

Influence to Innovation

A Market Development Business Plan 2021-2025

DRAFT 1.0



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Forward

For more than 60 years, the Canadian Wood Council has developed and expanded the stage for wood construction in Canada. Our expertise in design standards, building codes and regulations have provided access to wood construction markets never before imagined. The CWC Wood WORKS! program has used this opportunity to provide engineers, architects and builders with new ideas, inspiration and possibilities to build with wood, to use new engineered wood products, and to leverage prefabricated and automated approaches to building materials and construction. With this established competence in wood and mass timber buildings in Canada, it's now time to build and expand on this success, and provide our industrial, commercial and multi-residential markets the latest tools and solutions needed to ensure that wood is the preferred, sustainable and innovative solution for Canadian construction.



Kevin McKinley
President & CEO;
Président-directeur général
Canadian Wood Council

We are in a moment of time where so many converging factors are impacting our social, economic and environmental conditions like never before. After many months of pandemic confinement and economic instability - combined with our on-going struggle to mitigate climate change impacts - we find ourselves searching for some balance, a way to move forward.

There are some signs of recovery emerging around us; a light at the end of the tunnel. History demonstrates that we could be in for an economic boom coming out of pandemic conditions and Canada's commitment to international climate change targets are now bolstered by a new US administration. We need to closely watch the trends driving market interests and emerge with a new commitment to fostering a "wood culture" in Canada. This business plan charts our way forward; it lays the groundwork for market development, but it will be up to our teams and our partners to embrace these concepts and turn direction into action. We have an amazing team of professionals, I have full confidence that together we will accomplish our objectives and so much more over the coming years.



Andrew Bowerbank
Vice President, Market Development
Vice-président, Développement des marchés
Canadian Wood Council





Introduction

The Canadian Wood Council established the Wood WORKS! program on a premise that designers and developers needed to learn the benefits of wood products to make informed decisions when considering material options at the early stages of project design. Our technical leads have therefore been required to report on targets that value wood sales, sqft quantities, project applications, and market influence. Today, the market is more educated and sophisticated; design and building professionals understand the value of wood products in the Industrial, Commercial, Institutional (ICI) construction sector, and clients are beginning to ask for wood products of their own volition.

We must also recognize that the entire business landscape is shifting as a result of new inter-generational priorities. Where the past generation believed in hierarchal structure and segregated work environments to drive performance, the incoming generation of professionals are demanding a shift towards a new, inclusive value system and responsible leadership.

Our strategic direction will now plan for, and adapt to, the shifting marketplace as we begin to move from trend to mainstream adoption of wood products across the built environment and beyond. In the near future, we will no longer need to convince the market of the benefits of wood products; we will need to focus our attention on providing the tools and resources sought after by the industry to maximize project design potential. We will need to provide the technical ideas and solutions that have not yet been considered, and promote the project successes that have the potential to transform the design and building sectors. To accomplish this objective, WoodWORKS! will begin to expand our scope of deliverables by placing technical innovation and market development strategies as primary deliverables in-line with the projects we influence.

Executive Overview

Perspective

We are at a very important time for wood products in the marketplace. Industry leaders are becoming well educated on the new, innovative technologies and applications that are demonstrating the next generation of solutions for buildings and infrastructure in our communities. As such, it is important for CWC to begin a transition of our programs and outreach efforts to meet the needs of a rapidly growing market.

A Path Forward

This business plan was created specifically to focus our team's efforts over the coming years, and communicate our intentions with our members and partners. Together, we will begin to implement a new market development process, align our Wood WORKS! program with the needs of an evolving industry, and build our resources to support CWC communications and industry outreach efforts. Although this plan does not account for the leadership & resources of our Codes & Engineering division, we will continue to work very closely with that team to unify our efforts and achieve our objectives.

It was important to engage with our internal expertise in this process so that we can continue to evolve as an effective resource for the wood industry. Throughout the month of May 2021, our Wood WORKS! management teams from across Canada worked together through weekly planning sessions to provide historical context, explore new opportunities, and review the objectives that make up this Plan.

The content provided in these pages is focused on two distinct areas of development :

1. Existing projects that will be repositioned to align efforts and better articulate deliverables
2. The introduction of new initiatives and operational processes that prepare CWC to lead the way forward in a rapidly evolving marketplace.

We will be treating this business plan as a living document. Each year we will evaluate our progress and compare our efforts to evolving developments in the market. As market interests shift, so too will the objectives that make up this Plan.

Building on our Accomplishments

This business plan is intended to compliment three primary directives:

1. The CWC Strategic Plan 2021-2025 - Adopted by the Board of Directors, June 2020.
2. The Wood WORKS! Strategic Plan 2020-2023 - Adopted by the National Steering Committee, January, 2020
3. The Rick Jefferies Report - Presented to the Board, November 2018. It makes recommendations in support of CWC's future planning and development efforts.

It is important for the reader to recognize that these three directives are the foundation for the efforts proposed in this plan. In the case of Wood WORKS! for example, we will still be targeting the level of influence we have committed to for regional wood sales, volume, and project adoption.

This plan is strictly meant to build greater market awareness of our efforts, and do our part to push a wood-first policy across the design and construction sectors. We will deliver a definitive path forward through a new stage of innovation and market leadership.

Prior to the creation of this business plan, an "action plan" was produced as a companion document to provide a new direction for market development and prepare for next steps. The action plan is available to review upon request.

Market Development

Perspective

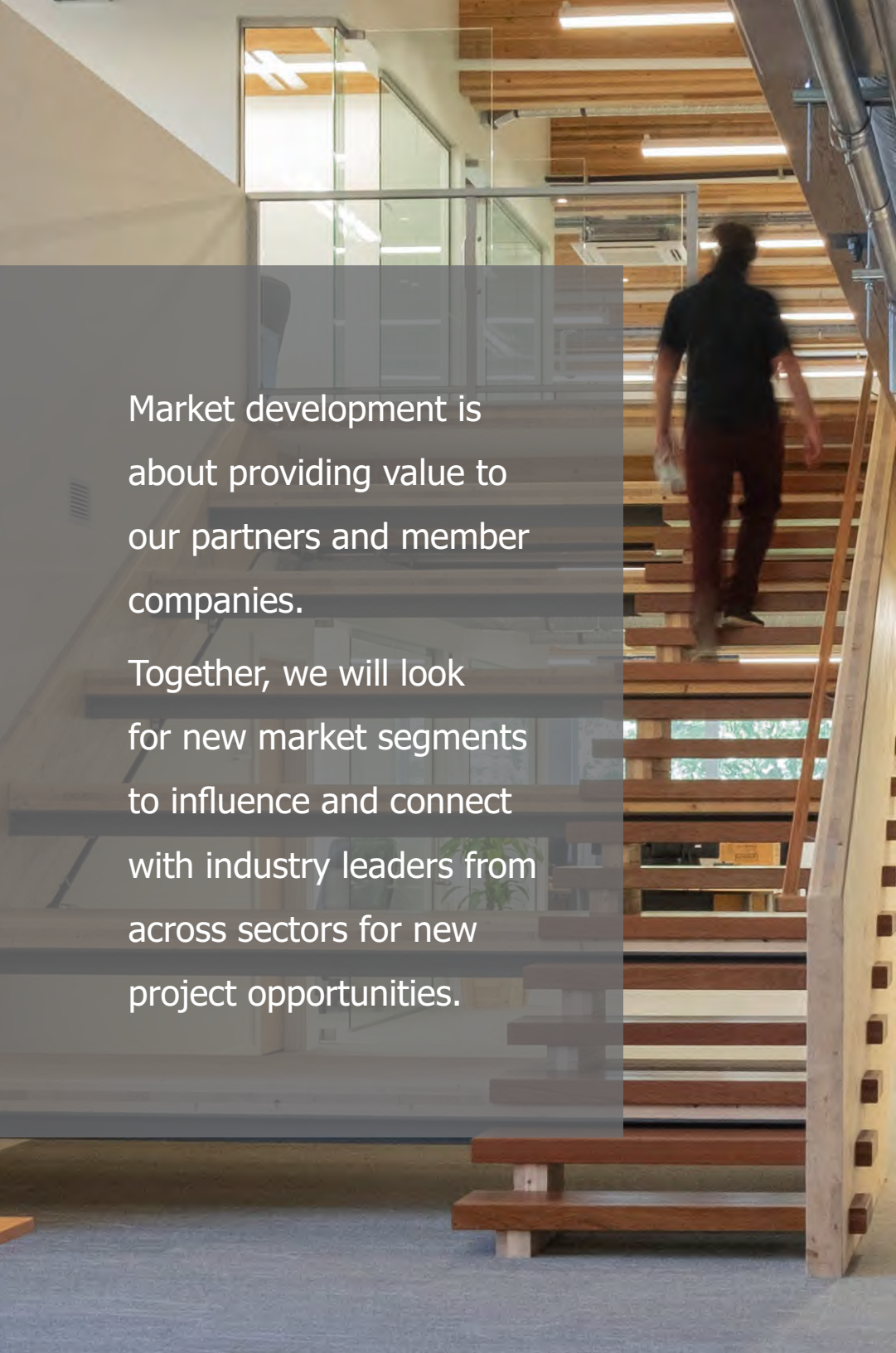
We need a new market development strategy that focuses on expanding the scope and scale of our influence. We have an obligation to our members to grow market interest for wood products, and provide new innovative business opportunities to our partners.

