

# YPM 100

## Report of the Strategic Planning Committee

### Message from the Committee Chair

What follows is the hard work of seven dedicated members of YPM Inc. We hope that its contents are given serious consideration by the current and future leadership of YPM Inc. My thanks go to the committee members:

- Matt Bolley
- Mackenzie Campbell
- Alayna Dueck
- Jennifer Pawluk
- Katie Szilagyi (Vice-Chair)
- Tyyne Tymchyshyn
- Michael Urban (Chair)

-- Michael Urban

### Conception and Design

There exists a very specific conception and design for this document. The strategic plan should be considered the beginning of a continual strategic planning process that is renewed on an at least annual basis in which the strategic plan is updated according to the accomplishments of the past year and the assessments of current strengths, weaknesses, threats and opportunities faced by the organization in the future.

Long term planning is essential to the efficient and effective use and allocation of resources in any organization. The purpose of the strategic planning process is to require the current membership and its leadership to understand their place in the greater, long term life of the organization and to plan their actions and take their decisions with an understanding of how they fit into the larger framework of the organization's past and planned development.

At a more operational level, the process proposed by this document, the YPM strategic plan, is for the plan to be updated every year by the current executive as part of the planning process that should occur immediately following the election of each new executive. The plan should form an important part of any new premier's vision process for their year and should serve as a technical companion to their address at the AGM. This process should include a review of how closely the plan was followed in the past year and the development of a more precise plan for the next year and the years to follow such that as the year's progress there will always be a conception of where YPM should be heading and what specific goals it should seek to achieve over the course of the next 3-5 years.

You will see that there are four substantive sections to this report. Each of these sections corresponds to the priorities which are identified below. Each of these sections is divided into three sub-sections: “Considerations”, “Actions” and “Recommendations”.

“Considerations” are just that, the justifications and potential intervening factors and influences that need to be considered when discussing these issues. “Actions” are general recommended actions that YPM should undertake to improve itself. “Recommendations” are more specific measurable actions or operations that should be implemented, potentially within a specific timeline, in order to fully implement the actions outlined in the “Actions” section. All the changes that this report argues in favour of are to be found as bulleted points.

## **The Priorities**

After a great deal of consideration, it was decided that this document would be most useful if it did not dilute its recommendations by providing too many of them affecting an unstructured and potentially overwhelmingly diverse number of different aspects of YPM’s activities. Thus, a total of **four priorities for change and long term planning** have been identified:

- Increasing the size and representative character of the membership
- Increasing the financial stability and resources of the organization
- Restructuring the cabinet with a view to giving it greater responsibility and alleviating some of the strain on the human resources of the executive
- Building a stronger relationship with the larger YPM community

As one will quickly come to realize, all of these priorities are necessarily inter-related and interdependent; many of the actions that will be needed to accomplish one will also assist in the accomplishment of goals under another heading. Conversely, failure to move forward in one area also has the potential to limit success in others. Thus, pursuit of any of the goals or changes outlined in this document must always be undertaken with a mind to how it will impact and influence the success of other initiatives.

### ***Section 1: Increasing the size and representative character of the membership***

#### **Considerations**

The size and quality of YPM’s membership is the foundation of everything that it is able to accomplish. On average, a larger membership will be able to provide more applicants for cabinet which will allow the executive to select a higher quality cabinet more capable of effectively advancing the interests of the organization and expanding its capabilities. This will also theoretically have a similar knock-on effect and increase the calibre and number of individuals standing for election to the executive a few years down the line.

The recent cancellation of the Ontario Youth Parliament’s annual session – the end result of a long-term decline in membership numbers – is a demonstration of the need to understand the importance in long-term trends in membership size. YPM’s membership

has been in a gradual overall decline for at least ten years, and if this trend is not reversed, then YPM may simply become unsustainable.

A larger membership also means larger registration revenues for the organization and the ability to access and develop economies of scale that have the potential to lower the cost of session and other YPM activities for individual members. A larger membership also gives the organization a stronger volunteer base for its activities as well as providing the organization with more profile and clout in the community, making it a more attractive partner to other organizations that may wish to sponsor or work with YPM.

