



The Canadian Public Relations Society, Inc.

CPRS Strategic Plan 2007/2010 ORGANIZATIONAL OVERVIEW

The history of our society began during the mid-1940s, when a group of Montreal public relations practitioners explored the need for a greater exchange of knowledge. The Canadian Public Relations Society was established in 1948 with membership limited to practitioners working in corporations, and the Public Relations Association of Ontario, which was open to government employees and consultants as well as corporate practitioners. In 1953, the two organizations amalgamated to form the Canadian Public Relations Society, Inc. (CPRS). Today, the National Society continues as a federation of Member Societies, governed by a Board of Directors. CPRS is a non-for-profit organization whose members are engaged in the practice, management or teaching of public relations.

2006-07 CPRS Board Members*

Colleen Killingsworth, APR,	President
Mark Hunter LaVigne, APR	vice-president/secretary
Blair Peberdy, APR	vice-president/treasurer
Kevin Boothroyd	director, British Columbia
Lucie-Anne Fabien, ARP	director, Quebec
Dr. Terry Flynn, APR	director, Ontario
Béatrice G. Pepper, ARP	director, Quebec
Derrick Pieters, APR, Fellow CPRS	director, Alberta
Peter Spurway	director, Atlantic
Roderick Stanley, APR	director, Atlantic
Adele Stevens-Beeston	director, Prairies
Anita Wasiuta, APR	director, British Columbia
Karen Dalton, APR	Executive Director

* Board composition reflects six geographic areas: Atlantic Canada (Prince Edward Island, Newfoundland and Labrador, Nova Scotia and New Brunswick), Quebec, Ontario, the Prairie Provinces (Manitoba and Saskatchewan), Alberta and British Columbia.

The scope of CPRS is as follows:

	2005/06 Actual	2006/07 Proposed
Member societies	16	16
National members	1686	1719
Accredited members	486	510
Fellows	53	57
Honourary Fellows	15	16
Annual operating budget	\$496,190	\$496,707

Philip Boyd & Associates provide management services including: financial and accounting management, administration for the society, volunteer management; fundraising and partnership programs; communications with members and liaison with local Member Societies.

The National Society receives funding primarily from its members through annual dues, accreditation and award fees and conference registration. A second level of funding is sought from sponsorships, both in-kind and cash.

STRATEGIC CONTEXT

Vision

In a survey conducted in 2004, respondents were asked to articulate their vision for CPRS. The most common theme for a vision was:

“To be the society of choice for Canadian Public Relations and communications professionals – one that champions best practices, promotes understanding of the value of effective communication, provides value to its members and is dedicated to their development.”

Mission

CPRS’s mission statement integrates the Society’s purpose and client base:

“The Canadian Public Relations Society, as a distinct Canadian association, seeks to:

- Group all public relations practitioners in Canada and to foster their professional interests;
- Advance the professional stature of public relations, in cooperation with its regional Member Societies and with like-minded organizations in other countries; and
- Oversee its practice for the benefits and protection of the public interest.”

Values

Core values have not been identified at this date. Future Boards may wish to consider recognizing the society’s core values to acknowledge similar values with partner organizations and sponsors.

GOALS, OBJECTIVES, STRATEGIES

The 2006-2009 Strategic Plan is built upon three principle goals: growth, visibility and organizational operations. Measures of success will ensure growth and vitality of the organization and its membership.

CPRS’s goals, objectives, strategies and tactics for the next three years are described in the following pages. Collectively, this plan ensures the transparency of the National Society and provides value added benefits to the local societies through high-level strategies and tactics. The task forces and committees will develop more detail through their working action plans and timelines.

- Goal 1 Maximize the Society Membership
- Goal 2 Increase Visibility of CPRS
- Goal 3 Strengthen the Society’s Value

GOAL 1 Maximize the Society Membership

Maximize the efficient use of resources to support the growth and vitality of CPRS to meet current and evolving demands.

OBJECTIVE ONE: Optimize growth and level of retention of national members.

