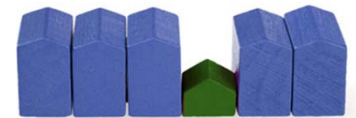




# Canadian Home Builders' Association Organizational Review Final Report

October 2012



# Executive Summary

## *Introduction*

In March 2012, the Canadian Home Builders' Association (CHBA) Board of Directors adopted a resolution that the CHBA's Executive Board commission a firm to carry out an independent comprehensive analysis of the Association's: **Structure, Operations, Fiscal Capacity, Succession, and Governance**.

The purpose of this Organizational Review ('review') is to ensure that the Association is well-positioned, at all levels, individually and collectively, to pursue its mission as the voice of the residential construction industry across Canada, in the most effective and cost-efficient manner possible, recognizing profound demographic, economic and social change, and challenging public policy choices within the Canadian Federation, both within each level of government and among levels of government.

The review was overseen by a CHBA Task Group and was conducted in the period from May – October 2012. Key activities included:

- planning for consultations;
- reviewing background documentation;
- conducting data collection (including interviews, focus groups, and a survey);
- conducting analysis;
- developing recommendations; and,
- preparing this report.

# Executive Summary

## Key Strengths

There were many strengths identified through the review. These key strengths provide a solid foundation for the CHBA to build from. They include:

Structure	Governance	Operations
<ol style="list-style-type: none"><li>1. The CHBA has a clearly defined organizational, financial, and reporting structure.</li><li>2. National ‘working groups’ (i.e. standing committees and councils):<ul style="list-style-type: none"><li>- are seen as valuable; and,</li><li>- provide opportunities for volunteer engagement and development.</li></ul></li><li>3. Many volunteer leaders and senior staff have significant business experience that can assist the Association in addressing its priorities.</li></ol>	<ol style="list-style-type: none"><li>1. The Association has extensive, formal governance processes and practices (e.g. governing authority, governing bodies, strategic planning, reporting) – all rooted in its members/AMM.</li><li>2. The National Association is transparent in its practices (e.g. sharing and posting meeting minutes, financial statements, and other relevant documents on its website).</li><li>3. The composition of the National Board is highly inclusive.</li></ol>	<ol style="list-style-type: none"><li>1. The National level is seen as having a strong focus on: examining key issues facing the industry, producing publications to support all levels of the organization, and on supporting the various bodies (e.g. Board, Councils, Committees).</li><li>2. Government relations are seen as being particularly effective at the provincial and local government levels.</li><li>3. Networking and education events are seen as valuable, at all levels.</li></ol>
Fiscal Capacity	Succession	
<ol style="list-style-type: none"><li>1. Many HBAs pursue non-dues revenue activities to complement dues revenues, and corresponding Guiding Principles for non-dues revenue activities are defined.</li><li>2. Financial responsibilities are defined and most Associations have well-established annual budgeting processes.</li></ol>	<ol style="list-style-type: none"><li>1. Most HBAs are active in succession planning for key volunteer roles (e.g. Board members, President).</li><li>2. A Senior-level Staff Succession Planning process has been defined, based on external expert input and best practices.</li></ol>	

Note: There are many linkages and interdependencies between the five focus areas, particularly between Structure and Governance.

# Executive Summary

## Key Challenges

The key challenges that were identified through the review are as follows:

Structure	Governance	Operations
<ol style="list-style-type: none"><li>1. There is less than optimal integration, cohesiveness, and transparency between the three levels of the Association.</li><li>2. Some HBAs have unclear delineation between key volunteer and staff roles (for the President and EO in particular).</li></ol>	<ol style="list-style-type: none"><li>1. The size and composition of the National Board is seen as complex and cumbersome.</li><li>2. The National Board committee structure is overly complex and unconventional.</li><li>3. The length of key volunteers' terms is not seen as being long enough to be fully effective.</li><li>4. Some Board members do not believe they were sufficiently equipped for their new roles and responsibilities as in-coming Board members.</li><li>5. There is no consistent process for defining expectations and evaluating EO performance.</li><li>6. Some HBAs' by-laws are seen as out-of-date and requiring review.</li></ol>	<ol style="list-style-type: none"><li>1. The Association is not seen to effectively leverage technology to support modern practices.</li><li>2. A sufficient emphasis on national-level government relations is not apparent to many Provincial and Local HBAs.</li><li>3. Association branding is not fully aligned.</li><li>4. The National level is not perceived to consistently communicate to other HBAs and to members in a concise and relevant manner.</li><li>5. A number of factors limit some members' ability to attend or fully take advantage of the national conference.</li></ol>
Fiscal Capacity	Succession	
<ol style="list-style-type: none"><li>1. The national budgeting process is seen as complex and time-consuming.</li><li>2. Some key financial roles (e.g. Treasurers) are filled by individuals with more limited financial backgrounds.</li><li>3. Increases in net revenues as a result of membership growth may not be sufficient to keep the National Association fiscally sustainable and may limit the ability to fund new or emerging priorities.</li></ol>	<ol style="list-style-type: none"><li>1. Succession planning for some senior staff has been mainly informal to date.</li><li>2. The time commitments required for key volunteer roles are seen as prohibitive.</li><li>3. Some EOs believe that they needed additional orientation when they were on-boarded and then further opportunities for sharing and support in their roles.</li></ol>	

Note: - Some elements of "Structure" relate more closely to governance structure and are considered under "Governance."  
 - There was strong corroboration of key findings via cross-country consultations.

# Executive Summary

## Recommendations

To address the key challenges and to take advantage of related opportunities, the following nineteen (19) recommendations were developed:

Structure	Governance	Operations
<ol style="list-style-type: none"><li>1. Strengthen how the three levels of the Association work together (including increased transparency and by better leveraging technology)</li><li>2. Clarify President and EO role delineation</li></ol>	<ol style="list-style-type: none"><li>1. Restructure the National Board and reconfigure related bodies</li><li>2. Appoint the national President and Board members for two-year terms</li><li>3. Strengthen the orientation program for new Board members</li><li>4. Develop a formal performance management process for EOs</li><li>5. Review, update and share by-laws</li></ol>	<ol style="list-style-type: none"><li>1. Develop a new IT Strategy and modernize operations by better leveraging technology, at all three levels</li><li>2. Create an integrated membership database and enable member relationship management processes via technology enablers</li><li>3. Emphasize national-level government relations</li><li>4. Strengthen branding alignment across all three levels of the Association</li><li>5. Develop and implement a new National Communications Strategy</li><li>6. Strengthen conference planning and coordination</li></ol>
Fiscal Capacity	Succession	
<ol style="list-style-type: none"><li>1. Review the national budgeting process</li><li>2. Build on mechanism(s) to share innovative ideas for non-due revenue activities and to assess alignment with related Guiding Principles</li><li>3. Strive to strengthen the competencies or designations for key financial Board roles at all levels, over time</li><li>4. Develop a National Revenue Enhancement Strategy to strengthen sustainability and in recognition of the need to fund required investments</li></ol>	<ol style="list-style-type: none"><li>1. Extend senior-level staff succession planning for key staff to all levels</li><li>2. Build on existing practices to enhance EO orientation, to support greater participation at the EO PD Forum, and to establish other mechanisms for knowledge-sharing</li></ol>	

# Executive Summary

## *Moving Forward*

### Decision and Approval Process

- As required, the CHBA Board intends to deliberate on the key findings and recommendations, agree on the recommendations it supports, and establish a process to confirm decisions and priorities for moving forward.

### Key Success Factors

In order to successfully move forward, it will be important to consider:

- Alignment is required not only amongst decision-makers but also amongst the leaders and senior staff who will be accountable for overseeing and implementing the required changes.
- Clear plans and accountabilities for implementation are critical.
- While most of the recommendations require an investment of time and effort, the technology-related recommendations in particular will also require funds for planning, implementation, and on-going support.
- In some cases, the recommendations imply the need for corresponding changes to by-laws.
- It will be important to develop an implementation roadmap and plan to implement the required changes, monitor progress against the plan, and report on the status to key stakeholders.
- Some of the required changes will require consideration of the people dimension of change which implies the need for effective change management and communications.

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# Introduction



# Introduction

## *Background and Purpose*

In March 2012, the Canadian Home Builders' Association (CHBA) Board of Directors adopted a resolution that the CHBA's Executive Board commission a firm to carry out an independent comprehensive analysis of the Association's: **Structure, Operations, Fiscal Capacity, Succession, and Governance**.

The purpose of this Organizational Review ('review') is to ensure that the Association is well-positioned, at all levels, individually and collectively, to pursue its mission as the voice of the residential construction industry across Canada, in the most effective and cost-efficient manner possible, recognizing profound demographic, economic and social change, and challenging public policy choices within the Canadian Federation, both within each level of government and among levels of government.

# Introduction

## *Overview of the Approach*

- The review took place over a six month period from May to October 2012. Key activities included:
  - planning for consultations;
  - reviewing background documentation;
  - conducting data collection (including interviews, focus groups, and a survey);
  - conducting analysis and developing recommendations; and,
  - preparing this report.
- The review was overseen by a CHBA Task Group. Key Task Group interactions included:
  - a kick-off meeting to discuss the workplan and required consultations (June);
  - a checkpoint meeting (August);
  - a pre-Board meeting (October); and,
  - on-going status updates.
- The timing of approvals to proceed with the various consultations were as follows:
  - cross-country interviews and focus groups – approx. 115 participants (June);
  - National Office and other additional interviews – 7 participants (August); and,
  - a member survey (September).
- All data collection instruments were validated and confirmed prior to their use.
- Recommendations were developed based on the steps identified, and are complemented by Deloitte's experience with other member-based, not-for-profit organizations.

# Introduction

## *Data Collection*

Four interrelated data collection methods were used, as follows:

### Focus Groups

A total of nine (9) focus groups were held across the country. Attendees included:

- Local Presidents and VPs
- Executive Officers and staff
- Members

### Interviews

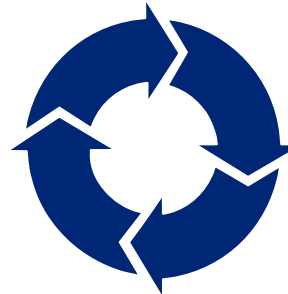
A total of thirty-three (33) individual interviews were conducted (either in person or by phone) including:

- Members of the Executive Board
- Provincial Presidents
- Select local Presidents

### Document Review

The following are examples of documents that were reviewed (see Appendix C for a detailed list):

- Financial Statements
- Operational Mandate
- By-Laws / Governance Structures
- Meeting Minutes
- Sample of Marketing Materials
- Sample of Policy Manuals and Handbooks
- Strategic Plans (National)
- Government Relations Report (National)
- Non-Dues Activities Report (National)
- etc.



### Survey

A member survey was conducted to obtain perspectives from the general membership of the Association.

- Survey was sent to 6674 members, as per the distribution list provided
- Deloitte received a total of 412 responses, accounting for a 6.2% response rate
- See Appendix B for highlights of findings from the survey

Note: Extensive documents were reviewed from the national level. There was a more limited response to a document request from the local and provincial levels. The workplan recognized that Deloitte would work with whatever documents were provided.

# Introduction

## Approved Consultations

Subject to Task Group approval and the availability of participants, the following consultations were conducted:

Ontario Trip	West Coast Trip	East Coast Trip	Prairies Trip
London, ON Toronto, ON Belleville, ON	Vancouver, BC    Calgary, AB Winnipeg, MB    Kamloops, BC	St. John's, NL Halifax, NS Moncton, NB	Edmonton, AB Regina, SK Saskatoon, SK
Individual Interviews: <ul style="list-style-type: none"> <li>• BILD President</li> <li>• Ontario Provincial President</li> <li>• Stratford President</li> <li>• Presidential Appointee</li> <li>• Secretary</li> <li>• Past President</li> <li>• Quinte President</li> </ul> President, Past Presidents, and/or members from: <ul style="list-style-type: none"> <li>• Sarnia-Lambton HBA</li> <li>• Chatham-Kent HBA</li> <li>• St. Thomas &amp; Elgin HBA</li> <li>• Haldimand-Norfolk HBA</li> <li>• Brantford HBA</li> <li>• Guelph &amp; District HBA</li> <li>• Saugeen HBA</li> <li>• Grey-Bruce HBA</li> <li>• Waterloo Region HBA</li> <li>• London HBA</li> <li>• Greater Windsor HBA</li> <li>• CHBA-Simcoe County</li> <li>• Niagara HBA</li> <li>• Greater Dufferin HBA</li> <li>• Durham Region HBA</li> <li>• Haliburton County HBA</li> <li>• Hamilton-Halton HBA</li> <li>• Peterborough &amp; The Kawarthas HBA</li> </ul>	Individual Interviews: <ul style="list-style-type: none"> <li>• First Vice President</li> <li>• Second Vice President</li> <li>• British Columbia Provincial President</li> </ul> President, Past Presidents, and/or members from: <ul style="list-style-type: none"> <li>• Manitoba HBA</li> <li>• CHBA - Rocky Mountain</li> <li>• CHBA - Calgary Region</li> <li>• CHBA - Central Alberta</li> <li>• CHBA - Lethbridge Region</li> <li>• CHBA - Medicine Hat Region</li> <li>• CHBA - Central Vancouver Island</li> <li>• Greater Vancouver HBA</li> <li>• CHBA - Sea To Sky</li> <li>• CHBA- Central Interior</li> <li>• CHBA-Central Okanagan</li> <li>• CHBA-South Okanagan</li> </ul>	Individual Interviews: <ul style="list-style-type: none"> <li>• CHBA Treasurer</li> <li>• Newfoundland &amp; Labrador Provincial President</li> <li>• Nova Scotia Provincial President</li> <li>• New Brunswick Provincial President / Presidential Appointee</li> <li>• EOs at PDF in Saint John</li> </ul> President, Past Presidents, and members from: <ul style="list-style-type: none"> <li>• CHBA - Eastern Newfoundland</li> <li>• Annapolis Valley HBA</li> <li>• Cape Breton HBA</li> <li>• CHBA - South Shore</li> <li>• CHBA - Central Nova Scotia</li> <li>• CHBA – Sussex</li> <li>• CHBA - Saint John Region</li> <li>• CHBA - Greater Fredericton</li> <li>• Greater Moncton HBA</li> </ul>	Individual Interviews: <ul style="list-style-type: none"> <li>• Alberta Provincial President</li> <li>• Second Vice President</li> <li>• Edmonton President</li> <li>• Saskatchewan Provincial President</li> <li>• National President</li> <li>• Saskatoon President</li> </ul> President, Past Presidents, and/or members from: <ul style="list-style-type: none"> <li>• Regina &amp; Region HBA</li> </ul>
		<b>National Office</b> <ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Director of Finance</li> <li>• Senior Director, Technology and Policy</li> <li>• National Coordinator, Education and Training</li> <li>• Coordinator, Association Services</li> </ul>	<b>Survey</b> <ul style="list-style-type: none"> <li>• Survey of the general membership</li> </ul>
			<b>Phone Interviews</b> <ul style="list-style-type: none"> <li>• Presidential Appointee</li> <li>• Sudbury &amp; District HBA</li> <li>• CHBA - Northern BC</li> <li>• CHBA – South Shore</li> <li>• CHBA – PEI</li> <li>• CHBA – Grande Prairie Region</li> <li>• HR Committee Chair</li> <li>• Vision Action Committee Chair</li> </ul>

# Current State: Key Findings

# Current State: Key Findings

## *Introduction*

A profile of the Current State is included in Appendix A.

