SASKATCHEWAN TRUCKING ASSOCIATION
2016 - 2019 STRATEGIC VISION
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In June 2016, the Saskatchewan Trucking Association Board and Staff undertook a Strategic Planning Initiative to set a direction for the association for the next 3 years and beyond. The outcome has given us a clear path forward and has provided us with a refreshed vision/mission/core values which will be fundamental in driving the future of the Association.

Work has already begun on identifying core areas of change and improvement. Above all things we will affirm the Association’s mission as a respected and trusted advisor and advocacy leader. A strong organizational structure will allow us to drive the strategic process forward through constant monitoring and review we will achieve our vision of being the leader and voice of truck transport in Saskatchewan.
Executive Summary

AN INTRODUCTION TO THE STRATEGIC PLAN

The Saskatchewan Trucking Association’s (STA) Strategic Plan is the association’s long range planning document that sets out the vision, objectives, and priorities taking Saskatchewan’s truck transport industry into the future. It also shows how truck transport, in its widest sense, has a part to play in key policy areas of economy, safety and health.

The STA feels this strategic plan will help to move the association in a positive direction. The Board of Directors engaged and committed to embody the new direction and focus on areas that are needed to be improve. Part of the decision was to work out a new Mission Statement and to include a Vision Statement with this plan.

The STA incorporated a number of key considerations in the process of putting this plan together. In short, the plan:

- Is truly strategic in its focus
- Outlines initiatives and a vision for the future
- Facilitates coordinated activity at all levels of the industry around critical drivers of success
- Outlines objectives that are meaningful and measurable
This plan highlights the strategic priorities that will guide the association and industry in Saskatchewan over the coming years. Within this overall framework there is a focus on leadership collaboration initiatives and key actions associated with each strategic area. On an annual basis, the Board of the STA will closely monitor the progress against these initiatives to ensure achievement of the overall objectives.

This design makes it possible for the STA to:

- Be accountable to our members
  - Growth of the membership opportunities
- Measure outcomes through every time frame
- Provide transparent reporting of progress
- Ensure oversight by the STA Board of Directors
- Allocate the appropriate level of resources to programs and activities based on their contribution to the priority outcomes
- Align annual operating plans and budgets with the medium and long-term objectives and goals ensuring that the strategic plan is executed
CURRENT BOARD

Graham Newton  
Reg Quiring  
Harvey McClelland  
Glen Ertell  
Susan Ewart  
T & T Group of Companies
Q-Line Trucking
Turner Transport Ltd.
Northern Resource Trucking
Executive Director

Steve Balzer  
Heather Day  
Brett Marcoux  
Ray Milne  
Don Paul  
Garth Pitzel  
Bryan Richards  
Greg Ridsdale  
Doug Siemens  
Russ Turgeon  
Terry Simonson  
Brock GIRLING  
Doug Barry  

Transall Group of Companies
C.S. Day Transport
AFI Distribution Group
RDK Transport
Westcan Bulk Transport
Bison Transport Ltd.
Global Transportation Hub
Ridsdale Transport Ltd.
Kindersley Transport Ltd.
Jay’s Transportation Group
Jay’s Transportation Group
Q-Line Trucking
Barry’s Transport Ltd.

Board Chair
1st Vice Chair
2nd Vice Chair
Past Chair
Our Values form the cornerstone of our association’s culture and are to be upheld throughout our organization - both in language and in action. They are the guiding principles that drive and motivate us, help us achieve our corporate goals, and shape our future direction. They define the way we work and are the first point of reference for our recruitment and performance management processes.

**ORGANIZATIONAL MANAGEMENT AND ACCOUNTABILITY:** We are committed to conducting our business in a knowledgeable way ensuring our practices are collaborative, transparent, flexible, supportive, and accountable

**SAFETY:** We will focus on promoting and ensuring the highest level of safety and high quality services to all facets of our operations

**ETHICAL:** We will always promote the highest behavioral and ethical standards

**COMMITMENT TO EXCELLENCE:** We will constantly strive to improve our performance through a commitment to excellence across all our areas of operations

**COMMUNITY AND PARTNERSHIPS:** We will actively seek, develop, and enhance partnerships with government, industry institutions, commercial groups, and the public to achieve our goals. We focus on building and maintaining effective internal and external exchange in order to communicate effectively with our stakeholders

**INNOVATION:** We are committed to developing an organization that is innovative in the areas of strategic priority

**DEVELOPMENT AND EDUCATION:** We will ensure that we offer a wide variety of opportunities for driver, operators, leaders, administrators, and volunteers to access education and professional development

**INCLUSIVENESS:** Our trucking and transport community is inclusive to all persons
Who Are We

STA - Driving the Economy

Our VISION:

To be the leader and voice for truck transport in the province of Saskatchewan.

Our MISSION:

As proactive trusted advisors, the STA is a knowledgeable membership association that represents the collective interests of the truck transport industry through authentic advocacy and education.
The leaders and provincial voice for truck transport.

