

COMMUNICATIONS STRATEGY

Updated March 1, 2022

INTRODUCTION

This communications strategy guides, shapes and focuses NCHCA's public communications activities and public profile. It outlines the entire process of communicating to its target audiences, from identifying objectives to evaluating the outcomes. It articulates NCHCA's overall goals with respect to specific initiatives and outlines NCHCA's communications objectives, description, communications tools, responsible persons, frequency, key messages and success criteria.

ABOUT NCHCA

The National Capital Heavy Construction Association represents the heavy construction industry (sewer and watermain contractors, road builders, aggregate producers and suppliers to the heavy construction industry) in the national capital region. Our industry is a significant economic driver in Ottawa, with over 7,500 employees performing well over \$1 billion in infrastructure work annually. Our members play a vital role in the construction and maintenance of sustainable infrastructure.

NCHCA was created in June 1978 by the amalgamation of the National Capital Roadbuilders Association and the National Capital Sewer and Watermain Association. It serves over 240 contractor and associate members in and around Ottawa.

MISSION

To act as a resource to our members and promote the heavy construction industry in the construction and maintenance of sustainable infrastructure.

OBJECTIVES

Advocacy	To advocate strong, clear positions and expectations to municipal governments and private sector owners regarding issues that affect the heavy construction industry.
Resources for Members	To serve as a resource to our members and facilitate educational development.
Recruitment	To promote recruitment to the heavy construction industry by developing recruitment and retention strategies that address current and anticipated labour shortages.
Stakeholder Relations	To facilitate the two-way flow of information between the heavy construction industry and its stakeholders to promote better understanding and cooperation between the public, owners, engineers, and contractors.
Networking Activities	To organize networking activities to promote leadership, professionalism, goodwill, and cooperation within our membership.

OBJECTIVE 1: ADVOCACY						
Objective	To-advocate strong, clear positions and expectations to municipal governments and private sector owners regarding issues that affect the heavy construction industry.					
Stakeholder	Communications Objectives	Key Messages	Success Criteria	Tools	Responsible	Frequency
City of Ottawa	<ul style="list-style-type: none"> Encourage investment in infrastructure Inform the City of Ottawa of industry issues and concerns Encourage collaboration between industry and the City of Ottawa Provide industry feedback, perspective, and position regarding City of Ottawa initiatives Promote a positive perception of the industry 	<ul style="list-style-type: none"> Investment in infrastructure contributes to economic well-being Investment in infrastructure is critical for economic recovery Restricted hours of work and night work impact project delivery Industry values its relationship with the City of Ottawa Industry works collaboratively with the City of Ottawa to ensure project success Industry works collaboratively with the City of Ottawa to improve City processes, specs, etc. Industry cares about the community (Mayor's Charity Golf Tournament, construction community cares parade) 	<ul style="list-style-type: none"> Budget submissions are made annually Industry participates in monthly liaison meetings The City of Ottawa consults with industry on City initiatives One-on-one communications and meetings with the Mayor's Office take place One-on-one communications and meetings with City of Ottawa staff take place One-on-one meetings with City of Ottawa Councillors take place annually Education Series takes place in collaboration with the City of Ottawa and ACEC 	<ul style="list-style-type: none"> Meetings Correspondence Joint committees Joint initiatives Joint events 	<ul style="list-style-type: none"> Executive Director President Committees 	<ul style="list-style-type: none"> Ongoing
Other Municipalities	<ul style="list-style-type: none"> Encourage membership in NCHCA 	<ul style="list-style-type: none"> NCHCA events provide an opportunity to spend time with industry colleagues Benefits of being an NCHCA member Municipal members are welcome to join NCHCA at no cost 	<ul style="list-style-type: none"> Municipalities are invited to join NCHCA Information about the benefits of being an NCHCA member is available to municipalities 	<ul style="list-style-type: none"> Annual mailout Website Member referrals 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing Annual mailout

