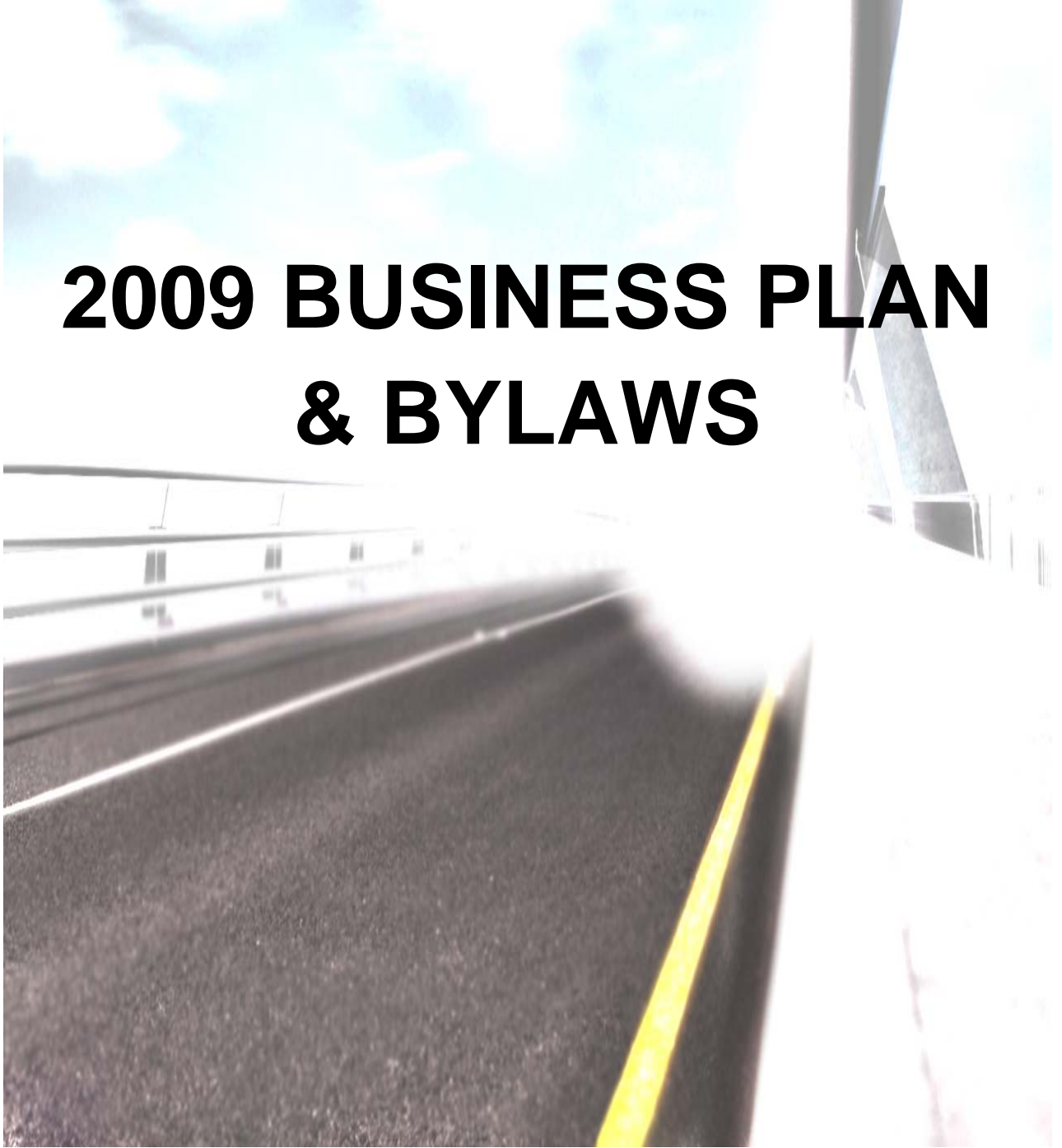




**B.C. Road Builders
& Heavy Construction Association**

2009 BUSINESS PLAN & BYLAWS



1. Introduction

The B.C. Road Builders and Heavy Construction Association (BCRB&HCA) is a non-profit organization representing a collection of competitive firms engaged daily in all aspects of road building, rehabilitation, heavy construction, highway maintenance and the supply of related goods and services. The Association is registered under the Societies Act and governed by its constitution and by-laws.

Ongoing changes in government approaches to infrastructure construction, rehabilitation and maintenance coupled with recent technological advancements affecting our industry make the present an excellent time to review the goals and priorities of the Association. This business plan is a review of our past, a summary of our organizational structure and a statement of our strategic objectives. The plan sets out who we are, how we function, where we are going and what we need to do to succeed.

The Business Plan is intended as a document to be used repeatedly by the Association to describe its activities and benchmark goals. As such, annual updates will be made accordingly.

1.1 Vision

- The B.C. Road Builders & Heavy Construction Association is the recognized advocate for a balanced, safe transportation system and infrastructure development that sustains and promotes provincial economic growth.

1.2 Mission

- We communicate sound, clear industry positions and expectations to government at all levels.

- We promote public awareness of industry activities, innovative solutions to transportation issues and value for tax dollars spent on infrastructure projects.
- We provide training, safety awareness, support, fellowship, ethical leadership and a strong voice for our members.

1.3 Building The Road Ahead

“Building The Road Ahead” is the Associations’ policy position paper detailing the critical link between an efficient, well-maintained transportation infrastructure and a strong provincial economy.

2. History

BCRB&HCA was formed in 1966 by 12 founding firms, four of which are still active today. In 1989, the Maintenance Sector joined the Association’s Construction and Service and Supply Sectors in order to provide a single, unified voice to government.

The Association currently hosts a Charity Golf Tournament, Fall Business Conference and Annual General Meeting and Seasonal Celebrations each year. BCRB&HCA boasts more than 240 contractor and supplier member firms engaged in all aspects of road and bridge construction and maintenance.

