

# Leading With Purpose

*Strategic Plan 2025 – 2029*



## **Final Report**

*Prepared by The Portage Group*

## CHBA BC 2025 – 2029: Leading with Purpose

The **Canadian Home Builders' Association of British Columbia (CHBA BC)** is the voice of the residential construction industry across British Columbia. In partnership with a strong network of local associations and engaged members, CHBA BC continues to lead the way in driving innovation and promoting the growth and sustainability of the home building sector.

In the fall of 2025, CHBA BC undertook a collaborative strategic planning process to define its direction for 2025–2029. The plan was developed through a 1.5-day facilitated workshop involving board and executive committee members, local association leaders, committee chairs, and senior staff.

To ensure the plan reflected the perspectives and priorities of CHBA BC's stakeholders, research and consultation in advance of the workshop that included in-depth interviews with thirty-seven (37) participants representing the board executive, directors, local association Executive Officers, CHBA BC staff, committee volunteers, and other stakeholders.

The process was designed and led by **The Portage Group**, a consulting firm specializing in research, strategic planning, organizational design, and executive search for associations and mission-driven organizations.

# GUIDING STATEMENTS



## 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 resilient 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



## GUIDING PRINCIPLES

- Strengthening Local–Provincial Alignment
- Relevance Through Strong Member Value
- Building Partnerships That Drive Impact
- Working in Alignment Across the Organization
- Innovating with Purpose and Agility

# Key Trends and Strategic Context

CHBA BC faces a period of significant change requiring strong advocacy, adaptability, and enhanced member support. Growing affordability challenges, economic pressures, and evolving regulations continue to reshape the BC residential construction sector, creating uncertainty for members. CHBA BC's continued focus will be to help builders and renovators navigate these shifts through education, business transition resources, and targeted advocacy. As the industry evolves, CHBA BC will adapt its services to meet changing member needs, as well as continue to promote careers in construction, and support members in adopting emerging technologies to remain resilient and competitive.



## Affordability

Housing affordability has reached a critical tipping point, driven by tariffs, inflation, rising material and labour costs, and increasingly complex legislation such as the BC Energy and Zero Carbon Step Codes. These pressures have escalated construction costs, slowed the market, and prompted layoffs and consolidation within the industry. Shifts toward densification and multi-family housing in more BC jurisdictions are also reshaping BC's residential construction landscape.

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## Labour

Persistent labour shortages remain a major concern, heightened by uncertainty around immigration policy and an aging workforce. There is also a continued need to increase participation among underrepresented groups and attract younger professionals to the sector.

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## Innovation & Technology

Rapid technological change including AI, automation, modular and 3D construction, and new energy systems is transforming how homes are built, powered, and maintained. Members will look to CHBA BC to provide much needed information and support as they adapt to emerging tools and methods.

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# Priority 1: Local Association Support & Services

The strength of CHBA BC is rooted in the strength of its network. Supporting local associations remains a central priority, as their capacity and resources vary widely, leading to uneven ability to serve members and advance shared goals.

Strengthening this network will require greater alignment and collaboration across the provincial and local levels. Clarifying roles, reducing overlap, and enhancing communication will help ensure that efforts are coordinated and effective.

A deeper understanding of each local association's needs in areas such as government relations, communications, and marketing will enable more targeted and meaningful support.

Investing in shared systems, tools, and templates will improve efficiency and governance, while a unified brand and consistent messaging will reinforce CHBA BC's collective identity and highlight the value of its province-wide association network.

## Goal

CHBA BC will prioritize support for our local associations by providing resources, increasing accountability, and fostering transparent communication. Our success will be determined by strengthened relationships with our local associations through regular engagement to identify their needs and provide targeted resources, training and advocacy to help them achieve measurable growth and success.

## Objectives



1. Create consistent communication and reporting.



2. Conduct needs assessment and develop action plan for local priorities.



3. Ensure work plans are created by committee with annual updates supporting the strategic and communication plan.



# Priority 2: Advocacy & Government Relations

Advocacy and government relations are core to CHBA BC's mandate and reputation. Known for its collaborative, solutions-focused approach, the association maintains strong credibility with government and an active presence at policy tables.

Housing affordability is the top advocacy priority, with members calling for reduced regulatory burdens, lower fees, and faster approvals. To strengthen influence, CHBA BC will continue to use research and data to inform positions and build credibility, while enhancing communication with members to keep them informed and engaged in advocacy efforts.

Aligning messages across local, provincial, and national levels will amplify CHBA BC's collective voice. Expanding participation in public and media discussions will further raise awareness of housing issues and reinforce its role as a trusted, non-partisan voice in BC's housing policy landscape.



## Goal

CHBA BC will be the leading non-partisan advocate, trusted by government and industry, that influences and communicates policy through evidence-based, data-backed solutions that represent members' priorities and address emerging issues impacting housing in BC.

