

2021/22 ANNUAL REPORT



EDUCATE



ADVOCATE



Attract. Connect. Educate. Advocate.

WRLA MISSION & VISION

EVERYTHING
IS HARD
BEFORE IT
IS EASY

GROWTH

Build
Partnerships

Recruitment
&
Retention

Change
is
Inevitable

Everything
is
Figureoutable

~~We've ALWAYS
Done it This Way~~

INNOVATIVE

Sustainability

Impactful
VOICE

Be
Bold

Embrace
~~Reject~~
Technology

Resources

LEADER-
SHIPS

Our Vision

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

Our Mission

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

Our Role

Attract. Connect. Educate. Advocate.

Our Guiding Principles

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



PRESIDENT'S MESSAGE

This past year was another roller coaster that seemed to have no end in sight and once again there was no shortage of learning curves and challenges to overcome.

As we learnt time and again, when challenges are presented so too are opportunities, if you choose to see and harness them.

There is no time like crisis to force organizations to kick up the gears a notch or two and the WRLA did just that, the details of which you can read in the remainder of this report.

One of the key accomplishments from a forward facing perspective was our strategic planning process. While we weren't able to meet in person we had a robust process that provided the opportunities for open conversation, to face new realities, and ask tough questions of ourselves.

We are pleased to have completed the process that will set the direction of the WRLA for the coming 3-4 years. We look forward to engaging with our committees to continue supporting members with some of their challenges and ensure we are an important partner in business prosperity.

We want to be the best building materials association we can be for our members and look forward to continued partnerships.

Liz Kovach
President, WRLA
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THE YEAR IN SUMMARY

Industry Challenges & Important Milestones

With 2021 bringing many of the same challenges we all faced in 2020 the WRLA continued to navigate the many obstacles and do our very best to provide support to our industry. While this Annual Review that you're holding goes into detail on how our many programs performed over the past year, there are some key highlights that are worth taking a look back on.

Even though we were facing another tough year, these challenges presented the perfect opportunity to conduct a strategic planning session, as it reinforced conversations we had leading up to this exercise and let us face difficult questions head on to help our sector start recovering.

While there were many topics up for discussion at this strategy session, one key issue, which won't be a surprise to anyone, revolved around the changing workforce and the challenges of attracting talent. We talked about how the WRLA can work with members to address these issues. We are very much looking forward to sharing our new strategic plan at the AGM in September and continuing to tackle the issues head on with our members.

Advocacy and representing the industry was still a key role for the WRLA in 2021. Vaccine requirements placed increased pressure on an already stretched supply chain in addition to natural disasters, the beginning of a massive international conflict, and a world seemingly changed forever by the pandemic. Our organization was called upon by media as well as other associations as a resource, providing information and education on how everything was affecting our industry.

The return of in-person events was a particular highlight for many of our members. As a not-for-profit organization that relies heavily on events for revenue, we were filled with a mixture of relief and excitement at the opportunity to gather our industry together for a spectacular WRLA Showcase at RBC Convention Centre in Winnipeg. There is no questioning the importance that in-person connection and networking opportunities are for our members' businesses. New contacts and relationships were forged as a result and the opportunity to celebrate the successes of our colleagues was prevalent.

Looking Ahead

As an organization, the WRLA went through a certain amount of renewal ourselves. We have had an injection of new board members, fresh ideas, and key staff changes at WRLA headquarters. While those types of changes can be tricky to navigate through, new challenges also bring many new opportunities. We continue to face a rapidly and ever-changing world and the WRLA team will continue to be resilient and embrace the changes necessary for growth, not only for the organization itself, but for the industry and its members as well.





2022 WRLA BUILDING & HARDWARE SHOWCASE

Thank you to everyone that joined us in Winnipeg and participated in the 2022 Showcase! The bright venue and reception were a wonderful way to welcome back members in person.

Despite some obstacles the WRLA team and board faced to plan this event, the team rose to the challenge to reunite our industry. We look forward to getting back to our January time frame in time for next year's show. The Showcase is sure to continue to evolve to meet the needs of the industry.