Based on an analysis of the data collected, this section summarizes key findings, for each of the five focus areas of the review. For each focus area, the key findings are presented as follows:

Key Strengths	Key Challenges
<ul style="list-style-type: none"><li>• This section contains a summary of the key strengths. These key strengths should be leveraged in the future state, to build upon existing areas of excellence in the organization.</li></ul>	<ul style="list-style-type: none"><li>• This section provides a summary of the key challenges. These challenges help to provide a focus for developing recommendations for the future.</li><li>• The observed and/or perceived impact to the organization has been also identified for each of the key challenges.</li></ul>

In addition, the final page of this section provide a synthesis of the key findings from the Local and Provincial documentation request. This synthesis is based on a sample of 24 Local and Provincial Associations that provided documentation to support the analysis.

Note: The numbering of key strengths and challenges do not reflect their importance or priority and are used for reference purposes only.

# Current State: Key Findings

## Structure

### Key Strengths

1. The CHBA has a clearly defined organizational, financial, and reporting structure.
2. National ‘working groups’ (i.e. standing committees and councils) are seen as valuable and provide opportunities for volunteer engagement and development.
3. Many volunteer leaders and senior staff have significant business experience that can assist the Association in addressing its priorities.

### Key Challenges

1. **There is less than optimal integration, cohesiveness, and transparency between the three levels of the Association.**  
**Impact** – Many interview and focus group participants felt that the complexity of the structure, limitations in the sharing and transparency of information, and a lack of integration enablers resulted in missed opportunities for economies of scale, potential for duplication of effort, and a less effective aggregate impact than what was possible.
2. **Some HBAs have unclear delineation between key volunteer and staff roles (for the President and EO in particular).**  
**Impact** – While there is significant diversity in the scale and profile of (and even the titles used in) the various HBAs, there were many instances where interview and focus group participants indicated that there was confusion regarding key responsibilities and accountabilities. For example, the correct person to contact in a given situation may be unclear (e.g. commenting to media on strategic issues).

- Note: (1) As per the 2011 CHBA Standing Committee and Council Member Survey and more recent comments, it is also recognized that some aspects of the meetings could still be refined and improved, including: more discussion time, moving beyond information sharing, and better use of meeting time.
- (2) It is recognized that provincial HBAs continue to consider the examples of parallel standing committees and councils and strive to avoid any redundancy of effort.
- (3) Some elements of “Structure” relate more closely to governance structure and are considered under “Governance.”
- (4) There was strong corroboration of key findings via cross-country consultations.

# Current State: Key Findings

## Governance

### Key Strengths

1. The Association has extensive, formal governance processes and practices (e.g. governing authority, governing bodies, strategic planning, reporting) – all rooted in its members/AMM.
2. The National Association is transparent in its practices (e.g. sharing and posting meeting minutes, financial statements, and other relevant documents on its website).
3. The composition of the National Board is highly inclusive.

### Key Challenges

1. **The size and composition of the National Board is seen as complex and cumbersome.**  
*Impact* – Many interviewees felt that the degree of complexity makes it difficult to communicate and share ideas. Some Board members do not feel they have a voice in decision-making. The Executive Board is seen by many to be the principal decision-making body. The majority of the Board's agenda was seen as relating to updates and reporting, and there is a perception that some outcomes are pre-determined. There is also a corresponding cost to support the scale and size of the National Board.
2. **The National Board committee structure is overly complex and unconventional.**  
*Impact* – Contemporary standing committees would typically include audit, governance and nominations, as well as a core committee focused on the essence of the organization's mandate. The National Association currently has four categories of related governance bodies: standing committees, special purpose committees, councils, and ad-hoc committees. While comprehensive, these entities clearly have mandates that go beyond governance oversight and require significant support and coordination to ensure both governance and operations are covered.
3. **The length of key volunteers' terms is not seen as being long enough to be fully effective.**  
*Impact* – Presidents, Vice Presidents, and Board members may not have adequate time in their roles to effectively lead required change in the organization. While Executive Officers provide continuity and experienced support, some volunteer leaders wanted a better 'balance' in the respective influence and timeframes.

Continued on next page



# Current State: Key Findings

## *Governance (continued)*

### Key Challenges

4. **Some Board members do not believe they were sufficiently equipped for their new roles and responsibilities as in-coming Board members.**  
*Impact* – With inconsistent and/or insufficient training or education, Board members are not able to contribute fully, or have different levels of understanding of Board governance and their own roles and responsibilities.
5. **There is no consistent process for defining expectations and evaluating EO performance.**  
*Impact* – There may be instances where expectations are not specifically articulated or when formal feedback is not provided to ensure management effectiveness.
6. **Many by-laws are seen as out-of-date and requiring review.**  
*Impact* - Many interviewees indicated that some of their by-laws were out-of-date. This would require attention for sound governance.

# Current State: Key Findings

## Operations

### Key Strengths

1. The National level is seen as having a strong focus on: examining key issues facing the industry, producing publications to support all levels of the organization, and on supporting the various bodies (e.g. Board, Councils, Committees).
2. Government relations are seen as being particularly effective at the provincial and local government levels.
3. Networking and education events are seen as valuable, at all levels.

### Key Challenges

1. **The Association is not seen to effectively leverage technology to support modern practices.**  
*Impact* – There are missed opportunities to enable more efficient and cost-effective operations and communications. Many processes are still paper-based. Members will see an increasing divergence between their technology-enabled interactions in other aspects of their personal and professional lives, and their interactions with the Association.
2. **A sufficient emphasis on national-level government relations is not apparent to many Provincial and Local HBAs.**  
*Impact* – Many interviewees felt that there may be missed opportunities to interact and share the ‘voice of the industry’ at the national level due to a lack of sustained relationships with key politicians and senior officials. It is important to note that the National office is mindful of the scope of its role (i.e. enablers / facilitators of advocacy efforts, in support of volunteer leaders who speak on behalf of the Association).
3. **Association branding is not fully aligned.**  
*Impact* – The Association’s branding is not aligned nor consistent across websites, logos, naming conventions, etc. The result is that the concept of ‘one Association operating at three levels’ is not apparent nor reinforced to members and other stakeholders.

Continued on next page

# Current State: Key Findings

## *Operations (continued)*

### Key Challenges

- 4. The National level is not perceived to consistently communicate to other HBAs and to members in a concise and relevant manner.**

**Impact -** Many interview participants expressed frustration around ‘how’ they were communicated to from the National level (more so than ‘what’ was communicated). Time constrained audiences may not take the time to review some distributed information. Key messages are not always summarized. There is still an emphasis on paper-based products as well as the use of traditional mail for distribution and response.

- 5. A number of factors limit some members’ ability to attend or fully take advantage of the national conference.**

**Impact –** Many interview and focus group participants expressed that they saw value in conferences and events, but that planning and coordination could be improved. Some events may overlap, there may be missed partnering opportunities, and some conferences may not be attended as fully as possible. In addition, the duration, variability of timing and location, and the cost of the national conference was also seen to limit some members’ ability to attend or fully take advantage of the information available.

# Current State: Key Findings

## *Fiscal Capacity*

### Key Strengths

1. Many HBAs pursue non-dues revenue activities to complement dues revenues, and corresponding Guiding Principles for non-dues revenue activities are defined.
2. Financial responsibilities are defined and most Associations have well-established annual budgeting processes.

### Key Challenges

1. **The national budgeting process is seen as complex and time-consuming.**  
*Impact* – The budget is prepared well in advance of the fiscal year, which may result in a reduced relevancy or accuracy. This in turn can result in increased in-year changes to the forecast, and does not allow the organization to quickly respond to economic or other changes. In addition, the process for reviewing and approving the budget at the committee, executive, Board, and member level is seen as complex and time consuming. Budgets are also viewed as overly conservative by some.
2. **Some key financial roles (e.g. Treasurers) are filled by individuals with more limited financial backgrounds.**  
*Impact* – There is a financial management risk to the Association without having key financial roles filled by individuals with adequate financial background or expertise. This appears to be more of a risk at Local levels and/or in smaller HBAs.
3. **Increases in net revenues as a result of membership growth may not be sufficient to keep the National Association fiscally sustainable and may limit the ability to fund new or emerging priorities.**  
*Impact* – Due to the lack of increases in membership dues (i.e. not since 2006), there has been reduced capacity (due to the impact of inflation) to deliver on all priorities, constrained resources to focus on continuing to improve member value, a pressure to consider additional non-due revenue activities, the potential to run a deficit over time, and a perception by some that the sustainability of the Association is at risk.

# Current State: Key Findings

## Succession

### Key Strength

1. **Most HBAs are active in succession planning for key volunteer roles (e.g. Board members, President).**
2. **A Senior-level Staff Succession Planning process has been defined, based on external expert input and best practices.**

### Key Challenges

1. **Succession planning for some senior staff has been mainly informal to date.**  
**Impact** – Some HBAs may not be prepared for unexpected departures and/or they may not attract the best possible candidates for senior staff succession in the cases where there has been less proactive succession planning.
2. **The time commitments required for key volunteer roles are seen as prohibitive.**  
**Impact** – Volunteer candidates may be discouraged to engage in key roles in the Association if time commitments are seen as overly prohibitive. Volunteers feel time pressures (including travel time) that can impact their commitments to both the Association and to their principal occupation. In addition, some small and medium-sized HBAs place great responsibility on volunteer members to fulfill their administrative and operational responsibilities, given their scale.
3. **Some EOs believe that they needed additional orientation when they were on-boarded and then further opportunities for sharing and support in their roles.**  
**Impact** – The EO Professional Development Forum is an annual event. The forum is not attended by all EOs and EOs may be on the job several months before attending. Further, the level of training and information sharing is inconsistent across HBAs.

# Current State: Key Findings

## *Additional Considerations from Supplementary Document Review\**

During the review, Deloitte contacted Local and Provincial Associations seeking background documentation. Specifically, Deloitte requested:

- Three-year financial statements;
- Operational mandates; and,
- By-Laws / governance structures.

Relevant findings are summarized in the following table.

Focus Area	Summary
Structure	<ul style="list-style-type: none"><li>• Some Local and Provincial Associations do not have written job descriptions for staff and volunteer positions.</li></ul>
Governance	<ul style="list-style-type: none"><li>• 19 of the 24 responding Associations' Boards have more than 10 Directors.</li><li>• 20 of the 24 responding Associations shared a set of By-Laws; however, no Association has a process established to review the By-Laws on a periodic basis.</li></ul>
Operations	<ul style="list-style-type: none"><li>• All Associations who provided an operational mandate make advocacy a priority; however, members are not aware of that focus at the National Association.</li></ul>
Fiscal Capacity	<ul style="list-style-type: none"><li>• 6 of 12 Local Associations and 3 of 6 Provincial Associations who provided financial statements have had an operating deficit within the past three years.</li><li>• All Local Associations and 4 of 6 Provincial Associations who provided financial statements have non-dues revenue accounting for more than 30% of total revenue.</li><li>• 98% of Associations who responded do not post financial statements on their website.</li></ul>
Succession	<ul style="list-style-type: none"><li>• 10 of the 20 Associations who provided By-Laws do not yet have a documented succession planning process for elected staff.</li><li>• All Associations who provided By-Laws do not have a documented succession planning process for paid staff.</li></ul>

\*Based on a sample of 24 Provincial and Local Associations that provided documentation.

# Future State: Recommendations

# Future State

## Overview of Recommendations

To address the key challenges and to take advantage of related opportunities, the following nineteen (19) recommendations were developed:

Structure	Governance	Operations
<ol style="list-style-type: none"><li>1. Strengthen how the three levels of the Association work together (including increased transparency and by better leveraging technology)</li><li>2. Clarify President and EO role delineation</li></ol>	<ol style="list-style-type: none"><li>1. Restructure the National Board and reconfigure related bodies</li><li>2. Appoint the national President and Board members for two-year terms</li><li>3. Strengthen the orientation program for new Board members</li><li>4. Develop a formal performance management process for EOs</li><li>5. Review, update and share by-laws</li></ol>	<ol style="list-style-type: none"><li>1. Develop a new IT Strategy and modernize operations by better leveraging technology, at all three levels</li><li>2. Create an integrated membership database and enable member relationship management processes via technology enablers</li><li>3. Emphasize national-level government relations</li><li>4. Strengthen branding alignment across all three levels of the Association</li><li>5. Develop and implement a new National Communications Strategy</li><li>6. Strengthen conference planning and coordination</li></ol>
Fiscal Capacity	Succession	
<ol style="list-style-type: none"><li>1. Review the national budgeting process</li><li>2. Build on mechanism(s) to share innovative ideas for non-due revenue activities and to assess alignment with related Guiding Principles</li><li>3. Strive to strengthen the competencies or designations for key financial Board roles at all levels, over time</li><li>4. Develop a National Revenue Enhancement Strategy to strengthen sustainability and in recognition of the need to fund required investments</li></ol>	<ol style="list-style-type: none"><li>1. Extend senior-level staff succession planning for key staff to all levels</li><li>2. Build on existing practices to enhance EO orientation, to support greater participation at the EO PD Forum, and to establish other mechanisms for knowledge-sharing</li></ol>	



# Recommendations

## Introduction

This section provides a summary of the recommendations, grouped by the five focus areas of the review. These recommendations have been developed to address the key challenges identified in the previous section (although there is not necessarily a one-to-one relationship between challenges and recommendations).

The recommendations are presented as follows:

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Estimation of Implementation Timeframe
1	Summary of the recommendation	Details of the recommendation	Technology and/or tools requires to implement the recommendation.	Whether or not bylaw modifications are expected to be required	<i>Implementation timeframe, defined as:</i> <i>Quick Win – under 6 months</i> <i>Short – 6-12 months</i> <i>Medium – 12-24 months</i> <i>Long – 24+ Months</i>  <i>Note: Initial timeframe estimates should be revisited/confirmed as part of implementation planning.</i>

Note: The numbering of recommendations do not reflect their importance or priority and are used for reference purposes only.

# Recommendations

## Structure

The recommendations relating to Structure are as follows:

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
1	Strengthen how the three levels of the Association work together (including increased transparency and by better leveraging technology)	<ul style="list-style-type: none"> <li>Establish practices and mechanisms to strengthen how the different levels of the Association work together, including:               <ul style="list-style-type: none"> <li>establish a shared technology infrastructure (including a common website platform where content can still be managed by individual HBAs);</li> <li>share strategic, operational, and financial information across all three levels; and,</li> <li>establish a portal or similar mechanism to enable knowledge sharing.</li> </ul> </li> </ul> <p><u>Note:</u> There is a linkage between this recommendation and a subsequent recommendation relating to a new IT strategy.</p>	<ul style="list-style-type: none"> <li>Multiple</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Medium - Long
2	Clarify President and EO role delineation	<ul style="list-style-type: none"> <li>Clarify the EO and President's roles (e.g. in conducting government and public relations)</li> <li>Consider two standard models to adjust for factors such as HBA size, structure, and other characteristics.</li> <li>Strive to establish common titles (e.g. Executive Officer, President) across HBAs</li> <li>Develop standard job descriptions (which may be refined or customized for unique requirements)</li> <li>Exceptions and related protocols should be documented and communicated.</li> </ul>	<ul style="list-style-type: none"> <li>Standardized job description templates</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Short

Note: There are many linkages and interdependencies between the five focus areas, particularly between Structure and Governance.

