

Supply-Build

Canada

Your partner in business.
Leading a stronger building
materials industry.

STRATEGIC PLAN 2021 - 2025

Serving the Lumber and Building Material Industry
in Western Canada

Attract. Connect. Educate. Advocate.

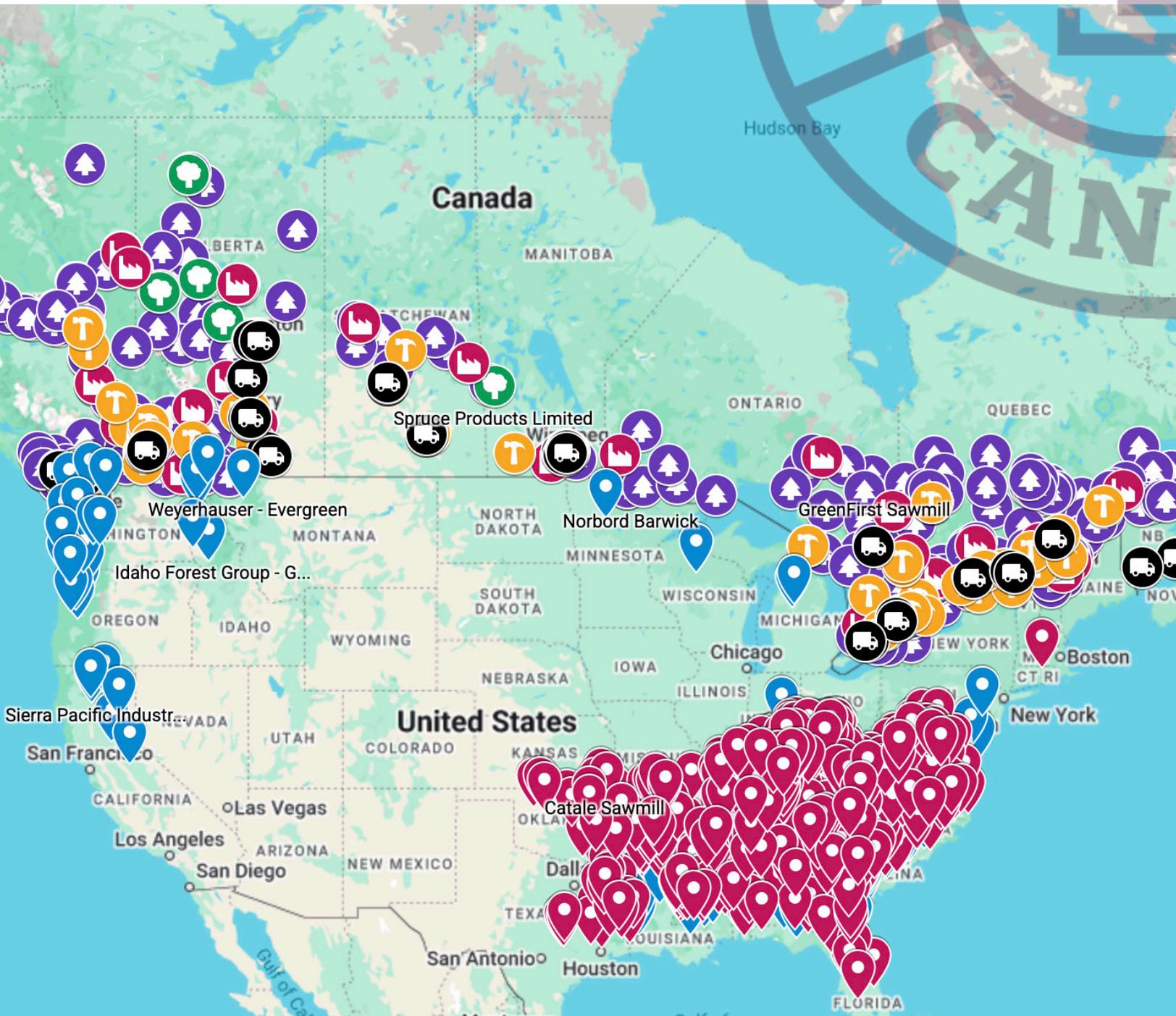


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INTRODUCTION



Being part of the Strategic Planning Sessions that provided guidance for, and helped shape, what our association has developed into has easily been the most rewarding part of my time as Chair.

