

CHBA-NL

Canadian Home Builders' Association – Newfoundland and Labrador

Strategic Plan 2012-15

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The CHBA-NL Board of Directors 2011-12 embarked on a strategic planning process in November 2011 with a professional facilitator. Throughout this process, Board members reviewed the current industry needs, organizational history and discussed the future of CHBA-NL, its membership and consumer needs. The Board provided guidance to the association staff and as a result, a three-year strategic plan was developed along with goals, objectives, targets and initiatives, and a planning review process that includes indicators to determine success.

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1. Executive Summary

This plan highlights CHBA-NL opportunities for future business growth. In addition, it examines the challenges this organization has with the industry, governance, Board vision and the administrative capacity. Board consultation was used as the primary sources of feedback for this strategy; however, there is a need to refine the membership and partnership engagement process so that future strategic plans will encompass a broader scope of the industry representation.

The focus of this Strategic Plan is the creation of new opportunities for the association to improve, grow its membership base, increase consumer awareness throughout the industry and the province. In addition, there is an overview of the current industry; the Strategic Plan includes goals, objectives, targets, and initiatives with expected outcomes that are then identified to address the potential for organizational growth.

The Board will facilitate and solicit the resources necessary to support the implementation of the initiatives and activities outlined in this Strategic Plan.

Future initiatives include training and education (professionalism), partnership development, membership recruitment and retention and advocacy.

2. Introduction

Since 1943, the Canadian Home Builders' Association has been "the voice of Canada's residential construction industry"—one of the most vital and enterprising industries in Canada. Representing more than 8,000 member firms across Canada, CHBA members come from every area of Canada's housing industry - new home builders, renovators, land developers, trade contractors, product and material manufacturers, building product suppliers, lending institutions, insurance providers, service professionals and others.

The Canadian Home Builders' Association is built on a vision and commitment - a vision of a strong and positive role for the housing industry; a commitment to support the business success of our members and their ability to provide affordability, quality and choice for consumers.

Our activities are focused on three key areas:

Achieving a stable business environment for our members. The CHBA is committed to a fair and competitive marketplace, where all members have the opportunity to operate their business profitably.

Promoting and protecting the interests of consumers. The CHBA believes that all Canadians have the right to quality, safe and appropriate housing. We also believe that all Canadians have the right to a reasonable opportunity to own a home.

Supporting the professionalism of our members. Skills, experience and integrity are the cornerstones of professionalism. CHBA provides members with opportunities to learn, grow and take pride in what they do. We believe that the CHBA logo is the sign of Canada's home building professionals.

The Canadian Home Builders' Association is one association representing the residential construction industry and serving our members at three levels. When you join the CHBA in your area, you automatically become a member at the local, provincial and national levels.

Locally. Municipal government liaison, monthly meetings, industry seminars, professional development, marketing campaigns, awards programs members have many opportunities to have their voice heard by government, make business contacts, stay informed and build recognition with consumers.

Provincially. The Association deals with a wide range of provincial government regulations and policies that affect members, their businesses and their customers—from codes and standards, to health and safety, infrastructure financing, the environment and consumer protection. Provincial conferences and awards programs give members an opportunity to meet and network with peers from across the province.

Nationally. At the national level, the CHBA represents and serves the entire membership from coast to coast

2.1 CHBA-NL

Originally called the Canadian Home Builders' Association for Eastern Newfoundland, the organization celebrated its 55th year of operation on November 1, 2011. At the same time, the organization officially became the provincial voice for the residential construction industry and changed its name to Canadian Home Builders' Association Newfoundland and Labrador.

The CHBA-NL's membership includes new home builders, renovators, developers, trades, manufacturers, suppliers, lenders and other professionals - the companies and people who provide Newfoundlanders and Labradorians with quality housing. Members commit to act with integrity and professionalism in all aspects of their companies' operations.

