



SPRING 2026

THE VOICE

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| LETTER FROM THE PRESIDENT



Spring arrives this year amid economic uncertainty at home and volatility abroad. Shifting markets, cost pressures, and global instability continue to create challenges across sectors. In this environment, predictable infrastructure investment is more important than ever.

Our members are preparing for another busy construction season, delivering the projects that keep British Columbia connected while supporting jobs, trade, and long-term economic stability across the province. These priorities are clearly reflected in our 2026 Strategic Plan.

We are advocating for transparent, multi-year infrastructure outlooks across sectors including grading, paving, bridges, and major projects, to provide the certainty needed for workforce planning and long-term capital investment. We are also advancing procurement practices that improve fairness and outcomes, promote efficient project delivery, and ensure risk is allocated in a balanced and reasonable way. In an uncertain economic climate, strong collaboration between owners and contractors is essential to protect public value while maintaining a stable and competitive industry.

Workforce development remains central to this effort. A major focus in 2026 is the evolution of the RoadShow. As we transition beyond grant funding, the program now operates as an industry-focused mobile training initiative, aligned with our commitment to building a strong and safe workforce that is ready for what the future holds. Beginning this season, both our original and brand-new simulator trailers will deliver on-site operator training tailored to highway maintenance contractors and heavy construction firms across BC.

With snowplow simulators and advanced heavy equipment platforms operating simultaneously, the Operator Classroom allows firms to conduct seasonal refreshers, onboard auxiliary winter staff, support pre-employment screening, and deliver structured skills evaluation in a safe and controlled environment. By allowing operators to train and retrain without risk to equipment or the public, the program provides measurable operational value while strengthening overall site readiness.

That same commitment to safety and operational clarity extends beyond training. Regulatory certainty has become an equally significant focus this year. Intensified enforcement of WorkSafeBC's OHS Regulation Part 18 - Traffic Control has raised important questions about how practicability and effective protection are interpreted in live traffic environments. In response, BCRB has convened a Road Work Traffic Safety Working Group with WorkSafeBC and the Ministry of Transportation and Transit to develop clearer guidance and a structured practicability framework grounded in real project conditions.

Thank you to our members for your continued leadership, engagement, and commitment to building safe, resilient infrastructure for British Columbians. Together, we are advancing a strong and future focused industry as we move into 2026.

Sincerely,

MATT PITCAIRN

President

BC Road Builders and 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.

Canada's construction industry employs over 1.6 million people. In British Columbia, it supports more than 250,000 jobs, pays \$20.5 billion in wages, and accounts for nearly 10% of the provincial economy.



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.



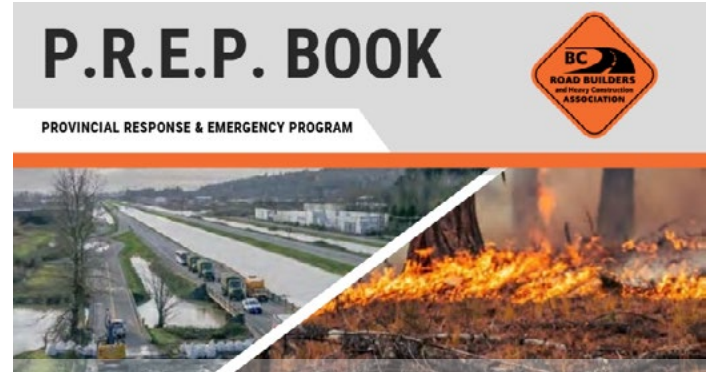
GOAL 03

LEAD AN INNOVATIVE, DATA-INFORMED, AND CONNECTED INDUSTRY

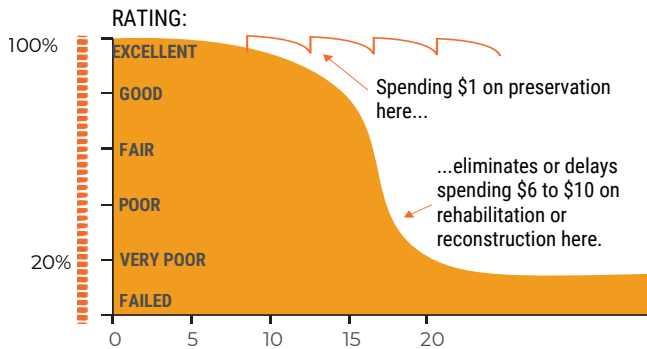
Position the industry as innovative, informed, connected, and resilient through leadership, collaboration, and data-driven decision-making.

