

Vancouver Island Region Strategic Plan 2019-2021



Porsche Club of America

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- John McGurran, President
- James Renfrew, Vice-President
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- Tim Evans, Treasurer
- Garth Webber Atkins, Membership Director
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- Klaus Kreye, Rally Chair

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Garth Webber Atkins facilitated the workshops and drafted the plan document.

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1 Introduction

On December 2, 2018, the Vancouver Island Region Board of Directors (Board) approved a motion to proceed with the development of a strategic plan to guide operational decisions and resource allocations. This report describes the plan, and the process that the Board went through to develop it.

2 Process

The strategic plan was created over two days of workshops attended by Board Directors and Chairs who were interested and able to participate.

The first workshop, on April 6, 2019, spent a full day looking at the current state of the club in terms of membership, financial position, and the internal and external factors facing the club. Workshop participants then went on to define the Region's mission, articulate a vision for the future, and develop key strategies to support the mission, and achieve the vision.

On May 11, 2019 a number of Directors and Chairs met again for a half day to identify the specific activities that would implement the strategies, and schedule them over the next three years.

In June and July, the Board as a whole had an opportunity to review and comment on the proposed plan. On July 14, the Board voted to circulate the draft plan to members, for comment until July 31, 2019.

The Board reviewed the comments received, and on August 13, 2019, voted to approve the plan with amendments. The amendments included a new action for Strategy 5, and a revision of the action for Strategy 6.

3 Current State of the Club

In order to develop a plan for the future, it is important to understand the current state and condition of the club. Three main aspects of club health are the number and growth of the membership, the financial position, and the extent of volunteer activity to support club functions and events. Plan participants were provided with information to help assess the health of the club in respect of the former two aspects.

3.1 Member information

The club is growing steadily, with more members joining than leaving. Just over half of the present membership joined the club in the last 5 years, and 75% joined over the last ten. There are a few very long-term members, some of whom have been with PCA longer than the Vancouver Island Region has existed. Twelve of these members have been with PCA for 30 years or more, with the three longest term members having been with PCA since 1976.

More information on membership is provided in Appendix 1.

3.2 Financial information

The club is in good financial health, due primarily to the generation of Porscher advertising revenue, and to earnings from previous Black Rock events. The club has a reliable revenue stream from PCA, consistent surpluses in recent years, and adequate liquidity.

The statement of revenue and expenses for the fiscal year ended August 31, 2018 is provided in Appendix 2.

3.3 Member Survey

Strategic plan participants reviewed the information received from the 2018 Membership Survey, to get a sense of what members said they liked about the club, and where they saw room for improvement.

3.4 SWOT

A SWOT (strengths, weaknesses, opportunities, threats) looks at the current state of the club, considering internal characteristics and external influences. Internal characteristics include the club's strength and weaknesses. External characteristics include external forces and trends that present opportunities to the club or have the potential to negatively affect the club and its purpose. The strategic planning session participants considered and identified these factors. The factors identified are provided in Appendix 3.

4 Mission

An organization's mission describes why it exists, and/or what it has been created to do. It is the core guiding statement for the club, and the foundation of further planning.

The mission of the Vancouver Island Region is:

To provide our members with opportunities to enhance their Porsche experience.

5 Vision

A vision is a picture of what the future looks like, as it relates to the club. It could address club characteristics, accomplishments, member experiences, or something else. It should be clear enough to guide the development of strategies to help the club achieve the vision.

Another way to think of it is, if we were highly successful in accomplishing our mission, what would that look like five years from now?

The Vancouver Island Region's vision is:

We have a framework to support VIR and locale-based news and events.

How did we come up with this vision? The Board recognizes the limitations on events, and attendance at events, created by the geography of the Island. Winter tire restrictions may limit attendance at events in the winter to local events. Winter may also favour non-vehicle events, as some cars are

insured, or driven, only in the good weather months. Happily, though, the good weather months on Vancouver Island are considerably more numerous than in much of Canada.

