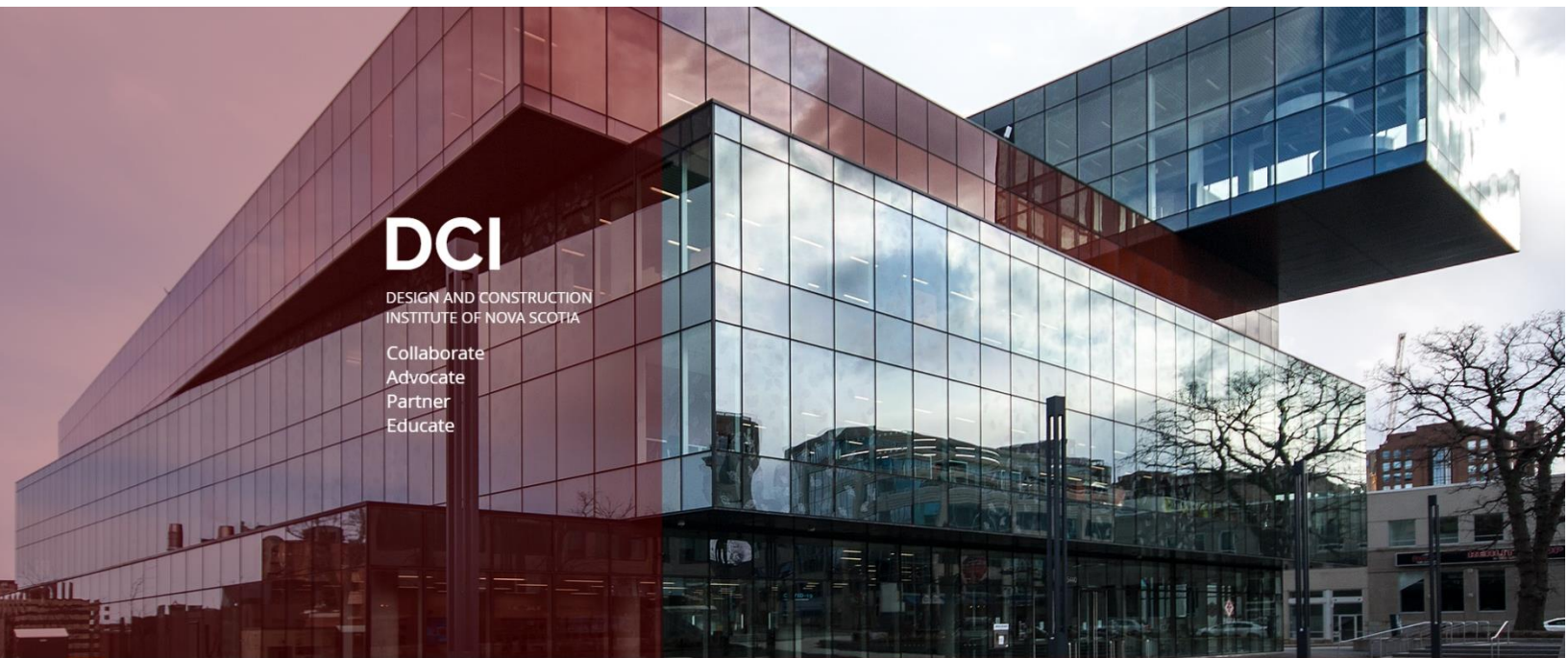


DCI

DESIGN AND CONSTRUCTION INSTITUTE OF NOVA SCOTIA

2021-2024 Strategic Plan

www.dcinovascotia.ca



DCI

DESIGN AND CONSTRUCTION
INSTITUTE OF NOVA SCOTIA

Collaborate
Advocate
Partner
Educate

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Vision, Mission, Values & Goals

Vision

A vibrant and mutually supportive Design and Construction Industry in the province of Nova Scotia.

Mission

To provide a forum for the discussion and resolution of common issues facing the Design and Construction Industry, and to foster supportive relationships amongst members.

