



STRATEGIC PLAN

2016 - 2020

Canadian Roofing Contractors Association

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May 2015

INTRODUCTION

CRCA's current Strategic Plan was developed in 2008 and needs to be refocused and refreshed. The current CRCA Board of Directors agreed at their October 2014 Board meeting to develop a new plan charting the course of CRCA for the next five years.

CRCA hired an external consultant to work with us and guide us through the process.

From November to January, our consultant interviewed many industry stakeholders – including our members – to get their thoughts and opinions on the industry, their business and CRCA's past and possible future direction. In addition, we've reviewed a host of industry reports and CRCA data.

All of this research was analyzed and presented to our Board of Directors at a two-day strategic planning session held February 24 and 25, 2015. At this session, the Board worked with our external consultant to: develop a shared understanding about CRCA and our environment as per the research; create a CRCA vision and mission; and develop high-level strategies for CRCA's success.

A Vision statement defines the optimal desired future state of what the association wants to achieve over time. Leaders may change, but a clearly established Vision encourages members to focus on what's important.

A Mission statement defines the present state or purpose of the CRCA. It answers what CRCA does, for who and how.

The Strategies represent the CRCA's choices about how to succeed.

It is my pleasure to share with you CRCA's Vision, Mission and four strategies that will make up our strategic plan.

CRCA VISION AND MISSION STATEMENTS

Through our research, CRCA has now established a vision and mission statement.

Vision statement: The Canadian roofing industry is respected and successful, with the highest professional and technical standards.

Mission statement: CRCA leads the Canadian roofing industry, advancing the success of roofing contractors through technical expertise, standards of practice, and collaboration with industry partners.

CRCA STRATEGIC PLAN

The main objective of the new Plan is to guide CRCA in its ability to best serve its membership in a rapidly changing industry and economic environment over the next five-year period.

The Board identified five (5) strategies for success. They are as follows:

1. Ensure members across Canada have ready access to current, relevant, high-quality technical knowledge
2. Advocate for the value and fair treatment of roofing contractors in the industry
3. Foster a direct relationship with CRCA members to increase awareness of the value of CRCA, ensure relevance of services, and encourage engagement
4. Support members in business and management challenges at the national level
5. Develop CRCA's organizational capacity to enable achievement of its strategies

STRATEGIC THEMES AND SPECIFIC OBJECTIVES

1. Ensure members across Canada have ready access to current, relevant, high-quality technical knowledge

CRCA's mandate includes the responsibility to monitor, identify and communicate new trends and developments that might impact the roofing industry on a national level.

CRCA will establish itself as the "go to" source for information regarding technical knowledge, based in its role as the national roofing organization in Canada.

2. Advocate for the value and fair treatment of roofing contractors in the industry

Advocacy is a core role of CRCA. It falls within CRCA's mandate to advance the interests of the roofing industry in Canada.

CRCA will enhance and strengthen its advocacy role especially in the areas of moving the industry towards prompt payment, and monitoring and advocating for good practices in the areas of change orders, plans & specs, technical standards/codes, and research.

3. Foster a direct relationship with CRCA members to increase awareness of the value of CRCA, ensure relevance of services, and encourage

CRCA must continually strive to improve the effectiveness of its internal communications with its members.

CRCA will enhance and strengthen its communication methods with its members, offering relevant information, resources, and events, and ensuring members are able to take full advantage of the value offered by CRCA across the country.

4. Support members in business and management challenges at the national level

CRCA must continually strive to support members across Canada in the success of their business.

Given its importance to members, CRCA will strengthen its efforts on the labour shortage issues across Canada. To enhance their businesses, CRCA will also provide educational opportunities for members on targeted management issues, and continue to develop affinity programs to bring value to members.

5. Develop CRCA's organizational capacity to enable achievement of its strategies

CRCA must look at its internal operations, technology and governance model to ensure that we are operating at optimal levels.

To achieve this, CRCA will focus opportunities to collaborate with Affiliates, reassess how volunteers are supported in their efforts to contribute to the CRCA, and upgrade technology and communications capabilities.

IMPLEMENTATION

Once approved by the CRCA Board of Directors, they will turn the strategic plan over to the CRCA staff to:

- define what success looks like, (i.e. define the measurable outcome(s));
- develop an implementation plan to achieve that result; and
- set a realistic timeline for completion.

The CRCA Business Plan will reflect all of the activities emanating from the CRCA Strategic Plan so that there is an on-going measurement of progress.

While performing their work, CRCA staff, Board and committees will be asked to assess, establish, enhance and otherwise make recommendations for each of the strategic objectives.

An audit system will be implemented to monitor and evaluate the progress being made toward the achievement of the strategic objectives.

In the event that you have any questions or if you would like to hear more about the CRCA Strategic Plan, please feel free to contact Bob Brunet, CRCA Executive Director at brunet@roofingcanda.com or by telephone at 613-232-6724 or 1-800-461-2722.