

**Greater Vancouver Home Builders' Association ("GVHBA")**

# **Strategic Plan 2017-2018**

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## **EXECUTIVE SUMMARY**

The Greater Vancouver Home Builders' Association gathered for a Strategic Planning session on November 22, 2016 to perform the following:

- Review of outcomes for the previous strategic period, 2014-16;
- Assessment of the current environment to inform future strategic work by the association;
- Identify current goals and objectives based on the current environment; and
- Discuss and prioritize a list of potential action items to inform the strategic work to be performed for the upcoming period, 2017-18.

The following outlines the near-term future of the organization and developed goals, objectives and actions that are member-focused and consistent with the mission, vision and core values of the GVHBA.

This new plan builds on GVHBA's historical strengths, meeting current and anticipated challenges, and expanding the association's contributions to its membership. The board has identified five goals it wishes to substantially achieve within the coming two years in the following business areas:

### **2017-2018 Goals:**

1. **Membership:** Increase the number of new members and energize present members.
2. **Government Relations:** Continue to build an effective, proactive advocacy at the municipal level to become the trusted voice of the industry.
3. **Communication:** Increase GVHBA brand awareness and value of the association to members
4. **Education & Training:** Become the primary source of residential construction industry knowledge for our members based on areas that are not presently offered by other institutions and associations.
5. **Operations & Governance:** Carry out association goals and objectives through sound financial management, a strong staff and excellent governance.



### **GVHBA Vision Statement:**

“To be the voice of the residential construction industry, advocating for both members and consumers.”

### **Mission Statement:**

The Greater Vancouver Home Builders' Association represents the residential construction industry in Metro Vancouver. Dedicated to the professionalism of its members, GVHBA provides the following services:

- Liaison with local governments and housing industry groups.
- Education and training.
- Technical and economic information transfer.
- Public visibility and recognition.
- Opportunities to network.

### **Core Values**

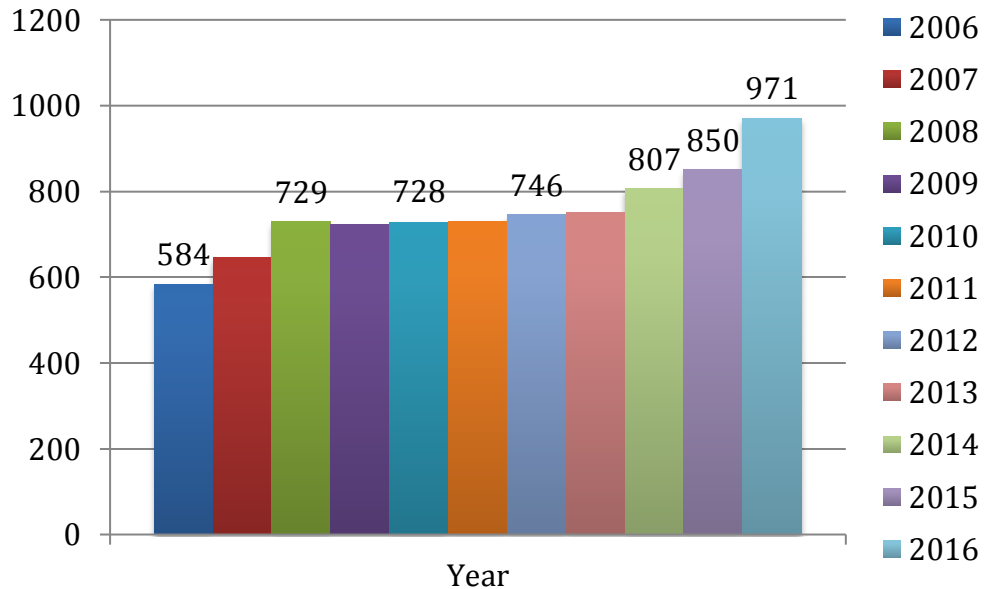
- Comply with applicable building codes of Canada.
- Plan sites and homes to conform to the principles of good community planning and support of the environment.
- Deal honestly and fairly with customers and stand behind the quality of work and service commitments.
- Exchange information and experience; encourage research on materials, and technical advancements and building techniques.
- Promote health and safety principles.

