

March 13, 2012

Mayor Bob Bratina and Members of Council
City of Hamilton, City Hall
71 Main Street West
Hamilton, ON
L8P 4Y5

RE: OBOA Strategic Plan 2012+

We wish to express our sincere appreciation to the Mayor, Council and the Municipality's Leadership Team for the past and continued support of the Ontario Building Officials Association (OBOA).

Founded in 1956, OBOA is a self-governing not-for-profit professional association for Ontario's Building Officials. OBOA is committed to maintaining the highest degree of professionalism in the field of building code enforcement and building safety, while promoting uniform code interpretation and enforcement through training and education services, and related committee work. OBOA's 2000 members are dedicated and trained professionals, who on behalf of Ontario's municipalities play a vital role in ensuring a safe built environment.

For 55 years, OBOA has played a leading role in the education, training and professional development of Ontario's Building Officials. OBOA has been a valuable partner to municipalities in ensuring that Building Officials are educated and trained to meet Provincial qualification requirements. Further, OBOA's 'Certified Building Code Official' (CBCO) designation, which represents "The Step Above" in Building Official credentials, ensures that municipalities have the best qualified staff.

On behalf of the Board of Directors of the Ontario Building Officials Association, I am pleased to announce that our association now has a strategic plan to guide its decision-making and operations over the coming years.

In developing the Plan, the Board initiated a comprehensive and inclusive outreach process, involving participation from not only the Board, but the members, Chapters and key external stakeholders as well, to answer five key questions:

- **Where are we?**
- **What do we have to work with?**
- **Where do we want to be?**
- **How do we get there?**
- **How do we stay there?**

The chart found in the centrefold of this publication lays out the core of the Plan that was unanimously approved by the Board in August 2011. The core consists of the vision, mission, strategic priorities and strategic goals of the Plan. It reflects what we heard from association members, Chapters and external stakeholders in the consultations conducted in Spring 2011. The unanimous support of the Board demonstrates a strong belief that the Plan sets the stage for OBOA to achieve its full potential and take Ontario's building official profession to the next level.

Respectfully,

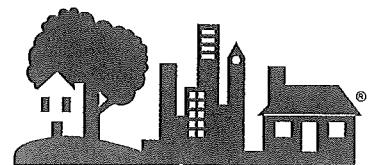
Leo J. Cusumano
President

OBOA Strategic Plan 2012+



ONTARIO BUILDING
OFFICIALS ASSOCIATION

Our Association
Our Future
Our Plan



ONTARIO BUILDING
OFFICIALS ASSOCIATION
**Building Knowledge.
Growing Communities.**



We are the Ontario Building Officials Association.

Like Architects, Engineers and others,
our members are dedicated and trained professionals,
ensuring public safety for the people who live, work, learn and play in Ontario.

Building Knowledge. Growing Communities.

Founded in 1956, the OBOA is a self-governing not-for-profit professional association for Ontario's Building Officials. The OBOA is committed to maintaining the highest degree of professionalism in the field of building code enforcement and building safety, while promoting uniform code interpretation and enforcement through training and education services, and related committee work. Please visit us at: www.oboa.on.ca



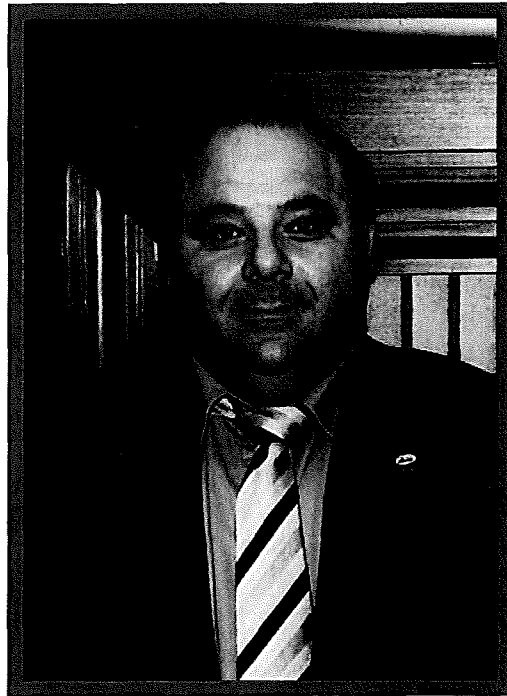
pro bono publico “for the public good”