3. Membership

3.1 Members

- The strength of our Association is in the commitment of our members to work together to secure the long term viability of our industry
- Our members make a substantial contribution to the B.C. economy and quality of life

- The 3 sectors of membership are: Construction, Maintenance and Service and Supply

3.2 Services

Members of BCRB&HCA enjoy the following benefits:

- Advocacy and representation when the Association meets with all levels of government
- Advice regarding individual government-related concerns
- Communication to government of members' interests on labour relations, employment standards, workers compensation, employment insurance and tax acts
- Inclusion in a membership roster that is enclosed in the government-authorized Blue Book rental rate guide, providing a members list to be seen by all public owners, as well as provincial, municipal and federal agencies
- Specialized committees formed to give concentrated effort to solve problems in specific areas of member interest
- Business opportunities through weekly tender information distributions
- A "Construction Safety Network" that provides resources to employers and works with WCB to improve safety programs and reduce accident frequency and claim costs
- Continuing education programs to improve skills and knowledge
- Research and statistical analyses conducted by the Association
- Facilitated sharing of new technology and innovation among the membership
- Valuable industry information through newsletters and mail outs
- Promotion of cooperation between Association members and industry trades

- Standardized methods of submitting and accepting tenders
- Standardized contract forms
- Networking and fellowship opportunities at the Annual Golf Tournament, Fall Business Conference and the Annual General Meeting and Seasonal Celebrations
- Facilitated information sharing during labour negotiations
- Health care, benefits plan and other member advantage programs

3.3 Committees

1) Golf Tournament Committee

- Oversees the planning and staging of the Association's Ivan Hanchard Charity Golf Tournament in May and Fall Business Conference Golf Tournaments in September

2) Betty Spalton Scholarship Fund Committee

- Raises money for an annually-awarded scholarship that is aimed at encouraging women and under-represented groups to enter careers in the industry
- Reviews applications received annually and decides on worthy recipients

3) Historical Committee

- Documents the BCRB&HCA's existence by outlining the initial purpose of the Association and other activities entered into during its lifetime

4) Membership Committee

- Monitors and makes recommendations to the Board of Directors on all issues pertaining to the membership including dues levels, recruitment, participation, education, affinity programs and industry data collection, maintenance and distribution

5) Blue Book Committee

- Produces the industry's annual equipment rental rate guide in partnership with the provincial government

6) Western Canada Roadbuilders Assoc. Conference Committee

- Plans and hosts the annual WCR&HCA Conference every fourth year to provide a Western Canada forum for industry programs and issues

3.4 Core Strategies – 2009

Strategy #1: To support and help develop a greenhouse gas (GHG) emissions reduction strategy for the Ministry of Transportation and Infrastructure and the road building construction, maintenance and supplier sectors.

Strategy #2: To promote open and transparent public tendering for public money.

Strategy #3: To continue building stronger and more cooperative working relationships with the Ministry of Transportation and Infrastructure staff.

Strategy #4 To support and promote sustained strategic investment in transportation infrastructure throughout BC and to support the 2010 Winter Olympic and Paralympic Games.

See Part III for details.

1. Overview

The B.C. Road Builders and Heavy Construction Association (BCRB&HCA) is a non-profit organization committed to representing the interests of its member companies who deal daily with all aspects of road building, maintenance and heavy construction. The Association's mandate is to communicate with the public and with government about critical transportation issues and the negative impact of highway inefficiencies on the B.C. economy.

This Part II of the Business Plan outlines in detail the internal workings of the Association. It describes the Association's structure, Board of Directors, staff positions, Sectors, Committees and budget.



2. History

1966 - BCRB&HCA was formed in Vancouver by 12 founding firms

1971 - The B.C. Road Builders' Charity Golf Tournament was established and has since become an annual event, raising \$35,000 in 2008 for the Betty Spalton Fund and B.C. Children's Hospital

1989 - The Association's Maintenance Sector was formed to provide a single, unified voice to government after privatization of road and bridge maintenance completed its first year

1990 - The Fall Conference was initiated in the Okanagan, offering educational seminars, golf and a reverse draw, and has since become an annual tradition

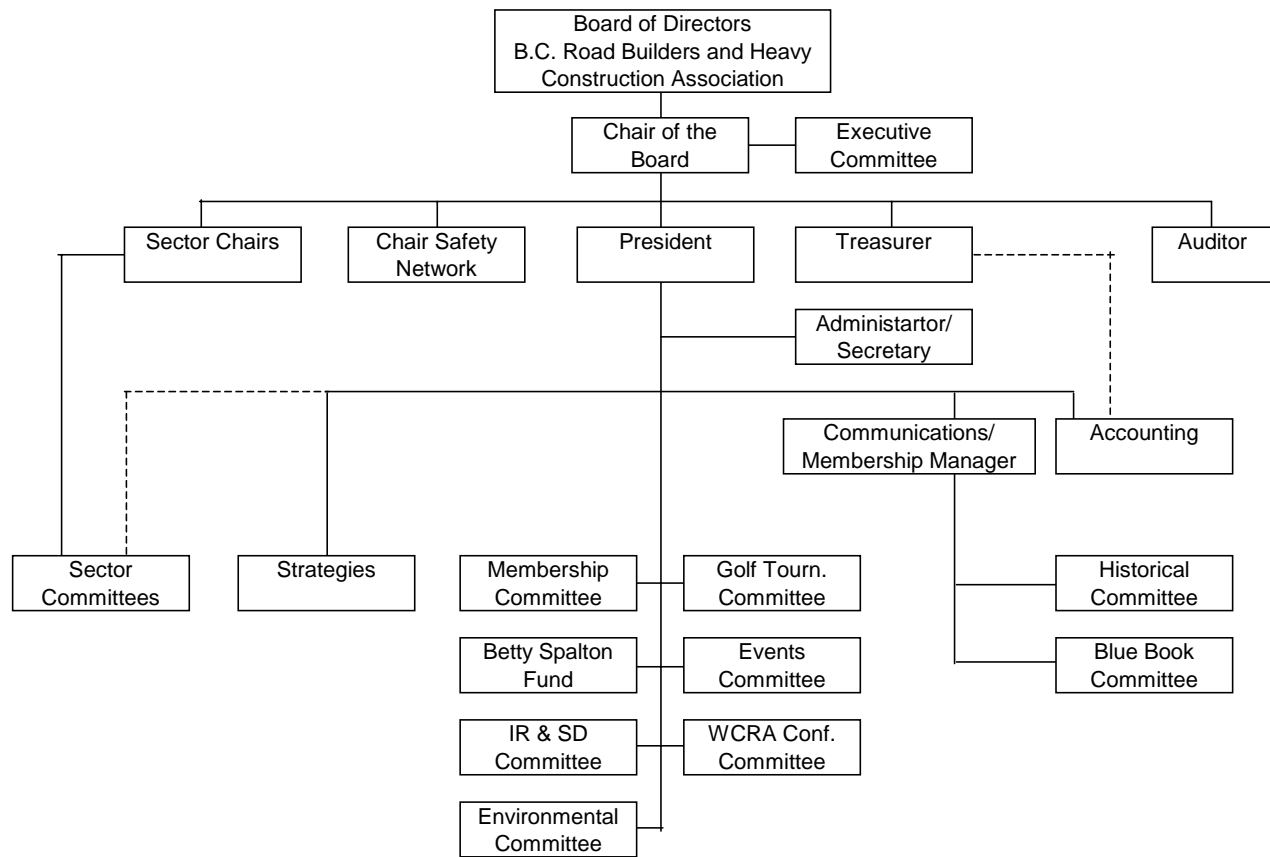
2000 - For the first time, the Blue Book Equipment Rental Rates Guide was published through a partnership between BCRB&HCA and the B.C. government

2001 - The B.C. Road Construction and Maintenance Safety Network was established to provide an opportunity for employers in the industry to work together with WCB to improve safety performance and reduce costs related to accidents

Present - The Association continues to host several annual events, premier being the Annual General Meeting and Seasonal Celebrations held in Victoria every December.

