



CISC Strategic Plan

2025 – 2028

Strengthen, Promote & Advance
Canadian Steel Construction

ALLEN
LEIGH
HUMAN
CAPITAL

A Message from Leadership

Since our inception, the Canadian Institute of Steel Construction (CISC) and the Canadian Sheet Steel Building Institute (CSSBI) has championed the benefits of steel construction—delivering sustainable design, efficiency, quality, and innovation to the built environment.

In this challenging trade environment and as we look into 2028, our Strategic Plan reaffirms our commitment to lead Canada's steel construction industry through the focus of five strategic pillars.

These include:

1. Advance the Public Profile of Steel in Canada
2. Strengthen the CISC's Stakeholder Influence + Advocacy Voice
3. Enhance Member Value + Engagement
4. Elevate Education + Technical Leadership
5. Develop Talent + Foster Operational Excellence

As we embark on this strategic journey, the organization reaffirms its commitment to being the vanguard of Canada's steel construction industry. By aligning our mission, vision, and values with these strategic pillars, we are poised to drive market growth, influence policy, enrich our member experience, elevate industry expertise, and build an agile, high-performing organization.

Together, we will Strengthen, Promote, and Advance Canadian Steel Construction.

A Message from Leadership

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Leadership changes provide organizations with refreshing possibilities for renewal and growth. As the Canadian Institute of Steel Construction (CISC) and the Canadian Sheet Steel Building Institute (CSSBI) approach its 100th anniversary, I am optimistic about the road ahead. At the same time, we face an unpredictable global economic landscape—making it all the more important to establish a strategic plan that will guide Canada’s steel construction industry through the challenges and opportunities of the coming years.



Keanin Loomis
President & CEO

This document marks the culmination of my first year as President & CEO of this proud association. It reflects not only the efforts of the organization’s staff and board, but also the thoughtful insights and feedback from our members—insights that have been essential in shaping a strong and sustainable future for Canadian steel fabrication. Thank you to everyone who contributed to this process!

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As Chair of the CISC and CSSBI Board of Directors, I am excited to share with you the organization’s Strategic Plan for 2025-2028. The Plan is the result of much hard work and collaboration between the organization’s staff, the board and industry stakeholders. It is a vision for the direction of our association and maps out how we’re going to get there. It is an essential plan for the future of our industry.



Tim Houtsma
Board Chair

I am thankful to all those who invested their time and efforts in the Plan’s development and look forward to being part of its implementation.

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Our Core Statements

Mission

To advance and strengthen Canada's steel construction industry.

Strengthen, Promote & Advance - Canadian Steel Construction

Vision 2028

By 2028, the Canadian Institute of Steel Construction (CISC) will be widely recognized as the voice of Canada's steel construction industry, driving market growth and leading the standard for excellence in the steel industry.

Values & Culture: Building Together

- Be Open & Honest: Foster teamwork and transparency by sharing ideas and communicating clearly.
- Understand & Adapt: Remain agile, engaged, and responsive to the evolving industry landscape.
- Inform Decisions with Data: Utilize evidence-based insights to guide all strategic actions.
- Lead with Efficiency & Trust: Embrace accountability and deliver on commitments.
- Drive the Future: Innovate relentlessly to create lasting industry impact.

Strategic Pillars



1. Advance the Public Profile of Steel in Canada



2. Strengthen the CISC's Stakeholder Influence + Advocacy Voice



3. Enhance Member Value + Engagement



4. Elevate Education + Technical Leadership



5. Develop Talent + Foster Operational Excellence

Strategic Pillars



1. Advance the Public Profile of Steel in Canada

Goal:

Position steel as the preferred sustainable, innovative, and efficient construction material in Canada.

Signature Effort:

Elevate the public profile of steel by leveraging integrated marketing and public awareness strategies.

Objectives & Key Initiatives:

- 1. Create compelling and strategic narratives that promote the use of steel in construction.**
 - Craft key message pillars backed by data and evidence to promote steel's use in construction.
 - Gather data and research that demonstrates steel's advantages over competing materials, emphasizing sustainability, cost-effectiveness and performance.
 - Tell compelling stories and highlight case studies that illustrate the real-world impact and benefits of steel in construction projects.
- 2. Develop and execute integrated marketing campaigns that expand the CISC's reach, drive engagement, and deliver measurable results.**
 - Create a content calendar and distribution plan to expand the CISC's audience reach.
 - Implement digital campaigns focused on lead generation for targeted reach and scalable impact.
 - Establish a robust tracking and analytics framework to measure campaign performance and inform strategy.
- 3. Elevate national awareness of steel construction through targeted public awareness campaigns by engaging strategic partners across sectors.**
 - Leverage the Strong as Steel campaign to elevate national awareness of steel's value in construction and spotlight key issues like tariffs and trade policy.
 - Develop and maintain segmented outreach lists for stakeholders and public audiences, ensuring message alignment across media, industry, and policymaker channels.
 - Strengthen collaboration and storytelling partnerships with architects, engineers, and contractors to amplify public understanding of steel's impact through real-world case studies and shared campaigns.