While travel to attend events anywhere on the Island in the good weather months is doable, the time investment for members distant from the event is greater, and may be a factor when making choices about how to spend limited free time. Local events are important to ensure all members have opportunities to participate and connect.

At the same time, the Board recognizes and fully supports the strengths and potential of the whole-Island nature of the club, particularly in connecting members from all around the Island, and providing a variety of event locales to members. Given all of this, the Board's vision is of a governance framework that embraces the whole-island entity, but also supports local events and connections.

6 Key Strategies

Strategies are approaches to achieving the vision. With the vision as the destination, strategies are the route you take to getting there, though there may be more than one strategy operating to achieve a vision.

VIR's key strategies:

1. Restructure Board position and job descriptions to support the mission and vision
2. Review the effectiveness of current communications vehicles and recommend improvements
3. Formally and regularly collect member input
4. Improve access to and transparency of corporate documents and records
5. Continue to provide a diversity of events
6. Ensure members are aware of PCA events in Zone 6 and neighbouring regions

7 Action Plan

For each key strategy, tasks or activities were identified that would support the strategy. These tasks or activities were then scheduled over the three years of the plan, considering importance, sequence and resource needs.

7.1 Priority actions

The priority actions proposed for the next three years is shown in Table 1:

Table 1. Schedule of activities

Priority	2019	2020	2021
High	<p>Present a proposal to the 2019 AGM to restructure the Board to 7 elected and voting directors: President, Vice-President, Treasurer, Secretary, South Island Director, Mid-Island Director, North Island Director. All other positions will be filled by Chairs appointed by the Board. Revise job descriptions and key functions of the Directors and Chairs</p> <p>Continue President's e-mails</p>	<p>Pursue a request for proposal (RFP) to redesign and maintain the web site</p>	
Medium - High			<p>Develop a records management plan (storage, access)</p>
Medium	<p>Maintain an event matrix to ensure a diversity of events</p>	<p>Establish a sub-committee to review and make recommendations on other communication ideas</p> <p>Instigate post-event surveys.</p> <p>Liaison between Area Directors and Board to plan events</p>	<p>Increase the capacity of members to run events, through resources and training</p>
Low		<p>Place a link in VIR's web site to the Zone 6 website</p>	

7.2 Strategy and action linkage

The linkage between activities and strategies is shown in Table 2.

Table 2. Linkage between strategies and actions

Strategy	Actions
1. Restructure Board members and job descriptions to support mission and vision	<ul style="list-style-type: none"> • Restructure Board to 7 elected and voting directors <ul style="list-style-type: none"> ○ President, Vice-President, Treasurer, Secretary ○ South Island Director, Mid-Island Director, North Island Director • Continue President's e-mails
2. Review effectiveness of current communications vehicles and recommend improvements	<ul style="list-style-type: none"> • Pursue RFP to redesign and maintain web site • Establish a sub-committee to review and make recommendations on other communication ideas
3. Formally and regularly collect member input	<ul style="list-style-type: none"> • Instigate post-event surveys after events • General survey of members at appropriate intervals
4. Improve access to and transparency of corporate documents and records	<ul style="list-style-type: none"> • Develop a records management plan (storage, access)
5. Continue to provide a diversity of events	<ul style="list-style-type: none"> • Maintain an event matrix to ensure a diversity of events • Liaison between Area Directors and Board to plan events • Increase the capacity of members to run events, through resources and training
6. Ensure members are aware of PCA events in Zone 6 and neighbouring regions	<ul style="list-style-type: none"> • Place a link on the VIR website to the Zone 6 website, to readily access other Region's calendars

More information about how the Board arrived at the strategies and corresponding actions is provided in the following section.

