



*Canadian Power and Sail Squadrons  
Escadrilles canadiennes de plaisance*

***STRATEGIC PLAN  
2016 – 2020***

***October 2016***



## STRATEGIC PLAN 2016 – 2020

### **Strategic Objectives: Attraction...Relevance...Commitment**

#### **Strategic Priorities: Education, Membership, Volunteers, Community, Communication**

This plan, as presented by the Planning Committee (PlanCom), is the culmination of documentation provided by the Executive Committee but derived from facilitated Board of Directors' sessions, sub committees of the Board assigned to sections and various deliberations resulting in that information.

PlanCom has reviewed all of this information and discussed all items which, in its view, are most important for the forward movement and growth of our organization. As well as working with the goals stated in the strategic priorities, PlanCom added some of its own during the course of its work.

The subject of the financial impact that some of the Goals may have on the organization was discussed. Although in some cases it was felt that a comment as to cost may be made, eventually it was decided that there were too many uncertainties to do so. The Project Leaders may decide to take a certain route which may affect any approximation PlanCom may make, and also Budgeting considerations will no doubt come into play.

It will be noticed that there is some overlapping between the Goals listed in the various sections. This is virtually unavoidable given the relevance of the subjects which impinge on more than one area. It is hoped that this situation will encourage co-operation between the various teams who will work towards these Goals.

PlanCom did not feel that it should submit a long list of 'Action items', but rather limit this area to a few points which may be explored by the Project Leaders. There were several more proposed in the documents provided to PlanCom, but we chose relatively few of these, augmented by our own, so as not to give too strict an interpretation of the way forward.

The Plan itself should remain in the simplest form as it will be used as a reference continually, and it would be cumbersome to go through a large number of pages before getting to the meat of the Plan itself. The ultimate goal of the plan is to better place CPS-ECP in a position to achieve the stated Vision, Mission and Values of the organization.

#### **Planning Committee**

P/C/C Doreen Hinksman, AP – Chair

P/D/C Karen Connor, AP P/D/C Shirley Shea, AP P/D/C Attila Soti, AP

#### **Executive Committee Liaison**

P/C/C Joe Gatfield, JN

**CANADIAN POWER AND SAIL SQUADRONS  
ESCADRILLES CANADIENNES DE PLAISANCE  
Strategic Plan**

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## **CPS-ECP Vision, Mission and Values**

### **Vision – what we are**

**“A committed community of experienced boaters inspiring others to adopt a safe boating attitude through education and training”**

### **Mission – what we do to achieve our vision**

- We teach safe boating practices and proper navigational techniques
- We promote the cause of boating safety by creating a safe boating ethic
- We advance the cause of boating safety in cooperation with other agencies and organizations
- We keep our Member and Volunteer community strong through ongoing social interaction and enjoyment

### **Values – what keeps us strong**

#### **Safety:**

- Boating safety is of prime importance
- We encourage the boating experience as a safe and enjoyable recreation

#### **Education:**

- Our CPS-ECP Boating Courses are of high quality and provide good value
- We are leaders in safe boating education
- We embrace changes in boating education and practices

#### **Community:**

- We depend on volunteers of all ages, levels of experience and skill
- We enjoy our interactions with our fellow volunteers and members

#### **Environment:**

- We believe in boating in an environmentally responsible manner

## **Strategic Priority #1 – Education**

**Project Leader – National Educational Officer**

### ***STRATEGIC STATEMENT:***

***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.***

**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.

#### ***Rationale:***

Following the Short Term Strategic Plan, the Educational Dep't conducted a review of our courses, providing a break down as to the basic income derived from each course.

The numbers of students taking each course impacts on the forward direction of each course. It has been stated that as an Educational Organization, a full slate of courses should be offered, however, given the above facts, in what format and at what expense certain ones should be maintained and with what type of Committee structure for certain of these courses, was not finalized.

The administration of information provided regarding updates, revisions, changes to exam formats, etc. is not addressed in a cohesive, planned manner. This includes the production and circulation of all such schedules.

#### ***Steps to Explore:***

- Prepare documentation outlining the costs relating to each course produced, versus what is the financial return on each course. Determine which courses should be prioritized and maintained at a higher level than others
- Set up spread sheets and relevant documentation so that any changes whatsoever to a course can be forwarded to those involved in its presentation. Such documentation should also be in a format to be posted and updated on the website

**Goal No. 2:** Encourage offering courses/seminars, etc. on a year round basis; establish 'best practice' guidelines.

#### ***Rationale:***

The requirement that the general public may have for a course at any time of the year, including summer, has not been adequately addressed by our Squadrons and Districts.

***Steps to Explore:***

- Produce a 'best practice' guideline for Squadrons stating ideas for implementing summer course offerings
- Consider looking at niche markets for short seminars, targeted to unique groups
- ROC(M) is the most requested course in the summer months, encourage ALL Squadrons to offer it
- Encourage Squadrons to offer on-line or blended courses during the summer months

**Goal No. 3:** Prioritize and develop new and shorter courses/seminars to meet changing customer needs.

***Rationale:***

The majority of surveys conducted by CPS-ECP and other organizations have indicated that people are no longer willing to commit time to lengthy courses. Feedback from Squadrons and instructors, as well as anecdotal evidence, has not been fully solicited as to what course content is most popular and required from the public.

