**2016 – 2020 Strategic Plan**

**Slide 1**

Introductory slide

**Slide 2**

**Strategic Priority #2 – Membership**

***Develop and maintain a membership program that will encourage new and entice the current members to interact, engage and enjoy the benefits of membership and continue to promote boating safety within our communities.***

**Goal No. 1:** Increase the numbers of New Members.

**Goal No. 2:** Increase the rate of Member renewals. This is a captive audience …. these people are already Members!

**Goal No. 3:** Ensure that all levels of the organization have an active and functioning Membership Officer with updated roles and responsibilities. The role of the Membership Officer is extremely important to the organization.

**Goal No. 4:** Continue to enhance our Member Benefits package.

**Goal No. 5:** Internal Communication within the Membership including newsletters, e-magazines, news blasts, and best practices at all levels of the organization.

**Speaking Notes**

**Goal No. 1:** Increase the numbers of New Members.

***Rationale:***

Membership is the core of the existence of CPS-ECP. To continue to be a “Community of experienced boaters….” we must continue to attract new, diverse members that represent the recreational boating community within Canada.

***Steps to explore:***

* Encourage word-of-mouth advertising – ‘tell your friends’
* Continue to exploit ‘social media’
* Offer invited events, and ‘invite your friends’
* At course completion, sell the benefits of membership and volunteering

**Goal No. 2:** Increase the rate of Member renewals. This is a captive audience …. these people are already Members!

***Rationale:***

Keeping CPS-ECP strong is vital and encouraging community through membership is a key factor. Educational opportunities, social and the pure enjoyment of fellowship encourage renewal fulfilling not only this goal but many of the others as well.

***Steps to explore:***

* Consideration of auto-renewal of memberships
* What’s working? Is everyone doing it? (Addition to make this a goal District/Squadron can work on)

**Goal No. 3:** Ensure that all levels of the organization have an active and functioning Membership Officer with updated roles and responsibilities. The role of the Membership Officer is extremely important to the organization.

***Rationale:***

Membership is key….to CPS-ECP, Education, Volunteers, Communication and the Community of our organization. Current and updated tools are key to ensuring those we attract to these roles have what it takes to perform their roles. Membership must be looked upon as one of the most critical offices with all levels of the CPS-ECP organization.

***Steps to explore:***

* Does each Squadron have a Membership Officer
* Do they know what their job is
* Are they working with Education, PRO, Social Officers and others to recruit & retain

**Goal No. 4:** Continue to enhance our Member Benefits package.

***Rationale:***

People in general are looking for the value in their invested dollars. Membership in CPS-ECP is no different. To encourage the community and the commitment of a Member, we must provide the value they are looking for in their investment. This can be a tangible benefit, but CPS-ECP can offer many intangible benefits also.

***Steps to explore:***

* Offer short seminars on a ‘complimentary’ basis to Members. Non-members would be charged accordingly
* What are Squadrons doing? Is it working?

**Goal No. 5:** Internal Communication within the Membership including newsletters, e-magazines, news blasts, and best practices at all levels of the organization.

***Rationale:***

Knowledge is Power! Keeping members informed and involved with current activities, news and successful events and practices makes them feel a part of CPS-ECP. Communication also becomes a member benefit and is an avenue to further their boating experiences and enjoyment throughout the year.

***Steps to explore:***

* Continued communication with Members through newsletters, e-magazines, etc.
* When and how to ‘ask’ potential Members to join

**Slide 4**

**Strategic Priority # 3- Volunteers**

***To flourish, CPS-ECP needs volunteers committed to achieving its vision, within the context of its mission and values. For volunteers to flourish, they need clarity on what their role is, what they need to do within their role to be successful in helping CPS-ECP achieve its vision and be recognized and rewarded for their successes.***

**Goal No.1:** Create Volunteer capacity

**Goal No.2:** Each Squadron/District to prepare and maintain a succession plan

**Goal No.3:** Enhance Volunteer experience

**Speaking Notes**

**Goal No.1:** Create Volunteer capacity

***Rationale:***

As noted in the Ad Hoc Boundaries Committee June 2016 Report, the existing Volunteer base is inadequate to perform CPS-ECP’s membership, marketing, education, etc., activities. An adequate Volunteer base can be achieved not only by attracting and retaining more Volunteers, but also by creating Volunteer capacity which will reduce the number of Volunteers required. In any organization, capacity can be created through centralization of functions, elimination of work and making jobs easier to accomplish.

***Steps to Explore:***

* Develop different operating models that can be utilized when and where the existing operating model has failed or is failing (e.g., Squadron unable to form a minimal member executive committee, Squadron unable to be all things to its Members and the public)
* Centralize administrative duties through District or nearby Squadrons
* Coordinate course offerings and/or centralize course delivery
* Leveraging technology to reduce the burden on a Volunteer and expand their abilities

**Goal No.2:** Each Squadron/District to prepare and maintain a succession plan

***Rationale:***

While a Squadron or District Nomination Committee is responsible for filling roles for the upcoming year, a longer view is needed to ensure the long-term success of a Squadron and District.

