



Strategic Plan 2020-21

# Our Mission

Our mission is to strengthen the communications industry in Ontario by providing leadership on best practices, ethics, diversity and inclusion while providing professionals, students and new Canadians with awards of excellence, certifications, networking and professional development.

# Our priorities

After hours of thought and strong input from the majority of CPRS Toronto Board members, and past presidents, there was alignment on three priorities for focus in the next three year period to strengthen CPRS Toronto:

Identity

Membership

Financial Health

# Identity

Strategy – define and communicate who we are and what we do

Goals:

1.1 Broaden our perspective

1.2 Support members with excellent professional development content and networking opportunities

1.3 Elevate the profession

# Identity – Goals

## 1.1 Broaden our perspective

### Objectives:

- Increase the geographic area where we reach with collaboration and mergers
- Broaden eligibility of membership, to help potential members feel welcome and understand the various practices considered public relations
- Detail connections with NHI, Global Alliance, IABC (TBC)

# Identity – Goals

## 1.2 Support members with excellent professional development content and networking opportunities

### Objectives:

- Anticipate upcoming issues and establish PD to help prepare members
- Live stream PD events
- Networking and social initiatives to consider virtual, targeted and small as well as large events
- Differentiate our content from other associations

# Identity - Goals

## 1.3 Elevate the profession

### Objectives:

- Profile accreditation, PRK, College of Fellows and make these desirable considerations for hiring considerations
- Share standards of profession featuring current, senior and diverse members

# Membership

Strategy: create a diverse membership

Goals:

2.1 Define the value of membership

2.2 Find solutions to the cost-of-membership barrier

2.3 Support diversity in communications

2.4 Increase the number of memberships



# Membership – Goals

## 2.1 Define the value of membership

Objectives:

- Create a sense of belonging
- Detail the value for each level of membership
- Keep in contact with retirees
- Why hire an APR, or PRK

# Membership – Goals

## 2.2 Find solutions to the cost-of-membership barrier

### Objectives:

- Address unequal allocation of National vs local member fees
- Establish membership levels for new Canadians Consider bursaries for student and affiliate members leveraging Canadian Council of PR firms anti-racism committee
- Follow up with CPRS National on monthly payment options

# Membership – Goals

## 2.3 Support diversity in communications

### Objectives:

- Focus on post-secondary programs (significant diversity in these programs)
- Provide industry connections to students and volunteers who are visible minorities
- Educate employers on institutional barriers for diversity and inclusion in communications

# Membership – Goals

## 2.4 Increase the number of memberships

### Objectives:

- Target every agency
- Convert students to full members once graduated
- Convert PD attendees and volunteers to full members
- Target continuing education communications courses (night and online courses)
- Members as ambassadors, leverage referral bonus
- Ensure registration pages are easy to find
- Leverage influence of educators

# FINANCIAL HEALTH

Strategy: to improve the overall financial position

Goals:

- 3.1 Create additional revenue streams
- 3.2 Increase sponsorship opportunities
- 3.3 Decrease costs
- 3.4 Create a legacy fund
- 3.5 Review revenue splits with CPRS National
- 3.6 Invest where there will be the best return on investment (ROI)
- 3.7 Retain ten percent of revenue

# Financial Health - Goals

## 3.1 Create additional revenue streams

Objectives:

- Create a trust fund for people with barriers
- Government funding for BIPOC initiatives (job creation)
- Charge for virtual PD

## 3.2 Increase sponsorship opportunities

Objectives:

- Sponsorship of diverse new professionals and students
- Sponsored blog posts
- Identify new potential sponsors among apps or software targeting communicators
- Expand sponsors for ACE
- Monetize ACE awards

# Financial Health – Goals

## 3.3 Decrease costs

### Objectives:

- Review expenses ex. website hosting
- Identify opportunities to share or pool resources
- Decrease duplication of expenses

## 3.4 Create a legacy fund

### Objectives:

- Identify what the fund will support
- Outreach to retiring or retired agency owners for support

# Financial Health - Goals

## 3.5 revenue splits with CPRS National

Objectives:

- Review job postings
- Review membership revenue splits

## 3.6 Invest where there will be the best return on investment (ROI)

Objectives:

- Review proposed initiatives through an ROI lens

## 3.7 Retain ten percent of revenue

Objectives:

- Generate revenues to enable the retention within three years