To be successful, we will need to rely on a few key factors including:

- ◇ Our strong reputation built through our breadth and depth of experience.
- ◇ The technical leadership of our regional partners and associates.

Objectives

- ◇ We will establish a renewed position in the market as the “voice for Canada’s wood products industry” in the construction sector. We want our members and partners to look to us for the means to drive growth and product development for long-term economic success.
- ◇ Mass Timber is the latest trend in wood products that is getting a lot of interest in the market. We will ensure we continue to develop strategies and support the full line of wood products, along with mass timber, to ensure all of our members receive equal benefit for their support.
- ◇ Climate change and emission reduction commitments have become a central focal point across the marketplace. We will build an approach to a new, holistic low-carbon strategy that will include regenerative and integrated project planning & design principals.
- ◇ As awareness of the benefits of wood products grows across the commercial building sector, we will look to collaborate with leaders from across sectors to explore opportunities including health and wellness, biophilic, design, etc, for greater impact and market influence.
- ◇ Populations will continue move to urban centres, driving growth and densification across the built environment. To influence projected development, we will advance our “wood culture” strategy by building on our trusted technical expertise and leveraging the fact that wood as an infinitely renewable resource - if managed responsibly.



Market development is about providing value to our partners and member companies.

Together, we will look for new market segments to influence and connect with industry leaders from across sectors for new project opportunities.

Transforming Markets Through Innovation

One of the primary objectives of an industry association is to take on the daunting task of tracking the latest trends and introducing new opportunities to its members. In today's economy, this objective is becoming increasingly important as member companies stay focused on their core objective of delivering good and services to meet new demands from the market. At CWC, we have an opportunity to embrace a culture of innovation and explore what is possible as new technologies and systems begin to take hold across the industry.

We believe it is our responsibility to identify the trends that are about to make an impact and prepare a strategy for adoption across the wood products industry. We will be formalizing a process, through our Wood WORKS! program, to establish new large-scale initiatives focused on transforming the building design and construction sectors (this process has already been piloted through our "Insuring Timber Initiative" in 2021).

We will establish new initiatives through five primary stages of development as follows:

1. Identify and report on the trends and greater market strategies.
2. Align with the industry leaders driving innovation.
3. Source and allocate the resources required for program development.
4. Establish the partnerships needed to deliver program results.
5. Present opportunities to our members and the marketplace through a comprehensive communications strategy.

Launching a new process for tracking trends and fostering innovation

Regional Wood WORKS! efforts will remain focused on technical leadership and project influence. We will work together to deliver results and track results through our new "Data Management Master Plan" - see page 15.

National efforts will be focused on market interests, trends, and innovations. Focus will be on identifying first-to-market opportunities and pre-commercialization developments - this will also be an integral part of our *Data Management Master Plan*. It will be crucially important to evaluate how we share our findings, identify who has access to this data, and most, importantly how it will be used to support further innovation.

Sustainable Development and Climate Change

As social and economic values evolve to prioritize sustainability and climate action, the Canadian Wood Council and member associations are in a position to demonstrate responsible and resilient resource management.

Wood is the only renewable material in the construction sector. Recognizing this distinction, we are proud to be the unifying and national voice for wood products in Canada and understand that we have a duty to work with our partners to protect our Boreal Forests, while continuing to deliver quality and essential products. At CWC, we are committed to supporting regenerative forestry practices and we are dedicated to reducing our emissions output through investigative supply chain management.

Populations will continue to grow and urban centres will expand; to ensure responsible growth, we will implement strategies and best practices that support the next chapter of this enduring industry.

Empowered by government and industry collaboration, we will take decisive sustainability action through the life-cycle analysis of our supply chains, maintain our precious ecosystems and natural carbon sinks through thoughtful extraction, and strive for innovative solutions through technology integration and holistic policy development.

Developing our climate response strategy

The marketplace today still struggles with identifying the corporate value of sustainability focused activities. Most just assign these efforts to a small group on their team to satisfying shareholder interests.

To be successful, a sustainability plan must become an integral part of all projects and programs across a company or agency - equal to fiscal responsibility, corporate branding and data management. CWC and our regional Wood WORKS! partners will adopt this perspective; a comprehensive plan is already under development focused on low carbon economics. When complete, CWC will have the ability to help our members achieve deep and lasting economic and environmental benefits across the wood products sector.

Industry Outreach

The core objective of the CWC's Wood WORKS! program over the past decade has been focused on educating the design community and influencing project developers, encouraging the use of wood products in their building designs. As this business plan demonstrates, we are now at a tipping point where project influence is no longer enough if we are to reach our goal of building a lasting "wood culture" across Canada's construction sector. Efforts to date have been very effective at introducing the opportunities and providing the tools needed to make informed decisions, but now it is time to move, grow, and change with the times.

The market is educated to the point where there is now a thirst for more. This means the services we offer are no longer enough to meet demand. If we are to find our new voice, we need to expand into new areas of leadership. Efforts need to focus on making an impact on the greater marketplace. It is our responsibility to grow the market for our members, but we cannot do that with a business-as-usual mindset. We will begin working with our teams to build on their base expertise and educate them on a new way of doing business, where the message is equally important as the medium. What we say, how we say it, and how the marketplace hears our message, will become a primary objective going forward.

Developing our outreach strategy

There are two important factors to consider as we begin to share our message across a greater marketplace over the coming years:

1. We need to maintain a strong base of expertise in our regions. As new programs begin to gain interest, we will need the technical resources in our local markets to respond. Our regional Wood WORKS! program partners will have greater operating autonomy and will be engaged to support national programs as needed.
2. We will need to present ourselves to the market with a strong, unified message. Programs, publications, and promotional products will be coordinated through the National office to ensure consistency. A National Communications Committee has been established to help guide development. Comms staff from each region have been engaged to participate on this committee to ensure regional interests and ideas are accounted for.

Strategic focus - stage one

Cross-sector collaboration

Buildings and city infrastructure impacts everyone, from all walks of life. In fact, the United Nations has estimated that urban populations spend 90% of their time indoors. This means that professionals from across sectors of the market would benefit from understanding the positive impact wood products can have on building design and operations. We will begin to tell our story to an expanded marketplace and drive a message of design excellence, health & wellness, environmental leadership, and more.

Market influence

We have launched our new Mass Timber Industry Roundtable. Focused on engaging with the developers, general contractors, engineers and designers responsible for building our cities; our Industry Roundtable will set the stage for new opportunities, and provide a valued return-on-investment to invited executives. Hosted bi-annually by the CWC, we will align efforts with high-profile conferences taking place across Canada to maximize benefit to participants.

Municipal leadership

We have begun expanding our outreach strategy to municipal leaders interested in encouraging the use of wood products in their community projects. In addition to direct engagement with municipalities and regional municipal associations, we plan to engage with the Federation of Canadian Municipalities. FCM has been the national agency for municipal collaboration since 1901. We will engage with FCM administration and Council to identify opportunities for sharing best practices and technical knowledge with their membership across Canada.

Targets & Deliverables

Market Development Highlights



Mass Timber Industry Roundtable



Our national responsibility

- ◇ share knowledge
- ◇ align interests
- ◇ drive innovation

Priorities

- ◇ Re-establish the WW National Steering Committee: Evaluate committee members and propose reducing member count to include more focused participation; those that can “role up their sleeves”, participate in development, and apply connections and influence for quick, results and impact.
- ◇ Identify internal team members to participate in a market development working group.
- ◇ Build our sustainability plan with a focused message on climate change mitigation, carbon reduction strategies, and resource conservation.
- ◇ Prepare for the 1st in-person session for the Mass Timber Industry Roundtable.
- ◇ Establish relationships with complimentary associations. This will allow us to share our message across their membership and we will look for opportunities to create specific project partnerships. Associations we will engage with may include:
 - Building Owners and Managers Association
 - Structural Timber Association (UK)
 - Urban Land Institute
 - RealPac
 - Colleges and Institutes Canada & Universities Canada
 - Federation of Canadian Municipalities
- ◇ Connect with specific property developers (with National reach) to promote wood product benefits in the ICI building sector.



