



CANADIAN
HOME BUILDERS' ASSOCIATION
BRITISH COLUMBIA

The Voice of the Residential Construction Industry in BC

Strategic Plan

2017-2020



View from the president

These are exciting times for the Canadian Home Builders' Association of British Columbia (CHBA BC). Both the residential construction industry and the association's landscape are evolving and the staff and volunteer leadership understand that to thrive in the future, CHBA BC itself must also make some changes so that it may continue to deliver tangible value to its stakeholders.

CHBA BC contracted The Portage Group (TPG) to facilitate and support the development of a dynamic and forward-thinking strategic plan for the 2017-2020 planning horizon. In preparation for the strategic plan development process, in-depth telephone interviews were conducted with twelve (12) internal stakeholders that included members as well as local and provincial board leaders from across the province. This research is summarized in the CHBA BC Interview Report, under separate cover.

Members from the CHBA BC board, committee chairs and others met August 28-30, 2017, to discuss the implications of the research findings and to develop a forward-thinking strategy to guide the association into the future.

"In preparation for the strategic plan development process, in-depth telephone interviews were conducted"

I want to thank my fellow board and committee members for their participation and commitment that produced this new vision and plan.



Lynn Harrison
President 2017-2018

Message from the CEO

This new Strategic Plan 2017-2020 will steer CHBA BC's direction for the next several years, and will position the association to reach new heights.

Developing this new plan was an exercise in creativity. All participants were encouraged to contribute fresh ideas that would help set the stage for a new strengthened direction.

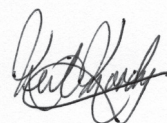
Government and public relations were identified as the top priority area for members. This plan recognizes its importance and includes measures to further enhance activities and raise the profile of the association. This will benefit both the association and members at large in their communities.

Achieving the goals identified in this new plan will require focus, commitment, and resources. There will be challenges – both ongoing and new – that

will call for our attention, tenacity and resolve given the ever-changing landscape of regulatory requirements and government policy. We are committed to meet those challenges and take the steps required to make this vision a reality.

"Government and public relations were identified as the top priority for members."

I want to thank all those involved for their unwavering commitment to help create this new strategic plan. I look forward to working with you to put the plan into action.



Neil Moody
CEO

A bold new vision for CHBA BC

CHBA BC Vision

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

CHBA BC Mission

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

The CHBA BC vision and mission statements were revised to reflect the organization's active shift toward industry leadership and innovation. It was also amended to include specific reference to the public as a key stakeholder group for the organization.

Who CHBA BC serves

Several stakeholders are impacted by the work CHBA BC does, including:

- BC's nine (9) local home builders' associations and their respective members
- Government
- Homebuyers, home owners and the public
- Media and other organizations