# Recommendations

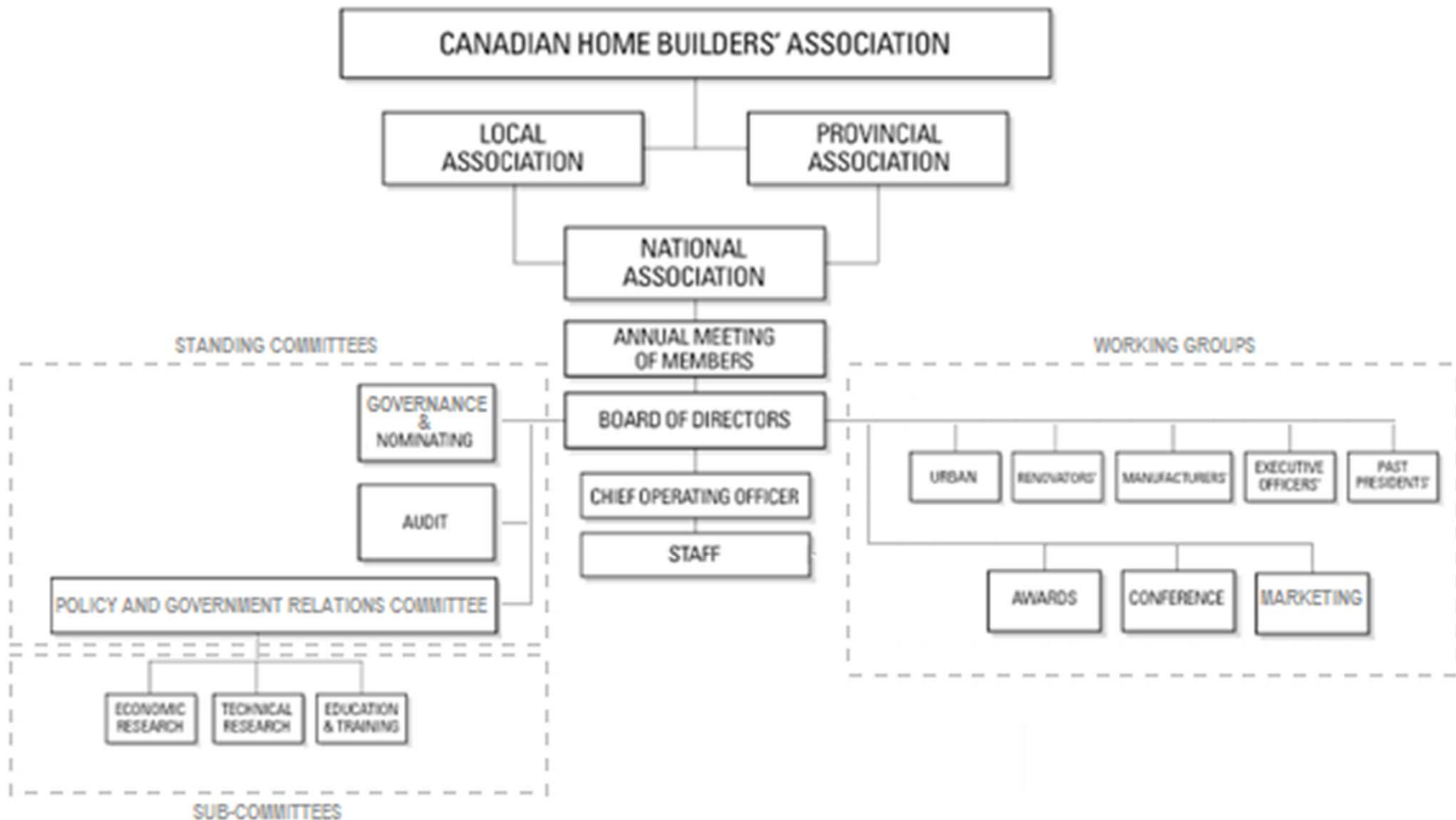
## Governance

The recommendations relating to Governance are as follows:

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
1	Restructure the National Board and reconfigure related bodies	<ul style="list-style-type: none"> <li>• While a number of optimization options ranging from refinement to fundamental restructuring of the National Board were considered, one preferred recommendation is provided for consideration. This preferred recommendation balances efficiency, effectiveness, contemporary better practice, and the best fit for the Association.</li> <li>• As illustrated on the following slide, the proposed governance structure reduces the number of Board members and reconfigures committee entities, which will in turn contribute to making governance and decision making more effective and efficient.</li> <li>• The following three slides highlight the details of this recommendation.</li> <li>• Further consider a single seat per province with weighted voting reflective of the formula on the provincial allocation of seats and/or the possible addition of a ex-officio seat for the Executive Officers' Council Chair.</li> <li>• Implementation considerations include: <ul style="list-style-type: none"> <li>○ ensuring that sufficient transitional time is allocated for such activities as bylaw refinement and approval;</li> <li>○ communicating and confirming changes with the general membership;</li> <li>○ ensuring that all committees and councils still have representation on the Board through other seats;</li> <li>○ ensuring members are still able to bring concerns to the Board; and,</li> <li>○ ensuring acceptance of changes and getting senior leadership to drive change.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• Bylaw changes required</li> </ul>	Medium - Long

# Recommendations

## *Governance (continued) – Details on Recommendation 1*



# Recommendations

## *Governance (continued) – Details on Recommendation 1*

### Changes to Governance Structure

Proposed changes to the current governance structure include:

#### **Standing Committees**

- Re-position the **Audit Committee** as a standing committee, comprised of four to six independent board members who have experience in financial reporting. Responsibilities should include: helping to ensure that audits are conducted in an efficient and cost-effective manner; overseeing the financial systems and internal controls; recommending to the Board approval of the annual financial statements; and, recommending the appointment of the external auditor and the appropriate fee. The Chair of this committee has a seat on the Board.
- Create a **Governance and Nominating** standing committee that combines the nominating and resolutions committees, and includes new governance elements to guide governance restructuring, and to improve and monitor bylaw changes. This committee should oversee the organization's compliance with its own governing documents (i.e. bylaws) and all applicable federal, provincial and municipal laws and regulations, as well as retain responsibilities for nominations and resolutions. The Chair of this committee has a seat on the Board.
- Create a **Policy and Government Relations** standing committee that coordinates and reports on the efforts of three sub-committees: Economic Research, Technical Research, and National Education and Training. This committee consists of the Chairs of each sub-committee. The Chair of this committee has a seat on the Board.

#### **Policy and Government Relations Sub-Committees**

- Reposition the Economic Research Committee, Technical Research Committee, and National Education and Training Committee as sub-committees of the Policy and Government Relations Committee.

#### **Working Groups**

- All Councils (i.e. Urban, Renovators, Manufacturers, Executive Officers, and Past Presidents) and membership service-related committees (i.e. Awards, Conference, and National Marketing) should be repositioned as working groups. Each working group would not have a designated seat on the Board; however, to ensure the views of each working group are captured, the Chair of each working group or a designated liaison must be filled by a Director with another position on the Board (as illustrative example, a Director filling one of the Ontario seats could also be Chair of the Urban Council). This reduces the number of Directors at the table while maintaining a liaison with each working group.
- Ad-hoc committees (i.e. Provincial Presidents' Forum, Vision Action Committee, and R-2000 Builders' Committee) remain unchanged. To ensure the views of each ad-hoc committee are captured, the Chair of each committee or a designated liaison must be filled by a Director with another position on the Board (as an illustrative example, a Director filling the Saskatchewan seats could also be Chair of the Vision Action Committee).
- Seats are removed for Urban Council members and Chairs of other councils and committees. In addition, the seats for one Second Vice President and the three Presidential Appointees are removed. Remaining seats are listed on the following slide.

# Recommendations

## Governance (continued) – Details on Recommendation 1

### Advantages

- The Board will be better equipped to make effective and efficient decisions.
- Enhanced focus and accountability.
- Simplified structure and substructures, and enhanced alignment.
- Reducing the number of Board members will reduce the costs associated with compensation and travel expenses.

### Disadvantages

- Will reduce the extent of representation and member engagement on the Board.
- Adds an additional layer of committees (Policy and Government Relations Committee) that requires oversight and additional volunteer time commitments.
- Over the short to medium term, transitional change and disruption.

### Mitigation Strategies

- A strong and well-defined change/transitional plan will be required, likely requiring up to two years of effort to fully implement.
- Have fewer face-to-face meetings by utilizing technology, for some groups or meetings.
- Maintain increased transparency into decision making.
- Make required changes to the bylaws, as soon as possible.
- Communicate to members on the contemplated changes and seek endorsement at the AMM.

### Board Seats

- President\*
- First Vice President\*
- Second Vice President\*
- Treasurer\*
- Secretary\*
- Immediate Past President\*
- Ontario Seat
- Ontario Seat
- Ontario Seat
- BC Seat
- BC Seat
- Alberta Seat
- Alberta Seat
- Saskatchewan Seat
- Saskatchewan Seat
- Manitoba Seat
- NB Seat
- NS Seat
- NL Seat
- Audit Committee Chair
- Governance and Nominating Committee Chair
- Policy and Government Relations Committee Chair
- COO (Ex-Officio)\*

\*Executive Committee

Board of Directors Size: 23

Executive Committee Size: 7

Continued on next page

# Recommendations

## Governance (continued)

#	Summary	Description / Elements	Technology/ Tools	Bylaw Changes	Time- frame
2	Appoint the national President and Board members for two-year terms	<ul style="list-style-type: none"> <li>Implement a two-year term for Presidents to ensure governance continuity and a more balanced workload.</li> <li>Distribute some Presidential duties between the First Vice-President and Past President, where possible.</li> <li>Provinces should appoint Provincial representatives to the Board with two-year terms (rather than Presidents with a one-year term) to reduce workload for Provincial Presidents.</li> <li>All Board positions should be at least a two-year term to ensure effective knowledge retention, with no more than half the Board turning over each year.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Bylaw changes required</li> </ul>	Quick Win
3	Strengthen the orientation program for new Board members	<ul style="list-style-type: none"> <li>Develop a national board member orientation program and make this training available on demand for new board members upon appointment.</li> </ul>	<ul style="list-style-type: none"> <li>Board Orientation Manual and Training Program</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Short
4	Develop a formal performance management process for EOs	<ul style="list-style-type: none"> <li>Develop and implement a formal performance management process and framework for EOs that links to progress made against their defined priorities.</li> <li>There may be an opportunity to leverage internal best practices from other levels/HBAs.</li> <li>Initiate an annual or bi-annual Board evaluation process under the direction of the Governance and Nominating Committee.</li> </ul>	<ul style="list-style-type: none"> <li>PM Framework</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Medium - Long
5	Review, update and share by-laws	<ul style="list-style-type: none"> <li>Conduct a review and revision of the National Association's bylaws after the changes coming out of the Organizational Review are clear.</li> <li>Share these bylaws with Provincial and Local Associations as a template that they can modify according to their needs, and ensure that all HBAs' bylaws are updated.</li> </ul>	<ul style="list-style-type: none"> <li>Bylaws template</li> </ul>	<ul style="list-style-type: none"> <li>Bylaw changes required</li> </ul>	Medium – Long

# Recommendations

## Operations

The recommendations relating to Operations are as follows:

#	Summary	Description	Technology / Tools	Bylaw Changes	Time-frame
1	Develop a new IT Strategy and modernize operations by better leveraging technology, at all three levels	<ul style="list-style-type: none"> <li>• Create a new Director of Technology position to assist in clarifying business requirements, developing and implementing an IT Strategy, and modernizing operations.</li> <li>• Create an IT Strategy that is reflective of the needs of the Association, at all three levels, and looks for opportunities to collectively leverage technology.</li> <li>• Key related activities could include:               <ul style="list-style-type: none"> <li>○ understand the organization's business strategy and how it translates to technology drivers;</li> <li>○ conduct a baseline assessment of the current state across the organization.</li> <li>○ scan related industry and technology trends;</li> <li>○ develop a future state (i.e. 3 – 5 years out) for IT to support the CHBA;</li> <li>○ assess options to close the gap and formulate recommendations to achieve the future state (including corresponding cost estimates); and,</li> <li>○ develop a transition strategy and plan.</li> </ul> </li> <li>• Determine funding strategy for related investments.</li> </ul> <p><u>Note:</u> There are also linkages and dependencies to Structure Recommendation #1 and Operations Recommendation #2.</p>	<ul style="list-style-type: none"> <li>• Technology strategy</li> <li>• Common systems</li> <li>• Shared infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	Medium – Long



# Recommendations

## Operations (continued)

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
2	Create an integrated membership database and enable member relationship management processes via technology enablers	<ul style="list-style-type: none"> <li>• A specific component of an IT strategy that should be considered is the technology that supports “member relationship management.”</li> <li>• Tracking membership would be easier though on-line membership registration and managing an integrated membership database nationally.</li> <li>• Consider leveraging existing investments in member databases from select provincial HBAs to see if they can be scaled for national use.</li> <li>• Explore online fee collection to simplify the collection and distribution of membership fees.</li> <li>• Assess the business case for a member management system. Examples of functionality that other national, member-based not-for-profits are introducing include:               <ul style="list-style-type: none"> <li>○ Member Management (e.g. Contact Management, Web Self-Serve, Correspondence, Activity and Calendar Management)</li> <li>○ Membership Administration (e.g. Registration / Order Management, Membership Dues Management)</li> <li>○ Member Service (e.g. Inquiry Management, Member Feedback Management, Forums)</li> <li>○ Event and Program Management (e.g. Program Administration, Registration, Venues / Facilities, Agendas / Speakers)</li> <li>○ Account Management (e.g. partners, groupings of contacts (such as committees and councils))</li> <li>○ Campaign/Communications Management (e.g. email, print and web campaigns/communications)</li> </ul> </li> </ul> <p><u>Note:</u> It is recognized that there would be a need to accommodate members who were less comfortable with online transactions, for a transitional period.</p>	<ul style="list-style-type: none"> <li>• Member Database</li> <li>• Online fee collection</li> <li>• Potential Member Management System</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	Medium - Long

# Recommendations

## Operations (continued)

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
3	Emphasize national-level government relations	<ul style="list-style-type: none"> <li>The National level should focus on strengthening political and senior official relationships, and on further demonstrating the value of these activities through better communicating efforts and results to other HBAs members.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Medium - Long
4	Strengthen branding alignment across all three levels of the Association	<ul style="list-style-type: none"> <li>Implement better aligned branding, across all three levels.</li> <li>Clarify the potential for sub-branding or co-branding, as required.</li> </ul>	<ul style="list-style-type: none"> <li>Branding templates</li> </ul>	<ul style="list-style-type: none"> <li>Bylaw changes may be required</li> </ul>	Medium
5	Develop and implement a new National Communications Strategy	<ul style="list-style-type: none"> <li>Develop and publish a new National communications strategy for communicating with other HBAs and members.</li> <li>Clarify approaches to build from concise summaries, and summary-level messaging, with the ability to 'drill in' to content of interest, as required.</li> <li>Fully consider opportunities to leverage social media for both communications and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Communication strategy</li> <li>Communication Guidelines &amp; Templates</li> <li>Social media strategy</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Medium - Long
6	Strengthen conference planning and coordination	<ul style="list-style-type: none"> <li>Improve conference planning - timing, topics, location.</li> <li>Conference planning committee should solicit comments from <i>all</i> members on how the conferences should be run (i.e. not just from those who attended previously).</li> </ul>	<ul style="list-style-type: none"> <li>Electronic survey</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Quick Win