## Objectives



1. Commission at least one research project per year that supports advocacy through the collection of data.



2. Develop and implement a strategy to improve knowledge exchange and the flow of information and issues between all three levels of CHBA.



3. Develop and implement a policy that ensures members with subject matter expertise are present to support staff in meetings with government officials.

# Priority 3: Programs & Services

CHBA BC's programs and services are central to how the association delivers value, strengthens its reputation, and connects with members.

Its leading education program has helped raise professional standards across the industry. As the sector evolves, CHBA BC has an opportunity to build on this foundation by expanding learning beyond licensing requirements to include the business, technology, and market adaptation skills that will define the next generation of builders and renovators. Strengthening collaboration with local associations will ensure that education and events are coordinated, complementary, and accessible to members across the province.

At the same time, growing CHBA BC's energy-related programs will reinforce its leadership in sustainable building practices while supporting new revenue opportunities.

Flagship events such as the Georgie Awards will continue to showcase excellence and innovation within the industry, while a more coordinated approach to other events will help align provincial and local efforts and reinforce a shared sense of purpose across the association network.

## Goal

CHBA-BC will be the leading provider of relevant and innovative education training, including supporting the evolution of energy programs. CHBA-BC's Georgie Awards will remain the flagship premier showcase of industry excellence.

## Objectives



1. Strengthen industry education by engaging the 'right constituents' developing a province-wide needs analysis, establishing a collaboration corridor that links education with key events.



2. Diversify training options according to the results from the needs analysis, and explore grants and sponsorship to fund alternative education offerings.



3. Create a dedicated policy and improve transparency as it relates to BC's role regarding licensed energy advisors with local associations.



4. Foster community over competition between CHBA BC and Local Associations by continuing to prioritize the member 'experience' across program and services offerings.



# Priority 4: Technical & Building Innovation

CHBA BC's technical expertise is a cornerstone of its credibility and impact. The association's technical team is widely recognized as a trusted authority on building codes, standards, and policy, providing essential guidance to both members and government. This expertise forms the backbone of CHBA BC's broader work, informing advocacy efforts, shaping education and training programs, and supporting the association's reputation for evidence-based leadership.

Strengthening the integration of technical insights across all areas of CHBA BC will further enhance the effectiveness of its programs and policy influence. Looking ahead, expanding technical capacity through additional resources will be vital to sustaining this leadership and ensuring the association remains responsive to the rapidly evolving building environment.



## Goal

CHBA BC will be a primary advisor for the Construction Standards & Digital Solutions Branch and building officials on the building code and will serve as the hub for the exchange of innovation and acceptable practical solutions for residential construction.

## Objectives



1. Host 8 regionalized education sessions to improve Authority Having Jurisdiction consistency for Accepted Part 9 Solutions tailored to the local Homebuilders Association; publish the findings and analysis.



2. Expand member representation on each major housing issue by engaging two member representatives per local and two subject matter experts.



3. Establish a Building Policy Advisory Committee that includes other associations (BOABC, UDI).

# Priority 5: Organizational Sustainability

CHBA BC is built on a strong foundation of stable finances, skilled staff, and dedicated leadership. Maintaining this strength will require continued attention to governance, including clarifying board roles, enhancing communication, and fostering transparency in decision-making.

As the organization evolves, formal succession planning for key leadership and revenue-generating roles will be essential to ensure stability and continuity. At the same time, expanding organizational capacity through additional resources and stronger partnerships will continue to enhance CHBA BC's ability to respond effectively to emerging challenges and opportunities, supporting long-term sustainability and impact.



## Goal

CHBA BC is committed to strong leadership across its board, staff and executive, fostering healthy relationships with local members through education, advocacy and administrative support. We ensure financial stewardship and proactive succession planning to support long-term organizational strength. Through collaboration and service across all three levels of CHBA, we advance the shared interests and sustainability of the home building industry in British Columbia.

## Objectives



1. Strengthen board and committee leadership development and renewal by implementing inclusive and broad-based nomination processes, enhancing onboarding and succession tools, and reviewing and implementing a board evaluation process.



2. Review, clarify and communicate CHBA BC's brand and value proposition for members, partners, and the public to enhance visibility and impact. Progress measured through increased awareness, improved member engagement, and strengthened external partnerships, demonstrating economic and social leadership.



3. CHBA BC will facilitate, support and advocate for the licensing and regulation of retrofits and renovations.

## Conclusion

This strategic plan sets a clear and ambitious course for CHBA BC over 2025–2029. Its success will rely on collaboration, transparency, and shared accountability across the Board, staff, committees, local associations, and members. By working together with a spirit of innovation and purpose, CHBA BC will continue to lead with influence, strengthen its network, and champion a vibrant, resilient, and affordable housing industry for all British Columbians.