Currently the Association boasts more than 240 contractor and supply member firms engaged in all aspects of road and bridge construction and is a well-recognized industry advocate.

3. Organization Structure



4. Elected Positions

4.1 Board of Directors

- Reports to the general membership of the Association
- The Board of Directors for the BCRB&HCA is an elected body of officials that is called upon to translate the events and climate of the British Columbia road construction and maintenance industry to members
- The Board of Directors is elected annually at the Annual General Meeting in early December. The Board is comprised of:
 - Chair

- Past Chair
- Secretary/Treasurer
- Vice Chair
- Construction Sector Chair + two Directors at large + one Paving Director
- Maintenance Sector Chair + two Directors
- Service and Supply Sector Chair
- President
- The Chair, Secretary/Treasurer and Vice Chair are elected at the Annual General Meeting each December
- The Construction Sector Chair, two Construction Directors, Paving Director,

Maintenance Sector Chair, two Maintenance Directors and Service and Supply Sector Chair are each elected annually by their respective sector memberships

- The Board of Directors appoints the President
- Each November a nominating committee is formed consisting of the three Past Chairs and President to create and submit a Board of Directors election slate for the Association's Annual General Meeting in early December
- Once elected, individual Board members are expected to attend meetings on a regular basis and commit to serving on a committee or to champion one of the annual strategic goals for the Association
- Motions at Board of Directors meetings are passed by simple majority
- The Sector Chairs and Directors are elected at the Sector Meetings held in conjunction with the Annual General Meeting
- The Executive Committee is comprised of:
 - Chair
 - Vice Chair
 - Secretary/Treasurer

The Board of Directors for the Association is responsible for the following functions of the Association including, but not limited to:

Planning

- Provides continuity for the Association.
- Annually reviews the Mission and Vision statements
- Develops the Annual Strategic Plan in January
- Sets measurable goals to assist the Association in achieving its Annual Strategic Plan
- Meets on a regular basis to monitor and review progress of Board

Committees/Sub-Committees and the Annual Strategic Goals

- Schedules regular meetings in May (Spring Golf Tournament), September (Fall Business Conference), December (Annual General Meeting). Other meetings throughout the year are at the call of the Chair
- Supports Western Canada Roadbuilders Conference on a four year rotating basis
- Governs the Association by establishing general operating policies and objectives
- Approves and evaluates programs, activities, event schedules and themes

Communications

- Approves the message content and delivery to gain public and government support for the Association's Vision
- Develops ongoing relationships with owners and government agencies throughout the province
- Establishes working relationships and communications with other construction-related associations such as CCA, TRIP/CANADA, COCA, B.C. Summit and Construction Safety Network
- Ensures regular reporting to the general membership on current industry-related issues and affairs through newsletters and notices
- Supports staff in co-ordinating general membership meetings twice annually at the Fall Business Conference and Annual General Meeting
- Provides necessary resources to improve membership communications through the use of technology

Member Services Responsibilities

- Develops program committees and/or appoints Chairs for the following:
 - Membership
 - Safety Network
 - Blue Book

- Information Technology
- Golf Tournaments
- Historical Committee
- Betty Spalton Fund
- Western Canada Roadbuilders Assoc. (WCRA) Conference
- Canadian Construction Association
- TRIP Canada
- Determines and monitors Association's annual programs and services
- Establishes annual recruitment targets
- Approves new membership programs
- Approves new members
- Ensures that the needs of the membership are met

Financial Responsibilities

- Hires external accountant, reviews performance and approves compensation
- Establishes general financial guidelines and monitors financial performance on a monthly basis
- Establishes short and long term financial goals for the Association
- Approves annual operating budget
- Approves special event and committee budgets
- Ensures adequate financial resources
- Monitors effective utilization of all resources
- Approves extraordinary and/or capital expenditures
- Monitors timely collection of outstanding receivables

Administrative Responsibilities

- Ensures that all operations are run in accordance with its By-Laws and Constitution (See Appendix I)
- Selects and hires the President; monitors President's performance and approves all staff compensation packages

- Establishes general operating policies and guidelines
- Ensures adequate office facilities to meet the needs of the Association

4.2 Chair, Board of Directors

- Reports to the general membership of the Association
- The Chair, elected by the general membership at the Annual General Meeting, is the presiding officer for the Association. This position is a one-year term and rotates annually between a Construction Sector Director and a Maintenance Sector Director. Traditionally, the Vice Chair becomes Chair the following year

The Chair of the Board of Directors is responsible for the following functions of the Association including, but not limited to:

Planning

- Provides leadership to the Board of Directors
- Schedules and chairs Board of Directors and Association meetings including Fall Business Conference and Annual General Meeting as per annual schedule
- Chairs the Executive Committee
- Assists Board in annual strategic planning process
- Ensures that staff and volunteer activities and resources remain focused on achieving the Association's Mission and Vision
- Reviews President's Monthly Report of Association activities and provides direction as required on an ongoing basis

Communications

- Ensures regular reporting to the Board of Directors on current industry-related issues and affairs

- Represents Association as official spokesperson for the industry during term of office
- Develops and maintains relationships with owners and government agencies throughout the province as required
- Assists the President in maintaining relationships and communications with other construction-related associations such as CCA, TRIP/CANADA, B.C. Summit and Construction Safety Network
- Represents the Association on the Board of Directors for the WCRA with full voting rights
- Ensures timely reporting and distribution of Board of Director and Committee agendas, committee reports and minutes of meetings
- Presents Chair's Report at the Annual General Meeting. Writes Chair's Message for insert in the Blue Book

Member Services Responsibilities

- Appoints Committee Chairs in consultation with the Board and President
- Serves *ex-officio* as member of committees and attends meetings as required
- Provides guidance and support to all Sector and Committee Chairs
- Monitors Sector and Committee progress and makes recommendations to assist each in accomplishing annual goals
- Monitors and reviews membership services
- Monitors and reviews progress of Associations' programs, activities, event schedules and themes