# Recommendations

## *Fiscal Capacity*

The recommendations relating to Fiscal Capacity are as follows:

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
1	Review the national budgeting process	<ul style="list-style-type: none"> <li>Review budgeting process to ensure an accurate assessment of future financial conditions and move process closer to fiscal year-end to ensure accuracy.</li> <li>Align fiscal cycles with the budgeting process and ensure this is consistent across the Association to ease financial management.</li> <li>Review national financial plans yearly for alignment with strategic priorities.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Quick Win
2	Build on mechanism(s) to share innovative ideas for non-due revenue activities and to assess alignment with related Guiding Principles	<ul style="list-style-type: none"> <li>Leverage the innovative ideas for non-dues revenue activities that exist in individual HBAs</li> <li>Leverage the Guiding Principles and related tools/templates that have already been developed.</li> <li>Create a mechanism or new internal campaign to identify, review, and share existing or additional ideas for new sources of non-dues revenues.</li> <li>Leverage the EO Council to review opportunities and use the non-dues revenue guiding principles to assess the appropriateness of all new ideas.</li> </ul> <p><u>Note:</u> As per the related policy, these non-dues revenues are to be focused on enhanced member services, not operational expenses.</p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Short
3	Strive to strengthen the competencies or designations for key financial Board roles at all levels, over time	<ul style="list-style-type: none"> <li>Strive to select new Treasurers with the appropriate financial background or designations, at all levels.</li> <li>Develop a training program to equip treasurers with to effectively complete their role.</li> </ul>	<ul style="list-style-type: none"> <li>Treasurer training program</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	Medium

# Recommendations

## *Fiscal Capacity (continued)*

The recommendations relating to Fiscal Capacity are as follows:

#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
4	Develop a National Revenue Enhancement Strategy to strengthen sustainability and in recognition of the need to fund required investments	<ul style="list-style-type: none"> <li>Consider how to drive further membership growth and to sustain member retention.</li> <li>Confirm that there is no “revenue leakage” relating to unpaid member dues.</li> <li>If other strategies are insufficient to fund strategic priorities, new investments relating to review recommendations, and inflation, consider a one-time increase in National dues to:               <ul style="list-style-type: none"> <li>enhance sustainability;</li> <li>fund Vision Action Plan priorities; and,</li> <li>fund new priorities, including technology introduction to modernize aspects of operations.</li> </ul> </li> <li>Consider updating bylaws to include an inflation adjustment that may only be rolled out periodically.</li> <li>Need to be mindful of the timing of any national increase in member dues, relative to potential increases at other levels.</li> <li>Members must perceive an incremental increase in member value relative to any increase in membership dues. Consider tying any incremental fees to specific advancements or priorities to demonstrate incremental value.</li> </ul> <p>Note: It is recognized that further efficiencies may be possible over time; however, most efficiencies would be realized only with the introduction of new practices and technology enablers which would require upfront investment.</p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Bylaw changes required</li> </ul>	Medium

# Recommendations

## Succession

The recommendations relating to Succession are as follows:

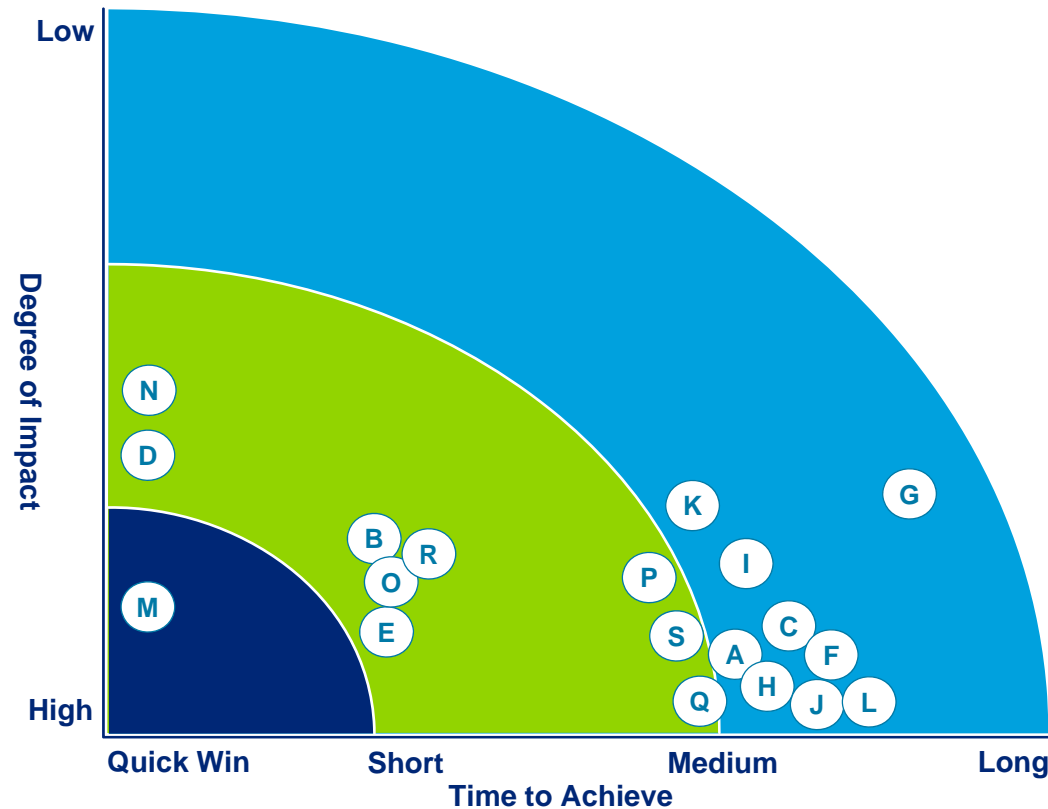
#	Summary	Description / Elements	Technology / Tools	Bylaw Changes	Time-frame
1	Extend senior-level staff succession planning for key staff to all levels	<ul style="list-style-type: none"> <li>• Leverage the defined process and approach (including the allocation of required finds) from the National level.</li> <li>• Extend the introduction of the process for key senior staff at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning process</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	Short
2	Build on existing practices to enhance EO orientation, to support greater participation at the EO PD Forum, and to establish other mechanisms for knowledge-sharing	<ul style="list-style-type: none"> <li>• Build from existing practices, promote awareness and increased participation, and establish additional mechanisms (e.g. webinars).</li> <li>• Address the low participation at the Executive Officer's Professional Development Forum by either providing support to those EOs who cannot afford to attend or making the forum available via webinar or other electronic means.</li> <li>• Leverage the EOs to develop and deliver a new training package/program for all new EO's when they begin their job.</li> <li>• Provide further mechanisms for sharing and useful tools (i.e. templates, guidelines, starter kits, training, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Webinar</li> <li>• Training package</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	Medium

# Recommendations

## Assessment

The recommendations have been assessed in terms as follows:

- “Degree of Impact” refers to the estimated degree to which a recommendation will benefit members; and,
- “Time to Achieve” refers to the estimated time it could take to implement the recommendation.



Structure
<p>A. Strengthen how the three levels of the Association work together (including increased transparency and by better leveraging technology)</p> <p>B. Clarify President and EO role delineation</p>
Governance
<p>C. Restructure the National Board and reconfigure related bodies</p> <p>D. Appoint the national President and Board members for two-year terms</p> <p>E. Strengthen the orientation program for new Board members</p> <p>F. Develop a formal performance management process for EOs</p> <p>G. Review, update and share by-laws</p>
Operations
<p>H. Develop a new IT Strategy and modernize operations by better leveraging technology, at all three levels</p> <p>I. Create an integrated membership database and enable member relationship management processes via technology enablers</p> <p>J. Emphasize national-level government relations</p> <p>K. Strengthen branding alignment across all three levels of the Association</p> <p>L. Develop and implement a new National Communications Strategy</p> <p>M. Strengthen conference planning and coordination</p>
Fiscal Capacity
<p>N. Review the national budgeting process</p> <p>O. Build on mechanism(s) to share innovative ideas for non-due revenue activities and to assess alignment with related Guiding Principles</p> <p>P. Strive to strengthen the competencies or designations for key financial Board roles at all levels, over time</p> <p>Q. Develop a National Revenue Enhancement Strategy to strengthen sustainability and in recognition of the need to fund required investments</p>
Succession
<p>R. Extend senior-level staff succession planning for key staff to all levels</p> <p>S. Build on existing practices to enhance EO orientation, to support greater participation at the EO PD Forum, and to establish other mechanisms for knowledge-sharing</p>

# Moving Forward

# Moving Forward

## Decision and Approval Process

- As required, the CHBA Board intends to deliberate on the key findings and recommendations, agree on the recommendations it supports, and establish a process to confirm decisions and priorities for moving forward.

## Key Success Factors

In order to successfully move forward, it will be important to consider:

- Alignment is required not only amongst decision-makers but also amongst the leaders and senior staff who will be accountable for overseeing and implementing the required changes.
- Clear plans and accountabilities for implementation are critical.
- While most of the recommendations require an investment of time and effort, the technology-related recommendations in particular will also require funds for planning, implementation, and on-going support.
- In some cases, the recommendations imply the need for corresponding changes to by-laws.
- It will be important to develop an implementation roadmap and plan to implement the required changes, monitor progress against the plan, and report on the status to key stakeholders.
- Some of the required changes will require consideration of the people dimension of change which implies the need for effective change management and communications.



# Appendix A: Current State Profile

# Appendix A: Current State Profile

## *Introduction*

This profile provides a factual description of key characteristics of the current state , across the five focus areas of the review, as follows:

Focus Area	Description
<b>Structure</b>	<ul style="list-style-type: none"><li>• The organizational layout and reporting relationships that guide day-to-day activities.</li></ul>
<b>Governance</b>	<ul style="list-style-type: none"><li>• The manner in which an organization strategically provides its own check and balance system and processes to ensure it operates within its mandate and vision.</li></ul>
<b>Operations</b>	<ul style="list-style-type: none"><li>• Both member-facing services and back office activities conducted in order to fulfill the organization's mandate.</li></ul>
<b>Fiscal Capacity</b>	<ul style="list-style-type: none"><li>• The potential for an organization to generate revenues and/or have sufficient funding to deliver its mandate, based on the characteristics of its operating model.</li></ul>
<b>Succession</b>	<ul style="list-style-type: none"><li>• The strategic process of defining and developing future staff replacements and leaders, particularly at the executive-level of the organization.</li></ul>

# Appendix A: Current State Profile

## Structure

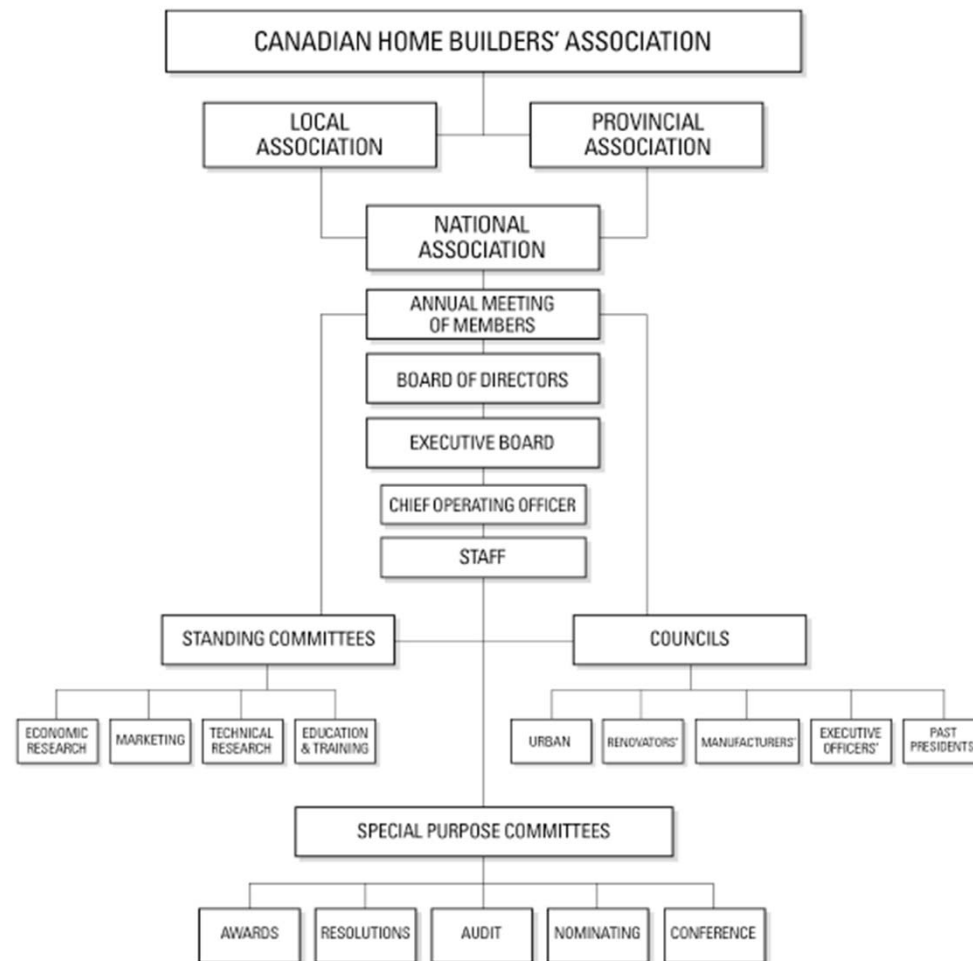
### Current State

#### Overall

- The Association operates at three levels – National, Provincial, and Local
- The day-to-day activities of the Associations are carried out with the assistance of paid staff headed by an Executive Officer. A majority of Associations have at least one full-time staff member.
- The diagram on the right depicts an overview of the organizational, reporting, and financial structure of the CHBA.
- The following pages elaborate on key characteristics of each level of the organization.

#### National

- National councils and standing committees recommend and monitor approved research and projects, receive reports, and discuss issues of interest with other relevant parties who are invited to participate in the meetings.
- The functions of each standing committee is as follows
  - Economic Research: Monitors economic conditions ranging from interest rates to tax policy that affect the industry. Also reviews housing activity forecasts and oversees economic research.
  - Marketing: Members exchange information about local, regional and national market developments and organizes the National Association's marketing activities and consumer campaigns. As well, members identify topics where new home builders and renovators need marketing information.



