

**National and Chapter Structure for the Hearth, Patio & Barbecue  
Association of Canada**

*Report and Recommendations of the HPBAC Reorganization Task Force*

*Prepared For*

**Board of Directors**

**Hearth, Patio & Barbecue Association of Canada**

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## HPBAC Reorganization Task Force Executive Summary

### Introduction

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At their board meeting in Ottawa in June 2009, the HPBAC board duly authorized the establishment of a Reorganization Task Force (RTF) under the chairmanship of Tom Pugh and with the participation of key stakeholders including chapter representatives. Its mandate was to thoroughly analyze the operational protocols of the association at all levels and to seek input from the entire membership.

### Goals and Objectives

- To structure the organization so that it is capable of meeting the current needs of its members and can readily adapt to future challenges.
- To ensure the association will serve its members more effectively as a cohesive and unified organization with clear, shared goals and objectives.

### Key Issues

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#### **Vision and mission review and articulation**

#### **Membership value and benefits**

#### **Governance and Accountability**

#### **Organizational Structure**

#### **Roles of national and chapters**

#### **Funding framework**

### Recommendations

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#### **1. Vision and Mission Review and Articulation**

The following have been approved by the HPBAC Board of Directors:

##### **Vision**

**HPBAC's vision is that every Canadian will know they are making a good choice when they buy products manufactured and sold by HPBAC members.**

## **Mission**

**HPBAC's mission is to promote and protect the interests of those members engaged in the hearth, patio and barbecue industries.**

## **2. Membership Value and Benefits Review**

A number of opportunities and recommendations were developed with regard to Education and Training; Member Services; Communication with members and the general public; Membership Growth and Retention; and Government Affairs. These have been compiled and will be submitted to the appropriate committees for consideration.

## **3. Governance and Accountability**

HPBAC is a National driven organization with independent chapters to support regional and mission-related activities. Chapters are independent but bound by contractual agreement. Chapters are represented on the National Board of Directors.

The RTF made a series of recommendations to outline the Organizational Structure, Planning processes, Policy Formulation, Policy Implementation and to allow for Monitoring and Accountability.

The Organizational structure includes a committee structure that will encourage mutual support, a team atmosphere and increased opportunities for member participation. Other areas will ensure the development of the appropriate documents and protocols to govern the association as a whole.

## **4. Roles and Responsibilities of National and Chapters**

The HPBAC organization as a whole has four primary areas of responsibility which are Membership, Government Affairs, Communications and Education. The roles of National and Chapters have been defined in these areas.

## **5. Funding Framework**

A funding formula was developed to ensure the strength of organization as a whole, recognizing that National and Chapters have important roles and their roles must be complementary. A new system allowing for Chapters to set their own dues will provide Chapters more control of their income and a fixed National Dues applicable to each non-manufacturer member will ensure that the National office is not underfunded. Further measures were recommended to ensure that Chapters are adequately funded.

The RTF also negotiated a funding arrangement with APC and has worked to establish a closer partnership with the Quebec association.

## Introduction

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At their board meeting in Ottawa in June 2009, the HPBAC board duly authorized the establishment of a Reorganization Task Force (RTF) under the chairmanship of Tom Pugh. Its mandate was to thoroughly analyze the operational protocols of the association at all levels, to seek input from the entire membership, to identify things that were working well, those that were not and to come up with a series of recommendations for the consideration of the board. The board emphasized to the chair that consultation with and involvement of members was crucial to the legitimacy of the process.

Strong chapter involvement was seen as crucial from the start and each chapter was asked to nominate an RTF member. APC were invited to participate in the same way. All chapters and APC were ultimately represented with the exception of the Prairie chapter who were unable to find a volunteer. National board members were also asked to participate, as was staff.

The Task Force agreed to the following guiding principles to set the tone for its working culture:

- Consensus decision-making
- Collaborative approach
- Transparent process
- Open to new ideas
- Share experiences and knowledge

Before the first RTF meeting, advice was sought from CSAE (Canadian Society of Association Executives) and best practices were analyzed.

The first meeting was held in the fall of 2009 and the services of a professional facilitator were employed, as recommended by CSAE.