A more diverse membership, both from a geographic perspective and from a cultural/socio-economic perspective has the potential to make YPM a more representative organization that is able to more effectively offer the positive results of its programming to all young Manitobans. Having members from different backgrounds provides the organization with the ability to understand and see more clearly the barriers and challenges that different Manitobans face and to administer the organization and its activities accordingly. If YPM seeks to be an organization for all Manitoban youth, then striving for a more representative membership is an essential requirement.

A larger membership also entails a number of potential challenges and constraints. More members mean a greater likelihood that more cabinet applicants will not make it onto cabinet. It also increases the responsibilities of the executive during sessions insofar as they would be guardians of a greater number of individuals. From a programming perspective it also makes it more difficult to ensure that all members are enjoying themselves at session. A larger membership has the potential, though this is not a given, to reduce the cohesiveness of the organization and reduce the friendliness and welcoming quality of its environment. Should the organization succeed in meeting its goal of increasing membership, then it will need to proactively address these potential problems in order to ensure that they do not outweigh the positive outcomes that are expected to come from increased membership.

A more diverse membership also potentially creates a number of problems and challenges for YPM. A membership more representative of the geographical distribution of Manitoba's population will create new pressures on the organization to accommodate the physical barriers faced by these individuals for full participation in the organization, **especially at the leadership levels**. Similarly, a more culturally diverse and representative membership will also expose YPM to social problems related to poverty and systemic discrimination from which it has traditionally been largely shielded. Recognizing that these problems are likely to crop up, it is very important to develop the capacity to meet and overcome these challenges in order for YPM to more completely fulfill its mission.

## Actions

In order to increase the size and representative nature of YPM's membership a number of initiatives which have already begun need to be continued and expanded upon and a number of new initiatives need to be started.

- The database begun in 2006 of contact individuals at schools and other youth organizations needs to be expanded. Anecdotal evidence suggests that

individual teachers are the most effective front line recruiters for YPM, and interested teachers need to be mobilized to continue to, or begin recruiting, for YPM. Knowing who the right teachers to encourage are and how to provide these teachers with the support they will need is the first step in bringing them onside.

- The development of more effective methods of visiting and presenting to schools. Cabinet members, and even backbenchers, have a great potential to use their personal connections to recruit on both a person-to-person basis ie. their friends, and in the schools in which they are currently enrolled. More formally, providing these members with the resources and training they need to be effective presenters, and organizing their presentations such that they occur in a timely fashion and in as many schools as possible is another important step towards greater recruitment.
- Energizing the larger YPM community and transforming it into a more effective recruiting machine is another potential measure that can be taken. Former members or friends of the organization with children of their own and other relations and acquaintances can be an excellent means of disseminating the recruitment messages. In order for this to be effective, the larger YPM community needs to be more effectively engaged by the organization and kept up to date on its activities (See priority four).
- Using the information already provided by members concerning what attracted them to the organization and how they found out about YPM is something that the organization needs to do a much better job of. This information could be used to more effectively design recruitment techniques and campaigns. Instituting a more regularized sessional survey that is then analyzed and acted upon is an important step in this direction. Another way of utilizing information that YPM already possess is to use registration information, such as school of origin, to determine which schools have a history of sending students.
- Building on the initial steps taken in 2006 of reaching out to other youth organizations and attempting to recruit some of the members to take part in YPM. Connections should be sought with cadet groups, church youth groups, 4-H groups and other youth organizations. The contact database for these groups should be further expanded along the same lines that have been suggested for the school contact database.
- YPM should continue to partner with Career Trek in an effort to encourage more members from backgrounds not normally represented at YPM to participate. This should include a continuation of the Skownan project that was initiated in 2006, but also continue and expand the partnership whereby high achievers in the Career Trek programmes are given the opportunity to work as pages at session. These individuals and their peers should form another target population for recruitment as future members.
- YPM should always be attempting to expand the number of schools from which it consistently expects to draw members, but it should not forget that there are

some schools, that, for whatever reason, have consistently sent larger numbers of students to YPM. Identifying and focusing on these schools with strong recruitment potential in order to maximize their participation is an essential foundation for high levels of participation and can help to underwrite some of the less certain returns on investment made in expending time and energy to recruit in schools that have not traditionally sent members.