Very rarely do individuals from all facets and levels of an industry get to meet, and discuss, consequence-free, the current position and direction of their industry, and then actually have their ideas implemented. It has truly been a validating experience.

Over the course of a few days every couple of years, through anecdotal evidence, and factual data, we are all able to gain a better understanding of OUR industry by engaging in meaningful conversation with attendees from Manufacturers to Retailers. These Strat Planning Sessions did not only help guide our association, but they absolutely helped guide our decision-making processes at our store level. This latest planning session was no different, and I encourage all to read it, and throw your hat in the ring for the next set of meetings!

Joel Seibert
Supply-Build Canada Chair



Strategic planning sessions are always a relevant and important process for all organizations to undertake. These discussions are an inspiring process as it not only serves as a check-in, it provides the opportunity for discussion that focuses on the future so that the course forward can be charted out. Thinking about the future was a very welcome change as we were still in the heart of a pandemic and while it wasn't the easiest time to bring people together, it was a perfect time to assess industry issues which will help translate into relevant programming.

There is no question that the process relied heavily on the Supply-Build Canada Board of Directors and I'd like to thank the Board for their engagement, time and energy. As we have learned over the years, this industry has the opportunity to provide its members with a really great quality of life and I appreciate your wanting to give back to the LBM community and help to continue building a strong presence.

As we head into our new fiscal year, we look forward to mobilizing these strategies and implementing tactics that will help us to reach our goals and targets. With renewed energy, our committees will help our team mobilize some new initiatives and if you or any of your staff are interested to join us, it is an excellent time to shape programming that will help to grow our industry.

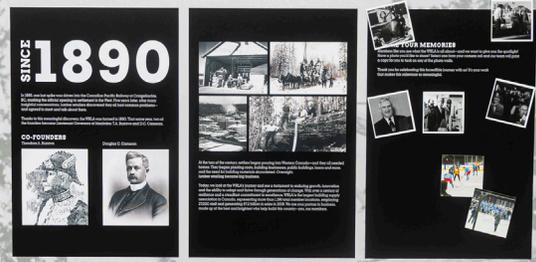
The future starts now!

Liz Kovach
Supply-Build Canada President

FORTIFIERS



FOUNDERS



BUILDERS



VISIONARIES



OUR VISION

To be the strategic partner our members rely on to attract talent, shape government policy, and connect with stakeholders to support our industry.

OUR MISSION

To be the voice and a key resource for the lumber and building industry in Western Canada by facilitating critical industry events, delivering value added training and advocating to resolve key industry issues.

OUR GUIDING PRINCIPLES

- 1. Industry and Member Driven**
We embrace a servant leadership mentality with industry and our members.
- 2. Strategic Partnerships**
We realize we cannot do everything ourselves so we collaborate with “best in class” partners to ensure optimum value for our members.
- 3. Embrace Technology**
We embed technology within our operations and find new ways to deploy it within the industry.
- 4. Innovation and Continuous Improvement**
We constantly improve our programs to exceed industry expectations and always seek new, innovative new ways of doing things.
- 5. Professionalism**
We employ a strong business acumen and are committed to integrity and respect in everything we do.
- 6. Diversity and Inclusiveness**
We promote and embrace diversity in the work place, the board room, and within our operation.
- 7. Corporate Social Responsibility**
We are responsible to our people and our planet, while ensuring financial sustainability.

STRATEGIC GOALS

1. Attract

Attract skilled talent into Western Canada's LBM industry

Focus:

- Attract youth to the LBM industry
- Pursue other industries and under-represented groups
- Build relationships with academia and industry associations

2. Connect

Connect with industry through events, venues, and communications

Focus:

- Segment LBM industry & Supply-Build Canada membership
- Build relationships with members
- Facilitate connecting members with each other through events
- Grow membership

3. Educate

Develop and deploy laser focused skills-based training

Focus:

- Promote existing training programs
- Define skills gaps and develop programs to address industry's needs
- Establish "best in class" training partners

4. Advocate

Influence and communicate policy that strengthens industry

Focus:

- Be the voice of the industry
- Ensure industry needs drive policy
- Promote a sustainable environment
- Communicate successes to the membership base

To achieve our priorities, we take action:

Relationship Building

We build lasting relationships with industry, our members, program partners, suppliers, other industry associations, academia and government.

Operational Excellence

We maximize customer value by investing in people, processes, systems and tools.

