



Strategic Plan

2016 and Beyond

Updated April 2016

VISION

Reminder: The Vision describes the direction that the association is headed and in ideal terms, what the association aspires to achieve. This statement reflects an approach to thinking or discussing aspects of the strategic plan.

CSC: TRANSFORMING THE DESIGN + CONSTRUCTION COMMUNITY

VALUES

Reminder: The Values describe the approach that the association will follow in application of the Vision.

PROFESSIONALISM – Commitment to the highest ethical standards including integrity, honesty, trust, loyalty and open communication when working with the Design + Construction Community

COLLABORATION – Use the collaborative efforts of CSC members, volunteers, staff and allied associations for the betterment of the Design + Construction Community

OBJECTIVITY – Maintain an environment open to innovation, interaction and creativity using direction and feedback from the Design + Construction Community

RELEVANCY – Incorporate current attitudes and technologies, and adjust CSC's activities to Communication, Education and Collaboration to reflect the needs of the Design + Construction Community

MISSION

Reminder: The Mission describes in broad terminology, why the association exists, what it does, how it will work towards achieving the Vision and for whom it performs these activities.

DELIVERING PROGRESSIVE EDUCATION, CERTIFICATION, PUBLICATIONS AND PROFESSIONAL NETWORKING OPPORTUNITIES FOR THE DESIGN + CONSTRUCTION COMMUNITY.

VISION

Rappel: La vision décrit l'orientation que l'association est dirigée et en termes, ce que l'idéal association aspire à réaliser. Cette déclaration reflète une approche à penser ou à discuter des différents aspects du plan stratégique

DCC: Transformer l'industrie de la conception et de la construction

VALUES

Rappel: Les valeurs décrivent l'approche que l'association suivra en application de la Vision.

Professionnalisme : Engagement envers les normes éthiques les plus élevées, y compris l'intégrité, l'honnêteté, la confiance, la loyauté et la communication ouverte lorsque vous travaillez avec la communauté de conception et de construction

Collaboration : Utilisez les efforts de collaboration des membres du DCC, les bénévoles, le personnel et les associations alliées pour l'amélioration de la conception et de la construction

Objectivité : Maintenir un environnement ouvert à l'innovation, l'interaction et de la créativité en utilisant la direction et les commentaires de la communauté de conception et de construction

Pertinence : Incorporer les attitudes et les technologies actuelles, et d'ajuster les activités du DCC à la communication, l'éducation et la collaboration afin de refléter les besoins de la communauté de conception et de construction

MISSION

Rappel: La mission décrit en terminologie générale, pourquoi l'association existe, ce qu'il fait, comment il travaillera à la réalisation de la vision et pour lesquels il effectue ces activités.

Offrir des formations, des certifications, des publications et des occasions de réseautage professionnel adaptées à l'industrie de la conception et de la construction

STRATEGIC ACTION PLAN

These are perhaps the most challenging steps of strategic planning, as this is where “the rubber meets the road” where we define what the association commits to accomplish in the long term. The action plan focuses on future results in key results areas and guiding the organization toward achieving its vision.

INITIATIVES

Initiatives are specific and measurable statements of what will be done generally within the year-to-year timeframe. Consider these the building blocks leading to the achievement of goals. Initiatives include what will be accomplished, by when, by whom and an estimated cost.

GOALS

Goals are broader statements of what CSC hopes to achieve over the longer term of the Strategic Plan. The accompanying metrics; as described below, provides a quantitative means of measuring progress toward completion of a goal.

OPERATIONAL OUTCOMES AND METRICS

The association requires regular review the Operational Outcomes to establish measurements against the strategies and programs so that we can accurately report on the meeting objectives identified within the Strategic Plan. Metrics allow the association to take corrective action if Operational Outcomes are heading off track, and change priorities as the external environment and internal situations shift. This will provide a key directive to reallocate resources assigned to Operational Outcomes if that becomes necessary.

Review of the Operational Outcomes is an ongoing process; both formal and informal, that takes place at every level within the programs listed below. Key programs and annual tasks should be reviewed at each meeting of the Board of Directors.

Metrics should be revalidated, updated and revised on an annual basis with the intent that Operational Outcomes will be achieved and require reconstruction of the Strategic Plan approximately every five to six years.