Strategy A: Increase national membership

Strategy B: Ensure a bilingual organization (high standard of English and French plain language in all communications)

Strategy C: Optimize the growth and retention of APRs

The following tactics are from the Committees/Councils 2006/07 Work Plans

#	Tactic	Committee	Liaison
1	Conduct major research on the Public Relations industry in Canada including current job descriptions and salary ranges.	Research Task Force	Lucie-Anne / Kevin
2	Develop and deploy a new membership survey program, create benchmarks and identify key motivators for members	Membership	Derrick
3	Ensure local student members become national members	National Council on Education	Terry

OBJECTIVE TWO: Be the leader in Life-Long Learning

Strategy A: Build programs for key career stages of members: new professionals, mid career and senior professionals

Strategy B: Expand professional development offerings to build knowledge and skills

Strategy C: Provide Leadership in Educational Development

#	Tactic	Committee	Liaison
4	Coordinate National Branding of Accreditation	Accreditation Council	Béatrice / Anita
5	Establish national standards for Public Relations education in Canada	National Council on Education	Terry
6	Promote and maintain a two-year pilot national speakers network for the society.	Professional Development	Rod / Anita
7	Establish process to launch National web/tele-seminars with Canadian and international content.	Professional Development	Rod / Anita
8	Increase CPRS members' awareness of CPRS collection.	Resource Library	Mark

GOAL 2 Increase Visibility of CPRS

Maximize the awareness of CPRS and its members locally and nationally through media, the business community, governments, NGOs, etc.

OBJECTIVE: Raise awareness of the profession.

Strategy A: Define and expand awareness of the profession's knowledge, skills and attributes

Strategy B: Strengthen CPRS's profile

Strategy C: Use technological advances to position CPRS National and its members (eg web)

#	Tactic	Committee	Liaison
9	Develop, launch and manage Speakers Service	Fellows	Colleen
10	Develop and implement a marketing plan for the Society	Communications	Peter
11	Review, update and maintain an outstanding bilingual website	Web Task Force	Peter
12	Generate editorial content in trade magazines	Communications	Peter
13	Develop on-line information for job postings, request for proposals and member consulting services	National On-Line Job Posting Task Force	Adele
14	Bring fairness in the procurement of public relations services by the Canadian government	Government Relations Task Force	Colleen
15	Improve Awards Program logistics, Gala presentation and promotion of award recipients.	Awards	Béatrice
16	Research National Social Responsibility Project for CPRS	Task Force	Colleen
17	Audit the CPRS brand and develop recommendations for improvement	Task Force	Kevin

GOAL 3 Strengthen the Society's Value

Maintain a stable, financially sound organization.

OBJECTIVE: Strengthen the value of CPRS National Office and Board.

Strategy A: Strengthen national/local society relationships

Strategy B: Strengthen national/member relationships

Strategy C: Enhance reach between national committees and members

#	Tactic	Committee	Liaison
18	Build a greater understanding of responsibilities between National Office, National Board and Local Societies	Board	Colleen
19	Ensure reciprocity between national and local societies (eg consistency in membership categories, e.g students, affiliates; access to local benefits for national members)	Board / Office	Colleen
20	Establish a national structure to assist CPRS members in maintaining demonstrable and consistent high standards in professional and ethical behaviour	Judicial and Ethics	Blair

MEASURES OF SUCCESS

“What gets measured gets done”¹. The National Board has identified the following six key performance indicators to ensure growth and vitality of the organization and its membership. These indicators will be reviewed annually.

	Metric	Benchmark 2005/06	GOAL #
1	Increase new membership by 20% each year.	1686	1 / 2
2	Retain membership by 85%.		1 / 2
3	Retain APR membership 90% each year.	486	1 / 2
4	By 2011, 51% of eligible national members receive their APRs		1 / 2
5	Seek sponsorship to underwrite 10% of national budget.		3
6	National Committee, Task Force and Councils to achieve goals established in individual work plans each year.		1 / 2 / 3

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¹ **Fast Company The Rules of Business**
Canadian Public Relations Society, Inc. - Strategic Plan 2007/10