Financial Responsibilities

- Assists Executive Committee to develop the annual budget for approval of the Board

- Monitors Association's monthly financial performance
- Provides leadership for all Association fundraising activities

Administrative Responsibilities

- Assists President to establish general operating policies and guidelines
- Reviews with the President management issues of concern to the Board
- Chairs President's annual performance evaluation with Executive Committee and makes salary adjustment recommendations to the Board
- Assists President in dealing with staff issues such as hiring, firing and necessary disciplinary actions
- With the Executive Committee, approves annual capital expenditure requirements within budget guidelines established by the Board

4.3 Secretary/Treasurer

- Reports to the Board of Directors
- The Board elects one Director to act as Secretary/Treasurer. For continuity, this position is often held for more than one year

The Secretary/Treasurer is responsible for the following functions of the Association including, but not limited to:

Planning

- Recommends approval of the external Auditor at Annual General Meeting
- Develops annual budget for review by the Executive Committee and approval by the Board

Communications

- Presents financial statements at Board of Directors meetings
- Presents annual Financial Report to the membership at the Annual General Meeting

Member Services Responsibilities

- Establishes and monitors budgets for committees and Association fundraising activities

Financial Responsibilities

- Ensures all financial practices are in accordance with General Accepted Accounting Principles (GAAP)
- Ensures that all financial commitments are met including all regulatory remittance requirements for payroll and taxes
- Develops financial policies and procedures with the President for approval by the Board
- Monitors financial performance of Association
- Establishes and monitors cost coding system for budget analysis

Administrative Responsibilities

- Monitors financial activities with President
- Approves President's monthly expense report for payment
- Signing officer for the Association

4.4 Sector Chairs

- Construction
- Maintenance
- Service and Supply
- Reports to the Board of Directors
- The Sector Chair, elected by their respective Sector membership, is presiding officer for their Sector. This position is a one-year term
- The Sector Chair is a member of the Board of Directors and is responsible for duties as outlined in the Board of Directors description

The Sector Chair is responsible for the following functions of the Association including, but not limited to:

Planning

- Represents the needs of the Sector to the Board of Directors
- Meets with the Sector on a regular basis to set goals
- Assists Board in annual strategic planning process representing Sector needs
- Governs and provides leadership to their sectors to establish general operating policies and objectives, including positions on construction/maintenance standards, human resources issues and government fees, taxes and regulations
- Schedules and chairs regular meetings with their Sectors
- Monitors and reviews progress of Sector Sub-Committees
- Schedules and attends any regularly held meetings with MoT

Communications

- Ensures regular reporting to the Board of Directors on current Sector-related issues and affairs
- Ensures regular reporting to the Sector membership on current Sector-related issues and affairs through newsletters and notices
- Supports staff in co-ordinating Sector meetings twice annually at the Fall Business Conference and Annual General Meeting
- Develops ongoing relationships with owners and government agencies throughout the province
- Establishes working relationships and communications with other construction-related associations

Member Services Responsibilities

- Ensures that the needs of their Sectors are met

- Monitors Sector and Sub-Committees' progress and makes recommendations to assist each in accomplishing annual goals
- Monitors and reviews progress of Sector's programs, activities and event schedules
- Provides guidance and support to Sector Directors
- Works with staff to provide educational opportunities for sector members

Financial Responsibilities

- Ensures adequate financial resources for the Sector
- Monitors effective utilization of all Sector resources

Administrative Responsibilities

- Ensures that all operations of the Sector are run in accordance with the Association's By-Laws (See Appendix I)
- Sits on the Association's Board of Directors

5. Appointed Positions

5.1 Committee Chairs

- Membership Committee
- Golf Tournament Committee
- Betty Spalton Fund Committee
- Blue Book Committee
- Historical Committee
- Western Canada Roadbuilders Assoc. Conference Committee
- Reports to the Board of Directors
- The Committee Chair, appointed by the Board of Directors, is presiding officer for their respective committee. This position is a one-year term
- The Committee Chair is a member of the Board of Directors and is responsible for duties as outlined in the Board of Directors description

The Committee Chairs are responsible for the following functions of the Association including, but not limited to:

Planning

- Represents the needs of the Committee to the Board of Directors
- Meets with the Committee on a regular basis to set goals
- Assists the Board in annual strategic planning process representing Committee needs
- Governs and provides leadership to their committees to establish general operating policies and objectives
- Schedules and chairs regular meetings with their Committees
- Monitors and reviews progress of Sub-Committees
- Schedules and attends any regularly held meetings

Communications

- Ensures regular reporting to the Board of Directors on current Committee-related issues and affairs
- Ensures regular reporting to the Committee on current industry-related issues and affairs through newsletters and notices
- Supports staff in coordinating Committee meetings

Member Services Responsibilities

- Ensures that the needs of their Committee are met
- Monitors and reviews Committee goals
- Monitors and reviews progress of Committee's programs, activities, event schedules and themes
- Provides guidance and support to Committee members

Financial Responsibilities

- Ensures adequate financial resources for the Committee

- Monitors effective utilization of all Committee resources

Administrative Responsibilities

- Ensures that all operations of the Committee are run in accordance with the Association's By-Laws (See Appendix I)
- Sits on the Association's Board of Directors

6. Staff Positions

6.1 President

- Effectively manages and operates the Association within policy guidelines established by the Board of Directors
- Reports directly to the Chair of the Board and is accountable to the Board

Responsibilities include but are not limited to:

Planning

- Participates with the Board of Directors in updating the Annual Strategic Plan and ensures all activities are consistent with the Plan
- Sets short and long term measurable goals in conjunction with the Board for the President and staff to assist in achieving the Association's Annual Strategic Plan

Communications

- Assists in the development and delivery of strategies to gain public and government support for the Association's vision
- Develops ongoing relationships and liaisons with owners, government agencies, engineers, etc. throughout the province, such as MOTI, GVTA, B.C. Ferries, Vancouver Airport Authority, Vancouver Port Authority, Municipalities and Consulting Engineers of B.C.
- Ensures that effective and timely communications are provided to the

Board of Directors and Association membership on current industry-related issues and affairs

- Utilizes new technology to increase member participation
- Establishes working relationships and communications with other construction-related associations such as CCA, TRIP/CANADA, COCA, BCCA, ICBA, VRCA and B.C. Summit

