

CPS-ECP 2016-2020 STRATEGIC PLAN

Canadian Power and Sail Squadrons
Escadrilles canadiennes de plaisance



Internal & External Influences

Four major changes in the last 15 – 20 years have made it clear that what worked well in the past no longer does.

- Mandatory Education
- The Internet and Social Media
- Lifestyles
- Governance change

Organizational Strengths

- Our Volunteers and their passion for the mission
- The passion and the quality of instructors and the quality of courses
- Our Mission
- The experience and intelligence in education we have
- Our 80 years

Organizational Strengths

- The depth of our commitment –
Time/Information/Sharing
- The help we can get from others in the
member community
- Our common sense
- Opportunities for personal growth

Strategic Priorities

- Education
- Membership
- Volunteers
- Community
- Communication



Strategic Priority #1 – Education

Develop and maintain an educational program – both external and internal - including a curriculum of quality, uniform, course material to be delivered by a method(s) that attracts/engages consumers and addresses their priorities.

Strategic Priority #1 – Education

- **Goal No. 1:** Assess the relevance and value of all CPS-ECP courses/programs; prepare and distribute schedule of intended updates of course material, with timelines.
- **Goal No. 2:** Encourage offering courses/seminars, etc. on a year round basis; establish 'best practice' guidelines.
- **Goal No. 3:** Prioritize and develop new and shorter courses/seminars to meet changing customer needs.

Strategic Priority #1 – Education

- **Goal No. 4:** Determine which method(s) of delivery is (are) appropriate for each course – either classroom presentation, distance education (outreach) delivery or a combination of both.
- **Goal No. 5:** Embed **Internal Training** within the Educational Department, and define its importance by:
 - Creating the position of a 4th ANEO with responsibility for:
 - Outreach Education
 - Member Orientation/Officer Training
 - Instructor Development
 - Demographics, i.e. Minority language offerings
 - Provide Terms of Reference for the position

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.

Strategic Priority #2 – Membership

- **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.

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.

Strategic Priority # 3- Volunteers

- **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

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.

Strategic Priority #4 – Community

- **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.

Strategic Priority #5 – Communication

Develop initiatives to ensure a comprehensive Marketing Plan, to include provision of a definitive Brand to be utilized both externally and internally throughout the Organization; maintain and strengthen lines of communication at and between all levels of the Organization.

Strategic Priority #5 – Communication

- **Goal No. 1:** Solicit and assess value and relevance of quoted plans encompassing Marketing and Branding of CPS-ECP and its products. Ensure liaison with internal Marketing Committee personnel.
- **Goal No. 2:** Revive and improve the Public Relations effort, including provision of Guidelines to assist Squadrons in the promotion of CPS-ECP and its courses.
- **Goal No. 3:** Implement methods to improve lines of communication, both face-to-face and on-line
- **Goal No. 3. (a):** Standardize the involvement of the members of the Board of Directors in District/Squadron meetings.
- **Goal No. 4:** Ensure that the CPS-ECP website is easy to navigate, and which will include a 'Library' of documents.