

Home Performance Stakeholder Council Fenestration Sector Working Roadmap

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The Home Performance Stakeholder Council is working together with BC's home improvement industry sectors to develop and grow the home performance industry into a sustainable and profitable market segment.

Table of Contents

Executive Summary.....	4
1 Introduction.....	8
1.1 Background.....	8
1.2 Vision.....	8
1.3 Mission and Core Objectives.....	8
1.4 Organizational Structure.....	9
2 Roadmap Development Process.....	10
2.1 Roadmap Toolkit.....	11
3 Home Performance Industry Overview.....	12
3.1 Political Landscape.....	12
3.2 Industry Landscape.....	12
3.3 Fenestration Sector Landscape.....	12
3.4 Home Performance Industry Vision.....	13
3.5 Summary of Fenestration Sector Issues.....	14
4 Recommendations to Address the Issue of Capacity Building: Availability of Trained Trades, Workforce Development, and Professionalism.....	16
4.1 Current Situation.....	16
4.2 Goals for Sector.....	16
4.3 Recommendations for Achieving Goals.....	17
5 Recommendations to Address the Issue of Quality Workmanship: Industry Reputation, Standards of Practice, and Installation Quality.....	19
5.1 Current Situation.....	19
5.2 Goals for Sector.....	19
5.3 Recommendations for Achieving Goals.....	19
6 Recommendations to Address the Issue of Advocacy: Connectivity to and Engagement in Utility and Government Program & Policy Design.....	23
6.1 Current Situation.....	23
6.2 Goals for Sector.....	23
6.3 Recommendations for Achieving Goals.....	23
7 Recommendations to Address the Issue of Advocacy: Effectiveness and Enforcement of Codes, Regulations, and Bylaws.....	25
7.1 Current Situation.....	25
7.2 Goals for Sector.....	25
7.3 Recommendations for Achieving Goals.....	25
8 Recommendations to Address the Issue of Market Growth: Consumer Demand and Quality Awareness.....	26

8.1 Current Situation.....26

8.2 Goals for Sector26

8.3 Recommendations for Achieving Goals.....27

9 Resources Available28

10 Challenges and Barriers28

11 Summary and Next Steps.....28

Executive Summary

The Home Performance Stakeholder Council aspires to assist industry stakeholders involved in residential renovation in delivering exceptional services and solutions, priced at affordable levels for consumers, to support the growth of a long-term, sustainable market for home performance related activities that significantly reduce energy use and carbon emissions in homes across the province while enhancing building durability, occupant comfort, and health.

To this end, the HPSC has established six Sector Councils (HVAC, Fenestration, Insulation, Renovation, Energy Advisors, and Utility and Government) composed of key industry players tasked with amalgamating and addressing the fragmented interests, opportunities, and challenges that exist in a home performance industry, which is evolving and growing.

The following *Fenestration Sector Working Roadmap* documents the recommendations made by the Fenestration Sector Council to address the issues and opportunities prioritized by the Sector Council. The recommendations are directed primarily at industry, by industry, but also include recommendations for Utilities and Government. The recommendations are directed at achieving the following goals in response to the issues identified in Table 1 below. The priority of each recommendation is indicated by the following key:

HIGH	MEDIUM	LOWER
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Recommendations are prioritized according to when their development must begin in order to meet the 2025 Vision. Some recommendations are dependent on the development of other recommendations and some will take several years to reach full implementation. High priority recommendations include those whose development needs to start in 2018, and those which can start right away as soon as resources are available.

