



Fort Henry Guard Club of Canada



FHGCC

STRATEGIC PLAN - 2017 TO 2020
DECEMBER 2016

Introduction

The strategic plan was developed on June 20, 2016. Contributing to the ideas it contains were Steve Mecredy, Mike Dabros, Michelle Foxton, Greg Gouthro, Chris Henry, Don Cranston and Sarah Kennedy-Hall



The plan was the result of a decision by the Board of Directors of the Fort Henry Guard Club of Canada to develop a longer term strategy that would ensure the Club moved forward in a thoughtful, effective and efficient way.

The timeline for the plan is three years to 2019. At its discretion the Board of Directors can decide to continue its use beyond that end date.

The plan will be implemented based on the responsibility assigned to each action. Oversight will be exercised by the Strategic Planning Committee on behalf of the Board of Directors. To ensure actions are taken, the plan will be a standing item on the Board's meeting agenda. Updates will be provided on progress and the plan adjusted as needed.

The facilitators for the planning day were former Guardsman Tom Little and his colleague Nancy Mouldsdales of CMCS Consulting Services, located in Oshawa. They provided their services free of charge as a contribution to the Club and its work.

Strategic Priorities

The strategic plan includes actions that address each of the roles identified by the Club as making up its mandate:

1. Increase membership
2. Provide mutual benefit and support / Enhance spirit of camaraderie / Advance member welfare
3. Promote and support the Guard
4. Gather and preserve records, information and memorabilia associated with the FHG and the Club
5. Encourage and support research into the history of the Fort and the people and the regiments that have served in it
6. Raise funds to carry out the objectives of the Club
7. Undertake other actions re the role of the Club

The plan also addresses the work of the Board of Directors in the final action area:

8. Enhance the work of the Board of Directors





1. Increase membership

Action 1.1 **Explore benefits of expanding membership to other former employees (e.g. Interpreters etc), as well as others (visitors, donors) who may just want to support the efforts of the organization**

By When: August 31, 2017
By Whom: Board of Directors
Priority: High

Action 1.2 **Identify activities that would provide value and encourage more current and former guards, as well as others, to participate.**

- Determine the life stages when people's engagement with the guard is more likely/more intense and identify activities that would appeal to those age groups
- Conduct survey
- Determine if barriers exist that discourage recent former guards from joining

By When: March 31, 2017
By Whom: Chris Henry
Priority: High

Action 1.3 **Promote utilization of relationships developed through the guard to foster career-related connections/mentorship and to provide added benefit to members**

By When: August 2017 (AGM)
By Whom: Don Cranston
Priority: Medium

Action 1.4 **Further develop capacity of website to foster connections related to career path (build on current capacity to add business card)**

- Utilize social media to appeal to younger former guards

By When: August 2017 (AGM)
By Whom: Christy O'Neill, Rob Hamilton, Chris Henry
Priority: Medium

Action 1.5 **Develop a brochure to be handed out to former guards and others who may be interested, directing them to the Club website where dues can be paid right away. Include description of value of membership.**

By When: May 2017 (Opening Day)
By Whom: Michelle Foxton
Priority: Low



2. Provide mutual benefit and support Enhance spirit of camaraderie Advance member welfare

Action 2.1 Identify Captains or informal leaders throughout the years who can be tapped to provide leadership to chapter groups and in other ways

By When: March 31, 2017

By Whom: Strategic Planning Committee, Don Cranston will bring suggestions forward

Priority: High

Action 2.2 Develop merchandising capacity:

- Recruit a merchandising person
- Explore utilization of merchandizing supplier to process orders directly

By When: March 31, 2017

By Whom: Sarah Kennedy-Hall, Board

Priority: High

Action 2.3 Continue to publish newsletter 2-3 times per year, eventually transitioning to online version only

By When: Ongoing

By Whom: Greg Gouthro

Priority: High

Action 2.4 Develop the capacity to have uploaded photos posted (photos of current/former guard and employees)

By When: Ongoing

By Whom: Christy O'Neill and Chris Dearlove

Priority: High

Action 2.5 Organize Wellington-related dinners in locales that have interested members

By whom: Don Cranston & Chapter leaders

By when: Annually, around June 18 anniversary

Priority: Medium

Action 2.6 Organize 2018 Reunion. Fully utilize new technology to ease the workload of the board/committee members.