Measurement

We set goals and implement measurement methods to ensure we are on track and deliver on our promises.

Business Intelligence

We work hard to understand the unique and differing needs of our membership base segments and build programs to address them.

Fiduciary Duty

We carefully manage our finances by finding new sources of income while reducing expenses to ensure cash flow and profitability.



STRATEGIC GOAL #1—ATTRACT

The Canadian Lumber and Building Material (LBM) industry is essential to building construction and it employs more than 262,000 people in Canada. Unfortunately, like other industries, an aging demographic and increasing attrition rates are resulting in a skilled labour pool shortfall. Furthermore, business owners are not “succession planning” with the necessary intensity to offset this trend.

In order to mitigate this challenge, Supply-Build Canada is committed to helping attract talent to the LBM industry by creating awareness amongst employees in other industries who are considering career transitions, as well as youth and other underrepresented groups. The Lumber and Building Material industry can be quite lucrative, and it is Supply-Build Canada’s challenge to quantify and communicate this to attract the prospective labour pool to strengthen the LBM industry.

Over the past few years, Supply-Build Canada has laid the foundation by directly connecting college students to member’s places of business, connecting them to industry via trade shows and networking events, and expanding partnerships with numerous educational institutions. In addition, Supply-Build Canada has expanded its member advisory committee to understand what vocational training and technologies need to be considered and embraced to further attract skilled labour and talent.

While a lot has been done to attract talent to the LBM industry, there is still more to do, and hence Supply-Build Canada has developed the following goals and strategies to mitigate this situation.

STRATEGIC GOAL #1—ATTRACT

Attract skilled talent into Western Canada's Lumber and Building Material (LBM) Industry by engaging with youth, underrepresented groups and those in career transition.

Strategies to achieve this goal include:

1. Find new and innovative ways to promote the LBM industry as a viable career path for youth

- a. Define a clear, relevant and compelling value proposition for youth entering and making a career in the LBM industry.
- b. Reach out and build relationships with high schools and colleges directly and through strategic partnerships with provincial and municipal organizations and technology providers.
- c. Establish student tours with LBM companies, participate actively in career days, and offer LBM introductory training programs.
- d. Establish and promote mentorship and scholarship programs across all academic institutions.

2. Promote careers in LBM industry to under-represented groups

- a. Indigenous Communities
 - i. Establish relationships with indigenous leaders, organizations, and indigenous-operated schools.
 - ii. Conduct awareness sessions within indigenous communities directly or via web-based awareness programs.
 - iii. Piggyback on indigenous engagements by partnering with other industry associations and sector councils.
- b. Women
 - i. Attract women into the LBM industry by participating in, sponsoring, and/or hosting "women in trades" conferences, workshops, and other events.
 - ii. Again, piggyback on events that are already established and well represented.
- c. Immigrants and newcomers to Western Canada
 - i. Develop targeted marketing promotional materials for immigrant-serving agencies in each region.
 - ii. Partner with other organizations that have established events and training programs to help newcomers and immigrants into the workforce.

3. Promote careers in LBM industry to other industries

- a. Career Transition for employees in industries that might be struggling, or short or work.
 - i. Example—Oil and Gas in Alberta, etc.
- b. Identify and build relationships with provincial and national industry associations that would benefit from a stronger LBM workforce. Examples of national and provincial industry associations include but are not limited to:
 - i. Home Builders Associations, BILD Alberta
 - ii. Construction Associations and Sector Councils
 - iii. Canadian Manufacturers and Exporters (CME)
 - iv. Transportation and trucking industry associations

Metrics for this strategic goal include:

- Awareness Events
 - Number of events, identify which events target which prospect types
 - Number of participants (by prospect type)
 - Event satisfaction scores
- Marketing channel partners (#, events)
- Mentorship program participants (#, satisfaction scores)
- Scholarship program awards handed out (\$, # people)
- Student Tours (# students, companies providing tours)
- Website and social media
 - Website hits, click-throughs
 - Social media hits—LinkedIn, Twitter, Facebook
 - Newsletter recipients



STRATEGIC GOAL #2—CONNECT

Supply-Build Canada's membership base consists of 1,068 members across 4 provinces and 330 communities. Member companies represent retail, wholesale, distribution, manufacturers and service providers. With such a wide array of members across a vast region, it is challenging to engage all members in a consistent and equitable manner.