As a result of the first meeting and recommendations received from the facilitator the following terms of reference and goals and objectives were established.

## Terms of Reference

### Purpose

To identify issues that affect the national association's and chapters' effectiveness and to recommend ways to improve relationships.

To build consensus and buy-in with broad membership on how to shape a future for HPBAC

## **Outcome**

A Report to the Board with recommendations on ways to improve the structure and organization of the association as a whole.

## **Role of Task Force Members**

- Active discussion
- Engage constituents on Task Force work and feedback

## **Consulting with Members**

Even though the chapters were participating in the RTF, it was considered vital that every member should be consulted and have an opportunity for input. Drawing on the working group reports, a survey of questions was sent to every member. Participation was high with 129 individuals completing the survey and many members taking advantage of the opportunity for additional comment.

At their second meeting, the RTF analyzed every response and areas of consensus were established. Where membership consensus was not apparent, a further survey was prepared offering additional questions for added clarity. Again, participation was high with a 47.8% open rate on the survey invitation and 158 (27% of those invited) completing the follow-up survey.

## **Goals and Objectives**

- To structure the organization so that it is capable of meeting the current needs of its members and can readily adapt to future challenges.
- To ensure the association will serve its members more effectively as a cohesive and unified organization with clear, shared goals and objectives.

## **Problems Identified**

The first meeting of the RTF produced a list of issues that needed to be addressed and some possible solutions. Some of the problems identified:

1. Non-manufacturing members do not always see value for money in their membership and some feel the association is dominated by manufacturers and not always relevant to retailers
2. The members are not always aware of the work and activities of the association
3. The association is not well known outside the industry
4. The chapters and national are not clear on their responsibilities; accountability and governance are not strong
5. The chapters are poorly funded yet national is loss making. Chapter staff work minimal hours and therefore are unable to meet the expectations of their members, their boards and of the existing chapter agreement

6. The educational side of the association is very limited and the relationship with organizations such as WETT is ill defined
7. Chapter participation in national committee meetings is inconsistent leading to poor communication and a lack of cohesive direction and action. Chapters and national are not always on the same page or pulling in the same direction.
8. The association has inadequate vision and mission statements.

## **Key Issues**

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From these initial goals and objectives, further discussion led to the distillation of a list of key issues which the Task Force needed to address.

### **Vision and mission review and articulation**

### **Membership value and benefits review**

### **Governance and Accountability**

### **Organizational Structure**

### **Roles of national and chapters**

### **Funding framework**

The RTF created working groups to address each of these keys issues and formulate recommendations. Formal reports from these working groups were submitted to the RTF.

As a result of the work completed by the working groups, the following recommendations have been formulated.

## **Recommendations**

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### **3. Vision and Mission Review and Articulation**

A vision and mission statement are the inspiring words chosen to clearly and concisely convey the direction of the organization. The statements should powerfully communicate our intentions and express a common vision of the future.

The vision statement describes long term goals, or outcomes that are five to ten years away. Vision statements should inspire creative thinking and open our eyes to what is possible.

The Mission Statement defines HPBAC's purpose and primary objectives. It is an internal statement of the key measures of the organization's success and its prime audience is the leadership team and stakeholders.

The RTF agreed that the current mission statement required editing and fine tuning and that a vision statement should be developed.

### **Vision**

#### *Recommendation*

**HPBAC's vision is that every Canadian will know they are making a good choice when they buy products manufactured and sold by HPBAC members.**

### **Mission**

#### *Recommendation*

**HPBAC's mission is to promote and protect the interests of those members engaged in the hearth, patio and barbecue industries.**

During the discussions around Vision and Mission statements, the issue of the association's name became apparent and as a result the following additional recommendation is made.

### **Association Name**

Providing it has clear support from its members, and recognizing that the term Hearth is confusing and often unfamiliar to the general public and government agencies, the RTF further recommends that the association change its name to something easily recognizable, to replace Hearth with Fireplace and to remove Patio from the name\*. As this change has also been identified by HPBA as beneficial but not an immediate priority, it is recommended that HPBAC support this action at such time as it becomes a priority for HPBA. This will assist greatly with the branding and marketing of the association.