### **CONTEXT AND KEY FACTS**

- The Association was established in 1974
- As of November 2016, there are 971 members
- Members are located primarily in each of Metro Vancouver's 21 municipalities from the Township of Langley to Horseshoe Bay.
- The Association is funded by member fees, sponsorship and events, and depends critically on the contribution of member volunteers
- The GVHBA is member-driven association
- Local members of GVHBA enjoy a valuable connection to other provincial and national locals through the Canadian Home Builders Association



### Member Growth



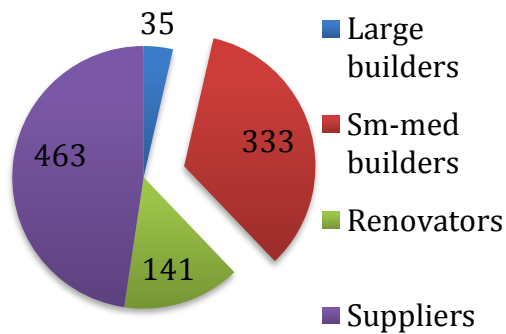
### Key Membership Metrics

- GVHBA is the SECOND LARGEST LOCAL IN CANADA
- CURRENT MEMBER RETENTION RATE PER YEAR: 92%
- AVERAGE MEMBER TENURE: 7.8 YEARS
- MEDIAN MEMBER TENURE: 4 YEARS
- COST PER NEW MEMBER RECRUITED: \$769

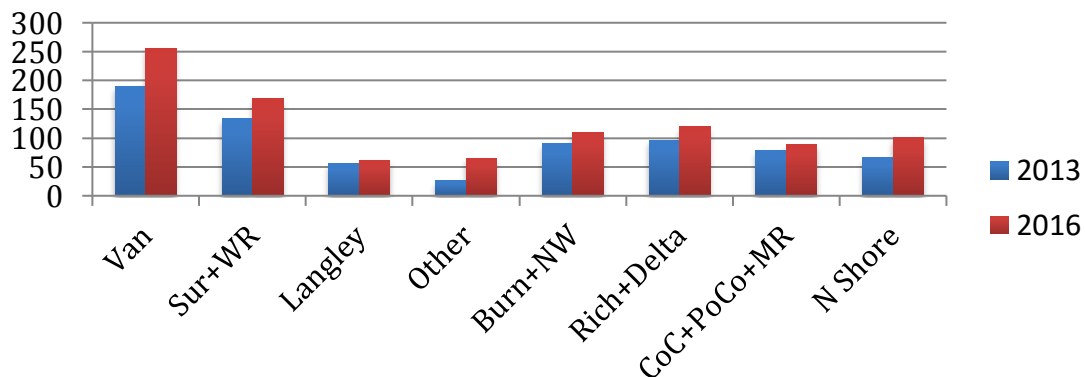
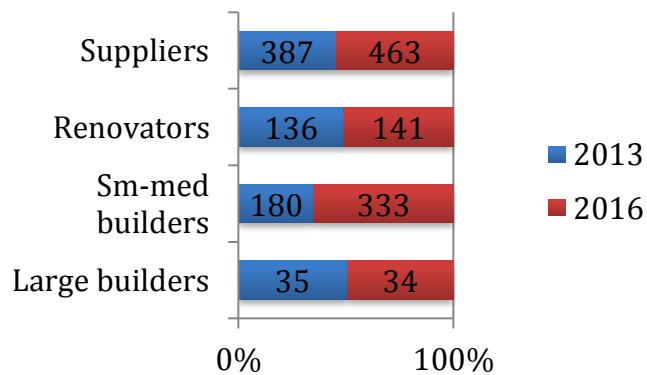


## Membership – Who and Where

Current membership composition:



Changing composition:





## **MANAGEMENT, BOARD and STAFF**

The Board of Directors is made up of 18 Directors representing a plurality of the different member-company types. The CEO and his staff of seven, with board direction, implement the goals and objectives of the Association. The role of the Board is to govern, formulate annual and two year strategies to decide what should be accomplished, and ensure policy is in place, set goals, review plans and monitor progress. The role of the CEO is to manage the Association, through day-to-day management of actions, carry out Board derived policy, and create action plans for identified goals and strategies, implement plans and monitor progress.

The Association operates with the following committees:

- RENOVATION COUNCIL
- GOLF COMMITTEE
- MEMBERSHIP COMMITTEE
- SUPPLIERS COUNCIL
- TECHNICAL COMMITTEE
- UNDER-40 COMMITTEE
- EDUCATION & TRAINING COMMITTEE
- DEVELOPMENT COMMITTEE
- MARKETING & COMMUNICATIONS COMMITTEE

### **Review of Previous Strategic Goals and Outcomes (2014-16)**

The 2017-2018 Strategic Plan is an update to the 2014-16 plan. The success of the previous plan in formulation and implementation suggests that going forward the Association can build upon the previous plan. Highlights of the previous plan include the following five areas:

#### **1. Membership Goal: Increase the number of new members and energize present members.**

Outcomes:

- a. Paid membership increased from 790 to 971 (+22.9%);
- b. Improved membership retention from 88% to 92%;
- c. Expanded the GVHBA Affinity Program;
- d. Created the Marketing and Communications Committee and established cross-committee communication;
- e. Undertook an extensive membership satisfaction survey in 2016;



- f. Continued to build Oventions Awards brand and program by expanding media partnerships and adding the Awards Finalist Reception; and
- g. Through membership expansion generally, membership diversity has increased as well.