President's Message

On behalf of the Board of Directors of the Ontario Building Officials Association, I am pleased to announce that our association now has a strategic plan to guide its decision-making and operations over the coming years.

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- What do we have to work with?
- Where do we want to be?
- How do we get there?
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The Board is committed to ensuring that OBOA Strategic Plan 2012+ is translated into action, and that we make steady progress in the years ahead. On behalf of your Board of Directors, I would like to thank all those who participated in the development of the core of OBOA Strategic Plan 2012+, as well as Frank Nicholson, the consultant involved with the project. The Board and CAO are excited about what lies ahead for the Ontario Building Officials Association.

Leo Cusumano
President
November 2011



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Building Knowledge.
Growing Communities.

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Background

The Ontario Building Officials Association represents the building official profession in Ontario. The organization was established in 1956 and obtained private legislation in 1992.



The services that OBOA provides to its some 2,000 members include: training on the Ontario Building Code, professional certification and maintenance (the “CBCO” and “BCQ”), communication services (the website; an e-newsletter, *NewsBytes*; and a quarterly magazine, the *OBOA Journal*), a well-attended annual conference (“the AMTS”), a building official internship program and representation on government and industry committees.

OBOA has two dozen local chapters across the province that meet regularly for technical training, professional development and networking. OBOA is the Ontario component of ACBOA, the Alliance of Canadian Building Officials' Association, which promotes harmonization and transferability of professional standards for building officials across Canada.

In February 2011, the OBOA Board of Directors decided to develop a strategic plan to replace its 2009-2011 business plan. Frank Nicholson Consulting was retained to help design and implement the process, which involved several steps including:

- a preliminary Board discussion of OBOA’s strengths, weaknesses, opportunities and threats (“SWOT”);
- an online survey to collect members’ thoughts on the future directions of the organization (see the chart on the top of page 4);
- a facilitated visioning exercise with the Chairs of OBOA Chapters; and
- interviews with key external stakeholders, including provincial ministries and industry and professional organizations.

This input was summarized in a SWOT report that served as background to a full-day planning session held by the Board of Directors in June 2011. The core of OBOA Strategic Plan 2012+, which can be seen on the next two pages, emerged from this session and was unanimously approved by the Board in August 2011.

VISION

Ensuring a safer and a more sustainable and

MISSION

OBOA supports Ontario building officials in ensuring
delivering training and certification, promoting
providing a voice to public

STRATEGIC PRIORITIES

Training &
Professional
Development

Certification &
Maintenance

Knowledge
Transfer

STRATEGIC GOALS

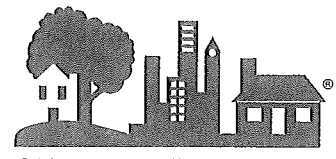
To ensure
that building
officials have
access to the
latest and
best-quality
training and
professional
development
opportunities

To offer
professional
certification
and mainte-
nance
programs
that provide
assurance of
building
officials'
qualifica-
tions

To promote
uniform code
application
by dissemin-
ating best
practices
using
OBOA's
web-site,
publications
and other
tools

ic Plan 2012+

r Future | Our Plan



ONTARIO BUILDING OFFICIALS ASSOCIATION
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ccessible Ontario by advancing the building official profession

ring a safer and a more sustainable and accessible Ontario by g uniform code application, working with industry partners, makers, and advancing the profession

