



Executive Leadership Offsite

29 March 2016

Scotiabank 5075 Yonge Street

Suite 805 (Professional Selection Inc)

Entrance via subway take right outside Loblaws
follow stairs up to lift lobby and call Peter on 416
669 5443

[Breakfast and lunch provided]

Agenda



- PART 1 WHO WE ARE 9:30am to 10:30am
 - Introductions (all)
 - Ice breaker (Peter)
 - Our Core Libertarian Values and Mission (Allen)
(40 mins)

Agenda

- PART 2 RESEARCH FOR OUR GOALS 10:30am to 11:30am
 - Our key functions / Operations as a Party (Peter / Mark B) 10 mins
 - Voter trends (Allen) (10 mins)
 - Member trends (Phillip) (10 mins)
 - Media trends (Peter) (10 mins)
 - Competitive analysis (Allen) (10 mins)
 - SWOT analysis (Peter) (10 mins)

Agenda



- PART 3 AGREEING OUR GOALS 11:30am to 1:30pm (with working lunch)

Agenda

- PART 4 STRATEGY 1.5 hours (1:30pm to 3:00pm)
 - Agree our strategy - how are we going to organise ourselves to achieve our goals using the Value Chain Map as a tool to facilitate discussion?
(Structured brainstorm drawing the strands of the morning discussion together)

Agenda



- PART 5 EXECUTION OF THE STRATEGY 3:00pm to 4:30pm
 - Marketing and Outreach messages and tactics (Peter) (20 mins)
 - Party organizational model Executive team vs areas vs constituencies (Allen / Mark B) (20 mins)
 - Membership Strategy (Phillip) (20 mins)
 - Finance Model (Jim) (10 mins)
 - Relationships with other organizations (Allen) (20 mins)

Agenda

- PART 6 MANAGEMENT OF THE STRATEGY EXECUTION 4:30pm to 5:30pm
 - KPIs and Balanced Scorecard (Peter) (40 mins)
 - Governance and Executive team including succession planning (Allen) (20 mins)
- PART 7 CLOSE (team) 6:00pm

Agenda



- **PART 1 WHO WE ARE 9:30am to 10:30am**
 - Introductions (all)
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 - Our Core Libertarian Values and Mission (Allen)
(40 mins)

PART 1 WHO WE ARE

The Importance of Why?



- <https://www.youtube.com/watch?v=I5Tw0PGcyN0>

Part 1 WHO WE ARE

Ice Breaker



“What made you decide to join the
Libertarian Party?”

or

“What do you think is the greatest
Libertarian action an Ontario
Government could do?”

Part 1 WHO WE ARE

Vision and Mission



- Existing Vision
 - The vision of the Party is Communities of freedom, harmony, and abundance.
- Existing Mission
- The mission of the Party is to enable endless possibilities through recognition of, respect for, and protection of individual liberty.

Part 1 WHO WE ARE

Vision and Mission



- Existing Values
 - We stand for personal responsibility, individual liberty, and controls and restrictions on governments.
 - We recognize property rights.
 - We stand for free and voluntary associations and for freedom of expression.
 - Governments must be limited to protecting the liberty and property of their citizens from domestic and foreign aggressors.
 - We believe in voluntary, not forced, mutual aid.
Government may not grant monopoly privileges to any individual or organization, including itself.
 - We accept people as they are.