Table 1: Summary of the Issues and Goals for the Fenestration Sector Council's Draft Home Performance Roadmap

ISSUE	INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
Capacity Building: Availability of Trained Trades, Workforce Development, and Professionalism	1. Maintain a voice for the home performance industry.	Support	Support
	Support	Support	2. Brand the home performance industry as a "green job provider" (and substantiate market size).
Quality Workmanship: Industry Reputation, Standards of Practice, and Installation Quality	1. Establish a residential renovation installation training program and certification.	Support	Support
	Consult	2. Establish a need/requirement for home performance related training and certification.	
	3. Establish a residential renovation house-as-a-system training program.	Support	Support
	4. Establish a list of qualified manufacturers and installers.	Support	Support
	5. Share home performance and house-as-a-system knowledge across the industry.	Support	Support
Advocacy: Connectivity to and Engagement in Utility and Government Program & Policy Design	Consult	Consult	1. Establish a home energy labelling requirement as part of the renovation process and real estate transactions.
	2. Speak the homeowner's language.		
Advocacy: Effectiveness and Enforcement of Codes, Regulations, and Bylaws	Consult	1. Consistently apply quality inspections as part of programs.	
Market Growth: Consumer Demand and Quality Awareness	1. Increase consumer knowledge and awareness of home performance and the role of windows and doors within that.		

2. Help build consumer confidence in the home performance industry with respect to finding a quality contractor.	
Consult	3. Support market transformation through long-term incentives. Not market disruption through use of short-term rebates to the end consumer.

This *Fenestration Sector Working Roadmap* herein organizes recommendations by issue and presents the current situation, goals, and recommendations along with the suggested lead(s).

This Roadmap has been developed by Home Performance Sector Council with input from the Fenestration Sector Council and other industry representatives. The members of the HPSC Fenestration Sector Council include:

- Anton Van Dyk, Centra Windows
- Zana Gordon, FenBC
- Pat Alexander, Longlife Windows
- Nancy Cooper, Peak Installations
- Cam Drew, Thermoproof Manufacturing Ltd
- Terry Adamson, Westeck Windows Manufacturing Inc.

The information and recommendations within this Roadmap are intended to represent the input of the HPSC Fenestration Sector Council and other industry representatives. However the information and recommendations within the Roadmap may not be representative of the views or opinions of the broader industry.

The primary purpose of the *Fenestration Sector Working Roadmap* is to provide input into the broader, cross-sector *Home Performance Industry Roadmap*.

1 Introduction

1.1 Background

Home performance is a holistic approach to identifying and addressing energy efficiency, comfort, health, and safety related issues to make a home perform better.

It is estimated that nearly 500,000 single detached houses in BC may benefit from home performance upgrades. Row houses and townhouses present an additional opportunity. And whole home performance renovations in BC could represent a four-billion-dollar industry over the next 10 years.

The Home Performance Stakeholder Council (HPSC) is composed of key industry players tasked with amalgamating and addressing the fragmented interests, opportunities, and challenges that exist in the home performance industry, which is evolving and growing. *We gratefully acknowledge the financial support of BC Hydro, FortisBC, and the Province of British Columbia.*

1.2 Vision

The HPSC aspires to assist industry stakeholders in delivering exceptional services and solutions, priced at affordable levels for consumers, to support the growth of a long-term, sustainable market for home performance related activities that significantly reduce energy use and carbon emissions in homes across the province while enhancing building durability, occupant comfort, and health.

1.3 Mission and Core Objectives

The mission of the HPSC is to work together with BC's home improvement industry sectors to develop and grow the home performance industry into a sustainable and profitable market segment that delivers products and services to:

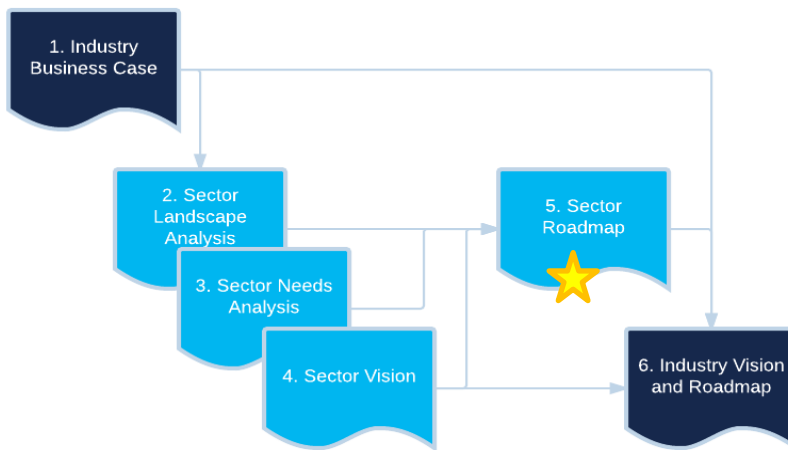
- Lower utility bills through reducing energy use
- Improve home comfort and building durability
- Reduce environmental impact
- Improve air quality, health, and safety

1.4 Organizational Structure



2 Roadmap Development Process

The Roadmap is a key step in organizing the industry to reach their vision.