***Steps to Explore:***

* Identify upcoming gaps in Squadron / District Volunteer base and build plans to fill gaps
* Engage current Volunteers to cultivate and develop individuals to fill gaps

**Goal No.3:** Enhance Volunteer experience

***Rationale:***

CPS-ECP achieves its vision through the activities of its Volunteers. Historically, Squadron Volunteers have been directly responsible for interpreting CPS-ECP’s vision and translating it into local Volunteer activities based on their area’s customer needs. Change management and guidance is loosely provided by a variety of resources and levels in the organization; primarily the District, the National Office and the specific committees or National Volunteer responsible for the function. However, this model requires strong commitment to and understanding of CPS-ECP’s vision to ensure national alignment.

In the past, the model worked as existing Volunteers could mostly be depended upon to interpret CPS-ECP’s vision appropriately and new Volunteers were mostly willing to invest time and energy in seeking out people, information and resources needed to understand how they could best support CPS-ECP. This is no longer the case. Therefore, to support this model, more focus on Volunteers is required to foster national alignment with less dependence on existing Volunteers to promote this. CPS-ECP needs to make it easier for Volunteers to determine what their job is, where their tools and resources are, who they need to work with, etc., so the Volunteer can apply, with the least amount of effort, their knowledge, experience and creativity to achieving CPS-ECP’s vision.

***Steps to Explore:***

* Create a committee to focus on recruitment, orientation, training, development, recognition and rewards, etc. of Volunteers
* Create, launch and maintain a Volunteer Development Program so that Volunteers know:
	+ The level of commitment required
	+ What their job is
	+ What tools and resources to use and where to find them
	+ Who to contact with questions, concerns or feedback
	+ How they’ll be recognized and rewarded
* This program could involve:
	+ Working with Education Department to augment the Officer Training Program with seminars that meet the needs of existing and potential Volunteers
	+ Identifying and building a database of mentors (e.g., experienced Officers such as Past Chief, District or Squadron Commanders)
	+ Reinforcement of the role of Volunteer leaders to delegate meaningful work, provide appropriate supervision and provide positive reinforcement
* Identify and circulate “Best Practices” on attracting and retaining Volunteers

**Slide 5**

**Strategic Priority #4 – Community**

***Our relationships with our members, with other organizations within the boating community, as well as the general public, are the main reason for continuing the existence of CPS-ECP. Alignment between the way officers and other volunteers see and perform their jobs and how the jobs need to be performed at all levels of the organization will ensure we present ourselves in the best way possible. The key to our future success will be our commitment to stay relevant and current in our ever changing environment.***

**Goal No. 1:** Clarify and strengthen the role of the District Commander**.**

**Goal No. 2:** Provide increased support to the Squadrons and to the Squadron Commander.

**Goal No. 3:** Hold Squadrons more accountable to the District and to National.

**Goal No. 4:** Have fun.

**Speaking Notes**

**Goal No. 1:** Clarify and strengthen the role of the District Commander**.**

***Rationale:***

The role of the District is to oversee, manage and help Squadrons operate as a vital part of a larger, cohesive organization.

Committees, managed by the District Commander and comprised of the appropriate Squadron and District Officers (example Membership, Education, Finance, etc.,) would be more effective in finding solutions to common problems than each struggling alone.

Best practices gleaned from other Districts or Squadrons could be discussed, modified as needed to suit, and implemented.

***Steps to Explore:***

* District Executive Committees should consider joint District & Squadron meetings to ensure good communications and understanding of issues and personalities
* A standardized approach to as many things as possible would benefit all Squadrons, save time and yield much better results
* Make more personal (face-to-face) contact or ‘connection’

**Goal No. 2:** Provide increased support to the Squadrons and to the Squadron Commander.

***Rationale:***

The Boundaries Committee, based on survey responses from Squadrons and Districts, completed an extensive study and identified major areas where improvement or change is highly desirable to the long term strategic interests of CPS-ECP to maintain a vibrant organization at historical or improved levels. Squadrons need not struggle with staffing and planning their own unique version of how to run classes, how much to charge, how to retain members, how to manage websites and how to stay viable.

***Steps to Explore:***

* Reduce volunteer requirements via consolidation of duties. Consolidation could be either Administrative duties, Education and or a portion or combination thereof and be consolidated at District or with adjacent Squadron(s)
* Mergers/Amalgamations/Dissolutions of Squadrons and/or Districts as requested (by respective Squadrons and/or Districts) or as deemed appropriate based on Squadron viability
* Change Geographic organization as needed

**Goal No. 3:** Hold Squadrons more accountable to the District and to National.

***Rationale:***

District Executive Committees travelling to Squadron Executive Committee Meetings and holding joint sessions focused on each particular squadron’s needs and ideas, would build confidence, respect for one another and ultimately accountability both up and down the organization.

***Steps to Explore:***

* Training sessions for all Officers to meet a standardized set of expectations and to provide the tools necessary to effectively carry out the duties entrusted to them
* Need to create an environment based on belonging and understanding that we are stronger and better together than individually
* Focused Officer Training sessions for all incoming Officers would dispel notions of autonomy and instill a sense of belonging to a larger organization with rules and guidelines to follow

**Goal No. 4:** Have fun.

***Rationale:***

Social events such as Christmas parties, boating rendezvous, are difficult to organize and attendance may not be satisfactory. Smaller, focused events may yield better attendance and satisfaction.

***Steps to Explore:***

* Squadron or District Social events
* Evening sessions with speakers on interesting topics combined with refreshments, etc.
* Welcome session by Commander at start of first class
* Reach out to minorities with interest in boating or fishing