



SCPO

Saskatchewan Commission
of Professional Outfitters

Three Year Strategic Plan

Draft

2019 - 2021

March 22nd, 2019

Through excellence in governance and programming the industry-driven Commission works in partnership with the provincial government and other stakeholders to ensure a healthy and sustainable outfitting industry exists in Saskatchewan.

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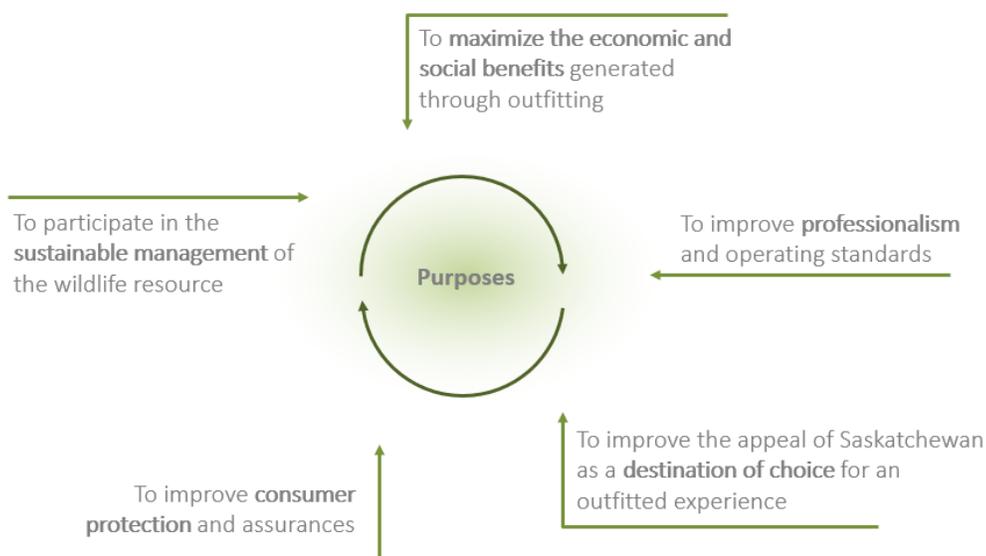
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1. Strategic Direction – Board Leadership

As a key part of its leadership approach, the SCPO Board of Directors is committed to policy-based governance. Under this model, the Board is responsible for setting the lead strategic statements and the strategic priorities of the association. The strategic statements prepared by the Board, ratified by the association’s membership, and outlined in the Board’s Policy Governance Manual are as follows.



The high-level purposes of the association provide a balanced representation of the broad areas of interest – the outfitting business, the resource, the market, and the visitor.



2. Setting Strategy

The Board is also responsible for establishing the strategic priorities for the association. These priorities identify the key areas the association will focus on over the mid-term. The strategic priorities are revisited annually as part of the Board’s policy monitoring, providing the opportunity to respond to emerging needs identified by the membership. With the strategic statements (vision,

mission, purpose) as a backdrop, the association’s CEO is responsible for the strategic and operational plan, ensuring it is responsive to the Board’s strategic priorities while also providing room for the inclusion of annual operational responsibilities (e.g., membership engagement, event planning, etc.).

The Board’s current strategic priorities – governance, business profitability, brand, and business environment – are identified in the following tables. The Board provides context to each by including the additional considerations outlined. These considerations provide the CEO with greater clarity and direction on the Board’s interests.

Foster Governance Excellence within the Industry

Adopt governance and operational policies that support organizational credibility and integrity

Engage outfitters in the leadership, governance, and development of the broader industry

Establish a sound organizational standing with partners and stakeholders

Support Business Profitability and Growth

Support outfitters in their efforts to build professionalism

Build research-based cases for further growth of the industry

Develop programs that support business profitability while increasing the value of membership

Build Brand Profile

Build brand recognition for the Commission and its members

Build the market value associated with the SCPO brand

Build a Supportive Business Environment

Address barriers and issues negatively impacting the health of the industry

Establish well-defined profiles of Saskatchewan’s outfitting industry

Raise the profile of the outfitting profession and industry

3. Resourcing the Association

The pace and scale with which the strategic plan is implemented is heavily dependent upon the resources the association has to work with in any given year. The Board is responsible for acquiring the resources needed for the association’s work. The Board sets an annual budget outlining how the available resources will be invested and prioritizes the strategic and operational activities for that year.

The Board has identified three primary streams of revenue considered as ‘core’, meaning they are key to funding the administrative, operational and strategic interests of the association. These revenue streams are explained further below.