Communications

Perspective

To communicate effectively with leaders from across sectors and engage with potential sponsors, we will need to tell our story in a clear and compelling way, and we will need a variety of promotional products to deliver our message through a high-profile engagement strategy.

Objective

We have two distinct objectives that we need to explore and present to the marketplace; both are closely linked and in many cases can be delivered together:

- ♦ **Developing our viewpoint** [historical thinking]
Our viewpoint defines who we are. It has been built over the years through our impact on the industry, how we provide benefit, and where we see the opportunities. We have all the components that make up our viewpoint but they need to be brought together and explored through a new lens.
- ♦ **Developing our message** [future thinking]
Our message will reflect our vision and mission statements, and present our beliefs and understanding of the future. It needs to demonstrate to the industry that we know what to expect, where the market is going, what activities will have impact, and that we are the agency to come to for the latest trend setting information.

Once we have developed a clear viewpoint and message, we will need to determine the means to share these across the industry. We cannot rely on traditional communications tools like websites and report publications; these are needed but too passive, requiring the audience to come to us. We will build a new outreach strategy that brings our story out to the greater marketplace.

How Will We Tell Our Story?

There are a lot of competing interests in the market right now; from climate change, to pandemic recovery, to economic development, market conditions are pulling industries in multiple directions. But these same conditions are also creating the perfect opportunity for us to shift awareness of wood products from trend to mainstream adoption in the industrial, commercial and institutional (ICI) construction sector.

The technical expertise that we have developed over the past decades through Wood WORKS! and our Code & Engineering efforts, has set the bar for wood design excellence in Canada. This fact is our strength and establishes our relevance in the market - for now. Where we are lacking is in our ability to deliver a compelling message. To date, we have been focused on influencing projects to build market interest, and rightly so. As such, we have relied on the projects and technologies to speak for us. We showcase buildings, materials, and manufacturing processes to assure the market leaders that advancements in wood products are driving new opportunities for healthy, efficient, low carbon buildings. But now the market is educated; at least enough of it is that we can begin to shift our storytelling from project influence to expertise. Where in the past we have focused on showcasing the projects, now we can begin celebrating the people, processes and strategies driving the next generation of innovation.

Setting a clear direction

To develop a comprehensive strategy for storytelling, we will need to encompass all forms of public promotions and set a clear direction for staff so that everyone has a confident understanding of the communication protocols required for their given projects and assignments. This will take some time to develop, but the foundation for these efforts are already underway, including:

- ◊ providing social media training with staff.
- ◊ creating a new, vibrant website with improved navigation.
- ◊ standardizing our publication guidelines.
- ◊ We are also connecting well with our funding partners to discuss new opportunities for the coming years.

As we begin the process of formalizing efforts into a focused communications strategy, we will need to ensure interests of our regional partners, member companies, and sponsors are recognized. By working together, our message will become stronger and louder.



Developing the Tools Needed to Communicate Our Story

Program guidelines

As you will review in the following pages, we are getting ready to structure our projects, publications and events through a new delivery process. This effort will require a set of dedicated guidelines to help our managers navigate development, define targets, and meet funder expectations. A standardized format will be created to ensure consistency across these efforts. Guidelines under development include:

- ♦ Reports & publications
- ♦ Project proposals
- ♦ Sponsor engagement

Website re-development

The CWC website and our associated Wood WORKS! mirco-sites are popular across the industry. There is a lot of educational content stored online; but over the years it has become challenging to navigate. It is also in need of a graphic update. We are reviewing the content and preparing a new format that will streamline navigation and improve the visual appeal for site visitors. We will also restructure our popular Web-Store, and introduce a new resource library. This library will house a large collection of images, videos, GIFs, etc for promotional use. These items will be cataloged and made available for sale to the public similar to the popular iStock platform.

Social media outreach

Our communications team is currently doing an evaluation of the best platforms and processes to promote our work. We are focused on **LinkedIn** as our go-to platform for information sharing, but we will be expanding efforts to other platforms based on strategy, scope, and audience for our message. We will use LinkedIn to conduct 3 primary activities:

- ♦ Promotional announcements
- ♦ Newsworthy current events
- ♦ Program campaigns

The following platforms are currently under review. They will become an integral part of our suite of social media efforts once we determine alignment with our outreach strategy:

- ♦ **Twitter** - We use Twitter now but we are considering relegating it's use to only promote real-time activities taking place at conferences and various industry events.
- ♦ **Instagram** - Primarily used to showcase images and short videos to a younger demographic; we will use Instagram to promote results from events and highlight the activities of our people in action.
- ♦ **Flipboard** - Flipboard is an online magazine-style platform designed to share relevant news articles. This is a self-curated platform that we can customize to reflect CWC branding and interests.

Public speakers bureau

As we emerge from the global pandemic, market interests will build quickly to get back to in-person conferences and networking opportunities. With the rapid rise in interest for wood products in the commercial building space, we need to prepare for an increased call for speakers. We will develop an on-line "speakers bureau" or database of professionals that are adept at public speaking.

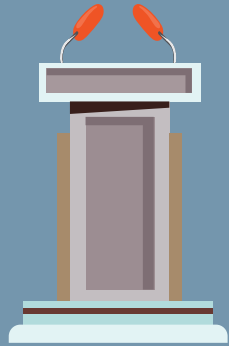
This bureau would showcase industry experts from across our members and industry partners. We will also conduct speaker training for our CWC and Wood WORKS! teams. We will review delivery options for our bureau including the potential to partner with an established speaker agency or establishing an independent CWC effort to train and promote our own list of speakers.

Who we are

The CWC has such a long history of industry engagement and program success. As such, our breadth and depth of accomplishments can appear overwhelming, and our message can get lost. We will be developing a series of public-facing documents that succinctly describes who we are, what we do, and our plans for market development. We will structure this effort as a longer-term campaign and we will develop a number of graphic products to help our teams present ourselves, our members, and our partners to the marketplace.

Targets & Deliverables

Communication Highlights



Speaker Training & Engagement

- 5 CWC staff
- 10 Member company reps
- 10 Industry reps

Public Speakers Bureau



- ◇ e-learning centre
- ◇ web store
- ◇ image resource library
- ◇ training videos & virtual tours

Implement a new product sale and subscription structure for revenue generation

Linked in



Increase
online
presence 25k
Followers

Identify CWC staff and partners who can work as a team to champion on-line posts and campaigns.

Telling our Story

- ◇ compelling message
- ◇ relationship building
- ◇ celebrating success
- ◇ project collaboration



Priorities

- ◇ Create a series of graphic documents that demonstrate who we are through a clear, concise message.
- ◇ Create a detailed sponsorship package that outlines the full range of opportunities outlined in this Plan.
- ◇ Begin developing our internal public speaking skills, create new PPT presentations
 - Begin framework for Public Speakers Bureau.
- ◇ Finalize the design for the new CWC website, launch by Q4 2021.
- ◇ Establish the new resource library for high-res images, videos and reports.
- ◇ Take back ownership of our E-Learning Centre and relaunch through an updated, and interactive micro-site
 - We will review potential fee-for-service revenue models to cover the costs of long-term maintenance.
- ◇ Build our social media strategy - identify internal team members to champion efforts, increase readership and impact through new campaigns and messaging.

Delivering Valued Resources to the Market

Perspective

We are at a very unique juncture in the market as the wood products industry is preparing for a transformation to a new level of influence in the built environment. We could stay the course and continue to provide valued technical education to the industry or we can take a deep look at what we are delivering and determine what products would best lead the next generation of market development. If we can agree on the latter, we will need to consider the resources required to deliver these products, and align each with a structure that will ensure the greatest return on investment.

Objectives

- ◊ Review the products currently under development, align each under the new “streams & initiatives” delivery process, then plan an effective promotional strategy for each.
- ◊ Establish an evaluation protocol for how we approve new projects for development based on market interest, the potential for high-profile success, funding structure, and strategic program alignment.
- ◊ Ensure all future projects align with our new delivery process to support communications across regions and maximize market impact.