Government Relations

Public Awareness

Association Excellence

Advancing the Profession

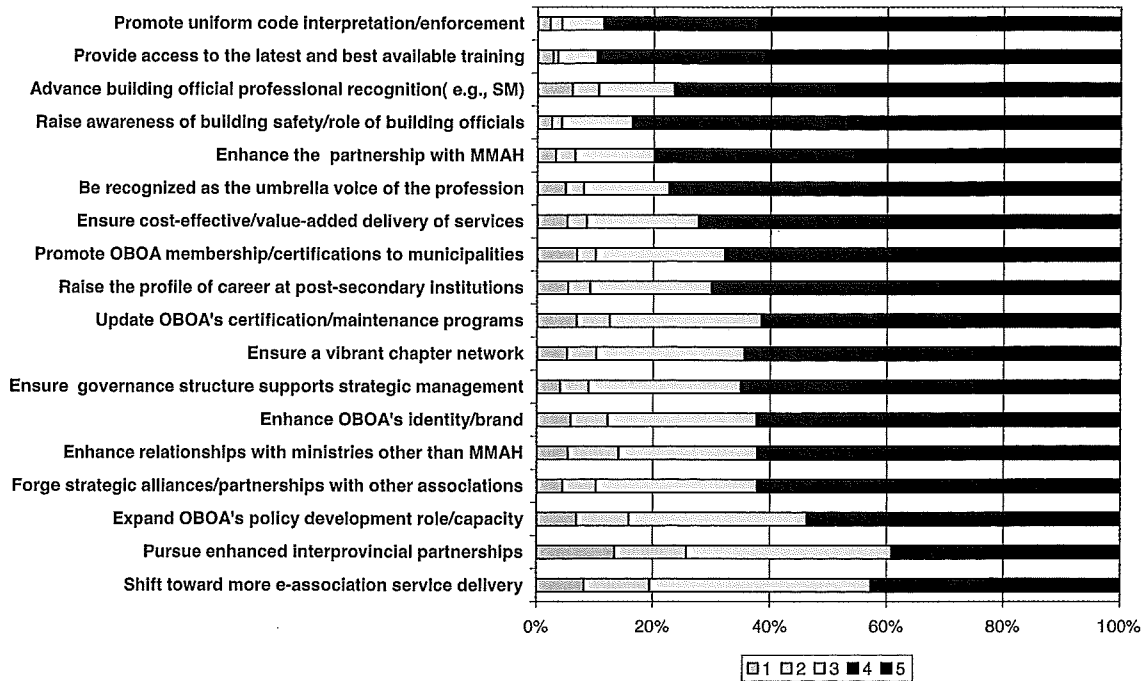
To be an active voice for the profession on building regulatory issues by drawing on members' expertise and collaborating with other organizations

To raise awareness of the importance of building safety and the critical role that building officials play

To pursue continuous improvement in membership value, service delivery, financial stewardship, and governance

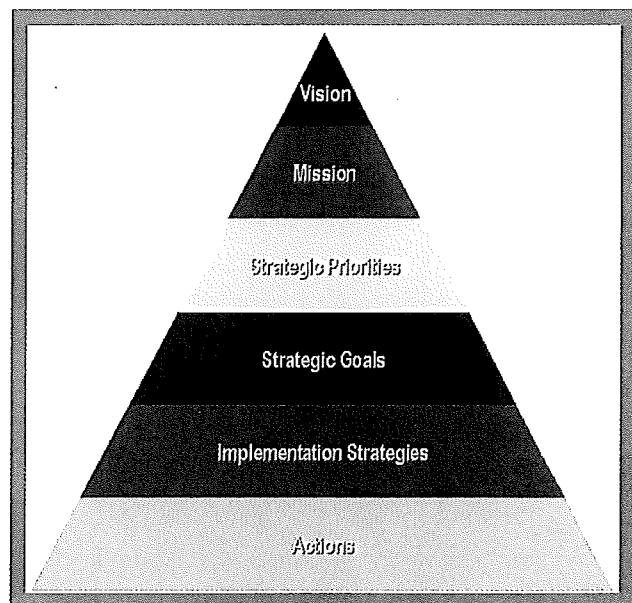
To enhance the professionalism of building officials and ultimately become a self-regulated profession

