



## **2022-2025 STRATEGIC PLAN**



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## EXECUTIVE SUMMARY

### Message from the president

Our new Strategic Plan is a bold, member-driven vision for CHBA BC and a clear road map guiding our association's work over the next three years. Developing a strategic plan is a comprehensive and collaborative process. We engaged The Portage Group to facilitate the strategic planning process and stakeholder consultation, and I am grateful to our members who volunteered to participate in the research and important discussions that informed this plan.

I would also like to add a thank you to our CHBA staff who took the time to join us and participate in the process as well.

**“ Pragmatic and future-focused, the new Strategic Plan for CHBA BC will guide our evolution over the next few years. ”**

Establishing a strong association voice for residential construction is more important than ever as housing remains a top priority for governments and the public. Just as our member companies continuously innovate and lead in their respective fields, we, as an organization, will do the same. This plan aligns with our mission to be the go-to association for residential construction in British Columbia and outlines CHBA BC's strategic priorities and our three-year goals with measurable objectives and targets. We will continue to advocate for the industry across the province, strengthen our relationship with government, educate industry professionals and amplify our accomplishments to benefit our members and housing needs in British Columbia.

A handwritten signature in black ink, appearing to read 'Alex Tavuchis', with a stylized flourish at the end.

**Alex Tavuchis**

CHBA BC President 2021-2022

## BACKGROUND

In September 2021, the CHBA BC board of directors and senior staff met to develop a new strategic plan to guide the work of the organization over the coming three-year planning horizon.

The CHBA BC 2022 – 2025 Strategic Plan represents a bold, member-driven vision for CHBA BC and a clear road map to guide the work of the organization in continuing to raise the bar as the ‘go-to’ association for residential construction in British Columbia.

This plan is informed by extensive consultation that is summarized in the 2021 CHBA BC Research Report (under separate cover), which included:

- A literature review of relevant internal CHBA BC documents and information,
- 29 confidential in-depth telephone interviews with CHBA BC stakeholders, including a mix of board volunteers, members and staff from across the province, and
- Two virtual ‘town hall’ style discussions with current and past CHBA BC and local association volunteers and staff.

The strategic planning process and stakeholder consultation was led by Carol-Anne Moutinho, Principal Strategy and Organization Design with The Portage Group.

## CHBA BC'S GUIDING STATEMENTS

CHBA BC's Vision reflects long-range organizational aspirations and is a 'beacon' toward which its strategy and activities should continually drive towards. Its Mission Statement succinctly articulates what the organization does, for whom, and the benefit it provides.

CHBA BC's vision statement was revised to reflect a purposeful and meaningful organizational focus on the environmental impact of the residential construction sector and CHBA BC's responsibility to promote and support more sustainable business practices across the industry.

## VISION

The Canadian Home Builders' Association of British Columbia is built on a vision of housing excellence. We provide industry leadership that creates a professional, affordable, and sustainable housing environment.

## MISSION

The Canadian Home Builders' Association of British Columbia is the leading advocate of the residential construction industry across the province. We work to the benefit of our members and the public through excellence in government and public relations, education and building innovation.

## Acknowledgements

CHBA BC would like to acknowledge contributions of the Strategic Planning Task Group for their support in spearheading the strategic planning process on behalf of CHBA BC:

**Alex Tavuchis**, President

**Cassidy deVeer**, 1st Vice President

**Joe Hart**, Past President

We would also like to express our heartfelt thanks to the following individuals for their participation in the consultation and planning process:

Chris Adderio	Joe Hart*
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Luke Dolan	Alex Tavuchis*
John Drazic	Sarah Taylor
Joe Geluch*	Garrett Wall
Rob Griesdale	Daniel Winer
Lynn Harrison	Darren Witt

\*Executive Committee Members

## Stakeholder Insights...

“ In the last five years, there have been drastic changes. This is going to increase by 2030... [Builders] need to be able to roll with the punches. ”

“ The provincial government wants energy assessments done on every house listed to be sold and there will be a huge demand in the next five years [for energy advisors]. Capacity needs to increase, otherwise it will drag the whole process to build supply. This is potentially a huge bottleneck. ”