- YPM needs to more effectively tap into the potential recruiting grounds offered by the universities and colleges of Manitoba. The fact that it is rare that members join YPM after they have left high school is demonstrative of its previous inability to attract members who attend universities and colleges. This is especially unfortunate when one considers the strong potential interest that individuals in courses such as political science might have in joining YPM. Seeking an official partnership with the appropriate departments at these schools is important.
- In order to attract and engage youth from outside of Winnipeg, holding events outside of the perimeter should be an important priority for YPM. The holding of a second annual session in one of the larger cities in Manitoba other than Winnipeg, such as Brandon or Thompson, is one method of achieving this goal that should be pursued. However, it should be noted that the holding of an additional session is likely to create additional strains on the human and material resources of the organization. Any further expansion of the organization's activities must be carried out with complimentary measures designed to ease the burden on the time and energy of members of the executive in particular.
- The organization should also undertake to clarify its regulations concerning cabinet eligibility of members living outside of the city of Winnipeg and develop support mechanisms to assist rural members in participating fully in all levels of YPM. This would include informing members of the resources available to them to remotely attend meetings and the development by the executive of more comprehensive and thorough strategies for facilitating remote and successful participation in the organization.

## Recommendations

YPM should set for itself the following goals in terms of membership numbers over the course of the next 15 years.

- Between the 85th and 90th session YPM should average 75 members at the winter session and 40 members at the spring session.
- Between the 90th and 95th session YPM should average 90 members at the winter session and 50 members at the spring session.
- Between the 95th and 100th sessions YPM should sell out every year (100 members) at the winter session and have over fifty members at the spring session.

In terms of representation of non-traditional backgrounds within the YPM membership, this document does not set any concrete goals due to the limited nature of YPM's current ability to measure this phenomenon effectively, but recommends that the executive develop a metric for measuring how representative of the larger population YPM's membership is, and setting any future goals accordingly.

In terms of increasing representation of members from outside of Winnipeg in the organization

- Providing that sufficient organizational reforms are carried out to an extent that would allow it to be responsibly undertaken, a smaller second annual session should be held during the spring in a larger city other than Winnipeg such as Brandon, Thompson, and potentially Kenora.
- Organize other events outside of Winnipeg as resources permit.

## ***Section 2: Increasing the financial stability and resources of the organization***

### **Considerations**

Without a coherent and sound fiscal foundation, YPM will be either unable, or limited in its ability, to pursue its mission. Currently, YPM's revenues rely to an overwhelming extent on registration fees. This reliance has a number of implications, namely, a vulnerability to years of low turn-out for session, a potentially disastrous over-reliance on one event to generate funds for year long activities, and a direct connection between a need to increase fees should the organization wish to expand its activities. For these reasons it is extremely important for YPM to diversify its sources of revenue.

YPM has always managed to maintain a comparatively low registration fee. However, one of the ways that it has managed to do so has been by not expanding upon the services and amenities that it provides for its members. YPM does not currently operate a travel pool as many other YPs do, and does not provide very good accommodation for its members at session. It does not assist members financially in making the journey to cabinet retreat. It relies to an enormous extent on the personal resources of its leadership for their participation as leaders of the organization. If YPM wishes to increase its level of professionalization, improve the services that it offers - not just at session but throughout the year - and make participation less of a financial burden, it needs to find a way to access funds that allow it to move away from directly taxing its membership.

YPM has a proud tradition of remaining an independent organization beholden to no one except its members. This is a tradition that must be maintained. One of the important qualities of YPM that have allowed it to remain independent has been its ability to raise the funding it requires through its own means; which has traditionally been a limited direct mail campaign seeking one time donations as the primary means of complimenting registration fees. Any funding outside of these traditional sources should be accepted only insofar as it does not compromise YPM's ability to remain independent.