- Take advantage of opportunity to promote online resources, discuss membership

By When: August 31, 2018

By Whom: Board/Reunion committee

Priority: Medium

Action 2.7 Explore competitive bids for insurance, other personal services as a benefit for purchase by Club members

By When: June 30, 2017

By Whom: Michelle Foxton(Insurance only), others TBD

Priority: Low





3. Promote and support the Guard

Action 3.1 **Continue to sponsor annual awards presentation of Fort Henry Guard. Promote attendance to former guards, and promote membership to current guards at the awards ceremony as well as others in attendance**

By whom: Matt Archibald, Awards Committee

By when: Ongoing, annually

Priority: High

Action 3.2 **Continue to support guard when they travel**

- Financial assistance through in-kind support e.g.: services/products
- People to do home guard

By When: Ongoing

By Whom: Board

Priority: High

Action 3.3 **Identify opportunities to advocate for importance of guard to all levels of government, parks commission, local businesses, NGOs, general public and media**

By When: Ongoing

By Whom: Board in conjunction with identified champions (TBD)

Priority: Medium

Action 3.4 **Promote Fort Henry employment to Club members**

By When: February 28, 2017

By Whom: Board

Priority: Low

Action 3.5 **Continue to sponsor end of recruit training period event, or other events**

By When: May 15, 2017

By Whom: Board

Priority: Low

Action 3.6 **Sponsor small or full contingent FHG field trips to other historic sites**

By When: June 30, 2019

By Whom: TBD

Priority: Low



4. Gather and preserve records, information and memorabilia related to the Fort Henry Guard

Action 4.1 **Continue to archive and inventory the Club Collection pursuant to the Club Collections Policy**

By whom: Club Archivist & Steve Mecredy

By when: Ongoing

With what:



5. Encourage and support research into history and the regiments that served at Fort Henry

Action 5.1 Digitize Club collections to enhance public access to archival information/resources

Action 5.2 Build capacity to promote history of guard

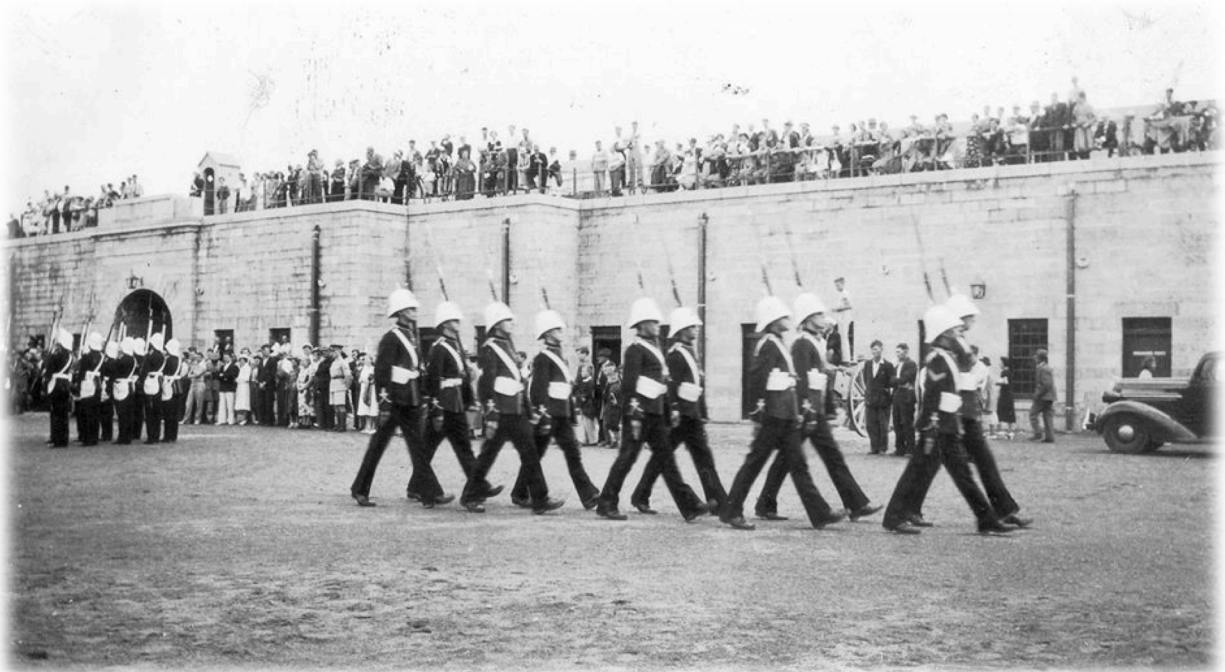
- Through use of guest authors with expertise in various aspects of activities that take place at the Fort
- Recruit a “historian” who is passionate about sharing the history of the Fort and stories of people who have been connected to the Fort