Member Services Responsibilities

- Provides operational guidance, support and communication to all committees and assists in setting their operating parameters, goals and activities
- Provides management of Association activities including the Annual General Meeting, as well as all special events, both educational and social
- Responsible for advance event planning, booking of guest speakers and entertainment, promotion of events and sponsor recruitment
- Enhances member services with a particular emphasis on areas of operations that will provide added value to the membership, i.e. Construction Safety Network and publication of the annual Blue Book Rental Rate Guide
- Develops and implements strategies in keeping with the goals established by the Association for ensuring a certain level of membership

Financial Responsibilities

- Accepts full financial and accounting responsibility for the operations of the Association
- Signing Officer for the Association at the direction of the Board
- Monitors budget performance on a regular basis, including a monthly review with the Secretary/Treasurer

- Assists in preparing financial reports for Board of Directors meetings and the Annual General Meeting
- Recommends to the Board of Directors short and long term financial plans for the Association
- In conjunction with the Secretary/Treasurer establishes and maintains financial policies and procedures which will foster financial accountability
- Ensures all accounting procedures and reporting are consistent with GAAP and in accordance with the appointed auditors, meeting all necessary government requirements
- Is responsible for cash management, including investments, under the direction of the Board of Directors

Administrative and Supervisory Duties

- Prepares accurate material, reports and minutes for the Board of Directors, Sectors and Committees
- Provides management and supervision to all Association staff and contract employees, including the scheduling of responsibilities, performance management and achieving pre-determined goals
- Responds to member inquiries
- Prepares a monthly report of activities and progress on all activities for prior circulation and presentation to the Board of Directors
- Recommends staff appointments, terminations and general staff wage administration to the Board

6.2 Communications and Membership Manager

- Responsible for facilitating effective communications, recruitment of membership and providing staff support to all member services

- Reports directly to the President

Responsibilities include but are not limited to:

Planning

- Sets short and long term measurable personal goals in conjunction with the President to assist in achieving the Association's Annual Strategic Plan

Communications

- Develops and maintains an improved process of communications to increase member participation through methods such as the use of technology
- Provides communication support to Association Sectors and Committees
- Keeps membership aware and informed of the activities of the Association, its Board of Directors and its Committees
- Develops, edits and coordinates publication and distribution of newsletters, brochures, conference publications, press releases and articles
- Develops, edits and coordinates publication of the annual Blue Book Rental Rate Guide. This involves the following:
 - Works with the Rental Rate Committee and other stakeholders to develop accurate and comprehensive rental rates
 - Designs the layout of the Guide
 - Recruits advertisers
 - Designs advertising copy as needed
 - Promotes sales of the Guide to the membership and other stakeholders in B.C.
- Checks print material developed by other staff members for accuracy and adherence to Board policies; ensures that a professional image of the Association is projected at all times
- Prepares materials to market events appropriately and ensures the timely

mail-out or distribution of program information

- Makes written and oral reports to the Board and to the membership as required

Member Services Responsibilities

- Manages and maintains membership applications, records and databases, including past, current and prospective members
- Prepares membership status reports for the Board of Directors
- Assists in planning and coordinating membership programs and activities, including the Annual General Meeting, as well as all special events, both educational and social
- Receives and processes membership application and termination requests
- Coordinates on-site event management as required

Administrative And Supervisory Duties

- Assists in the preparation of materials including meeting agendas, minutes of meetings, reports, etc.

6.3 Administrator

- Provides staff support and services to the Association and its members
- Reports directly to the President

Responsibilities include but are not limited to:

Planning

- Sets short and long term measurable personal goals in conjunction with the President to assist in achieving the Association's Annual Strategic Plan

Communications

- Provides communication support to Association Sectors and Committees
- Assists in keeping membership aware and informed of the activities of the Association, its Board and Committees

- Assists in preparation of minutes of meetings and reports to the Board and to the membership as required
- Compiles all information for weekly issuance of the tender calls, results and awards from various sources, i.e. Journal of Commerce, the Province, municipalities, Explorer Software and Public Works Canada
- Assists Communication and Membership Manager as required

Member Services Responsibilities

- Assists in facilitating BCRB&HCA membership service programs and activities including the Annual General Meeting as well as all special events, both educational and social
- Assists with on-site event management as required

Administrative And Supervisory Duties

- Acts as an assistant to the President
- Provides efficient day-to-day administration support for the Association office, including telephone, reception and secretarial duties
- Overall responsibility for maintaining office supplies, meeting supplies, plus office equipment maintenance and repair
- Assists with minutes of Committee meetings and Sector reports as required and circulates in a timely manner with due regard for those that require information
- Responds to member inquiries as required
- Provides support for special projects as required
- Picks up, opens and sorts all incoming mail and packages, prepares outgoing mail and courier shipments and ensures that postage meter is full
- Maintains filing systems and various manuals in library

- Updates input and maintains Data Centre for membership and mailing lists for BCRB&HCA and other organizations
- Maintains and keeps track of all petty cash
- Registers members for all dinner meetings, special meetings, golf tournaments and attends to the main registration desk at such events
- Makes all name tags for event attendees

6.4 External Consultants

BCRB&HCA contracts the following outside professional services:

- Accounting
- Audit Account Firm (appointed at Annual General Meeting)
- BCRB&HCA policy is to hire member companies where possible for external consulting

7. Committees

- Membership Committee
- Golf Tournament Committee
- Betty Spalton Fund Committee
- Blue Book Committee
- Historical Committee
- Western Canada Roadbuilders Assoc. Conference Committee
- Industry Recruitment and Skills Development Committee*
- Environmental Committee*
- Events Committee*

* Committees under development

7.1 Membership Committee

Planning

- Assures membership activities are supportive of the Association's overall goals

- Reviews affiliate membership category at the Fall Conference
- Reviews programs at the Annual General Meeting

Communications

- Ensures open two-way communication with the Board of Directors and the Committee
- Ensures Committee decisions are communicated to the general membership

Member Services Responsibilities

- Makes recommendations to the Board of Directors on membership recruitment, membership participation in Association programs and services, education programs (including safety initiatives), Association-endorsed employee benefits programs, affinity programs and other membership purchasing benefits
- Ensures value to members by monitoring services

Financial Responsibilities

- Makes recommendations to the Board of Directors on membership dues levels

Administrative Responsibilities

- Makes recommendations to the Board of Directors on industry data collection, maintenance and distribution

7.2 Golf Tournament Committee

Planning

- Assures Committee's activities are supportive of the Association's overall goals
- Oversees the planning and staging of the Ivan Hanchard Charity Golf Tournament and the Fall Business Conference Golf Tournament

Communications

- Ensures open two-way communication with the Board of Directors and the Committee

- Ensures Committee decisions are communicated to the general membership
- Promotes and markets golf tournaments
- Attends related publicity events, such as the presentation of the cheque to an appropriate charity
- Builds BCRB&HCA's corporate image