## **Actions**

In order to build a more sustainable financial foundation for YPM, the priority most likely to be able to provide the funds YPM requires on a consistent basis is the YPM Endowment Fund administered for YPM by the Winnipeg Foundation. The gradual building up of this fund should be one of the central priorities for YPM. The organization of a capital campaign to raise funds for this fund is one important way of achieving this goal.

- Increase the current dedicated levy portion of YPM's membership fees to \$10.00 per member. The levy should stabilize at this level for a number of years.
- Prior to the 88th session, a capital campaign exploratory committee with membership from both the current organization and the larger YPM community should be struck to explore the feasibility of a YPM Endowment Fund Capital Campaign and the potential sources of funding for such a campaign. Some sources might include kick-off donations from high profile former members, as well as a joint leadership gift from former executive members of the organization. In planning this campaign, this committee should draw on the expertise accessible at the Winnipeg Foundation and throughout the YPM community.
- Funding from the Endowment Fund should not be squandered just because it becomes available. A designated percentage of all revenues generated from the fund should be reinvested into the fund each year.

Other dedicated funds would also be important for YPM in its efforts to further its mission. Such funds might include a bursary fund to help individuals from under-privileged backgrounds attend YPM, a WCYP Fund to help underwrite the costs of holding Western's for YPM. However, unless these funds can be raised from sources not accessible for fundraising for the YPM Endowment Fund, it is not a good idea to fundraise for them separately. If the creation of funds such as these is determined to be a priority for YPM, then revenues generated from the Endowment Fund, or a portion thereof, could be earmarked to begin filling these funds. This would avoid a potentially counter-productive fracturing of YPM's fundraising efforts.

It will also be important to clearly differentiate both in conception and in practice the annual direct mail fundraising campaign in support of annual operating budgets and other campaigns to raise money for more long term or strategic funds.

The annual direct-mail campaign which provides the majority of the non-registration fee portion of YPM's budget needs to be improved.

- The materials needed for fundraising (brochures, letters, etc.) need to be either passed on, improved, or created. It is not acceptable for Treasurers to continue spending 2/3 of the year preparing the materials they will be using; they should have them at the start of their term essentially ready to go.
- The database of past and potential donors that has already been begun needs to be expanded and improved. Within this database, individuals and corporations

that have demonstrated a continuing willingness to give to YPM need to be identified such that they are the first to receive promotional materials and requests for donations every year. Slowly building this database is the best way to improve the direct-mail fundraising campaign.

- YPM's direct mail campaign needs to become better targeted. Large corporations such as the national banks, accounting firms with offices in the city, the city newspapers, the universities, and law firms all need to be approached for sponsorship.

There also exist a wide variety of other potential sources of revenue for YPM. One of the most important of these is grants. YPM has had success in recent years in receiving grants from organizations such as the Millennium Foundation. Other sources of funding also exist but require audit financial statements.

- Finding a way to get YPM audited at no or low cost is extremely important for YPM, both because of the additional sources of funding that it makes accessible, and also because it will require and impose greater financial discipline on the organization.
- Exploring other sources of grant funding from organizations such as the Winnipeg Foundation and the Manitoba government is important to helping YPM achieve a new level of financial stability.
- Using the connections that have been made through partnerships with organizations such as Career Trek, YPM should investigate other potential sources of grant funding.

YPM is currently uninsured which is a very precarious situation. Should legal action be brought against YPM, the possibility exists that all its assets might be seized and the organization would be unable to carry on its mission. Insulating the organization from such threats, as well as protecting the organization's volunteers from crippling liabilities is an important step that needs to be taken.

- YPM needs to continue to investigate the methods by which it might be able to acquire insurance for itself and for its directors.

## **Recommendations**

- Prior to September 2007, create a YPM multi-purpose brochure that can be used for fundraising purposes as a means of quickly explaining who YPM is and what it does.
- Increase the number of corporations receiving promotional fundraising materials from YPM to 100 by the 87<sup>th</sup> session.
- By the 86<sup>th</sup> session, a full portfolio of professional promotional fundraising materials, including the aforementioned brochure, needs to be prepared and ready to be passed on and improved with only minor tweaking each year.
- Increase the size of the YPM Endowment Fund to \$20,000.00 by the 90<sup>th</sup> session.