Membership and Allied Associates

Members pay annual dues based upon their estimated annual gross revenue. Allied Associates - which in essence are suppliers to the outfitting industry – pay annual fees for which they are provided promotion-based access to the membership. The Board has committed to ensuring the association is not dependent solely upon revenue from its members. A three-year freeze on membership dues was put in place upon incorporation, and any rate increases must be ratified through resolution by the membership.

Ministry Agreement

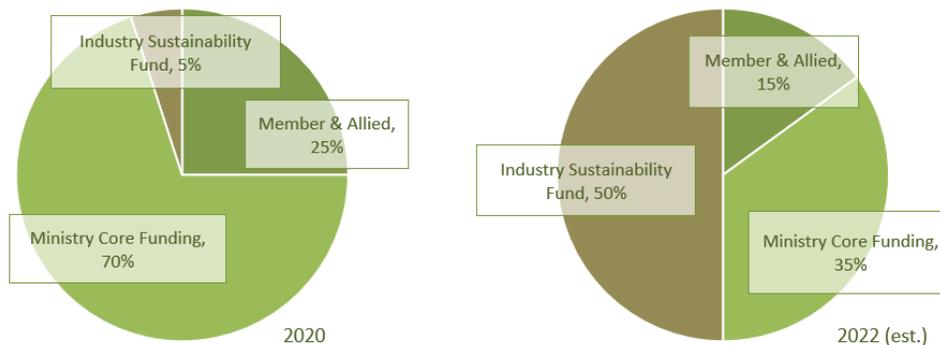
SCPO and the Ministry of Environment have a working relationship defined by the June 2018 Memorandum of Understanding. With consideration of their respective roles, the Ministry commits to 'provide revenue mechanisms that assist SCPO with long term core funding'. Ahead of each program year, the Board works with the Ministry to set the amount of core funding for that program year.

Industry Sustainability Fund

The proposed third revenue stream, currently called the Industry Sustainability Fund (ISF), is patterned after the self-directed funding programs used by destination marketing associations around the world. A small fee is applied to a guest's bill (e.g., 1%) by the association member. This revenue is streamed to the association for investment in strategic initiatives sanctioned by the membership. These programs have changed the funding landscape for other associations, providing self-generated dollars used to increase organizational capacity and the scale of benefits delivered to members.

SCPO's Board recognizes the importance of ensuring stable and sustainable sources of revenue are established. The contribution from these revenue streams will evolve over the coming years, with a key focus being the design, piloting and member adoption of the ISF. In the longer-term picture, the total amount of resources available for investment in strategy and member services (association revenue) increases by roughly 100%, with the ISF contributing roughly 50% of the

revenue. As outlined in the strategic initiatives, the implementation of the ISF pilot has the potential to generate 5% of total revenue in 2020.



While these three revenue sources are key to underwriting the core of the association’s work, the Board remains committed to the pursuit of additional funding sources. Specifically, the Board is looking at funding partnerships for specific initiatives, such as the proposed learning management system. As well, revenue-based programs such as the brokering of trip interruption and cancellation insurance are being investigated.

4. Planning Considerations

SCPO has been in operation since February 2017. Over the past two program years, the association has worked on behalf of its members to manage important industry issues while also working to move forward with program interests. The following general points were key considerations in the strategic planning process and the selection of the strategic initiatives.

Ministry Relationship – SCPO is established as the sole advisory body to the Ministry of Environment. Critical to this role is the identification of key issues and opportunities related to the industry and the constructive process through which SCPO can represent the industry. There remain significant pressures on the industry, and SCPO will continue to invest appropriate levels of time and resources in working with the Ministry on these issues and opportunities.

The SCPO Brand and the Professional Outfitter – the membership have participated in discussions on the development of the ‘professional outfitter’. SCPO is moving towards membership commitments to the code of ethics, a confirmation of agreement, and mandatory liability insurance. The ‘attestation’ of this commitment will be introduced in concert with the 2020 membership renewal. The value of the SCPO brand and the return on investment to the member from SCPO’s marketing efforts are highly dependent upon differentiating SCPO members – professional outfitters – from other outfitters. This process of differentiation, through member standards, must be ongoing.

Excess Supply – over 35% of SCPO’s membership identified that they did not meet their sales targets in 2018. There were a variety of reasons, although market competition played a role. SCPO will need to work with members on identifying needs – market data, marketing support, training –

that can be addressed in an effort to drive sales and build the total economic and social values of industry.