Identifying long-term objectives for market impact

It is without question that we are well recognized for producing quality technical publications, hosting industry training, and developing the tools needed to influence project development, but in these efforts we are missing a key part of project success. We focus so much on the project itself that we are failing to see the bigger opportunities. To date, we have not placed enough consideration on the importance or impact a communications strategy can have on a project's success; we tend to leave this consideration to the later stages of development and then look for others to manage the promotional process. Going forward, every project that is reviewed and approved for development will also require a comprehensive communications strategy as an integral part of the proposal process, this will include budget and resource considerations.

Preparing for success through a standardized review process

At the early concept development stage, a formal project proposal will be required and reviewed internally to identify benefits, align with our strategic direction, and prepare supporting resources. The review process will be conducted by the newly formed CWC National Communications Committee; this committee is made up of staff from each of our Wood WORKS! regional teams. Once the proposal has been approved to proceed, formal applications for funding and partnerships can begin.

A Brief Overview of Wood *WORKS!* New “Stream & Initiative” Delivery Process

Long-term results through a new systems strategy

To date, our projects, publications, and events have been produced as independent efforts with limited consideration for strategic alignment and long-term market impact. As the wood products industry grows and new member interests emerge, it will be important to align our efforts through an integrated systems approach to maximize industry engagement opportunities.

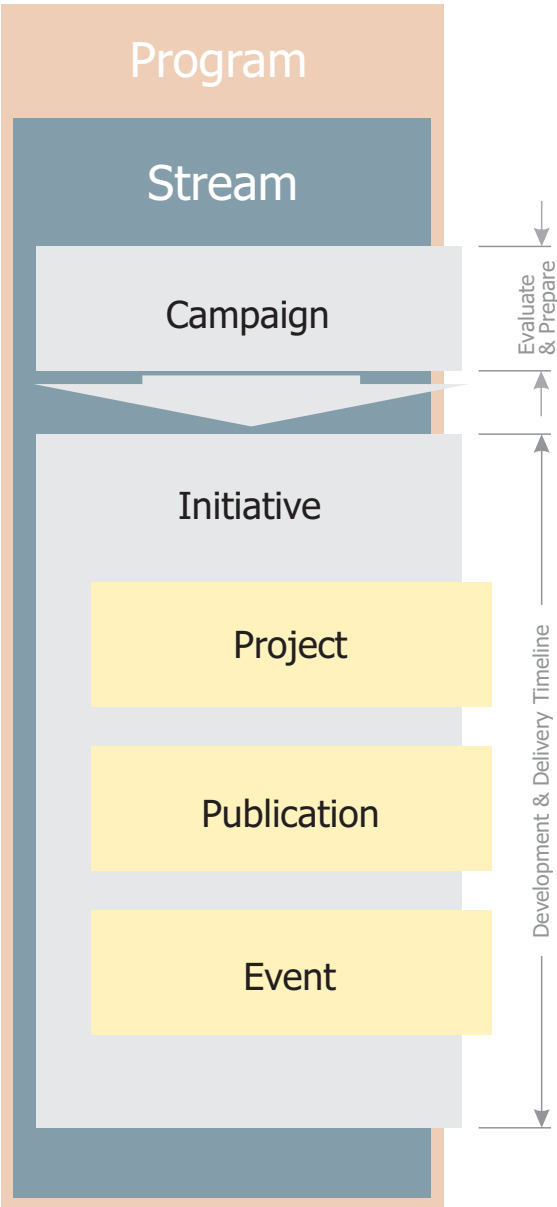
All future efforts will be delivered under a collective suite of “streams” and “initiatives” that work together to reflect a unified message and approach. By aligning efforts through this new process, we will maximize market awareness, improve returns on investment to stakeholders, and increase opportunities to expand CWC influence across the marketplace.

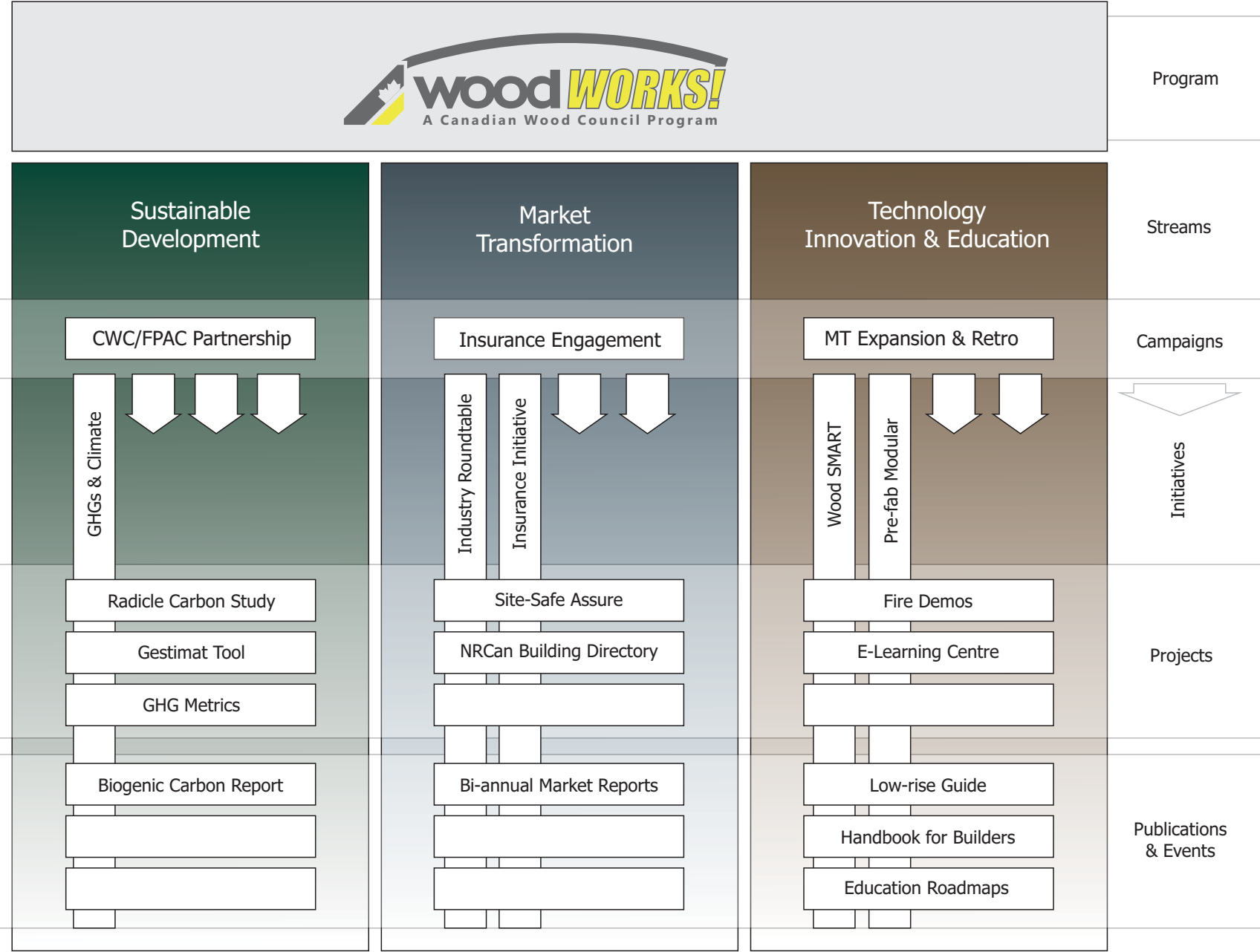
National vs regional opportunities

We recognize that on many occasions, projects and publications are better suited for our regional Wood *WORKS!* partners to develop and manage, independent of national efforts. In these instances, regional partners would be free to finance and develop as they see fit. For marketing and promotional purposes, we would only require that these projects relate to one of the new streams or initiatives, and follow Wood *WORKS!* branding, publication, and distribution guidelines.

By definition

- Program: An over-arching set of related measures or activities with a targeted long-term direction.
- Stream: A continuous flow of information, typically having a constant theme or focus, designed to align concepts and perspectives.
- Campaign: A short-term organized course of action to engage stakeholders, and explore market opportunities. Outcomes will determine if a program or project would be created.
- Initiative: A set of collective measures or activities aligned together with a particular long-term set of objectives.
- Project: An individual, focused enterprise that is carefully planned to achieve a particular goal.
- Publication: The preparation and issuing of a book, journal, report or related work for public distribution.
- Event: A planned public occasion to celebrate or promote current market interests.





Demonstrating alignment through the introduction of streams, campaigns & initiatives

We will be aligning our projects, publications, and events under a new level of thematic streams.

