

2013-16

STRATEGIC PLAN



NIAGARA
CONSTRUCTION
ASSOCIATION



Niagara Construction Association
2013-16



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Membership Matters

The strength of the Niagara Construction Association is its members.

Bringing value to the membership is our purpose.

In 2008-09 the Niagara Construction Association embarked on a formal strategic planning process that brought focus and clarity to the strategic priorities that would bring greater value to the NCA members and the construction industry as a whole. The commitment to planning has continued each year with a review of progress and revisions to the plan to meet the changing needs of the members and the association.

In November 2012 the Board of Directors came together for their annual review of the plan, reflected on the progress made to date and determined their top priorities for the next three years. Membership recruitment, retention and engagement continue to be the primary focus areas into the future as well as sustainability through revenue generation.

This 2013–2016 Strategic Plan outlines the priorities to move forward and the action plans that each committee will undertake to achieve the desired outcomes. The Executive Committee will champion the strategic plan implementation and execution of key initiatives. The strength of this plan lies with the Committee Chairs who have been empowered to lead their committees to success and with the Executive Committee who will champion the process.

On behalf of the Board of Directors, I would like to acknowledge the very valuable contribution that each board member and committee member has made to our progress. Your investment of time and talent has continued to strengthen us and helped us fulfill our mission of *building support and services for our members* and move us closer to achieving our vision of *being the resource for the Niagara Construction Industry*.

Sincerely,

Arie Schipper, President



MISSION

BUILDING Support and Service for our Members

VISION

We are the RESOURCE for the
Niagara Construction Industry

VALUES

INTEGRITY is our foundation
Our environment represents mutual TRUST
We are ETHICAL in all our actions
TEAMWORK is what keeps us together
We are PROGRESSIVE



Strategic Priorities

Retain and Increase Membership

We are providing value added services and support to our members

Members are engaged

Improved Industry Perception

We have strengthened our relationship with stakeholders

We are respected and viewed as the resource for the industry

Revenue Generating Activities

We have an enhanced Electronic Plans Room

Our partnership with Wade Tech has provided new opportunities

Our events are generating revenue

Empowered and Fully Functioning Committees

We are proactively engaging our committee members

We are providing the resources and support to enable success

Educational Opportunities with a focus on Gold Seal Certification

We partner with key stakeholders to offer training and development



Membership Committee Goals and Action Plans

Goal	Action	Timeline
Retain Membership	Determine reasons why members are leaving	
	Develop an exit survey to better understand member needs	May 2013
	Use survey results to develop strategies for retention and bringing members back	
Increase Membership	Work with Public Relations committee to promote NCA and the value of membership	
	Source opportunities for potential members	
	Promote Wade Tech partnership and opportunities	
	Promote value of membership with monetary worth showing the return on investment (e.g. Grand Valley)	



Personnel & Property Maintenance Committee Goals and Action Plans

Goal	Action	Timeline
Staff Performance & Development	Staff to set goals and develop performance review process	Staff reviews completed by Sept 1
	Board to set goals with General Manager and complete annual performance review	Sept 30
Policy & Procedure Manual Review	Review and update Manual	June 30 th
Property Maintenance	Develop 1 – 5 year property maintenance and improvement plan	For approval with 2014 Budget
	(consider parking lot, downstairs, lighting in parking lot, finish drywall on ceiling, chairs for training room)	
Membership Directory	Directory is printed and ready for distribution	June 1 st – Target
		July 1 st – Final



Programs and Services Committee Goals & Action Plans

Goal	Action	Timeline
Revenue Generating Activities	Focus on Wade Tech partnership and implement business plan	Immediate
	Forecast revenue from Wade Tech partnership short term and long term	
Offer Training with a focus on Gold Seal Certification	Work with Hamilton to seek out potential partnerships in training programs	
	Contact Paul Charette to determine training plan	
	Explore partnership with Niagara College	
EPR	Work towards a paperless plans room	



Public Relations Committee Goals & Action Plans

Goal	Action	Timeline
Improve Industry Perception	Promote our Plans room. (If we have more plans here the perception will be improved.)	
	Live Bulletin is on the website. Look at possibility of including Hamilton & Burlington	September Launch
	Merge events - Focus on core services and events. Work with other committees to streamline activities	Committee Meeting before next board meeting Jenn to prepare summary of costs of organizing events.
Be the “go to” place for the industry Bring drawings into the building	Have more plans on display	
	Invitely (Best Bids) - Marketing Campaign (link to membership recruitment)	May 30 th – Lunch & Learn Meetings set with a board member attending the meetings.
	Advise members where their plans get uploaded and the cost benefit to them using NCA	
Strengthen Relationships to get drawings here	Catholic School Board & DSBN	
	Brock University	
	Niagara Regional Housing	
	Niagara College	
	Niagara Parks Commission Niagara Health System	



Finance Committee Goals & Action Plans

Goal	Action	Timeline
Revenue Generating Activity	Examine profit centres and do a cost/benefit analysis	
	Explore advertising revenue in newsletter and on our website (e.g. on-line marketplace)	
	Room Rental - create new flyer and increase promotion	
	Invitely, Reed & C.A. Alliance new revenue	
Quantifying Value with Services	Continue to quantify services and compare costs (e.g. MERX and Biddingo)	Send out value sheet with membership renewals in August.
Communicate Financial Success	Let members know how well we are doing and our plans for capital investment and renovations	Jack to email report from Finance Committee to go into quarterly newsletter