Values

- Respect: We treat our membership and community at large with dignity and respect.
- Integrity: We act with integrity and communicate directly, honestly, and transparently.
- Innovation: We encourage innovation, growth and continuous improvement within our industry.
- Commitment: We commit to improving the design and construction of our built environment.

Goals

Over the duration of this plan, the Design and Construction Institute (DCI) aims to:

- Build Capacity – assemble the resources to successfully deliver on our objectives and outcomes
- Communicate – build broad industry awareness of DCI among private and public sector partners
- Expand – increase the organization’s membership and geographical representation
- Celebrate – highlight and promote local design and construction projects

Introduction

The Design and Construction Institute of Nova Scotia is the leading voice of the design and construction industry. DCI's membership is comprised of current and past board members that include government and industry professionals and represents hundreds of companies throughout Nova Scotia.

DCI promotes collaboration among Design and Construction industry stakeholders by providing a forum for discussion and resolution of common issues.

Governance

DCI is governed by a Volunteer Working/Managing Board of Directors nominated and appointed on:

Anathea Fenton
President

Lori Ryan
Secretary

David Greenwell
Board Member

Barbara MacDonald
Board Member

David Landry
Board Member

Tim McLeod
Board Member

Donna Hoar
Board Member

Denis Morris, Jr.
Member at Large

Trent Soholt
Board Member

Karen Dwyer
Board Member

Rick Buhr
Board Member

Eric Burchill
Board Member

Jeff Gardner
Vice President

John Spinelli
Treasurer

Melody Hillman
Board Member

Benjie Nycum
Member at Large

Scott Moore
Member at Large

Vivek Tomar
Board Member

Patrick Crabbe
Board Member

Ben Ferguson
Board Member

Mike MacIsaac
Board Member

Beth MacLeod
Board Member

Stephen Vaslet
Member at Large

Abigail MacEachern
Member at Large



Background

The Design and Construction Institute is a volunteer organization consisting of leaders in the Design and Construction Industry of Nova Scotia. DCI represents developers, architects, engineers, designers, project managers and suppliers of products and services from across the Province.

DCI was founded in 1971 by a small group of energetic industry members who endeavored to improve communication and understanding within the design and construction industry. Now in its 5th decade of service, DCI continues to be a strong and vibrant voice of the industry.

Over the past five years, DCI has undertaken and led several important industry initiatives including:

- Partnering with CANS and NSCSC to host a Procurement Day Forum with over 125 attendees to gather input and prepare a report delivered to the Province on procurement issues of common concern across the industry
- Hosting annual “Education Day” events to bring important content to representative groups.
- Hosting annual industry award dinners to honor those who make significant contributions to the Design and Construction Industry
- Hosting social events to promote relationship building and collaboration amongst the many disciplines that make up the Design and Construction Industry

DCI has undertaken two strategic planning sessions/reviews in the last five years. The first was held in May of 2015 and the second was held in November 2019 followed by member surveys and board review.

Consistently it was noted:

- DCI is unique in its diverse make-up, appeal and engagement by various sectors in design and construction
- There is strong support for strengthening DCI’s position within industry and government with some refocus/enhancement of efforts and priorities
- Defining the driving principles of DCI would yield a greater impact and help strengthen its voice
- There is not a consistent understanding of who DCI is and what DCI does
- Due to organizational capacity, the efforts of DCI largely fall on volunteer board members to develop and deliver

SWOT Analysis

Strengths:

Networking/Community

- Brings people across industry together for education and social events
- Creates good networking opportunities for board and members
- Develops partnership with others
- Creates a community of like-minded individuals
- Connects people
- Build relationships in industry
- Bring together a variety of sectors of construction & design
- In touch with all sectors of construction industry
- Brings together a good cross section of the design & construction community
- Connect industries
- Represent the four “corners” of the industry
- Professional recognition of exemplary professionals

Voice

- Create a forum for industry discussion / collaboration
- Generates good discussion on important topics
- Provide a forum for the industry
- Acts as an Industry voice & advocate representing different parts of the industry: design, construction, owner, distribution, etc. to address issues