Marketing Strategy

Owner: Marketing Committee Director

Increase awareness and participation in CSC branded products with emphasis on education programs and professional networking opportunities.

- Initiatives:
 - Develop a marketing plan; broken down into separate plans related to industry, youth, other organizations
 - Market the value of CSC education programs to all members of the design and construction community
 - Market to schools and colleges
- Goals:
 - Increase participation in education programs and professional networking opportunities
 - Increase membership
 - Increase sales
- Operational Outcomes:
 - **Further Development Required by Marketing Committee**
 - Task 1: Provide a national marketing campaign with membership input and external marketing consultants and expertise.
 - Administer a membership survey and task force to follow up on the success of 'I am CSC' as a precursor to the external consultants work.
 - Update existing marketing literature and make it available before January 1, 2016.
 - Task 2: Publish a marketing guide and presentation for use by the Marketing Committee and Local Chapter Executive members specifically for industry and construction associations.
 - Make it available before **November 1, 2016 – Needs Date Confirmation by Marketing Committee**
 - Task 3: Publish a marketing guide and presentation for use by Marketing Committee and Local Chapter Executive members specifically for youth, colleges and universities.
 - Make it available before **November 1, 2016 – Needs Date Confirmation by Marketing Committee**
- Metrics:
 - Task 1: Create a DRAFT Marketing Plan
 - Set interim date for submission of Marketing Plan for review by Executive Council
 - Done or not done – **Set due date – Needs Date Confirmation by Marketing Committee**
 - Task 2: Discuss and review marketing plan with stakeholders (Subcommittees, Task Teams)
 - Set date for completion of review and presentation of final version.
 - Done or not done – **Set due date – Needs Date Confirmation by Marketing Committee**
 - Task 3: Implementation of Marketing Plan
 - Fill in specific, achievable and phased tasks – **Needs Task Confirmation by Marketing Committee** example components could include:
 - Track year on year membership growth
 - Track year on year educational course enrollment
 - Track year on year overall sales / income

Communication Strategy

Owner: Membership, Chapter Development and Communications Director

Increase dialogue between members/chapters within CSC membership.

- Initiatives:
 - Facilitate opportunities for communication between chapter officers
 - Frequent short communication with members
 - Encourage 2-way communication
 - Provide separate communication with registered and certified members
 - Executive Director and current president attend 1 chapter board meeting a year – in person or by teleconference (communication between office and chapter)
- Goals:
 - Get consistent message to members
- Operational Outcomes:
 - **Further Development Required by Chapter Development and Communications Director**
 - Task 1: Initiate a protocol that allows two teleconferences between Chapter Development and Communications Officer and Chapter Executive committees per year as required.
 - Task 2: Implement a policy for open communications between each Chapter's membership and the Chapter Development and Communications Director through a distant communication strategy.
 - Task 3: Develop a budget and methodology for the Executive Director and current President to attend chapter board meetings through a 2-way video interface or personal visit.
- Metrics:
 - Task 1: Make it available before **November 1, 2016 – Needs Date Confirmation by Chapter Development and Communications Director**
 - Task 2: Chapter Development and Communications Director to have personal contact with all chapter chairs and directors a minimum of once per year outside of regular Board of Director's meetings to identify membership concerns – **by Novem2016**
 - Task 3: Executive Director and current President to attend 1 chapter board meeting in person or by teleconference per year - fill in specific, achievable and phased tasks – **Needs Task Confirmation by Chapter Development and Communications Director with input from Executive Director.**

Membership Strategy

Owner: Membership, Chapter Development and Communication Director

CSC cannot exist without strong and engaged membership. The membership strategy is about building and maintaining membership.