OBOA MEMBERS' PREFERRED STRATEGIC DIRECTIONS (1 = not important, 5 = very important)



Strategic Planning Model

In developing a strategic plan for OBOA, the Board of Directors followed the model shown to the right. The capstone of an association's strategic plan under this model is the vision statement, which should capture, in a few powerful words, how the organization sees its future. The mission statement follows, explaining why the organization exists, what services it provides and whom it serves. Flowing from the mission statement are the strategic priorities, the key areas on which the organization intends to concentrate its resources. For each priority, there is a corresponding strategic goal that specifies what the association hopes to achieve. These four elements comprise the core of the plan. For the core to be achieved, the organization must develop implementation strategies and, above all, take actions under those strategies.



Core Components

The core of OBOA Strategic Plan 2012+, which is displayed in the centrefold of this publication, was presented to the members of the association at the Annual Meeting held in October 2011.

Vision

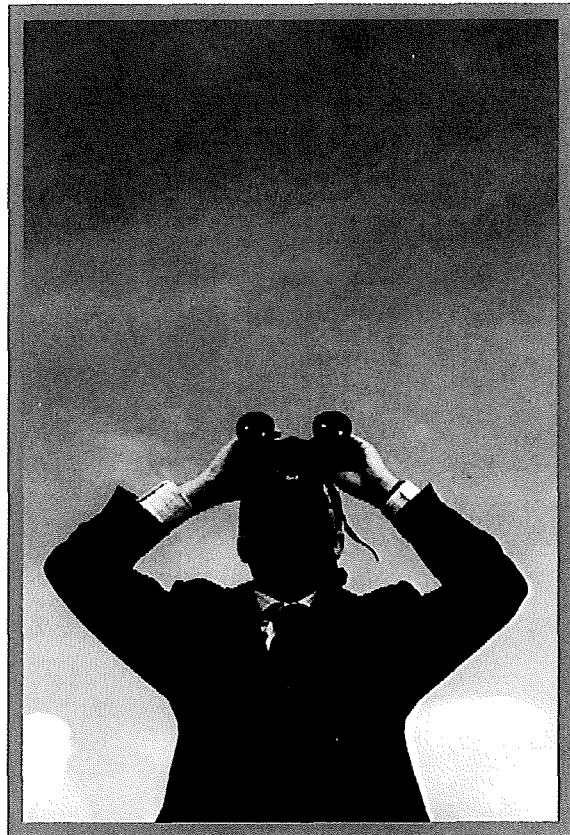
OBOA's vision statement is: "Ensuring a safer and a more sustainable and accessible Ontario by advancing the building official profession." Safety has always been of utmost importance to building officials in Ontario because of the dangers that unsafe buildings present to the public. The newly incorporated values of sustainability and accessibility reflect the progressive expansion of the role of building officials in recent years, as mandated by the Ontario Building Code.

According to the legislation, the purpose of the Code is "to establish standards for public health and safety, fire protection, structural sufficiency [i.e., safety], conservation, including, without limitation, energy and water conservation, and environmental integrity [i.e., sustainability] and to establish barrier-free requirements [i.e., accessibility] with respect to buildings."

Mission

OBOA expresses its mission as follows: "OBOA supports Ontario building officials in ensuring a safer and a more sustainable and accessible Ontario by delivering training and certification, promoting uniform code application, working with industry partners, providing a voice to policymakers, and advancing the profession." The *raison-d'être* for the organization is thus to promote the construction of safer and more

sustainable and accessible buildings in Ontario. OBOA does this by supporting building officials working for municipalities across the province. By delivering training and certification, facilitating the uniform application of building codes, partnering with related organizations, providing policy input to government and working to advance the building official profession, OBOA demonstrates support for its members and the profession as a whole.