Some key highlights:

- ◇ Building Science & Energy Efficiency Day was well received and attendees appreciated the information. Net Zero is a concept that can't be ignored. It is a business opportunity for members and we want to help build the necessary education our members need to ensure their staff is well positioned with knowledge.
- ◇ Hosted 19 Education Sessions
- ◇ 525 Dealer Registrations
- ◇ 540 Retail Registrations
- ◇ 49 New Products



App stats:

- ◇ 977 Total app downloads
- ◇ 2,011 Active profiles—36% login rate
- ◇ 20,894 Total page views and 10,603 unique page views
- ◇ 1,352 Total leads captured



In their own words: members react to being back at the WRLA Showcase.

“The setup and organization of the event were fantastic. Loved the QR code scanning and importing on the user-friendly WRLA app. The morning red carpet treatment was a WOW factor. Of course, the networking was awesome!”

—Sharon Hopkins

“Where do I start? Surprisingly, the RBC Convention Centre. As I expressed to Liz, nobody likes change so there was of course some anxiety over what to expect with the overall experience. Parking was easy. Move-in was organized and on schedule. The building is clean, bright and warm. The lunch menu was liked by most. Overall, very good.”

—Darren Sveinson

“The relief and excitement to gather were evident. People are optimistic. Lots of retailers are going through this. People need to see and touch a product.”

—Colette Heschel

“Like a homecoming.”

—Suzanne Walsh

“Great attendance from local dealers. The venue was awesome. Having an informal awards event was great.”

—Jacob Gorski

“The venue at the RBC facilities is the best WRLA I have attended in 25 years. I like the brightness and the clean organized look of the show.”

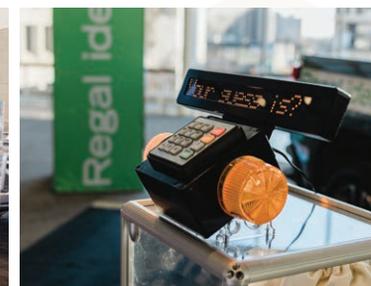
—Gino Allegro

“The WRLA team did a great job, everybody should feel extremely proud of hosting this show for the first time after the show was postponed for 3 months.”

—anonymous

“Was great seeing everyone’s smile again and seeing everyone in person. The atmosphere was amazing.”

—anonymous



CONNECT

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

The return to in-person events was one of the key highlights for the WRLA last year. While we still had to navigate and overcome ever-changing restrictions, criticism and fear of in person events, we were pleased to be able to boldly kick off 2022.



2022 WRLA Building & Hardware Showcase

2022 started off with a bang as we held the 2022 WRLA Building & Hardware Showcase—even if it was 3 months late. This was first in-person trade show in just over two years. In-person events continue to offer tremendous value and this was a highlight for us in the last fiscal year.

This event provided us with the opportunity to connect with members and offer engagement opportunities, to discuss industry issues, recruitment, and retention issues, and host our first in-person education and advocacy strategy session. This feedback helps to set the direction for the operations team to ensure that we are always guided by the needs and best interest of our members.

Golf Tournaments

The return of in-person events also meant that our Education Grants program would be well funded for the 2021/22 fiscal year. We received 48 applications and were able to provide 34 grants valued at \$900 each for a total value of \$30,600. WRLA golf tournaments are *not* just another tournament as they give back to the industry.

Thank you to all sponsors and participants for your investment and continued support of such a valuable program.

Our goal for 2022/23 fiscal year is to award \$35,000 and with *your* support we can get there!

Not Just Another Golf Tournament

WRLA golf tournaments are more than just a day of networking and fun. They provide an opportunity to connect with industry colleagues while raising funds for the WRLA Education Grants program.

Providing education grants to support employees of our members and their children is the primary purpose of WRLA tournaments. 100% of net proceeds are invested back into our membership.

With the labour crunch that every industry is facing, the WRLA is pleased to offer a program that members can encourage their staff to apply for when seeking support for education, training and professional development.

Your contribution may change a student's path.

