



THREE-YEAR PLAN
TO ACHIEVE NCHCA'S OBJECTIVES
2021 – 2023

Foreword

This three-year plan identifies the outcomes of programs and projects that will achieve the objectives established by NCHCA's Board. The three-year plan is the key input to the annual operating plan. When the annual operating plan is struck each year, it will consider which outcomes to deliver and how to deliver them. The three-year plan lays out what NCHCA might do. The annual operating plan describes what NCHCA will do, and how, within available resources.

This three-year plan is presented in six sections:

Advocacy – focuses on advocating strong, clear positions and expectations to governments and private sector owners on industry issues. Initiatives that support this objective include making informed budget submissions, providing input to government initiatives, and development of evidence-based position and issues statements for use in conversations with government and private sector owners. (Objective 1)

Resources for Members – focuses on projects and programs that support NCHCA's members such as recruitment to the industry, industry education and dissemination of information to members. Initiatives that support this objective include the education series and recruitment initiatives. (Objective 2)

Stakeholder Relations – focuses on facilitating the two-way flow of information between our industry and our stakeholders to enable better understanding and cooperation between the public, owners, engineers and contractors. Initiatives that support this objective include promotion of the heavy construction industry and advancing relations with public, owners, engineers and contractors. (Objective 3)

Networking Activities – focuses on promoting leadership, professionalism, goodwill and cooperation within our membership. Initiatives that support this objective include facilitating social and professional networking opportunities. (Objective 4)

Governance, Planning and Support – focuses on corporate governance, strategic planning activities, policy development and providing support to the board and board committees.

Organizational Enablers – focuses on supporting efficient and effective operations to ensure sustainability of the association including membership, budget development and financial management, communications, technology, information systems, project and program management, event management, and human resources.

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NCHCA's three-year plan to meet its objectives.

1. Advocacy (Objective 1)

Advocate strong, clear positions and expectations to governments and private sector owners regarding issues that affect the heavy construction industry.

1.1. City of Ottawa

1.1.1. Monitor City council and committees

Outcome: NCHCA members have information about City of Ottawa proposals, actions, and policies that impact the heavy construction industry.

2021	Monitor City council and relevant committee meeting agendas. Attend council and committee meetings when items relevant to the heavy construction industry are on the agenda. Make submissions on relevant issues. Inform members of issues that affect the industry.
2022	Same.
2023	Same.

1.1.2. City liaison

Outcome: Monthly liaison meetings between the City and industry take place, information is shared with NCHCA members.

2021	Attend liaison meetings. Disseminate City information to industry (ex. technical bulletins), inform industry of liaison discussions (distribute meeting notes), bring forward industry issues, contribute to development of meeting agendas.
2022	Same.
2023	Same.

1.1.3. Vendor performance management

Outcome: Industry contributes to improvements to the City's VPM system by providing industry feedback, perspective, and position.

2021	Monitor use of VPM, provide feedback regarding issues and concerns. Provide updates and information to industry as they become available.
2022	Same.
2023	Same.

1.1.4. Spec updates

Outcome: Industry contributes to the City's comprehensive spec review by providing industry feedback, perspective, and position.

2021	Participate in City working groups for review and update of specifications. Raise industry issues.
2022	Same.
2023	Same.

1.1.5. Infrastructure advisory committee

Outcome: Industry has a direct link to provide information and advice to City Council on issues relevant to infrastructure construction and maintenance.

2020	Promote infrastructure advisory committee to Councillors and Mayor Watson.
2021	To be confirmed.
2022	To be confirmed.

1.2. Other municipal governments

1.2.1. Increase municipal membership

Outcome: Municipalities are better informed about NCHCA events and activities and vice versa.

2021	Invite neighbouring municipalities to join NCHCA.
2022	Same.
2023	Same.

1.3. Private sector owners

1.3.1. Increase private sector owner membership

Outcome: Private sector owners are better informed about NCHCA events and activities and vice versa.

2021	Invite private sector owners to join NCHCA.
2022	Same.
2023	Same.

2. Resources for members (Objective 2)

NCHCA is a resource to members, disseminates information to members, promotes recruitment to the industry and encourages educational development.

2.1. Recruitment and retention

2.1.1. Recruitment and retention project

Outcome: The heavy construction industry is viewed as an attractive, sustainable career choice.

