

Burlington
Federal Conservative
Electoral District
Association

Strategic Plan for
2018 to 2020

Developed November 2017



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Executive Summary

The function of the Strategic Plan is to provide a course of action for the Electoral District Association over the next three years (i.e. 2018 to 2020). This Plan will provide a clear list of duties for Board members, party members and volunteers, and will ensure victory in the next federal election.

The plan comprises a number of goals for the Electoral District Association:

- A list of clear mandates and deliverables for the Board and its' six committees;
- A method of monitoring the achievement of deliverables;
- A means of identifying areas of improvement to increase efficiency across the various committees;
- A process for initiating changes to the Electoral District Association's Constitution;
- A means of ensuring budgetary control;
- A strategy for increasing membership in the local Electoral District Association by 5% annually;
- A medium through which to provide the electorate with information regarding the MP/Candidate of Record, and to promote the Party's policies.

The Strategic Plan is a guide that is subject to change depending upon needs or changes in the political and economic situation.

Mission, Vision & Values

Mission

The Mission of the Burlington Federal Conservative Electoral District Association is to:

- Elect a Conservative Member locally and thus provide the best government and quality of life for Canadian citizens; and
- Inform and educate the residents of Burlington on the ideas, core values and principles of the Conservative Party of Canada.

Vision

- To secure the election/re-election of a Conservative Member of Parliament for the Electoral District of Burlington for the purpose of advancing the policies of the Conservative Party;
- To establish and maintain an effective Electoral District Association and Board of Directors;
- To provide an ongoing local forum for the expression of opinion, the raising of funds, the development of a broad-ranging consensus on Conservative Party policies, and the formation of social relationships;

- To forge strong linkages with various individuals and groups within the community for purposes of education, dialogue and the sharing of ideas.

Values

For a full explanation of the Conservative Party of Canada's core values please see the website: <https://www.conservative.ca/our-party/governing-documents/>

Organizational Structure

Board of Directors

The Burlington Conservative Electoral District Association consists of a maximum of thirty members who are nominated and then subsequently confirmed at an Annual General Meeting. The term of office for each Board member is one year in duration which is renewable. The Member of Parliament/Candidate of Record is a member of the Board.

Collectively, the role of the Board of Directors is as follows:

- Meet a minimum of nine times a year, usually monthly;
- Review and provide feedback or guidance on actions undertaken by the Executive Committee or other Committees mandated by the Board;
- Review and approve policies, practices and initiatives that have been researched, investigated and recommended by the Executive Committee, the Strategic Planning Committee or other Committees;
- Raise critical issues which impact or are a concern to members of the Party;
- Review expenditures.

Individually, members of the Board of Directors are expected to:

- Attend Board of Directors' meetings regularly;
- Serve on at least one Committee of the Board;
- Participate in and support local Conservative Party activities and functions (e.g. Annual General Meeting; Breakfast Meetings; etc.).

Board members are encouraged to recruit new members and, where possible, donate to the Conservative Party.

The Executive Committee

From the ranks of the Board of Directors are drawn individuals who serve in a variety of offices that include the following:

- **President** – chairs meetings, and oversees the operation of the Board and the Executive. Focuses on external relations with headquarters and Presidents of other local Electoral District Associations;
- **Vice President** – may substitute for the President at certain meetings, and often heads Committees or special projects. Focuses on internal matters within the local Electoral District Association;
- **Secretary** – records Minutes, handles correspondence on behalf of the Electoral District Association; maintains records;
- **Financial Agent** – administers finances; prepares financial reports; invests funds; pays bills;
- **Committee Chairs (3)** – oversees operations of various Committees of the Board, and helps direct the completion of work.

The role of the Executive Committee is summarized below:

- Meet a minimum of four times a year;
- Serve as the primary contact focal point between the Board and the Party Headquarters or Regional Executive;
- Individual members serve as Subject Matter Experts, and are responsible for managing key support functions that allow the EDA to function;
- Identify agenda items that should be raised for review and consideration at Board of Directors' meetings;
- Determine priorities that should be considered by either the Committees or the Board of Directors;
- Review the work of the Committees, and provides direction and/or input into the formulation of key priorities;
- Provide detailed input into and supervision over the development of the Strategic Plan, amendments to the EDA's Constitution, the Calendar of Events, and similar documents;
- Approve expenditures.