Part 1 WHO WE ARE

Vision and Mission



- Commentary by Allen

Agenda

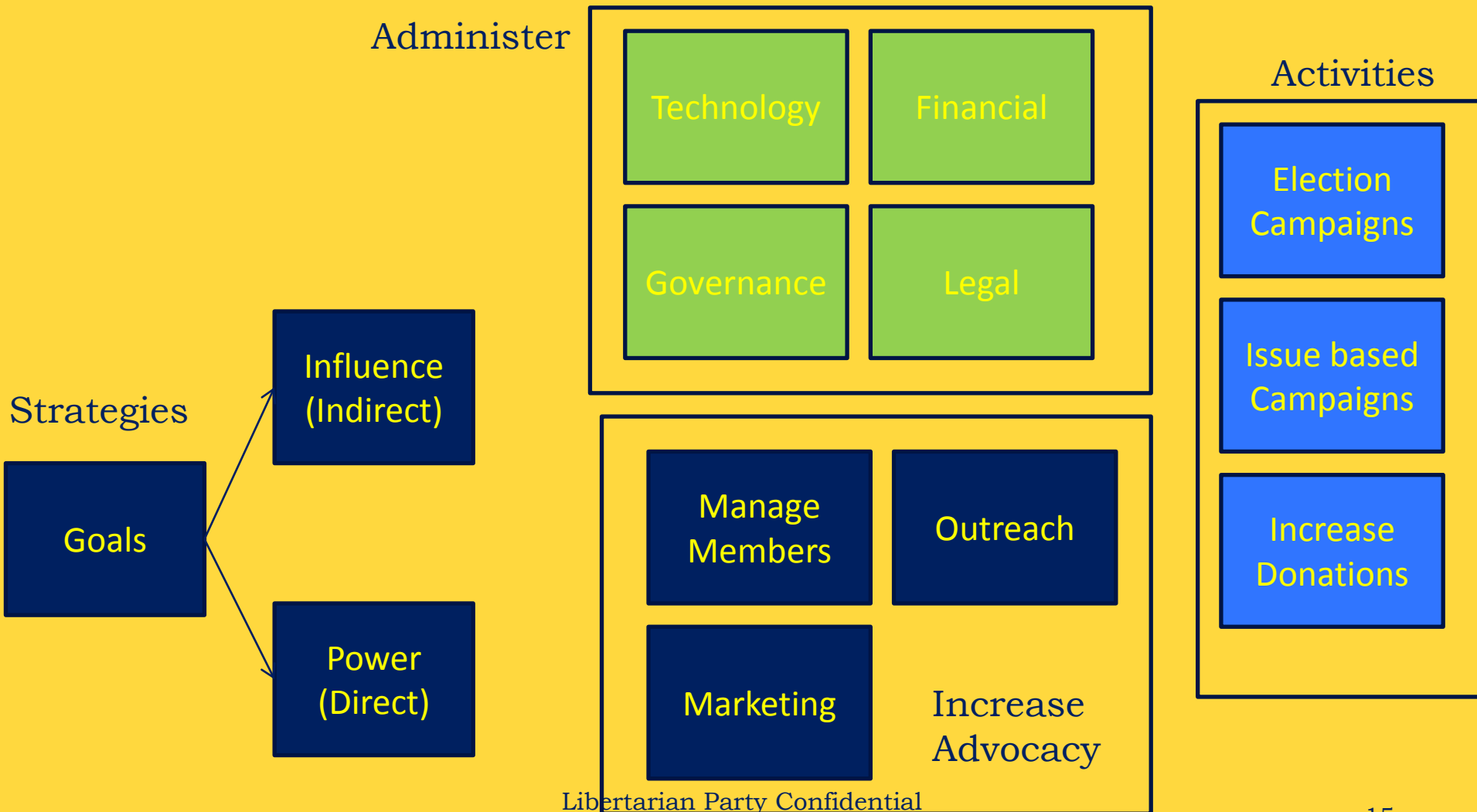


- **PART 2 RESEARCH FOR OUR GOALS 10:30am to 11:30am**
 - Our key functions / Operations as a Party (Peter / Mark B) 10 mins
 - Voter trends (Allen) (10 mins)
 - Member trends (Phillip) (10 mins)
 - Media trends (Peter) (10 mins)
 - Competitive analysis (Allen) (10 mins)
 - SWOT analysis (Peter) (10 mins)

Part 2 RESEARCH FOR OUR GOALS



Key Functions / Operations



Part 2 RESEARCH FOR OUR GOALS

Voter Trends



Summary of the standings of the [Legislative Assembly of Ontario](#)

Party	Party leader	Candidates	Seats				Popular vote ^[7]		
			2011	Dissol.	2014	Change	#	%	Change
Liberal	Kathleen Wynne	107	53	48	58	+5	1,862,907	38.65%	+1.00%
Progressive Conservative	Tim Hudak	107	37	37	28	-9	1,506,267	31.25%	-4.20%
New Democratic	Andrea Horwath	107	17	21	21	+4	1,144,576	23.75%	+1.01%
Green	Mike Schreiner	107	0	0	0	-	233,269	4.84%	+1.92%
Libertarian	Allen Small	74	0	0	0	-	38,956	0.81%	+0.36%
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Confederation of Regions	<i>vacant</i>	2	0	0	0	-	551	0.01%	=
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Ontario Moderate Party	Yuri Dubois	2	*	0	0	-	335	0.01%	-
Pauper	John Turmel	3	0	0	0	-	194	<0.01%	=
Declined Vote ^[8]							31,399	0.64%	+0.59%

Part 2 RESEARCH FOR OUR GOALS



Voter Trends

- <http://www.mapleleafweb.com/features/voter-turnout-canada/>

Historical Trends in Voter Turnouts

Lower rates of voter participation

Past Voter Participation

Canada has traditionally enjoy very high levels of voter participation in federal elections. Before World War II, voter turnout in Canada among eligible voters averaged around 70 percent. Between World War II and 1988, this rate of participation was even higher, averaging around 75 percent during federal elections. Moreover, during this period, voter turnout only twice fell below 70 percent; once in 1953 (67.5 percent) and again in 1980 (69.3 percent).

Recent Voter Participation

Since 1988, the percentage of Canadians voting in federal elections has declined significantly. Over 75 percent of Canadians voted in the 1988 federal election. By contrast, only 60.5 percent of eligible Canadians voted in the 2004 federal election. This trend, however, was moderately reversed in 2006 when 64.7 percent of eligible voters participated. Nevertheless, the turnout rate remains well below historical averages.

Year	1988	1993	1997	2000	2004	2006
Voter Turnout Rates	75.3%	69.6%	67.0%	61.2%	60.5%	64.7%

In addition to falling overall voter participation, another significant trend is the extremely low rate of participation amongst **youth voters**. Approximately twenty-five percent of eligible voters aged 18 – 24 voted in the 2000 federal election. Moreover, studies have indicated that many youth who don't vote remain uninvolved in the political system, and do not voting when they get older.

Part 2 RESEARCH FOR OUR GOALS

Voter Trends



Research on Non-participation

Recent research on voter turnout has provided further insight into the possible causes of lower voter participation. In 2003, Elections Canada published [Explaining the Turnout Decline in Canadian Federal Elections: A New Survey of Non-voters](#). The Report surveyed non-voters in the 2000 federal general election in an attempt to find out their reasons for not participating. The following Table provides some of the reasons given by those surveyed (broken down into different age groups).