Member Services Responsibilities

- Stages events with opportunities for networking, fellowship and enjoyment

Financial Responsibilities

- Donates funds raised to an appropriate charity (i.e. Betty Spalton Fund and/or B.C. Children's Hospital)
- Accumulates Association non-dues revenues

Administrative Responsibilities

- Books locations for tournaments

7.3 Betty Spalton Fund Committee

Planning

- Encourages women and underrepresented groups to enter the industry by awarding one or two scholarships each year, depending on available funds

Communications

- Ensures open two-way communication with the Board of Directors and the Committee
- Raises awareness within and outside of the Association of the Betty Spalton Education Fund
- Advertises to our membership via the newsletter
- Advertises to our outside audience via the Blue Book Rental Rate Guide
- Advertises at secondary and post-secondary schools
- Communicates the recipient of the fund to the general membership

Member Services Responsibilities

- Utilizes an Association activity, such as the Ladies Night, to be an annual fundraiser to the scholarship fund

Financial Responsibilities

- Ongoing work to raise the value of the fund
- Achieve deposit of \$2500 to \$5000 per year into the fund

Administrative Responsibilities

- Award scholarship(s) by September of each year

7.4 Blue Book Committee

Planning

- Provides the industry with a government-approved equipment rental rate guide that is accurate and fair to all parties and stakeholders

Communications

- Ensures open two-way communication with the Board of Directors and the Committee
- Through regular consultation with all parties, continues to update and improve the rate book as the primary and trusted source for equipment rates in B.C.

Member Services Responsibilities

- Ensures that the industry receives a proper rate for work performed and the owner receives fair value for the rate provided
- Inclusion of all members in the membership roster enclosed with the Blue Book

Financial Responsibilities

- With the Association's financial support, produces and distributes the book with an end result of a profit contribution to the BCRB&HCA
- Sells advertising space and books to members and non-members

Administrative Responsibilities

- Keeps track of the publishing schedule and deadlines
- Ensures advertisements are directed to printer

7.5 Historical Committee**Planning**

- Documents the first 10 years of the BCRB&HCA's existence by outlining the initial purpose of the Association and other activities entered into during that time
- Reviews files and pictures and discusses the activity that took place in the Association's past
- Records the Association's progress and growth from inception to present

Communications

- Develops and presents a narrative with suitable pictures to present to the membership
- Keeps membership aware of the Association's history

Member Services Responsibilities

- Committee was formed to record the initial history of the Association with the intent that current members be able to appreciate the purpose and achievements of the Association

Administrative Responsibilities

- Reviews BCRB&HCA history and creates an historical account of the Association's past
- Updates Association history files each year by adding significant Association/industry news and information

7.6 Western Canada Roadbuilders Assoc. (WCRA) Conference Committee**Planning**

- Plans and holds the WCRA Conference every fourth year in a resort location

Communications

- Promotes and markets WCRA events
- Promotes networking between the provinces

Member Services Responsibilities

- Holds a relevant, interesting and stimulating conference that is valuable for members
- Shares innovative ideas and solutions to common problems through networking

Financial Responsibilities

- Raises funds for the operation of WCRA
- Secures sponsorship

Administrative Responsibilities

- Three year prior location selection
- One year prior program selection
- Six month prior sponsorship commitment

8. Budget Plan**8.1 Financial Framework**

- Review prior year actuals-to-date
 - Review process should consider actual results up to and including July/August to be ready for presentation at the Fall Conference
- Secretary/Treasurer and President review any changes expected and their impact on the budget, such as:
 - Membership
 - Staff
 - Seminars/events
 - Rental Rate Guide budget (prepared by Blue Book Committee)

- Unusual events (i.e. WCRA, new initiatives)
- Discuss Safety Net revenue/cost to BCRB&HCA
- Review Board minutes for approvals of expenditures and other items that may affect the budget
- Put above information together to draft next year's budget
- Present budget for approval at September Board meeting
- Monthly financial statements have to be approved by the Board of Directors
- Review financial guidelines for the operation of the Association
- All changes must be approved by the Board

8.2 Revenue and Expenses

a) Revenue Sources

- Membership Fees
- Events – must be kept affordable for members
- Golf
- Fall Conference
- Annual General Meeting
- Ladies' Night
- Blue Book
- Seminars
- Certification Programs

b) Expenses

- Office administration
- Public relations
- Federal and provincial advocacy
- Membership services

8.3 Financial Principles

- Principle behind membership fees is that they should cover the basic operations expenditures incurred in running the Association

- Charge for events is to cover costs of event and generate small profit for the Association
- Our events provide knowledge to members and demonstrates the value they receive for their fees directly
- A reserve fund of half a year's continuous operating expenditures should be established to provide an adequate fiscal base in the case of a loss of revenue

9. Policies

The Board of Directors establishes policies from time to time based on current issues. These will be catalogued and developed into a policy manual.

CONSTITUTION

1. Article One – Name

This organization shall be known as the B.C. Road Builders and Heavy Construction Association and hereinafter referred to as the Association.

2. Article Two – Purpose

The purpose of the Association shall be:

- a) To promote and enhance business opportunities for its members.
- b) To provide a forum for its members to improve productivity, cost effectiveness and business planning.
- c) To acquire and disseminate information of value to the industry, to the members and to their customers.
- d) To foster fellowship amongst the members and with others with whom the members do business.
- e) Generally, to engage in those measures and activities which will facilitate the development and improvement of the industry by speaking with one voice.

3. Article Three – Location

The operations of the Association are to be carried on in the Province of British Columbia and shall be headquartered at such location within the Province as the Board of Directors shall determine from time to time. This provision is alterable.

BY-LAWS

1. Membership

1.1 Categories of membership

Membership in the Association shall be divided into the following categories and the Board of Directors shall determine the category into which each member shall belong.

a) Contractor Members

Those persons, firms, partnerships or corporations engaged as a contractor in the road building and heavy construction industry.

b) Service & Supply Members

Those individuals, firms, partnerships or corporations engaged in the supply of goods or services to the road building and heavy construction industry.

c) Affiliate Members

Those Association, co-operatives or non-profit corporations providing service to the road building and heavy construction industry.

d) Honorary Members

Those individuals who have provided distinguished service to the road building and heavy construction industry.

1.2 Application for Membership

Applications for membership shall be subject to approval by the Board of Directors and to such of the rights and obligations, assessments, fees, dues or otherwise as may be imposed by the Board of Directors or prescribed at a general meeting of the Association.