Organization/Board

- Balanced/inclusive industry representation on board
- Maintains an engaged board of directors
- Manages itself with prudence
- Respects the opinions of other board members

Education

- Events (“Education Days”)
- Opportunities for industry education
- Reputation as an “Educational provider”

Weaknesses:

Impact

- Not leveraging our collective “voice” on important industry issues
- Ability to have serious impact and how do we know what we should be impacting
- Lack of focus or clarity of mission and finding new areas of focus
- Only have one big public event annually (Education Day is great, but we could do more)
- Duplication/overlap of mission with other organizations
- Not identifying and leading on important industry issues

Lack of Awareness of DCI

- Lack of representation with small – medium private sector
- Lack of public awareness
- Awareness of organization “too private”

Membership Representation

- Lack of representation outside HRM
- Not having a broad enough approach to membership
- Contact list
- (Continue to) be building diversity

Board Engagement

- Consistent board involvement/level of effort; varying levels of board engagement
- Committees are not well utilized or engaged
- Demands of time, a lot of meetings
- Clear direction

Financial Stability

- Do not have a growth plan (model) for longevity/sustainability
- Funding
- Fundraising to maintain admin assistant
- Dependent on education event for funding
- Lacking adequate resources for committee work(?)
- Increasing operating costs

Opportunities/Ideas:

Impact – how to have impact

1. Seize opportunity of regulatory associations changing/narrowing their role
 - Gap of advocacy
 - Fill role previously filled by regulatory association N.S.
2. Be more structured/deliberate
 - About
 - Some forum/format/procedure
 - How we achieve impact
 - Monthly time on agenda
 - Collecting info on areas of need (method of)
 - Process for advancing things that come to us
 - Make sure meetings are focused on impact and purpose for every person on the board
 - Task list and accountability
 - Utilize technology and time between meetings to advance “agenda”
3. Board and committee mandates/T.O.R.
 - Structure on reporting
 - Inclusion/membership geared to individual interests
 - Review committee structure specific to impact
 - Roles/responsibilities
 - Clarify who does what
4. Review paid resource
 - Now that some time has passed, opportunity to review for impact/best utilization
 - Align against committee work
5. To deal with overlap with other organizations, focus on gaps and bridges...
 - Can we be a “hub” or “bridge”
 - Listening/hearing
6. Raise awareness of our impact
 - Structured communications strategy

- Leverage existing communications platform, interpretation with efforts
- Structured outreach strategy
 - Constant touches with government and other organizations
 - Push communications
 - Listening/hearing
- Talk about our successes
- Leverage our diverse industry representation to communicate outwards to industry sectors

Lack of Awareness of DCI

- Communications Plan
 - More defined with consistent action
 - Social media
 - Event & outreach
 - Execution strategy
 - ID internal/external resources
- Consistent messaging
 - ID critical topics
 - What is our strategic position that differentiates with other associates? - alignment
- Utilize membership
 - May require restructure
 - Should be a roadmap or proven demonstration for board involvement
 - Revisit bylaws for board engagement
 - Students?
- Leverage strategic partnerships with industry associations
- Quarterly? News update
- Education Event(s)
 - Frequency?

- Geography?
- Topics that apply to various stakeholder

Membership / Representation

- Look to expand board membership beyond HRM
- Categories of membership?
 - What do you get out of it?
 - Do we need more events?
 - More networking events?
 - Corporate/associated?
 - Are we putting at risk potential sponsorship money?
- Are there opportunities to partner with other organizations
- Should we be looking beyond N.S. for membership?
- Do we want to add something on our website where people can express interest in participating?

Board Engagement

- Look at committee structure
- Do we need new structure
- What topics beyond education does this group want to champion?
- Do we need to engage with other associations to find out what the burning topics are...

