

# Southern Interior Construction Association

## STRATEGIC PLAN 2010/11 – 2012/13

Become



A Member

Building a Successful Future

### Southern Interior Construction Association

#104 – 151 Commercial Drive

Kelowna, BC V1X 7W2

Tel: 250.491.7330

Fax: 250.491.3929

908 Camosun Crescent

Kamloops, BC V2C 6G2

Tel: 250.372.3364

Fax: 250.828.6634

## Message from the Board Chair

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SICA recently celebrated its 40<sup>th</sup> Anniversary with almost 200 members and guests at a gala evening event in Penticton. With members honoring three generations of previous and present volunteers, it was a resounding confirmation that SICA has succeeded as a member-driven Association, has consistently met the needs of its stakeholders, and has planned well through four decades.

Forward-looking planning sessions have always been a component of SICA's Boards duties. Regular multi-year Strategic Plans, created by its Board, set the direction and targets for the Association, help guide members and staff into the near future, and establish benchmarks against which successes can be measured.

This three year Strategic Plan, for our fiscal years 2010/11, 2011/12, and 2012/13, sets out eight **Strategic Priorities**, each with its underlying **Theme**, specific **Elements** to be undertaken, and **Desired Results**. The first years specific Priorities (2010/2011) are also detailed in this Plan. These Priorities and Desired Results are ambitious, and will challenge SICA to continue to excel on its successful journey, during its first steps into the next decades.

As we enter our fifth decade, we are in exciting times, both for members and for Associations, with new business and environmental challenges regularly facing us. SICA, and its volunteers and members, will need to continue to be proactive in anticipating and adapting to these ever-changing conditions. History shows that we must already be doing that very well, as incredible changes have occurred in our industry and Region since 1969, and we have grown and thrived as an Association since that time.

Based on SICA's enviable track record, our supportive members, Board and staff, and with the guidance of this new Strategic Plan, I have absolute faith that SICA will continue to meet, and exceed, its goals and expectations over the next three years. I look forward to my term as Chair, in working toward the achievement of our Desired Results as laid out in this Strategic Plan.

Sincerely,



Terry Brown,  
2009/10 Chair, SICA

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## Who We Are

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The Southern Interior Construction Association (SICA) is a non-profit organization with close to six hundred members. Our members are also included in the Provincial (British Columbia Construction Association) and the National (Canadian Construction Association) Associations. SICA is one of the four regional Associations in British Columbia; BCCA North, Vancouver Island Construction Association (VICA) and Vancouver Regional Construction Association (VRCA). With offices in Kelowna, Kamloops, Vernon, Penticton, Castlegar, and Cranbrook we cover the area south of Williams Lake to the US border, and east of Hope to the Alberta border. As a group, we deal with non-residential industry issues. We have been offering the most efficient, affordable and effective way of doing business in the industrial, commercial and institutional (ICI) construction industry since 1969. We look forward to continuing to help our members.

Southern Interior Construction Association (SICA) offers important value to its members by providing project information and tendering services, educational resources, safety resources, networking opportunities and benefits programs specifically designed to improve all aspects of their business. SICA acts as a unified voice for the ICI construction industry in the Southern Interior for legislative and political matters.

## Mission

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**SICA is an association of companies engaged in the construction industry. We are committed to communicating information and opportunities, developing and delivering appropriate services, and supporting industry standards for the benefit of all players in our industry. Through progressive association leadership, we strive to promote an environment in which our members can effectively, safely and efficiently compete.**

## OBJECTIVES of the Society:

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1. To achieve a closer relationship and a better understanding between the various branches of the construction industry.
2. To improve and standardize, as far as possible, the methods of submitting and accepting tenders as between Architect and Engineer, General Contractor and Trade contractors and to provide a Bid Depository system and any services associated with the industry.
3. To acquire and disseminate useful information among the members of the Society.
4. To provide a plan service for the use of the members wishing to tender projects.
5. To endeavor to bring about greater uniformity in the customs and usage of those engaged in the construction industry and engaged in the furnishing of labour and materials.
6. To encourage and promote an apprenticeship system within the industry and do all such things as may be of benefit to the Society by way of education, scholarships or industrial courses.
7. To co-operate with, become a member of, or subscribe to any and all other Society or Societies, Associations whether incorporated or not, whose objects are similar and favored by the Society.
8. To acquire by lease, purchase or otherwise, property both real and personal, suitable of the Society, both centrally and regionally and to manage, maintain and operate the said property and to borrow, raise, promote and secure the repayment of funds for carrying out the objects of the Society in such manner as the members shall consider appropriate.

## Priority Focus

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The Strategic Plan will drive to achieve, in the order shown, the following:

1. Help members grow THEIR business.
2. Increase the number of members in SICA to achieve:
  - a. Increased market reach across the region, across the industry and across the stakeholders;
  - b. Increased capacity to grow product services; and
  - c. Financial stability.
3. Increase SICA's recognition as the "voice" of the ICI construction industry in our region.

