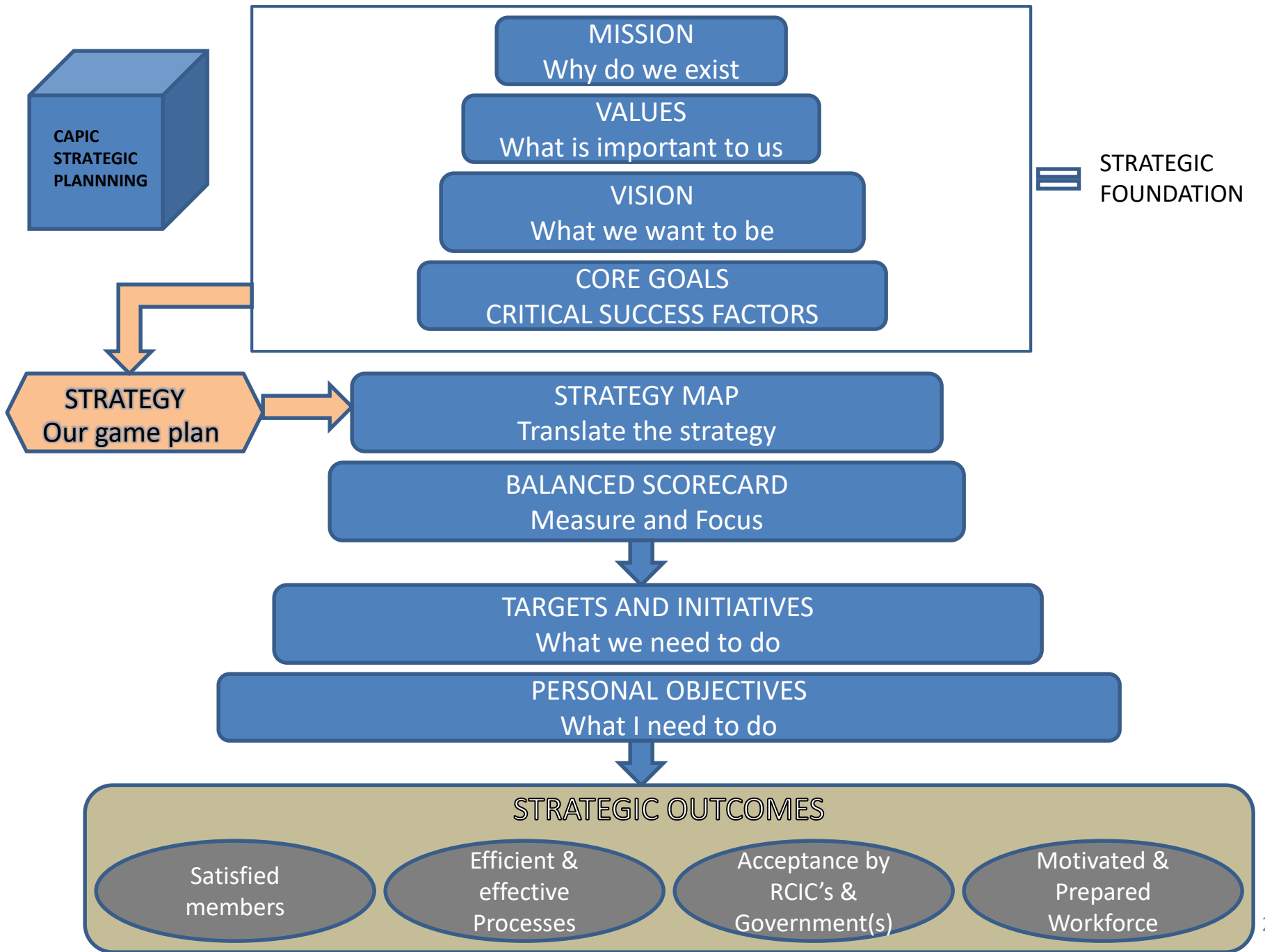


STRATEGIC PLANNING 2015

CANADIAN ASSOCIATION OF PROFESSIONAL IMMIGRATION CONSULTANTS

*A systematic process of envisioning a desired future,
and translating this vision into broadly defined goals
and objectives with a sequence of activities to
achieve them.*





MISSION: CAPIC, the Canadian Association of Professional Immigration Consultants leads, connects, protects and develops the profession, serving the best interest of its member.

VALUES:

- Respect for the individual** We value all individuals and treat them with courtesy.
- Professionalism** We are effective and efficient in our work providing quality results, and make proper use of the diverse skill sets of members and employees.
- Positive, Inspiring and Creative Environment** We are passionate and determined in our work, and use positive thinking and creative problem solving skills.
- Integrity** We conduct ourselves ethically with honesty and fairness in all actions and decisions.
- Transparent and accountable** We provide to our members, CAPIC guidelines, policies, and important decisions on our website, and are responsive to relevant member information needs.
- Member Value Creation** We assist members in becoming high-performance professionals by providing appropriate services and education, networking opportunities and mentorship skills.

VISION: By 2020 to

- * represent a large majority of ICCRC members
- * be a high performance association with sound governance principles
- set the gold standard in immigration education
- * be THE voice of consultants in the Canada Immigration Domain

CORE GOALS

- Financial stability based on risk mitigation strategies
- Highly acknowledged competency by public and stakeholders
- Excellence in CPD & Information Resources
- Comprehensive Canada-wide lobbying
- High-Performance organization using Corporate Governance principles
- Consistent, large membership
- High level of member satisfaction

CRITICAL SUCCESS FACTORS

- Low membership, competition, taking significant risks
- Low-quality performance by CAPIC and/or members
- Low-standard, irrelevant, regressive delivery
- Uncoordinated, lack of manpower, missing expertise
- Insufficient, incompetent, unambitious staff & directors
- High costs for members, low CAPIC marketing efforts
- Low membership value, lack of communication about efforts and successes, bad performance of CG 2 to 5



Perspectives & Themes



**STRATEGY MAP
CAPIC**

MISSION: CAPIC, the Canadian Association of Professional Immigration Consultants leads, connects, protects and develops the profession, serving the best interest of its member.

VISION: By 2020 CAPIC will * represent a large majority of ICCRC members * be a high performance association with sound governance principles * set the gold standard in immigration education * be THE voice of consultants in the Canada Immigration Domain

Member Perspective

CG3: Excellence in CPD & Information Resources **CG6: Consistent, large membership** **CG7: High level of member satisfaction**

- Maintenance & Advancement IMME Centre & Forum
- Implementing Membership Information Database
- Driving Membership Success
- Outstanding Membership Support & Care
- Gold Standard Education Delivery

Stakeholder Perspective

CG2: Highly acknowledged competency by public and stakeholders **CG4: Comprehensive Canada-wide lobbying**

- Comprehensive Lobbying
- Fostering CAPIC Brand
- Comprehensive Support Self-Regulation
- Secure/Advance CAPIC-only Government Speakers

Internal Processing Perspective

CG5: High-Performance organization using Corporate Governance principles

- Exercise best-n-class Governance
- Implement Strategic BSC-Plan
- Identify/Utilize Membership skills
- Sufficient Financial Equity

Learning & Growth Perspective

CG1: Financial stability based on risk mitigation strategies

- Hire/Develop/Retain Effective High Performers Strategy Aligned
- Clear COM of Expectations, Accountabilities, Achievements
- information aligned with Strategy
- Align Organizational Capital with Strategy

THEMES

- Membership: Services
- Operational Sustainability
- Public Recognition Of RCIC Lobbying
- Organizational Competence
- RCIC Majority Representation