**2. Government Relations Goal: Build effective, proactive advocacy at the municipal level to become the trusted voice of the industry.**

Outcomes:

- a. The Association continued its move away from a reactive approach to government relations toward a proactive strategy of engaging collaboration with cities through a variety of programs;
- b. Revised and revamped the *Getting to Groundbreaking* municipal housing permit efficiency study and enhanced the related communications plan;
- c. Expanded Association's presence at the LMLGA and UBCM conferences;
- d. Increased participation on the municipal liaison committees that inform development at the larger Metro Vancouver cities; and
- e. Increased collaboration – particularly with UDI and CHBA BC -- on priority government-relations initiatives.

**3. Communication Goal: Increase GVHBA brand awareness and value of the association to members**

Outcomes:

- a. Established the Marketing and Communications Committee (MCC);
- b. Reviewed GVHBA web site, surveyed membership to determine needs, retained a contractor and implemented new web site (launching Spring 2017);
- c. Updated communications and public relations plan with direction from the MCC;
- d. Continued growth of media presence, measured against established metrics; and
- e. Increased emphasis in social media and online digital marketing to communicate with various audiences and help build the GVHBA brand.

**4. Education & Training Goal: To be the primary source of residential construction industry knowledge for our members based on areas that are not presently offered by other institutions and associations.**

Outcomes:

- a. Expanded delivery options for members' education needs, driven by the provincial governments' new mandatory education requirements;



- b. Initiated a new online delivery platform (launching with the new web site, Spring 2017); and
- c. Expanded the *Builder's Breakfast Series* monthly technical seminars and launched the *Builders in the Boardroom* series.

**5. Operations & Governance Goal: Carry out association goals and objectives through sound financial management, a strong staff and excellent governance.**

Outcomes:

- a. Created a staff operations manual;
- b. Initiated an inaugural board review process;
- c. Expanded event delivery capacity by adding an additional staff member and creating a dedicated event-management position; and
- d. Improved working relationship and board representation at both CHBA and CHBA BC.

**Environmental scan**

Following are the factors – external and internal to the GVHBA -- that shape the chosen priorities for each strategic category:

**1. Membership:**

- Current member retention rate (92%) is above national average
- Member recruitment continues to be strong
- Continued building boom
- HPO's CPD requirements have driven new membership
- Increased value perception of the Ovation awards
- Online social media & messaging becoming more important
- Improved perception of membership value for CHBA and CHBA BC
- Need to sort out home show role of GVHBA
- Builder members need to encourage their trades to join
- Increased member interest in charity connections
- Students not presently involved with GVHBA
- Members' Expo is cornerstone member event
- Membership diversity improving
- Small/Medium Builder segment largest growing sector



## **2. Government Relations:**

- GVHBA GR profile is improving but still low
- Approval times are still unacceptable, region-wide
- Municipal emphasis on energy-related issues
- Introduction of “Step-Code” is uncertain
- Need to be a solutions provider
- Apparent lack of understanding by cities of market size and impact
- Growth – population increase in Lower Mainland
- Need for supply
- Infrastructure keeping pace with development
- Media-driven government decisions
- Need for GVHBA voice in media
- Need for all-media channel strategy
- Government Relations Update (“GRU”) has become GR staple but we need to add to it
- Improved use of partnerships (CHBA-BC, REBGV, UDI)

## **3. Communications:**

- Biggest area of improvement.
- Successfully executed all actionable items from previous strategic plan and were able to move the brand dial but still a long way to go: Better with members, flat with consumers.
- Need to identify core target audiences
- Media Landscape rapidly changing
- New technology – video (live and YouTube)
- Fractured landscape for different demographics (each has preferred platform)
- Search has changed
- SEO, SEM increasingly important
- Improved intra-committee communication and cross-pollination

## **4. Education & Training:**

- New opportunities to market courses to non-members, across the province
- Increasingly fractured marketplace: many different and new sources for education
- Technical topics are “sweet spot” for our members
- Leverage experience of members in offering courses
- Continual changes to BC Building Code and introduction of proposed “Step Code.”





#### **5. Operations & “Blue Sky”:**

- Expanded staff capacity both in numbers and composition
- Member-lead empowerment improved but still needs work
- Events – lots of them; quality has improved
- Improved relations with CHBA and CHBA BC:
- Engaged volunteers
- Effect of US Election and spring provincial election?
- GVHBA is only group that aggregates access to small builders (exclusive)
- Operational critical mass has been achieved and there’s still room for membership growth
- Strong financially
- Need to improve board orientation and training

### **STRATEGIC GOALS AND OBJECTIVES 2017-2018**

The following goals and objectives and actions were constructed following strategic planning meetings by GVHBA members and staff in 2016, with a member-focus in mind, consistent with the mission, vision and core values of the association. Detailed action plans relating to each goal will follow and form the basis for the Association’s annual operating plan.

