



Strategic Plan

ARHCA: 2023 - 2027



The work of the members can be seen everywhere and positively impacts everyday life for all Albertans.

Our members can be found grading and shaping the ground to construct roads, tunnels, bridges, pipelines, transit, commercial and industrial plants, water reservoirs, underground utilities and the residential communities that we call home.

ARHCA member companies make possible the growth of our economy in resources like agriculture, oil and gas, oil sands and forestry, and through the millions of daily trips of goods, and commuters to their work and opportunities.

The ARHCA is the largest heavy construction association in Canada. Our Membership includes companies representing contractors, suppliers, consulting engineers and over 50,000 Albertans they employ.

PURPOSE

Promoting the heavy civil construction industry and our Member Companies who build the infrastructure that benefits all Albertans.

VISION

To be a trusted and respected industry partner that positively contributes to the quality of life and prosperity of Alberta.

MISSION

ARHCA serves its members, infrastructure stakeholders, and the public. It does so by speaking with a collective voice for the industry, facilitating engagement between Members, and providing value added services to Members.

CORE VALUES

We believe in celebrating the successes and innovations of our Member Companies and the dedication and ingenuity of our industry leaders.

We will always provide exceptional services and educational programming rooted in the recognition of what members' value.

We create community in our industry by developing opportunities for participation in shaping the decisions that impact Members and opportunities for engagement with each other and the stakeholders we serve.

We are devoted to the principle of being a responsible and trusted partner.

We have the courage to act boldly in the face of changes or developments that adversely impact our community.

We will pursue innovation to ensure our industry is at the forefront of opportunity.

STRATEGIC PRIORITIES

1. Infrastructure Delivery



Advocate for predictable and transparent infrastructure planning and funding. Advocate for procurement innovation that aligns clients' needs for value with business' needs for productivity and profit.

2. Member Experience



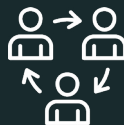
Act as a conduit to connect members and stakeholders by creating opportunities for high quality engagement.

3. Workforce Development



Promote workforce attraction and retention with programs and services that enhance industry profile and career opportunities.

4. Industry and Community Partnerships



Build relationships that enhance ARHCA's profiles and amplifies our advocacy.

5. Government Engagement



Foster sustained business partnerships that promote open communication and meaningful conversations to positively impact owners, taxpayers, and businesses.

1. Infrastructure Delivery

Advocate for predictable and transparent infrastructure planning and funding. Advocate for procurement innovation that aligns clients' needs for value with business' needs for productivity and profit.



2. Member Experience

Act as a conduit to connect members and stakeholders by creating opportunities for high quality engagement.



Desired Outcome

Clear, predictable and infrastructure funding rooted in a logical approach using transparent data driven asset management models. Projects and programs utilize appropriate procurement strategies that result in risk mitigation for owners and fair risk profile for contractors.

Strategy

Work with all owners and consultants to identify and place risk where it's best managed - educate owners and consultants on how contractors can add value by **managing** risk, and the costs associated with transferring too much risk to any one partner.

Key Results

- Public owners plan and commit to long-term funding by developing a responsible plan for on-going maintenance and renewal.
- Industry and owners have confidence in the integrity of the procurement system because it clearly and consistently rewards quality, value and price.
- Procurement strategies utilize a fair, open and transparent process and balances the risk profile optimally.
- Contribute to public policy solutions with innovative concepts in governance such as the Alberta Highway Trust designed to solve the problems of unsustainable funding and management structures.

Desired Outcome

A virtuous circle of greater participation of Members in committees and events which creates a stronger collective voice that, in turn increases the Association's member-driven strength and power.

Strategy

Focus on programs and projects that inspire members to participate and contribute their time, expertise and energy to the Association. Create conduits to make connections.

Key Results

- Value added services and events are successful
- Maintain and grow membership participation across the Province
- Add new types of members
- Inciteful data driven understanding of needs and issues
- Revamp current and create new products and events that promote members and encourage their participation

3. Workforce Development

Promote workforce attraction and retention with programs and services that enhancing industry profile and career opportunities.



4. Industry and Community Partnerships

Build relationships that enhance ARHCA's profiles and amplifies our advocacy.



Desired Outcome

Employers are confident that an appropriate labour force can be sourced. Working in our industry (in any capacity) is seen as a respected career with excellent opportunities for all individuals to advance and be rewarded for their hard work and smarts.

Strategy

Utilizing financial resources created by sales of ARHCA services, develop a workforce development program that markets existing training programs for current and prospective employees, exploits government initiatives to expand labour markets, and averages partnerships with stakeholders and educational institutions to enhance the awareness of the diverse range of employment opportunities within our Member's businesses.

Key Results

- A sustainable workforce.
- Creation of the Roadbuilder's Academy (A basket of training including the RSTS and financial support for certificate courses at partner institutions.
- Understanding changing demographics of the workforce. Adaptive capacity - dealing with technology and disruption.

Desired Outcome

The Association's advice and solutions are sought after and relied on to inform decisions respecting infrastructure and other economic considerations. Owners are confident that their concerns are accurately conveyed to industry and appropriately responded to. We have greater profile and influence in the community as a result of these actions.

Strategy

Receive and act on feedback about our industry. Show a high level of commitment and support for partnering with infrastructure owners. Establish the Association as the first call from stakeholders on industry related issues. Improve and track Member communications and implement improvements to communication products.

Key Results

- More effective and fair procurement Reduce and balance risks
- Act as a catalyst for change in the industry
- Better relationships with owners and more relevance in the greater community

5. Government Engagement

Foster sustained business partnerships that promote open communication and meaningful conversations to positively impact owners, taxpayers and businesses.



Desired Outcome

The Association is a trusted advisor to clients and stakeholders contributing solutions to public policy that are comprehensive and innovative.

Strategy

Continue outreach and government relations advocacy that informs the Government of Alberta and Alberta Municipalities on matters of policy, regulation and legislation.

Advocate through media campaigns to inform the public of the condition of their assets providing opportunity for the public to voice their support for infrastructure.

Key Results

- Clearly developed objectives for advocacy (provincial and national)
- Offer proactive solutions in well developed and reasoned policy papers
Monitor policy landscape and intervene providing timely responses to issues that arise
- Increased influence and impact due to strategic advocacy efforts