1

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



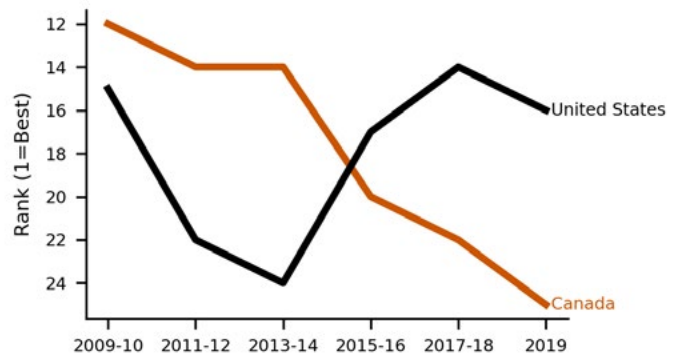
GOOD ROADS COST LESS



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



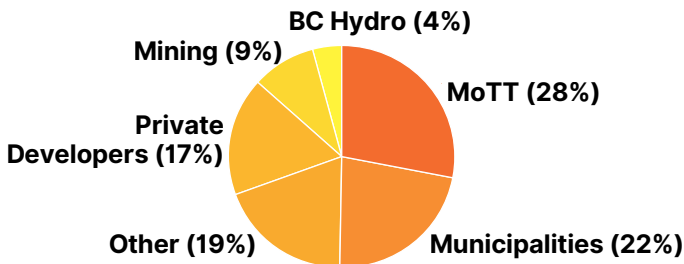
Source: World Economic Forum, Global Competitiveness Report 2006-2019

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.



2025 AGM RECAP



The Road Builders wrapped up the year in true BCRB style with our 59th Annual General Meeting and Holiday Celebrations, held December 4-6 in Victoria. With over 700 members, partners, and government representatives in attendance, it was a festive and fitting close to another milestone year for the road-building and heavy construction sector.

Members kicked off the week with the annual BCRB Hockey Game and Sector Meetings, followed by the Royal BC Museum Grand Reception. Throughout the event, contractors, partners, and government leaders had the opportunity to reconnect, reflect on the year's work, and discuss the opportunities ahead.

Friday brought a packed AGM agenda, with updates from across the Association, keynotes

from provincial leadership, and the announcement of incoming board representatives. The Ministry of Transportation and Transit also recognized this year's Contractor of the Year Awards winners in a special luncheon celebrating project excellence across the province.

As always, the Jingle Bell Ball brought a festive close to the day. We hope you all enjoyed dancing and dressing to the nines! We wrapped up the conference on Saturday morning as the next generation of Road Builders enjoyed the Family Brunch with Santa—complete with crafts, treats, and a surprise from the North Pole.

A heartfelt thank you to all our members, guests, and sponsors who made this year's AGM such a success. We look forward to seeing you again in 2026!

Award Winners:

- **Safety:**
Emil Anderson Maintenance
- **Community Service:**
Mainroad East Kootenay
- **Maintenance Contractor:**
Argo Road Maintenance (Thompson) Inc.
- **Bridges & Structures:**
Formula Contractors Piling and Bridge Ltd.
- **Paving:**
Amrize Canada Inc.





AWARD WINNERS



SAFETY: EMIL ANDERSON MAINTENANCE | Paula McKay (Associate Deputy Minister) | James Hayes, Greg Halden (Emil Anderson Maintenance) | Heather Wood (Deputy Minister)



COMMUNITY SERVICE: MAINROAD EAST KOOTENAY | Paula McKay (Associate Deputy Minister) | Rob Stelmack, Teagan Burton (Mainroad East Kootenay) | Heather Wood (Deputy Minister)

AWARD WINNERS



MAINTENANCE CONTRACTOR: ARGO ROAD MAINTENANCE (THOMPSON) INC. | Paula McKay (Associate Deputy Minister) | Justin Van Iterson, Kurtis Robertson, Jeff Wills (Argo) | Heather Wood (Deputy Minister)