## **4. Membership Value and Benefits Review**

The Task Force conducted a review of member benefits and value and undertook the following tasks:

- Analyze current value of membership to different industries
- Identify gaps
- Develop options

A number of opportunities and recommendations were developed with regard to Education and Training; Member Services; Communication with members and the general public; Membership Growth and Retention; and Government Affairs. These have been compiled and will be submitted to the appropriate committees for consideration. This proved to be a useful exercise when considering the roles of National and Chapters which is addressed below. The recommendations are available

for review in Appendix A of this document. Consultation with members was carried out through a survey, the results of which are available in Appendix B.

### **3. Governance and Accountability**

HPBAC is a National driven organization with independent chapters to support regional and mission-related activities. Chapters are independent but bound by contractual agreement. Chapters are represented on the National Board of Directors. Non-manufacturer members belong to HPBAC, their regional Chapter and to HPBA.

The fundamental principles and concepts of governance for an association encompass five distinct areas:

Structure

Planning

Policy Formulation

Implementation of Policy

Monitoring and Accountability

#### **Structure**

An organization must have a clear foundation and operating framework. Typically these are contained in a constitution and bylaws. The constitution outlines the purpose of the organization, who it represents and the scope of its operation (regional, provincial or national). The bylaws provide the operating framework.

Ensuring the association is properly structured is the most important aspect of this report. The following recommendations pertain to a series of documents that must be developed to supply this structure.

#### **Recommendations**

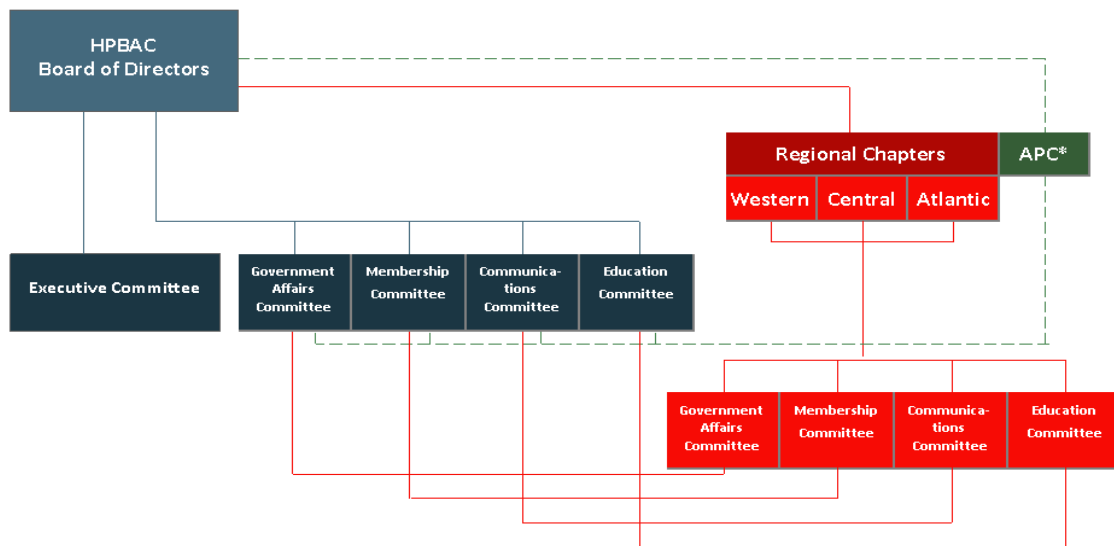
- Develop a constitution for HPBAC
- Revise bylaws of HPBAC
- Develop and/or review bylaws for the chapters to ensure they do not conflict with those of national HPBAC
- Roles and responsibilities of directors of both National and Chapters should be clearly defined and communicated
- Develop board policies at both Chapter and National level
- Roles and responsibilities of HPBAC and Chapter staff should be clearly defined and communicated.
- Develop new chapter agreement

- Create charters for four national committees which shall be mirrored at the chapter level – Government Affairs, Communication, Education and Member Services.
- Roles and responsibilities of committee members should be clearly defined and communicated.
- Committee structure should be maintained at four standing committees - Government Affairs, Education, Communication and Member Services. Member Services will include Membership, Governance and EXPO issues. The national committees should be mirrored at the chapter level. National participation in chapter meetings and chapter participation in national meetings should occur whenever possible. A minimum of one HPBAC Board member and chapter representative should serve on each national committee.