“ How do we get ready to support new entrants, immigrants, and students around building the next workforce for construction in BC? ”

## KEY TRENDS CHBA BC'S PLAN WILL ADDRESS

The 2022-2025 CHBA BC Strategic Plan will focus on supporting members and the residential construction industry in BC through the following key themes:

### Climate Change

CHBA BC has an important role regarding climate change in relation to the residential construction industry and must continue to foster a culture of innovation and promotion of professional building practices across the province. CHBA BC will continue to lead members and stakeholders to navigate ongoing changes to building regulation and practices, including the BC Energy Step Code and Energy Programs. Working to address the shortage of trained energy advisors across the province will also be an important area of focus.

### Labour

Labour shortages at all levels and across the residential construction industry continue to be a critical concern for CHBA BC members. CHBA BC must continue efforts to build capacity for skilled workers, including students, young professionals, foreign skilled workers and others.

### Housing Affordability and Supply

Housing supply and affordability continues to be a growing challenge for many British Columbians. CHBA BC will continue to work with builders, government and other stakeholders to foster sustainable and affordable building practices to help address this key issue.

### Support Municipal Level Advocacy

Municipal-level bureaucracy, 'red tape' and inconsistent policy and processes impact builders and slow the building process. Working with local HBAs to reduce municipal level barriers related to permitting and other key issues will be an important focus for CHBA BC.

# CHBA BC'S STRATEGIC PRIORITIES AND 3-YEAR GOALS

For the 2022-2025 planning horizon, CHBA BC's time, effort and resources will be focused on achieving goals across five strategic priority areas.



## 1. ADVOCACY & GOVERNMENT RELATIONS

CHBA BC will be recognized as the advocate for the homebuilding industry, trusted by government officials and industry stakeholders to address matters of interest and develop solutions to emerging issues impacting housing in BC.



## 2. EDUCATION

CHBA BC will be recognized as the leading provider of education for industry professionals, providing relevant, forward-focused content and training.



## 3. ENERGY PROGRAMS

CHBA BC will be an industry leader in delivering affordable, attainable and achievable residential labelling programs for energy efficiency and sustainability while supporting the growth, training and licensing of Energy Advisors.



## 4. TECHNICAL & BUILDING INNOVATION

CHBA BC will be a primary advisor for government officials on the BC Building Code and will serve as the hub for the exchange of innovative technology and building strategies for residential construction in BC.



## 5. LOCAL ASSOCIATION SUPPORT & SERVICES

CHBA BC will strengthen its connection with affiliated local home building associations by addressing their needs with a diverse level of support including the resources necessary to achieve success.



## ADVOCACY & GOVERNMENT RELATIONS

### Our Goal

CHBA BC will be recognized as the advocate for the homebuilding industry, trusted by government officials and industry stakeholders to address matters of interest and develop solutions to emerging issues impacting housing in BC.

CHBA BC's advocacy and government relations goal reflects a continued, bold focus on solidifying the association's leadership position with a strong voice to government on key issues impacting the residential construction sector. Working with local associations and municipal governments to improve cross-jurisdictional alignment and reduce local level administrative barriers for residential builders will also be a priority.

### How will we achieve our goal?

#### Key Objectives

1.1	Support local associations to establish an advocacy committee for the purpose of relaying information and feedback to CHBA BC and, alternatively, disseminate provincial information and advocacy work.
1.2	Work with consultants as needed to develop research papers and collect data on issues affecting the industry that can be shared to educate and influence decision makers on matters affecting the housing industry.
1.3	Create additional opportunities for members to participate in advocacy activities and interact directly with government officials, as needed on specific CHBA BC priorities (i.e., Ministry presentation with members).
1.4	Request local associations to prepare an outline of current communication approach and tools, as well as an assessment of future needs that are intended to bolster member engagement, with support from CHBA BC as needed.





## EDUCATION

### Our Goal

CHBA BC will be recognized as the leading provider of education for industry professionals, providing relevant, forward-focused content and training.

CHBA BC will strive to maintain its market position as a leading provider of education, by ensuring that training provided is timely, relevant and accessible to building professionals through a variety of platforms. CHBA BC will continue to prioritize producing quality content for training materials that meet industry standards.