First incorporated in 1956, the Home Builders' Association was first located on the corner of Leslie Street and Water Street from 1988 to April 2000, when land was acquired from NL Housing. On November 10, 2000, the current building was officially opened containing the administrative offices of the Association and a training centre on the lower level. The building was built to showcase R2000 building standards and is a certified R2000 home.

In 2011, membership grew to 203 throughout the province.

The operating philosophy of the association in the past three years has been to increase and maintain finances and membership services. There have been successes in the areas of by-law review, increased revenue and municipal relations. However, there is a desire to overcome the perception that the association is run by an "old boys club." It is acknowledged that past challenges were due to a lack of planning and administrative support. Recently, there is a desire to develop a long-term strategic plan with a focus toward balancing financial success, with membership recruitment and retention while also delivering an informative industry voice that will influence policy.

2.2 Board and Staff

There are a total of thirteen (13) members of the Board of Directors and three (3) administrative staff.

The two (2) executive positions of President and 1st Vice President have automatic succession to the Board without annual election. Eight (8) directors are elected annually at the Annual General Meeting

of the membership for a one-year term (year end October 31). The Past Presidents position is in place for one year following the term of president. There are two (2) ex-officio positions on the Board each from NL Housing and CMHC.

The Board sets policy for the association by undertaking strategic planning for the organization, risk identification and management, ensuring effective management and succession, and communications with members and partners.

CHBA-NL has three (3) core staff that runs the day-to-day operations of the association. The CEO, office manager and a new position of administrative officer created in 2011.

(See attached Organizational Chart)

2.3 Governance Structure

The CHBA-NL's volunteer-driven committees oversee the work of the Association in areas as diverse as technical and economic research, education and training, renovation, the environment, warranty and marketing. Through the voluntary efforts of its members, the CHBA-NL serves both consumers and producers of housing by promoting quality, affordability and choice in housing for all Newfoundlanders and Labradorians.

The Board through its strategic plan – action plan will provide direction for the committees through their individual terms of reference. Each committee operates under a common set of principles approved by the Board. There is at least one Board representative on each committee who is responsible for providing regular updates to the Board. Recommendations by motion are made to the Board.

There are currently 10 committees of the Board (See attached). Members of committees are chosen annually by the incoming President.

This structure has changed over the past five years; over the next couple of years there will be a need to review the structure to ensure high standards of board governance are established.

3. Industry Analysis

As the global economy has been turbulent over the past number of years, Newfoundland and Labrador has remained fairly stable. There was a slight downturn in the residential construction field in 2008-2009, but it has since rebounded. With a 4.4% GDP growth in Newfoundland and Labrador in 2011ⁱ, with an expected increase in 2012, the future only seems to be getting brighter.

In St. John's, over the past 5 years, there has been an average of over 600 homes per yearⁱⁱ. Housing starts were up over 30% within the past 3 years, and average house prices are increasing.

Newfoundland and Labrador is leading the way in Canada with housing prices rising over 15% over the past 2 years, solidifying that Newfoundland and Labrador is becoming more prosperous every year.

In central Newfoundland, it seems that over the past year, there has been a sharp incline in both single-dwelling and multiple-dwelling starts. In Gander, starts increased almost 84% between 2010 and 2011. The largest growth has been in multiple dwelling units. In 2010, 18 multiple dwelling units were constructed, but in 2011, 70 units were started. For single-dwelling units, it increased almost 14%, from 52 units in 2010 to 59 by the end of the third quarter in 2011. Grand Falls-Windsor has seen a decrease

of 20% between 2010 and 2011, moving from 87 single- and multiple-dwelling units to 69 in 2011, the largest decrease was in multiple unit dwellingsⁱⁱⁱ.

