

STRATEGIC PLAN

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STRATEGIC PLAN

EXECUTIVE SUMMARY

VISION

Building tomorrow's communities.

MISSION

Uniting the voice of construction in the Lower Mainland—driving connection, advancing change and leading the industry forward.

VALUES

Community, Leadership, Integrity, Inclusivity, Innovation

»» PRIORITIES

EVOLVE

EVOLVE the association to stay relevant and lead in the new era of construction.

UNITE

UNITE industry stakeholders to create a strong, collective voice and strengthen the future of construction.

AMPLIFY

AMPLIFY the brand and value of construction to elevate the industry's profile and attract the next generation.



CONNECTING PEOPLE, ENGAGING COMMUNITIES

VRCA spent the last several years delivering on the plan that included 5 priority areas – these revolved around educating, advocating and connecting our construction community. Actions supporting these areas continue to be integrated into our daily lives as the voice of construction in the lower mainland.

2025 is a time to launch a new and fulsome strategic plan that embraces the advances we have made and intensifies attention to strategic areas that require elevated focus. Our new plan was born of our past experience and included consultation and input from key informed and engaged stakeholders – including our current Board of Directors, many of our past chairs, survey data collected from several members, ongoing discussions with industry, engagement with our Young Construction Leaders Group and other data collected in the course of member and industry engagement.

For this next period we refined our vision and our mission to include the tempo and feeling of the current time in construction. Our mission statement is what we are doing right now and expresses our core values and purpose. Our vision “building tomorrow’s communities” is that construction shapes the spaces where people will live, work, and connect for generations to come. By uniting skilled trades, visionary design, and forward-thinking leadership, we’re not just building structures — we’re building opportunity, pride, and lasting value.

Together they represent the passion and purpose that drive the VRCA.



VISION

Building tomorrow's communities. The Vision captures key words relevant to the passion of our industry. "It all begins with us" is a mantra that resonates with construction. Our role in building communities is essential and one the industry is proud of.

MISSION

Uniting the voice of construction in the Lower Mainland — driving connection, advancing change and leading the industry forward.

The Mission captures what the VRCA stakeholders think is the key to success for the industry. To continue as the voice of construction. VRCA will do this by uniting lower mainland voices to champion shared initiatives and create timely, relevant business advances for the industry.

VALUES



Community

We take pride in our craft and in the prosperity we help create for society.



Leadership

We set the standard, offer trusted guidance, and shape the industry's direction.



Inclusivity

We believe that inclusivity is essential to our collective strength and future success.



Innovation

We fuel progress by connecting people to insights, ideas, and each other.



Integrity

We champion fairness, transparency, and doing what's right for the industry.

PRIORITIES

EVOLVE

EVOLVE the association to stay relevant and lead in the new era of construction.

UNITE

UNITE industry stakeholders to create a strong, collective voice and strengthen the future of construction.

AMPLIFY

AMPLIFY the brand and value of construction to elevate the industry's profile and attract the next generation.

Relevancy is key as VRCA continues for another 95 years. Our new plan is captured in three distinct areas – Evolve, Unite, and Amplify.

PRIORITY 1: **EVOLVE**

Evolve the association to stay relevant and lead in the new era of construction.

We're investing in the future of the association by optimizing systems, strengthening our understanding of member needs, and developing the next generation of leaders, so that VRCA remains a trusted, forwarding-looking hub for the construction industry.

STRATEGIC OBJECTIVES

1. Develop a clear strategy to understand and respond to evolving member needs and expectations.
2. Strengthen the long-term vision and engagement strategy for the VRCA | Young Construction Leaders (YCL) program.
3. Modernize the digital presence to create a more efficient and user-friendly member experience.
4. Leverage VRCA's existing assets to deliver long-term value for members and the association.

OUTCOMES

- Members are more engaged and involved, and feel their feedback shapes the direction of the organization.
- The VRCA | YCL group grows in size, relevance, and impact—attracting new talent and contributing meaningfully to VRCA initiatives.
- A new website and AMS are successfully launched, with smoother registration, fewer complaints, and improved operational efficiency.
- The organization has a well-defined strategy for the building that reflects what's best for the association—supporting sound decisions, long-term value, and financial sustainability.

PRIORITY 2: **UNITE**

Unite industry stakeholders to create a strong, collective voice and strengthen the future of construction.

We're strengthening our collective voice by building strategic relationships with government and industry partners, so that VRCA can influence decisions, align efforts across the sector, and lead the way on issues that matter most to construction.

STRATEGIC OBJECTIVES

1. Develop and implement a government engagement plan to increase VRCA's influence on key industry issues.
2. Build and lead strong working relationships with other industry associations to align efforts and improve outcomes across the sector.
3. Elevate VRCA's visibility as the trusted voice of progress by showcasing industry impact and leading public dialogue on construction's future.

OUTCOMES

- VRCA is regularly consulted by government on construction matters, with direct access to decision-makers and visible action on shared priorities.
- VRCA has strong, ongoing relationships with peer associations, a presence at major industry events, and a leading role in driving collaboration and project delivery improvements across partners.

PRIORITY 3: **AMPLIFY**

Amplify the brand and value of construction to elevate the industry's profile and attract the next generation.

We're elevating construction's voice and visibility by showcasing its impact on our communities, economy, and future—using bold storytelling, outreach, and partnerships to inspire pride in the industry and attract the next generation of talent.

STRATEGIC OBJECTIVES

1. Create and implement an innovative marketing and communications strategy to raise awareness of the construction industry's value and opportunities.

OUTCOMES

- Increased visibility of VRCA through higher engagement across social media, media coverage, partnerships, and brand collaborations.
- Greater public awareness of the construction industry, with clear messaging tailored to students, educators, families, and future workers.
- Construction is recognized as a top 5 career choice by 2030, with rising enrollment in skilled trades and professional construction programs.
- VRCA becomes a trusted industry voice in education, media, and career promotion spaces.



PLANNING FOR THE FUTURE OF OUR MEMBERS AND THE INDUSTRY

VRCA's Strategic Plan drives our efforts in shaping a strong, resilient construction industry. Our focus areas ensure a lasting impact on our members and the broader sector.

CONTRIBUTORS

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VRCA Board Executives

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Treasurer - Mike Wallis
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