8 Rationale for Strategies and Actions

8.1 Restructure Board members and job descriptions to support mission and vision

Currently, 11 positions are elected to the Board: President, Vice-President, Treasurer, Secretary, Competition Director, Newsletter Director, Membership Director, Website Director, and three Directors at Large, which tend to be drawn from the south, mid and north Island. This mix of governance and operational positions has evolved over the past 20 years. For comparison, Canada West Region has 7 Board members and Upper Canada Region has 10 Board members.

Over the past few years, a number of the operational Director positions did not attract candidates, and the Board appointed members as Chairs to carry out the functions. Currently, the following positions are filled by non-elected Chairs: HPDE, Rally, Website and Goodie Store. This approach has been working well. One advantage of a smaller number of director positions is that fewer directors are needed to meet the quorum required to vote on club business.

Actions:

The Board proposes that the number of elected members be reduced to 7 positions: President, Vice-President, Treasurer, Secretary, South Island Director, Mid-Island Director and North Island Director. For the purposes of this plan, the latter three Directors are referred to collectively as the “Area Directors”. The board will appoint members in good standing to take on responsibility for competition, newsletter, membership, webmaster and other aspects of club operation.

The leaner board structure is expected to be more efficient in handling the overall governance of the club, and the Chair positions offer member an option of assuming a specific operational role without having to stand for election, or becoming involved in club governance issues.

8.2 Review effectiveness of current communications vehicles and recommend improvements

The Board views communications with members as an important tool to help achieve the mission of enhancing members’ Porsche experience. Ensuring that members are aware of upcoming events is a strong focus, but sharing news about how events went, and enabling members to share their experiences, also enhances the Porsche experience.

Technology changes rapidly, and the Board feels it would benefit from a better understanding of what additional web-based tools might be useful, and how the current ones can be used most effectively.

Actions:

The Board intends to review the current suite of communication tools to evaluate if they are meeting members and the Board’s needs. In addition, the Board intends to engage a web designer to recommend improvements to the web site.

8.3 Formally and regularly collect member input

The Board cannot enhance member’s Porsche experience without knowing what members want. The Board hears from members on an informal basis at events, and can always be reached by e-mail. The Annual General Meeting is another opportunity to speak with Board members. While these avenues are informative and will continue, more formalized approaches such as the member survey conducted in 2018 afford the opportunity for the full membership to express their views. The Board found the input from the member survey highly informative, and a reasonable basis for determining member preferences.

Starting in 2018, some event organizers sent out a post-event survey to members who attended the event, to gather feedback. These are very valuable to event organizers and the Board, to ensure that

events are enjoyable for members, and help organizers continuously improve members' Porsche experience.

Actions:

The Board intends to instigate post-event surveys after events as a matter of course.

The Board will continue to utilize a general survey of members at appropriate intervals.

8.4 Improve access to and transparency of corporate documents and records

Currently, club documents are transferred from President to President in electronic form, and may or may not be comprehensive. Some documents may only be held on the personal computers of former Board members. Distribution to other Board members is largely via e-mail. Knowledge of the existence and location of historic documents may fade over time, and as Board members change. A number of web-based options exist for the purpose of storing documents and making them readily accessible to Board members or the general membership. A necessary first step, however, is for the Board to evaluate its needs in respect of storing, organizing and retrieving documents, and processes to manage documents on an ongoing basis.

Actions:

Develop a records management plan to address storage and retrieval of club documents.

8.5 Continue to provide a diversity of events

The strategy embodies what has been the core function of the Vancouver Island Region Board, and the one that is likely the most important to members. From the 2018 Member Survey, the Board is aware that the membership enjoys a variety of types of events: driving tours, high-performance education and driving opportunities, technical sessions, and purely social events. Based on expressed interest, the Board added rallies to the mix, and has now had two very successful and enjoyable rallies.

Events are strongly volunteer-driven. The number and nature of events has been dependant on having a Board or other member who is interested in putting on an event. The Board is committed to a yearly Annual General Meeting, but all other events happened only if there is a volunteer to lead it, and members who attend.

Actions:

The Board proposes to engage the Area Directors more strongly in identifying event opportunities and needs in their area, and in planning events around the Region.