- Initiatives:
 - Increase membership of emerging, and design and construction professionals, maintain existing members
 - Identify and measure the value of membership
 - Recognize and approach first time attendees at conferences
- Goals:
 - Target professionals - A/E, GC and sub-trade contractors, interior designers, FM people, technicians/technologists
 - Demonstrate value of membership to members
 - Increased diversification of members
- Operational Outcomes:
 - **Further Development Required by Chapter Development and Communication Director**
 - Task 1: Chapter Development and Communication Director will facilitate a presentation/meeting with four construction associations (GC and sub-trades) a year and make presentations using Marketing Committee's Task 2.
 - Identify potential members for the local Chapter Executive to contact.
 - Task 2: Chapter Development and Communication Director Facilitate a presentation/meeting with two Target professional groups (A/E, interior designers, FM people, technicians/technologists) a year and make presentations using Marketing Committee's Task 1 and Task 3.
 - Identify potential members for the local Chapter Executive to contact.
 - Task 3: Facilitate sessions with Chapters to discuss chapter successes and failures, and future plans as a regularly scheduled component of the Annual CSC Convention.
 - Task 4: Promote CSC offerings (courses, certifications, technical presentations, networking opportunities, membership benefits) to all construction industry professionals
 - Task 5: Establish a marketing and communication strategy to include industry participants of ongoing CSC activities and offerings at the local and association level (e.g. share local chapter events and initiatives with other associations and industry groups).
 - Task 6: Establish 'Welcome Committee or Welcome Champion' protocol at the chapter level to look for ways to include new members and provide recognition / inclusion (personal introductions to leadership / CSC champions, approach new members to volunteer and become involved at the chapter level, potential mentorship opportunities)
 - Task 7: Establish an executive counsel 'Host Reception Team or Champion' to welcome new or first time conference participants
 - Task 8: Encourage members to become involved with local committees, educational offerings, the local Chapter Executive (have the current Director, Chair and Vice-Chair initiate discussion with new and existing members on volunteer opportunities, give members a chance to become actively engaged).
- Metrics:
 - **Further Development Required by Chapter Development and Communications Director**
 - Task 1: Make it available before **December 1, 2016**– Needs Date Confirmation by **Chapter Development and Communications Director**

- Task 2: Make it available before **November 1, 2016** – **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 3: Initiate first session in the afternoon of the registration day for **Conference 2016**, and make this task an annual event moving forwards – **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 4: Make it available before **November 1, 2016, 2015** – **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 5: Have an established marketing and communication strategy to include construction industry participants of ongoing CSC activities and offerings at the local and association level (e.g. share local chapter events and initiatives with other associations and industry groups) **January 2017** – **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 6: Have a 'Welcome Committee or Welcome Champion' protocol in place at the chapter level to look for ways to include new members and provide recognition / inclusion (personal introductions to leadership / CSC champions, approach new members to volunteer and become involved at the chapter level, potential mentorship opportunities) **January 2017**– **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 7: Have an Executive Council 'Host Reception Team or Champion' to seek out and welcome new or first time conference participants by **Conference 2016** – **Needs Date Confirmation by Chapter Development and Communications Director**
- Task 8: Make it available before **November 1, 2016** – **Needs Date Confirmation by Chapter Development and Communications Director**

Education Strategy

Owner: Education and Certification Director

CSC will have a development program that creates promotes and delivers education within CSC, schools and other institutions

- Initiatives:
 - Create a mentoring program geared towards D/C community
 - Develop new sustainable and consistent course delivery systems
 - Identify potential for alternative non-certificate education (certification is not be all of end all of education)
- Goals:
 - Make mentoring services and CSC course accreditation available to Members in the Design+Construction community seeking professional / CSC certification
 - Update current CSC course content, delivery methods and ongoing maintenance.
 - Develop seminar and webinar topics, a % of which are geared towards a younger demographic.
- Operational Outcomes:
 - **Requires further development by Education and Certification Director**
 - Task 1: Initiate opportunities for Chapter developed educational sessions, initiatives and practices to be communicated and shared between chapters and with the Association:
 - Webinars – have Chapters capture learning opportunities in the form of a 2-way online chat form to make it easier for communicating learning opportunities and shared benefits.
 - Short Form Courses – Chapters can host half day events to cover off topics of immediate interest and share outcomes for development with other Chapters.
 - TED (BED) Talks – Sharing of sessions presented in host Chapters of special events such as Toronto's Fall 2014 Science of Building and share with Chapters and outside interests; sessions can also be hosted by outside interests and shared with CSC Chapters.
 - Task 2: Establish a pool of volunteers available to members in the D/C community / attain accreditation for CSC courses from provincial, professional Associations
 - Task 3: Update course content and delivery methods and establish a maintenance process
 - Task 4: Deliver seminars and webinars on a regular cycle
- Metrics:
 - **Requires Confirmation by Education and Certification Director**
 - Task 1: Delivery of first content by **May 2018**, with each Chapter being responsible for developing a minimum of 2 sharing opportunities per year, with the intent of developing sufficient content for bi-weekly sessions.
 - Establish volunteer pool by **November 2016** / attain provincial, professional accreditation / market to Members –
 - Have updated courses ready for Classroom delivery by **May 2016** / have updated courses ready for on-line delivery by **Conference 2017** / have maintenance process established by **October 2016** / market to Members
 - Deliver at least 2 webinars and 1 seminar by **December 2016** / market to Members –

