

THE TORONTO CONSTRUCTION
ASSOCIATION

2019

STRATEGIC

PLAN

VISION STATEMENT

Providing our members with the means to help shape Toronto's Construction Industry for the better.

MISSION

To create opportunities for our members to grow their businesses and build connections with industry practitioners to help boost the growth and quality of Toronto's construction industry.

OUR VALUES

1. Fairness
2. Mutual Respect
3. Community
4. Accountability

STRATEGIC PRIORITIES:

1. Invest and improve value-add for TCA membership
2. Improve our Electronic Plans Room Platform
3. Foster growth in our Young Construction Leaders (YCL) Group
4. Grow our Professional Development (TCIC) offerings to include a full stream of online learning and customized on-site training
5. Grow our Managed Associations Portfolio
6. Governance Oversight
7. Foster leadership in Management staff
8. Undertake Committee Reform
9. Explore the idea of a Proposed TCA Innovation Centre
10. Better engage strategic partners including the Canadian Construction Association (CCA)

STRENGTHS:

- TCA contributes to industry professionalism and solidarity through The Construction Institute of Canada (TCIC) by offering educational and professional development opportunities through courses, workshops, educational events and more.
- Connecting like-minded industry professionals through networking events
- Informing members by providing up-to-date industry information
- Engaging in political advocacy on behalf of the members
- Offering financial savings and providing advertising opportunities to help members promote their respective products / services.
- Generating new business for our members through municipal, provincial and private project opportunities, workspace postings and more.

WEAKNESSES:

- We do not have enough products / services that pay a meaningful dividend for members where they can justify an ROI for membership fee
- Our electronic plans room platform needs to be upgraded/improved
- Interest in membership is historically low in a super heated construction market.
- The industry is dominated by males and we need to do more to attract women to careers in construction.

TOP FIVE PRIORITY ACTION PLAN/SUCCESS METRICS:

1. Invest and improve current value-add for a TCA Membership. Specifically, our objective is to challenge whether existing products and services are helping our members to grow their businesses. One of the ways we will measure our success will be to track members' usage of TCA's products / services which we now track in real time on our fully integrated database.
2. Move to a new electronic plans room platform. Specifically, transition from the Infinite Source EPR platform to the industry leading ConstructConnect Project Intelligence platform (CCPI) and provide communication/training as required to help TCA members optimize this new technology to improve their opportunities for new business.
3. Grow TCIC. Specifically, our objective is to increase the number of professional development/training offerings to include a full range of e-learning opportunities and customized on-site training to help employers improve productivity and better prepare for the new technologies and methodologies that are shaping the construction industry. TCIC course attendance/revenues will tell the story of our success which we are optimistic will grow by 5% annually.
4. Employers are facing an imminent and potentially severe labour shortage. Four percent of our current workforce are women. TCA's near term objective is to form a women's advisory to oversee the development of best practices to help employers attract and retain women in construction.
5. Grow YCL. Young construction leaders are the rising stars in our industry. More to the point, these young leaders are fast becoming the decision makers as we brace for an era of new technologies and rapid change. Our target is to grow YCL by 5% annually.