BRIDGES & STRUCTURES: FORMULA CONTRACTORS PILING AND BRIDGE LTD. | Paula McKay (Associate Deputy Minister) | Brett Zurowski, Brandon Mason, Brant Jackson (Formula Contractors) | Heather Wood (Deputy Minister)

AWARD WINNERS



PAVING: AMRIZE CANADA INC. | Paula McKay (Associate Deputy Minister) | Kevin Recksiedler, Brad Wallace, Jody Bridge (Amrize Canada) | Heather Wood (Deputy Minister)



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WHAT'S NEXT FOR THE ROADSHOW



Since hitting the road in early 2024, The RoadShow has introduced over 20,000 British Columbians to careers in highway maintenance and road-building. Designed as a hands-on, mobile outreach program, the trailer made stops in more than 50 communities across BC, providing students, job seekers, and the general public with a firsthand look at the industry.

During the RoadShow's initial phase, the trailer was set up at fairs, expos, school campuses, and career events. Along the way, the team generated widespread media attention and proved the value of simulator technology in both education and recruitment.

"Through the RoadShow, we've learned that there are great, talented, smart young people all over the province," says Matt Pitcairn, BCRB President. "We were able to show that there are great job opportunities in every corner of the province. You don't have to move far away. You could be a heavy equipment operator in your own backyard."

- MATT PITCAIRN, BCRB PRESIDENT



"I've been really excited to support the expansion of the Heavy Equipment Operator program, which has been running in Abbotsford for about 16 years," says Matt. This highly successful model was transplanted to Kelowna last year. This spring, they're running it for the second year, with hopes of expanding to other cities across the province thanks to program funding.

Now, after two impactful years, the RoadShow is entering its next chapter. As of March 2026, the RoadShow is transitioning from a public-facing outreach initiative into a training program designed specifically for BCRB members and municipalities. This new phase focuses on real-world, scenario-based operator training, brought directly to members' yards and service areas.

And there's even more coming down the road.



Introducing the Operator Classroom

To meet growing demand, a second simulator trailer will launch this spring: BCRB The RoadShow: Operator Classroom. The new trailer features two snowplow simulators and one multi-function heavy equipment simulator (offering training for excavator, dozer, grader, and loader).

This new classroom-on-wheels is designed for on-site delivery, reducing downtime, cutting travel costs, and helping teams train safely and efficiently. Bookings will operate on a cost-recovery basis, with discounted rates for BCRB members. Early demand is expected for pre-winter training, and BCRB is currently inviting members to express interest and suggest locations and timeframes as the provincial tour is developed.

"We'll be able to provide really advanced heavy equipment operation," Matt says. "We won't have to take an operator out to provide the training. We won't have to take a machine out of service. We won't be burning any diesel. It'll be in a safe environment where you can make mistakes without any harm. This RoadShow training will really be able to elevate operators to that next level."



Together, the dual-trailer fleet significantly expands BCRB's ability to support members with flexible, high-impact, on-site training opportunities throughout the province. To help introduce the new trailer and its capabilities, the BCRB team is offering complimentary on-site demonstrations. These short, no-cost visits are a great opportunity to explore whether the new Operator Classroom is a fit for your team.

The RoadShow has only been possible thanks to the incredible commitment of member companies, from the volunteers who staffed the early events to the operations managers now helping to plan its training future.

Whether you've been involved from the beginning or are just getting started, your feedback continues to shape what's next. To request a demo or register your interest in 2026 training, visit bcroadshow.ca.

PART 18 TRAFFIC CONTROL: MOVING TOWARD ALIGNMENT



The implementation of OHS Regulation Part 18 has brought increased focus to how traffic control is planned and delivered on active roadways across British Columbia.

As projects have advanced, particularly in maintenance, paving, and rehabilitation work, the application of Part 18 in live traffic environments has underscored the complexity of designing traffic control that works in practice. Effective solutions must simultaneously address worker protection, roadway constraints, and the safe movement of the traveling public.

At the center of this discussion is the concept of 'practicability'. In occupational health and safety law, this refers to what is reasonably capable of being achieved in the circumstances. In practice, this requires careful coordination between those responsible for worker safety and those responsible for managing the road network.

Over the past several weeks, the BC Road Builders & Heavy Construction Association, WorkSafeBC, and the Ministry of Transportation and Transit have been working collaboratively to improve alignment and provide clearer direction.