### How will we achieve our goal?

#### Key Objectives

2.1	Continue to review and improve current course offerings to make sure they are accurate, relevant, and meet industry standards.
2.2	Identify new opportunities to expand education's portfolio by developing content and training that addresses emerging industry trends and regulations, as well as exploring industry partnerships.
2.3	Expand diversity of educational delivery methods to ensure training is engaging, relevant and accessible.



## ENERGY PROGRAMS

### Our Goal

CHBA BC will be an industry leader in delivering affordable, attainable and achievable residential labelling programs for energy efficiency and sustainability while supporting the growth, training and licensing of Energy Advisors.

CHBA BC will continue to work in support of a more sustainable residential construction industry. This will be achieved in several ways, including through the continued growth of CHBA BC's Energy Programs. Enhancing its focus on addressing emerging gaps in the market, including trained and licensed energy advisors will also be an important part of this goal.

### How will we achieve our goal?

#### Key Objectives

3.1	CHBA BC will generate one million dollars in revenue annually by increasing the volume in the Energy Programs file portal and the number of licensed Energy Advisors by 2024.
3.2	CHBA BC will license ten new Energy Advisors per year over the next three years.
3.3	CHBA BC will increase home labelling by: 2000 homes in year one; 3000 homes in year two; and, 3000 homes in year three of the strategic plan.



## TECHNICAL & BUILDING INNOVATION

### Our Goal

CHBA BC will be a primary advisor for government officials on the BC Building Code and will serve as the hub for the exchange of innovative technology and building strategies for residential construction in BC.

Establishing a central technical and building innovation hub will solidify CHBA BC's position as the 'go-to' expert for government and key stakeholders on technical issues impacting residential construction.

### How will we achieve our goal?

#### Key Objectives

4.1	Develop a technical and building innovation hub.
4.2	Develop a communications strategy for the Technical and Building Innovation department to internal and external stakeholders.
4.3	Formalize the resolution process for member issues related to Building Codes and building innovation.



## LOCAL ASSOCIATION SUPPORT & SERVICES

### Our Goal

CHBA BC will strengthen its connection with affiliated local home building associations by addressing their needs with a diverse level of support including the resources necessary to achieve success.

CHBA BC serves BC home builders by providing strong support and services to eight affiliated local Home Builder Associations (HBAs). This includes working with the HBAs on shared initiatives and providing support where needed across areas that include government relations, marketing and communications as well as membership growth and development.

### How will we achieve our goal?

#### Key Objectives

5.1	Complete a needs assessment for each local in areas that include government relations, communications, marketing, and other key areas.
5.2	Explore resources and support mechanisms that will assist HBAs to grow their membership base and strengthen industry representation, resulting in membership growth to 3,000 members by 2024.

“ Our team at CHBA BC looks forward to executing on our 2022-2025 Strategic Plan that identifies new goals and highlights outcome-oriented priorities that are important to our members and industry.

We will measure performance against the plan and review our progress regularly to ensure we continue to stay aligned with the economic reality. By allocating necessary resources to achieve the targets and goals, we will be innovative, deliberate and focused. ”

– Neil Moody  
CEO

## MEASURING THE SUCCESS OF OUR PLAN

CHBA BC will use the following broad success measures to evaluate the ongoing success of its activities over the course of the coming three-year planning horizon:

### Membership Growth:

Achieve 5% province-wide growth in membership annually across each HBA.

### Member Engagement:

Multiple candidates applying or nominated for volunteer positions across the association.

### Financial Sustainability:

Spend 95% of incoming revenues annually on initiatives that support the delivery and enhancement of member programs, services and value and organizational sustainability.

### Resource Allocation:

Engage annually in an equitable re-investment of surpluses from revenue-generating activities across key CHBA BC priority areas.

## CONCLUSION

CHBA BC's 2022-2025 Strategic Plan is a pragmatic and future-focused road map that will guide the association in its ongoing efforts to lead and support residential construction industry stakeholders in British Columbia through a period of change and evolution.

Much work is ahead; however, CHBA BC is well-equipped to maintain and enhance its role as the 'go-to' resource and leader in residential construction excellence. There has never been a more exciting time to be a part of CHBA BC!