Private Sector Owners	<ul style="list-style-type: none"> Encourage membership in NCHCA 	<ul style="list-style-type: none"> Private sector owners are welcome to join NCHCA Benefits of being an NCHCA member NCHCA events provide an opportunity to spend time with industry colleagues 	<ul style="list-style-type: none"> Private sector owners are invited to join NCHCA Private sector owners have information about the benefits of being an NCHCA member Private sector owner members attend NCHCA networking events Private sector owners are invited to participate in the Education Series and on NCHCA committees 	<ul style="list-style-type: none"> Annual Mailout Website Member referrals Relations with GOHBA Joint initiatives with GOHBA (excess soil webinar) 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing Annual mailout
Consultants	<ul style="list-style-type: none"> Encourage membership in NCHCA Promote positive perception of the industry 	<ul style="list-style-type: none"> Consultants are welcome to join NCHCA Benefits of being an NCHCA member for consultants NCHCA events provide an opportunity to spend time with industry colleagues NCHCA is interested in understanding consultants' issues and challenges 	<ul style="list-style-type: none"> Consultants are invited to join NCHCA Information about the benefits of being an NCHCA member is available to consultants Consultants are invited to participate in the Education Series and on NCHCA committees Consultants attend NCHCA networking events 	<ul style="list-style-type: none"> Annual mailout Website Member referrals 	<ul style="list-style-type: none"> Executive Director Members 	<ul style="list-style-type: none"> Ongoing Annual mailout
Provincial Government (with Board approval)	<ul style="list-style-type: none"> Provide industry feedback, perspective, and position regarding provincial programs such as the Ontario locate system 	<ul style="list-style-type: none"> Infrastructure owners (utilities) are failing to provide locates in accordance with their obligations under the <i>Ontario Underground Infrastructure Notification System Act, 2012</i> The failure of the Ontario locate system is causing delayed 	<ul style="list-style-type: none"> NCHCA communicates concerns and suggestions for improvement to the Ministry of Government and Consumer Services 	<ul style="list-style-type: none"> Meetings Correspondence 	<ul style="list-style-type: none"> Executive Director Late Locates Committee 	<ul style="list-style-type: none"> Ongoing

		<p>infrastructure projects, incurring costs to municipalities and costs and reputational damages to contractors</p> <ul style="list-style-type: none">• Immediate improvements to the Ontario locate system are critically important• Suggestions for improvement				
Public	<ul style="list-style-type: none">• Promote a positive perception of the industry	<ul style="list-style-type: none">• Construction community cares	<ul style="list-style-type: none">• NCHCA hosts Community events	<ul style="list-style-type: none">• Newsletter• Website• Social media• Email	<ul style="list-style-type: none">• Executive Director	<ul style="list-style-type: none">• Annual

OBJECTIVE 2: RESOURCES FOR MEMBERS						
Objective	To serve as a resource to our members and facilitate educational development.					
Description	Communications Objectives	Key Messages	Success Criteria	Tools	Responsible	Frequency
General information	<ul style="list-style-type: none"> Members are informed of issues that impact industry 	<ul style="list-style-type: none"> NCHCA delivers timely, relevant information to members NCHCA provides key resources for members NCHCA advocates on behalf of industry NCHCA membership has value 	<ul style="list-style-type: none"> Information is available to members 	<ul style="list-style-type: none"> Newsletter Website Email 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing
Joint co-op program	<ul style="list-style-type: none"> Inform members of joint co-op program Enlist member participation Inform public of co-op program Promote positive perception of the industry 	<ul style="list-style-type: none"> Industry collaborates with the City and ACEC Well-rounded graduates are available to industry Industry is a good career choice 	<ul style="list-style-type: none"> City and ACEC collaborate with NCHCA to offer a joint co-op program Co-op program is available to the public 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually
Endowment Funds	<ul style="list-style-type: none"> Members are aware of endowment funds City and partner associations are aware of endowment funds Public is aware of endowment funds Promote positive perception of the industry 	<ul style="list-style-type: none"> NCHCA has contributed to endowment funds at 3 higher education institutions 	<ul style="list-style-type: none"> Information about endowment funds is available on NCHCA's website Information about endowment funds is communicated to stakeholders 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually

Bursary Program	<ul style="list-style-type: none"> Promote bursary program Promote positive perception of the industry 	<ul style="list-style-type: none"> Bursaries are available to employees of member companies and their families 	<ul style="list-style-type: none"> Applications are received Bursaries are awarded 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director Bursary Committee 	<ul style="list-style-type: none"> Annually
Education Series	<ul style="list-style-type: none"> Promote event Encourage registration and sponsorship Highlight collaboration between NCHCA, City and ACEC 	<ul style="list-style-type: none"> Networking event Educational opportunity Advertising & sponsorship opportunity Collaboration between NCHCA, City and ACEC 	<ul style="list-style-type: none"> Event takes place Event is well-attended Feedback is positive overall 	<ul style="list-style-type: none"> Newsletter Social Media Website Post-event survey 	<ul style="list-style-type: none"> Executive Director Education Committee 	<ul style="list-style-type: none"> Annually
Directory	<ul style="list-style-type: none"> Promote the directory Solicit advertisers 	<ul style="list-style-type: none"> Online directory is current and available to the public Printed directories are available annually COVID permitting 	<ul style="list-style-type: none"> Directory is available Directory generates revenue 	<ul style="list-style-type: none"> Newsletter Social Media Website Email follow-up with previous advertisers 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually
Website, Newsletter & Social Media Advertising	<ul style="list-style-type: none"> Advertising opportunities are available to members 	<ul style="list-style-type: none"> Unique advertising opportunities are available to members 	<ul style="list-style-type: none"> Advertising opportunities are available 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing
NCHCA Committees	<ul style="list-style-type: none"> Solicit committee members Broadcast committee achievements 	<ul style="list-style-type: none"> New committee members are welcome Information about committee work 	<ul style="list-style-type: none"> Committees provide input to City initiatives Committees develop resources for members 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director President Committees 	<ul style="list-style-type: none"> Ongoing
Notary Public	<ul style="list-style-type: none"> Notary/commissioner services are available to members at no cost 	<ul style="list-style-type: none"> NCHCA provides notary services to members at no cost 	<ul style="list-style-type: none"> Members use notary services 	<ul style="list-style-type: none"> Newsletter Social Media Website 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing

OBJECTIVE 3: RECRUITMENT						
Objective	To promote recruitment to the heavy construction industry by developing recruitment and retention strategies that address current and anticipated labour shortages.					
Description	Communications Objectives	Key Messages	Success Criteria	Tools	Responsible	Frequency
Members	<ul style="list-style-type: none"> Promote recruitment project to members Enlist member participation 	<ul style="list-style-type: none"> NCHCA is taking steps to understand and address labour shortages Member participation is essential for success 	<ul style="list-style-type: none"> Members are aware of the Recruitment Project Members participate 	<ul style="list-style-type: none"> Newsletter Social Media Website Workshops 	<ul style="list-style-type: none"> Executive Director Recruitment Committee 	<ul style="list-style-type: none"> Ongoing
Municipal governments	<ul style="list-style-type: none"> Promote recruitment project to municipalities Enlist municipality participation in joint recruitment strategies 	<ul style="list-style-type: none"> NCHCA is taking steps to understand and address labour shortages Municipality participation is welcome 	<ul style="list-style-type: none"> Municipalities are aware of the Recruitment Project 	<ul style="list-style-type: none"> Newsletter Website Meetings 	<ul style="list-style-type: none"> Executive Director Recruitment Committee 	<ul style="list-style-type: none"> Ongoing
Private sector owners	<ul style="list-style-type: none"> Promote recruitment project to private sector owners Enlist private sector owner participation 	<ul style="list-style-type: none"> NCHCA is taking steps to address labour shortages Private sector owner participation is welcome 	<ul style="list-style-type: none"> Private sector owners are aware of the Recruitment Project 	<ul style="list-style-type: none"> Newsletter Website Meetings 	<ul style="list-style-type: none"> Executive Director Recruitment Committee 	<ul style="list-style-type: none"> Ongoing
Public	<ul style="list-style-type: none"> Improve perception of the heavy construction industry Promote jobs in the heavy construction industry to the public 	<ul style="list-style-type: none"> Jobs in the heavy construction industry are available A career in the heavy construction industry is an attractive, sustainable choice 	<ul style="list-style-type: none"> Information about working in the construction industry is available to the public 	<ul style="list-style-type: none"> Social Media Website 	<ul style="list-style-type: none"> Executive Director Recruitment Committee 	<ul style="list-style-type: none"> Ongoing