This work is already producing progress. There is growing clarity around roles and expectations:

- The Ministry, as Road Authority, establishes what is permissible with respect to lane closures, detours, and traffic impacts
- The Traffic Management Manual (TMM) serves as the technical foundation for traffic control planning on provincial roadways
- Plans developed in alignment with the TMM provide a basis for traffic control design, supported by site-level risk assessments that address dynamic, real-world conditions
- WorkSafeBC's role is to ensure that implemented controls effectively protect workers and remain appropriate to site conditions

While additional formal guidance from WorkSafeBC is expected in the coming weeks, several consistent themes are emerging.

Early coordination between project owners and contractors is critical. Road owners play a key role in protecting workers from traffic, including

through the use of closures and barriers where practicable. Clear direction from the road authority on allowable traffic impacts enables more effective and defensible traffic management planning.

In turn, well-developed, clearly documented, and effectively communicated and implemented plans support both worker safety and network performance.

There is also increasing recognition that different types of work, particularly short-duration or dynamic activities, may require different approaches than traditional long-duration construction. Developing practical, scenario-based guidance is a key focus of the ongoing work for the BC Roadbuilders and Heavy Construction Association.

This is an evolving area, but the trajectory is positive. Continued collaboration between regulators, road authorities, and industry will be essential to achieving consistent and practical outcomes, while keeping workers and the travelling public safe.



SCHOLARSHIPS

Betty Spalton Scholarship

Application Deadline: May 31, 2026

Know someone heading into post-secondary training for a career in heavy construction or road building? The Betty Spalton Scholarship provides up to \$2,500 in financial support to students pursuing a career in this essential industry. Whether it's engineering, project management, safety, or skilled trades, this scholarship helps them confidently take that next step.

Learn more and encourage them to apply:

roadbuilders.bc.ca/bettyspalton



Jack and Gillian Linington Scholarship

Application Deadline: June 30, 2026

Have a student in your life passionate about construction, trades, or transportation? The Jack and Gillian Linington Scholarship provides up to \$4,000 to support their career journey in BC's infrastructure and roadbuilding sector. Created in honour of two industry leaders, this scholarship helps remove financial barriers so they can focus on building a strong foundation for the future.

Encourage them to apply today:

roadbuilders.bc.ca/jackandgillian



BETTER BENEFITS. SMARTER RATES. BUILT FOR THE ROADBUILDING INDUSTRY.

Looking to attract top talent and keep your best people? The BCRB Benefits Program provides member companies with cost-effective, high-quality group coverage tailored to the needs of the construction sector.



WHY IT WORKS:

- Pooled benefits for stronger buying power
- Protection from high individual claims
- Fully customizable plans
- Expert third-party administration
- Retirement plans for owners and employees
- Performance reviews to identify cost-saving opportunities

Through our partnership with ICBA Benefits, members receive expert guidance and negotiating leverage, ensuring lasting support for you and your team.

Learn more or sign up today at
www.roadbuilders.bc.ca/benefits

MENTAL WELLNESS MATTERS

Free Support for BCRB & HCA Member Companies

Wellness is more than just physical health, and BCRB is committed to supporting our people in every area of life. That's why we offer a Mental Wellness Program, available at no cost to all BCRB and HCA member companies.

Developed specifically for the construction sector, this program delivers practical, easy-to-access monthly resources, including:

- Multiple short educational pieces
- Toolbox talks
- Site posters
- A self-paced online course with videos, tips, and links to additional support

If you want to learn more or sign up, reach out to us at

- wellness@roadbuilders.bc.ca
- [604.436.0220](tel:604.436.0220)
- www.roadbuilders.bc.ca/wellness



NEW MEMBER SPOTLIGHTS



CNA Canada

CNA Canada provides a broad range of commercial insurance solutions designed to support businesses across multiple industries. With expertise in risk management and underwriting, they help organizations protect their operations, assets, and people through tailored coverage and advisory services.



Con-Force Structures Ltd

Con-Force is a leader in concrete precast manufacturing in British Columbia. Their dedicated team provides the highest quality product for customized structural, architectural, and engineered pre-cast solutions.