Strategic Pillars



2. Strengthen the CISC's Stakeholder Influence + Advocacy Voice

Goal:

Amplify the CISC's and CSSBI's stakeholder engagement and advocacy efforts to achieve positive policy outcomes that support the growth and resiliency of the Canadian steel construction industry.

Signature Effort:

Deepen relationships with policymakers and industry partners to shape policy and grow Canada's steel construction industry.

Objectives & Key Initiatives:

1. Strengthen policy engagements and advocate for favourable trade conditions.

- Develop a clear government relations strategy outlining the organization's advocacy priorities.
- Regularly engage with government officials and policymakers to educate them on key issues, including procurement practices, trade policies and tariffs, etc.

2. Expand strategic advocacy alliances.

- Identify and pursue strategic partnerships with allied industry associations and labour groups.
- Coordinate joint lobbying efforts and share best practices to strengthen the collective influence of the steel and construction industries.

3. Increase awareness and influence among key decision-makers.

- Leverage success stories and data to shape public opinion and inform policy decisions.
- Position the organization as a trusted voice on issues impacting the steel construction industry.

Strategic Pillars



3. Enhance Member Value + Engagement

Goal:

Build a dynamic and engaged membership community and increase member retention and acquisition by tailoring services, resources, and advocacy efforts to reflect and address the priorities and interests of the membership.

Signature Effort:

Communicate and deliver the CISC's and CSSBI's value through personalized engagement and responsive programming.

Objectives & Key Initiatives:

1. Define and communicate our value proposition.

- Develop a member-centred value proposition that clearly communicates how the organization supports member success and advances the Canadian steel construction industry.
- Promote the connection between our initiatives (education, committees, events) and the value they deliver to members.
- Equip staff and board members with clear messaging tools to consistently articulate our value in meetings, presentations, and outreach.

2. Strengthen membership engagement strategies.

- Conduct personalized outreach to understand and document member needs within the organization's scope, and communicate how they can engage and what actions are being taken in response.
- Tailor messaging to different member segments (e.g., fabricators, engineers, architects) to reflect their specific priorities and challenges.
- Implement a structured feedback loop to regularly assess whether the organization understands and is addressing the evolving needs of the membership.

3. Facilitate and host industry engagement forums.

- Deliver high-impact regional and national events that bring together Canada's steel construction community to connect, collaborate, and share expertise.
- Curate timely and relevant programming that addresses current design and construction challenges facing the industry.
- Engage leading experts and practitioners to share insights, case studies, and lessons learned that support continuous improvement.

Strategic Pillars



4. Elevate Education + Technical Leadership

Goal:

Advance excellence in steel construction by enhancing expertise through first-rate professional development programming, enhanced certification value, strategic educational partnerships, and recognized leadership in the development of codes and standards.

Signature Effort:

Strengthen professional capacity and modernize technical standards.

Objectives & Key Initiatives:

1. Expand professional development offerings and certification programs.

- Assess current educational programming to strengthen coverage of constructability, project risk, and emerging industry priorities.
- Develop and launch new courses, tools, and certifications that reflect practical skills and advance industry excellence.
- Integrate professional development into CISC events and recognize member participation to drive engagement.

2. Establish strategic educational partnerships.

- Identify and prioritize partnerships with educational institutions offering recognized programs in engineering, architecture, and technology.
- Collaborate with industry to connect students with hands-on learning opportunities that strengthen the pipeline of future professionals.
- Partner with learning management systems (LMS) providers to deliver first-rate professional development content and keep learning resources current and accessible.

3. Advance steel codes and drive efficient steel solutions.

- Foster and support the development of Canada's three critical steel standards: S6, S16, and S136.
- Align academic research and industry priorities to support economical design and construction practices in the development and implementation of standards.
- Ensure members are informed of proposed changes to CSA standards and the National Building Code (NBC) to support timely feedback and preparation for adoption.

Strategic Pillars



5. Develop Talent + Foster Operational Excellence

Goal:

Strengthen our internal capacity by fostering a culture of excellence, developing talent, enhancing financial systems, and reinforcing strong governance.

Signature Effort:

Enhance organizational capacity and culture by fostering strong governance and internal systems.

Objectives & Key Initiatives:

1. Foster a culture of high performance and growth.

- Refine performance systems to reinforce development, retention, and clear expectations around roles and responsibilities.
- Regularly assess employee experience and engagement through structured feedback tools.
- Promote a culture of leadership, innovation, accountability, and continuous improvement.

2. Strengthen organizational financial health, controls and internal systems.

- Define and align key revenue-generating activities—including membership growth and retention, certification programs, educational offerings, and event sponsorships—to support annual organizational targets.
- Adopt best practices in audit and financial reporting to ensure continued financial health, transparency and responsible stewardship.
- Enhance internal systems and processes by leveraging technology to improve operational efficiency and cross-functional coordination.

3. Enhance board governance and oversight.

- Clarify and reinforce the board's strategic and fiduciary role in advancing our mission.
- Strengthen alignment between board oversight and organizational priorities to ensure clear accountability and direction.
- Foster a culture of informed decision-making and collective responsibility at the board level.