In order to build intimate relations with our loyal members, Supply-Build Canada conducts an annual industry-wide trade show, hosts multiple networking events, golf tournaments and student tours, issues 4 yardstick magazines per year, as well as dozens of informational emails and newsletters, and conducts numerous training programs and webinars.

Connecting means connecting our members to information, to friends and business associates, to value-added programs, and ultimately to new business opportunities by bringing customers and suppliers together to do business.

We use “connecting” to understand our customer's issues, wants, needs, and priorities. While we have a good understanding of our membership base, there is a need to dig deeper into the needs and priorities of all member segments. With this understanding, we will continue to build better programs and communicate segment-specific information across our broad and deep membership base.

With this in mind, we have developed the following strategic goal and supporting strategies and metrics.

STRATEGIC GOAL #2—CONNECT

Build an intimate connection with the industry by creating and facilitating events, venues and communication channels that help Supply-Build Canada understand the industry's needs, enhance customer/supplier relationships, and facilitate business transactions.

Strategies to achieve this goal include:

1. Define and communicate industry size, impact on the economy, gaps, issues, and needs

- a. Segment and size the lumber and building industry in Western Canada in terms of # of companies, # of employees, and economic output.
- b. Segment Supply-Build Canada's membership base and estimate market share per industry segment.
- c. Define industry-specific gaps, issues, and needs.
- d. Develop a unique and compelling value proposition for each membership segment.

2. Design and deploy the Annual Supply-Build Canada Showcase

- a. Establish showcase dates that do not overlap with other (buying group) shows.
- b. Ensure shows are rotated across provinces and cities in a fair and equitable manner.
- c. Maximize the number and quality of exhibitors, speakers, new products and education, and product knowledge sessions; align to industry priorities.
- d. Maximize annual showcase revenues by increasing participants, exhibitors, advertising, and sponsorships. Manage costs carefully to optimize profit.
- e. Measure satisfaction through surveys at and after the show.

3. Facilitate member engagement opportunities and events

- a. Golf Tournaments—forge new connections and strengthen existing relationships by conducting golf tournaments for members and prospective members in major cities across Western Canada. Seek sponsorships for prizes.
- b. Networking Events—conduct regional meetings across major cities focused on prioritizing industry needs, advising on advocacy accomplishments, and providing educational programs.

4. Attract and retain Supply-Build Canada Members

- a. Yardstick Magazine—distribute Yardstick magazine

every 2 months, increasing viewership year over year. Request feedback from recipients to continually improve the content and quality.

- b. eNews newsletters and emails—send periodic newsletters highlighting hot topics, member case studies, and Supply-Build Canada success stories.
Measure opens, views, click-through rate, bounce rate and unsubscribe rate. Find ways to increase the number of recipients and improve engagement metrics.
- c. Website—Continually improve Supply-Build Canada's website making it easy to navigate and rich with content for existing and prospective members. Utilize SEO and website analytics to maximize website hits and click-throughs.
- d. Membership Referral Program
 - i. Continually refine and improve the membership referral program by creating compelling incentives for existing members to attract new members to Supply-Build Canada.
 - ii. Measure the effectiveness of the Membership Referral Program by tracking referrals by member segments.

Metrics for this strategic goal include:

- Industry size by:
 - # companies total, by employee size, by segment
 - # employees total, by segment (#)
 - Economic output total, by segment, by company size
- Membership size by:
 - # companies total, by employee size, by segment
 - # employees total, by segment (#)
 - Economic output total, by segment, by company size
- Market share by
 - # companies, %, by segment %
 - # employees, %
- Event metrics for shows, golf tournaments, networking events
 - # of participants total, by segment
- Website, Magazine and e-News
 - Magazine - # issues, circulation by issue
 - eNews - # recipients, open rate, click
- Membership referral program
 - # referrals, \$ cost per referral



STRATEGIC GOAL #3—EDUCATE

When it comes to pain points, issues surrounding labour force and skills gaps have been a common theme and topic of discussion for industry members and the marketplace for skilled labour is only going to become a more competitive arena. While it is known that training employees can create efficiencies, and organizational effectiveness, businesses so often we fall into the catch-22 mindset that “if I train my employees they’re going to leave”. With the aging workforce, the knowledge gaps are accelerating at a fast pace and there is no doubt that harnessing that knowledge, formalizing and passing it along will help to support the industry.