In western Newfoundland, there was a slight decrease of 14%. While single-dwelling units increased by 4%, multiple-unit dwellings have seen the opposite effect and have decreased by 71% in Corner Brook^{iv}. In Labrador west, there is an increased demand for housing. Specifically, in Labrador City-Wabush, where the economy is dependent on the Iron Ore Company of Canada and Wabush Mines, they are finding it hard to find homes. Because of the retiring population who decided to stay in Labrador City, new employees who are hired to replace the outgoing employees are finding it difficult and very expensive to find a home^v.

The overall health of the Newfoundland economy is contributing to the local housing market. Steady growth in the population, income and employment results in the increased activity seen in the industry. This is the result of mega-projects such as Hebron and the development of the Lower Churchill which are creating high-paying jobs. Many Newfoundlanders are moving back home from Alberta to continue working in the oil industry. Many housing starts can be attributed to this demographic. The economic outlook for the next few years is very good, although according to CMHC, Newfoundland and Labrador should see a decline in new home construction, moving from 3375 units in 2011 to 2850 units in 2012^{vi}. Continued growth in the industry in the coming years is expected and creative ways to match labour supply to labour demand in the residential construction industry is needed.

Residential construction is seeing an increase in work opportunities. Like most industries, over the next few years, it will be faced with a number of challenges, such as an aging workforce, losing workers to higher paying commercial industries, having a work demand that exceeds local workers and an unstable global economy. The Construction Sector Council's *Looking Forward 2011-2019 Key Highlights* shows staggering figures^{vii}. The major challenge many of the sub-trades will face during the next number of years is the shortage of skilled workers. As an industry, the residential construction field has to find ways to combat these challenges. The Construction Sector Council gives the trades' future two major areas to look for in the coming years^{viii}. The first, which is underway, is the ramp up (2010-2014). This is characterized by the demand for trades workers and the major construction and engineering projects that are beginning or on-going. Between these years, it may be difficult to recruit for many trades as demand will exceed supply. There will have to be alternate ways to get the needs met. Between 2015 and 2019, it will then enter into the wind-down era. The majority of the construction and engineering projects that required the excess workers will be completed or winding down. Then, it will be reality that there will be an excess of once-in-demand skilled trades workers.

One major trend, because of this ongoing and steadily increasing demand, is the push for skilled trade workers. The government is pushing the trades to the province's youth, but is also seeing it as a great opportunity for re-training older workers who are looking for a career change. Programs such as *Try the Trades* is giving underemployed and unemployed youth an opportunity to see the trades as a viable career choice, and giving them the environment to work in this field. According to the National Apprenticeship Survey in 2007, 62% of Journey people said that they completed their certification because they had prior work experience in the field^{ix}. By giving the opportunity for people to try the trade they may want to work in, gives the economy the chance of having higher-educated and skilled workers.

The aging workforce is not an industry-specific issue; this is a wide-spread issue affecting every industry. It is no surprise that Canada has a population that consists primarily of people between the ages of 40-

70. In the next decade, the majority of these people will be entering into retirement age, again leaving a challenge to find skilled trades workers who can replace them.

Another large issue facing the residential construction field is losing workers to often higher-paying commercial jobs. Newfoundland and Labrador has seen a huge out migration issue of skilled trades' workers moving to mainland Canada to work on larger industrial and commercial job sites. With the increase of industrial and commercial construction in Newfoundland and Labrador, making it one of the largest industries to work in, workers are leaving lower-paying residential construction sites to work with larger, higher-paying international and national corporations. This is an issue because not only does it leave the residential construction industry with an increase of work, with a lower amount of workers, it also does not help support the local economy.

Like many industries and countries in the world, Newfoundland and Labrador is not only affected by local situations, but is also influenced by the world economy. Similar to 2008 when the US was hit by a recession, North America and the world felt the consequences. By keeping a keen eye on the global economy and the issues that may impact Newfoundland and Labrador, it may be possible to isolate the issues and industries that are being impacted by the global economy and those that are highly dependent on the local area. Residential construction is a prime example of an industry that is impacted globally, but by-in-large is largely dependent and reflective of the local economy.