***Steps to Explore:***

- Solicit feedback from Squadrons/instructors, as well as anecdotal evidence as to what the public wants
- Endeavour to streamline production of short courses/seminars

**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.

***Rationale:***

It is understood that financial considerations and availability of knowledgeable people are a large part of the decision making regarding the method of presentation to be provided. However; this should not preclude having a plan in place for each course, and being prepared when the time is right to make changes if necessary.

***Steps to Explore:***

- Investigate which courses lend themselves to blended learning, determine costs if appropriate
- Advise Squadrons on an on-going basis as to which courses are being considered for on-line or blended presentation
- Assist Squadrons indicating a wish to proceed with alternate training methods

**Goal No. 5:** Embed **Internal Training** within the Educational Department, and define its importance by:

a) Creating the position of a 4th ANEO with responsibility for:

**Outreach Education**

**Member Orientation/Officer Training**

**Instructor Development**

**Demographics, i.e. Minority language offerings**

b) Provide Terms of Reference for the position

***Rationale:***

With the increasing need to offer courses in varied formats, most of which are beyond the standard classroom model, many of our instructors and officers need special training to bring these contemporary styles to our constituents. It has become apparent that CPS-ECP must keep abreast of the tools available to us. Emphasis must be placed on the necessity of giving a higher profile within the Organization, of the benefits of taking the Member Orientation/Officer Training program, as well as to the ongoing requirement for Instructor Development.

***Steps to Explore:***

- Create a committee structure within the Internal Training Department
- Create informational material packages for the Squadrons regarding each subject
- Investigate the cost of Regional Educational sessions to inform and educate members on Outreach programs

## **Strategic Priority #2 – Membership**

**Project Leader – National Administrative Officer**

### ***STRATEGIC STATEMENT:***

***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.

#### ***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
- Ensure clarity of on-line registration and ease of payment
- Review previous surveys done for critical information

**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

**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:***

- Updating of roles and responsibilities
- Sources for recruitment of Membership Officers – classes, socials, seminars
- Emphasis on the relevance of the Membership position

**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

**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

### **Strategic Priority # 3- Volunteers**

**Project Leader - National Administrative Officer**

***STRATEGIC STATEMENT:***

***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

***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

## **Strategic Priority #4 – Community**

**Project Leader – National Executive Officer**

### ***STRATEGIC STATEMENT:***

***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.

#### ***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)
- Maintain/increase service levels to all areas of the country with isolated areas covered off via technology or local volunteer who could be contact person/facilitate some training
- Mergers/Amalgamations/Dissolutions of Squadrons and/or Districts as requested (by respective Squadrons and/or Districts) or as deemed appropriate based on Squadron viability
- Use a National District and/or National Squadron to facilitate members of “isolated” Squadrons not incorporated in existing Districts, in addition to or in conjunction with the use of available new technologies
- 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

## **Strategic Priority #5 – Communication**

**Project Leader: National Administrative Officer**

### ***STRATEGIC STATEMENT:***

***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.***

**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.

#### ***Rationale:***

At the present time, solicitations have been made to commercial operations regarding programs of Branding and Marketing our Organization.

#### ***Steps to Explore:***

- Include the Marketing Committee in any information relevant to them, in order that a method of communicating any new initiatives to the public and our members may be defined by them
- Prepare a short information piece outlining what the term “Branding” means to CPS-ECP so that all concerned are aware of the differing facets of this initiative

**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.

#### ***Rationale:***

Participation in local organizations and community functions will help keep our name in the public eye and ensure brand recognition.

#### ***Steps to Explore:***

- Make sure that the Squadrons are aware of any videos or PPPs geared to introducing CPS-ECP to the wider public audience
- Encourage the Squadron PROs to keep up-to-date on local community functions such as parades, displays and shows, etc. so that their Squadrons may take part in them

**Goal No. 3:** Implement methods to improve lines of communication, both face-to-face and on-line

***Rationale:***

Within any organization, it is critical that communication between all their layers be maintained on a continual basis. If people have a feeling of “I don’t know what’s going on” they will begin to feel isolated and uninvolved.

***Steps to explore:***

- Study the effectiveness of the current communication tools, and if necessary device new tools to keep our members informed
- Realizing that communication goes ‘both ways’ find methods to ensure the movement of necessary information through Districts and the National body
- Review Budgetary considerations with a view to holding Regional meeting with specific groups, i.e. Membership, Marketing, Educational, etc. to inform and advise Squadron/District members of new initiatives, and to encourage dialogue between the grass roots members and the National body
- Use social media to inform the membership of important or relevant information, whilst bearing in mind that short, to the point, timely posts meet the most approval from readers

**Goal No. 3. (a):** Standardize the involvement of the members of the Board of Directors in District/Squadron meetings.

***Rationale:***

The Directors should take a major role in improving communications between all levels of the organization, which to date has not been defined.

***Steps to Explore:***

- Encourage the participation of members of the Board in Squadron and District meetings as far as is possible
- Require the Directors to provide a report of their activities prior to each Board Meeting
- Directors could promote ‘best practices’ from any source to effect change

**Goal No. 4:** Ensure that the CPS-ECP website is easy to navigate, and which will include a ‘Library’ of documents.

***Rationale:***

It is understood that the CPS-ECP website is under construction at present. However; its relevance and use to the organization cannot be overstated.

***Steps to explore***

- Be sure that personnel are in place to continually check the format and upkeep of the website, so that it always remains on our 'radar'