

Saskatchewan Underwater Council - Strategic Plan

Statement of Purpose

The SUC is a non-profit organization, founded to act as a liaison between local divers throughout Saskatchewan, dive stores, clubs, provincial government, and the federal diving authority.

OBJECTIVES	MEASURES	TACTICS
Increase Funding	Increase operating budget by 10% in five years	Increase membership base \$2,000 Event Fees \$2,000 Fundraisers \$3,000 Sell advertising \$3,000 Split funding with affiliated organizations \$5,000
Increase Membership	75% of total divers in province (2,250 members) New members to represent 30% of total members	Improve ties with retailers Develop direct mail piece to sell retailers on benefits Club membership to be dependent on 80% of club members joining Incentives for current members to sign up new members Offer a reduce rate for first time members
Clarify Administrative Role and Services of the SUC	Increased participation in programs by clubs Clubs administering the programs Majority of time spent on administration & allocation	Clarify SUC role with clubs and retailers Key roles: administration, allocation, Communicate info, education, promotion, and liaison.
Increase Visibility	Media recognition of SUC as voice for divers New members joining club due to hearing about SUC General Public Awareness	Press Release to key P.R. contacts Direct mail piece to non-member divers Increase signage at dive enhancements

A. Objectives:

1. Identify ways to increase funding of SUC.
2. Increase membership to SUC (new members plus increased retention).
3. Identify services that the SUC should provide to membership.
4. Increase visibility (public awareness) of SUC.

1. Increased Money

- increase operation budget by 10% in the next five years (current budget is \$60 thousand; therefore, goal is \$66,000).
- sources of funds: Sask Trust Lottery contributes 80% of funds, with the balance of funds (20%) coming from the membership.

2. Membership

- goal is to have 75% of all divers in the province belonging to the SUC. Total number of divers in the province is 3,000. Therefore, goal is to increase membership to 2250.
- should the focus of the SUC be targeted at individuals, clubs, and retailers?

3. Services/Role of SUC

- target groups are: clubs, individuals, retailers
- measures of success
- increased participation in programs offered by SUC
- clubs administering the program (versus SUC)
- SUC focus on allocation and administration of \$

4. Increase Visibility

- target audience: new divers, non-divers, general public
- may have a younger skew (no consensus on this point)
- measures: reduce dropout rate by 50% each year. Current dropout rate is 30%
- have 30% of the membership being new members (current is 20%)
- *media acknowledgement*
- *new members joining because of hearing about the club through visibility campaign*

B: Target Audiences:

- individuals (active divers; age group 18-50, emphasis on 18-30?)
- retailers (currently retailers view of the SUC is at best neutral and clubs as competitors)
- clubs

C: Benefits to joining the SUC (individuals)

- provide updates on the latest developments in the sport of diving via newsletter
- improve facilities and access to diving facilities thereby making it easier to dive
- reduced rate on diver events in province for members
- increased diving opportunities sponsored events
- social benefits meet other divers
- provide educational and safety opportunities on diving

D: Benefits to supporting the SUC

BUSINESS:

- target audience includes: retailers, manufacturers, advertisers, travel agencies, certification agencies
- Alberta council has secured corporate funding (benchmark)
- deliver a specific target audience (narrow casting)
- general promotion of diving via programs
- promote new products and retailers' programs to the membership

ADVERTISERS:

- offer a targeted membership, therefore, cost efficient means of advertising

CLUBS:

- *75% of clubs in province belong to the membership. Remaining 25% do not belong, as they are not as active*
- *SUC faces the perception that they are just one bigger club, as opposed to their objective of wanting to help the clubs, and promote the sport*
- *SUC distributes funds and only has a \$50 membership fee for the clubs*
- *financial contributions are 50% of events (pending the event qualifies), plus they promote the event*

E: Actions/Plans:

1. Increase Money

- corporate sponsorship
 - o The SUC will produce a corporate package to hand out to potential corporate sponsors. December 31st, 2015
- paid advertising in the newsletter
 - o The SUC will continue to solicit advertising and increase advertisers.. Ongoing.
 - o The SUC will increase cost to advertise. Start date April 1st, 2016.
- special events
 - o The SUC will reorganize budget to free up dollars for more special events. November Fall budget meeting 2015.

2. Increase and Retain Members

- dive shops to include SUC brochure in customer's bags
 - o The SUC will continue putting brochures in dive shops.
- enhancement of dive site (contact news media to get more coverage)
 - o The SUC will submit a special initiative of Dive Sign Enhancement in the November Fall budget meeting 2015.
- make existing divers aware of benefits of membership (Diver Magazine)
 - o The SUC has an updated website, facebook page and have the E-service updated with do you knows on a regular basis.
- club membership to be dependent on a % of individual participation i.e.: need to have 80% of individuals belonging to the SUC
 - o The SUC will have discussions at a special meeting in the spring of 2016 and bring finding to the AGM in June 2016.
- more Buddylines articles from individuals
 - o The SUC's buddyline editor is in contact with new individuals and are submitting articles in buddyline.
- approach certification agencies to include SUC brochure in their certification packages (they are represented in brochure)
 - o The SUC will continue giving brochures to dive shops and have the shops include the SUC brochure with their certification.
- free membership for new members (reduced rate)
 - o The SUC gives out a one year membership free to all program new participants to include buddyline.
- approach schools, YMCA, YWCA
 - o The SUC Club members and Dive Shops are working with these groups and providing SUC sponsored programs. With the intention of have then take a full program in the future.

3. Service/Role

- advisory role - recommendations and advice
- communication of information
- administration - info and funds
- education - safety and programs
 - o The SUC is enhancing the budget to assist on a more direct program related to education and safety, further discussions will be held at the November Fall budget meeting 2015.
- promotion - clubs, tourism, events, retailers
- funding - allocation of funds to clubs
 - o The SUC has developed a Club Member Funding Distribution Criteria, to more define the member clubs roll in the funding provcess. October 31st, 2015.
- public awareness - signs and seminars
 - o The SUC will submit a special initiative of Dive Sign Enhancement in the November Fall budget meeting 2015.
- environmental issues - clean-ups and diver attitudes
 - o The SUC will submit a special initiative of Environmental Educational Seminars in the November Fall budget meeting 2015.

4. Visibility

- media - newspaper, TV, news, radio, Buddylines, Magazines, word of mouth
- dip session at lakes and pools
- target groups: instructors, shops, clubs
- get in boarding regulations guide
- diver awareness and safety programs
- survey of number of divers and attitudes
- advertising
- fishing derbies
- boat shows
- displays at lakes (increased signage at dive sites)
- action plan with specific recommendations on implementation
- focus membership and retailers with specific direct mail piece established to communicate benefits of supporting the SUC