Outfitter Data and the Economic Impact of the Industry – early in the life of the SCPO, the Board recognized its inability to demonstrate the value of the industry. The cause – no current data. The economic impact of the industry in 2017 was completed – \$128 million in net contribution to provincial GDP, over \$100 million in net investment. The Board continues to use this data to support its efforts on behalf of the industry. The Board will continue to direct resources to collecting ongoing feedback from its members on their revenue and spending, market forecasts, sales trends, etc. This work is key to informed planning.

Member Services and the SCPO Marketplace – roughly 25% of licensed outfitters are interested in getting out of the business in the next five years. Survey research shows that over 25% of outfitters are finding it difficult to find and hire staff. SCPO recognizes the need to assist its members with these challenges. The plan for ongoing investment in SCPO’s marketplace is targeting these needs and will continue to build member services.

Membership Engagement and Membership Growth – most importantly, SCPO’s Board recognizes the strength and relevance of the association is dependent upon the active engagement of a strong membership. New tools and opportunities will be introduced to build the ongoing interaction between the association and the membership and to efficiently collect timely perspectives on the issues and interests of the day. As the association gains more momentum and its member ‘value propositions’ expand, targeted efforts will be implemented to draw the ‘fence sitters’ into the fold.

5. Strategic Initiatives

The strategic plan is comprised of a number of strategic initiatives determined as appropriate for achieving the intent of the strategic priorities. These initiatives are the core of the three-year strategic plan, which is a ‘rolling’ plan. At the fall Board meetings each year – as a requirement of Board monitoring policy – the CEO will provide an update on the implementation of the plan, including any recommendations for revisions or updates.

The strategic initiatives are presented in the following tables. These tables also outline general targets for each of the initiatives over the three-year term.

Foster Governance Excellence within the Industry

Adopt governance and operational policies that support organizational credibility and integrity
Engage outfitters in the leadership, governance, and development of the broader industry
Establish a sound organizational standing with partners and stakeholders

Strategic Initiative	Year One	Year Two	Year Three
Membership Endorsement – process for validating member support and approval on key industry topics	<ul style="list-style-type: none"> • Conduct research on options • Prepare policy for selected process • Ratify at December convention 	<ul style="list-style-type: none"> • Adopt approved process 	
Sector Committees – revised program for role of sector committees and committee linkage with owners	<ul style="list-style-type: none"> • Establish and implement quarterly sector meetings • Reintroduce October meetings with Ministry representatives 	→	→
Annual Feedback Survey – design and implementation of fall feedback survey	<ul style="list-style-type: none"> • Draft survey and implement 	→	→
Flash Feedback Program – put new tool (smart phone enabled) in place for ‘spot’ collection of member feedback	<ul style="list-style-type: none"> • Research tool and program design 	<ul style="list-style-type: none"> • Launch tool 	→
SCPO Road Show – regional meetings throughout Saskatchewan	<ul style="list-style-type: none"> • Plan and implement pilot effort 		
Onboarding Program – program to encourage non-members to become SCPO members and to engage them upon joining	<ul style="list-style-type: none"> • Research and preliminary program design 	<ul style="list-style-type: none"> • Implementation 	→
Industry Sustainability Fund – program to provide for self-generated funding for association initiatives	<ul style="list-style-type: none"> • Draft program design • Recruitment of outfitters for pilot • Launch of pilot 	<ul style="list-style-type: none"> • Review of pilot and program redesign • Awareness and tool development • Program introduction 	<ul style="list-style-type: none"> • Full program launch

Support Business Profitability and Growth

Support outfitters in their efforts to build professionalism
Build research-based cases for further growth of the outfitting industry
Develop programs that support business profitability while increasing the value of membership