Source: The Organizational, Reporting and Financial Structure of the Canadian Home Builders' Association, January 2010

# Appendix A: Current State Profile

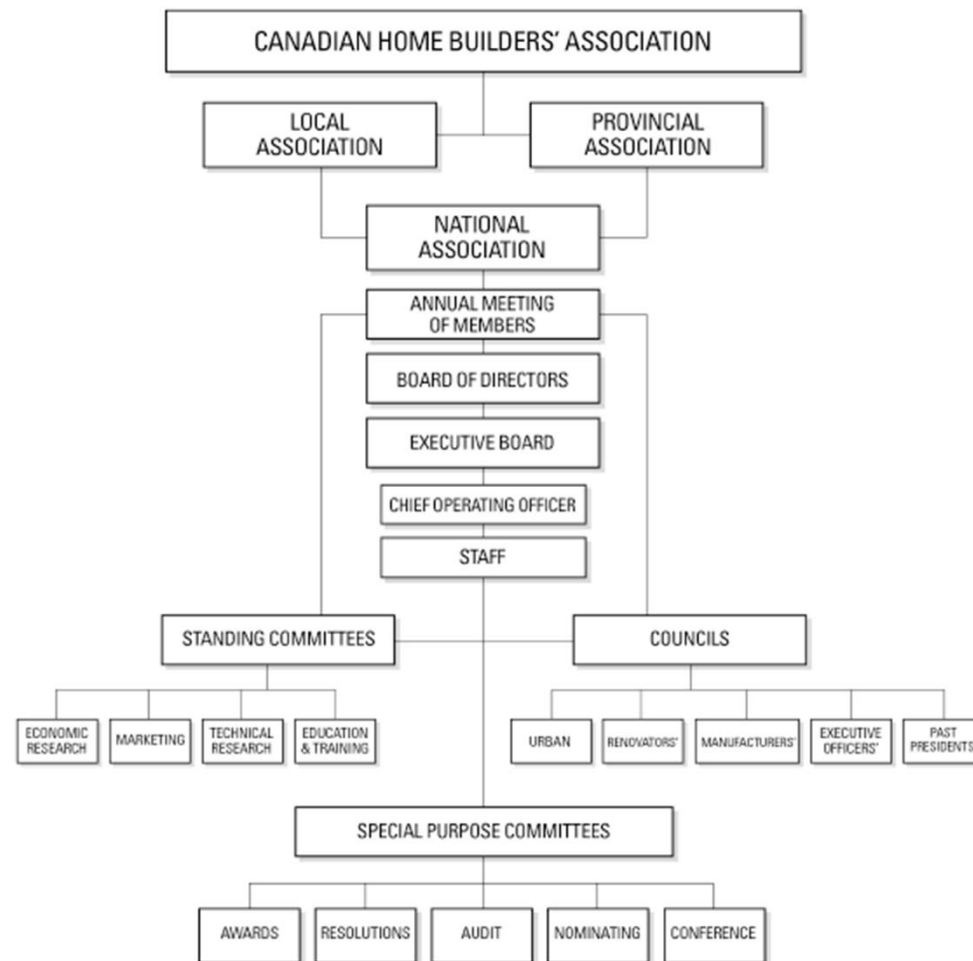
## Structure (continued)

### Current State

- Technical Research: Deals with issues related to codes, building and fire regulations, new technology, research and development priorities and the R-2000 Standard.
- Education and Training: The residential construction industry's forum to address: skilled labour force development; professionalization of the residential construction industry; course development and delivery; workplace health and safety.
- In addition, there are three Ad Hoc Committees:
  - Provincial Presidents' Forum
  - Vision Action Committee
  - R-2000 Builders' Committee
- There are eight paid executive positions and five support positions at the national level.

### Provincial

- There are eight Provincial Associations (i.e. Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario, and Saskatchewan).
- The seats reserved for the Provincial Associations at the National Board are as follows:
  - Ontario: 3 seats
  - British Columbia, Alberta, Saskatchewan: 2 seats each
  - Manitoba, New Brunswick, Nova Scotia, and Newfoundland and Labrador: 1 seat each



Source: The Organizational, Reporting and Financial Structure of the Canadian Home Builders' Association, January 2010

# Appendix A: Current State Profile

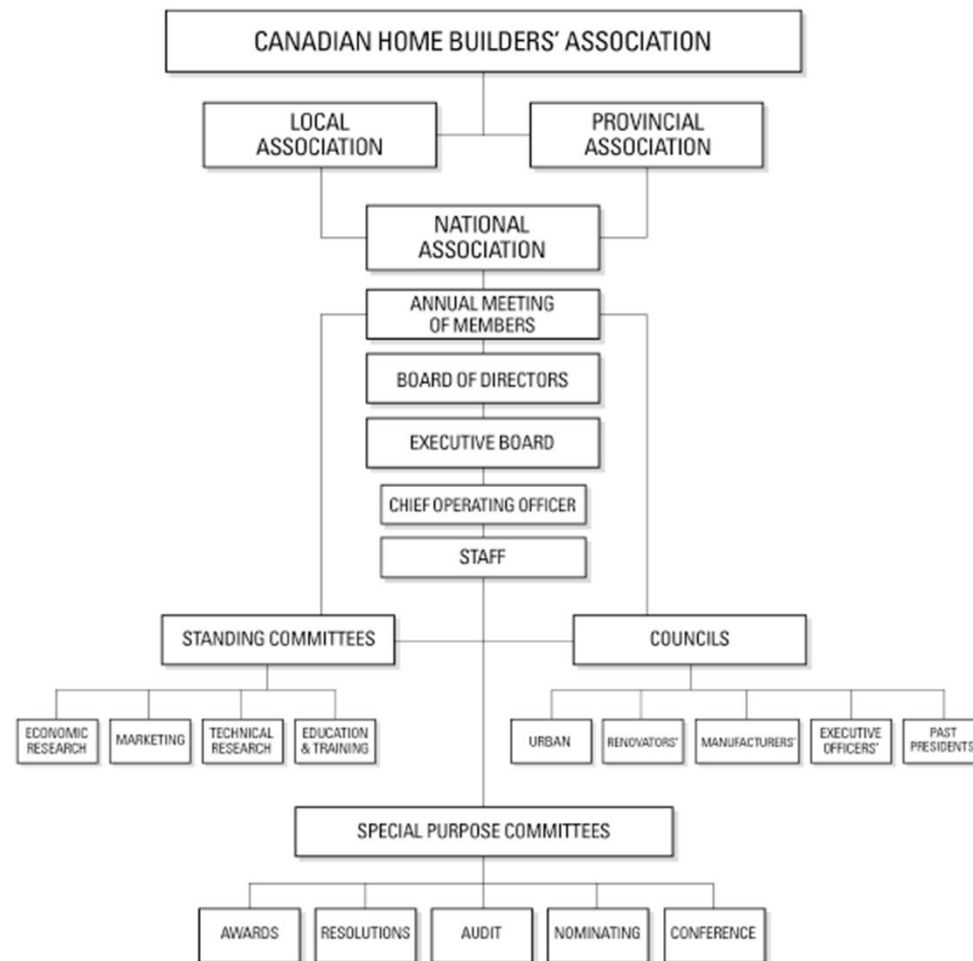
## Structure (continued)

### Current State

- Many of the provinces duplicate a similar committee structure as the national level to investigate issues at the provincial level.

#### Local

- There are a total of 57 Local Associations:
  - 10 in British Columbia;
  - 6 in Alberta
  - 2 in Saskatchewan;
  - 29 in Ontario;
  - 5 in New Brunswick (including PEI);
  - 4 in Nova Scotia; and
  - 1 in Newfoundland.
- Members join at the local level and automatically become members at all three levels.
- In some regions where no Local Association exists, members may join at the provincial level, with mandatory membership at the national level.
- The Local Association collects fees on behalf of all three levels.
- Many of the Local Associations duplicate a similar committee structure as the national level to investigate issues at the local level.



Source: The Organizational, Reporting and Financial Structure of the Canadian Home Builders' Association, January 2010

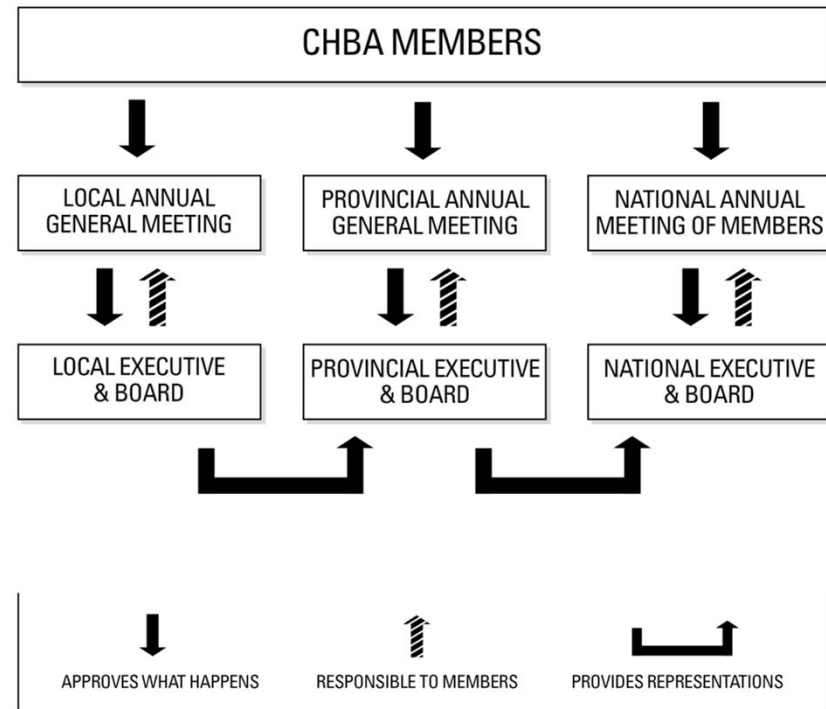
# Appendix A: Current State Profile

## Governance

### Current State

#### National

- The Annual Meeting of Members (AMM), typically held at the time of the CHBA National Conference, is the ultimate decision-making forum of the Association.
- The National Board of Directors is accountable to the members via the AMM. The AMM votes on resolutions as required by the by-laws. It elects the officers of the Executive Board. It is also up to the AMM to ratify the actions of the Board over the previous year.
- The National Board is composed of: members of the Executive Board, representatives from provincial HBAs, chairs of national councils and standing committees, and members of the Urban Council. As of August 2012, there were 52 seats on the CHBA National Board.  
*Source: CHBA Contact Directory*
- The National Board of Directors meets four times per year: Spring, Fall, immediately prior to the AMM, and immediately following the AMM.
- The minutes of National Board meetings are distributed to all provincial and local HBAs (Presidents and EOs).
- The Executive Board is composed of elected officers, the immediate Past-President, the Chair of the Urban Council and up to three presidential appointees.
- The Executive Board meets face-to-face three times per year: Spring, Fall, and prior to the AMM, during the pre-conference meetings, and monthly by conference call.



Source: The Organizational, Reporting and Financial Structure of the Canadian Home Builders' Association, January 2010

# Appendix A: Current State Profile

## Governance (continued)

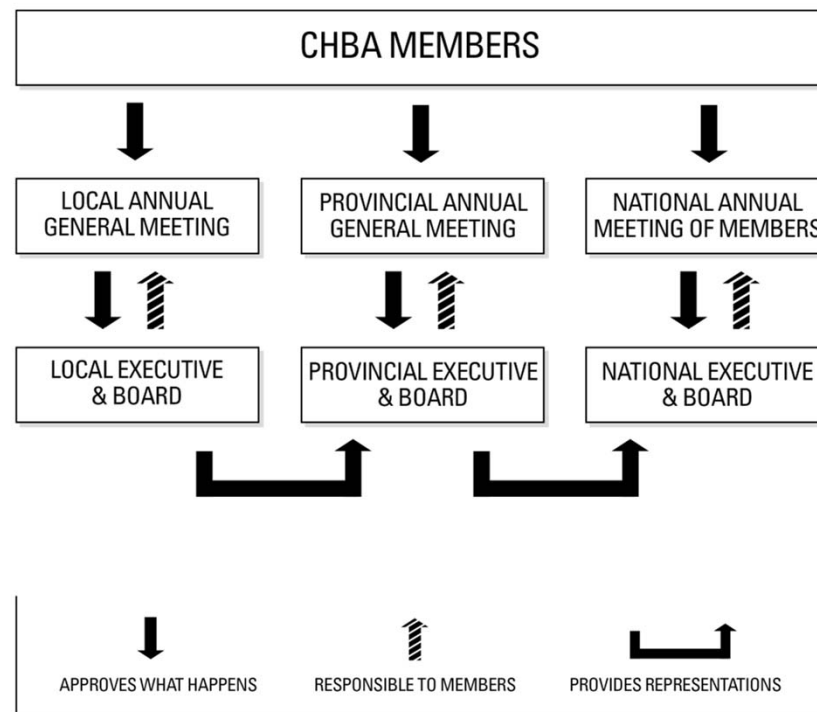
### Current State

#### Provincial

- Each Provincial Association has its own Board of Directors, varying in composition and size.
- Each Provincial Association holds its own annual general meeting, and has its own set of by-laws.
- The Association Governance and Management Manual provides information to Provincial Associations on the governance and management of an association, and what EOs, Directors and Officers are generally expected to do with respect to authority, structure, core procedures, and planning.

#### Local

- Each Local Association has its own Board of Directors, varying in composition and size.
- Each Local Association holds its own annual general meeting, and has its own set of by-laws.
- The Association Governance and Management Manual also provides information to Local Associations on the governance and management of an association, and what EOs, Directors and Officers are generally expected to do with respect to authority, structure, core procedures, and planning.



Source: The Organizational, Reporting and Financial Structure of the Canadian Home Builders' Association, January 2010

# Appendix A: Current State Profile

## Operations

### Current State

#### Overall

- The Association serves over 8400 members across eight provinces and 57 Local Associations.
- The Association's mission is "to be the voice of the residential construction industry in Canada; to achieve an environment in which our members can operate profitably; and to promote affordability and choice in housing for all Canadians." *Source: CHBA Website*
- The following is a generalized breakdown of the Association's principal operations and activities at each of the three levels:

#### National

- Advocacy with the federal government
- Research on industry issues
- Development of marketing materials
- Development of educational material
- Exchanging information and facilitating learning through Councils and Standing Committees
- Organizing conferences and awards events
- Promoting professional recognition

### Examples of Association Operations





# Appendix A: Current State Profile

## Operations (continued)

### Current State

#### Provincial

- Advocacy with the provincial government
- Advocacy with the federal government (Provincial MPs)
- Research on industry issues
- Development of marketing materials
- Development of educational material
- Promoting professional recognition
- Organizing conferences and awards events
- Promoting professional recognition
- Media relations and events

#### Local

- Advocacy with municipal governments
- Development of marketing materials
- Development of educational material
- Presenting consumer seminars
- Media relations and events
- Participating in community activities
- Holding social events for members

### Examples of Association Operations

Advocacy -  
Government  
Relations,  
Communications,  
Marketing,  
Media Relations,  
Research

Member Events–  
Local Dinners,  
AGM, Conferences,  
Home Shows,  
Charity Home  
Building, Golf  
Tournaments

Organization Strategy  
and Governance  
Support –  
Committees,  
Councils  
Board Meetings,  
Director Reports

Office Administration–  
Membership Database,  
Budgeting, Human  
Resources, Financial  
Reporting, Performance  
Management, Website

# Appendix A: Current State Profile

## Fiscal Capacity

### Current State

The Association gains revenue through two primary means:

**(i) Dues Revenue** (ie membership fees)

**(ii) Non-Dues Revenue:**

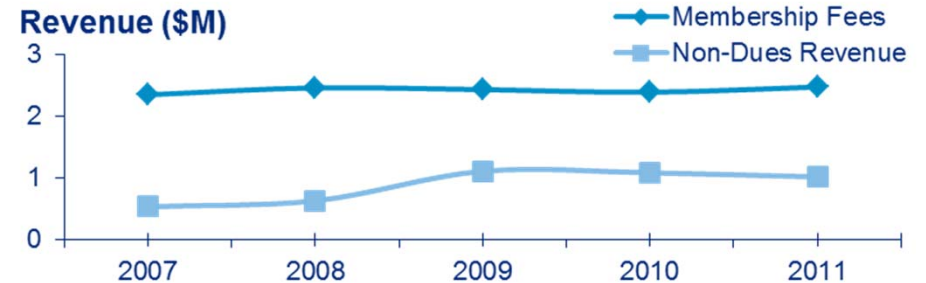
- **National:** Conferences, contract projects, investments, publications, and tax rebates.
- **Provincial:** Conferences, publications, awards nights, education and training programs, sponsorships, investments, and lotteries.
- **Local:** Home shows, parade of homes, golf tournaments, dinner meetings and social events, auctions, award nights, advertising, sponsorship, 50/50 draws, education and training, membership directories, donations, and investments.