Importance of Reason for Not Voting (% very or fairly important)	68+	58- 67	48- 57	38- 47	30- 37	25- 29	21-24	18-20	Total
Just not interested	31.4	34.0	46.4	50.6	51.8	59.3	57.0	59.1	52.9
Didn't like parties/candidates	41.7	40.8	56.0	50.9	46.9	43.2	50.7	45.3	47.6
Vote wouldn't matter	30.6	37.5	47.1	37.9	41.1	36.7	34.3	30.4	37.1
Didn't care about issues	42.9	28.0	35.7	37.3	36.6	32.8	37.7	36.5	36.0
Busy at work	16.7	14.3	16.5	24.8	36.9	33.9	38.6	40.9	32.2
Out of town	19.4	34.7	16.7	19.3	18.3	21.5	25.1	24.8	21.8
Didn't know where or when	28.6	12.2	12.9	9.4	19.2	24.4	28.5	28.4	21.1
Not on the list	25.7	16.3	15.5	16.8	16.0	20.3	18.4	24.2	18.7
Too many elections	26.2	24.5	20.0	18.5	21.4	16.5	13.0	9.5	17.3
Illness	41.7	20.4	11.9	11.8	8.5	10.7	9.2	10.8	11.7

Part 2 RESEARCH FOR OUR GOALS

Voter Trends



Initiatives to Increase Voter Turnout

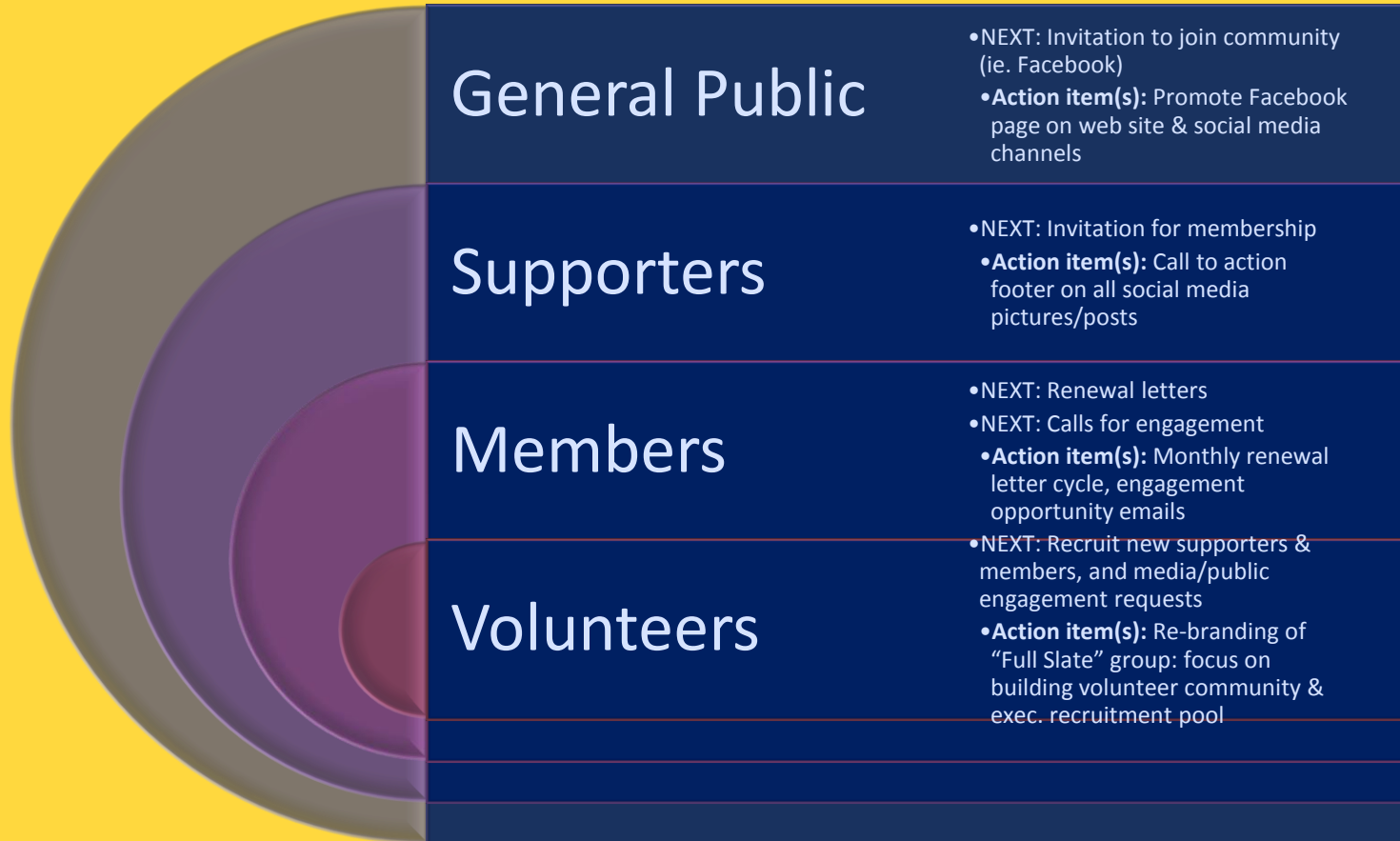
Possible avenues to encourage voter participation

Encouraging Youth Participation

Voter turnout is lowest amongst the youth vote. Approximately twenty-five percent of eligible voters aged 18 – 24 voted in the 2000 federal election. Moreover, studies have indicated that many youth who don't vote remain uninvolved in the political system, and do not voting when they get older. One way of increasing voter turnout, therefore, is to encourage electoral participation amongst Canadian youths.