The Board proposes to maintain an event matrix to ensure a diversity of events around the Region, paying attention to scheduling, type of event and distribution around the Region.

The Board proposes to increase the capacity of members to run events, through provision of informational resources and training opportunities.

8.6 Ensure members are aware of PCA events in Zone 6 and neighbouring regions

The Board has noted from responses to the 2018 member survey that members enjoy events other than those planned by VIR, such as Porsche Parade and the Motor Gathering, and that there is an interest in knowing more about what PCA activities are taking place elsewhere in the Zone.

Actions:

Place a link on the VIR website to the Zone 6 website, to readily access other Region's calendars.

9 Plan Implementation

The current Board of Directors will begin to implement the plan, and future Boards are expected to implement the actions outlined for 2020 and 2021.

Appendix 1

Table 3. Growth over time

	Regular members	Co-members	Total
May 16, 2014	197	139	336
March 1, 2019	354	219	573
Actual growth	157	80	237
Percentage growth	79.6	57.5	70.5
Average annual growth	13.7%		

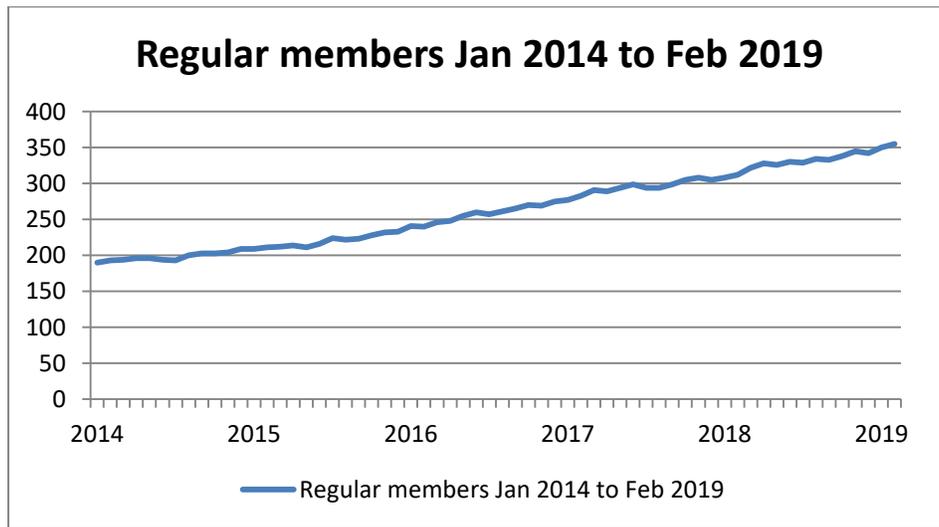


Figure 1. Growth of regular members 2014 to 2019

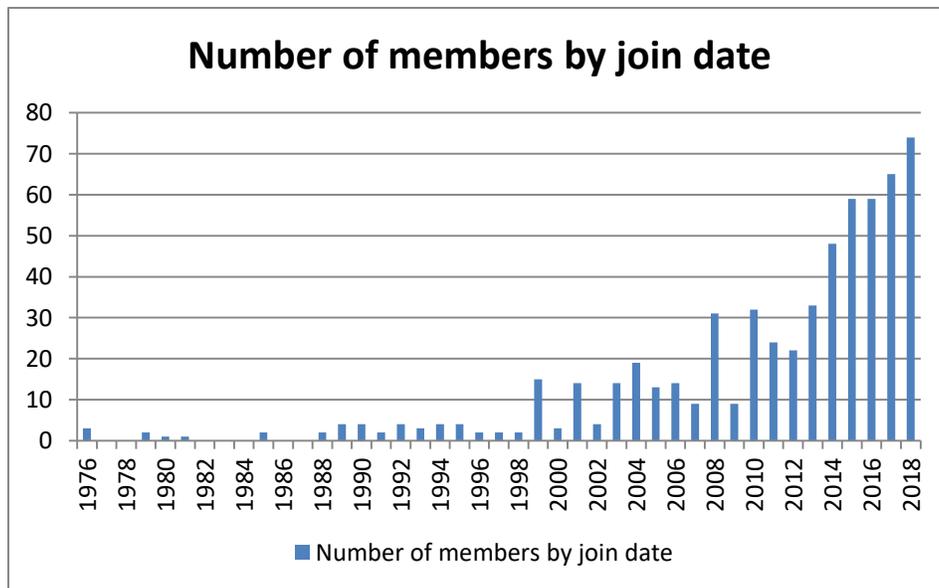


Figure 2. Members by join date

Appendix 2

Balance at End of Previous Year		25,150.42
Revenue		
Received from PCA	9,878.80	
Porscher Advertising	8,176.49	
Account Interest	180.94	
Total Revenue		<u>18,236.23</u>
Expenses		
Black Rock	-4,904.17	
Administration	-4,638.87	
Club Events	-2,175.39	
Miscellaneous	-1,370.25	
Autocross	-1,139.01	
Charitable Donations	-897.64	
Equipment	-382.80	
Total Expenses		<u>-15,508.13</u>
Net Income for Current Year		2,728.10
Balance at End of Current Year		<u>27,878.52</u>

Appendix 3

SWOT Analysis Results

Internal Factors

Strengths

Some of the strengths identified were:

- Steady membership growth
- The healthy financial state
- Club leadership and governance
- The extended driving season on Vancouver Island
- The proximity of and access to Vancouver Island Motorsport Circuit
- A skilled membership from which to draw volunteers
- Good support from Porsche Centre Victoria
- Our affiliation with PCA and being part of a PCA zone
- Frequent communication with members
- Volunteer driven events keeps fees cost
- The club provides a number of social opportunities
- The club benefits from the success of Porsche AG

Weaknesses