These streams include:

- ◆ Sustainable Development
- ◆ Market Transformation
- ◆ Technology Innovation & Education

By aligning our efforts under thematic streams, we will be able to track and report on progress with a focus on subject relevance to the marketplace.

A new funding strategy will be developed based on these themes. Sponsors will have the option to participate in short-term projects, publications and events (PP&E); or they can choose to be involved for longer term impact through our new Streams and Initiatives structure. Funders choosing to participate in Initiatives will also receive full benefits and recognition through related PP&E development.

The chart to the left represents just a few examples of our new structure to demonstrate project alignment. (it does not reflect the entire WW catalog of activities). The following page provides a glimpse of our current efforts. A report reviewing all activities is under development; when complete, it will be provided upon request.

Its all in the Details

The purpose of this business plan is to establish a strategic direction in response to the latest market conditions, and identify our targets and deliverables going forward. The detailed plans for how we meet each of our objectives will come next. These detailed plans will be developed through a new standardized template process that will include the traditional targets, budget, and timelines we have come to expect, but will now also include comprehensive communication strategies, long-term market impact goals, and more.

Our Activities in Review

Existing Publications

- ♦ Technical Publications - Codes & Eng.
- ♦ Wood Design & Building Awards
- ♦ Wood Design Awards Book
- ♦ Wood Design & Building Magazine

Publications in Production

- ♦ Low-Rise Commercial Wood Buildings Book
- ♦ Tall Wood Cost Comparison Study
- ♦ WoodSMART Education Roadmap
- ♦ Mass Timber Fire Demo Project
- ♦ Timber Bridges Best Practices
- ♦ Gestimat Carbon Tool
- ♦ Mid-rise Construction & Design Guide

Initiatives & Projects Under Development

- ♦ Mass Timber Industry Roundtable
- ♦ Data Management Master Plan
- ♦ Insurance Site Assure Certification
- ♦ Radicle GHG Emissions Strategy
- ♦ Biogenic Carbon Report
- ♦ National Wood Building Directory - NRCan
- ♦ Farrow & Partners Health & Wellness Study
- ♦ Cross Sector Collaboration: A new opportunity for influence
- ♦ WD&B Monthly Market Report - C Suite focused content

Campaigns Preparing for Launch

- ♦ Existing Building Expansion through Mass Timber
- ♦ Prefabrication and Modular Construction
- ♦ Engaging Municipal Leadership
- ♦ Integrated Building Design: A holistic approach to low carbon buildings
- ♦ Resource Management and the New Circular Economy
- ♦ Driving Production through Second Tier Manufacturing

Next Steps: Developing Focused Plan Documents



Wood *WORKS!* Regional Leadership

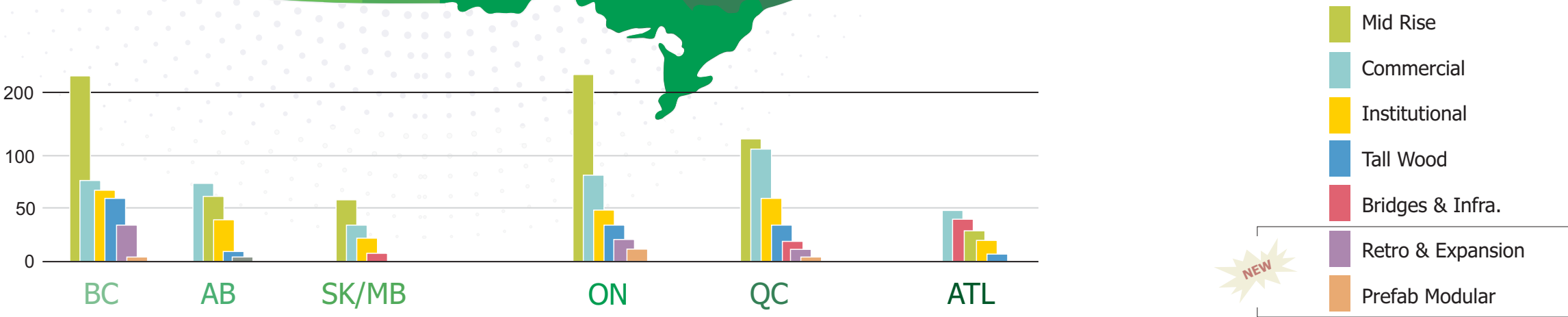
Project Influence and Strategic Focus - Target to 2025

The Wood WORKS! Strategic Plan 2020-23 provides detailed targets for project influence by sales and volume. The information provided here builds on this effort, providing a potential scenario for increased market uptake in each region based on the deliverables proposed through this “Influence to Innovation” Business Plan.

As we begin to build our new Data Management Master Plan, we will be creating a comprehensive dashboard to track progress and present market uptake to our stakeholders and across the industry.

Annual Project Influence Target

300	2021-22
350	2022-23
400	2023-24
450	2024-25
<hr/>	
1500	Total Projects



Next Steps for WoodSMART

Developing the next generation of Canada's wood product workforce

WoodSMART was established in 2019 to expand wood design and construction education across Canada's post-secondary academic institutions. Since inception, we have been successful at engaging with over 500 educators at 58 institutions across the country. After years of development, we are now set to publish 3 new comprehensive teaching manuals:

- ♦ Wood Handbook for Builders
- ♦ Introduction to Wood Design for Architects
- ♦ Advanced Wood Engineering Manual

These new publications will represent the latest in wood construction technology and be a significant resource to further expand wood education.

WoodSMART 2.0

Once the three teaching manuals are completed at the end of 2022, the WoodSMART program will begin a strategic transition - under the greater Wood WORKS! initiative - as follows:

Academic engagement has been the founding principle of the program since inception; we will now prepare to expand the influence of the program to include the training and advancement of Canada's workforce. Our next effort will be about supporting academic curriculum, trades training, and employment opportunities for young professionals. Robust partnerships will be established to nurture the full scope of career advancement for long-term economic success.

Launching the CWC Publishing House

One of the greatest accomplishments of our Wood WORKS! program is the collection of technical publications that we have produced over the years. To date, these have been created without a standardized design theme; as a result, brand identification and impact was diminished. Recognizing that our publications need to represent the greater CWC brand, we have begun the process of developing mandatory guidelines for all publication efforts going forward. In addition, we have launched a new initiative titled the "CWC Publishing House". Over the coming months we will begin to leverage this new brand and offer publishing services to our partners and industry associates in the marketplace as a fee-for-service. This will be a new revenue stream for CWC, a formal plan will be developed to establish our budget targets and objectives.

Celebrating Successes through Design Excellence

2021 marks 30 years of showcasing and celebrating excellence through our Wood Design & Building efforts. There are 3 primary products that are produced under the WD&B brand: the magazine, the awards and the hard-cover book. Thanks to our strong partnership with Dovetail Communications, these products have become the primary means to celebrate industry achievement in Canada, and across North America.

The objective now is to build on the success to date and establish a more predominant position across the Canadian market for WD&B. Where Wood WORKS! has become the premier directive for technology leadership and project influence, WD&B will become the primary means to promote and celebrate a "wood culture" across Canada's building & construction sectors.

We will develop a plan that repositions WD&B alongside Wood WORKS!. A greater emphasis will be placed on the leaders, strategies, and business efforts that are making an impact on market. WD&B will move beyond just celebrating project success and strive to represent the evolution of the wood products industry as a whole.

Design example

- ♦ Applied at the bottom of a book spine
- ♦ Yellow & grey colours from the CWC logo
- ♦ Shapes reflect the lines of a peaked roof

CWC
Publishing
House

WOOD
DESIGN &
BUILDING



Embracing Big Data & Predictive Analytics

The concept of “Big Data” has been around for years; most organizations now understand that if they capture all the data that streams into their businesses, they can apply analytics and get significant value from it. The new benefits that big data analytics brings to the table however, are speed and efficiency. Whereas a few years ago a business would have gathered information, run analytics and unearthed information that could be used for future decisions, today that same business can identify insights for immediate application. The ability to work faster – and stay agile – gives organizations a competitive edge they didn’t have before.

Objectives

Our current efforts at CWC, through four distinct software platforms, have been effective for reporting to our public funders, but there is so much more we can be doing with this information. As the world of Big Data continues to mature in the market, we have the opportunity to establish an information sharing program with the potential for revenue generation.

A data management master plan

Over the coming months, we will begin the process of developing a new master plan for managing data and predicting market conditions. This effort will build a link or interface across our four data streams; we will also interact with our research partners to create a robust interactive system, providing valuable real-time access to the data needed to inform future business strategies and developments.