- Increase the size of the YPM Endowment Fund to \$30,000.00 by the 95<sup>th</sup> session.
- Increase the size of the YPM Endowment Fund to \$40,000.00 by the 100<sup>th</sup> session.
- The percentage of YPM's revenue's derived from membership fees should be reduced by half by the 90<sup>th</sup> session.
- Have YPM audited annually beginning by the 88<sup>th</sup> session.
- Have YPM and its directors insured by the 88<sup>th</sup> session.

**Section 3:     *Restructuring the cabinet with a view to giving it greater responsibility and alleviating some of the strain on the human resources of the executive***

**Considerations**

An important aspect of YPM's mission is to provide youth opportunities to develop themselves and their abilities through experiential learning. One of the areas in which YPM has the ability to do this is through the experiences and responsibilities that are assigned to members of the cabinet. By providing capable individuals with a wider range of responsibilities as cabinet members, they will be afforded a greater opportunity to grow as individuals, thus contributing to the accomplishment of YPM's mission.

Currently in YPM, responsibility is highly centralized in the hands of the executive. Compared to other Canadian YPs, the executive of YPM has a great deal more power and are responsible for planning and organizing a larger percentage of what YPM does. This current structure has its advantages in that it allows for good communication and coherent planning for the organization as well as insuring a high level of quality output from the executive on the tasks which it undertakes.

This centralization of responsibilities also has a number of problems. It constrains the ability of YPM to expand its activities as it limits the human resources available for dedication to any one particular task. Similarly, it also has the potential of leading to a high rate of burn out amongst executive members as they struggle to maintain their YPM duties in addition to the other claims on their time from other parts of their life. This has the negative effect of leading to both a reduction in the quality of work they are able to do for YPM, but also tends to make it unlikely that they will be interested in remaining involved with the organization once their terms have ended, thus limiting the growth of any future Association of Former Members and depriving it of some of the individuals most likely to be interested in providing leadership for such an organization.

If members of cabinet were given a greater degree of responsibility and some of the tasks currently assigned to the executive were devolved to the cabinet, it might be possible to significantly reduce the workload of the executive. This potentially would have significant positive outcomes. However, it should also be noted that unless properly supervised, it is conceivable that the quality of the work done to accomplish these tasks might be reduced.

It should also be noted that one of the reasons that power and responsibility in YPM have been centralized so significantly in the executive is because the executive are the individuals legally responsible for the operation of the corporation. Thus, any devolution of power or responsibility to other members of the organization such as the cabinet, or even to former members, must be undertaken carefully and with this knowledge in mind.

## **Actions**

- Hire the cabinet earlier and make it a year round commitment instead of six month one.

The cabinet, usually composed of anywhere from twenty to twenty-three individuals, plus the five person executive, is a fairly large and unwieldy group. In order to ensure that cabinet members are receiving the guidance, detailed direction, and support they need to perform at their highest level, a smaller group setting is required where an executive member with a more intimate knowledge of their tasks can relate to them in a much more specific manner.

- Strengthen the team leader/cabinet member relationship and the other team aspects of the cabinet.

If these actions are taken, it will become possible for the cabinet to function more effectively and undertake a greater percentage of the organization's work.

- Devolving more tasks and responsibilities to the cabinet

One of the factors that have limited the ability of the organization to devolve greater responsibility to the cabinet previously has been the delayed timeline by which cabinet members received the operational and technical materials that they needed to complete their jobs. If these materials were made available earlier, then cabinet members would be able to start their jobs earlier and get more done.

- Ensure that cabinet members receive all the materials they need to do their jobs in a timely fashion.

The duties assigned to the cabinet currently are not necessarily allocated in the most even and/or logical way. Assigning additional duties to the cabinet has the potential to further exacerbate this problem. Some ministries are very focused and have a clear vision of what it is they do and do not do; for other's, the picture is considerably less clear. If YPM hopes to operate at maximum efficiency, it needs to ensure that the tasks performed by the executive and the cabinet are assigned in the most rational and productive way.