A summary of related revenue statistics is as follows:

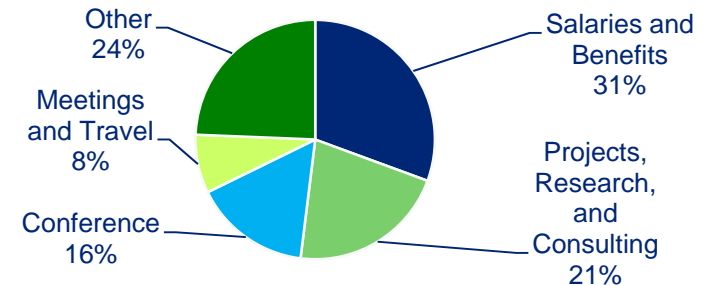
- **National:**
  - \$3.5M total revenue (in 2011), and Non-Dues revenue account for 29% of total revenue
- **Provincial:**
  - Non-Dues revenue account for 55% of total revenue on average (ranging from 2% to 94%)
  - Some provinces have begun to charge membership based on the size of the entity instead of a flat fee.
- **Local:**
  - Non-Dues revenues account for 72% of total revenue on average (ranging from 59% to 92%)

Source: National Financial Statements

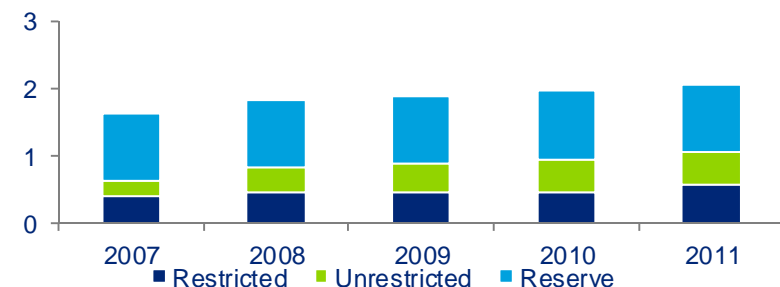
### National Financial Breakdown



### Spend Profile (2011)



### Net Assets (\$M)



Source: National Financial Statements

# Appendix A: Current State Profile

## Succession

### Current State

#### Overall

- Succession planning is different across the three levels of the Association; typical forms are outlined below:
  - Succession of the volunteer staff generally takes the form of a progressive role from Board to Second Vice President to First Vice President to President, and finally to Past President. Some Associations choose to have fewer Vice President positions.
  - Succession of paid staff is done on an ad hoc basis, either through an internal or external search. The internal process consists of examining existing staff who are either subordinates to the current EO or the staff of other Local Associations.

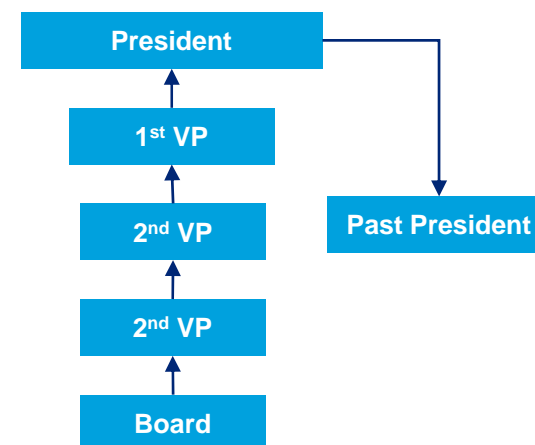
#### National

- The National Association has allocated \$50,000 annually to staff resource and succession planning until and including 2015.  
*Source: CHBA Board of Directors Meeting, Fall 2011*
- The National Association has completed two reports on its activities in relation to succession planning to have a better understanding of the recruitment process for filling senior staff positions.

#### Provincial and Local

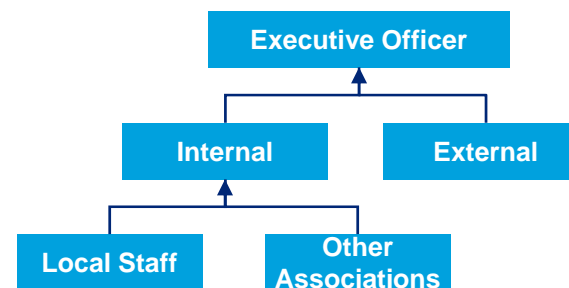
- Provincial and Local Associations do not generally have allocated funds for succession planning.

### Succession of Executive Volunteer Board\* (National Office)



\*Note: Structure varies at Local and Provincial levels based on size of membership and by-laws

### Succession of the Executive Officer\*\*



\*\*Note: Also referred to as the Chief Executive Officer and/or President in select Associations.

# Appendix B: Highlights from Member Survey

# Appendix B: Survey Results

## Summary

### Objective and Survey Design

- The objective of the survey was to complement other data collection and to solicit input on the five focus areas of the review (i.e. structure, governance, operations, fiscal capacity, and succession), from an individual member perspective.
- The survey targeted the general membership of the Association. The survey launched on-line on September 27<sup>th</sup> and closed on October 6<sup>th</sup>. It was sent to 6674 members (as per the distribution list provided) and 412 responses were received (for a response rate of 6.2%).

### Key Survey Findings

- **Structure and Governance:** Respondents appear mixed on the extent to which the Association acts as a single organization, their satisfaction with the three-level structure, and their satisfaction with how they are represented at the National level. Respondents were most satisfied with the effectiveness of their Provincial Board. Respondents appeared satisfied with their ability to have their voice heard at the AMM; those who haven't attended cite their reason for not attending as cost or timing.
- **Operations:** Respondents appear to be generally satisfied with advocacy efforts, and satisfaction increased as a member's connection to the Association became closer (i.e. from National to Local). Respondents appear to be very satisfied with the information and services they receive from the Local level, while less so at the National and Provincial levels. A majority of respondents (73%) have not attended a National Conference; those who haven't attended cite their reason for not attending as cost or timing. However, those who have attended are generally satisfied with the experience. A majority of respondents (60%) have not attended a Provincial Conference; those who haven't attended cite their reason for not attending as cost or timing. However, those who have attended are generally satisfied with the experience.
- **Fiscal Capacity:** Respondents appear mixed on their satisfaction with the value they receive for their membership, while the majority of respondents believe the Association is fiscally sustainable.
- **Succession:** Respondents appear mixed on their satisfaction with succession planning. Just over half of respondents have been a volunteer for the Association, with interest and networking being cited as the top two reasons for becoming a volunteer; time commitment is the main reason cited for not becoming a volunteer.
- **Other Considerations:** In response to the open-ended question, advocacy, coordination, and communication improvement were cited most as areas where improvements could be made.

# Appendix B: Survey Results

## Overview

### Objective

- The objective of the survey was to solicit input on the following five focus areas of the review, from an individual member perspective relating to:
  - Structure
  - Governance
  - Operations
  - Fiscal Capacity
  - Succession

### Survey Approach

- The survey targeted the general membership of the Association. It was sent to 6674 members.
- The survey received a response rate of 6.2% or 412 responses.
- The survey launched on-line on September 27<sup>th</sup> and closed on October 6<sup>th</sup>, giving respondents seven (7) business days to complete the survey.

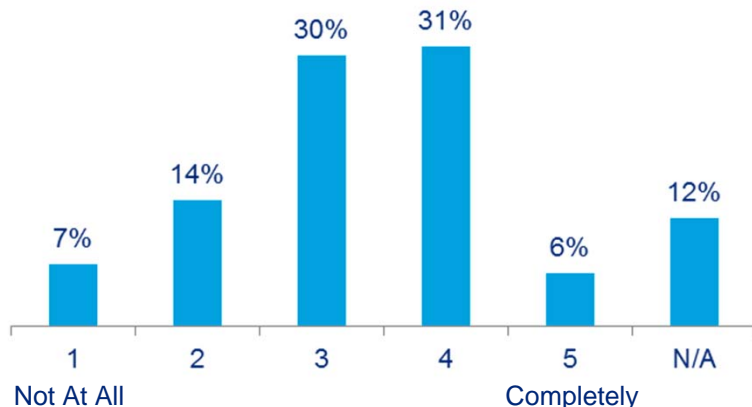
### Respondent Profile

- A majority of respondents operate in Ontario, Alberta, and/or British Columbia, which represented 35%, 34%, and 24% of respondents respectively.
- 44% of respondents describe their core business as either new home builder or renovator; 30% as either trade contractor or service provider / professional; and 26% as either manufacturer, financial institution, warranty provider, or other.
- 54% of respondents have between 1 and 15 employees work for their company; 29% of respondents have between 15 and 100 employees work for their company; and 17% of respondents have greater than 100 employees work for their company.
- 40% of respondents have been a member of the Association for 15 years or more, while 60% have been a member of the Association for less than 15 years.
- 47% of respondents are over the age of 50, while 47% are between 31 and 50, and only 6% are under 30 years old.

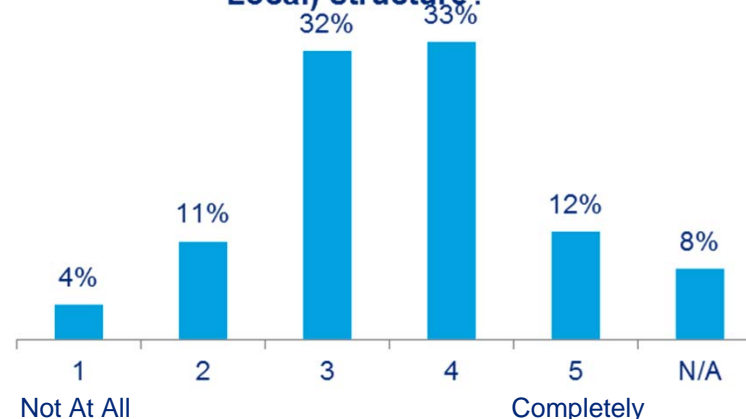
## Appendix B: Survey Results

### Structure and Governance

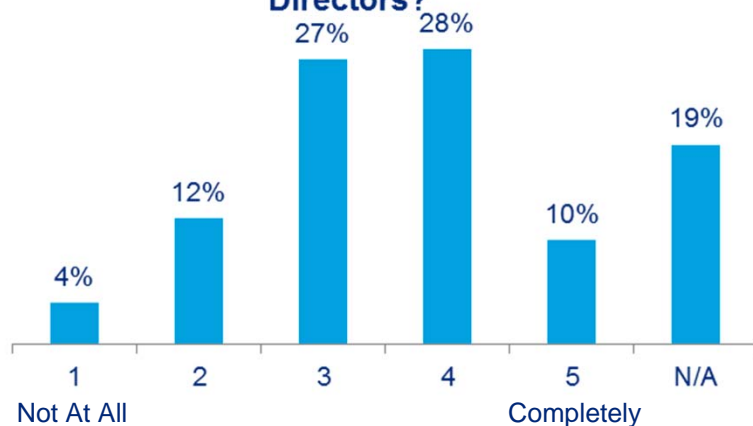
In your opinion, to what extent does the Association act as a single organization with three levels?



How satisfied are you with the current three-level (i.e. National, Provincial, and Local) structure?



How satisfied are you with how you are represented on the National Board of Directors?



#### Observations

- Respondents appear mixed on the extent to which the Association acts as a single organization and their satisfaction with the three-level structure.
- 51% of respondents rated the cohesiveness of the Association on the lower end of the scale (i.e. 1 – 3), while 37% rate it on the high end of the scale (i.e. 4 – 5).
- 47% of respondents rated their satisfaction with the current three-level structure on the lower end of the scale (i.e. 1 – 3), while 45% rated their satisfaction on the high end of the scale (i.e. 4 – 5).
- 43% of respondents rated their satisfaction with their representation on the Board of Directors on the lower end of the scale (i.e. 1 – 3), while 38% rated their satisfaction on the high end of the scale (i.e. 4 – 5).

## Appendix B: Survey Results

### Structure and Governance (continued)



#### Observations

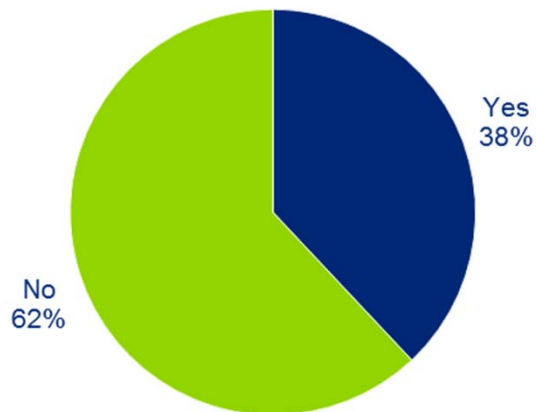
- Respondents were most satisfied with the effectiveness of their Provincial Board.
- 33% of respondents rated their satisfaction with the effectiveness of the National Board as being a 4 or 5.
- 67% of respondents rated their satisfaction with the effectiveness of their Provincial Board as being a 4 or 5.
- 50% of respondents rated their satisfaction with the effectiveness of their Local Board as being a 4 or 5.