Part 2 RESEARCH FOR GOALS

Member Trends



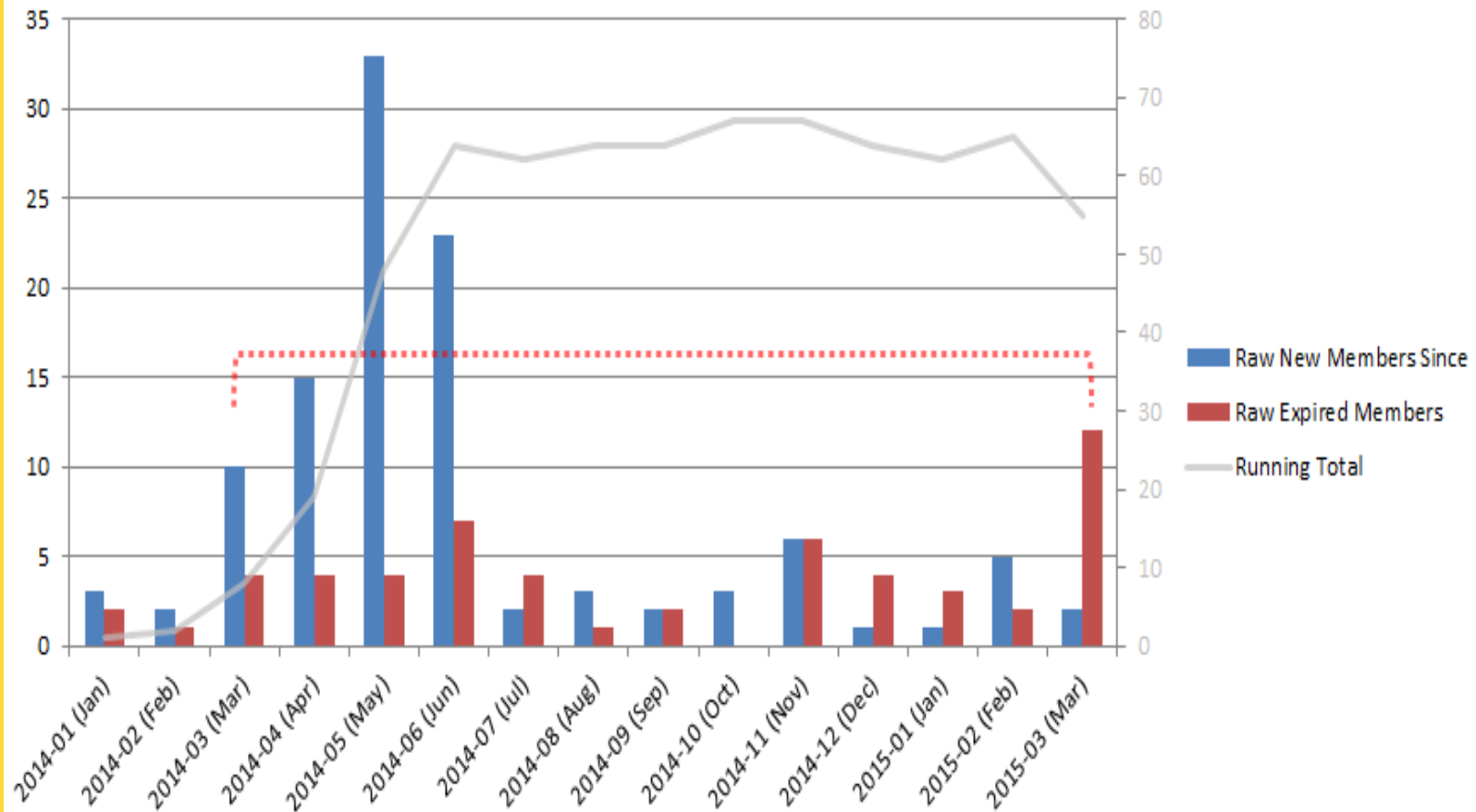
Part 2 RESEARCH FOR GOALS

Member Trends



Raw New and Expired Members 2014-2015

(as of March 24/2015)