- Strike a committee to review the tasks currently assigned to the cabinet, the executive, and the cabinet structure. The purpose of this committee would be to determine if YPM work is apportioned as efficiently as possible and how duties can be assigned more logically (See "Recommendations" sub-section).
- Determine how cabinet positions for winter session will correspond, if at all, to positions for other sessions (some could shift around like BPMs and some could remain the same, such as the proposed Minister of Finance).

The fact that Bill Presenting Ministers (BPMs) are generally recognized as the highest-ranking cabinet members and yet have relatively few operational responsibilities is a

seeming paradox that has been noted by many over the years. There have been a number of attempts to give these ministers a greater number of extra-legislative responsibilities. This effort should continue and expand.

- Assign more operational and administrative duties to BPMs, in a more formal way so that they understand that these duties are part and parcel of the position and not some last minute add on.

## Recommendations

A great deal of the goals outlined in this above section will depend on whether or not it is decided that cabinet positions will shift around for the various different session held in one year. However, these recommendations are based on the idea that some members of the cabinet should be responsible to a greater extent than they currently are for the accomplishment of these tasks which are currently predominantly undertaken by the executive.

- By the May 30, 2007, complete the development of the modular cabinet operations manuals such that no more major changes are required each year and so that the manuals can be provided to cabinet members quickly, and certainly no later than one month after they have been hired.
- By January 30, 2008, complete the development of modular executive operations manuals such that no more major changes are required each year and so that the manuals can be provided to executive members quickly after they have been elected.
- Require cabinet/executive teams to meet within a set number (perhaps two) weeks of the cabinet members being hired so that the executive member can give them their manuals and walk them through the operations manuals and the tasks that they will be expected to perform over the course of their term.
- Give the Ministry of Publications the responsibility for creating all the publications put out by YPM over the course of the year, including *The Mace*, *The Parliamentarian* and the *ACRONYM*.
- Create a Minister of Finance to take on a great deal of the direct mail fundraising and the car wash. This minister could potentially serve as the head of a new Ministry that included the Registrar General.
- Assign the Ministry of Alumni Affairs the responsibility for adding more information to the registry of research materials from the Archives of Manitoba as well as from publicly available sources such as newspapers etc.
- Assign the responsibility of continuing the YPM History Project to the Ministry of Alumni Affairs.
- Assign the Ministry of External Affairs the responsibility of sitting on the WCYP planning committee along with the executive representative(s).
- Produce concise operational mission statements for each cabinet ministry that clearly outlines the purpose and limit the scope of that ministry.

- At executive retreat, strike a two person executive preparatory committee to prepare for the creation of an executive/cabinet committee to be struck at cabinet retreat that will examine the allocation of tasks within YPM and the structure of the cabinet.
- At cabinet retreat strike an executive/cabinet committee to examine the allocation of tasks within YPM and the structure of the cabinet. This committee should report back by the end of September 2007 with a report that will be considered in the planning of the next year's design and hiring of cabinet.
- Include more, and more specific, additional duties for BPMs in their job descriptions so that individuals applying for these positions realize that should they receive the position, they will be expected to do more than simply write legislation.
- Have the cabinet spend less time and energy on legislation.
- Finish legislation and the associated legislative reports earlier, and post both on the website by 1 December.

#### **Section 4: *Building a stronger relationship with the larger YPM community***

##### **Considerations**

YPM is unique as far as Canadian YPs go in that it provides minimal opportunities for former members as a group to participate in its work. Many other YPs provide a much greater opportunity for their former members to get involved, and in some cases these organizations are so strongly aligned with, or even controlled by, their former members or other community members that in many ways they run the organization. YPM thus represents one extreme on the spectrum of involvement of non-current members in the administration of the organization.