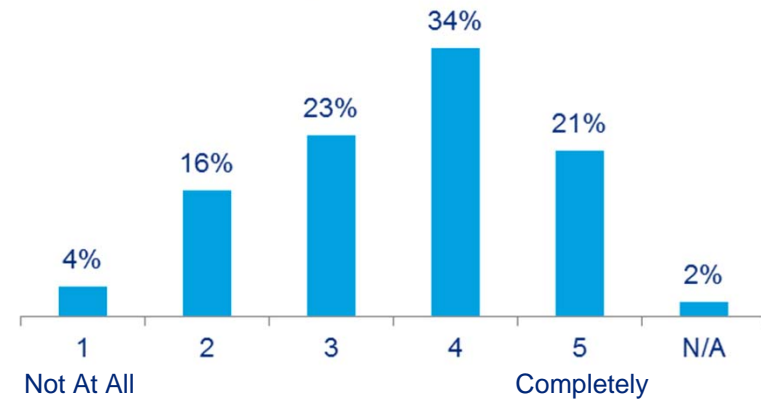
## Appendix B: Survey Results

### Structure and Governance (continued)

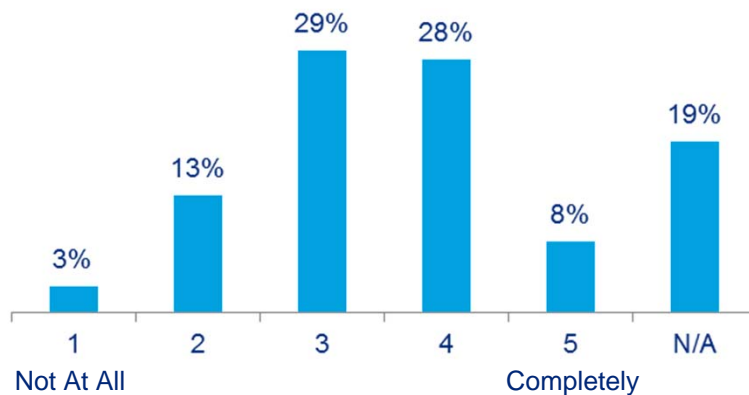
Have you ever participated in an Annual Meeting of Members?



How satisfied are you with your ability to have your voice heard at the Annual Meeting of Members?



How satisfied are you with the effectiveness of the National level Committees and Councils?

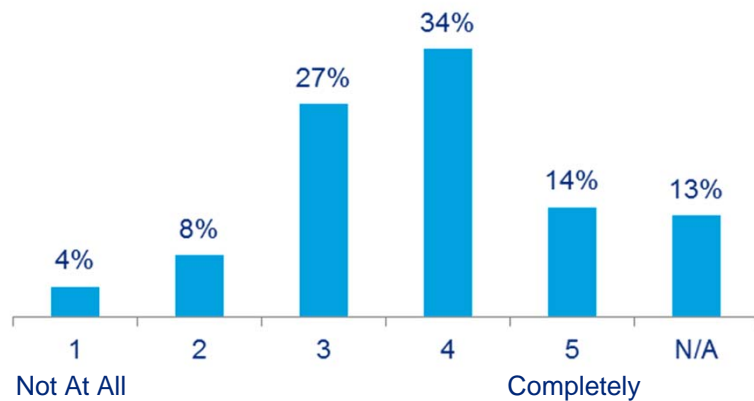


#### Observations

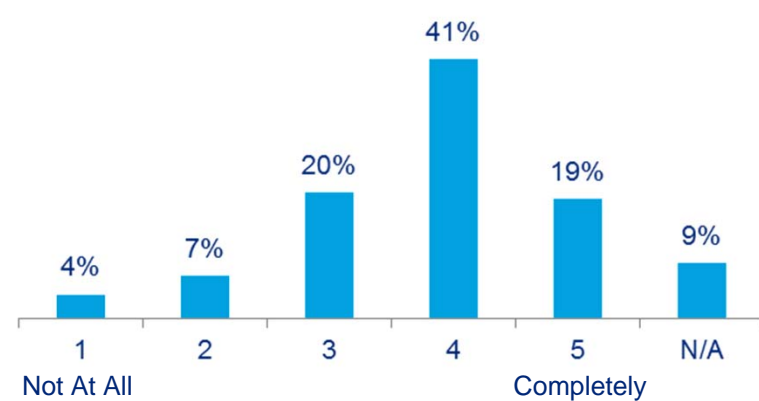
- Respondents appear satisfied with their ability to have their voice heard at the AMM.
- Of the 38% of respondents who have attended an AMM, 55% of those rated their satisfaction with it as being 4 or 5.
- 68% of manufacturer respondents rated their satisfaction with their ability to have their voice heard at the AMM on the lower end of the scale (i.e. 1 – 3).
- 45% of respondents rated their satisfaction with the effectiveness of the National Committees and Councils on the lower end of the scale (i.e. 1 – 3), while 36% rate it on the high end of the scale (i.e. 4 – 5).

## Appendix B: Survey Results Operations

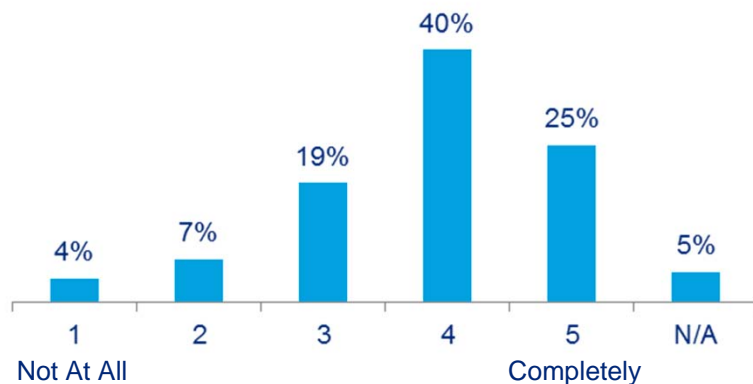
How satisfied are you with the government advocacy efforts of the Association, at the National level?



How satisfied are you with the government advocacy efforts of the Association, at the Provincial level?



How satisfied are you with the government advocacy efforts of the Association, at the Local level?

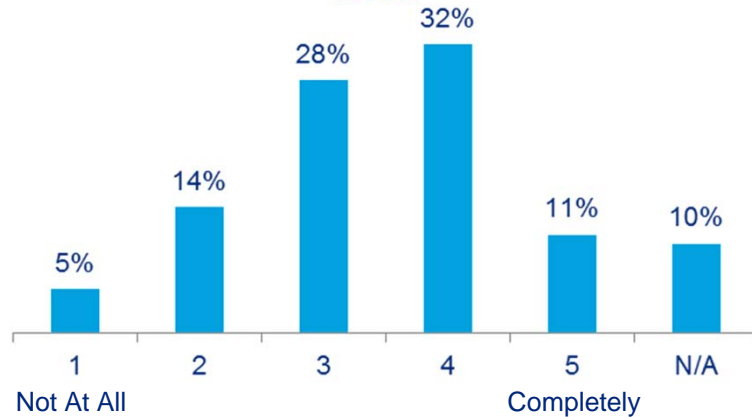


### Observations

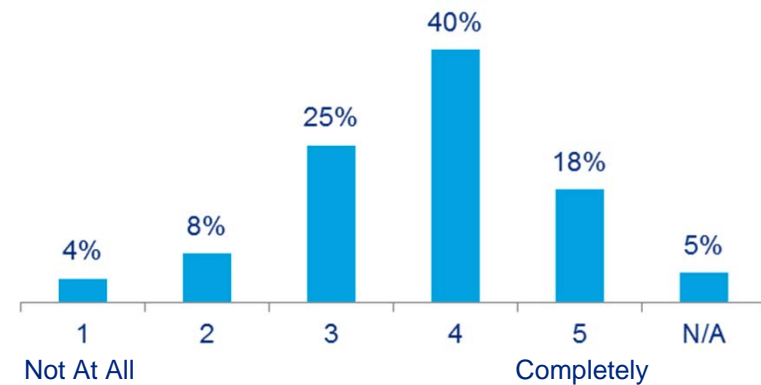
- Satisfaction with advocacy efforts increased as a member's connection to the Association became closer (i.e. from National to Local).
- Respondents appear to be generally satisfied with advocacy efforts.
- 48% of respondents rated their satisfaction with National government advocacy efforts as being 4 or 5.
- 60% of respondents rated their satisfaction with Provincial government advocacy efforts as being 4 or 5.
- 65% of respondents rated their satisfaction with Local government advocacy efforts as being 4 or 5.

## Appendix B: Survey Results *Operations (continued)*

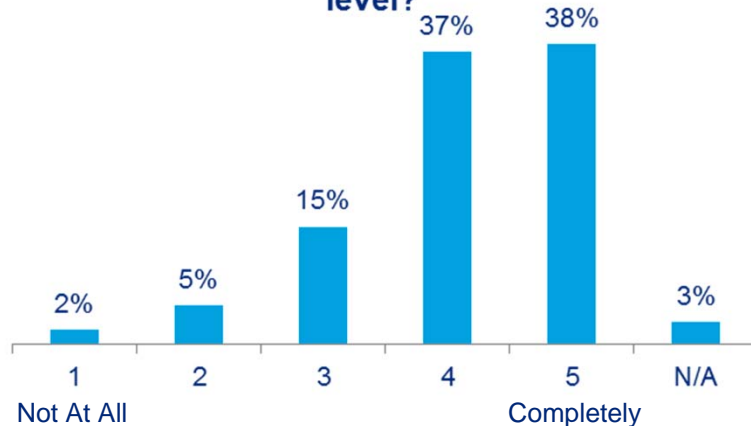
How satisfied are you with the information and services you receive, from the National level?



How satisfied are you with the information and services you receive, from the Provincial level?



How satisfied are you with the information and services you receive, from the Local level?



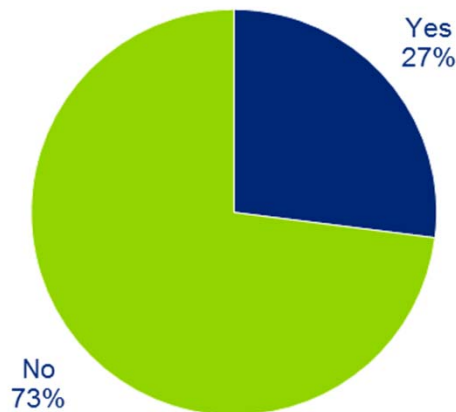
### Observations

- Respondents appear to be very satisfied with the information and services they receive from the Local level, while less so at the National and Provincial levels.
- 43% of respondents rated their satisfaction with the information and services received from the National level as being 4 or 5.
- 58% of respondents rated their satisfaction with the information and services received from the Provincial level as being 4 or 5.
- 75% of respondents rated their satisfaction with the information and services received from the Local level as being 4 or 5.

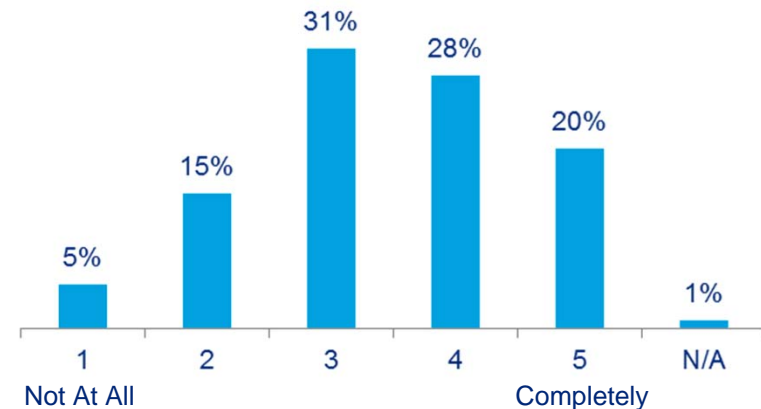
## Appendix B: Survey Results

### Operations (continued)

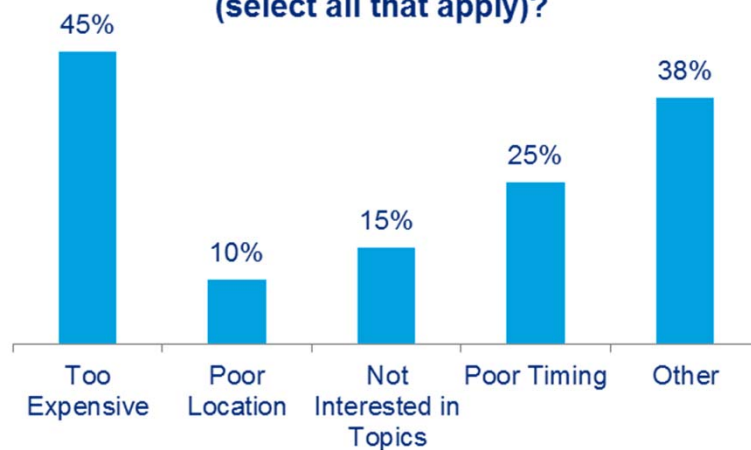
Have you ever attended a National Conference?



How satisfied are you with the National Conferences and other networking events at the National level?



What reason(s) do you have for not participating in the National Conferences (select all that apply)?

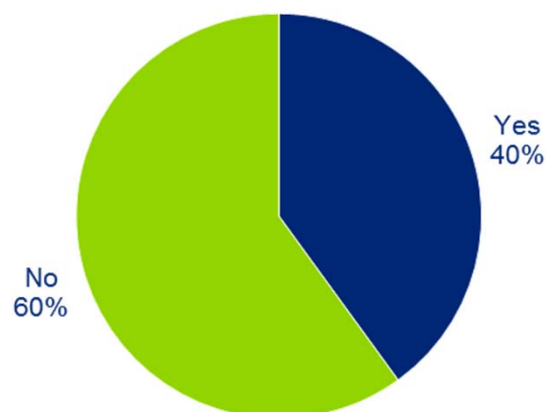


### Observations

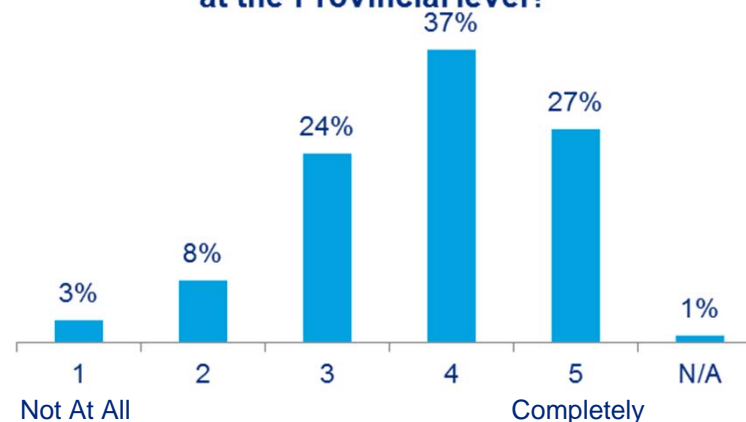
- Of the 27% of respondents who have attended a National Conference, 48% of those rated their satisfaction with it and other networking events at the National level as being 4 or 5.
- Of the 73% of respondents who have not attended a National Conference, 45% of those have not attended because they feel it is too expensive.
- Further analysis revealed that a majority of attendees (~90%) at National Conferences are over the age of 40 and have been a member for 6 or more years

## Appendix B: Survey Results Operations (continued)

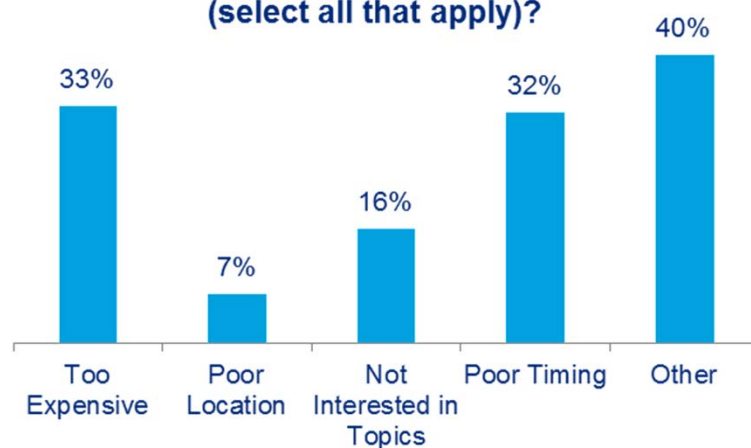
Have you ever attended a Provincial Conference?