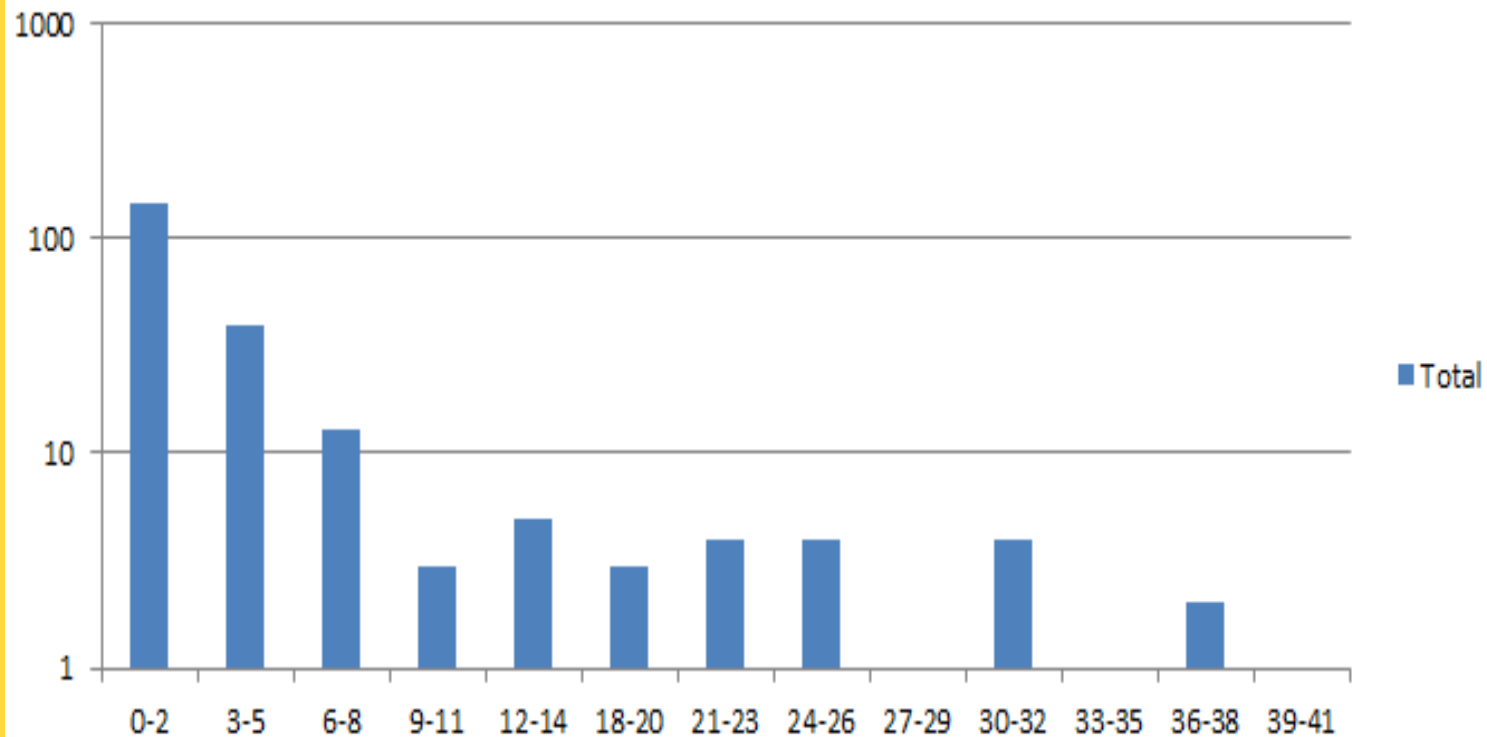
Part 2 RESEARCH FOR GOALS

Member Trends



Active Members by Years of Membership

(as of March 24/2015)



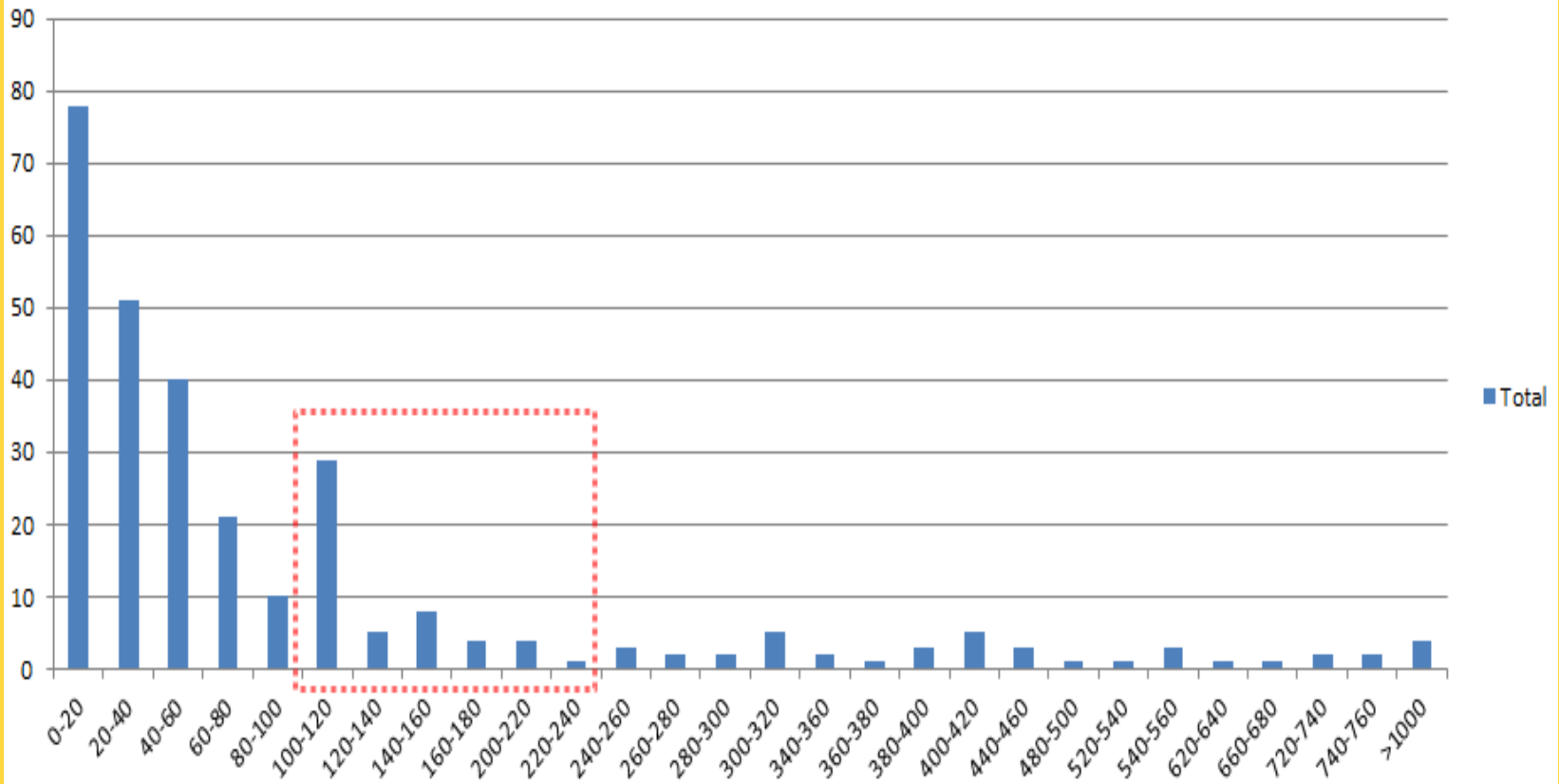
Part 2 RESEARCH FOR GOALS

Member Trends



Donor Distribution by Annual Dollar Amount

(based on 2013-2014 data)