The Roadmap aims to:

- bridge the gap between the Needs Analysis and Industry Vision,
- take into consideration the issues and priorities of other sectors operating in the home performance industry and identify areas for potential synergies,
- and provide a specific set of actionable recommendations for the public and private sectors.

2.1 Roadmap Toolkit

Recommended solutions to the issues identified draw from a common “toolkit,” which includes:

Information

Consultation and Collaboration

Education and Training

- Consumer
- Trades
- Business
- Real Estate Industry

Marketing and Lead Generation

- Home Labelling
- Branding

Standards

Codes and Regulations

- Product
- Installation

Legislation

Inspections and Quality Assurance

Accreditation

- Tradespeople
- Businesses

Capacity Building

Incentives

- Consumer
- Contractor
- Supply Chain

Tax Credits

- Federal
- Provincial
- Municipal

Financing

- Utility
- Bank (for Energy Efficiency)
- Municipality

Utility Rates

Consumer Advocacy

Warrantees

- Contractor
- Third Party

3 Home Performance Industry Overview

3.1 Political Landscape

Canada's Buildings Strategy has the following goals:

- Federal, provincial, and territorial governments will work to develop a model code for existing buildings by 2022, with the goal that provinces and territories adopt the code.
- Federal, provincial, and territorial governments will work together with the aim of requiring the labelling of building energy use by 2019.

The Ministry of Energy, Mines and Petroleum Resources has been given the mandate to make substantial progress on the following priority:

- Create a Roadmap for the future of BC energy that will drive innovation, expand energy efficiency and conservation programs, generate new energy responsibly and sustainably, and create good, lasting jobs across the province.

3.2 Industry Landscape

- Includes disparate industries with some key players interested in home performance.
- There are few coordinated home performance contractors in BC.
- Representatives from the HVAC, Renovator, Insulation, Energy Advisors, and Fenestration industries, as well as Utilities and Government, are interested in working together to develop and grow a home performance industry into a sustainable and profitable market segment.

3.3 Fenestration Sector Landscape

The Fenestration sector is currently organized by the Fenestration Association of BC (FEN-BC). Fenestration Canada and the Siding and Window Dealers Association of Canada (SAWDAC), both out of Toronto, also have a presence in the market.

FEN-BC is a non-profit trade association representing the interests of businesses engaged in the fenestration industry in BC, and other interested parties.

SAWDAC educates the consumer on what criteria to look for when hiring a contractor. They also educate contractors and provide assurance that their members will deliver quality products and services. They offer a WindowWise certification for replacement window manufacturers and installation contractors.

There are a number of manufacturers that are local to BC:

- Centra
- Starline
- Westeck
- Vinyltek
- Van Isle Windows
- Thermoproof
- KW Windows
- Glenmore Millwork
- Euroline (also imports some product)

The windows installation industry is comprised of various independent window installers and general contractors. However, some larger players – Centra, Long Life, and Thermoproof – also play a large role. FEN-BC has a list of their members online (<http://www.fen-bc.org/companies/index/>), which can be organized by category and/or designation.