Strategic Priorities & Goals

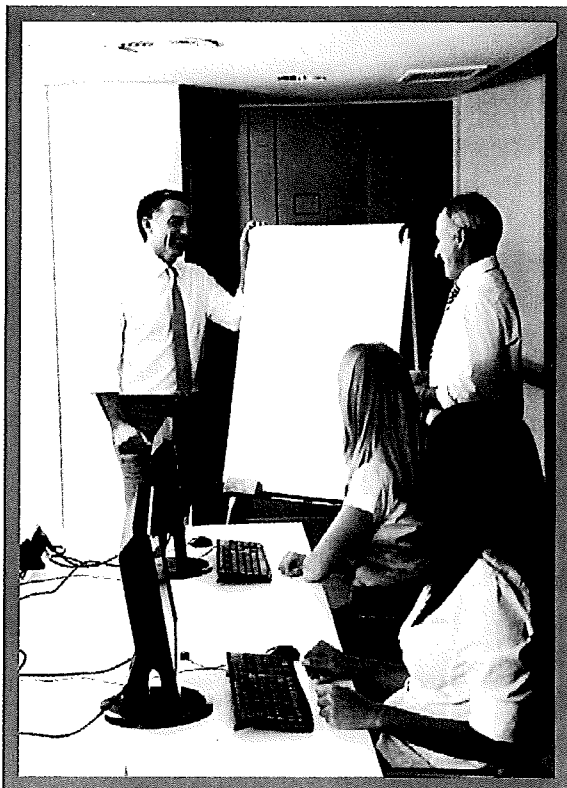
In order to realize its vision and carry out its mission, OBOA will focus its efforts on seven strategic priorities, namely:

1. Training & Professional Development
2. Certification & Maintenance
3. Knowledge Transfer
4. Government Relations
5. Public Awareness
6. Association Excellence
7. Advancing the Profession



For each priority, there is a goal specifying what the association hopes to accomplish over the coming years.

The consultations carried out for OBOA Strategic Plan 2012+, particularly the online members survey, revealed that OBOA is perhaps best known as a training organization. As such, **Training & Professional Development** was identified as a leading priority for OBOA given the emphasis placed on the service by its members and the more than 30,000 course and 4,000 annual conference registrations that

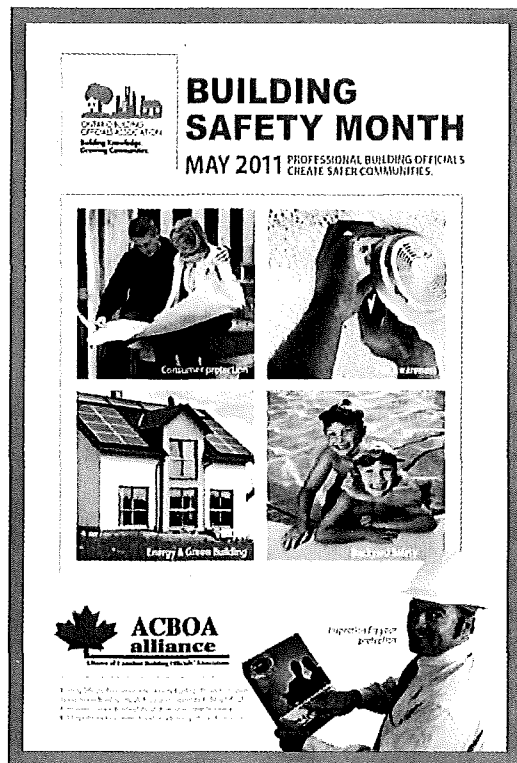
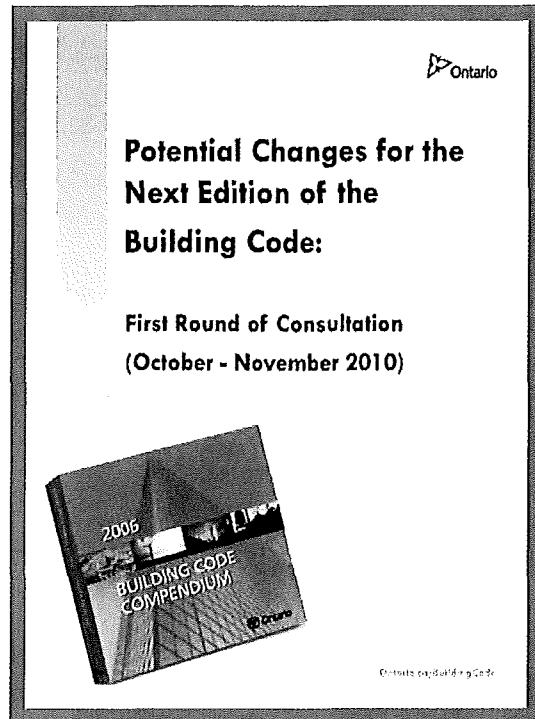