Chapter Reorganization should take place with the Alberta, Saskatchewan and the Northwest Territories joining with the Western Chapter and Manitoba and Nunavut joining Ontario to form the Central Chapter

- Adopt an organizational structure, with four regional chapters, based on the following chart:

### Hearth, Patio & Barbecue Association of Canada



\*Subject to Separate Agreement

### Planning

Development and adherence to a strategic plan to identify key issues and allocate resources effectively to address these issues.

### ***Recommendations***

- To develop a process for development and review of strategic planning for National and Chapters by their respective Boards of Directors.

### **Policy Formulation**

Board policies are formulated by the respective boards of directors. Chapter policies and practices must not be in conflict with those of the National Board.

### ***Recommendations***

- Association documents including bylaws and chapter agreement must reflect this obligation.

### **Policy Implementation**

#### ***Recommendations***

- Ensure the mechanism of adhering to policies is clearly defined and referenced in relevant association documents.
- Ensure national policies are communicated to chapters and vice versa.

### **Monitoring and Accountability**

It will be necessary to develop a strategic management process – a system for measuring and ensuring the work is completed by all parties.

#### ***Recommendations***

- Clearly define the duties and obligations of each party, the board, committees and staff at both National and Chapter level, and review these regularly.
- In keeping with the National Board's role of providing oversight for the expenditure of monies collected from members, the National Board should review chapter budgets annually
- Institute a regularly scheduled review process of Chapters and HPBAC with measurable objectives using the principles established in the HPBA Affiliate Performance Indicators and other measures for self-improvement agreed to by the parties. Chapter Representatives and members of the HPBAC Executive Committee should participate in the review process. The national Board should annually appoint a Chapter Evaluation Committee consisting of Chapter Representatives to the National Board of Directors, one member of the Executive Committee and at least one member of the Board at large, as well as the HPBAC Manager, to conduct the annual review and report to the Board.
- Performance Indicators should be developed based on an appropriate version of HPBA's Affiliate Performance Indicators and must include goal setting for measurable tasks such as membership recruitment.

## National and Chapter Structure for Hearth, Patio & Barbecue Association of Canada

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- Only active and satisfactorily performing chapters should receive full funding. *A mechanism must be developed to determine when a chapter is not performing satisfactorily and for establishing the consequences.*
- A board orientation process must be provided at both the chapter and national level.

## 4. Roles and Responsibilities of National and Chapters

The HPBAC organization as a whole has five primary areas of responsibility:

### a. Membership

Function	National Role	Chapter Role
Recruitment	Development of programs and promotional tools	Implementation of membership drive using tools and guidelines provided Undertake primary responsibility for non-manufacturer membership recruitment Develop regional promotions
Dues Schedule	To Retain oversight (review) of dues schedules to guard against abuse	Set own dues schedule – with fixed amount to be retained by National and HPBA affiliate dues included in the dues.
Dues Collection	Collect dues and manage member database	
Membership engagement, retention and attraction	Solicit members from manufacturers	Retailers and distributors and related service providers Member relationship at local level – 1 on 1 Follow up with non-renewals and help facilitate collection of dues
Member Services	Provide support and administrative function to chapters for member services (except APC) Develop programs and services	Promote programs and services Develop regional programs

## **b. Government Affairs**

Function	National Role	Chapter Role
Association policy-making, positions and messaging	Development consensus positions and messages and communicate them to chapters	Formulate policy, positions and messaging for regional issues that is consistent with national policy, represents a consensus position for the region and is tailored to the region  Communicate policy, positions and messaging to members and the national GA Committee
Focus	Federal and provincial issues Canadian government Manufacturer issues Provide support regionally for provincial and municipal issues Coordination of national and chapter government affairs	Provincial issues Provincial government Distributor and retailer issues Input into national policy making Align messages with national
Support	Provide resources and expertise to chapters for local advocacy	Provide financial and training resources locally Support national efforts as required
Committee	Set policy and priorities National committee should include representative from each chapter Recruitment and orientation of representatives from manufacturer category	Establish chapter GAC, providing representative from this committee to national committee Recruitment and orientation of members for chapter committee including representatives from local manufacturers