Strategic Initiative	Year One	Year Two	Year Three
Online Marketing – increased investment in online marketing to link prospects to ‘find an outfitter’	<ul style="list-style-type: none"> • Increase monthly investment in site optimization and online marketing 	→	→
Website Phase Two Development – retooling of SCPO’s website to generate more visitor and search traffic	<ul style="list-style-type: none"> • Prepare site redesign plan • Implement phase one on creative and site architecture 	<ul style="list-style-type: none"> • Implement Phase Two 	→
Learning Management System – design and implementation of online knowledge and skill learning system	<ul style="list-style-type: none"> • Design and pilot test program in partnership with Tourism Saskatchewan • Consult with members to identify knowledge, skill, and training needs 	<ul style="list-style-type: none"> • Assess performance of pilot test program • Develop and launch new programs based upon outfitter priorities 	<ul style="list-style-type: none"> • Develop and launch new programs based upon outfitter priorities
Endorsement Leasing – revised regulation providing for the leasing of endorsements by one licensed outfitter to another licensed outfitter	<ul style="list-style-type: none"> • Draft concept • Member and Ministry consultation 	<ul style="list-style-type: none"> • Preliminary program design and regulatory requirements • Pilot of leasing program 	<ul style="list-style-type: none"> • Review and assessment of leasing program
Trip Interruption and Cancellation Insurance – SCPO brokered service to outfitters’ clients (opt-in), reducing financial burden on outfitters from trip cancellation	<ul style="list-style-type: none"> • Select preferred supplier • Recruit and train sales agent • Draft program materials 	<ul style="list-style-type: none"> • Pilot process with select group of outfitters • Review pilot and final program design 	<ul style="list-style-type: none"> • Program launch
SCPO Marketplace – expanded marketplace providing member-directed services	<ul style="list-style-type: none"> • Online marketing support for camp buyer/seller page 	<ul style="list-style-type: none"> • Development of employer & employee message board 	<ul style="list-style-type: none"> • Member consultation on new opportunities

Build Brand Profile

Build brand recognition of the Commission and its members
Build the market value associated with the SCPO brand

Strategic Initiative	Year One	Year Two	Year Three
SCPO Brand Strategy – increasing profile and awareness of SCPO and its brand promise	<ul style="list-style-type: none"> • Drafting of brand promise • Integration of brand promise with market-facing and stakeholder communication efforts 	→	→
Professionalism Strategy – implementation and further development of criteria supporting the professional brand	<ul style="list-style-type: none"> • Roll out of confirmation of agreement and liability • Member attestation process linked to membership renewal • Preliminary design of outfitter/guide conservation and ethics knowledge program 	<ul style="list-style-type: none"> • Adoption of outfitter/guide ethics learning program • Proposal and member consultation on next element(s) of member standards supporting brand promise 	<ul style="list-style-type: none"> • Implementation
Code of Conduct and Trip Deposit Assurance – assurance programs addressing outfitter misconduct and deposit fraud	<ul style="list-style-type: none"> • Final program design • Pilot testing of program as required once triggered by conduct complaint 	<ul style="list-style-type: none"> • Pilot testing of program as required once triggered by conduct complaint • Revision to program design 	→

Build a Supportive Business Environment

Address barriers and issues negatively impacting the health of the industry
Establish well-defined profiles of Saskatchewan's outfitting industry
Raise the profile of the outfitting profession and industry

Strategic Initiative	Year One	Year Two	Year Three
Economic Impact Study – scheduled spot survey to update 2017 economic impact data	<ul style="list-style-type: none"> • Research of base requirements, program design, and survey 	<ul style="list-style-type: none"> • Data collection and analysis 	→
Public Relations Plan – plan to build a positive profile and support strong relationships with key stakeholders	<ul style="list-style-type: none"> • Prepare promotional material on SCPO • Identify priority stakeholders • introductory meetings 	<ul style="list-style-type: none"> • Draft broader public relations plan • Implement 	→
Chronic Wasting Disease – SCPO strategy for contributing to minimizing the transition and geographic spread of the disease	<ul style="list-style-type: none"> • Development of best practices • Partnered testing program with Ministry of Environment • Training for pulling of samples 	<ul style="list-style-type: none"> • Testing program 	<ul style="list-style-type: none"> • Testing program
Illegal Outfitting – strategies to mitigate the impact of illegal outfitting	<ul style="list-style-type: none"> • Identify and prioritize key strategies with Ministry • Develop three-year implementation plan • Launch awareness campaign targeting American hunters and fishers previously licensed 	<ul style="list-style-type: none"> • Implement 	<ul style="list-style-type: none"> • Implement
Quality Fishery – partnered awareness campaign raising knowledge of value of trophy fish and impacts of catch and keep	<ul style="list-style-type: none"> • Design draft program • Solicit program and funding partnerships 	<ul style="list-style-type: none"> • Develop campaign materials • Launch initiative 	<ul style="list-style-type: none"> • Maintain campaign, implement 'phase two'
Forestry – establishing better processes to minimize the impact of forestry on the business and investment of outfitters	<ul style="list-style-type: none"> • Industry canvas • Proposal for process and tools 	→	→