



MECHANICAL CONTRACTORS ASSOCIATION OF CANADA

Strategic Plan 2008-2011

DRAFT (Dec. 14, 2007)

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INTRODUCTION

The Mechanical Contractors Association of Canada (MCAC) is a national, non-profit business association constituted as a Federation of provincial autonomous associations, who work together for the promotion, improvement, and advancement of the mechanical contracting industry.

The MCAC plays a key role in representing its members in national, corporate and workplace issues. It is active in numerous industry related organizations; it liaises with the federal government, and represents the industry through membership in many “partner” associations, in order to address issues that are relevant to the mechanical contracting industry.

In addition to offering business tools to streamline daily operations as well as affinity programs, the MCAC offers educational and training programs through its education arm, the Canadian Mechanical Contracting Education Foundation (CMCEF).

MISSION

The MCAC is the mechanical contracting industry’s national association. It develops programs, provides services and advocates for the industry in order to increase members’ productivity and profitability.

CURRENT ISSUES

The following are the important current issues that the MCAC can play a role in addressing over the next 3 years for the benefit of its members:

- Labour shortages *
- Prompt payment *
- Commissioning / Green-LEED *
- Standard industry contract document usage
- Education
- Default insurance
- Federal government relations
- Direct selling / pre-purchasing
- Regulatory burden (e.g. taxation / licensing fees, etc.)

* Priority issues

An environmental scan was performed in order to identify strengths and weaknesses of the organization, as well as the potential opportunities and threats coming from the environment. The following were identified:

Strengths

1. Ability to rely on volunteerism and member's commitment
2. Established credibility as a voice for the industry
3. Representation from MCA staff at all levels
4. Ability to communicate to members
5. Ability to address labour issues from a national perspective
6. Ability to be proactive in anticipating issues
7. Ability to provide quality education programs
8. Sound structure of the Association

Weaknesses

1. Limited capability to attract certain types of members
2. Limited career awareness initiatives
3. Perceived as "good old boys, unionized club"
4. Limited involvement and input from some provinces
5. Limited participation from certain types of members
6. Incomplete representation of all mechanical trades
7. Limited resources

Opportunities

1. Development of commissioning standards and certification
2. Development of service sector (e.g. maintenance, retrofitting)
3. Opportunity to capitalize on industry trends (green, LEED, P3, design build etc.)
4. Opportunity to collaborate with partners (training, career awareness, recruitment, etc.)
5. Opportunity to increase workers' mobility across provinces
6. Growth of NTCCC
7. Continuous growth given the strong economy (varies regionally)

Threats

1. Limited time for members to contribute to the Association
2. Labour shortages affecting the industry
3. Risks caused by poorly designed plans and specifications
4. Over-regulation from governments
5. Erosion of trade definition
6. Detrimental Industry practices (reduction of bid depository usage, default insurance, reverse auctions)
7. Increased cost of doing business
8. Cyclical nature of the economy

STRATEGIES

Eight key result areas were identified as the areas the MCAC must invest in, in order to effectively move towards the vision. For each area, objectives and strategies/actions were identified.

Key Result Area #1	
Communications and Marketing to Members and Industry Stakeholders	
Objectives	Strategies and Actions
1. Continue to provide relevant, practical, timely and current information to members through appropriate media.	1.1 Research and identify information needs of members. 1.2 Broaden the distribution beyond the principals, within the members' organizations.
2. Increase awareness of members of the benefits provided by MCAC.	2.1 Develop communication plan to communicate benefits of to members.
3. Effectively market MCAC to stakeholders (industry, end users, etc.).	3.1 Develop marketing plan to market MCAC to industry partners and users.

Key Result Area #2	
National Conference	
Objectives	Strategies and Actions
1. Plan and host a national conference that effectively showcases the Association to its members and to the industry, nationally and internationally, and provide participants with a networking and learning opportunity.	1.1 Develop a plan to organize and implement the conference, taking into account opportunities for improvements from year to year.
2. Ensure that the conference represents all interests of the different membership groups.	2.1 Review the composition of the conference organizing committee. 2.2 Committee to ensure representation is maintained through all aspects of the conference and its planning.

Key Result Area #3	
Promotion of Mechanical Contracting as a Career Choice	
Objective	Strategies and Actions
1. Promote and communicate the opportunities for careers within the mechanical industry.	1.1 Develop and distribute materials to promote mechanical contracting as a career choice and to assist the provincial MCAs in promoting career opportunities in the mechanical trades. 1.2 Work with other associations such as NTCCC to promote the trades in general. 1.3 Assist Provincial and Regional MCAs in developing Student Chapters.