By when: Ongoing

With what: Identify families and individuals with connections to the Fort who have capital to invest in projects such as this

By whom: Club archivist (currently Pam Peacock), Board

Priority: Low





6. Raise funds to carry out the objectives of the Club

Action 6.1 Explore the feasibility of changing the process by which people join (EG: membership is automatic, your guard number becomes your association number) and not charging dues.

- Would require having new fundraising mechanisms in place prior to transition
- Develop a major fundraising campaign as first step to move towards a due-free membership and fund capital/other projects
- Would need \$200,000 to fund current annual activities at a 3% withdrawal rate

By Whom: Don Cranston, Rob Hamilton

By When: December 31, 2017

Priority: High

Action 6.2 Explore feasibility of organizing and finding sponsor for photo day

By When: June 30, 2017

By Whom: Greg Gouthro, Alex McLean

Priority: High

Action: Organize Club group events and include participation with the current FHG (e.g.: bus trips, sporting events)

By When: TBD

By Whom: TBD

Priority: Low



7. Undertake other actions re the role of the Club

Action 7.1 **Ensure that contact information for members is current.**

- Utilize LinkedIn and Facebook to support this action
- Promote membership in local chapters with the goal of increasing likelihood of members keeping their information up to date

By whom: Christy O’Neill, Rob Hamilton, Alex McLean, Chris Henry
By when: August 30, 2017
Priority: High

Action 7.2 **Enhance relationship with Fort management**

By When: Ongoing
By Whom: Board President
Priority: High

Action 7.3 **Develop a formal volunteer program with an assigned lead**

- Identify roles that volunteers could play

By When: May 15, 2017
By Whom: Board
Priority: Medium

Action 7.4 **Identify organizations/bodies that have impact on the Fort/Guard and seek to have representation on those, i.e., Club rep on SLPC**

By When: June 30, 2017
By Whom: Board
Priority: Medium

Action 7.5 **Explore feasibility of privatizing guard, similar to Citadel and Fort York**

By When: August 31, 2017
By Whom: Don Cranston and Mike Dabros
Priority: Low



8. Enhance the work of the Board of Directors

Action 8.1 **Develop a checklist/calendar for the board with all critical event dates/deadlines to ensure that full advantage is taken of capacity to market to membership**

By When: March 31, 2017
By Whom: Rob Hamilton and Michelle Foxtton
Priority: High

Action 8.2 **Review existing committee structure and adjust as needed based on identified priorities. Recruit interested parties to assist with committee work**

- Recruit additional members for Strategic Planning Committee (e.g.: senior guard, drums)
- Strike working groups of the SPC

By When: March 31, 2017
By Whom: Strategic Planning Committee
Priority: High

Action 8.3 **Ensure that someone takes responsibility for managing the FHG Wikipedia page and adding and maintaining links (priority)**

By When: July 31, 2017
By Whom: Chris Henry
Priority: High

Action 8.4 **Develop Terms of Reference for the Awards Sub-Committee**

By When: March 31, 2017
By Whom: Matt Archibald, Rob Hamilton, Steve Mecredy
Priority: High

Action 8.5 **Develop Terms of Reference for the Reunion Sub-Committee**

When: March 31, 2017
By Whom: Christie O'Neill, Alex McLean
Priority: High

Action 8.6 Investigate need to transition to federal non-profit corporations legislation or to the new Ontario Non-Profit Corporations Act

- Address any changes related to membership structure at time of transition

By When: August 31, 2018

By Whom: John Grenville, Board

Priority: Medium