The industry operates under the following codes and standards:

- Energy Efficiency Act: includes windows and doors, with specific product performance/certification requirements
- BC Building Code: references the manufacturers’ instructions for installation
- Vancouver Building Bylaw: references the manufacturers’ instructions for installation
- CSA A440.4: window installation standard
- CSA A44.2: window energy performance standard
- NAFS: North American Fenestration Standard/Specification for windows, doors, and skylights (the insulation and U-value guidelines specified are based on climate zones)

3.4 Home Performance Industry Vision

3.4.1 2025 Consumer Vision:

- Valued Services: Home performance contractors are a valued and major component of whole home multiple-measure projects.
- Increased Volume: Retrofits that value home performance are being carried out at a significantly greater rate, and are in steady demand, resulting in greater energy savings and GHG emission reductions.
- Consumer Understanding: Consumers understand the benefits of home performance retrofits, including more comfortable and durable homes with a higher resale value, and the importance of selecting a qualified contractor.
- Consumer Resources: There are viable resources and mechanisms for consumers to seek out industry advice if they have questions or concerns about their certified contractor or their home performance project.

3.4.2 2025 Industry Vision:

- Accredited Professionals: There are recognized, accredited professional home performance contractors available to advise consumers and guide them through the process of home improvements, often in combination with broader home performance projects.
- Benefits Tools: Home performance contractors have the means to easily estimate customer benefits and include these benefits as part of their standard offerings of products and services.
- Industry Organization: A contractor-led industry organization represents accredited contractors by ensuring ongoing, coordinated two-way communication of issues and ideas to Utilities and Governments, providing coordinated communication to consumers about the industry, its members, and its benefits, and working to ensure sufficient capacity and geographic coverage within the province so consumers have reasonable access to its members.
- Home Performance Education: Building science, product knowledge, and related business training and support are required and available on an ongoing basis for home performance contractors and their employees.

3.4.3 2025 Utility and Government Vision:

- **Utility and Government Support:** Utilities and Government promote professional home performance upgrades within renovation projects by providing credibility to potential benefits and encouraging consumers by giving them information and examples of success.
- **Regional and Community Goals and Targets:** Cities, regional districts, and municipalities play a key role at the regional and community level in encouraging residents to participate in home performance upgrades by setting local goals and targets around GHG emission reductions and energy savings, along with specific local programs help spur consumers to act.
- **Home Labelling System:** A well-known and well-understood home labelling system for energy efficiency is supported by government, utilities, mortgage lenders, the real estate industry, and purchasers.

3.5 Summary of Fenestration Sector Issues

The following five issues were identified by the Fenestration Sector Council as priorities in working towards the vision of a home performance industry in BC:

- **Capacity Building:** Availability of Trained Trades, Workforce Development, and Professionalism
- **Quality Workmanship:** Industry Reputation, Standards of Practice, and Installation Quality
- **Advocacy:** Connectivity to and Engagement in Utility and Government Program & Policy Design
- **Advocacy:** Effectiveness and Enforcement of Codes, Regulations, and Bylaws
- **Market Growth:** Consumer Demand and Quality Awareness

While the recommended actions in this Roadmap are specific to the Fenestration Sector being discussed, each of the other Sector Councils identified their priority issues. The HPSC recognizes the many synergies between the sectors' issues, as shown in Table 2 below.

Table 2: Roadmap Issues Across the HPSC Industry Sectors

Issue	U&G	HVAC	EA	Reno.	Insul.	Fen.
Quality Workmanship: Industry Reputation, Standards of Practice, and Installation Quality	✓	✓	✓	✓	✓	✓
Market Growth: Consumer Demand and Quality Awareness	✓	✓	✓	✓	✓	✓
Capacity Building: Availability of Trained Trades, Workforce Development, and Professionalism	✓	✓	✓	✓	✓	✓
Advocacy: Connectivity to and Engagement in Utility and Government Program & Policy Design	✓	✓	✓	✓	✓	✓
Advocacy: Effectiveness and Enforcement of Codes, Regulations, and Bylaws	✓	✗	✗	✓	✗	✓
Advocacy: Longevity and Consistency of Utility and Government Programs	✓	✗	✓	✗	✓	✗
Advocacy: Industry Representation for Contractors	✓	✗	✓	✗	✓	✗
Capacity Building: Changing Landscape and Demands on Industry	✗	✗	✓	✗	✗	✗
Market Growth: Limited Ability to Connect Consumers with Quality Contractors	✓	✗	✓	✗	✗	✗

4 Recommendations to Address the Issue of Capacity Building: Availability of Trained Trades, Workforce Development, and Professionalism

4.1 Current Situation

- The level of training is not always at the level needed, impacting quality and adding costs.
- Many manufacturers, suppliers, and installers don't understand what home performance is or the value that it can provide.
- Quality people who can see a career in residential windows installation can be hard to find as pay and benefits may be seen as insufficient.
- Credentials are often not a requirement for trades.
- Trained tradespeople are often not available to add capacity and meet schedules at peak demand times.
- Employers are reluctant to invest in training as there is little value ascribed to professional credentials.