## **c. Communications**

Function	National Role	Chapter Role
Media and Public Relations	Provide clear messages and tactics for dealing with media Develop handbook for media relations	Provide local, trained person to deal with local media
Promotional and communications material and vehicles	Development of national material	Development of regional material where appropriate and as required

#### **d. Education**

Function	National Role	Chapter Role
Programs	Development of programs	Development and implementation of regional programs, deliver locally Schedule regional events and promote to members
Committee	Set up national committee with representation from chapters	Help to develop programs through their representative to the national committee

### **5. Funding Framework**

The intent is to create a funding formula for the organization as a whole. Both National and Chapters have important roles and their roles must be complementary.

Recognizing that HPBAC includes a vast and diverse geographical region, that the current structure is unnecessarily complex and not well understood and that the current financial structure does not adequately support chapter work, the Task Force recommends the following:

#### **Recommendations**

##### **a. Dues Schedule**

- Chapters are now free to set their own dues (approved by national board September 2010). Surcharges added to the National Dues schedule will be referred to as Chapter Premiums.
- The current schedule is complicated and it is recommended that the Membership Committee review and simplify the schedule, allowing 1 or 2 dues levels per category.

##### **b. National Dues**

- National office to collect dues and retain an HPBAC Board approved portion of each non-manufacturer membership (National Dues) to fund the provision of the services it provides to chapters and members.
- Dues collected belong to National and will be disbursed according to the agreed formula subject to the discretion of the HPBAC Board of Directors.
- Chapter Premiums belong to the Chapter. These cannot be withheld by National.
- National will retain and remit the affiliate portion of dues to HPBA.

- The balance of non-manufacturer dues will be sent to the appropriate chapter.
- National Dues include the cost per member to perform non-manufacturing member services plus whatever additional monies the HPBAC Board of Directors wishes to levy. Please see Appendix C for a breakdown of a proposed formula for National Dues for the consideration of the Board.
- HPBAC Board of Directors should have the ability to withhold funds from chapters which are not performing satisfactorily.

### **c. Income Sharing**

Chapters will no longer receive income from manufacturers' dues or EXPO profit sharing.

### **d. APC Association des Professionnels du Chauffage**

The Association des Professionnels du Chauffage (APC) was formulated in the 1980's to serve the members of the Quebec wood appliance markets. Over the years they have created effective membership programs that serve as a model for all associations in North America. They created and implemented a provincial education and licensing wood appliance program that improves safety and garners government support. APC offers professional engineering advice for difficult installations. They created a provincial media program publishing a provincial consumer magazine that not only serves as a highly effective consumer resource, but also significantly funds APC operations.

Over the decades of service APC's contributions beyond its provincial borders have grown as well. In 1999 the APC entered into an agreement with HPBAC to join the national Canadian association as well as become a member of the North American HPBA. Until recently, this relationship has been largely arms length with APC members gaining access to the HPBA Trade Show and HPBAC retaining trade show revenue sharing funds based on their attendance and membership.

Events changed in the last part of the 2000 decade as wood stove regulations began to be considered in the Quebec province. These culminated in an unprecedented wood stove ban in the city of Montreal. Simultaneously, trade show revenues diminished lowering the financial contributions from APC members. Both organizations recognize that defeating the threats of unreasonable government regulations require the efforts of all provincial organizations coordinated by a viable national presence. No province is an island and the industry must be able to respond to unreasonable regulatory challenges in all industry categories across all of Canada.

The national government affairs efforts are not inexpensive and currently comprise 40% of HPBAC's budget including personnel and administrative time. The current HPBAC - APC agreement does not adequately fund that effort and both organizations recognize a need to revise the current agreement. Both organizations also agree that APC provides exemplary provincial education, licensing, and communications services to their members in French which HPBAC does not provide.