- Island geography limits members ability or willingness to attend any given event, particularly in winter when snow tire restrictions are in place.
- Club activities are dependent on volunteers, and there are not always enough to support events or Board functions
- If events are only organized by Board members, there is a limit to what can be offered each year. There is likely low awareness that any member can put on an event, subject to following certain procedures.
- The cost of owning a Porsche is a barrier to membership
- There are many competing demands on members' time
- It isn't easy to access club corporate documents
- Currently, the club does not carry out yearly or long-range budgeting and financial planning
- Types of driving events that may not be frequent enough are:
 - Tours
 - Tech talks
 - Summer picnic
 - HPDE
- Increasing membership size limits the selection of venues for whole- club events
- Potential for volunteer burnout if a small group of people put on most of the events.

External Factors

Opportunities

- Membership growth means more members to support the club, and potentially more volunteers to run events

- Look at ways to identify member skills
- Look at ways to engage and encourage more volunteers
- Recognize the different demographics and interests represented by the variety of Porsche models
- Find out what non-member suv/4 doors would want from the club, in order to be interested in joining
- The club could consider corporate sponsorships, and advertising revenue
- Use various media to improve communications
- Recruitment of young members, e.g. PCA Juniors
- Liaise with other car clubs
- Increase the number of driving events
- Make use of the club's access to the Vancouver Island Motorsports circuit
- Adherence to PCA policies and procedures ensures consistency between regions and zones
- Consider more remote road driving tours.
- Amortize tour planning by offering the same tour more than once in the year.

Threats

- The club demographic appears to be older. Will the younger generations be interested in Porsche ownership?
- SUVs form half of Porsches sales, yet SUV ownership in the club is low. Little is known about what might attract SUV owners to the club.
- Environmental politics and the "anti"-car sentiment
- Rising gas prices
- Limited driving season due to winter tire restrictions and requirements October 31 through March 31
- Limited geographic scope for events due to living on an island
- The geography of the Island makes it difficult for Board members from all parts of the Island to be physically present for meetings.