4.2 Goals for Sector

- Maintain a voice for the home performance industry.
- Brand the home performance industry as a “green jobs provider” (and substantiate market size) with additional specifics on the net community benefits (e.g. resiliency, environment, health, and safety)

4.3 Recommendations for Achieving Goals

The following table outlines the HPSC’s recommendations for the Fenestration Sector best achieving these goals:

INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
<p>1. Maintain a voice for the home performance industry.</p> <ul style="list-style-type: none"> • Maintaining a voice for the home performance industry will help to raise awareness, build HPSC industry participation, provide more funding opportunities, grow the home performance market, and develop the workforce. • Building an industry voice will help facilitate meaningful engagement from Utilities and Government on relevant program and policy design. <p>The Renovation Sector Council is well positioned to take a lead role. Key strategies should include:</p> <ul style="list-style-type: none"> • Collaboration of the HPSC Fenestration Sector Council with the Renovation Sector Council. • Active participation of manufacturers, suppliers, and installers in the HPSC Fenestration Sector Council. • HPSC participation in FENBC events and communications. <p>Utility and Government recognition and reinforcement of the home performance industry as a critical voice in the province for advancing home energy retrofits in BC.</p> <p>INITIATIVE LEADERSHIP: Industry Associations</p>	<p style="text-align: center;">Support</p>	<p style="text-align: center;">Support</p>

<p>Consult</p>	<p>Support</p>	<p>2. Brand the home performance industry as a “green job provider” (and substantiate market size)</p> <ul style="list-style-type: none"> • Branding the home performance industry as a green jobs provider will attract and retain more of the right kind of talent to the industry. <p>Initiative should include:</p> <ul style="list-style-type: none"> • Estimate of the number of jobs in the home performance industry. • Researching and analyzing the life-cycle impacts of home renovations. • Estimate of the net community benefits of the home performance industry. <p>INITIATIVE LEADERSHIP: Government</p>
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5 Recommendations to Address the Issue of Quality Workmanship: Industry Reputation, Standards of Practice, and Installation Quality

5.1 Current Situation

- There is no BC-specific standard or credential to differentiate professional windows installation contractors from low-quality, low-cost companies whose work and behaviour reflects poorly on the entire industry and makes the sale of projects with quality installations difficult.
- Contractor selection is based on price, not qualifications.
- Windows installers are not required to have WCB, insurance, or experience in the business.

5.2 Goals for Sector

- Establish a residential renovation installation training program and certification.
- Have Government and Utilities establish a need/requirement for home performance related training and certification.
- Establish a residential renovation house-as-a-system training program.
- Share home performance and house-as-a-system knowledge across the industry.

5.3 Recommendations for Achieving Goals

The following table outlines the HPSC's recommendations for the Fenestration Sector best achieving these goals:

INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
<p>1. Establish a residential renovation installation training program and certification.</p> <ul style="list-style-type: none"> • FenBC, together with HPSC, would use and build on existing training materials and set minimum standards to develop a training program, with industry input, that focuses on installation and has components of broader window technology. • Training would take place in the classroom, potentially online, and on site and should be available throughout BC (PG, Kelowna, VI, LM). • Third-party delivery of the program, from a credible, trusted affiliation, is preferred (e.g. BCIT). • The training program and certification process should be simple, low cost, and accessible. • The training program would be tied into a Utility or Government program that establishes the need or incentive. • The training program and certification process should consider and work with 	<p>Support</p>	<p>Support</p>

