



THREE-YEAR PLAN
TO ACHIEVE NCHCA'S OBJECTIVES
2020 – 2022

Approved May 13, 2020

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.

2020	Monitor City council and committee meeting agendas. Attend council 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.
2021	Same.
2022	Same.

1.1.2. City liaison

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

2020	Attend liaison meetings. Disseminate City information to industry (ex. technical bulletins), inform industry of liaison discussions (meeting notes), bring forward industry issues, contribute to development of meeting agendas.
2021	Same.
2022	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.

2020	Monitor use of VPM, provide feedback regarding issues and concerns. Provide updates and information to industry as they become available.
2021	Same.
2022	Same.

1.1.4. Spec updates

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

2020	Participate in City working groups for review and update of specifications.
2021	Participate in comprehensive spec update.
2022	Same.

1.1.5. Road activity by-law review

Outcome: Industry identifies issues and provides input, feedback and perspective on the City's Strategic Review of the Road Activity By-law.

2020	Attend TAC meetings, provide industry input to the City. Distribute information to members.
2021	To be confirmed.
2022	To be confirmed.

1.1.6. 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.

2020	Invite surrounding municipalities to join NCHCA.
2021	To be confirmed.
2022	To be confirmed.

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.

2020	Invite private sector owners to join NCHCA.
2021	To be confirmed.
2022	To be confirmed.

1.4. Position and issues statements

Outcome: Member-supported position and issues statements are available for use in discussions with government and other stakeholders.

2020	Identify, research and monitor issues, legislation, regulations, policies and guidelines of importance to the heavy construction industry. Consult with internal and external stakeholders to inform policy direction and development.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	Develop concept paper, submit request for funding to MOL. Upon approval and funding, develop project plan and initiate.
2021	To be confirmed.
2022	To be confirmed.

2.1.2. Joint co-op program

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

2020	Develop coop program in collaboration with the City of Ottawa and Consulting Engineers of Ontario.
2020	Program is continued.
2021	Program is continued.

2.1.3. Bursary program

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

2020	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.
2021	Bursary program is continued.
2022	Bursary program is continued.

2.1.4. Information about working in the heavy construction industry

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

2020	Relevant information is developed and posted on the public side of the NCHCA website.
2021	The information on the NCHCA website is reviewed and updated.
2022	Same as 2021.

2.2. Excess soil management

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

2020	Monitor changes to legislation, communicate information to members.
2021	To be confirmed.
2022	To be confirmed.

2.3. Annual project forecast report

Outcome: Information regarding proposed projects in and around Ottawa is available to members.

2020	Develop report of proposed project work from municipalities, private sector owners and Ministry of Transportation. Make report available to members.
2021	Same as 2020.
2022	Same as 2020.

2.4. VPM best practices guide

Outcome: Contractors have a guide to navigating the City of Ottawa Vendor Performance Management system.

2020	Research available information, interview stakeholders (contractors, City staff, engineers, etc.), develop draft guide.
2021	Review and update guide.
2022	Review and update guide.

2.5. Committee work

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

2020	Committees have terms of reference that confirm mandate, meeting frequency and reporting requirements. Committee rosters are reviewed and updated. The outcome of committee work is distributed to members.
2021	Same as 2020.
2022	Same as 2020.

2.6. Member directory

Outcome: A printed member directory is available to members and stakeholders.

2020	Design and produce printed member directory.
2021	Same as 2020.
2022	Same as 2020.

2.7. Notary Public and Commissioner of Oaths

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

2020	Introduce new service, provide notarization services.
2021	Provide notarization services.
2022	Same as 2021.

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.

2020	Develop and enhance relationships through individual, face-to-face meetings with City councillors and City staff.
2021	Same as 2020.
2022	Same as 2020.

3.1.2. Relations with municipal governments

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

2020	Desirable municipal partners are identified. A strategy for enhancing existing and developing new relations is developed.
2021	Same as 2018.
2022	Same as 2018.

