We improve people's quality of life through infrastructure development

Our Purpose: *We improve people's quality of life through infrastructure development.*

Mission: We empower professionals by elevating ethics, learning, and a standard of excellence within the global infrastructure real estate community.

Core Values:

- *Integrity: We are role models that embody the highest standard of ethical practice.*
- *Excellence: We constantly improve our products, our services and ourselves.*
- *Flexibility: We embrace our continually changing environment to adapt to the needs of our stakeholders.*
- *Collaboration: We engage our members, partners, and other stakeholders to build a shared body of knowledge and experience.*
- *Leadership: We shape our future through courage, clarity, and transparency.*

IRWA Strategic Plan 2020-2021

IRWA's Purpose, Mission, and Core Values will guide our decision making and our vision.

The International Right of Way Association will strive to be an indispensable partner to members during these uncertain times. Many of our members have been working remotely in isolated environments, and we must offer innovative ways to support and engage our community of right of way professionals. New routines and shifting behaviours will require IRWA to seek out new ways to meet member needs, leveraging technology to offer flexible, cost effective education and networking opportunities. We will stay relevant and increase member value by focusing on 5 key areas.

#1 Education

Curriculum

(2020-2021)

HQ & IPEC will focus on course corrections as well as asset management review.

(2021-2024)

New education opportunities reflecting social ecology & industry needs.

Partnerships

Seek out partnerships with other entities that share common goals, shared members, and/or mutual benefits. Pursue reciprocal credentialing of education courses with those partners.

#2 Communications

Excellent internal and external communications will advance IRWA's mission, inspire its members and stakeholders, and increase its impact. Internal communication is essential to motivate, inform, and counsel employees and volunteers and to set the stage for excellent external communication. External communications are necessary to attract and retain members, supporters and partners; raise public awareness; grow course and event attendance; and increase understanding of the significance of IRWA's designations.

IRWA's elected leaders and staff will continue the work to create a communication plan that ensures:

- Communications will be clear, easily accessed, and kept up to date.
- Elected leaders and staff will regularly review the Association's purpose, mission and values statements to ensure messaging and actions remain consistent.
- Members and partners will be provided with appropriate ongoing opportunities to interact with volunteer and staff leaders regarding the Association's activities.
- Leaders and staff will respond promptly to concerns and feedback.

#3 Member Value

- Designations – raise awareness with a targeted marketing effort.
- Credentialing – We will gather data to determine what is and is not working in these programs.
- Networking and Events – Virtual options for seminars, webinars, chapter luncheons and other events will continue to stay connected. Innovation is required to maintain and increase engagement with our members; some face-to-face events can be combined with digital aspects. ie. a hybrid presentation of our International Education conference.
- Technology - Invest in the platforms and services to ensure easy, uncomplicated access to information, courses, volunteer support, and resolution of service issues.

#4 Technology –

Technology touches all of the following components that demonstrate and impact the health and efficiency of the Association: education, networking, communication, marketing and membership. We will explore the feasibility of creating a mobile app to increase member access, communication, and engagement.

#5 Membership Representation

HQ will examine the current roster of At-Large Memberships to determine why these members are not affiliated with their local chapters.

The IGC will evaluate steps to add an elected International (outside US/Canada) representative to the International Governing Council.

In addition, 2019-2020 IGC project directives are outstanding:

- Competency Based Leadership Training Program – see Governance Task Force Report and IGC Feb 2020 motion;
- Communication Plan – see Governance Task Force Report & IGC Feb 2020 motion;
- Diversity, Equality and Inclusion Task Force – see IGC June 2020 motion;

***Strategic Plan Projects shall include:**
Consultation with Advisory Council members, SWOT analysis, and consultation with HQ staff to determine what impact each activity will have on Association resources to ensure practicality, feasibility, and efficiency.

Approved by the International Governing Council, Sept 19, 2020