<p>the other home performance industry sectors.</p> <ul style="list-style-type: none"> • There should be a training module for EAs, home inspectors, and other interested professionals that would include: <ul style="list-style-type: none"> - The role of windows within house-as-a-system (HAAS) - Elevation-specific thermal performance - Installation process <p>Existing materials include:</p> <ul style="list-style-type: none"> • Best Practices for Window and Door Replacement in Wood-Frame Buildings Guide developed by the Home Protection Office. • Existing glazier apprentice programs. • Review by the FENBC technical committee or education committee. • Review by other HPSC Sector Councils. • Explore funding potential from Employment Insurance (EI) and Industry Training Authority (ITA). • Explore potential partnership with existing training facilities: BCIT, Kwantlen (future), and trade schools. <p>INITIATIVE LEADERSHIP: Industry Associations</p>		
<p>Consult</p>	<p>2. Establish a need/requirement for home performance related training and certification.</p> <ul style="list-style-type: none"> • There is currently no motivation for contractors to advance their training in home performance. • Establishing a need/requirement will give the training programs and certification developed an opportunity to benefit from an increased volume of participants and become cost effective. • Bringing meaning to the customer is also a critical component. Simple, clear language and easy-to-access information are important for customer communications. • An incentive (ongoing reason for involvement) is recommended over a rebate (short-term monetary handout). Incentives could include: offset wages, PST exemption, CPD credits, HPSC membership. <p>INITIATIVE LEADERSHIP: Shared (Government and Utilities)</p>	

<p>3. Establish a residential renovation house-as-a-system training program.</p> <ul style="list-style-type: none"> • The HPSC would use and build on existing training materials to develop a training program, with industry input, that focuses on house-as-a-system thinking and practices. • Training would take place in the classroom, potentially online, and on site and should be available throughout BC (PG, Kelowna, VI, LM). • Third party delivery of the program, from a credible, trusted affiliation is preferred (eg BCIT). • The training program and certification process should be simple, low cost, and accessible. • The training program would be tied into a utility or government program that establishes the need or incentive. • The training program and certification process should consider and work with the other home performance industry sectors. • Review by the FENBC technical committee or education committee. • Explore funding potential from Employment Insurance (EI) and Industry Training Authority (ITA). • Explore potential partnership with existing training facilities: BCIT, Kwantlen (future), and trade schools. <p>INITIATIVE LEADERSHIP: Industry Associations</p>	<p>Support</p>	<p>Support</p>
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<p>4. Establish a list of qualified manufacturers and installers.</p> <ul style="list-style-type: none"> • Having a list of contractors, with their plain language credentials clearly listed, will help consumers make better choices in who they hire if quality is what they are looking for. • Process, structure, and content used to develop contractor lists for the Energy Advisor and Insulation Sectors. • Work with Government and Utilities to have them use the list for retrofit programs. • Future FENBC membership list: it will include Passive House, Energy Star and Window and Door Installer Certified indicators. • Proceed in a step-wise fashion, cautious not to open the doors too widely without being able to manage • Liability: Ron Coleman set up the Roofing Contractors Association of British Columbia (RCABC) warranty program and may be a good resource to talk to about how to manage this. <p>INITIATIVE LEADERSHIP: Industry Associations</p>	<p>Support</p>	<p>Support</p>
<p>5. Share home performance and house-as-a-system knowledge across the industry.</p> <ul style="list-style-type: none"> • Industry leaders develop white papers on elevation-specific window designs to help abate solar heat gain in the summer and promote heat retention in the winter. <p>INITIATIVE LEADERSHIP: Industry Associations</p>	<p>Support</p>	<p>Support</p>

6 Recommendations to Address the Issue of Advocacy: Connectivity to and Engagement in Utility and Government Program & Policy Design

6.1 Current Situation

- There is a lack of engagement with and follow through by Utility and Government program and policy design.
- There is no systematic approach to getting and using industry input on Utility and Government program design.
- Industry feels that input provided during past engagements with Utilities and Government has been discounted.
- Industry is not being effectively kept up to date on developments, changes, and new initiatives.
- Programs and promotions have been varied and contribute to an overarching negative disruption in the marketplace.
- Program impacts have been mixed and have had some unintended consequences.
- Only a few Individuals and companies in the industry have been willing to engage with Utilities and Government on program and policy design.
- There is little alignment across jurisdictions and across industries involved in home performance.