Committee Structure

The primary vehicles for realizing the work of the Electoral District Association are a series of standing Committees.

General Principles:

- Should comprise at least four and no more than twelve members;
- Membership is open to non-Board members of the Electoral District Association;
- Has on its membership at least one Executive member;
- Meets on a formal basis at least six times a year;
- Provides clear, thorough written reports (i.e. the Committee template) on a consistent basis and on time;
- Gives budget costs for all services which need to be purchased and submit to the Financial Agent.

The mandate and deliverables of each Committee are listed below.

1) **Strategic Planning Committee:** (Operational once every 3 years)

Mandate:

- To develop a broad-based strategic plan that will outline a course of action for the Electoral District Association over the next three years;
- To provide a mechanism for the integration of election readiness, fund-raising, new member recruitment and outreach, and communication activities as part of an overall comprehensive plan;
- To monitor the completion of deliverables that are linked to the strategic plan;
- To identify areas for improvement in the administration of the Electoral District Association that will reduce costs and improve operating efficiencies;
- Develop a clear, unified vision and values through the EDA constitution;
- Advise changes to the EDA constitution.

Deliverables:

- Establishment of a clear and unified mission, vision and strategic plan for the Electoral District Association;
- Ensuring that there is a unified focus and plan for Electoral District Association activities that is clear, consistent and well-understood;
- Identification of improvements to processes and procedures that will
- Reduce costs, improve efficiencies and promote better understanding and awareness amongst Party members;
- Develop synergies between the committees;
- Provide a written report to the President within one week after each Committee meeting;
- Provide a final report for presentation to the Board three weeks prior to the AGM which includes a simple, user-friendly abridged version.

2. **Election Readiness Committee:** (Operational no less than 1 year prior to an election or at the discretion of the Executive)

Mandate:

- To analyze previous local election results with a view to identifying demographic and voting trends that impact success or which may highlight areas for improvement;
- To develop an organizational strategy that will enable the Candidate of Record or MP to secure re-election or election;
- To conduct background research that will provide the Candidate of Record or MP with a competitive advantage at the next Federal Election;
- In conjunction with the Community Outreach & New Member Recruitment Committee, develop a talent pipeline to identify prospective candidates for philanthropic boards, advisory committees, Municipal Council, the provincial Progressive Conservative Party, or the Federal Conservative Party.

Deliverables:

- An action plan highlighting key activities that needs to be completed pre- and post-Election Writ which includes renting office space, purchasing signs, website design, mailings, advertising, removals, etc.;
- Identification of key election roles and responsibilities;
- Development and ongoing refinement of a volunteers' list, including an inventory of skills and interests;
- Appoint a dedicated full-time volunteer coordinator to maintain a volunteer database;
- Provide a written report to the President within one week after each Committee meeting.

3) Fundraising Committee: (operational year-round)

Mandate:

- To identify various fund-raising activities that successfully raise funds, promote greater involvement by members, and demonstrate the benefits of involvement in the Party.

Deliverables:

- Organization of various fund-raising activities;
- Development of a list of volunteers who would be willing to assist in the organization fund-raising events;
- Provide a written report to the President within one week after each Committee meeting.

4) Social Committee: (operational year-round)

Mandate:

- To identify various social activities that promote cohesion and community amongst Party members.

Deliverables:

- Development of an annual calendar of events to promote social events;
- Assist in the planning and organization of social activities and events.
- Provide a written report to the President within one week after each Committee meeting.

5) Community Outreach & New Member Recruitment Committee: (operational year-round)

Mandate:

- To identify specific groups, associations organizations and individuals that the Party could approach regarding membership;

- To assist the Candidate of Record or MP in promoting his or her visibility and recognition amongst various service groups, sports clubs, businesses, and ethnic/ cultural, community and philanthropic organizations;
- To orient new members regarding their involvement in the local EDA.

Deliverables:

- Identification of a list of groups and organizations that the Candidate should contact for purposes of communication and interaction. This list would be sub-divided on a priority basis using a “High”, “Medium” and “Low’ criteria;
- Make arrangements for the Candidate of Record or MP to meet with selected groups and organizations for purposes of meeting members, understanding their needs and securing their support;
- In conjunction with the Communications Committee, develop detailed plans and communications to market the Conservative Party to designated groups or individuals;
- Evaluate the effectiveness of the marketing plan;
- Name a Youth Liaison to work with Young Conservatives and other youth organizations to recruit new members;
- Work closely with the Candidate of Record or MP’s office and the other committees as required to develop the marketing plan
- Provide a written report to the President within one week after each Committee meeting.