Increasing member value

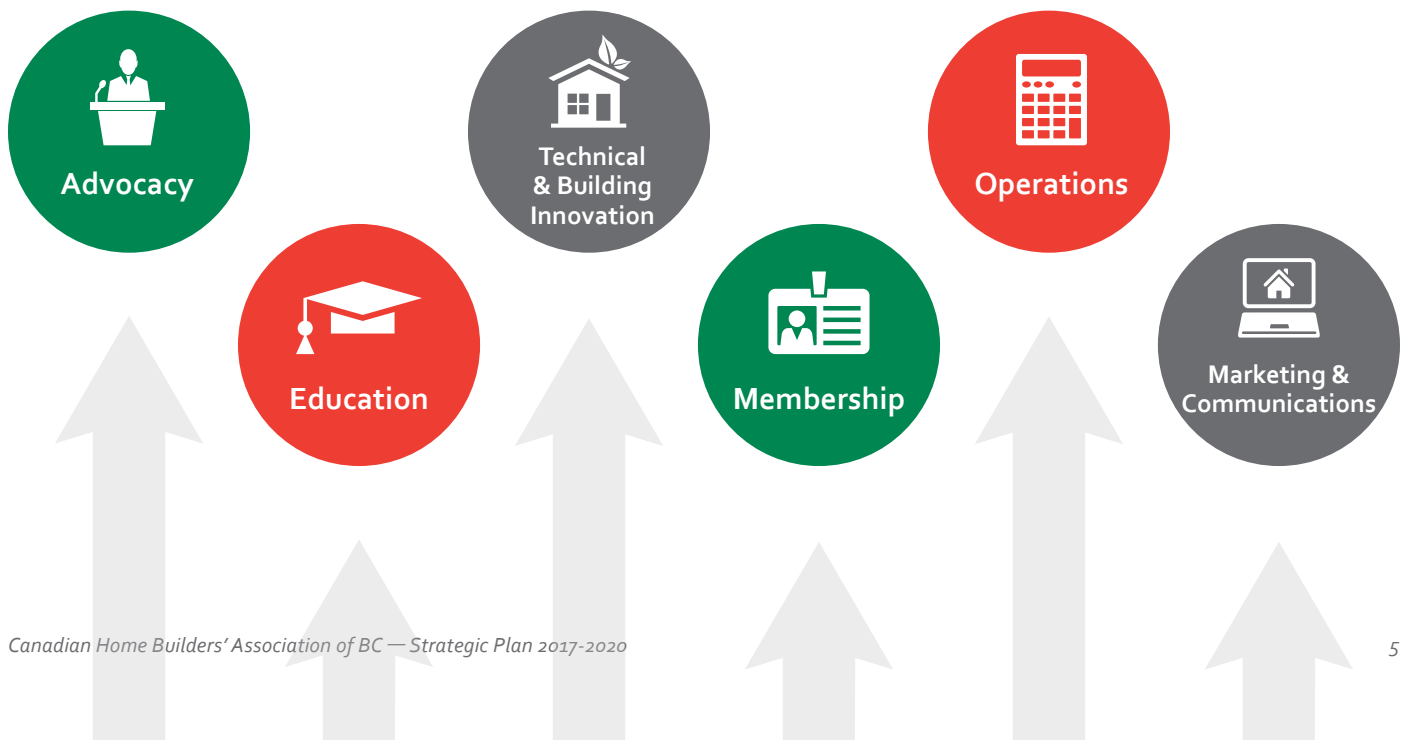
The following benefits were identified as key elements of CHBA BC's value proposition:

- ✓ Recognition as an innovative, leading industry association.
- ✓ Recognition as the true voice of the residential construction industry, delivering strong and results-driven government advocacy at all levels.
- ✓ A go-to resource for builders and government for information, resources, education and technology/environmental expertise.
- ✓ Creating an environment where consumers seek out CHBA BC members for building and renovation work.
- ✓ A leader in builder education that reflects the current nature of construction and emerging technology.
- ✓ Increasing business opportunities for members as a resource and connection point for builders, renovators and suppliers.
- ✓ Providing strong leadership and partnership to support the work of local associations.



CHBA BC strategic priorities

CHBA BC's strategic priorities have evolved from the last strategic plan to reflect an increased focus on the organization's core 'lines of business.' Two additional functional priorities were identified as strategic drivers of the association's overall success. CHBA BC's new strategic priorities reflect an increased emphasis on advocacy to the public, in addition to a continued focus on government. It also reflects a more active membership focus, as well as emphasis on innovation and building technology.



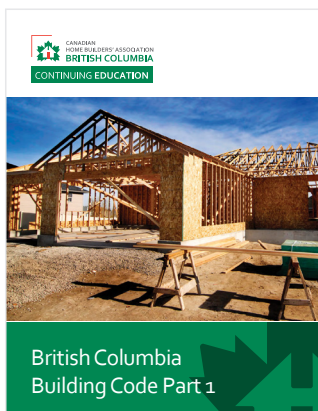
Strategic Priority #1: Advocacy

Advocacy and having their interests represented continues to be a top priority and reason why members belong to CHBA BC. This priority area has expanded beyond the previous focus on government relations to include public relations initiatives.



Strategic Priority #2: Education

Leveraging CHBA BC's success and continuing to raise the bar in providing timely and high-quality education will be continued priorities for the association over the course of the plan.