NON-PROFIT ASSOCIATION
HERE TO:

- Establish a common set of transportation priorities
- Advocate on behalf of the membership
- Establish Accountability
- Develop, Train, and Educate
With its first multi-year Strategic Planning session now at a close, the association will leverage the results achieved to help guide the STA’s work in the coming three years.

The consultative processes we used to get input and advice were instrumental in developing our strategic priorities and the supporting action plan.

As the economy recovers and grows we anticipate increased demand for Truck and Transport services and providers.

It is against this backdrop that the 2016-2019 Strategic Plan has been developed, and that the Association identified the key issues that will require focused attention during 2016-2019.
Among these, the principal issues include:

- Providing high quality dispute resolution services that are fair, responsive, timely, and meet the needs of membership
- Further modernizing the Association’s role and its administration, including non-regulatory instruments such as guidelines and codes of practice
- Ensuring that the Association strengthens recruitment, retention, and knowledge transfer strategies to maintain and develop qualified and competent staff
- Advocacy to the federal and provincial government on behalf of membership and for the betterment of the industry
- The STA is working to encourage more people to enter the industry in driving, operational, and management roles through on-going educational, training, and business development offerings.
Moving Forward

The following pages set out our new strategic priorities, actions, and desired results which together will support the Association’s vision and ensure that our activities:

- Reflect our values
- Align with government policies and priorities
- Respond to the changing needs and expectations of our membership
- Affirm the Association’s mission as a respected and trusted advisor, and advocacy leader
CONTEXT, ISSUES, AND PRIORITIES:

Through the feedback we received, and from our consultation and analysis we have organized the main issues and priorities that the Plan needs to respond to. Although a large range of issues have been raised the following broad themes have been identified:

OPERATING, PRESERVING, AND MODERNIZING

- Accessibility and social inclusion, health and quality of life
- Congestion, economic activity, sustainable growth and development
- Environmental impact and protection
- Funding
- Engagement internally and externally
INITIATIVES

1. Membership Management and Engagement
2. Paid Services
3. Educate the Public
STA is losing members and missing opportunities to engage with current membership.

As this is a membership driven association it is key that our major priority focuses on retention and recruitment of members.

**GOALS**
- Growth of the membership
- Define what Value added components make up membership package
- Reconfigure the membership (niches) / Reclassification of membership
- Who are our potential prospects? Get the right prospects
- Analyze the former members and see who we can attract back
- Regular Town Hall Meeting
- Define the administration role to best support membership

**OBJECTIVES**
- Analyze; former members, list, 700 carriers (Jennifer & Shane)
  - Target is 30 new members (Analyze)
- Understand the current needs of existing members for retention (personal visits/phone conversations)
- Review Manitoba membership to see which companies are also in Saskatchewan
- Prioritize Nicole’s responsibilities so she can bring in more revenue (Everyone)
- Develop Sales Strategy
- Visit Targets/Town Hall meetings (Nicole & Susan)
- Be More Visible. Networking (golfing, meeting people) (Everyone)
Utilizing the membership committee
Prioritize member needs (utilize membership committee)
Develop 2017 Renew Action Plan – Nicole
- Templates with info gathering
- Renewals process update (60 days… 90 days) Policy & Terms
Utilize ACT by Sage properly for CRM capabilities (current use it for prospects)
- Training on the existing Sage CRM for staff

For any association one of its most important, yet often neglected, function is to manage the data. When the data has been managed accurately and effectively, it can be used to generate membership reports that contain far more than just numbers. These reports can paint a picture of association trends which if used correctly, can become a valuable management tool. Membership reports come in a variety of sizes and formats and can assist Boards and Committees in making logical decisions with regards to the most appropriate allocation of staff and volunteer time in support of membership initiatives.
2) PAID SERVICES

The STA is to become more sustainable through paid service offerings.

The STA Board understands that revenue development is a driver for the association. The next few years will be significant in this context. Over the next three years, STA revenue development goals include:

- Develop “Paid Services” plan that offers financially suitable opportunities for self-sustainability
- Ensuring all revenue development projects bring both entrepreneurial and employment opportunities to the association

GOALS

- Develop HR Consulting (Look at Affiliate Members)
- Design and develop enhanced Training Offering (Member Discount, Non-Member Full Price)
  - Safety, Technical, Business Development, Marketing (Shane to analyze price other provinces are charging for similar service)
- Promote Safety Award Program
- Group Health Review
- Legal Services include Kanuka Thuringer
  - Approach Miller Thomson LLP and all other National firms to find out who has transportation lawyers in the province
- Permit Broker/Trip Planning (mapping to avoid overpasses for large loads)
  - Use SGI trip planning software
- Social Media Training
- Insurance Offering
- Book Sales
  - E-commerce on website and shipped
  - Add log books
    - Available at truck stops and roll out to every location within next 12 months
- Promote “Paid Services” at events
- Financial Services

**OBJECTIVES**
- Regency Benefits in conjunction with GroupHealth to continue to broker the health benefits program
- Develop a contract to outsource payed services and collect recurring revenue
- New hire at STA – look after admin, permits, trip planning, safety awards, book sales
## PAID SERVICES PRIORITIES