4. Methodologies

Strategic Planning is a process that includes research, consultation and future planning.

As mentioned earlier in this report, the Board will mandate its committees to oversee the work of this strategy. The success of the Boards initiatives will be dependent upon the Association's ability to better understand its industry, its challenges, stakeholders/partners and the members. Consultation and engagement will play a significant role in gathering the information needed to succeed.

The 2011/12 CHBA-NL Board took part in a first-time strategic planning process through facilitated sessions with an external consultant (Gerry Curnew) during November 2011. Further consultation was undertaken through industry analysis and feedback received from membership through informal consultation methods by the CEO. This document was drafted by the CEO following an analysis of the organization's strengths, weaknesses, assets and threats.

Annual Planning Process for the Board

November	Orientation and annual review of the Strategic Plan
December	Presentation of Operational Plan and Committee membership
June	Update on Operational Plan presented by CEO

5. Strategic Plan

The Board of CHBA-NL has a primary purpose of setting the strategic direction for the organization and the secondary purpose is to ensure control, that the organization is actually headed in that direction. The third purpose is to define the lines between management and Board responsibilities.

The potential for CHBA-NL has been understood for many years; however, challenges with governance, financial and administrative challenges have prevented full expectations from being realized. The industry has undergone important changes since 2008 which have presented significant opportunities for industry partners and members. The challenge for CHBA-NL is to facilitate further changes in its operations to take advantage of the environment and new activities that will strengthen the industry and promote CHBA-NL throughout the province

This plan will provide direction for the CHBA-NL in its daily operations and long-term vision for the organization. The Board is committed to monitor and evaluate the plan regularly and make changes accordingly.

Strategic Planning is a continuous process throughout the year. A well-defined strategic planning process will empower the Board in its role of governance as it relates to ownership, accountability and leadership. Good strategic planning enables an organization to allocate resources (financial and human) to the most effective purpose.

5.1 Vision, Mission, Mandate

Vision

The Canadian Home Builders’ Association Newfoundland and Labrador (CHBA-NL) is recognized as the voice of the residential construction industry in the province. Our members are professionals involved in all aspects of new home construction and residential renovations, and are dedicated to the business of building affordable, quality homes.

Mission

The Canadian Home Builders’ Association Newfoundland and Labrador (CHBA-NL) is a not-for-profit association whose members include new home builders, renovators, developers, trades, manufacturers, suppliers, lenders, government representatives and other industry related professionals. The association is the voice of the industry advocating on behalf of members. The CHBA-NL offers support and services to members through fostering learning, encouraging excellence, and is committed to providing affordability and choice in housing for all Newfoundlanders and Labradorians.

3.2. Goals, Objectives, Targets and Initiatives

3.2.1 Goal #1 - To influence a positive direction and acceptance within the Industry.

3.2.1.1 Objective #1 – To increase the public profile of CHBA-NL and its members.

Target	Develop a CHBA-NL – Communication Plan / Activities			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
To prepare a communications plan for the Board. In addition, prepare and distribute	CHBA-NL Lead NLH, CMHC, other industry partners and provincial and federal	Spring 2012 – ongoing: The Board will complete an updated Communication	Completed updated Communication Plan and materials.	Development of the communications plan is currently outside of current administrative

<p>communication material annually to its membership, partners, industry and government when appropriate.</p> <p>Website development</p> <p>Create a consultation and engagement process</p>	<p>government departments</p> <p>Members</p>	<p>Plan.</p> <p>In addition, prepare and distribute communication material; website, updaters, newsletters, press releases, forums/ feedback sessions, etc.</p>	<p>Engagement with members and industry players. Identify a strategic approach to issues communication</p> <p>Increased public profile</p> <p>Improve media relations, membership communication and government relations</p>	<p>budget –</p> <p>Seek funding through government and partners on specific communication initiatives</p>
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3.2.1.2 Objective #2 - To promote the professionalism of the builder members