Approvals for membership as Honorary Members shall be subject to a majority vote of the members present at the Annual General Meeting.

1.3 Rights and Privileges

Membership shall vest in the person, firm, partnership, corporation or Association approved for membership by the Board of Directors. A member shall name an official representative who

shall be entitled to hold office and such person alternate shall be eligible to attend meetings and have all the rights and privileges, duties and responsibilities of a member.

1.4 Subsidiaries and Branches

A subsidiary or branch of a member may apply for separate membership and if approved by the Board of Directors shall have all the rights and obligations of membership.

1.5 Termination of Membership

a) Termination of Member

Any member may withdraw from the Association by submitting a written notice of resignation, providing the dues and assessments are fully paid up.

b) Termination by Board

The Board of Directors may suspend or terminate any membership where the dues and assessments remain unpaid for a period of sixty (60) days followed by thirty (30) days after written notice that such termination will occur and may reinstate such member upon payment of arrears.

The Board of Directors may suspend or terminate any membership for cause or conduct or behavior inimical to the interest of or failure to comply with any By-Law or Direction of the Association.

1.6 Good Standing

A member is in good standing unless suspended by the Board of Directors as provided above.

2. Fees and Funds

2.1 Membership Dues

Membership dues shall be fixed on such basis as the Board of Directors shall decide from time to time.

2.2 Special Assessments

Special assessments may be levied by the Board of Directors from time to time.

2.3 Indebtedness to Association

All outstanding dues and assessments shall remain as a debt due the Association by the member who resigns or whose membership is terminated.

3. Meetings

3.1 Annual General Meeting

The fiscal year of the Association shall commence on the first day of September of each year and the Annual General Meeting shall be held between October 1 and December 31 of each year. The Board of Directors shall fix the location of the meeting and shall ensure that not less than fifteen (15) days notice in writing is given to each member. The business of the Annual General Meeting shall include:

- The Financial Statement for the previous fiscal year
- The Report of the Auditor for the previous fiscal year
- The Report of the Board of Directors
- The appointment of the Auditor for the ensuing year
- The election of officers.
- Such other business as the Executive Committee shall decide to place before the meeting.
- Any other item of business which a member may wish to raise, subject to the support of a majority of members in attendance at the meeting.

3.2 General Meetings

General meetings shall be held at such times and places as the Board of Directors may determine and notices of such meetings shall be given in writing to each member at least fifteen (15) days in advance.

Additional general meetings may be called upon the direction of a majority of the Board of Directors, or upon the written request of 10% or more of the voting members.

3.3 Quorum

At all general meetings of the Association a quorum shall consist of 25% of the contractor members but not less than (3) members.

3.4 Voting

At any general meeting, members shall have one vote each which can be exercised by the authorized representative attending personally at the meeting. Voting power by proxy may be vested to another member by means of a dated written authority and shall be presented to the Chairman prior to the calling to order of the meeting and shall be effective for one meeting only. In the case of a tie vote, the Chairman shall not cast a deciding vote.

4. Sectors

4.1 Establishment of Sectors

The Board of Directors shall establish sectors upon the application of five (5) or more members or upon its own motion.

4.2 Membership in a Sector

Any member may join or resign from a Sector provided that the member wishing to join a Sector has the necessary qualifications for the Sector and agrees to abide by the rules and regulations established for the Sector. Qualifications and rules and regulations for a Sector shall be established by the Board of Directors and may be amended by the Board of Directors from time to time.

4.3 Purpose and Operation of Sectors

Sectors shall serve the needs of five (5) or more of the members and shall perform such tasks and provide such services as the Sector members may propose and are approved by the Board of Directors.

4.4 Chairman, Officers and Executive Board of a Sector

The members of a sector shall elect a Chairman and such other officers and Executive Board Members as they may think fit for the proper operation of the Sector.

4.5 Sector Directors

The members of a Sector shall elect Sector Directors to serve on the Board of Directors.

4.6 Special Fees and Assessments

Special fees and assessments may be established for the members of a Sector by the Board of Directors to cover the cost of services provided by the Association to members of that Sector.

4.7 Elections, Voting and Meetings of Sectors

The Chairman, other officers, Executive Board Members and Sector Directors of a Sector shall be elected annually at a general meeting of a Sector.

Each member of a Sector shall receive notice of all meetings of the Sector and shall be entitled to vote in person or by proxy at such meetings.

5. Government

5.1 Management

The business and affairs of the Association shall be governed by the Board of Directors who shall do all things as the Association is authorized to exercise and do. The Board may delegate any of their powers to the Executive Committee or to an officer of the Association or to a Chairman of a Sector.

5.2 Board of Directors

The Board of Directors shall consist of the Officers of the Association, the Sector Directors and the immediate Past Chairman.

Officers: The officers of the Association shall be the Chairman, Vice-Chairman, Secretary Treasurer who shall be elected by the contractor members at each Annual General Meeting.

Termination: An officer or a Director-at-Large or Chairman of a Sector may resign at any time or may be dismissed by the Board of Directors if he has been absent from two consecutive Directors meetings or has otherwise failed to perform properly duties assigned him by the Board.

Vacancy: In the event that an officer, vacates his office, the Board of Directors may appoint a replacement to fill the position for the remainder of his unexpired term. In the event that a Sector Chairman or Director vacates his office, the Sector Executive Board may appoint a replacement to fill the position for the remainder of his unexpired term.

Quorum: At all meetings of the Board of Directors, a quorum shall be fifty (50%) plus one (1).

5.3 Executive Committee

The Executive Committee shall consist of the Chairman, the Vice-Chairman, and the Secretary Treasurer. The Executive shall:

- Supervise and control the daily affairs of the Association.
- Authorize and approve payment of current operation expenditures.
- Provide for the hiring, discharge, remuneration and duties of staff.
- Such other duties as may be delegated by the Board of Directors.
- Meet at the call of the Chairman and a quorum shall be two (2).

5.4 Chairman

The Chairman shall preside at all General Meetings, Directors Meetings and Executive Committee Meetings. He shall be an ex-officio member of all Sectors and of any committees established by the Board of Directors or by a Sector. He shall perform the normal duties of his office and have general supervision of the affairs of the Association.

5.5 Vice-Chairman

The Vice-Chairman shall perform the duties of the Chairman in his absence and shall perform such other duties as may be delegated to him by the Board of Directors or the Chairman.

5.6 Secretary/Treasurer

The Secretary shall directly or by delegation to staff:

- Conduct correspondence
- Issue notices of meetings
- Keep minutes of meetings
- Have custody of records
- Have custody of the Seal
- Maintain a register of members
- Keep the financial records
- Render financial statements
- Arrange banking and investment of funds.