The committee recommends that periodically HPBAC break down its cost of operations according to the services it renders. This should include direct costs, personnel costs and administrative overhead costs. When the committee performed this function about 40% of the expenses were assigned to government affairs. While these national efforts may be provincially based, HPBAC and APC recognize that political winds easily cross borders and any chapter is only as politically strong as the national organization to defend it. APC contributions to HPBAC should be their proportional share of the HPBAC government affairs budget.

Example: IF the HPBAC national dues category for retailers is \$50 HPBA share + \$160 HPBAC share = \$210 total HPBAC dues. The dues for APC members would be \$50 HPBA dues + \$160/.40 government affairs portion (\$64) = \$114 total HPBAC dues. Just like all chapters, APC Chapter Dues would be added on top to bring comprise the total APC retail dues category.

This is a larger funding commitment for APC than previously assumed. In order to allow time for the ARC to assimilate this increase into APC's total dues structure, the committee recommends that the initial contributions for the first 3 years be limited to fixed amounts as follows:

2011 - \$9,000

2012 - \$10,000

2013 - \$11,000

While the formula forms the basis of the APC obligation, APC envisions that the reorganization will transform the role for HPBAC national staff. APC expects that this new role will reduce the scope and lower the costs of their efforts. APC contributions beyond 2013 will be negotiated with these parameters in mind.

## **e. Adequate Funding for Chapters**

### ***Chapter Size and Adequate Funding for Chapters***

The vast geography, political subdivisions, and commercial population concentrations of Canada present real challenges when creating chapter borders. Any chapter structure should be developed to provide sufficient financial sustenance to meet its obligations. HPBAC is being reorganized in large part to decentralize its operations allowing them to better conform to the needs of the local areas and most importantly to stimulate industry volunteers to add member value.

#### ***Recommendation***

Chapters should form regional committees within their area to ensure all members have the opportunity to meet attend functions, network with other members and benefit from education.

Beyond the basic services costs of funding the operations of a regional chapter are the additional costs of the industries political representation. These costs can be significant depending on the political challenges the industry faces. The committee estimates that a chapter will need to raise \$10,000 - \$20,000 annually to fund basic chapter needs based on the size of the chapter. In order to

form the "critical mass" required to provide the basic services and provide basic political support, most chapters should be created to serve a minimum of 75 members.

**Western - Prairie Chapter** - the membership size of the Western Chapter in British Columbia and the Yukon (4.5 million population) currently meets the critical mass test.

### **Prairie Chapter**

The Prairie Chapter is especially challenging because of its sparse population per land mass (6 million population) and multiple jurisdictional obligations (Alberta, Saskatchewan, and Manitoba). The Western and Ontario chapters have robust political organizations, but lack the volunteers to drive all aspects of chapter services. The Prairie chapter has volunteers, but little political operations.

### **Recommendation**

The committee recommends that the Western Chapter and the Ontario Chapter boards each develop respective plans with measurable goals to merge Alberta and Saskatchewan with the Western Chapter and Manitoba with the Ontario Chapter to create a stronger and better funded association. Goals should be developed such as increased membership, active representation on boards from within the merged provinces and increased government affairs efforts where applicable. A review should take place after two years to determine whether or not the mergers were successful and should be maintained.

**Ontario Chapter** - The Ontario chapter has the size (13 million population) and single jurisdictional expanse to become a strong and robust chapter.

**Association des Professionnels du Chauffage (APC)** - The APC (8 million) is a model of chapter excellence and has the size and potential political clout to serve its members. The language barriers in Quebec are challenging for any Canadian national association. The APC fills those needs extremely well and provides a potential political platform that can push our agendas outside Quebec.

**Atlantic Chapter** - The Atlantic chapter is severely challenged by its low population base (2.4 million) and the number of political jurisdictions it must serve (Nova Scotia, Newfoundland and Labrador, PEI, and New Brunswick). Unfortunately, there is not a logical merger that can increase the size of the chapter. The cultural differences in Quebec and the distance to Ontario are too great.