Target	To Create a Master Builder Program and Promotional Campaign			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
<p>To finalize the Master Builder Program that will include a marketing plan</p> <p>To investigate, research RenoMark Program for renovation members</p> <p>Develop an action</p>	<p>CHBA-NL Lead</p> <p>NLH, CMHC, other industry partners and provincial and federal government departments</p> <p>Other CHBA's</p>	<p>Spring 2012 – ongoing: The Board will finalize the Master Builder Program that will include a certification and marketing plan to launch for membership and the industry through a public campaign to highlight why</p>	<p>Completed Program and Certification Process with a marketing campaign</p> <p>Program and implementation of strategy</p>	<p>Outside of current administrative budget –</p> <p>Seek start-up funding</p>

plan to encourage members to build professional labour force through apprenticeship and red seal certification.				
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3.2.1.3 Objective #3 - To become more proactive in advocating industry issues

Target	CHBA-NL – Key Industry Issues Plan / Activities			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
<p>To advocate and develop issue strategies for the following industry related challenges to identify top key issues that the association will advocate in its communications strategy and through media relations.</p> <ul style="list-style-type: none"> -Underground Economy - Government imposed charges -Housing Affordability NIMBY Housing Forum Guest speakers through membership meetings 	<p>CHBA-NL Lead</p> <p>NLH, CMHC, other industry partners and provincial and federal government departments</p> <p>MNL</p>	<p>Spring 2012 – ongoing:</p> <p>Key messages and action plans to communicate with partners and government departments to advocate for change</p> <p>Media releases when issues related to industry</p> <p>Create a forum for discussion and awareness with government partners</p> <p>Provide industry feedback on key</p>	<p>Media attention on top issues</p> <p>Meetings with government representatives</p> <p>Increase public awareness of issues</p> <p>Media attention</p> <p>Public policy debate</p> <p>Helping consumers make good decisions</p>	<p>Within the current budget</p> <p>Seek funding for special projects such as public awareness campaigns for NIMBY</p>

		issues relating to government policy development		
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3.2.1.4 Objective #4 - To promote health and Safety within the industry

Target	CHBA-NL – create a healthy and safe industry			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
<p>To create an industry that is focused on health and safety of its workers</p> <p>Formalize partnership with NLCSA</p> <p>CHBA-NL COR Certification</p> <p>Promote safety through the Awards</p>	<p>CHBA-NL</p> <p>NLCSA</p> <p>WHSCC</p>		<p>CHBA-NL COR Status</p> <p>Increase awareness within membership resulting in growing number of members achieving COR status</p>	<p>Currently within budget</p>

3.2.2 GOAL #2 - To create more programs and services for membership

3.2.2.1 Objective #1 - To develop the strategies to recruit and retain a solid membership base

Target	CHBA-NL Recruitment and Retention plan – increase membership satisfaction			
Initiatives	Supporting organizations and	Timeframe and Board role	Outcomes	Costs

	partners			
Research and plan to recruit new members and retain the members that we currently have	CHBA-NL Members AHW NLCSA	Board Membership and Marketing Committee		May require funds for promotional materials
Review membership benefits and services			More improved membership services in the areas of special offers	
Provincial membership plan			Increased provincial membership	
			Orientation plan for new and returning members	

3.2.2.2 Objectives #2 - To offer training for the industry

<i>Target</i>	<i>CHBA-NL – Training Plan</i>			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
To research and prepare a training plan related to industry needs	CHBA-NL Lead Local educational colleges, AHW training courses, Industry Canada and the Department of Advanced Education and Skills Development	Fall 2012 – ongoing Winter implementation	Membership training plan Increased professionalism within membership and industry	Initial costs User-fee model
Research and identify skill gaps in the current workforce				

