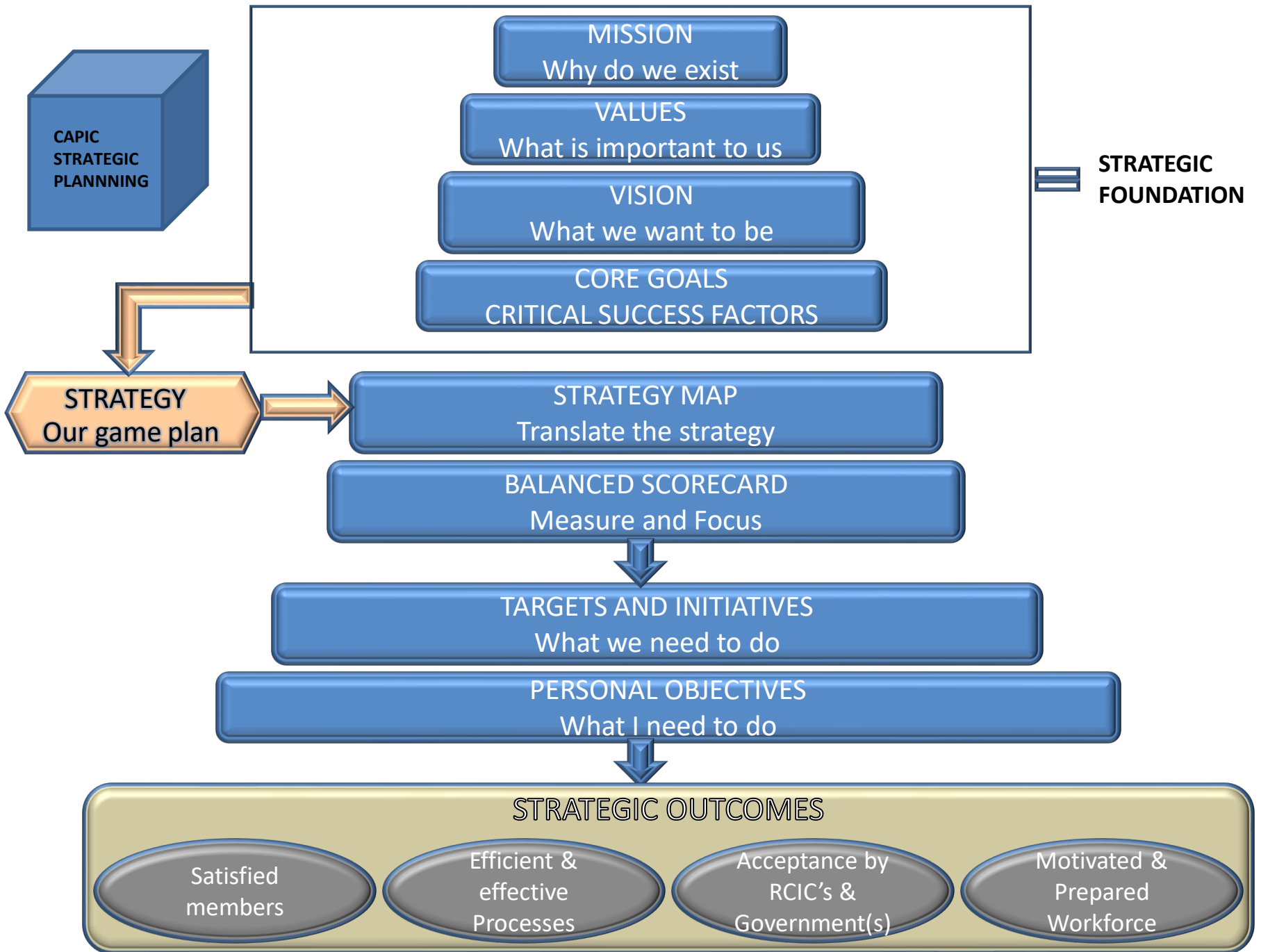


# STRATEGIC PLANNING 2020

## 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:** 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.

**A 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.



**Strategic  
Foundation**

## **NEW VISION**

**By 2024, CAPIC will be:**

- **a high performance Association centered on digital leadership**
- **representing a significant majority of Citizenship and Immigration Consultants**
- **the point of reference in virtual and in-person professional development**
- **the omnipresent SOLE voice of consultants in the Canadian Immigration Domain**

## CORE GOALS & CRITICAL SUCCESS FACTORS

### 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



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**VISION:** *By 2024 CAPIC will be \* a high-performance association centered on digital leadership \* representing a large majority of Citizenship and Immigration Consultants \* the point of reference in virtual and in-person professional development \* the omnipresent SOLE voice of consultants in the Canada Immigration Domain*

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↔  
**Member  
Perspective**

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

Maintenance  
& Advancement  
of existing  
Service Products

Maintenance  
& Advancement  
of MID

Driving  
Membership  
Success

Outstanding  
Membership  
Support & Care

High Quality  
Professional  
Development  
Leader

**Stakeholder  
Perspective**

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

Increase market  
share of DLI's in  
the EPP

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**

Increasing  
Membership by  
Corporate  
Efforts

Exercise  
best-n-class  
Governance

Implement  
CAPIC Balance  
Score Card

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