2021	Funding is in place and project is proceeding in accordance with identified project timelines and milestones. Labour market information is gathered. An understanding of recruitment and retention challenges is developed. Strategies and testable solutions for recruitment and retention programs that will address current and anticipated labour shortages and be relevant to the heavy construction industry are developed.
2022	Project is completed and final report recommendations on next steps, strategies and solutions is issued. Concept paper for project #2 is finalized and request for funding is submitted.
2023	To be confirmed.

2.1.2. Joint co-op program

Outcome: Students gain an understanding of the heavy construction industry from three perspectives.

2021	Develop coop program in collaboration with the City of Ottawa and Association of Consulting Engineering Companies – Ontario.
2022	Program is continued.
2023	Program is continued.

2.1.3. Bursary program

Outcome: Education bursaries are available to member-employees and their children.

2021	Program cancelled
2022	Terms of eligibility are reviewed and, if necessary, updated to ensure alignment with NCHCA's objectives, efficient use of resources and achievement of desired impact.
2023	Same.

2.1.4. Information about working in the heavy construction industry

Outcome: Information about the heavy construction industry is available to the public.

2021	Information is developed and posted on the public side of NCHCA's website.
2022	Information on the NCHCA website is reviewed and updated.
2023	Same.

2.2. Excess soil management

Outcome: Members have information regarding changes to excess soil management requirements.

2021	Monitor changes to legislation, communicate information to members.
2022	Same as 2021.
2023	Same as 2021.

2.3. Committee work

Outcome: the work of NCHCA committees is available to members.

2021	Committees have terms of reference that confirm mandate, meeting frequency and reporting requirements. Committee rosters are reviewed and updated. The output of committee work is available to members.
2022	Same as 2021.
2023	Same as 2021.

2.4. Member directory

Outcome: An online and/or printed member directory is available to members and stakeholders.

2021	Design and produce online member directory.
2022	Design and produce online and/or printed member directory.
2023	Same as 2022.

2.5. Notary Public and Commissioner of Oaths

Outcome: Notarization of documents is available to NCHCA members at no cost.

2021	Introduce new service, provide notarization services.
2022	Provide notarization services.
2023	Same as 2022.

3. Stakeholder Relations (Objective 3)

NCHCA facilitates the two-way flow of information between our industry and our stakeholders in order to ensure better understanding and cooperation between the public, owners, engineers and contractors.

3.1. Relations with government

Outcome: Enhanced relationships with municipal governments.

3.1.1. Relations with City of Ottawa councilors and staff

Outcome: NCHCA members have information about City of Ottawa proposals, actions, and policies that impact the heavy construction industry.

2021	Develop and enhance relationships through individual, face-to-face meetings with City councillors and City staff.
2022	Same as 2021.
2023	Same as 2021.

3.1.2. Relations with municipal governments

Outcome: NCHCA members have information about municipal activities may impact the heavy construction industry.

2021	Invitation to join NCHCA is issued.
2022	Same as 2021.
2022	Same as 2021.

3.2. Relations with private sector owners

Outcome: Relations with private sector owners are developed and enhanced.

2021	Collaboration and overlaps of work with the Greater Ottawa Home Builders' Association is promoted.
2022	Same as 2021.
2023	Same as 2021.

3.3. Relations with partner associations

Outcome: NCHCA understands the activities, needs, priorities and challenges facing the heavy construction industry and serves as a connector between stakeholders to enable discussion of issues of joint concern.

2021	Enhance relations with partner associations such as OCA, GOHBA, OSWCA, ORBA, CCA, AORS, CLAEQ, OGRA and GOTA are developed and enhanced. Collaboration and overlap with work of partner organizations is promoted.
2022	Same as 2021.
2023	Same as 2021.

4. Networking activities (Objective 4)

To organize networking and learning activities to promote leadership, professionalism, goodwill, and cooperation within our membership.

4.1. Current activities

Outcome: NCHCA's networking and learning activities contribute to the achievement of NCHCA's Objectives and contribute to the sustainability of the association.

2021	Gauge member interest in current activities. Assess whether the current activities are meeting objective 4. Project management principles are applied to major meetings and events.
2022	Same as 2021.
2023	Same as 2021.

4.1.1. Curling bonspiel

Outcome: A member networking event that contributes to the achievement of Objective 4 and contributes to the sustainability of the association.

2021	Cancelled.
2022	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure based on previous years' experience. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2023	Same as 2022.

4.1.2. Education series

Outcome: A educational event organized in partnership with the City of Ottawa and Consulting Engineers of Ontario that contributes to the achievement of all 4 of NCHCA's Objectives.

2021	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure based on previous years' experience. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2022	Same as 2021.
2023	Same as 2021.