6.2 Goals for Sector

- Establish a home energy labelling requirement as part of the renovation process and real estate transactions.
- Speak the homeowner's language.

6.3 Recommendations for Achieving Goals

The following table outlines the HPSC's recommendations for the Fenestration Sector best achieving these goals:

INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
Consult	Consult	1. Establish a home energy labelling requirement as part of the renovation process and real estate transactions. <ul style="list-style-type: none"> • Develop and promote EnerGuide for existing homes. • Subsidize a certified energy adviser to conduct a second audit and determine the Energuide rating. INITIATIVE LEADERSHIP: Government, Consult Local Government

2. Speak the homeowner's language.

- When engaging with Utilities and Government on program and policy design, encourage:
 - Clear demonstration of the value proposition to the homeowner.
 - The use of simple language.
 - Relating the value to something they're interested in: climate change, extreme weather.

INITIATIVE LEADERSHIP: Shared (Industry Associations, Utilities and Government)

7 Recommendations to Address the Issue of Advocacy: Effectiveness and Enforcement of Codes, Regulations, and Bylaws

7.1 Current Situation

- Codes, regulations, and bylaws are not effectively applied and enforced. This drives work to the underground economy to the detriment of consumers, the industry, and society as a whole.
- The time and cost of compliance with regulations results in some contractors not complying in order to minimize costs and move projects ahead.
- Contractors who fully comply face delays and added costs that are avoided by others.
- Consumers typically have little understanding of the applicable regulations and what is required to comply with them.
- The industry acknowledges that regulations are needed to ensure quality and comprehensive work to protect the consumer.
- Contractors are not consulted effectively, and/or their input is discounted when new codes, regulation, policies, and bylaws are developed, which can result in unintended consequences to regulation.
- Poor quality product and/or installation leads to poor customer satisfaction and no energy savings.

7.2 Goals for Sector

- Consistently apply quality inspections as part of Utility and Government programs.

7.3 Recommendations for Achieving Goals

The following table outlines the HPSC's recommendations for the Fenestration Sector best achieving this goal:

INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
Consult	<p>1. Consistently apply quality inspections as part of programs.</p> <ul style="list-style-type: none"> • Build in specifications and requirements for quality inspections as a key part of home renovation programs. • Leverage incentives that are tied to the contractors and consumers: warrantees, tax credits. <p>INITIATIVE LEADERSHIP: Shared (Utilities and Government)</p>	

8 Recommendations to Address the Issue of Market Growth: Consumer Demand and Quality Awareness

8.1 Current Situation

- Consumers don't understand what is required for a quality job and don't appreciate the value in improving home performance. Consumers often make their decisions around cosmetic or functional upgrades, with little thought to improving energy efficiency, envelope upgrades, or building science issues. Educating them regarding efficiency options, needed performance improvements, the need to comply with regulations, potential for hazardous materials, and basic building science at this point is extremely challenging.
- Homeowners are not educated on the benefits of high-performance windows and complex technical language is used to communicate the benefits and differences (e.g. the meaning of certified versus uncertified, or U-value).
- There is nowhere for the homeowner to go for real, unbiased advice that is trustworthy, clear and relevant.
- Too often consumers select a contractor based on low cost rather than value and quality. Consumers face conflicts between their wants, needs, and available budget. Many do not understand that cost-effective home performance upgrades can actually improve affordability due to lower operating costs.
- TV programs often set unrealistic cost expectations, leading consumers to choose lowest-cost proposals. They may also over-simplify the renovation process, leading to people believing that they can do it themselves or that they don't need skilled labour to do the job.
- The existence of multiple home performance programs in the marketplace is confusing for consumers.