How satisfied are you with the Provincial Conferences and other networking events at the Provincial level?



What reason(s) do you have for not participating in the Provincial Conferences (select all that apply)?



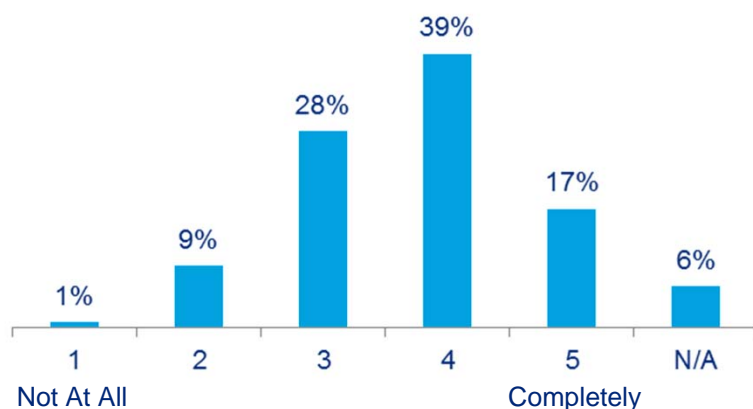
### Observations

- Of the 40% of respondents who have attended a Provincial Conference, 64% of those rated their satisfaction with it and other networking events at the Provincial level as being 4 or 5.
- Of the 60% of respondents who have not attended a Provincial Conference, 33% of those have not attended because they feel it is too expensive while 32% did not attend because of poor timing.

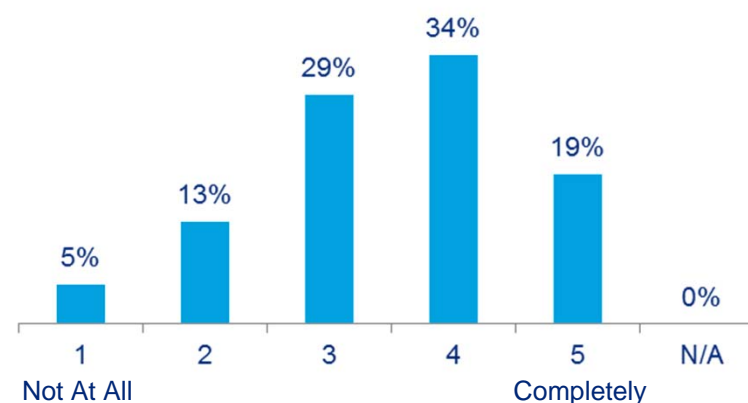
## Appendix B: Survey Results

### *Fiscal Capacity*

To what degree do you believe that the Association is fiscally sustainable?



How satisfied are you with the value offered to you for your membership dues?



#### Observations

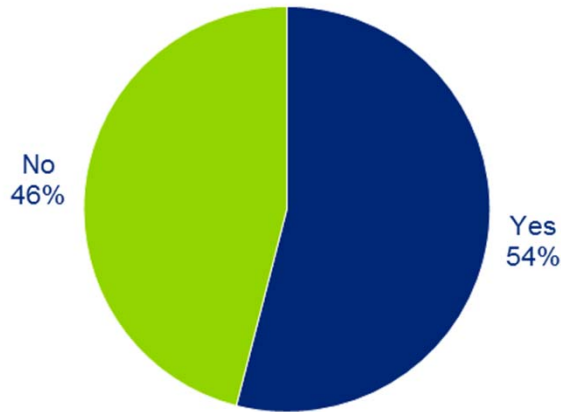
- The majority of respondents believe the Association is fiscally sustainable, with 56% rating it a 4 or 5.
- Respondents appear mixed on their satisfaction with the value of membership, with 47% of respondents rating satisfaction on the lower end of the scale (i.e. 1 – 3), while 53% rate it on the higher end of the scale (i.e. 4 – 5).



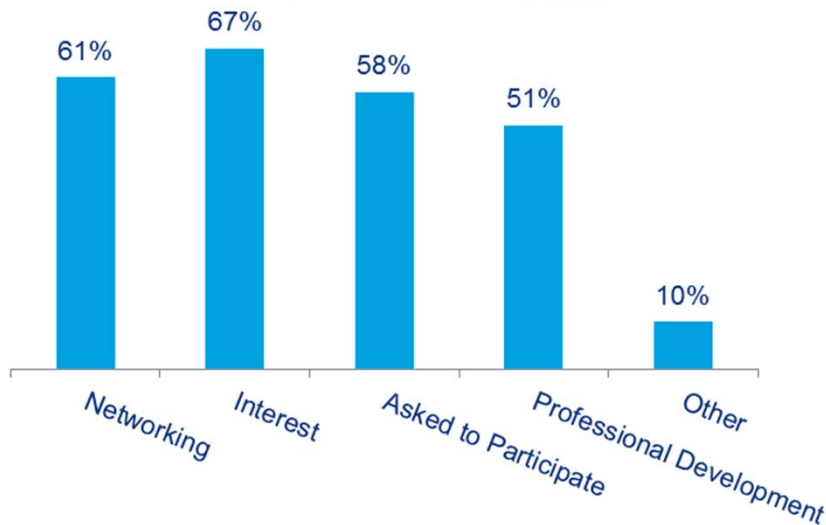
## Appendix B: Survey Results

### Succession

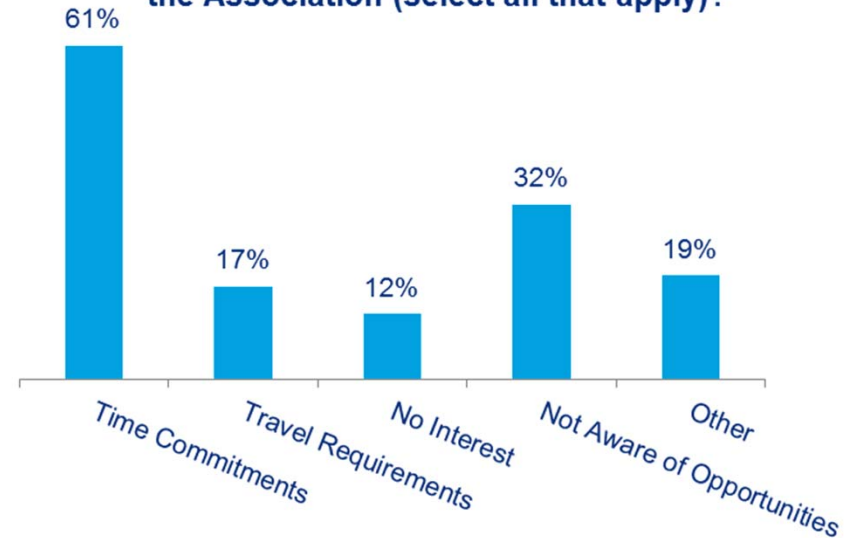
Have you ever been a volunteer for the Association?



What encouraged you to become a volunteer (select all that apply)?



Why have you not become a volunteer for the Association (select all that apply)?

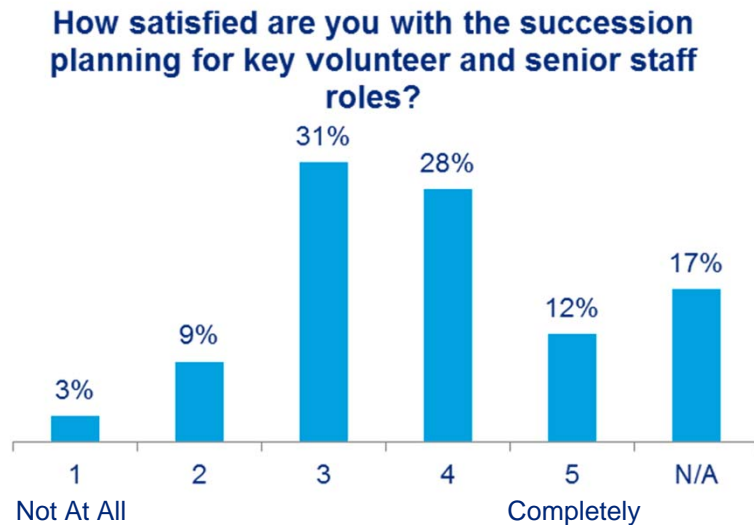


#### Observations

- 94% of those who have been a volunteer for the Association have volunteered at the Local level; 39% at the Provincial level; and 17% at the National level.
- Of the 46% of respondents who have not been a volunteer for the Association, a majority (61%) cite time commitments as the reason for not becoming a volunteer.
- Of the 54% of respondents who have been a volunteer for the Association, interest and networking were cited as the top two reasons for becoming a volunteer.

## Appendix B: Survey Results

### *Succession (continued)*



#### Observations

- Respondents appear mixed on their satisfaction with succession planning, with 43% of respondents rating satisfaction on the lower end of the scale (i.e. 1 – 3), while 40% rate it on the higher end of the scale (i.e. 4 – 5).



# Appendix B: Survey Results

## *Additional Considerations*

The following considerations were derived from the responses to the open-ended survey question, where respondents were asked to highlight any other key considerations they felt were important for the CHBA to consider, in the context of the review. The key themes that were highlighted by members include:

### **Structure**

- **Coordination:** A number of respondents would like to see coordination between the three levels of the Association improve, so that each level is aware of what the other levels are doing.
- **CHBA Visibility:** Respondents suggested that CHBA National staff and volunteers should be more visible at the local level.

### **Governance**

- **Meetings:** Respondents want meeting lengths for Board and Committee meetings to be shorter and more efficient.

### **Operations**

- **Advocacy:** Respondents want to see advocacy at the National and Provincial levels improved.
- **Communication:** Improved communication, specifically with respect to communicating the efforts of the National Association, was suggested by respondents.
- **Public Relations:** Respondents want to see public awareness of CHBA increased through improved public relations and media attention.
- **Printing:** Respondents suggest reducing the amount of printed marketing materials in order to reduce costs for the Association.
- **Technology:** Respondents want to see the Association improve its use of technology, including the use of social media and video conferencing / online training.

### **Fiscal Capacity**

- **Membership Fees:** Respondents that are part of more than one Local Association would prefer not to pay Provincial and National fees more than once.

### **Succession**

- **Volunteerism:** Respondents recognized the efforts and commitment of volunteers and were satisfied with the contributions made by volunteers to the Association.

# Appendix C: Background Documentation

# Appendix C: Background Documentation

## General

- Recommendations Approved at the CHBA Board of Directors Meeting
- The Organizational, Reporting, and Financial Structure of the CHBA
- CHBA BY-LAW No. 1 - Procedural
- CHBA Job Descriptions and Classifications
- Vision Action Plan
- An Assessment of the Value of CHBA Non-Dues Activity and Other Activities of Direct Benefit to Members
- Senior-level Staff Planning - Steps Taken by the CHBA
- CHBA Government Relations Activities and Priorities - An Overview
- Building The Industry - Report of the CHBA Vision Action Committee
- CHBA Membership Trends & Statistics - January 2012
- Interim Report of the Nominating Committee
- Nominations and Elections Protocol
- “Membership Makes a Difference!” Strategy - Update
- CHBA By-laws as of February 2011
- Duties and Responsibilities of members of the CHBA Board of Directors
- Summary Report on Senior-level Staff Planning
- Statement of Principle on Good Governance: Directors’ Duties and Responsibilities
- Non-Dues Revenue Concept Assessment
- CHBA National Education and Training Advisory Committee Briefing Note – Mandate, Priorities, and Objectives
- External Industry Representation – Ensuring the Industry’s Voice is Heard
- Correspondence to members re resolutions, nominations, annual report, etc.
- Protocol of the CHBA Concerning Nominations and Elections
- Terms of Reference for National-level Bodies

# Appendix C: Background Documentation (continued)

## Marketing

- The National Dec 2011
- The National July 2011
- Helping You Build Your Business
- Imagine Your Future in the Residential Construction Industry
- Home Builder Magazine
- External Industry Representation: Ensuring Industry's Voice is Heard

## Information Guides

- How to Manage Risk
- Working with FINTRAC: Information for CHBA Members
- Membership makes a difference
- A Guide to Residential Renovation Contracts
- Effective Financial Planning and Management for Local HBAs
- Homeowners' Guide to Green Renovation
- For the Record: Media Relations Handbook for the HBAs
- Raise the Bar: The Get it in Writing Handbook
- A builder's Guide to Green Product Claims
- Plan for Success: Guide to Organizing a New Homes Month Campaign in your Local HBA
- Working with Professionals: Guide to Organizing a Renovation Month Campaign in your Local HBA
- Leadership in a HBA
- 2007 Municipal Liaison Manual

# Appendix C: Background Documentation (continued)

## Whitepapers

- The Federal Role in Canada's Housing System
- Canada's Housing System: The Public Policy Environment for Housing in Canada
- Management Liability Exposure (Directors and Officers)
- Smart Policy Decisions: Implementing Smart Government in the Housing Sector

## Other Meeting Minutes / Agendas

- CHBA Organization Review Table Officers/Selection Committee - Decision Points
- CHBA Board of Directors Meeting Spring 2012
- CHBA Board of Directors Meeting Fall 2011
- Annual Meeting of Members Draft Agenda for March 16, 2012 in Mont Tremblant, Quebec

## Surveys

- 2001 EO Council Survey
- CHBA Standing Committee and Council Member Survey - Summary Report of Findings
- Survey of Local Home Builder Association Membership Criteria and Review Procedures

## Resolutions

- Call for Resolutions (October 7, 2011)
- Call for Nominations (October 7, 2011)
- Call for Reports for the 2011 Annual Report to Members (October 7, 2011)
- 2011 Resolutions with Annual Meeting of Members Decision and Status Update
- 2002 - 2011 Full Resolutions Packages

# Appendix C: Background Documentation (continued)

## Annual Reports

- 2002 - 2011 CHBA Annual Report

## Financial Statements

- 2002 - 2011 Audited Financial Statements

## Yellow Books

- 2002 - 2011 Yellow Book (Financial Information Booklet)

## Other Financial Information

- Financial Information Booklet for the Period ending December 31, 2011
- Proposed Revised Approved Budget 2012
- Summary Analysis of CHBA Budgets from 2004 – 2012
- Report on CHBA's Financial Status and Outlook

## AMM Meeting Minutes

- Draft Minutes from the February 25, 2011 Annual Meeting of Members
- 2002 - 2011 Minutes from the Annual Meeting of Members

## Board of Director Meeting Minutes

- 2002 - 2011 Minutes from the Pre-AMM Board of Directors Meeting
- 2002 - 2011 Minutes from the Post-AMM Board of Directors Meeting
- 2002 - 2011 Minutes from the Spring Board of Directors Meeting
- 2002 - 2011 Minutes from the Fall Board of Directors Meeting

**Deloitte.**