To build capacity of the R2000 training by increasing the number of local trainers	Other CHBAs		Delivery of training specific to industry needs not met elsewhere	
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3.2.2.3 Objective#3 To ensure the current and future events remain priority of the Association work

Target	CHBA-NL – EVENTS			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
Home Show	CHBA-NL Lead	Ongoing	Membership showcase	Revenue generating
Housing Forum			Highlight success of industry	
Membership Luncheons			Issues and challenges communicated publicly	
Golf Tournament				
Gala			Membership networking	

3.2.3 Goal #3 - To ensure the long-term growth of the association

3.2.3.1 Objective #1 - To increase professional development for Board and Staff

Target	CHBA-NL – Professional Development Plan and Activities			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs

<p>To prepare a professional development plan for Board and staff.</p>	<p>CHBA-NL Lead NLH, CMHC, other industry partners and provincial and federal government departments</p>	<p>Spring 2012 – ongoing: The Board will plan for professional development that will include governance related courses, Board orientation sessions and strategic planning sessions.</p> <p>Staff will develop an annual professional development plan as outlined in their employment contracts and professional assessments</p> <p>The CEO will present to the Board on an annual process</p>	<p>Improved governance structure and understanding of individual roles on the Board and staff.</p> <p>Completed, updated Communication Plan and materials. Engagement with members and industry players. Strategic approach to issues communication</p>	<p>Outside of current administrative budget</p>
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3.2.3.2 Objective #2 - To strengthen the administrative functions of the association

Target	Strengthen administrative functions of CHBA-NL			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
<p>To create policies and procedures document</p> <p>Review By-Laws</p>	<p>CHBA-NL Lead NLH, CMHC, other industry partners and provincial and federal government</p>	<p>Spring 2012 – ongoing: The Board to conduct a review of the current policies and procedures of the association that will ensure</p>	<p>Approved policies and procedures manual</p> <p>By-Laws</p>	<p>Outside of current administrative budget</p>

Organizational review	departments	that actions of Board and staff are clearly outlined with parameters	Conflict of Interest Policy	
Governance Manual review		Feedback sessions, etc.	Governance Handbook for Board of Directors	
			Organizational structures that best meet the goals and objectives of the association	

3.2.3.3 Objective #3 - To ensure the financial stability of the CHBA-NL

Target	CHBA-NL – financial stability			
Initiatives	Supporting organizations and partners	Timeframe and Board role	Outcomes	Costs
Sponsorship Review	CHBA-NL Lead NLH, CMHC, other industry partners and provincial and federal government departments	Spring 2012 – ongoing: The Board will conduct a review of revenue and funding sources for the past 5 years and develop an action plan for future funding and security of the association	Action plan to create new and improved sponsorship opportunities	Outside of current administrative budget
Funding for Activities			Funding for specific activities	
Create user fee models for initiatives			Long-term investment policy created	
Investment Policy			Long-term vision for the Association	
Review of current assets access and				

create a long-term plan				
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6. Implementation Strategy

Year 1: 2012 -2013

Objective	Initiative	Start time
3.2.1.1	Prepare a three-year Communications Plan	Spring 2012
	Website development	Winter 2012
	Create a consultation and engagement process	Fall 2012
3.2.1.2	Finalize Master Builder Program with implementation and marketing plan	Winter 2012
	Develop a plan to encourage members to build professional labour force through apprenticeship and red seal certification	Spring 2012
	Develop plan for the implementation of RenoMark Program for renovation members	Fall 2012
3.2.1.3	To develop strategies to advocate key industry issues: Underground Economy, Government imposed charges And Housing Affordability (NIMBY)	Winter 2012
	Housing Forum 2012	Winter 2012
	Monthly Membership meetings Guest lists and sponsors	Ongoing
3.2.1.4	Formalize partnership with NLCSA	Fall 2012
	CHBA-NL COR Certification	Spring 2012
	Promote safety through the Awards and events	Ongoing
3.2.2.1	Review membership benefits and services	Winter 2012
	Membership Recruitment and Retention Plan	Fall 2012
	Provincial membership plan	Fall 2012
3.2.2.2	Research and prepare a training plan related to industry needs	Fall 2012
	Research and identify skill gaps in the current workforce	Fall 2012
	Provide R2000 training by increasing the number of local trainers	Spring 2012