#### **1. Membership Goal: Increase the number of members and energize present members**

##### **Objectives:**

- a. Maintain at least 90% retention (National average) of members
- b. Achieve 1,150 members by end of 2018
- c. Improve new and existing member orientation
- d. Improve member engagement
- e. Create an avenue for students to engage with GVHBA

##### **Actions:**

- Continue execution of the previously approved recruitment plan
- Offer member referral incentives
- Conduct GVHBA outreach seminars at schools
- Create online student resume bank to connect with members
- Create Student Relations sub-committee
- Create online Member-to-member marketplace



- Source supplier educational presentations for builder members

## **2. Government Relations Goal: Build effective, proactive advocacy at the municipal level to become the trusted voice of the industry**

### Objectives:

- a. Engage municipalities
- b. Be the trusted advisor, voice of the sector
- c. Engage Members
- d. Prioritize municipalities
- e. Proactively inform & engage members of key government relations issues and opportunities

### Actions:

- Survey members to identify top issues by city
- Apply to be a Core presenter @ LMLGA +UBCM
- Create a virtual (email) advisory group for guidance on each major/priority jurisdiction.
- Promote a risk/merit-based approvals process at each city
- Incorporate a “GR Minute” into event agendas
- Ensure that city councils officially receive and acknowledge G2G/HAS report
- Update GRU newsletter (a more urgent “Call to Action” section, instead of “Opportunities to Act”),
- Establish strategic communications and social media strategy to support GRU initiatives, news etc.

## **3. Communications Goal: Increase GVHBA brand awareness and value of the association to members.**

### Objectives

- a. Revisit and update current communications plan to support membership initiatives, government relations, education, Ovation Awards, and operational objectives.
- b. Increase participation and engagement of events
- c. Increase media relations to build brand advocacy and awareness
- d. Create Brand Advocate Strategy to engage membership in supporting communications goals
- e. Strengthen online profile, build online brand



Actions:

- Brand: Define clear/concise brand messaging for GVHBA
- Create brand standards document for unified messaging across all GVHBA initiatives
- Review/define resources & lines of consumer communication
- Review/establish industry communication channels
- Review media metrics and set baselines from which to measure objectives
- Update overarching communications strategy document
- Curate library of valuable member content (B2C and B2B)
- Create a Member profile campaign to support website buy-in
- Review/Implement a Search Engine Optimization (SEO) strategy for website

**4. Education & Training Goal: To be the primary source of residential construction industry knowledge for our members based on areas that are not presently offered by other institutions and associations.**

Objectives:

- a. Increase the number of students taking our courses by 10%
- b. Increase number of sessions (total) offered: 12 per year online; 2 in-class per month (24/year)
- c. Achieve an 80% satisfaction rating from attendees
- d. Be a trusted advisor to BC Housing on Continuing Professional Development/Industry Education

Actions:

- Encourage more members to participate on the E&T Committee
- Create eLearn project plan
- Conduct member outreach campaign to procure/create online and in-class course content.
- Implement digital outreach campaign to launch and promote GVHBA eLearn online platform courses to industry (e.g. SEO, retargeting)
- Work with other local HBAs to promote GVHBA courses
- Publish course calendars for upcoming year before current year's end
- Promote an online 'cram session' campaign during peak builder license renewal months (online course bundles, pricing incentives)
- Conduct industry analysis on course offerings and pricing (online and in-class)
- Review course surveys to ensure inclusion of question(s) to quantify satisfaction with courses.



- Research other professional associations' CPD platforms
- Survey members to determine course content and delivery demand
- Liaise with BC Housing regarding feedback with CPD program, delivery and member feedback.

## **5. Operations & “Blue Sky” Goal: Carry out association goals and objectives through sound financial management, a strong staff, and excellent governance**

### **Objectives:**

- a. Continued administrative excellence: financial, HR, governance
- b. Actively promote new initiatives
- c. Raise awareness of social impact activities of GVHBA and its members
- d. Promote innovation
- e. Increase member engagement

### **Actions:**

- Identify prospective associations to merge with
- Undertake research to establish a baseline to measure member engagement
- Create a platform for identifying, evaluating and funding new initiatives
- Enhance inter-committee communication
- Determine a baseline measure of GVHBA staff job satisfaction
- Enhance GVHBA board training for new members
- Revitalize the tech committee
- Create a succession plan for each committee