Part 2 RESEARCH FOR GOALS

Media Trends



Platform	Use	Value
Website	Central	High – central store, enables transactions such as joining, donations. Need GA installed
Facebook	Engaging consumers with content.	High
Youtube	Content store	High as a content store
Twitter		Low
Instagram	Not used	
Linkedin	Not used	
“Old School Broadcast” TV		Very low, increasingly losing touch with consumers
“Old School Broadcast” Newspapers	Limited	Very low, increasingly losing touch with consumers

Part 2 RESEARCH FOR GOALS

Media Trends



- Increasing apathy
- http://www.thestar.com/news/canada/2013/07/08/canadians_not_all_that_active_politically_study_finds.html
- Increasingly short attention spans
- More focus on individual vs community
- More online activity especially amongst young

Part 2 RESEARCH FOR GOALS

Media Trends



- **Brand awareness** – Low, little known brand
- **Brand Value** – High, well aligned with votes values (personal wealth, lack of trust of government)
- **Uniqueness** – V high as a proposition. As a brand for the lay person easily confused with the word 'Liberal'
- **Clarity** – Low - need clarity on message. A well constructed strap line is very important. Confused with Liberals from a name and colour perspective.
- **Reach** – Low – touch and engagement is low
- **Perception** – low
- **Available Resources** – low
- **Risk** – High – we are unknown

Part 2 RESEARCH FOR GOALS

Competitor Analysis



Summary of the standings of the [Legislative Assembly of Ontario](#)

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Part 2 RESEARCH FOR GOALS

SWOT Analysis (sample)



- **Strengths**

- + Distinct value proposition
- + Well aligned to many voter perspectives
- + Dedicated team
- + The team is learning and growing

- **Weaknesses**

- We need to be goal aligned
- Limited brand awareness
- Small organisation with - Limited resources
- No clear process to move citizens to advocacy
- No clear brand messaging
- Fairly limited local constituency level face to face activity

Part 2 RESEARCH FOR GOALS

SWOT Analysis (sample)



Opportunity

- + 2018 Election - plenty of time to organize and get our message out there.
- + Change the game on key issues such as Government Debt / freedom

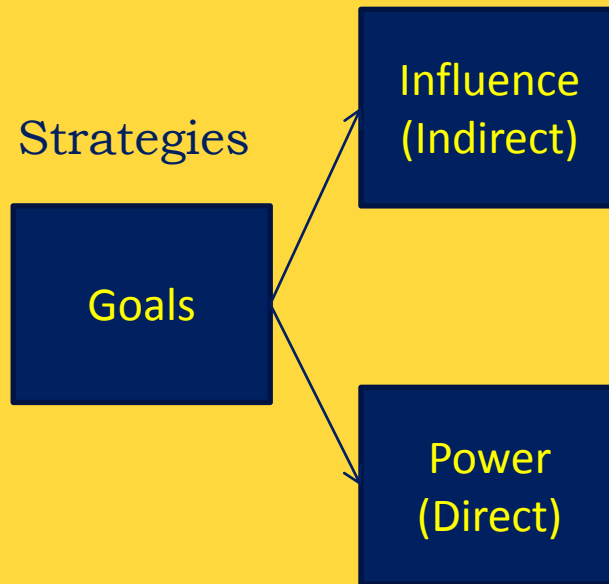
Threats

- Early election
- Moves from other parties

Agenda

- **PART 3 AGREEING OUR GOALS 11:30am to 1:30pm (with working lunch)**
- “Wildly Important Goals”
- SMART Goals : Specific, Measureable, Achieveable, Realistic, Timebound
- <https://www.youtube.com/watch?v=XK-WgGXR0DE>

Part 3 AGREEING OUR GOALS



Agenda



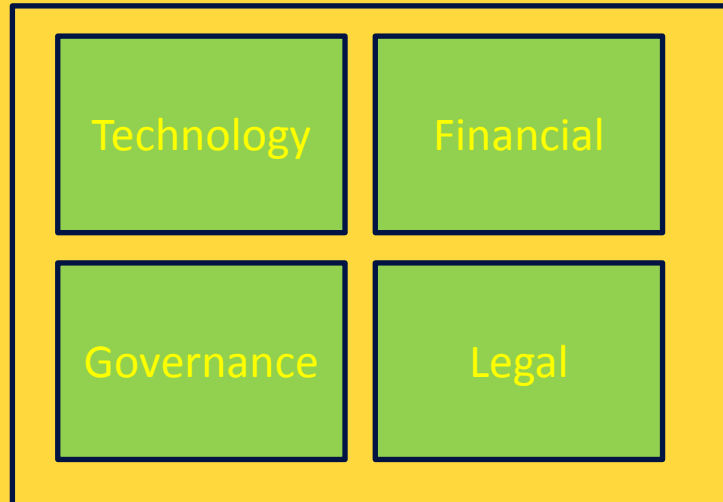
- **PART 4 STRATEGY 1.5 hours (1:30pm to 3:00pm)**
 - Agree our strategy - how are we going to organise ourselves to achieve our goals using the Value Chain Map as a tool to facilitate discussion?
(Structured brainstorm drawing the strands of the morning discussion together)