## Issues

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Issues that require action by the organization over the planning horizon:

1. Find ways to help the industry generally and the members specifically to weather political and economic changes in a manner that contributes to the pursuit of their business objectives.
2. Expand membership to increase revenue and political strength.
3. Expand the set of services to members to add value to current members and to attract potential members.
4. Ensure sufficient organizational capacity to deliver the Strategic Plan.
5. Continue to solidify the partnership with BCCA and CCA, and like-minded peer Associations in the construction industry.

## Success Measures

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By the end of the plan, SICA will measure its success on the following targets:

1. **SICA will achieve its customer satisfaction targets.**
2. **SICA will grow membership to 750 members.**
3. **SICA will strive to ensure that the standard service revenue is equal to or greater than operational expenses.**

## Strategic Priorities

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SICA has 8 strategic priorities over the 2010-2013 planning horizon:

1. Improve services to help members succeed.
2. Maintain/Improve Financial Health.
3. Grow the Education Program.
4. Improve Marketing, Branding and Communications.
5. Expand the Relationship Network, through interactive and social activities.
6. Advocate for the Industry, within the region, on regional issues.
7. Advance Standards and Practices.
8. Ensure Organizational Capacity.

## Strategy 1: Improve Services to Help Members Succeed

**Theme:** Improve and expand its current services to:

1. Meet the current and emerging needs of its members; and
2. Attract new members to the association.

**Elements:**

1. Investigate and maintain member satisfaction.
2. Grow membership:
  - a. Add members from new sectors (i.e. industrial, consultants, owners, very small contractors).
  - b. Fill geographical gaps.
3. Evaluate and leverage the success of current Affinity programs, and seek new opportunities.
4. Aggressively respond to, or ensure, our Planroom services respond to the emergence of competition in the Plans room and other market areas.
5. Evaluate the benefits of targeting service delivery to individual segments of the membership using a detailed survey and data mining.
6. Investigate the benefits of creating targeted services for the private sector.

**Desired Results:**

1. Members have access to higher value products and service – improved value proposition for Association, improved operational success for members
2. More members.
3. Increased revenue.
4. Increased market share / saturation.
5. Increased political capital regionally.
6. Increase marketability of SICA to potential members.

## Strategy 2: Maintain/Improve Financial Health

**Theme:** Ensure the fiscal stability and health of the organization is maintained.

**Elements:**

1. Maintain and expand existing revenue sources, where possible.
2. Seek new and non-traditional revenue sources.
3. Review /update the membership fee schedule.
4. Re-evaluate the delivery of programs that are running at a financial loss.
5. Replace and expand third party revenue sources.
6. Respond to changes in the marketplace that negatively impact revenue (e.g. stat decs, Petro Canada).

**Desired Results:**

1. Fiscal targets are achieved.
2. Reserve is maintained or improved to meet SICA Reserve Policy.

## Strategy 3: Grow the Education Program

**Theme:** Continue to expand the menu of education programs; increase enrollment for all courses and collaborate with educational / professional organizations that will help SICA to expand its capacity to meet members' training and education needs.

### Elements:

1. Provide new education programs in the areas of leadership/management and professional upgrading.
2. Add green / sustainability programs to the menu.
3. Expand the scholarships program.
4. Add courses to assist members to more effectively use new IT technologies in construction.
5. Continually seek efficiency and effectiveness in the delivery of all education programs and services.
6. Develop educational relationships to establish teaching partnerships with universities, colleges and schools.
7. Create strategic alliances that enable SICA to be the educational clearinghouse for other industry associations (i.e. AIBC, APEG, CIQS, ASTTBC).

### Desired Results:

1. Continued growth in revenue from education portfolio.
2. Expanded education menu to help members meet their education and training needs.
3. Expanded values to members only by addressing their management and professional education and training needs.
4. Improved readiness and capacity of members to address emerging pressures from green/sustainability initiatives and changes in IT.
5. Through new strategic alliances with professional associations, access to a new and untapped pool of potential members.

## Strategy 4: Improve Marketing, Branding & Communications

**Theme:** Improve communications and marketing to current members, stakeholders and potential new members to:

- a. Increase their awareness of SICA's complete services and programs;
- b. Attract new members;
- c. Redress misconceptions about the industry in the marketplace; and
- d. Continue to improve the Association's image and market its value in the marketplace.
- e. Explore the needs of small construction businesses.

**Elements:**

1. Develop and implement an overall marketing plan.

**Desired Results:**

1. Increased awareness of Association in the marketplace.
2. Increased knowledge of current/potential members about Association .
3. Increased awareness of Association as a service provider to all sectors in the industry.
4. Increased membership.
5. Improved image in the marketplace
6. Increased use of services.

## Strategy 5: Expand the Relationship Network, Through Interactive & Social Activities

**Theme:** Build a relationship network for the benefit of members including interactive and social activities.

**Elements:**

1. Engage with and work collaboratively with BCCA, CCA, and peer associations.
2. Create strategic alliances with members/owners groups and industry networks for the benefit of both parties (i.e. AIBC, APEG, CIQS, ASTTBC)..
3. Protect and improve the partnership with Infinite Source for Planroom related services.
4. Continue to expand networking opportunities with social and business activities, including new/strategic alliances.