We will expand beyond our current efforts to provide project and market influence details to our members. We will incorporate economic, environmental, and behavioral analytics so that our industry leaders have the tools they need to meet their business objectives with confidence, driving growth across the Canadian market.

How will we meet objectives?

This new data management master plan will begin to restructure and align our existing databases with a number of efforts currently under development - including the new work we are doing with NRCan to share impact results of their GCWood program. A formal plan and budget (including revenue models) will be developed. The objective is to build the resources required to establish a self-sustaining program, creating a first-of-its-kind Big Data sharing protocol for the wood products industry.

Digital Assets & Communications

In conjunction with our new commitment to developing a robust master plan for Big Data applications, we will begin to explore opportunities for Wood WORKS! to build expertise in the latest digital design systems used by project designers. This will allow us to better communicate and support project teams at all stages of the design and development process.

It is important to note that one of the objectives we have for the future of Wood WORKS! is to establish relevance, and provide benefit, with project leaders across the buildings and infrastructure disciplines that are responsible for the sustainable growth of our cities.

We need to be able to work with designers, technology providers, energy & emission auditors, commissioning agents, green building certifiers, and more. The next generation of buildings must embrace high performance, low carbon targets. The only way to accomplish this is through integrated systems design and the tools required to meet this objective exist today through digital “Building Information Modeling” (BIM).

We have begun working with CANBIM to prepare our teams to support the next generation of digital design. CANBIM is the nation-wide certifying organization that serves as Canada's business voice for the entire building and infrastructure community.



Targets & Deliverables

Program & Project Delivery Highlights

CWC Publishing House



Market Reports

Produce series of annual market reports to identify trends and strategic opportunities.

Book Publishing

- ◇ Develop publishing process and production partnerships
- ◇ Offer services to our members and partners

Data Management Master Plan

Integrating our systems for real-time results

- ◇ Online project tracking system
- ◇ Activity reporting tool
- ◇ Knowledge uptake & use tool
- ◇ Client solutions centre
- ◇ Snap Surveys
- ◇ National Wood Building Directory



Wood SMART

Developing Canada's design/build workforce



Expand program scope to support all stages of early career development

Priorities

- ◇ Conduct staff training on the new “Stream & Initiative” structure.
- ◇ Work with the Communications Committee to establish a new project approval process
 - develop a new project proposal template with communications strategy.
- ◇ Develop a plan to expand WoodSMART from post-secondary through to job creation and industry training for young professionals
 - prepare new teaching manuals for publication.
- ◇ Launch the new Data Management Master Plan.
- ◇ Launch the CWC Publishing House as a fee-for-service to members and associates.
- ◇ Create a new structure for WD&B - National awards and publications.
- ◇ Initiatives, projects & publication focus:
 - Ottawa Mass timber Fire Demo
 - Site-Safe Accreditation
 - Radicle Carbon Study
 - Gestimat Carbon Tool
 - Timber Bridge Best Practices
 - Atlantic Canada engagement strategy
 - Low-rise Commercial Wood Buildings Book
 - Mid-rise Construction & Design Guide
 - National Wood Building Directory - NRCan

WOOD
DESIGN
&
BUILDING®



A focused strategy to celebrate successes

Operations

Perspective

CWC is at a very unique time in our operational history. We have marketplace interest in wood product innovations keeping us laser focused on the opportunities for growth and influence; but, we are also preparing for budget challenges and a change in our internal senior management due to a number of retirements taking place, and expected over the next few years.

We are also dealing with an unprecedented pandemic that has forced us to rethink how we work. The world will not be the same as a result of this so we need to think of new and innovative ways to conduct business and provide value to our members.

Objectives

- ♦ Succession Planning - We will strive to ensure the experience and knowledge of our senior team is not lost as we transition and welcome new team members.
- ♦ Staff Retention - We will provide new opportunities for training and career growth with a focus on technical excellence and market outreach.
- ♦ Funding Partners - We will work collaboratively to identify efficiencies in our reporting process, and ensure we are applying the required resources to the programs and projects that have the potential to transform the marketplace.
- ♦ Offices vs Remote Operations - We have adapted well to working remotely. Next steps will be to develop an effective hybrid model for in-office and off-site staff interactions.

Evaluating Roles & Responsibilities

We will be conducting an evaluation of the strengths and weaknesses of our current staffing model. This means evaluating the roles and responsibilities assigned to positions; it will mean reviewing the capabilities of our individual team members. In both cases, this evaluation process will be about improving our means to deliver our products to the marketplace.

Staff need to feel that they are valued and that there are opportunities for personal growth at CWC - this stimulates a positive work environment built on trust. When team members know specifically what is expected of them, they will be able to perform their duties with confidence.

It will be very important, as we adjust our priorities to meet business plan objectives, to ensure our staff are kept informed along the way. If we are not communicating our intentions, staff can get concerned with the unknown and begin protecting their interests rather than contributing to the solution. At CWC we have a very passionate and engaged team and we will need to nurture their interests along our path forward.

Diversity, Equity & Inclusiveness

We recognize that a diverse organization is a better organization; it improves productivity, employee retention, creative thinking, communications and more. We have a responsibility at CWC to truly embrace equity and diversity into all facets of the organization. We have a long way to go in our efforts, but we are committed to take the steps needed now to build a healthy, inclusive, and innovative professional environment for all.



Formalizing Responsibilities to Track Development and Optimize Performance

CWC team members will be expected to contribute to both national objectives as well as regional efforts. Team support across regional and national efforts take place now, but we will formalize this process to manage deliverables and monitor required resources. The chart to the right outlines how responsibilities will be allocated between national vs. regional interests.

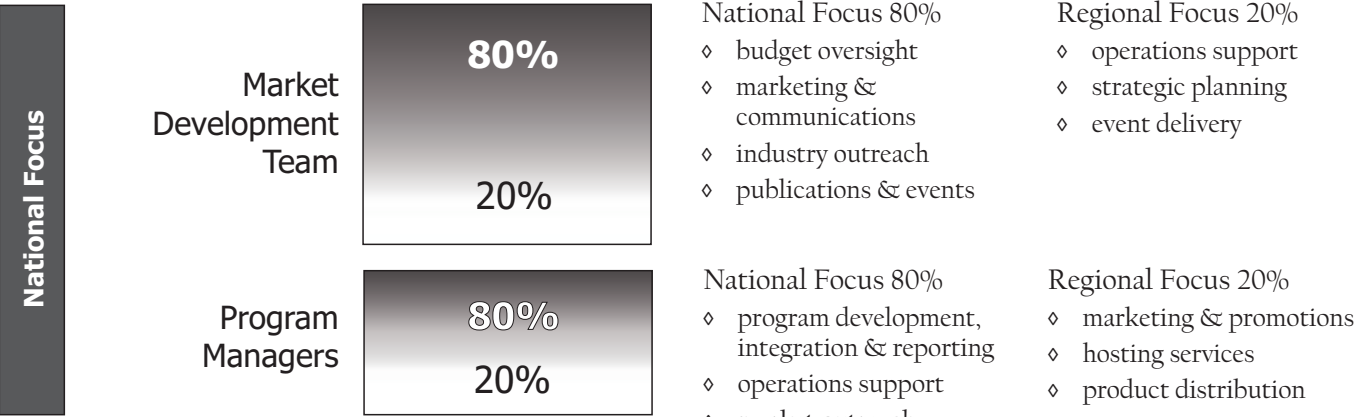
Note: Our Regional partners (MLB, QFIC, AFPA) will continue to conduct their operations and staffing independent of CWC HR processes; They will have the option to participate in the new “80/20 Protocol” as they see fit.