Parents	<ul style="list-style-type: none"> • Improve perception of the heavy construction industry • Promote jobs in the heavy construction industry 	<ul style="list-style-type: none"> • Jobs in the heavy construction industry are available • A career in the heavy construction industry is an attractive, sustainable choice 	<ul style="list-style-type: none"> • Information about working in the construction industry is available to the public 	<ul style="list-style-type: none"> • Newsletter • Website 	<ul style="list-style-type: none"> • Executive Director • Recruitment Committee 	<ul style="list-style-type: none"> • Ongoing
High schools	<ul style="list-style-type: none"> • Develop relations with co-op teachers and guidance counsellors 	<ul style="list-style-type: none"> • Jobs in the heavy construction industry are available • A career in the heavy construction industry is an attractive, sustainable choice 	<ul style="list-style-type: none"> • Information about working in the construction industry is available to co-op teachers and guidance counsellors 	<ul style="list-style-type: none"> • Direct contact • Newsletter • Website 	<ul style="list-style-type: none"> • Executive Director • Recruitment Committee 	<ul style="list-style-type: none"> • Ongoing
Newcomer associations	<ul style="list-style-type: none"> • Develop relations with newcomer associations 	<ul style="list-style-type: none"> • Jobs in the heavy construction industry are available • A career in the heavy construction industry is an attractive, sustainable choice 	<ul style="list-style-type: none"> • Information about working in the construction industry is available to newcomer associations 	<ul style="list-style-type: none"> • Direct contact • Website 	<ul style="list-style-type: none"> • Executive Director • Recruitment Committee 	<ul style="list-style-type: none"> • Ongoing
Unions	<ul style="list-style-type: none"> • Develop relations with unions 	<ul style="list-style-type: none"> • The heavy construction industry is looking for skilled and semi-skilled workers 	<ul style="list-style-type: none"> • Unions have information about heavy construction labour needs • NCHCA has a better understanding of the union environment 	<ul style="list-style-type: none"> • Direct contact • Website 	<ul style="list-style-type: none"> • Executive Director • Recruitment Committee 	<ul style="list-style-type: none"> • ongoing

OBJECTIVE 4: STAKEHOLDER RELATIONS						
Objective	To facilitate the two-way flow of information between the heavy construction industry and its stakeholders to promote better understanding and cooperation between the public, owners, engineers, and contractors.					
Description	Communications Objectives	Key Messages	Success Criteria	Tools	Responsible	Frequency
Contractor members	<ul style="list-style-type: none"> • Provide contractor members with industry-relevant information • Understand member priorities • Provide resources for members • Encourage participation in NCHCA events • Reinforce member benefits • Seek input on spec revisions • Provide networking opportunities • Inform members of NCHCA work • Advise of joint co-op program 	<ul style="list-style-type: none"> • Spend time with your colleagues • Register guests for NCHCA events • Provide input to City initiatives • Social and professional networking events • Access to industry-relevant information affecting industry • Opportunity to liaise with the City 	<ul style="list-style-type: none"> • Information is available to members • Resources are available to members • NCHCA is aware of member priorities • Members-only area of the website contains relevant information • Members are aware of the joint co-op initiative 	<ul style="list-style-type: none"> • Email • Social media • Newsletter • Website • Promotional Materials • Meetings 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing
Associate members	<ul style="list-style-type: none"> • Provide associate members with industry-related information • Understand associate member priorities • Provide resources to members 	<ul style="list-style-type: none"> • Grow your business with unique sponsorship and advertising opportunities • Register guests for NCHCA events • Provide input to City initiatives • Social and professional networking events 	<ul style="list-style-type: none"> • Information is available to members • Resources are available to members • NCHCA understands member priorities 	<ul style="list-style-type: none"> • Email • Social media • Newsletter • Website • Promotional Materials • Member survey 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing

	<ul style="list-style-type: none"> • Encourage participation in NCHCA events • Reinforce member benefits • Inform members of NCHCA work 	<ul style="list-style-type: none"> • Opportunity to liaise with the City 	<ul style="list-style-type: none"> • Sponsorship opportunities are available • Members only area of the website contains relevant information 	<ul style="list-style-type: none"> • Meetings 		
Potential members	<ul style="list-style-type: none"> • Solicit new members • Inform members of NCHCA work 	<ul style="list-style-type: none"> • Grow your business with unique sponsorship and advertising opportunities • Advance relations with the City by attending monthly liaison meetings • Input to City initiatives: shape the future of the industry by adding your voice as a member • Spend time with industry colleagues at great social and professional networking events • Education Series: City staff, engineers and industry spend time together in an informal setting • Bursary program available to all NCHCA members and their children • Access resources available to NCHCA members 	<ul style="list-style-type: none"> • Potential members are invited to join NCHCA • Potential members have information about the benefits of being a member 	<ul style="list-style-type: none"> • Referrals • Social media • Website • Mailout • Promotional Materials 	<ul style="list-style-type: none"> • Executive Director • Board members • Members • Membership committee 	<ul style="list-style-type: none"> • Ongoing
City of Ottawa staff	<ul style="list-style-type: none"> • Promote positive perception of the industry • Inform City of NCHCA issues and priorities • Provide input into City initiatives 	<ul style="list-style-type: none"> • Industry values its relations with the City • Industry works with the City to improve City initiatives • Industry works collaboratively with the City of Ottawa to ensure project success 	<ul style="list-style-type: none"> • Regular meetings occur • City continues to consult with industry on City initiatives • Industry continues to provide feedback to the City • Industry communicates regarding industry issues 	<ul style="list-style-type: none"> • One-on-one meetings • Liaison meetings 	<ul style="list-style-type: none"> • Executive Director • President • Board • Members • Committees 	<ul style="list-style-type: none"> • Ongoing • Monthly

Relations with Mayor & Councillors	<ul style="list-style-type: none"> Promote positive perception of the industry Inform City of NCHCA priorities Promote the importance of investing in infrastructure Promote the importance of working at night 	<ul style="list-style-type: none"> Looking forward to working with the Councillor, to provide information and be a point of contact for questions or issues related to road and sewer construction in their Ward Continued investment in infrastructure is critical to ensure lack of service disruption and to maintain the well-being of our community The ability to work at night is critical for project success 	<ul style="list-style-type: none"> Mayor & Councillors are informed of issues impacting industry NCHCA is informed of City initiatives 	<ul style="list-style-type: none"> In-person meetings Correspondence Attendance at Council and Committee Meetings 	<ul style="list-style-type: none"> President Executive Director Board Members 	<ul style="list-style-type: none"> Ongoing
Municipal governments	<ul style="list-style-type: none"> Join NCHCA 	<ul style="list-style-type: none"> No fee to join Member benefits Joint co-op program 	<ul style="list-style-type: none"> Municipalities are invited to join NCHCA Municipalities have information about the benefits of being a member 	<ul style="list-style-type: none"> Referrals Website Promotional Materials 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing Annual mailout
Educational institutions	<ul style="list-style-type: none"> Join NCHCA 	<ul style="list-style-type: none"> No fee to join Member benefits Joint co-op program Endowment funds 	<ul style="list-style-type: none"> Educational institutions are invited to join NCHCA Educational institutions have information about the benefits of being a member 	<ul style="list-style-type: none"> Referrals Website Promotional Materials 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing Annual mailout
Private sector owners	<ul style="list-style-type: none"> Join NCHCA 	<ul style="list-style-type: none"> No fee to join Member benefits 	<ul style="list-style-type: none"> Private sector owners are invited to join NCHCA Private sector owners have information about the benefits of being a member 	<ul style="list-style-type: none"> Website Promotional Materials 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Ongoing Annual mailout

