

Strategic Plan

Nova Scotia Road Builders Association

Oak Island Inn, NS

November 2009

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Overview:

The Board of Directors (2009) of the Nova Scotia Road Builders Association met at Oak Island Inn November 12 – 13, 2009 and created the first ever formal strategic plan for this organization. Attending Board members included: Ken Thomas, Brad Scott, Paul White, Rylan McDow, John Flemming, Ron Dunn, Andrew Lake, Pat Gray, Greg MacDonald and Executive Director – Grant Feltmate. The sessions were facilitated by Tony Nash of Inter-Connex Consulting Inc.

There was excellent participation and engagement by all attendees resulting in the following output. It should be noted that prior to beginning the sessions the report from the Past President's session held earlier this year were reviewed by all participants.

Key Messages

- ✓ We refocused the direction of the Association.
- ✓ We committed to serve our members better.
- ✓ We are committed to continue and increase improving relationship with government.
- ✓ We intend to promote our industry as a career option.
- ✓ We will re-structure our committees to better serve our members.

Vision Statement

The Vision of the Nova Scotia Road Builders Association is to be recognized and respected as the definitive leader of infrastructure for Nova Scotia.

Mission Statement

The mission of the Nova Scotia Road Builders Association is to promote best practices focused on improving infrastructure in Nova Scotia.

Core Purpose

The core purpose of the Nova Scotia Road Builders Association is to be the collective voice of the road building industry in Nova Scotia.

Key Result Areas

Early discussions focused on answering the question: what are the key areas that we must focus upon as we move forward in order to be successful as an organization. Those discussions led to the five headings that follow.

1.0 Association Structure

Strategic Direction

We will revise the protocols for membership on the Board (#s, terms, participation/time commitment). We will realign our committees to meet current needs of the Association. We will give the executive director guidelines within which he can operate.

Success Indicators

We will have been successful in the area of **Association Structure** when ...

- ... our structure supports our core purpose and mission.
- ... appropriate committees are in place (topic, expertise, #s)
- ... the executive director has sufficient parameters to operate with reasonable independence
- ... there are ample candidates, from the members, to serve.

Actions

Introduce structured meeting schedule, with annual dates.

Timeframe: March 2010.

Accountability: Liaison Committee.

Revise the Board structure to better utilize our membership.

Timeframe: June 2010.

Accountability: Board.

Review By-Laws

Timeframe: June 2010.

Accountability: Executive Committee.

Establish working guidelines/parameters for executive director.

Timeframe: June 2010.

Accountability: Executive Committee.

Re-structure membership levels/fee structure.

Timeframe: November 2010.

Accountability: Executive Committee.

2.0 Industry Liaison

Strategic Direction

We will initiate a process for building a partnership with government.

Success Indicators

We will have been successful in the area of **Industry Liaison** when ...

... we are truly valued for our expertise.

... we are invited by government to participate in change

... we are true partners with government.

Actions

Revise caucus presentation.

Timeframe: February 2010.

Accountability: Communications Committee.

Re-establish dialogue between Association and key government officials.

Timeframe: March 2010.

Accountability: Liaison Committee.

3.0 Public Profile

Strategic Direction

We will be recognized as the definitive voice of road building in NS. We will take a proactive leadership role in shaping policy affecting our industry. We will enhance the image and profile of the Association in the public eye. We will promote road building as a viable career option.

Success Indicators

We will have been successful in the area of **Public Profile** when ...

- ... we are clear what our message is
- ... we become the definitive voice
- ... we represent industry on a range of Boards and associations.
- ... we are proactive, directing policy instead of reacting.
- ... we are the first point of contact on industry issues.
- ... we have road building considered as a viable career option for youth.

Actions

Develop communication plan.

Timeframe: November 2010.

Accountability: Communications Committee.

4.0 Labour and Workforce Development

Strategic Direction

We will market the industry by partnering with educators and the public to ensure a stable workforce.

Success Indicators

We will have been successful in the area of **Labour and Workforce Development** when ...

- ... we attract workers.
- ... increase skill development.
- ... there is adequate training and development in place.
- ... we have a partnership with institutions (high school/post secondary)
- ... we appeal to youth.
- ... we have knowledge transfer (mentorship)

- ... we market ourselves effectively.
- ... we are educating the educators
- ... we are seen as a viable career option.
- ... we dispel the myths.
- ... we have access to stable funding.

Actions

Finish and promote labour survey.

Timeframe: December 2009

Accountability: Labour Relations Committee.

5.0 Member Benefits

Strategic Direction

We will provide a measurable value proposition for our membership. We will adapt to the changing needs of our industry and are committed to supplying the membership with services that meet and exceed their expectations.

Success Indicators

We will have been successful in the area of **Member Benefits** when ...

- ... we have membership growth and participation
- ... we have a clear, measurable value proposition for membership
- ... we effectively adapt to the needs of members
- ... we improve Association/member communication

Actions

Develop a value proposition for members.

Timeframe: January 2011.

Accountability: Membership Committee.

Survey members to identify needs.

Timeframe: November 2011.

Accountability: Membership Committee.