3.2.2.3	Home Show 2012 – May 4-6 2012	Ongoing
	Housing Forum – March 28, 2012	Ongoing
	Membership Luncheons	Ongoing
	Golf Tournament – July	Ongoing
	BERG Gala – November 2012	Ongoing
3.2.3.1	Board and staff professional development plans	Fall 2012
3.2.3.2	Create policies and procedures document	Fall 2012
	Review By-Laws	Spring 2012
	Organizational Review	Fall 2012
	Governance Manual Review	Fall 2012
3.2.3.3	Sponsorship Review	Spring 2012
	Seek new funding opportunities	ongoing
	Create user fee models for initiatives	ongoing
	Investment Policy	
	Review of current assets access	

Year 2: 2013-2014

Objective	Initiative	Start time
3.2.1.1	Review Communication Plan	Winter 2013
	Review Website and IT needs	Spring 2013
	Evaluate consultation and engagement process	Winter 2013
3.2.1.2	Review Master Builder Program	Winter 2013
	Review Labour Force Plan	Spring 2013
	Monitor and Evaluate Reno Mark Program	Fall 2013
3.2.1.3	Implement strategies to advocate key industry issues: Underground Economy, Government imposed charges and Housing Affordability (NIMBY)	Winter 2013
	Housing Forum 2013	Winter 2013
	Monthly Membership meetings	Ongoing
3.2.1.4	Develop joint initiatives with the NLCSA	Spring 2013
	Promote safety through the Awards and events	Ongoing
3.2.2.1	Implement new membership benefits program and services	Winter 2013
	Launch Provincial Membership Recruitment and Retention Plan	Spring 2013
3.2.2.2	Implement Membership Training Program	Fall 2013

3.2.2.3	30 th Home Show 2013 Housing Forum Membership Luncheons Golf Tournament – July 5 th BERG Gala	Winter 2013 Winter 2013 Winter – Fall 2013 Spring 2013 Spring 2013
3.2.3.1	Implement Board and staff professional development plans	Fall 2013
3.2.3.2	Implement policies and procedures document Implement Organizational Changes Implement Governance Manual	Fall 2013 Winter 2013 Winter 2013
3.2.3.3	Implement New Sponsorship Program Continue to seek new funding opportunities Review Investment Policy	Winter 2013 Ongoing Spring 2013

Year 3: 2013-2015

<u>Objective</u>	<u>Initiative</u>	<u>Start time</u>
3.2.1.1	Review Communication Plan Website review and update Review consultation and engagement process	Winter 2014 Ongoing Winter 2013
3.2.1.2	Evaluate Master Builder Program and Marketing Campaign Implement Labour Force Strategy Evaluate RenoMark Program	Winter 2014 Spring 2014 Winter 2014
3.2.1.3	Review effectiveness of advocacy initiatives Housing Forum 2014 Monthly Membership meetings	Winter 2014 Winter 2014 Ongoing
3.2.1.4	Evaluate Partnership with NLCSA Promote safety through the Awards and events	Spring 2014 Ongoing
3.2.2.1	Review membership benefits program and services Review effectiveness of Membership Recruitment and Retention Plan	Winter 2014 Spring 2014
3.2.2.2	Monitor and Evaluate Membership Training Program	Fall 2014

3.2.2.3	31 st Home Show 2014	Winter 2014
	Housing Forum	Winter 2014
	Membership Luncheons	Winter – Fall 2014
	Golf Tournament – July	Spring 2014
	6 th BERG Gala	Spring 2014
3.2.3.1	Evaluate Board and staff professional development plans	Fall 2014
3.2.3.2	Review policies and procedures document	Fall 2014
	Evaluate Organizational Changes	Winter 2014
	Evaluate Governance Manual	Winter 2014
3.2.3.3	Evaluate New Sponsorship Program	Winter 2014