3.2. Relations with private sector owners

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

2020	Develop relations and stay informed through memberships, subscriptions and attending events. Identify areas of collaboration and overlaps with work of partner organizations.
2021	Same as 2018.
2022	Same as 2018.

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.

2020	Enhance relations with partner associations, OCA, OSWCA, ORBA, CCA, AORS, CLAEO, OGRA and GOTA are developed and enhanced. Identify areas of collaboration and overlap with work of partner organizations.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

4.1.3. OCA symposium

Outcome: NCHCA participates in a partner event and connects with potential new members. 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.

2020	Develop an event plan. 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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

4.1.5. Golf tournament

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

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2021.

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.

2020	Identify potential new activities. Assess whether potential new activities would meet objective 4 and contribute to the sustainability of the association.
2021	Same as 2020.
2022	Same as 2020.

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*.

2020	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> .
2021	Same as 2020.
2022	Same as 2020.

5.1.2. Review of governing documents

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

2020	NCHCA's Articles of Continuance and By-Law are reviewed for consistency and currency.
2021	Same as 2020.
2022	Same as 2020.

5.2. Planning activities

5.2.1. Industry priorities

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

2020	Identify and confirm member priorities through one-on-one meetings and member survey, etc. Develop a plan to achieve the priorities within available budget.
2021	Same as 2020.
2022	Same as 2020.

5.2.2. Strategic plan

Outcome: NCHCA has a relevant, current strategic plan.

2020	NCHCA's strategic plan is reviewed and, if necessary, updated.
2021	Same as 2020.
2022	Same as 2020.

5.2.3. Three-year plan

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

2020	NCHCA's 3-year plan is updated to reflect current initiatives.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	NCHCA's annual operating plan is updated to reflect current initiatives identified in its 3-year plan.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	Board policies are developed as required and adhered to by the Board and association staff. The Board Manual is reviewed and updated as required.
2021	Same as 2020.
2022	Same as 2020.

5.3.2. Operational policies

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

2020	Operational policies are developed as required and adhered to by staff.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	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.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	Develop a growth and retention plan that includes best practices to attract new members and retain existing members. Implement plan.
2021	Update growth and retention plan as necessary.
2022	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*.

2020	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, a notes section with relevant notes about the member.
2021	Same as 2020.
2022	Same as 2020.

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, implemented, managed, and continuously improved.

2020	Develop processes and policies that ensure NCHCA manages its business in an efficient, fiscally responsible manner. Undertake review of investments and banking arrangements (RBC and Moneris) to ensure optimum plans and subscriptions to minimize bank charges and merchant fees.
2021	Same as 2020.
2022	Same as 2020.

6.2.2. Annual budget

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

2020	Develop a 2020 budget that includes budgets for each event to ensure ongoing financial well-being and predicts shortfalls.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	A communications strategy that ensures timely and relevant communications to members and stakeholders is developed and deployed in compliance with legal requirements such as anti-spam legislation and privacy laws.
2021	The communications strategy is reviewed and updated as necessary.
2022	Same as 2021.

6.3.2. Communications to members

Outcome: Timely and relevant information is available to members.

2020	NCHCA uses its website, newsletters, email and other means to communicate with members. Legal requirements such as anti-spam legislation and privacy laws are adhered to.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	Review existing technology solutions and assess needs for improvement.
2021	Same as 2020.
2022	Same as 2020.

6.4.2 Data risk mitigation

Outcome: The risk of association data loss is mitigated.

2020	Secure, real-time backups of all systems are in place.
2021	Same as 2020.
2022	Same as 2020.

6.4.3 Shared information platform

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

2020	Essential information is saved to SharePoint and accessible by designated persons.
2021	Same as 2020.
2022	Same as 2020.

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.

2020	An effective and continuously improving project management approach is used for all major meetings and events.
2021	Same as 2020.
2022	Same as 2020.

6.6 Human resources

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

2020	Job descriptions are reviewed. Performance reviews are conducted in early April. Learning and development needs are identified.
2021	Same as 2020.
2022	Same as 2020.