**Desired Results:**

1. Increased political capital.
2. Improved reputation as an inclusive / collaborative organization.
3. Improved engagement and mutually beneficial undertakings with all construction associations in the province.
4. Expanded recognition of the "fun" side of business relationships.

## Strategy 6: Advocate for the Industry, Within the Region, on Regional Issues

**Theme:** Expand SICA's visibility to key stakeholders in the region and influence decision makers for the benefit of members and the industry.

**Elements:**

1. Improve linkages with the BCCA Advocacy strategy.
2. Review the traditional tendering practices for award of contract.
3. Continue to conduct regular consultation and dialogue sessions with stakeholders to understand their needs/positions and to influence their decisions. Stakeholders include:
  - a. Where mandated by the SICA Board, federal and provincial elected representatives
  - b. Regional governments
  - c. Regional Owners and Consultants
  - d. Large private sector players in the region.

**Desired Results:**

1. Association opinion/position more relevant/valued to stakeholders.
2. Association influence heightened with stakeholders, including government.
3. Association members' interests better understood and, if needed, acted upon.
4. Association members' businesses prosper.

## Strategy 7: Advance Standards and Practices

**Theme:** Support and improve standards and practices through ethics and integrity in the region through education and awareness.

**Elements:**

1. Develop/adapt a suggested member and Association ethics policies.
2. Increase member knowledge about the importance of standards and practices.
3. Increase awareness and knowledge of owner's / buyers of construction services about the importance of ethical standards and practices in the construction industry.

**Desired Results:**

1. Long term profitability of members is enhanced by increased ethical practices.
2. Gain confidence in the general public that the industry operates within accepted standards and practices.

## Strategy 8: Ensure Organizational Capacity

Concept: Ensure internal capacity to deliver the Strategic Plan.

### Elements

1. Ensure Association has a highly skilled workforce by building the people systems to attract, retain, train, compensate and advance staff.
2. Enhance the technology platform through which services can be delivered.
3. Acquire and manage the physical assets necessary to deliver value to members; including the review of the purchase of a new building in Kelowna.
4. Keep all information management systems current for rapid and dependable knowledge management and retrieval.
5. Review Board composition to include other stakeholders (Owners, Consultants and First Nations).

### Desired Results:

1. Association has the internal resources and capability to deliver value to existing and new members in an efficient and effective manner.

# 2010/2011 Operational Plan

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1. Understand the needs of current and future membership.
  - a. Data mining
2. Review our membership dues and categories.
3. Review Board structure to consider allowing other sectors to be Board members.
4. Streamline CSABC delivery to create a strong profit stream.
5. Ask BCCA and CCA to advocate for extension of federal infrastructure funding deadlines.
6. Seek out third party revenue, with the objective of maintaining /growing current revenues.
7. Review Mission Statement and Objectives of Society.
8. Fix the survey; re-survey in order to establish our customer satisfaction targets by Spring 2011.
9. Develop a Marketing Plan, and implement it.
10. Market to our current members; expand their capacity to grow membership.
11. Determine the process, and commence the steps to balance the operating budget.
12. Follow through with the expansion and capacity of the new Kamloops building.
13. Review our technology platform, in order to insure the capacity to deliver the Strategic Plan.
14. Confirm the need for a larger Kelowna building.
15. Increase education programs.

## Evaluation

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The Strategic Plan will be reviewed by the Board on a semi-annual basis and modified as necessary. A report to the members on progress achieved will be drafted and shared after each evaluation.

# Participants

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## BOARD OF DIRECTORS

Scott Reid

Angela McKerlich

Garon Sicotte

Natasha Taylor

Phil Long

Don Schuster

Wayne Chester

Rourke Waring

Chris Owen

Andrew Ambrozy

Brian Hayashi

Bill Feist

Patrick Waunch

Chuck Robertson

Terry Brown

Brad Handel

Scott Stannard

Acres Enterprises Ltd.

Capri Insurance Services Ltd.

Competition Glass Co. Ltd.

D&T Developments Ltd.

Dominion Fairmile Construction Ltd.

Forma Construction Ltd.

G. Little Electric Ltd.

Graham Construction & Engineering Inc.

Interior Plumbing & Heating Ltd.

Maple Reinders Inc.

Nexbuild Construction Corp.

Okanagan Fire Protection Services Ltd.

Rambow Mechanical Ltd.

Sierra Landscaping Ltd.

STBR Consulting Ltd.

Techlectric Construction Co. Ltd.

The Cat Rental Store

## STAFF MEMBERS

Debbie Hicks

Cliff Kshyk

Jennifer Marte

Aleda Styan

President

Director of Finance & Operations

Education Coordinator

Kamloops Planroom Coordinator

## FACILITATOR

Susan Jarvis

CEO, Jarvis Consulting