"I was extremely overjoyed and emotional at the same time when I learnt that I am one of the recipients of WRLA Education Grant 2021 Program. The unexpected benefit of receiving the award was that I was able to pay my tuition fees without worrying about loans and interests. I was able to focus more on my learning and academics rather than being stressed about the tuition fees. WRLA Education Grant has helped me to transform my potentiality into reality. I want to express my sincere gratitude to members of WRLA to initiate this education grant program to support enthusiastic and passionate students like me towards achieving their dreams."

—Ishan Sharma

"Receiving the WRLA Education Grant was super helpful in offsetting the financial costs of my first year of university. Knowing there are associations with members who are willing to support young students furthering their education is in my opinion, truly comforting and encouraging. I think it makes new and returning students feel safe, knowing they have people who will support their dreams and aspirations."

— Leah Weinkauf

"As the cost of university rises each year, living in a rural community while being a full-time student has become increasingly difficult financially. The WRLA education grant helped me pay for my textbooks and transportation for the entire school year, which has alleviated my financial stress significantly. Thank you to the WRLA for choosing me to be a recipient of the 2021 grant, I am deeply appreciative of your support!"

—Emma Dubeski





EDUCATE

One of the key areas of focus for the WRLA continues to be education. We have seen a shift in the workforce and now, more than ever, we need to ensure that training and development programs continue to meet the needs of our members.

We continue to expand educational offerings to the WRLA Building & Hardware Showcase to ensure that we are making the week a one-stop-shop for networking, learning about new products, connecting with new and existing suppliers and gaining some knowledge that can be applied to members' businesses.

Many of our sessions were well received and we were delighted to offer the Building Science and Energy Efficiency (BSEE) day to our members free of charge. Net Zero is inevitable and while some of our members will be retired when Net Zero comes into effect, it is still a business opportunity that staff need to be prepared for and be knowledgeable about. The WRLA continues to offer its online BSEE course through Sask Polytech which can be taken at any time and has been working on new certification programs to be delivered in the 2022/23 fiscal year.

As we prepare this annual report we are in the midst of a labour study that will provide us with important information in terms of the key issues impacting the labour force. Our goal is to be a hub of information that will help our members with onboarding, training, and development courses. We want to be sure that we are offering training and development that is relevant and also helps to fill gaps that our members are facing.

Now that we are emerging from the pandemic we've been able to reignite conversation with various educational institutions that were started pre-pandemic. Our goal is to ensure that the LBM industry is on the radar and that our members will have a healthy funnel of employees to pick from.

Another area where the WRLA will continue to focus energy is through webinars. While many of us are glad to be back in person, webinar training allows us to reach members across our entire territory regardless of people's ability to travel.

The top 5 webinars the WRLA hosted during this fiscal year were:

- ◇ Passive House: Intro to Passive House Retrofits
- ◇ Stress Management
- ◇ Innovating Sales in a Virtual World
- ◇ CHBA's Net Zero Home Activities
- ◇ Making Hiring Easier

The WRLA Business and Commerce Services started out with a business webinar series to help members learn how to make more money and manage with greater impact! The WRLA offered the new monthly series of fast-paced 1-hour business webinars delivered by one of the top no-nonsense business consultants in western Canada, Pete Baran of Blueneck Consulting.





ADVOCATE

The WRLA was once again seen as a key advocacy resource and we are pleased to share some significant achievements from the past year:

Media

- ◇ WRLA was interviewed and featured in 35 mainstream media outlet stories. The focus was primarily on the radio but there were a few segments on CTV and Global news to discuss lumber and supply chain issues.