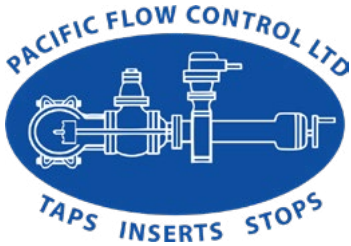
ESC Group

ESC Group is BC's single-source solution for erosion and sediment control products and services. Since 2008, they have provided experienced and reliable support to construction and infrastructure projects.



Island Culvert

Island Culvert locally manufactures corrugated steel pipe in the heart of the Cowichan Valley on Vancouver Island, British Columbia. As a proudly Island-owned and operated company, they are committed to supporting local communities with reliable products manufactured using Canadian steel.



Pacific Flow Control

Pacific Flow Control provides specialized services for commercial, industrial, and municipal infrastructure projects across Western Canada. Their experienced field crews support municipalities and contractors with hot tapping, line freezing, line stopping, and fire hydrant services, delivering reliable solutions for a wide range of on-site conditions.



Rapid Span Structures Limited Partnership

Rapid Span designs and supplies modular steel bridge systems for transportation and infrastructure projects. Their solutions provide cost-effective and rapidly deployable options for permanent and temporary bridge applications.



Triton Environmental Consultants

Triton is an environmental consulting company offering a wide range of professional services to diverse clients. With extensive experience and a commitment to high-quality standards, they deliver reliable solutions across environmental, infrastructure, and development projects.



Zydex Group

Established In 1997, Zydex is a specialty chemicals company with the purpose of innovating to create a sustainable world through conservation of resources. Zydex offers a diverse set of chemical technologies for the Textile, Agriculture, Pavement and Construction Industries.



Airfoam Industries

Airfoam Industries Ltd. has been a leader in EPS insulation for over 35 years. They provide a range of building material solutions, including EPS foam, insulated concrete forms, and geofoam, helping clients achieve energy-efficient and Step-Code compliant projects.



Accuflo Meter Service Ltd.

With 40+ years of expertise, Accu-Flo has been Canada's trusted leader in metering, calibration, and liquid management. From products & servicing to installation, they provide solutions to keep operations flowing smoothly.



Equipment Tutor

Equipment Tutor provides training and consulting services to help construction and infrastructure teams maximize the value of their heavy equipment investments.



Highway Traffic

Highway Traffic supplies traffic control and safety products that support road construction and infrastructure projects. Their product range includes signage, barriers, and traffic management solutions designed to improve worksite safety and mobility.



ULMA Construction

ULMA is a leading manufacturer and supplier of formwork, shoring and temporary scaffolding systems, providing high performance engineered products and reliable services.



Universal Construction Ltd.

Universal Construction delivers construction services supporting infrastructure and civil projects across BC. Their team focuses on quality workmanship, reliable project delivery, and strong collaboration with project partners.

UPCOMING EVENTS

Mark your calendars for these upcoming BCRB events:

SPRING CHARITY GOLF TOURNAMENT

May 8, 2026 | Northview Golf & Country Club, Surrey

The 55th Annual Spring Charity Golf Tournament brings members together for a day of golf in support of the BC Children's Hospital Foundation and the Betty Spalton Scholarship Fund. Enjoy friendly competition and give back to the community at this longstanding BCRB tradition.



BCRB SUMMER ROADSHOW CLASSIC

June 19, 2026 | The Dunes, Kamloops

Following its successful 2025 debut, the Summer RoadShow Classic tees off again in June. Expect a day of fun, camaraderie, and summer celebration with fellow industry members.



UPCOMING EVENTS

Mark your calendars for these upcoming BCRB events:

FALL CONFERENCE

September 13-15, 2026 | Delta Hotels Grand Okanagan Resort, Kelowna

The 2026 Fall Conference will feature keynote panels, golf tournaments, and the ever-popular Reverse Draw. It's the perfect place to reconnect with peers, hear from industry leaders, and soak in BC's mountain scenery.



2026 AGM & HOLIDAY CELEBRATIONS

December 3-5, 2026 | Victoria

Our 60th Annual General Meeting & Holiday Celebrations will continue the great tradition of hosting the Leaders Luncheon, BC Museum Grand Reception, MoTT's Contractor of the Year Awards, the Jingle Bell Ball and, of course, a visit from Santa for the Family Brunch. Join us in Victoria for a great opportunity to connect and celebrate.








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