YPM's mission requires that its focus be on further the accomplishment of its mission. As outlined in the vision statement, one of the most important ways that YPM seeks to accomplish this mission is through providing youth with the opportunity to learn experientially. YPM's slogan of "For Youth, By Youth" emphasizes, if nothing else, the importance of youth participation and youth ownership of the organization. Thus, YPM must at all times continue to provide a vehicle for youth to learn new skills both through their parliamentary participation **as well as their participation in the administration and direction of the organization.**

While YPM's leadership must keep the concept of "For Youth, By Youth" in the forefront of their minds at all times, it must also recognized that YPM's levels of exemplary independence and youth ownership has come at a price. Many other Canadian YPs receive large amounts of funding from their former members, and former members occupy many positions that play vital roles in making their activities as successful as they are.

YPM must realize that, as long as it maintains youth at the forefront and in control of its decision-making processes and involved in such a way as to maximize their opportunities

to learn by doing, it should not be afraid to access the vast resources that former members, and other members of the YPM and wider communities, can offer to the organization.

Partnerships with organizations such as Career Trek, as well as the important but limited and particular roles given to former members such as clerking and acting as the Speaker of the Senate and Speaker for cabinet takeover, have already demonstrated that under the right conditions, collaboration with other individuals and organizations with a youth focus can be beneficial for the organization and not compromise YPM's youth focus. Expanding these partnerships in an organized way is something that YPM must seriously consider.

## **Actions**

Most other Canadian YP's interact with their former members either on an individual basis for certain specific and limited tasks, or through a larger association of former members that is open to membership by all former members of the organization. Such associations of former members give the relationships between the former members and the YP in question levels of coherence, dependability, formality, and consistency which can be of great advantage to both sides. The formation of such an Association of Former Members for YPM has long been mooted and has recently been discussed in a formal way by the executive and by some select former members.

- Move forward on the creation of an Association of Former Members based on the discussion paper created in 2006.
- Prior to the 86<sup>th</sup> session, YPM should establish an exploratory committee of former members to work in close collaboration with the Speaker to begin to lay the foundation for an Association of Former Members

The creation of an institution, such as an association, can only be sustained if it is supplied by eager members willing to actively take on its work. In order to ensure a solid and growing membership for such a foundation, YPM needs to be able energize its community of former members and re-ignite their interest in the organization. This can be accomplished by locating more former members and by informing them of the work YPM continues to do. This can also be ensured by maintaining connections with recent former members so that they never lose touch with the organization.

- Develop a plan for keeping up contact with members who have recently left the organization and for keeping them interested in YPM.
- Build up aggressively the registry of former members by accessing the materials at the Archives of Manitoba.
- Build up aggressively the registry of former members by accessing registration materials and Membership Handbooks available to current members that have not yet been added to the registry.
- Ensure a more consistent distribution of the Parliamentarian to a larger proportion of our former members.

- Ensure that a copy of the *Parliamentarian* is mailed out once every four months (once in April-May, once in August, and once in September). This should be done electronically with perhaps one mailing being done by regular mail a year.
- In order to be as efficient as possible, YPM should focus particularly on email addresses and phone numbers when adding new information to the registry of former members.

The creation and distribution of *The Parliamentarian*, YPM's Community Newsletter, is an important and essential tool in its efforts to connect and reconnect with its larger community, including former members. However, the costs, both in monetary and human resources of the production of *The Parliamentarian* are high. Seeing as it is a publication that is primarily aimed at former members, providing a future Association of Former Members with some creative input in this publication may be something to pursue. This report makes no specific recommendations in this area, but argues that it should be considered as events proceed.

## **Recommendations**

- Increase the size of the Registry of Former Members to 850 names by the 86<sup>th</sup> session.
- Increase the size of the Registry of Former Members to 950 names by the 87<sup>th</sup> session.
- Increase the size of the Registry of Former Members to 1000 names by the 88<sup>th</sup> session.
- Increase the number of former members receiving the *Parliamentarian* on a regular basis by 25% by the 86<sup>th</sup> session.
- Increase the number of former members receiving the *Parliamentarian* on a regular basis by 50% by the 87<sup>th</sup> session.
- Double the number of former members receiving the *Parliamentarian* on a regular basis by the 88<sup>th</sup> session.
- Help to establish an Association of Former Members and have it hold its first event prior to the 87<sup>th</sup> session.

## **Appendices**

- Appendix A – Vision Statement