Part 4 OUR STRATEGY

Our Value Chain



Administer



Activities



Libertarian Party Confidential
Executive Committee only

Agenda

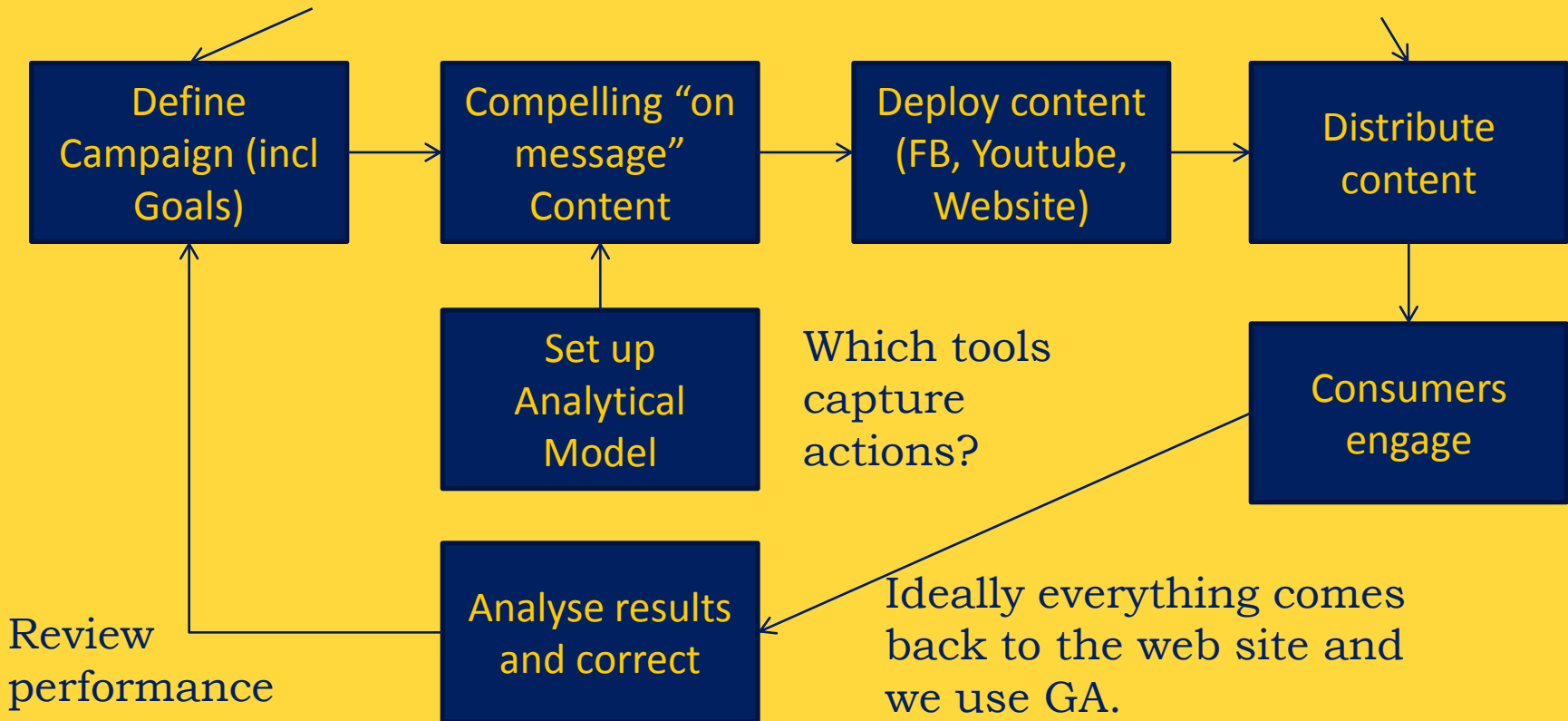
- **PART 5 EXECUTION OF THE STRATEGY 3:00pm to 4:30pm (Based on our Strategy)**
 - Marketing and Outreach messages and tactics (Peter) (20 mins)
 - Party organizational model Executive team vs areas vs constituencies (Allen / Mark B) (20 mins)
 - Membership Strategy (Phillip) (20 mins)
 - Finance Model (Jim) (10 mins)
 - Relationships with other organizations (Allen) (20 mins)

PART 5 EXECUTION - Marketing



How we are going to manage consumers through the pipeline

This is key. We want the content everywhere not just on our sites. Our advocates do this.



PART 5 EXECUTION - Marketing



Content is created to take consumers through a pipeline.
Good content advances consumers through the process and is not just spamming disconnected blogging thoughts:

1. “Distributed” Consumer is ‘sent’ content
2. “Viewer” Consumer Views Content
3. “Liker” Consumer likes content
4. “Engager” Comment on content
5. “Buyer” Become member / donor
6. “Advocate” Distribute content, advocate to others
7. “Leader” Stand for election, volunteer