Certification Strategy

Owner: Education and Certification Director

Increase the number of CSC certification holders within the Canadian design and construction industry

- Initiatives:
 - Identify design and manufacturing firms and promote the certification programs to them
 - Industry marketing and awareness of designations and benefits
 - Streamline/facilitate the certification process – facilitating the certification process (as an example; help people find mentors, help for study groups, and help people go through the program, guide people through the process.)
- Goals:
 - Recognition/potential discounts/consideration from associations and insurance companies
 - Recognition from employers
 - Recognition from other professional associations
- Operational Outcomes:
 - Task 1: Publish a mentoring guide and make this publication available with successful course completion accompanied by a letter promoting certification.
 - (a) Update existing mentoring guide documentation based on CSC publication guidelines and make available by Conference 2016.
 - (b) Prepare a personalized letter of encouragement, signed by the current year president, with field codes and database published and managed by association staff, with personal message modified annually by June following conference of becoming president.
 - (c) Initiate protocol that automatically generates delivery of mentoring guide and personalized letter to successful course registrants by end of August 2015.
 - Task 2: Provide a list to people indicating that they are pursuing certification upon request, indicating the people willing to undertake mentorship roles based on national survey of people willing to undertake this responsibility.
 - (a) Mine existing data and confirm members willing to participate in mentorship activities by personal email or telephone call by end of August 2015.
 - (b) Create database of willing mentors and combine with list of course graduates, and initiate protocol that ties to Task 1 and generates the pre-signed letter simultaneously with preparation of course completion certificates by end of August 2015.
 - (c) Create response trail tying mentor and mentee based on confirmed willingness from both participants to form a mentoring relationship by end of August 2015.
 - Task 3: Collaborate with Marketing Committee to develop education strategies for design and manufacturing firms identifying the benefits of certification, which the certification candidate can use to support their request.
 - (a) Make it Happen – Ongoing with reporting on successful relationships provided at each Board of Directors Meeting
 - (b)
- Metrics:
 - **Further Development Required by Education and Certification Director**
 - Task 1:
 - (a) Done or Not Done
 - (b) Done or Not Done
 - (c) Done or Not Done
 - Task 2 and 3 need further development by the ECC

Association Governance Strategy

Owner: President

CSC will have the right governance structure to support long term growth and development of the Association

- Initiatives:
 - Guest board member from outside org or industry for outside perspective (ex officio member to broaden perspective, what's coming next etc.)
 - Develop, maintain and implement goal oriented strategic plan
 - Develop an orientation plan within all levels of Association
 - Development of a succession plan for chapter and board executive
- Goals:
 - All Association executives and chapter executives will be knowledgeable in strategic plans and CSC policies
 - Smooth transitioning within chapters and at EC
 - Implement all strategic plan initiatives
- Operational Outcomes:
 - Invite representatives from outside organizations, with whom we liaise, to the Fall Board meeting.
 - Review, maintain and update the Strategic Plan.
 - Develop a list of roles and responsibilities in the CSC Administrative Manual for volunteer positions including a document describing the structure of CSC both at the Association and Chapter levels.
 - Create succession plan to form a part of the CSC Administration Manual, review annually at the Fall Board meeting and incorporate any modifications
- Metrics
 - Executive Director to extend invite by August of each year and advise Board of Directors.
 - Incorporate and facilitate review of the Strategic Plan in the Spring Board of Directors' Meeting
 - Distribute Orientation Plan to Chapter Directors and Executive Council annually in January for use by the Chapter and the Association.
 - Succession plan to be complete by Spring 2016 for review by the Board and implementation by Fall 2016. Distribute to Chapter Directors annually by January of each year for use at Chapter and Association levels.