Financial Sustainability

Dues structure:

- Prioritize objectives – cannot do it all
- Form partnerships/value proposition
- Organization/membership structure – define
- Committee structure could be responsible for selling sponsorships
- Education day – only source need to diversity
- Seeking other forms of funding – public funding is not readily available

- Other forms of education:
 - Webinars? Videos?
- Possible breakfast event – topic specific could raise funds
- Past members need to be considered
- Liability insurance

Threats

- Funding for organization derived from 1 or 2 events per year and membership fees

Partnerships

DCI maintains partnerships with many groups and organizations. These include (but are not limited to):

- Atlantic WoodWORKS!
- Canadian Green Building Council Atlantic
- Construction Association of Nova Scotia
- Consulting Engineers of Nova Scotia
- Dalhousie University and Students
- Interior Designers of Nova Scotia IDNS
- Nova Scotia Apprenticeship Agency
- Nova Scotia Architects Association
- Nova Scotia Association of Architects
- Nova Scotia Community College Faculty and Students
- Saint Mary's University and Students
- The Nova Scotia Building Officials Association
- Nova Scotia Construction Labour Relations Association
- Nova Scotia Construction Sector Council
- Nova Scotia Home Designers Association
- Nova Scotia Lands Inc.
- Nova Scotia Transportation and Infrastructure Renewal
- TechNova

Strategic Priorities and Objectives

– (Ranked in order of “Must-Do, Should-Do, Could-Do”)

Must-Do:

1. Prioritize objectives of DCI
2. Assess Board and Committee mandates, terms of reference, structure, bylaws, etc.
3. Define and Assess Membership (categories of), geography, dues, structure, etc.
4. Review financial model- budget, opportunities, income, paid resources

Should-Do:

1. Develop a communications plan
2. Develop a role of advocacy
3. Develop and leverage partnerships with other organizations/associations

Could-Do:

1. Promote successes and raise awareness of our impact

Action Plan

Organization and Committees:

Establish a Governance Committee to:

1. Assess board structure and mandate by:
 - Reviewing bylaws
 - Defining ideal board composition
 - Assessing resource requirements (paid staff) and capacity of DCI
2. Review purpose of committees and align with strategic priorities noted in previous section and below
 - Define “impact” of DCI activities
3. Develop standard Terms of Reference for committees including:
 - Background/context
 - Purpose/objectives
 - Roles and responsibilities (Authority)
 - Structure/ideal composition
 - Scope of Work
 - Process (including reporting to the board)

Membership

Establish a Membership Committee to:

1. Evaluate membership composition/structure
2. Identify categories of membership (individual, organizational, etc.)
3. Develop Dues structure
4. Recruit new members (beyond HRM)
5. Review engagement levels/time commitment of members (link to Governance Committee)

Partnerships

Establish a Partnership Committee to:

1. Identify potential partnerships
2. Assess overlap/duplication with other organizations to identify gaps
3. Develop a strategy for engaging and strengthening partnerships

Communications / Marketing

Establish a Communications Committee to:

1. Develop Communications Plan including:
 - Social Media Strategy
 - Advocacy
 - Promote DCI successes and increase awareness of impact

Education

Reconvene the Education Committee to:

1. Maintain and strengthen focus on annual Education Day
2. Explore other opportunities for enhancing education-focused activities

Fundraising / Funding

Establish a Fundraising Committee to:

1. Identify funding opportunities and fundraising ideas
2. Explore other methods of fundraising – for example, different methods of delivering education sessions (breakfast event) – partnership with Education Committee
3. Discuss sponsorship vs. membership opportunities

Desired Outcomes

Collaborate: We successfully join both the construction and design sides of our membership, creating a solid bond and understanding between the two.

Advocate: When government/decision makers come to US for guidance, rather than us going to THEM to be a part of the discussion.

Partner: When other like-minded industry groups know who we are, know our purpose and what our impact is.

Educate: We are seen as a leader in professional development offerings for design and construction.

Estimated Budget Breakdown

The following breakdown is based on an estimated \$x per year budget

Activity	2021	2022	2023
Marketing / Promotions ^			
Sponsorships			
Annual Event *			
Education Day			
Projects / Professional Fees / Subscriptions ^			
Admin			
Misc.			
Contingency Fund			
Total	100 %	100	100

* Estimated with no additional sources of funds (sponsorships, etc.)

^ Committee costs / ideas