For CWC market development and Wood WORKS! employees:

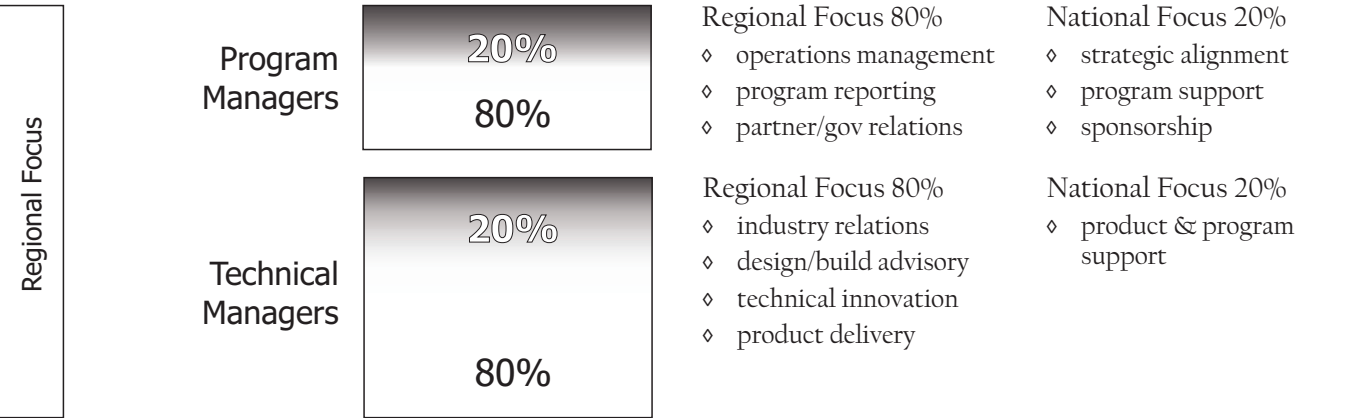
- Supervisors will be expected to conduct subordinate performance reviews based on the allocation of responsibilities.
- A formal project tracking process will be introduced to performance reviews for feedback on development and to monitor workload.
- Staff training sessions will be conducted annually to review the process, make adjustments, and ensure everyone understands expectations and deliverables.

Introducing the 80/20 Protocol

Strategy & Alignment - National CWC Market Development



Technical Excellence - Regional Wood WORKS! (ON/BC)



Building on a Strong Base, Preparing for Growth

Over the past two decades, our Wood WORKS! program has been directed through our national office in Ottawa and delivered in our regions through partnerships with our CWC member associations, as well as through consulting contracts in Ontario and British Columbia.

In 2016, Wood WORKS! teams in BC and ON became full-time employees of CWC, operating regionally under Executive Directors with dedicated technical and communications staff in place to meet the unique needs of their respective markets. This structure had worked well over the years, but now we have a number of activities coming together that create an opportunity to rethink how we deliver results for our member companies, and how we fulfill our obligations to our regional partners. Highlights of these opportunities include:

- ♦ Senior team members across CWC are making plans for retirement.
- ♦ The Ontario team has a number of open positions due to recent resignations.
- ♦ FII is managing a review of the BC Wood WORKS! program to ensure alignment.
- ♦ Market interests in Canada are shifting, enabling a new strategic direction for CWC as outlined in this business plan.

As we layout plans to fulfill our staffing objectives, we will need to take into account a number of influencing factors including:

- ♦ Our members and partners expect us to maintain a strong base of technical expertise in all existing regions and across Canada, with the potential to grow our presence in Manitoba and Saskatchewan.
- ♦ Our current budget structure restricts our ability to build our team based on our current operating model, and to the capacity required to keep up with the pace of market interest.
- ♦ The intent of this business plan is to shift our focus in response to changes in the industry. This will require a team members with expanded skills and capabilities beyond our current structure.

The human resources adaptation chart on the following page represents a conservative approach to fulfilling our staff requirements. It sets a “base-load” staffing model in alignment with current budget and program expectations.

As we advance our business development efforts over the coming months and years, we will get a clearer picture of the strategic opportunities and financial resources available to expand our teams to meet market demand.

Note: This model is designed to direct our CWC HR resources only. It will not apply to our regional Wood WORKS! partners including AFPA, QFIC, MLB; these partners will continue to maintain their own operations and resource requirements, while working closely with CWC for National alignment and unity as we strive to fulfill the targets and deliverables outlined in this plan.

2021

We have made a few adjustments to our roster of staff including:

- ♦ Appointing a national senior manager of communications
- ♦ Hiring a communications coordinator to Support Eastern Canada efforts.

2022

We will begin the process of aligning staff requirements with a new operating model. Hiring will be focused on building our teams with young professionals that can grow their careers at CWC.

2023 & Beyond

We expect a growing and sophisticated wood product market will require further expansion of our teams. We will fulfill our program obligations through a hybrid staff model of internal hires, consultants, and seconded professionals to manage projects.

Adapting our Human Resources to Meet Objectives - Stage 1 “Base Load” Target

		Wood <i>WORKS!</i>			National Market Development	
Current 2021/22		BC Office Supporting Western Cda	ON Office Supporting Eastern Cda		Comms	Edu & Special
Same comp level & hierarchy	Exec Directors	x1	x1	Alberta - AFPA Quebec - QFIC/Cecobois Atlantic - MLB		
	Senior Managers				x1	x1
	Program Managers					
	Tech Managers	x3	x2			x2
	Comms/Event Managers	x1				
	Comms Coordinators				x1	
Target 2023/24						
Same comp level & hierarchy NEW	Exec Directors			Alberta - AFPA Quebec - Cecobois Atlantic - MLB	National Operations Director	
	Senior Managers				x1	x1
	Program Managers	x1	x1			x2
	Tech Managers	x3	x3			
	Comms/Event Managers				x1	
	Comms Coordinators	x1	x1		x1	

Existing

Retiring

New

Introducing the New Role of Program Manager

As outlined throughout this plan, we have a number of new program objectives that will require a skill-set beyond our current focus. The new role of Program Manger will be introduced to fulfill these requirements and complement our technical staff.

Candidates will be expected to deliver products through the new “Streams & Initiatives” strategy, liaise with our technical staff, manage relations across industry & government, and participate in stakeholder reporting processes.

We will search for candidates who are:

- ◊ outgoing, creative, collaborative.
- ◊ organized and capable of managing multiple projects.
- ◊ motivated to work independently.
- ◊ confident at program development and delivery (including reporting and budget management) for turn-key results to stakeholders.

Developing Expertise through Industry Engagement

As we begin to deliver on the concepts outlined in this Business Plan, it will be important to re-evaluate how we build our teams and staff our projects. There is great potential for CWC and Wood WORKS! to drive market growth over the coming years, but we need to be realistic about the full-time staff required to deliver results; our operating budget just won't allow us the resources required to meet demand (even with the financial strategies we are exploring through this plan). To build our teams and accomplish our objectives, we will begin a new strategy for program development and delivery through our new "consultants roster" and "secondment program".

Consultants are used now to deliver projects, and a secondment-style initiative has been tested in the past, but neither have been properly formalized to track performance and maximize results - we also tend to look for expertise through our inner circles and source professionals closest to us. By introducing a formalized structure through these two proposed human resource strategies, we will be able to better articulate expectations, gain access to a greater pool experts (opening up our opportunities to the market for public review), and measure performance for long-term reliability. These two new human resource strategies will be aligned closely to our new streams & initiatives objectives (pg 12, 13) and our big data targets (pg 15) for an effective turn-key solution to project delivery.

Consultants Roster

The Wood WORKS! program has a long history of engaging consultants to build the projects that we deliver to the market. To date, these consultants are hand-picked by the executive team based on professional relationships and familiarity to CWC.

As we prepare to build a new direction for our programs, we have the opportunity now to invite a wider group of professionals to consult with us. Through this effort, it will be important to present opportunities through a formal public tendering process.

We will post project tenders online through well respected agencies like "MERX Canada". This will ensure the best price for the work to be undertaken, and the breadth and depth of new consulting talent we attract will improve project performance and quality of work.

Secondment Program

The CWC has managed a secondment program in the past, we will now take this opportunity to reintroduce this effort with a new, expanded format.

A Wood WORKS! secondment program would be an opportunity for employees of a member company to be appointed on special assignment to the Canadian Wood Council. The program would be for a specific work term (1 year renewable) for skills enhancement, knowledge sharing, and to contribute to Wood WORKS! development.

We will create a comprehensive program overview and contract agreement so that all parties are aware of expectations and outcomes. This will be a collaborative effort designed to increase employee skills and experiences across the industry, providing short term deliverables to CWC and long term human resource benefits for participating companies.





Financial Planning

The influence of the wood products sector is growing across North America, but our budget to 2022 (for CWC market development and our Wood WORKS! program) restricts our ability to keep up with pace of development and market interest. To maintain our leadership position, we will need to build our operations with a new and diversified skill-set and expand our financial resources. Before we can commit to next steps, we will first need to evaluate our current team, operating structure, and budget. We will be taking a hard looking at our program obligations, operational needs, and funding model to determine the best structure for us as we begin a new path forward.