ADDENDUM A CPRS COMMITTEES, TASK FORCES

Committee / Task Force	Chair	Board Liaison
Audit & Investment	Derrick Pieters APR, Fellow CPRS (Edmonton)	Blair Peberdy, APR (Toronto)
Awards	Guy Litalien ARP / Pierre Pontbriand APR (Ottawa)	Béatrice Pepper, APR (Quebec)
Bylaw & Regulations	Malcolm French, APR (Saskatchewan)	Mark Hunter LaVigne, APR (Toronto)
College of Fellows	Luc Beauregard, APR, Fellow CPRS (Quebec)	Colleen Killingsworth, APR (Calgary)
Government Relations Task Force	Luc Beauregard, APR, Fellow CPRS (Quebec)	Colleen Killingsworth, APR (Calgary)
Judicial & Ethics	Sarah Jones, APR (Toronto)	Blair Peberdy, APR (Toronto)
Media Ratings Measurement Committee	Pat McNamara, APR, Fellow CPRS	Colleen Killingsworth, APR (Calgary)
Membership Recruitment & Retention	Richard Truscott (Calgary)	Derrick Pieters APR, Fellow CPRS (Edmonton)
National Accreditation Council (NAC)	Sharlene Smith APR, Fellow CPRS (Vancouver Island)	Béatrice Pepper APR / Anita Wasiuta APR (Quebec / Vancouver Island)
National Brand Review Task Force	Kevin Boothroyd (Vancouver)	Kevin Boothroyd (Vancouver)
National Conference Committee	To be confirmed	Anita Wasiuta, APR (Vancouver Island)
National Council on Education	David Turnbull, APR & Patrice Leroux (Toronto , Québec)	Terry Flynn APR, (Hamilton)
National On-Line Job Posting Task Force	Adele Stevens	Adele Stevens (Manitoba)
Nomination Committee	Lisa Rushka, APR (Calgary)	Colleen Killingsworth APR (Calgary)
PR and Communications	John Wildgust (Toronto)	Peter Spurway / Adele Stevens-Beeston (Nova Scotia / Manitoba)
Professional Development	Christina Winsor (New Brunswick)	Rod Stanley APR / Anita Wasiuta APR (PEI/ Vancouver Island)
Research & Development Task Force	Lucie-Anne Fabien, APR / Kevin Boothroyd (Quebec / Vancouver)	Lucie-Anne Fabien, APR / Kevin Boothroyd (Quebec / Vancouver)
Resource Library	Pam Bannister (Calgary)	Mark Hunter LaVigne, APR (Toronto)

ADDENDUM B

CPRS KEY MESSAGES

CPRS is the professional association of choice for Canadian public relations practitioners.

CPRS promotes the professional stature of public relations.

CPRS is the watchdog for the practice of public relations and its code of ethics.

CPRS is well managed, well governed, financially sound and continually improving service to its membership.

CPRS nurtures its young practitioners, enhances its mid-career practitioners and honours its veterans.

CPRS advances the practice of public relations by providing advanced tools and facilitates the sharing of expertise.

CPRS advances the profession through its APR program and relevant professional development.

CPRS advances the Society by catering to and answering its membership's needs, by sharing resources and through sound, democratic, self-government.

Public relations enhances Canadian democracy.

Public relations is a strategic, management function.

Public relations is a proactive, positive, team based, holistic multi-discipline

Public relations is the glue that keeps modern organizations together

CPRS aims to be the professional association of choice for Canadian Public Relations and communications professionals.

CPRS champions best practices, promotes understanding of the value of effective communication, provides value to its members and is dedicated to their development.

CPRS members work in both the private and public sectors, in not-for-profit and community based organizations.

CPRS Members of adhere to a Code of Professional Standards.

CPRS is a member of the Global Alliance, which boasts more than 63 member countries around the world working to advance the profession of public relations around the world, hence their motto "One profession– One Voice".

CPRS provides its members across Canada with professional development programs and activities, the accreditation program which evaluates a member's depth and breadth of knowledge of the profession, the CPRS National Awards of Excellence program, a National Resource Library, the College of Fellows program, a National Public Relations Conference and access to a members' only section on the www.cprs.ca site. Part of the value of belonging to a national professional association is being a part of a network of public relations practitioners across Canada.

CPRS has 16 local Member Societies across Canada that are governed by local Boards of Directors.