### TRAINING

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<th>Goals</th>
<th>Objectives</th>
<th>Timelines</th>
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<td>• Generate revenue (25%)&lt;br&gt;• Increase relevance to membership</td>
<td>• Identify companies for STA branded training and choose the best suited/best fit&lt;br&gt;• Review the potential alliance between STA and Saskatchewan Safety Council, Schools/Colleges&lt;br&gt;• Undertake a review of the fees (locally and across western Canada to make sure competitive) to ensure we know what we can charge and what we are able to make&lt;br&gt;• Outline what contract between company and STA</td>
<td>• Immediate review fees, COR/PIC&lt;br&gt;• Oct/Nov review alliance with SSC, educators</td>
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Marketing and Social Media Training and Support

- Leverage exposure for memberships companies

MARKETING AND SOCIAL MEDIA

**Goals**
- Generate revenue and increase value in membership (increase 10% of STA)

**Objectives**
- Market
- Evaluation cost benefit evaluation of new website (before and after implementation)

- Become the source for Permits (great way to attract non-members to become members)
3) EDUCATE THE PUBLIC AND MARKET

VALUE ADDED SERVICES FOR MEMBERSHIP

- HR Education and Advisory Role such as worker’s compensation, marijuana issues with drivers and legality issues of traveling to USA, CRA, Recruitment/Retention, Insurance, Resource Sharing, Legal Requirements, etc.
- Compliance Issues, Discounted Training and Education
- Advocacy and Government Interaction, Networking
- National Association (CTA Advocacy) – show membership how STA can leverage this alliance (+ info from OTA, MTA, BCTA, etc.)
- Group Health
- Knowledge – when are road bans, etc.
- Events
EDUCATING INDUSTRY

- Assisting membership in effective business practices
- Foster a culture of safety
- Increase compliance in the industry
- Promote professionalism and image
- Regulatory and legislative
- Why STA adds value to membership
- Educating the business owner (professional and awareness - image of staff wearing company clothing while on the road)

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<tr>
<th>Issue</th>
<th>Goals</th>
<th>Objectives</th>
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<td>Why be a member of STA?</td>
<td>Demonstrate the value added perks</td>
<td>Campaigns (12 month topics) * see appendix A package – safety knowledge, safety requirements, wide based tires, training, etc.</td>
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<td>Market our paid services product line</td>
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<td>Talk to industry about issues affecting them right now (excise tax on reduced emissions, wide base tire, and small uptake even though huge environmental benefits)</td>
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<td>Build and Promote STA story</td>
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<td>Provide industry information on what we are working on (voice)</td>
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<td>Understanding the government of the day and how STA benefits knowing their governing style</td>
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<td>Be more aggressive with lobbying efforts</td>
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<td>Become more visible and present</td>
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EDUCATING PUBLIC

- Share and build awareness about role of trucking in the economy (especially in a land locked province)
- Culture of safety
- Professionalism – positive industry to be in (truckling can be a worthwhile profession) presenting the available opportunities
- Increase STA image (brand awareness, office surroundings) - leaders are visible and present
- These are organizations with standards and policies (shows the bring down image of industry)
- Lobby regulators if shortage of drivers then we need to have the 2-year minimum standard on insurance reduced to help fill the void

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<td>Safety</td>
<td>• Awareness of how to drive with trucks</td>
<td>• Ministry (PSA) for STA</td>
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<td>• Campaigns (12 month topics) * See Appendix A – how to be a truck driver, safe driving following distances, snow plow safety</td>
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<td>• Review/Analyze other safety campaigns and capitalize with SGI, Ministry, etc. Get joint campaigns and funding</td>
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<td>• Joint messaging and collaboration for educating public with other Western provinces</td>
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Ever heard the phrase, “it’s all about who you know?” With job availability stagnant, unemployment rates on the rise, insecurity in the marketplace, and tightening budgets, key relationships are becoming more and more important to professional success. The value of professional associations and organizations are often the first place people turn to when seeking advice. So have you made the proper investment within your association or professional society to yield returns in your time of need? Building awareness with membership of the importance and pay off of active involvement within associations when the time comes to “cash in” is a big building block for retention and recruitment. This also educates the public of why you are in existence.
LONG TERM GOALS

- Update By-Laws * see recommendations
- Work to create Terms for Board of Directors
- Increase advocacy topics and issues of need by 2017
COMMUNICATION: The strategic plan (Mission, Vision, Values and Strategies) will be presented to the Board, at the AGM, and posted on the website, as well as communicated in the member newsletter. Progress on key performance indicators will form part of ongoing communication with members.

MONITORING: Progress against this plan will be reviewed quarterly by the Executive Board and Executive Director, and semi-annually by the Board of Directors, including data on each performance indicator.

A fuller review of all aspects of the plan is expected to be required in 2019.

CRITICAL SUCCESS FACTORS
- The Board of Director Support
- Ready with program, capacity to deliver services
- Simple, accessible by small companies, all segments of industry
- Relevant to large companies
- Useable, easy to adopt

BARRIERS
- Funding
- Bureaucracy – plugging into larger system, acceptance and support for STA’s program
- Understanding, awareness, perceived value from industry
- Development of programs such as safety, certification overwhelming to industry