8.2 Goals for Sector

- Increase consumer knowledge and awareness of home performance and the role of windows and doors within that.
- Clarify and communicate what home performance is, what assistance may be available from utilities, what is entailed in a quality job, and what types of issues can be expected to arise and how they can be dealt with.
- Educate consumers about basic building science and how a home functions.
- Help build consumer confidence in the home performance industry with respect to finding a quality contractor, and knowing what to expect from them.
- Make homeowners aware of what can go wrong if they choose an inexperienced or underqualified contractor.
- Support market transformation, not market disruption.
- Establish long-term incentives to drive consumer demand rather than short-term product rebates.
- Target financial supports mid-market.
- Allow a longer time for customers to take up a program offer.

8.3 Recommendations for Achieving Goals

The following table outlines the HPSC's recommendations for the Fenestration Sector best achieving these goals:

INDUSTRY ASSOCIATIONS	UTILITIES	GOVERNMENT
<p>1. Increase consumer knowledge and awareness of home performance and the role of windows and doors within that.</p> <p>Communicate information through:</p> <ul style="list-style-type: none"> • Website – leverage and develop the Home Energy Coach (HEC) website by establishing the right expertise behind it • Advertising • Home shows <p>Consult and collaborate with industry leaders (FenBC, Fen Canada, HPSC Sector Council)</p> <p>INITIATIVE LEADERSHIP: Shared (Industry Associations, Utilities, and Government)</p>		
<p>2. Help build consumer confidence in the home performance industry with respect to finding a quality contractor. Communicate information through:</p> <ul style="list-style-type: none"> • Website – leverage and develop the Home Energy Coach (HEC) website by establishing the right expertise behind it • Advertising • Home shows <p>Consult and collaborate with industry leaders (FenBC, Fen Canada, HPSC Sector Council)</p> <p>INITIATIVE LEADERSHIP: Shared (Industry Associations, Utilities, and Government)</p>		
<p>Consult</p>	<p>3. Support market transformation through long-term incentives. Not market disruption through use of short-term rebates to the end consumer.</p> <p>Long term incentives could include:</p> <ul style="list-style-type: none"> • Utility discounts • Tax incentives • Education: cost/benefit analysis for the homeowner • Investment in quality installations <p>INITIATIVE LEADERSHIP: Shared (Utilities and Government)</p>	

9 Resources Available

Financial and in-kind resources may come from several sources. Utilities and Government contribute time and funding. Government contributions may come from federal (NRCan), provincial (MEMPR, Ministry of Housing, Building Standards Branch), and local levels of government. These potential sources have not yet been fully explored but consideration is underway.

Contractors, industry associations, manufacturers, suppliers, and distributors contribute their time and possibly funding where appropriate.

10 Challenges and Barriers

- HPSC Sector Councils are not yet representative of the broader home performance industry. Participation from and coordination with the larger industry base is still needed.
- Maintaining good communication and coordination between the Sector Councils in order to work through and minimize any conflicting recommendations and/or unintended consequences from actions taken by other sectors.
- The industry has been branded as needing incentives and grants. We need to rebrand and sell the net community benefits.
- There's a need to ensure the bar for entry is high enough to ensure the "good" manufacturers and installers retain market differentiation and a competitive advantage. The recommendations and industry development initiatives should be designed to level the playing field and need to consider market competition and differentiation to promote race to the top versus race to the bottom.
- Program requirements that are too computer intensive.
- Program requirements that are onerous for manufacturers and installers.
- A privately run certification program may become focused on revenue, rather than quality.
- Certifications that use language that is overly technical.
- Low consumer interest.
- Content needs to be tailored to the BC construction market.
- Contractors may not be willing to fund training because of low staff loyalty.

11 Summary and Next Steps

Resources need to be put in place and a plan developed to move the priority initiatives ahead in 2018. The plan would cover 2018 to 2025 and specify timing, dependencies, and resources for each initiative. It should also include a dashboard, or online tracking tool, so everyone can see progress measured against the plan.

The implementation of many of the Roadmap recommendations needs to begin in 2018. This process should focus on recommendations that have a long development cycle (e.g. the development of an accreditation program), and those that are clearly needed and don't require other recommendations to be completed first (e.g. the development of trades training). It is important that the industry starts to see real benefits from this work in 2018.