			<ul style="list-style-type: none"> • Invite private sector owners to speak at the Heavy Construction Outlook • GOHBA is a focal point 			
Partner associations	<ul style="list-style-type: none"> • Complimentary advertisements in Directory • Encourage collaboration and solidarity 	<ul style="list-style-type: none"> • NCHCA supports partner associations • NCHCA collaborates with partner associations 	<ul style="list-style-type: none"> • Partner associations support and collaborate on issues of importance to industry 	<ul style="list-style-type: none"> • Email • Website 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing
Engineers	<ul style="list-style-type: none"> • Encourage participation in the Education Series • Promote positive perception of the industry • Encourage membership in NCHCA 	<ul style="list-style-type: none"> • Consultants are welcome to join NCHCA • Joint co-op program • Education Series • Promote positive perception of the industry • Industry gives back to the community • Benefits of being a member • NCHCA events are a great opportunity to spend time with colleagues in the industry 	<ul style="list-style-type: none"> • Consultants participate in the joint co-op program • ACEC collaborates in the Education Series 	<ul style="list-style-type: none"> • Website • Referrals • Mailout • Promotional materials 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing • Annual mailout
Public	<ul style="list-style-type: none"> • Promote positive perception of the heavy construction industry • Construction is a viable career choice 	<ul style="list-style-type: none"> • The heavy construction industry provides great careers • Endowment funds • Joint co-op programs • Mentoring • Build your City 	<ul style="list-style-type: none"> • The public has information about working in the heavy construction industry 	<ul style="list-style-type: none"> • Social media • Website 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing

OBJECTIVE 5: NETWORKING ACTIVITIES						
Objective	To organize networking activities to promote leadership, professionalism, goodwill, and cooperation within our membership.					
Description	Communications Objectives	Key Messages	Success Criteria	Tools	Responsible	Frequency
AGM	<ul style="list-style-type: none"> Meet legislative requirements Encourage registration and sponsorship Announce new President and Board members Thank retiring Board members Annual safety award is announced 	<ul style="list-style-type: none"> Networking opportunity Welcome new Board members Approve financial statements and appointment of auditor Members are welcome to invite and register non-member colleagues 	<ul style="list-style-type: none"> Anticipated registration and sponsorship are realized Generates revenue in accordance with budget Legislated requirements are met Post-event survey is generally positive 	<ul style="list-style-type: none"> Newsletter Social Media Website Post-event survey 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually in April
Education Series	<ul style="list-style-type: none"> Encourage registration and sponsorship Highlight collaboration between NCHCA, City & ACEC 	<ul style="list-style-type: none"> Opportunity to network with City, engineers and NCHCA colleagues Collaboration between NCHCA, City & ACEC Members are welcome to invite and register non-member colleagues 	<ul style="list-style-type: none"> City and ACEC participate Anticipated participation and sponsorship are realized Generates revenue in accordance with budget Post-event survey is generally positive 	<ul style="list-style-type: none"> Newsletter Social Media Website Post-event survey 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually
NCHCA Social Events	<ul style="list-style-type: none"> Encourage registration and sponsorship Opportunity to spend time with colleagues in the industry 	<ul style="list-style-type: none"> Networking opportunity Members are welcome to invite and register non-member colleagues 	<ul style="list-style-type: none"> Anticipated registration and sponsorship are realized Generates revenue in accordance with budget Post-event survey is generally positive 	<ul style="list-style-type: none"> Newsletter Social Media Website Post-event survey 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually

APPENDIX A

PRIORITIES IDENTIFIED BY NCHCA MEMBERS

- Promotion of the heavy construction industry
- Relations with municipal governments
- Social and professional networking opportunities
- Education Series
- Relations with partner organizations
- Recruitment activities

STAKEHOLDERS AND TARGET AUDIENCES

Audiences to contact, attempt to influence, or serve

- Contractor members
- Associate members
- Potential members
- Committee members
- Municipal governments
- Private sector owners
- Partner associations
- Consultants
- Public
- Educational institutions

TOOLS

- | | |
|--|----------------------------|
| • Website | • Collaborative committees |
| • Newsletter | • Surveys |
| • Email | • Promotional materials |
| • Social Media: Facebook and LinkedIn | • Awards & recognition |
| • Correspondence | • Joint events |
| • One-on-one communications and meetings | • Joint initiatives |
| | • Member referrals |