Diversifying our funding sources

Our Wood WORKS! program is heavily subsidized by public sector funding. To date, this was required to grow the program, but has left us subservient to the needs of public sector interests. We will always look to our national and provincial public partners for program development and funding; these strong, trusted relationships have been built over decades of commitment and will be integral to our plans going forward, but the market has matured and is now set for the next stage of development. We are now proposing to move towards a new level of program development and delivery that could require resources beyond our funders traditional scope or expectations. It will be important to find the strategic partners required from across sectors to sustain our next level of development. It is a challenging and competitive market out there; next steps will take focused, collaborative effort.

Objectives

- ◇ Prepare for a new funding structure inline with the objectives, targets, and deliverables outlined in this business plan.
- ◇ Engage with our members, partners, and industry associates to help us fulfill our program and operating needs through a number of key objectives including:
 - the development of a new human resource strategy that would see a greater number technical expertise in British Columbia and Ontario (see “Developing Expertise through industry Engagement” on previous page)
 - taking on a more active role in representing a specific program or project in the market on behalf of CWC
 - increase participation in program sponsorship where appropriate.
- ◇ Restructure the program status reports we produce for our funders and members. Through our Data Management Master Plan (outlined on page 15) we will develop a new, streamlined method for collecting and sharing the information required to meet - and exceed - expectations.

Funding Structure

To-date, we have been developing programs and products with the direct support of public funding through federal and provincial agencies; we have come to depend on this funding for long-term program delivery. Over the coming years, we will explore a new finance structure that secures a greater percentage of funding through a variety of alternative sources to support our strategic objectives. This effort will take time as new relationships are built to accomplish our objectives, but the direction is clear - we will grow our operating budget to meet market demand through a diversified funding portfolio.

We will adopt a number of key directives to help guide our budget development efforts, including:

- ◊ Government funding should be dedicated to:
 - building campaigns and market research initiatives
 - developing high impact projects and publications
 - launching new programs and initiatives - once a program has launched and demonstrated, industry funding would be sourced and applied to sustain long-term program delivery
- ◊ An expanded revenue model is needed to support long term budget objectives. A few areas under review include:
 - increasing our profit targets on educational programs and industry events
 - building new revenue opportunities for the Wood Design & Building program
 - expanding our industry outreach and profile with our Wood WORKS! Regional partners
 - launching a construction site certification program based on the model established by the Structural Timber Assoc. in the UK
 - diversifying our public funding sources by engaging with other ministries and agencies
 - searching and applying for NGO grants to support new projects
 - offering publication services to our partners and industry associates

Budget Development

Current 2021/22		
Core Funding	Industry WW Funding	\$ 1,974,110
	Provincial WW Funding	\$ 1,244,115
	Federal WW Funding	\$ 2,531,442
Special Projects	100% Gov. Funding	\$ 954,000
	Total Program	\$ 6,703,667
Transition 2023/24		
Core Funding	Industry WW Funding	\$ 2,400,000
	Provincial WW Funding	\$ 1,300,000
	Federal WW Funding	\$ 3,500,000
Special Projects	100% Industry Programs	\$ 250,000
	100% Gov. Funding	\$ 1,200,000
	NGO Grants	\$ 50,000
Total Program		\$ 8,700,000
Target 2024/25		
Core Funding	Industry WW Funding	\$ 2,800,000
	Provincial WW Funding	\$ 1,600,000
	Federal WW Funding	\$ 3,800,000
Special Projects	100% Industry Programs	\$ 500,000
	100% Gov. Funding	\$ 1,200,000
	NGO Grants	\$ 100,000
Total Program		\$ 10,000,000

Note: the budget targets identified to the left are conservative estimates only to meet the objectives outlined in this business plan.

They do not take into account a number of new opportunities currently under review for revenue generation. As viability for these become more clear over the coming months, we will adjust targets accordingly.

Targets & Deliverables

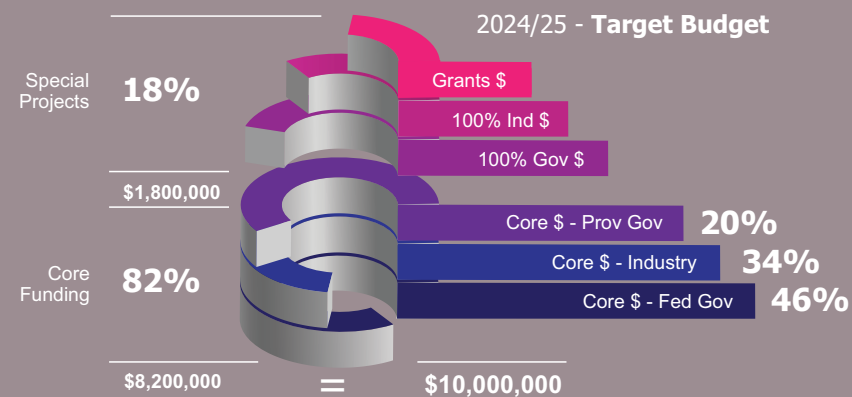
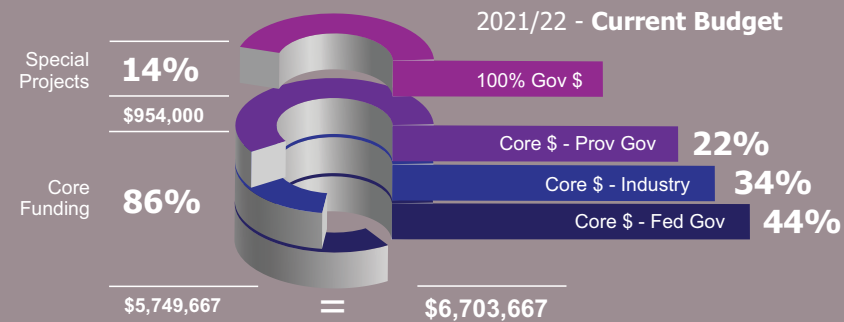
Operation Highlights

Employee Objectives National, Ontario, British Columbia

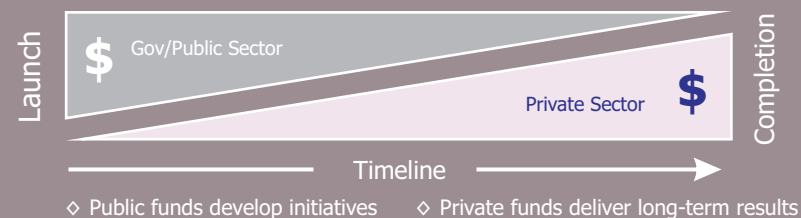


- ◇ Identify individual strength & interests
- ◇ Diversify performance opportunities
- ◇ Assign targets & deliverables
- ◇ Expand human resources with secondments & consultants

Building a Diversified Portfolio: Budget targets by percentages



Funding Objective



Priorities

- ◇ Introduce new 80/20 protocol to staff for performance and project management.
- ◇ Begin aligning staff requirements with the new operating model in Ontario and British Columbia
 - build marketing and communications alignment nationally.
 - build technical expertise regionally
 - establish a new performance process for regional teams requiring shared, open, and collaborative communications across all projects to meet targets.
- ◇ Develop the new secondment program and consultants roster to support the development of new projects, publications and events.
- ◇ Prepare detailed budget targets for 22/23 in line with this Plan.
- ◇ Build government relations across ministries to identify new funding opportunities.
- ◇ Develop the outreach tools needed to begin sourcing new funding opportunities from private sector.

What Do Immediate Next Steps Look Like?

1. Develop a PowerPoint presentation to review details of this plan with the NSC, Board, partners, and stakeholders.
2. Align Plan objectives with regional interests
 - Explore ways to better integrate the market leadership demonstrated in Quebec through Cecobois.
3. Set up internal working groups to review plan, set expectations, and assign responsibilities.
4. Produce a market-facing version of this business plan to engage with industry and celebrate a new direction.
5. Present plan to our international associates including American Wood Council and the Structural Timber Association (UK).
6. Begin fulfilling staffing obligations in Ontario, British Columbia, and Nationally.
7. Develop focused program documents to flush out campaigns, initiatives and project details.
8. Begin comprehensive market outreach efforts to secure new partnerships and program interests.
9. Engage with executives participating in the new Mass Timber Industry Roundtable, present market development objectives and prepare for first in-person session Q4 2021.



As a leader, to achieve bigger objectives, you need to combine the ambition of the objective with humility. You may not know exactly how to get there, but you're going to trust and work with people in a way that draws out the best of them to accomplish your goals.

The message is that business is very much part of the solution ... We're not going to get there without innovation, investment, and energy in business.

Mark Carney
UN Special Envoy on Climate Action and Finance
Former Governor, Bank of Canada