In this past year, we learned that the LBM is an essential industry and yet it very rarely falls on the radar for younger generations and we also know that not all career options showcase well at career fairs. In consultation with members, it has become clear that channeling prospective employees needs to be done at earlier stages and that providing vocational training and formalizing training during high school can help to bring the LBM industry to light.

Professionalizing training and education will help to elevate the credibility of the industry and open the door to diversity and a variety of opportunities.

We also learned how fragile our supply chains are and how important it is to ensure that knowledge of “where and how it’s made” is important piece to being successful and supporting the customer experience.

With the diversity of Supply-Build Canada members and understanding of how important the work of our industry is to the communities that the LBM builds we are committed to increasing the breadth of training and ensuring that we are meeting the needs of our members.

STRATEGIC GOAL #3 - EDUCATE

Accelerate deployment of skills-based training to improve company competitiveness and prepare them for staffing and business succession.

Strategies to achieve this goal include:

1. Establish strategic partnerships with “best in class” training and consulting organizations to develop and deploy training to the industry.

- a. Colleges and teaching institutions—consider micro-credentialing to ensure required skills meet industry needs.
- b. Other industry associations—piggyback LBM specific training on existing curriculum.
- c. Technology companies—partner with them on topics like e-commerce, online shopping, business systems for small businesses, etc.

2. Develop and deploy new training programs to meet the unique needs of member segments

- a. Drive new training curriculum from industry and members gap analysis.
- b. Develop and deploy surveys to determine the unique interests and needs of industry and membership segments.
- c. Consider web-based and in-class courses.
- d. Measure ROI on training development investment.
- e. Seek public and private funding sources to develop new training courses.

3. Promote existing training programs to existing and prospective members

- a. Communicate training programs and schedules on the Supply-Build Canada website.
- b. Find ways to get training information to all employees within member companies. Consider promoting training via social media, academia and technology partners, and via other industry organizations.
- c. Survey training participants to assess Supply-Build Canada training effectiveness, and identify other training needs required.
- d. Consider converting in-class sessions to web-based sessions (remote learning).

Metrics for this strategic goal include:

- Existing courses
 - Total # of courses offered
 - # sessions conducted, # participants, course marks, satisfaction scores
- New Courses
 - # new courses developed
 - # sessions conducted, # participants, course marks, satisfaction scores
- # training partners

STRATEGIC GOAL #4—ADVOCATE



An advocate is one who supports or promotes the interests of a cause or a group. Lending your voice to a group that's going to take your concerns forward to government is a powerful thing and the strength comes from numbers. The Supply-Build Canada committed to being the voice for its members three years ago and in that time it has learned that success in this area will not be achieved without investing time, effort, money and some patience.

Advocacy is a marathon, not a race and we have learned that if you are not a squeaky wheel, the government will not know you exist.

The Supply-Build Canada in its infancy stages of advocacy has made an impact.

The Supply-Build Canada has achieved some wins to validate that our efforts are not wasted, and reinforces the impact we can have on the well-being of member businesses, industry and our economy if we work together on common issues and present them in an impactful way.

One of the most important element associations can bring to its members is an advocacy program that is focused and we need to continue to build on that success, collaboration and collections of important industry intelligence to ensure that we can be the best association that our members need and rely upon.

Facilitate engagement and development of government policy by directing the industry's prioritized needs to all three levels of government and communicating to members frequently.

Strategies to achieve this goal include:

- 1. Prioritize industry issues and needs and communicate to all three levels of government**
 - a. Utilize "CONNECT" activities to define issues, gaps and needs.
 - b. Develop criteria to prioritize needs in Supply-Build Canada programs, events and/or targeted advocacy activities.
 - c. Communicate "State of the Industry" reports to key government officials, clearly highlighting the industry's primary needs from the government.
- 2. Support Environmental Sustainability**
 - a. Act as a strategic partner and channel to government by promoting environmental sustainability in the LBM industry and with consumers.
- 3. Communicate information and successes to members and the industry**
 - a. Issue periodic Advocacy Bulletins to industry and members.
 - b. Seek feedback from Members on the accuracy and efficacy of their information.
- 4. Develop trusted relationships with senior government officials**
 - a. Develop strong relationships with provincial leaders in employment and education in all 4 provinces.

Metrics for this strategic goal include:

- State of the industry reports
- Changes to government policies benefiting members