6) Communications Committee: (operational year-round)

Mandate:

- To design, develop and publish a Electoral District Association newsletter;
- To monitor local media, and through the use of strategically placed letters promote the Party and the Candidate of Record or MP in a favourable manner;
- To construct, update and recommend improvements to the website and e-mail communications including methodology;
- To develop a roster of Party members and supporters who would be willing to write articles or provide commentary on important issues on social media (e.g. Twitter; Facebook; Burlington Post; Burlington Gazette).

Deliverables:

- Preparation of a newsletter at least three times annually;
- Writing of articles for inclusion in the newsletter;
- Developing materials for insertion on the website, including e-mail communications;
- Proposing detailed suggestions for the improvement of the website;
- Monitoring the website’s usage, and checking updates for quality and thoroughness;
- Developing proposals for improving the business relationship with the local media, including improvements in the degree of recognition and visibility for the Candidate of Record or MP;
- Provide a written report to the President within one week after each Committee meeting.

7) **Existing Member & Volunteer Committee:** (operational year-round)

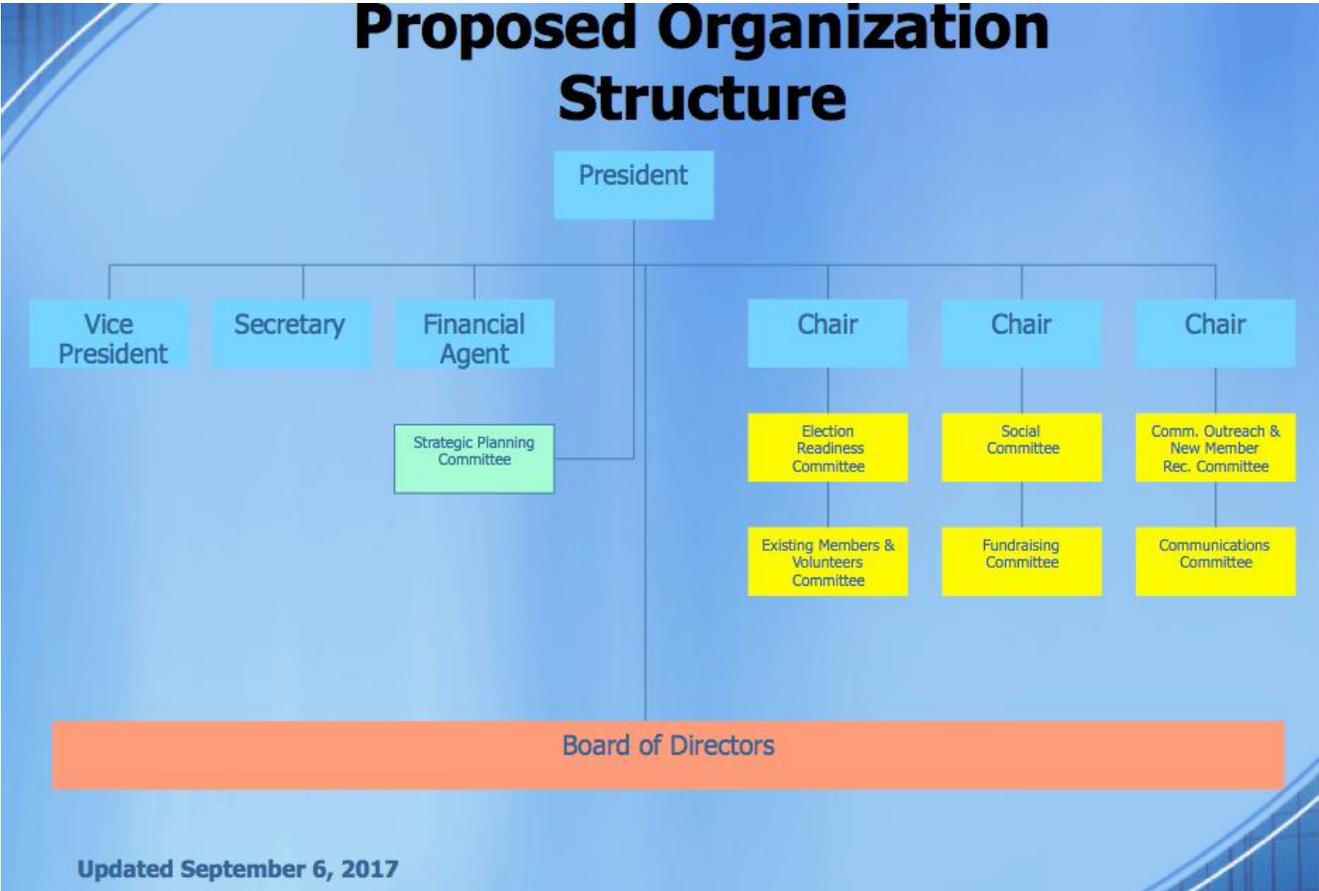
Mandate:

- To maintain updated and complete membership records of existing members;
- To orient new members of the Burlington Electoral District Association to ensure they fully understand opportunities for participation and involvement;
- To facilitate the recruitment of volunteers immediately before and during a federal election;
- To communicate with members using various mediums (i.e. mail; e-mail; telephone) regarding upcoming events or activities of the local Conservative EDA;
- To address and resolve membership issues or concerns involving individual members;
- To coordinate mailings of Conservative Party literature and mailings to members;
- To coordinate registration of Conservative Party members at various events.

Deliverables:

- An updated CIMS (Constituent Information Management System) database that is accurate and reflects the status of local Conservative EDA members;
- An engaged membership who fully understand and participate in the life of the local Conservative Electoral District Association;
- Recruitment of a cadre of Conservative Party supporters and volunteers before and during federal election campaigns;
- Membership problems are resolved in a timely manner;
- Mailings are sent to members in advance of Conservative Party events;
- Registrations are handled efficiently and accurately;
- Provide a written report to the President within one week after each Committee meeting.

Organizational Structure



Operating Budget

Insert new operating budget here

Review Process for the Strategic Plan

The Board of Directors have reviewed and agreed to the following framework that will serve as the basis upon which the Strategic Plan is annually reviewed and approved:

- 1) Following the Annual General Meeting each year, each member of the Board of Directors will be issued with a copy of the Strategic Plan.
- 2) Prior to the first meeting of the Board, members of the Executive Committee will submit updates regarding proposed changes to certain documents (e.g. financial reports; calendar of events; etc.). These changes will be communicated to the full Board prior to the first meeting.
- 3) Members of the Board of Directors will review the Strategic Plan and the proposed updates prior to the first new meeting of the Board.
- 4) During the first Board meeting, the President will entertain any motions to modify or change any additional elements of the Strategic Plan that may be forthcoming from Board members. A full discussion of the proposed changes or revisions will occur, following which a motion to accept or reject the proposed changes will be made. A vote of 50% + 1 of a quorum will be required for approval.
- 5) If there are no proposed changes or revisions, then a motion can be made to accept the Strategic Plan in its existing format.
- 6) Upon approval of the Strategic Plan, all Board members will be asked to sign the document signifying their approval of its contents.

Performance Measures

Measure	Quantitative Targets
Existing Members & Volunteers Committee	<ul style="list-style-type: none"> ➤ Recruit 60 new members annually.
Election Preparedness Committee	<ul style="list-style-type: none"> ➤ A list of key offices and functions that are needed during an election campaign are, identified with volunteers mapped to these roles well in advance of the election being called.
Fund-Raising	<ul style="list-style-type: none"> ➤ Raise \$30K per year. ➤ Have at least \$60K in the bank prior to a federal election being called.
Community Outreach & New Member Recruitment	<ul style="list-style-type: none"> ➤ Initiate contact with at least 10 organizations per annum.
Communication	<ul style="list-style-type: none"> ➤ The current website is updated and reviewed regularly. ➤ Other social media channels are updated as required.
Board of Directors	<ul style="list-style-type: none"> ➤ A fully functioning Board of Directors comprising at least 24 members with average attendance of at least 67%. ➤ Board of Directors members who attend Board meetings regularly, and serve on at least one Committee of the Board.

Implementation Timeline