OBOA saw between 2001 and 2011. The specific goal to operationalize this priority is “to ensure that building officials have access to the latest and best-quality training and professional development opportunities.”

Another strategic priority is **Certification & Maintenance**, the goal here being “to offer professional certification and maintenance programs that provide assurance of building officials’ qualifications.” Ontario municipalities have long relied on OBOA’s Certified Building Code Official (“CBCO”) certification to ensure that building departments have the best qualified staff and that staff’s knowledge and competency remain current through the annual maintenance requirements.

The research for OBOA Strategic Plan 2012+ identified **Knowledge Transfer** as a key priority for building officials in Ontario. The sharing of information and tested solutions among officials not only promotes uniform application of the Ontario Building Code but also helps officials avoid having to “reinvent the wheel.” Municipalities, designers, builders, owners and the public at large all benefit. OBOA intends to make more intensive use of its website, publications, chapter meetings, the AMTS and other tools to facilitate information-sharing among building officials.

Government Relations has long been, and will continue to be, one of OBOA’s strategic priorities. The goal here is “to be an active voice for the profession on building regulatory issues by drawing on members’ expertise and collaborating with other organizations.” The association intends to build on its close relationship with the Ministry of Municipal Affairs and Housing and other relevant organizations to provide public policy makers with access to the front-line experience of the association’s 2,000 members.



The association’s **Public Awareness** work, that is, its efforts to raise the public’s understanding of the importance of building safety and the critical role that building officials play, will also continue as a key priority under OBOA Strategic Plan 2012+. This will build on OBOA’s long-standing involvement in Building Safety Month (and its predecessor, Building Safety Week).

The sixth priority in OBOA Strategic Plan 2012+ is **Association Excellence**. The association is reaffirming its commitment “to pursue continuous improvement in membership value, service delivery, financial stewardship and governance.”

Advancing the Profession is OBOA's final strategic priority, the goal being "to enhance the professionalism of building officials and ultimately become a self-regulated profession." Achieving this will be the product of the cumulative results of successful execution of the six other strategic priorities. Building on the self-management initiative, OBOA will continue working to enhance the professionalism of building officials and promote recognition of the profession.

Implementing the Plan

OBOA Strategic Plan 2012+ will serve as the blueprint to guide the work of the association's Board, staff and volunteers over the coming years. Further to the development of the core of the Plan, implementation strategies and action plans will be developed and reviewed annually to support the seven strategic priorities.

Given the role OBOA Strategic Plan 2012+ will play in guiding the organization's future, it was designed to be ambitious and far-reaching in its scope. As such, implementation of some aspects will be dependent on available resources. The Board is committed to ensuring that the Plan translates into action, and recognizes the importance of annual budgeting, business planning and performance management to successful implementation. As well, OBOA will continue to deploy its financial resources carefully, expand its corps of volunteers and develop partnerships with other organizations.

OBOA is confident that by taking stock of where the organization is, identifying key priorities and developing action plans, the association will achieve its full potential and take Ontario's building official profession to the next level in its development.