6. Elections

6.1 Secret Ballots

All elections for office shall be by secret ballot except where there is only one person standing for office and the person is declared elected by acclamation.

6.2 Nominations

The nominating committee consisting of the three immediate past chairmen shall present the names of candidates for each elective office and shall have obtained the prior consent of the person so nominated. In the event of the unavailability of one or more past Chairman, the Board of Directors may designate an alternate. Nominations may be made from the floor of the meeting provided that the person being nominated has consented in writing to his nomination.

7. Special Provisions

7.1 Seal

The Board of Directors may provide a Seal of the Association which shall not be affixed to any instrument except in the presence of any two officers of the Association or such person or persons as the Directors may from time to time authorize.

The officers, person or persons in whose presence the Seal is so affixed to an instrument shall sign such instrument.

7.2 Audit

An auditor appointed at each Annual General Meeting by resolution of the members shall audit the books and accounts, examine and verify the securities and assets and their valuation.

7.3 Borrowing

Subject to the provisions of the Societies Act, the Directors may borrow or raise and secure the payment or repayment of monies in order to meet the expenses of the operations of the Association and in order to carry out the purposes.

7.4 Liability of Member

No member is, in his individual capacity, liable for a debt or liability of the Association, after the registrations and approval of these By-Laws by the Registrar of Companies for the Province of British Columbia.

7.5 Liability & Indemnity of Directors

Subject to the Society Act no Director shall be liable for any action taken or omitted by him in good faith, nor for the acts or omissions of any agent, employee, solicitor, banker or any other person selected by the Directors with reasonable care, nor for the act or omission of any other Director.

7.6 Signing Authority

Payments of Association accounts shall be made in accordance with Resolution of the Board of Directors.

7.7 Arbitration

Any dispute arising between the Association and a member that cannot be resolved amicably shall be decided by arbitration under the Arbitration Act of British Columbia.

7.8 By-Laws

On being admitted to membership, each member shall receive without charge, a copy of the Constitution and By-Laws of the Association.

7.9 Amendment

These By-Laws shall not be altered or added to except by special resolution.

7.10 Termination

On the winding up and dissolution of the Association after all debts have been paid off or provision for payment has been made, the assets remaining shall be paid, transferred to or delivered to a Society with similar purposes to that of the Association or such charity or charities as the Directors may determine.

2009-10 Strategic Goals

Every year, the B.C. Road Builders and Heavy Construction Association's Board of Directors meets in January to decide upon the Association's strategic focus for the upcoming year. This year, the following strategic goals and strategic priorities have been developed:

1. Support and help develop a greenhouse gas (GHG) emissions reduction strategy for the Ministry of Transportation and Infrastructure and the road building construction, maintenance and supplier sectors

Activities include:

- (i) Continue work of GHG Emission Reduction committees for the construction, paving, maintenance and service and supply sectors.
- (ii) GHG Committees to meet with MOTI Climate Action Program staff.
- (iii) MOTI and GHG Committees to further develop GHG emissions reduction strategies for each sector (i.e. complete best practices guide). Each strategy will support continued economic growth in the sectors and our industry.
- (iv) Complete CH2M Hill research project (maintaining good roads vs. GHGs) in partnership with the BC Trucking Association.
- (v) Develop and implement a communications plan to keep members, partners and public informed of progress of this program.
- (vi) Meet with Trucking Association, UBCM and other stakeholders to share ideas and actions taken.

2. Promote open and transparent public tendering for public dollars

Activities include:

- (i) Find out current tendering policies/rules, identify potential projects, work on key messages, (fact sheet, Q&A's, examples of challenges).
- (ii) Meet with provincial/federal government stakeholders to advocate for open and transparent tendering - discuss issues/promote ideas.
- (iii) Meet with municipal stakeholders to advocate for open and transparent tendering - discuss issues/promote ideas. Advise municipalities of skilled worker program roll out.
- (iv) Meet with local MPs to advocate for open and transparent tendering - discuss issues/promote ideas.

3. Continue building stronger and more cooperative working relationships with the Ministry of Transportation and Infrastructure staff

Construction Sector

- (i) Construction sector committee to meet to clarify problems, collect anecdotal evidence and develop specific proposals in the following areas:
 - a. Involvement of Regional Directors
 - b. Volumes of Work
 - c. Index Pricing
 - d. Early Tendering
- (ii) Meet with the MOTI executive to propose solutions to current issues.
- (iii) Set up semi-annual Construction Sector meetings with Peter Milburn and Mike Proudfoot.
- (iv) Continue to have bridge sector group meet with MOTI to discuss specific sector problems.

Maintenance Sector

- (i) Maintenance sector to meet to clarify problems, collect anecdotal evidence and develop specific proposals in the following areas:
 - New “Guiding Principles”
 - Private Maintenance Sustainability
 - Downloading Costs
 - Consistency in Administration and Auditing
 - Meeting Public Expectations
- (ii) Maintenance sector to have partnering meetings with MOTI (specifically Mike Proudfoot) to review issues and discuss possible solutions.
- (iii) In partnership with the MOTI and other stakeholders, develop a public relations program that builds on last year’s winter driving programs success with the purpose of:
 - Aligning public expectations with actual specifications and conditions
 - Ensuring travelers are properly equipped for winter driving conditions

4. Support and promote sustained investment in transportation infrastructure and to support the 2010 Winter Olympic and Paralympic Games

Approaches will include:

- (i) Invest in and support ICBA’s advertising campaign.
- (ii) Develop and distribute promotional materials that highlight message of investment in infrastructure (i.e. special magazine and pay cheque stuffers).
- (iii) Support the upcoming 2010 Winter Olympic and Paralympic Games by co-sponsoring anti-doping conference in Kelowna and supporting the HBC Gift Card Program.

- (iv) Assist with the VANOC sign installation initiative.
- (v) Work with VANOC to develop a list of volunteer plough drivers.
- (vi) Receive and share formal program info to membership.

Strategic Priorities

The Association is also committed to work with its members and partners on several priorities, including:

- Volume of work – developing a business paper on sustaining the industry; advocating and communicating the findings to stakeholders and members.
- Advance skilled worker and training programs – work closely with the Transportation Career Development Association to pass on BCRB programs.
- Maintaining strong government relations – building a relationship with the Ministry of Environment and maintaining our relationship with the Premier’s Office.
- BC Road Builders History Committee – re-energizing efforts to research association history so that a formal publication can be developed.

The B.C. Road Builders and Heavy Construction Association continues to build momentum for continued investment in the province’s transportation system. We are looking forward to working with our members to achieve our goals in the upcoming year.