4.1.3. OCA symposium

Outcome: NCHCA participates in a partner event and connects with potential new members and students. The event contributes to the achievement of Objectives 2 and 4. The event is not expected to generate revenue that would contribute to the financial sustainability of the association.

2021	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2022	Same as 2021.
2023	Same as 2021.

4.1.4. Annual meeting of members

Outcome: NCHCA complies with the requirements of the *Canada Not-for-profit Corporations Act* to hold an Annual Meeting of Members, for consideration of NCHCA's financial statements, appointment a public accountant and election directors. The event contributes to the achievement of Objectives 3 and 4 and to the financial sustainability of the association.

2021	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure based on previous years' experience. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2022	Same as 2021.
2023	Same as 2021.

4.1.5. Golf tournament

Outcome: Member networking event that contribute to the achievement of Objective 4 and the financial sustainability of the association.

2021	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure based on previous years' experience. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2022	Same as 2021.
2023	Same as 2021.

4.1.6. BBQ shine & show

Outcome: A member networking event that contributes to the achievement of Objective 4 and the financial sustainability of the association.

2021	Cancelled.
2022	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure based on previous years' experience. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2023	Same as 2021.

4.1.7. Sens night

Outcome: A member networking event that contributes to the achievement of Objective 4 and the financial sustainability of the association.

2021	Cancelled.
2022	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2023	Same as 2021.

4.1.8. Fall Dinner Dance

Outcome: A member networking event that contributes to the achievement of Objective 4 is supported by members. The event is not expected to contribute to the financial sustainability of the association.

2021	Cancelled.
2022	Use a project management approach per initiative 6.5 to develop charter, budget and work breakdown structure. Track successes and identify areas for improvement. Secure all event documentation on shared information platform.
2023	

4.2. New activities

Outcome: New activities are assessed to determine member interest, alignment with NCHCA's objectives and contribution to the financial sustainability of the association.

2021	Identify potential new activities. Assess whether potential new activities would meet objective 4 and contribute to the sustainability of the association.
2022	Same as 2021.
2023	Same as 2021.

5. Governance, planning and support

Elements that support corporate and accounting record keeping, strategic planning activities, operational and Board policies and support to the Board and Board committees.

5.1. Governance

5.1.1. Corporate filings and records

Outcome: NCHCA's corporate filings and records are up-to-date and in compliance with the requirements of the *Canada Not-for-profit Corporations Act*.

2021	Corporate filings are made (annual returns, director information), and corporate records (articles, by-laws, registers of directors, officers and members, minutes of Board and committee meetings) are maintained in accordance with the requirements of the <i>Canada Not-for-profit Corporations Act</i> .
2022	Same as 2021.
2023	Same as 2021.

5.1.2. Review of governing documents

Outcome: NCHCA's governing documents (Articles of Continuance, By-laws are reviewed and updated as necessary.

2021	NCHCA's Articles of Continuance and By-Law are reviewed for consistency and currency.
2022	Same as 2021.
2023	Same as 2021.

5.2. Planning activities

5.2.1. Industry priorities

Outcome: NCHCA understands the activities, needs, priorities and challenges facing the heavy construction industry.

2021	Identify and confirm member priorities through input from NCHCA's Board and ongoing conversations with members. Confirm that the priorities identified in the 2018 member survey are still relevant.
2022	Same as 2021.
2023	Same as 2021.

5.2.2. Strategic plan

Outcome: NCHCA has a relevant, current strategic plan.

2021	NCHCA's strategic plan is reviewed and, if necessary, updated.
2022	Same as 2021.
2023	Same as 2021.

5.2.3. Three-year plan

Outcome: NCHCA has a relevant, current, long-term plan to achieve its Objectives.

2021	NCHCA's 3-year plan is updated to reflect current initiatives.
2022	Same as 2021.
2023	Same as 2021.

5.2.4. Annual operating plan

Outcome: NCHCA has a relevant, current annual operating plan that will achieve the outcomes identified in its three-year plan.

2021	NCHCA's annual operating plan is updated to reflect current initiatives identified in its 3-year plan.
2022	Same as 2021.
2023	Same as 2021.

5.3. Policy development

Outcome: Board policies and operational policies are identified, developed, approved and followed.

5.3.1. Board policies

Outcome: Board policies are implemented as required to provide guidance to the Board in the conduct of Board business and to the Executive Director in managing the affairs of the association.

2021	Board policies are developed as required and adhered to by the Board and association staff.
2022	Same as 2021.
2023	Same as 2021.