The committee is concerned about the Atlantic Chapter's ability to reach the critical mass required to perform its obligations. It will require a unified effort from the Atlantic members to work and we strongly urge commercial competitors who serve the greater markets to work together to make their efforts effective. Future HPBAC boards need to recognize this shortfall and consider providing additional funding as needed.

### *Recommendation*

An equalization method needs to be developed to ensure no chapter is underfunded. This should be undertaken by the Chapters from Chapter funds.

## Appendix A

### Recommendations for Committees

#### 1. Education

The educational side of the association is very limited and the relationship with organizations such as WETT is ill defined

- Closer relationship with WETT
- Improve Education programming
- Form an Education Committee

#### Recommendation

*Develop Educational and Certification Program* allow individuals to qualify for a designation such as Canadian Master Hearth Professional. It is anticipated that the industry will come under more scrutiny in the near future and certification will be required to perform installation and servicing of industry products. The association needs to be the certifying body or risks being marginalized. The association would work with safety authorities across the country to have components of the program recognized. Certain other qualifications from outside HPBAC would be recognized as CEUs. WETT would be a possible example.

#### 2. Member Services

##### i. Consumer Awareness / Brand Identity

###### Gap

HPBAC is not a well-known brand outside of the industry.

###### Opportunities

More public awareness programs including woodstove changeouts, safety campaigns would help to raise the profile of the association. In addition, truck decals, crests for member apparel, use of logo in member advertising and on websites would also help.

The publication of a hearth and/or outdoor room magazine was suggested as a means of increasing consumer awareness of the industry's products. This is done very successfully by APC annually. Recognizing that the magazine market for French publications is very different from that of the English magazine market, the committee felt it was worth investigating this project again.

##### ii. Membership Growth and Retention

###### Gap

While membership retention is high, market penetration is low. There is room for considerable growth.

###### Opportunities

To achieve growth in membership we must:

- Clearly demonstrate the Value Proposition of membership, ie. the dollar value to membership benefits including tangible and Intangible benefits
- Encourage members to participate in the growth of membership

### iii. **Communication**

#### **Gaps**

Many members are not aware of the benefits available to them. While it was recognized that there are opportunities to introduce more member benefits we need to demonstrate the existing value proposition of membership in HPBAC and its chapters more clearly.

There is lack of engagement among members, especially retailers. This is evident in the disappointing attendance at most education programs and meetings and low participation in our membership surveys. Most members do not seem to know what HPBAC does and what the benefits of membership are despite continuing efforts at communicating these benefits.

It was felt there is a lack of awareness among members about the work that is being done by the organization.

#### **Opportunities**

The following recommendations were made:

- HPBAC national communication needs to be more frequent, such as monthly, and must be brief and concise to capture the attention of members without overwhelming them with information.
- Chapters need to communicate with members, via short and concise bi-monthly newsletters
- Communication is not consistent
- Members don't know the function and roles of the chapters and national
- Members don't participate in surveys and provide feedback
- Members don't understand the value of their association
- HPBAC is not known outside of our industry. We must make ourselves more visible
- Create a sense of fellowship among members

## 2. **Government Affairs Committee**

#### **Gaps**

There is often a lack of awareness and/or understanding of issues or a recognition of the potential effects of these issues among members and non-members.

#### **Opportunities**

We must identify issues with real commercial consequences that need industry response. These issues can be the impetus for an increase in membership and in the understanding among members of the role and importance of the association. This will lead to a stronger association and a stronger voice for the industry.

We can actively promote and advocate programs that help our members, such as government rebates, tax credits, changeouts, etc.

### 3. Image Problems

#### **Gaps**

We don't represent all product categories well, particularly barbecue, patio, gas fireplaces. This is the perception of a number of members and non-members. HPBAC is seen as representing the interests of the wood burning category by some in the industry. It was recognized that we do not offer as many benefits to barbecue and patio members and should look for opportunities and identify specific benefits.

HPBAC is not seen as serving the membership.

#### **Opportunities**

We must identify existing benefits for barbecue and patio members, find new benefits and promote them. Many of our current benefits do apply to these members but may not be recognized as such. Targeted communication of these benefits might help.