Key Result Area #4	
Membership Recruitment and Retention	
Objectives	Strategies and Actions
1. Assist in increasing the number of members in the institutional, commercial and industrial sectors.	1.1 Develop a database of potential members. 1.2 Develop incentive programs for bringing in new members. 1.3 Establish a recruitment program to assist provincial MCAs in their recruitment efforts.
2. Increase participation of members in Association activities.	2.1 Develop additional recognition programs for active members. 2.2 Create a list of benefits of being involved and create opportunities for involvement.
3. Assist in increasing retention for contractors.	3.1 Demonstrate the value of the Association for all contractors.
4. Assist in increasing the number of Service Contractors as members.	4.1 Improve the database of non-members. 4.2 Improve the benefits package for Service Contractors. 4.3 Assist provincial MCAs in membership recruitment. 4.4 Establish a national quality standard and recognition program.

5. Leverage the relationship between MCAC and Service Contractors to realize benefits for both.	5.1 Develop and implement a joint strategy with Service Contractors to leverage benefits of memberships.
6. Assist in increasing the number of Associate Members.	6.1 Improve the database of non-members. 6.2 Improve the benefits package for Associate Members.
7. Leverage the relationship between MCAC and the Associate Members to realize benefits for both.	7.1 Develop and implement a joint strategy with the Associate Members to leverage benefits of memberships.

Note: The objective originally identified at the session relating to “getting industrial contractors to contribute industry funds and raising the issue at the bargaining committee level at time of negotiation” is now implicitly subsumed in Objective 1.

Key Result Area #5	
Industry Relations	
Objectives	Strategies and Actions
1. Increase the influence of NTCCC.	1.1 Collaborate with NTCCC to increase their effectiveness and influence.
2. Influence the practices of the Design Community.	2.1 Develop “tool kits” to assist provincial MCAs with common messages, and educate the local Design Community. 2.2 Open a dialog with the national Design Community.
3. Further leverage the relationship and influence with construction associations as well as sub-trade partners, for the benefit of members.	3.1 Encourage the local MCAs to get more directors at CCA to increase the number of directors from local MCAs. 3.2 Identify the benefits of joining MCAC’s Board for sub trade members and meet with them to promote this opportunity. 3.3 Continue to build relationships with our international counterparts.

4. Increase quality and timeliness of communication with the industry.	<p>4.1 Identify target audiences, messages and medium to reach them.</p> <p>4.2 Obtain timely news from the supply sector on items of interest to the industry and communicate them to members.</p>
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Key Result Area #6

Government Relations

Objectives	Strategies and Actions
<p>1. Increase quality and timeliness of communications with federal government.</p> <p>2. Increase the ability to influence federal government.</p>	<p>1.1 Consider the option of hiring a lobbyist.</p> <p>1.2 Enhance the relationships with senior officials.</p> <p>1.3 Create an MP / MPA director liaison strategy.</p> <p>These three strategies apply to both objectives.</p>
3. Assist the provincial MCAs in their provincial government relations.	3.1 Continue to assist on an as needed basis.

Key Result Area #7

Education through the Canadian Mechanical Contracting Education Foundation (CMCEF)

Mission of the CMCEF	Vision for the CMCEF
To provide management related training primarily to the mechanical contracting industry, in order to enhance this industry’s effectiveness and efficiency for the benefit of all those it serves.”	<p>The Canadian Mechanical Contracting Education Foundation provides high quality training that meets the evolving needs of management personnel in the construction industry in Canada, focusing first on the mechanical contracting industry. It draws on a cross-Canada network of the best trainers, and acts as a central source of reliable information on training and certification standards for the industry.</p> <p>For more details, please refer to Appendix 1 for the Foundation’s strategic plan.</p>

Key Result Area #8	
Operational Sustainability for MCAC	
Objectives	Strategies and Actions
1. Increase the ways of generating revenues for the Association.	1.1 Explore the possibility of negotiating promotional allowance with manufacturers. 1.2 Increase the number of Associate and Service members. 1.3 Develop other affinity programs. 1.4 Expand event's sponsorship program. 1.5 Explore advertising revenue opportunities. 1.6 Explore the possibility of creating a trade show.
2. Ensure that the MCAC's administrative structure and processes are adequate to fulfill the mandate of the organization.	2.1 Review and adjust, if necessary, the administrative structure and processes of the MCAC.

Note: Objective #2 was added after the planning session.

REVIEW OF PLAN

The Strategic Plan will be updated on a yearly basis, as progress made in the various areas is assessed.

After three years, the strategic plan will be reviewed in light of changes in the operating environment.