5.3.2. Operational policies

Outcome: Operational policies provide guidance to staff to assure that association business practices align with best practices.

2021	Operational policies are developed as required and adhered to by staff.
2022	Same as 2021.
2023	Same as 2021.

5.4. Support to Board and Board committees

Outcome: The Board and Board committees are fully supported to carry out their work by ensuring consistent and timely communications, compliance with board policies, relevant agendas and activities, and smooth onboarding of directors and committee members.

2021	Agendas, minutes and action items lists are prepared for all Board and committee meetings. Mandates and terms of reference are developed for all committees. Action items are completed.
2022	Same as 2021.
2023	Same as 2021.

6. Organizational enablers

Elements that support NCHCA's operations and contribute to the sustainability of the association.

6.1. Membership management

Outcome: NCHCA grows by moving into new areas while ensuring that proven existing association products, services and deliverables remain timely and relevant.

6.1.1. Sustainable membership plan

Outcome: NCHCA attracts new members and delivers value to existing members such that they continue to support NCHCA.

2021	Develop a growth and retention plan that includes best practices to attract new members and retain existing members. Implement plan.
2022	Update growth and retention plan as necessary.
2023	Same as 2022.

6.1.2. Membership records

Outcome: Membership records are current and complete in accordance with NCHCA's business needs and the requirements of the *Canada Not-for-profit Corporations Act*.

2021	Develop and maintain an up-to-date members' register with the name and address of each member, contact person(s), safety rep, accounts payable contact, email address, date on which each member joined NCHCA, date on which member ceased to be a member, class of membership of each member, and a notes section with relevant notes about each member.
2022	Same as 2021.
2023	Same as 2021.

6.2. Finance

Outcome: Management of the financial affairs of NCHCA ensures the financial well-being of NCHCA, its programs and advocacy initiatives.

6.2.1. Financial management

Outcome: Processes and policies related to record keeping, accounts payable and receivable, risk, fraud prevention and payroll are developed as needed, implemented, managed, and continuously improved.

2021	Ensure that NCHCA manages its business in an efficient, fiscally responsible manner. Undertake review of investments and banking arrangements to ensure optimum plans and subscriptions to minimize bank charges and merchant fees.
2022	Same as 2021.
2023	Same as 2021.

6.2.2. Annual budget

Outcome: NCHCA has a financial plan in place to conduct its business in a fiscally responsible manner.

2021	Develop a 2021 budget that includes budgets for each event to ensure ongoing financial well-being and predict shortfalls.
2022	Same as 2021.
2023	Same as 2021.

6.3. Communications

6.3.1. Communications strategy

Outcome: A communications strategy that guides all elements of association communications is developed, deployed, adhered to and monitored.

2021	A communications strategy that ensures relevant communications to members and stakeholders is developed and deployed in compliance with legal requirements such as anti-spam legislation and privacy laws.
2022	The communications strategy is reviewed and updated as necessary.
2023	Same as 2022.

6.3.2. Communications to members

Outcome: Timely and relevant information is available to members.

2021	NCHCA uses its website, newsletters, email, and social media to communicate with members. Legal requirements such as anti-spam legislation and privacy laws are adhered to.
2022	Same as 2021.
2023	Same as 2021.

6.4 Technology and information systems

Outcome: An enabling technology environment and infrastructure that is robust, secure, current and privacy compliant is in place.

6.4.1 Enabling technology

Outcome: NCHCA has the technology required to effectively and efficiently carry out its functions.

2021	Review existing technology solutions and assess needs for improvement.
2022	Same as 2021.
2023	Same as 2021.

6.4.2 Data risk mitigation

Outcome: The risk of association data loss is mitigated.

2021	Secure, real-time backups of all systems are in place.
2022	Same as 2021.
2023	Same as 2021.

6.4.3 Shared information platform

Outcome: NCHCA documents and information are secure and available to designated persons.

2021	Essential information is saved to SharePoint and accessible by designated persons.
2022	Same as 2021.
2023	Same as 2021.

6.5 Project and program management

Outcome: A project management approach is used for all major meetings and events resulting in a meetings and events management process that is stable, reliable and continuously improving.

2021	An effective and continuously improving project management approach is used for all major meetings and events.
2022	Same as 2021.
2023	Same as 2021.

6.6 Human resources

Outcome: Staff have a clear understanding of expectations and have the necessary tools and development opportunities to succeed.

2021	Job descriptions are reviewed. Performance reviews are conducted annually. Learning and development needs are identified.
2022	Same as 2021.
2023	Same as 2021.