Government Relations

The WRLA continued to follow issues and participate in activities to ensure our members had a voice. Some of the areas our discussion and lobbying efforts were focused on include:

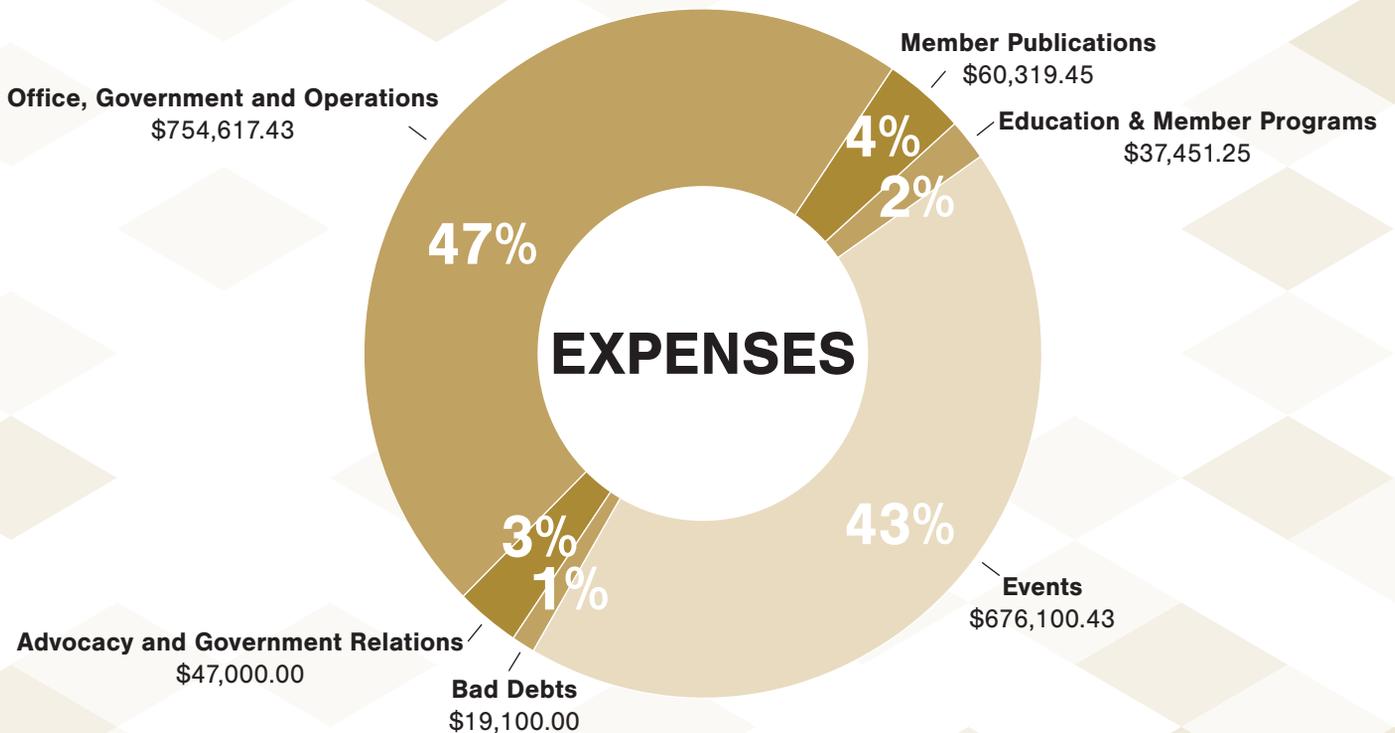
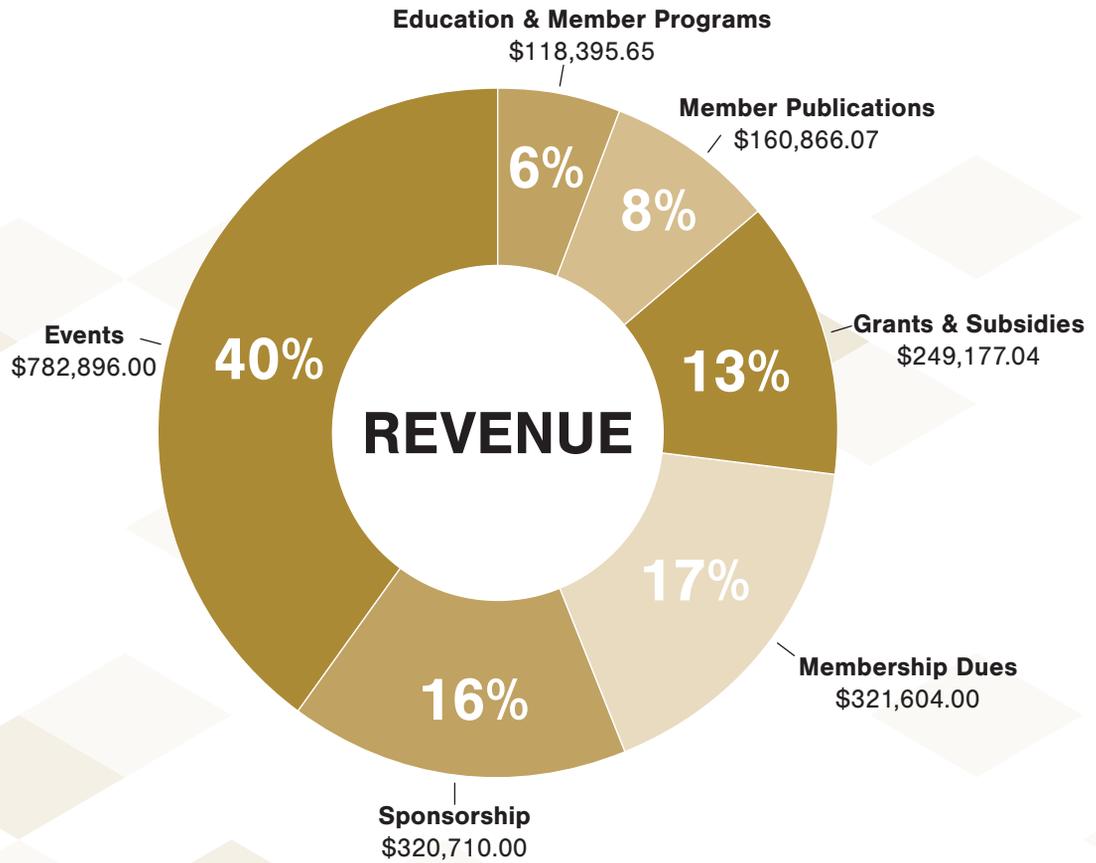
- ◇ As a collective, lobbied for delays in vaccine requirements for truckers to help keep materials moving. 30+ associations joined forces. In response, the federal government asked for tangible impacts, the WRLA responded and surveyed members to help quantify the impact.
- ◇ Prevention of CP Rail Strike. Joint letters were issued federally and WRLA followed up provincially.
- ◇ Discussing impacts of the war and understanding how the sanctions will impact Canada. Also discussed immigration opportunities to potentially connect members to refugees.
- ◇ WRLA participated in stakeholder engagement discussions for Transport Canada's First Supply Chain Summit. The key area of focus of this summit was labour issues.
- ◇ In February of 2021, WRLA was invited by the Alberta government to participate in a "Made in Alberta by Albertans" stakeholder meeting. It was an opportunity to represent the building supply industry, and deploy a survey for members to provide feedback as well. There were good discussions and we are interested to see the next steps as summer 2022 is the target to deploy the program.
- ◇ Transportation issues continue to be an issue. Discussions were had with CN Rail to understand delays. Winter weather had a huge impact and added further pressure to an already stressed supply chain.
- ◇ WRLA hosted its second Annual Advocacy Summit on March 29 and will be presenting the plan developed as a result of those discussions.
- ◇ The Manitoba Government was available to present on carbon strategies and attended various parts of the event.
- ◇ Liberal Party Leader for Manitoba Dougald Lamont was also in attendance at the WRLA Showcase to connect with members and discuss challenges the industry continues to face.

The WRLA faced one of the most difficult years yet, but despite the many challenges the WRLA continued its advocacy efforts and all other areas of programming. The perfect storm of 2020 continued into 2021 and supply chain challenges continued to be a hot topic throughout the year.

Despite the challenges we faced as an organization, we continued to move forward and ensure the needs of the industry were the priority.

Our goal was to continue to represent the industry well and to ensure that we were focused on the key issues impacting the industry.

FINANCE





CONNECT

ATTRACT

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