7. Monitoring and Evaluation Process

This strategy is a three-year plan to advance the work of the association through annual operational plans, regularly reviewed and updated if needed. Regular review will ensure that plans remain relevant and allow for direction to be reset if needed. Measuring the targets against outcomes will be used to evaluate the effectiveness of the strategic plan. A balanced score card is used to evaluate the effectiveness of operational plans against the strategic plan. Evaluation is then used to set operational objectives for the coming year.

The CHBA-NL is committed to a strong monitoring and evaluation process for this Strategic Plan. This process will include the following:

- Tracking of all activities, committee meetings, proposals, membership and partnership meetings, communication items implemented and other activities as they occur.
- Monitor changes in the industry and provincial economy (CHBA-NL research and updates received from CMHC, municipalities, provincial and federal government)
- Semi-annual and annual reports
- Project / Committee reports
- Board performance (self-evaluation), number of meetings, participation rate, completion of targets that are established and active monitoring of the goals, objectives, targets and initiatives to ensure implementation is going well.
- Board and CEO will meet twice annually to discuss the work and recommend support/changes to activities and request assistance when required.

The strategic plan will be annually reviewed with semi-annual review to ensure time lines and targets are met.

8. Communications

In order to continue and direct initiatives outlined in this Plan, CHBA-NL must maintain a strong communication process within its membership and to the public.

Communication is critical for the success of CHBA-NL. The purpose of a communication process is to ensure the engagement of members and partners involved in the residential construction industry. Outcomes are public awareness, financial support and active partnership involvement in initiatives that create strong outcomes. The Board's communications process may include public relations activities, news releases, networking sessions, industry-based workshops, advertisements, flash emails, mail outs, newsletters, website updates and the distribution of annual reports and industry reviews.

9. Conclusions

The main objective of this Strategic Plan is to ensure that the organization overcomes the challenges that have prevented the organizational growth in the past. It is through this Strategic Planning Process that the Board is committed to ensuring strong communications strategies are undertaken, providing leadership to its membership, and the implementation of long-term planning strategies.

ⁱ Royal Bank of Canada, *Provincial Outlook, Newfoundland and Labrador*, <http://www.rbc.com/economics/market/pdf/provcfst.pdf> (Dec. 12, 2011)

ⁱⁱ City of St. John's, *Budget 2012*, <http://www.stjohns.ca/cityservices/budget/pdfs/CSJ-FINAL-2012BudgetBook.pdf> (Dec. 1, 2011)

ⁱⁱⁱ Canadian Mortgage and Housing Corporation, *Preliminary Quarterly Housing Starts, Newfoundland and Labrador*

^{iv} Canadian Mortgage and Housing Corporation, *Preliminary Quarterly Housing Starts, Newfoundland and Labrador*

^v Labrador West, *Residential Housing Expansion*, <http://www.labradorwest.com/default.php?display=cid1149> (Jan. 9, 2012)

^{vi} Canadian Mortgage and Housing Corporation, *Housing Market Outlook: Canada Edition*, p. 14, released Fourth Quarter 2011.

^{vii} Construction Sector Council, *Construction Looking Forward, 2011-2019*, <http://www.buildingfutures.ca/userfiles/file/Looking%20Forward%20-%20NL%20-%202011.pdf> (Nov. 2011)

^{viii} Construction Sector Council, *Construction Looking Forward, 2011-2019*, <http://www.buildingfutures.ca/userfiles/file/Looking%20Forward%20-%20NL%20-%202011.pdf> (Nov. 2011)

^{ix} Statistics Canada, *National Apprenticeship Survey Canada Overview Report, 2007*,