Strategic Priority #3: Technical & building innovation

Considering the significant and continuous changes in technical & building innovation, CHBA BC has included this as a new strategic priority area to reflect its intent to provide continued leadership to the industry as it evolves.

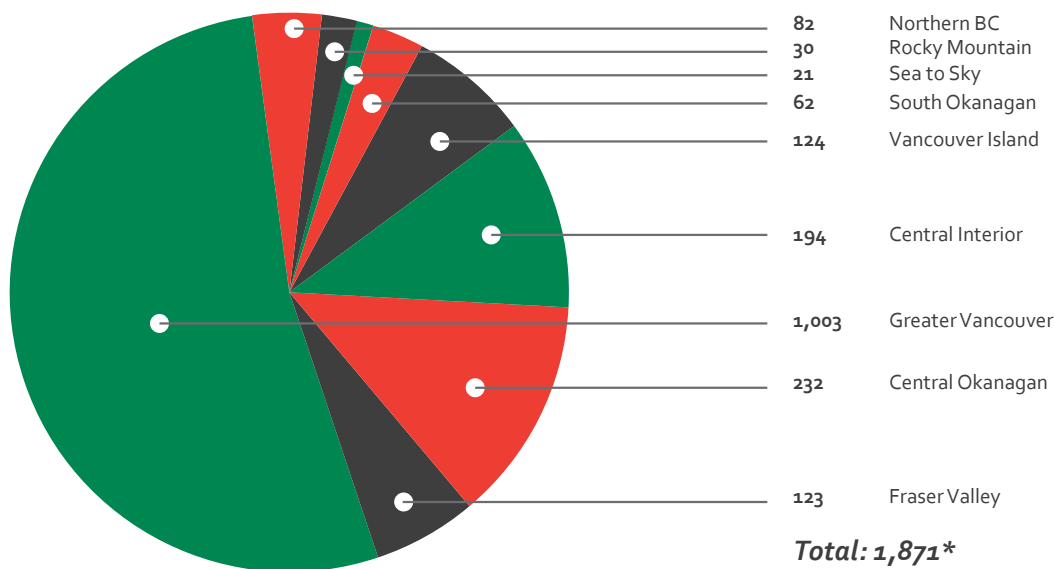
CHBA BC will work to be more involved, be more impactful and effective in the following areas:

- BC Building Code
- Building innovation/building science
- Environmental programs
- BC Energy Step Code



Strategic Priority #4: Membership

A dedicated focus on growing and increasing value to member companies as well as continuing to provide support and alignment where appropriate to CHBA BC local associations were identified as new key priority areas for 2017-2020. The goal will be 2,300 members by 2020.



Strategic Driver Priority #5: Operations (Finance and Governance)

While the first four strategic priorities reflect the 'lines of business' CHBA BC is in, operations (with emphasis on finance and governance) was identified as a strategic driver that will shape the organization's success across these key strategic areas of focus. The specific objectives and strategies for this priority area are still to be developed and will be designed to support the association in achieving its objectives across the key strategic priority areas.

Strategic Driver Priority #6: Marketing & Communications

Effective marketing & communications is a second high-priority driver of CHBA BC's success across its lines of business. Although further development of this priority is needed, increasing media exposure was identified as a high-priority strategy for the organization in the months to come.



Measuring success

2017-2020

Specific targets will be set to support CHBA BC in measuring the success of its 2017-2020 Strategic Plan as it moves from strategy development to implementation. The following areas were identified as areas where success will be measured.

- **Market share of education.**
- **Ensuring an adequate balance of reserve funds while providing additional value to members.**
- **Staff and member/volunteer satisfaction and retention.**
- **Achievement of key government relations goals, which includes a day at the BC Legislature.**
- **Increased brand recognition with consumers.**

Summary

The CHBA BC staff and volunteers have taken some bold new steps to ensure CHBA BC continues to thrive well into the 21st century. The leadership have identified some new and truly innovative strategies that will require ongoing refinement and assessment as the plan is further developed and implemented. Much work is ahead; however, there has never been a more exciting time to be a part of CHBA BC.