PART 5 EXECUTION – Organizational



- Organizational Model – Central vs Areas vs Consituencies

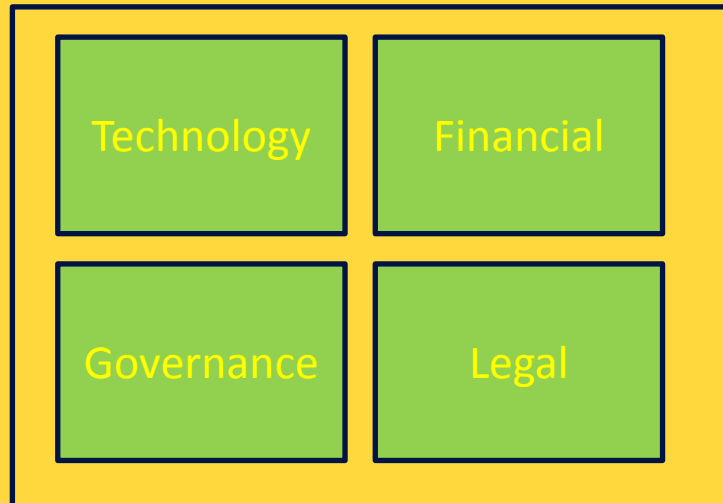
- Igor Bily, Member-at-Large*
- Mark Burnison, Deputy Leader*
- Jim McIntosh, Treasurer
- Scott Marshall, Campaign Director*
- Phillip Richard, Chairman

- Alan Small, Party Leader
- Peter Sodhi, Secretary*
- John White, Recording Secretary
- Ron White, Member-at-Large*
- Mark Wrzesniewski ("WOJO"), Vice-Chairman*

PART 5 EXECUTION – Organizational



Administer

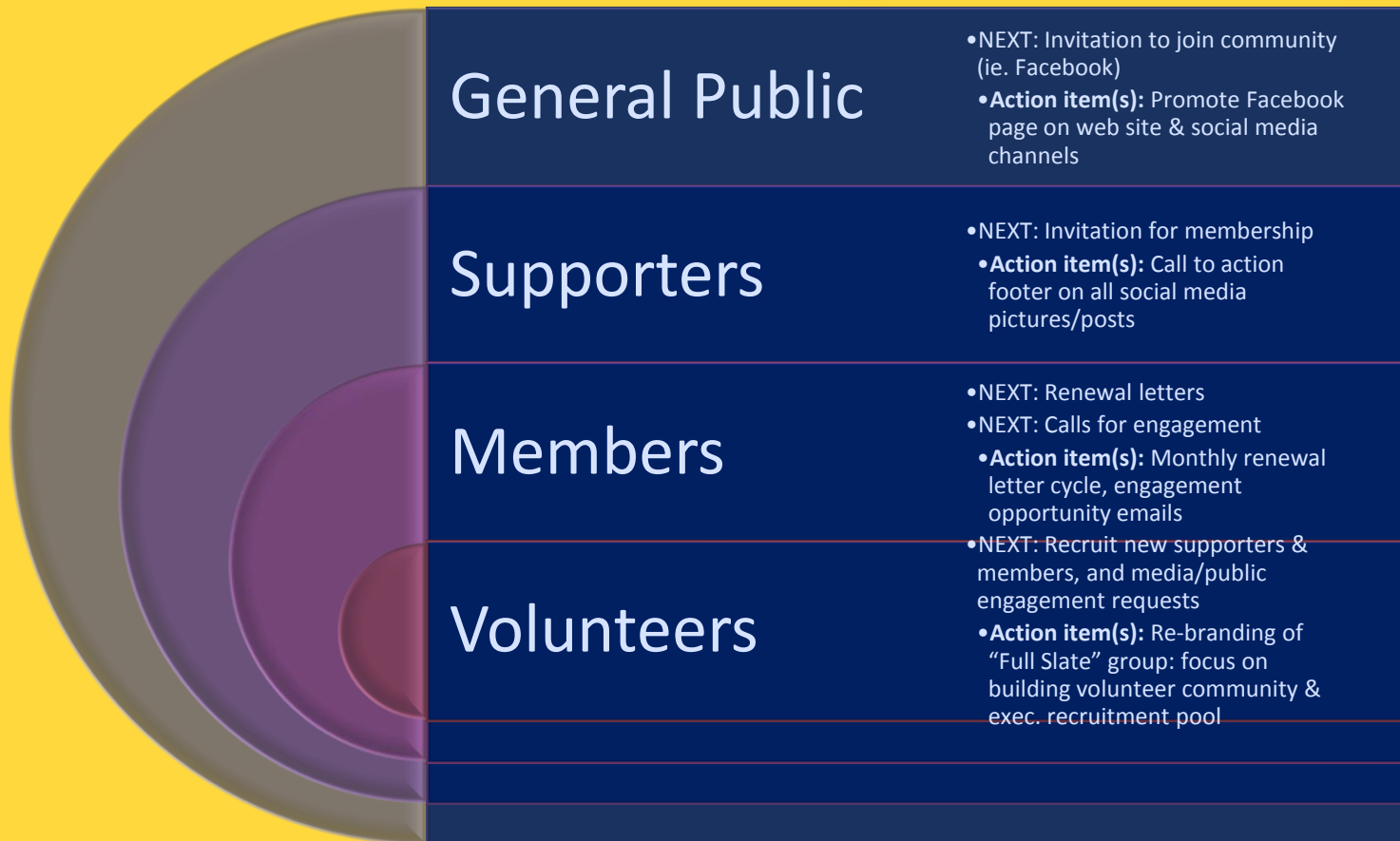


Activities



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PART 5 EXECUTION – Membership Strategy



PART 5 EXECUTION – Membership Strategy



Keep liberty on the ballot - renew your membership with us!

[View this email in your browser](#)



Thank You Phillip

We couldn't have done it without you!

[\(membership renewal form\)](#)

2014 was truly an amazing year for libertarians all across the province, and we can't wait to tell you what we're working on right now! Here are just a few highlights that show how far we've gone on the road to liberty in Ontario:

- In the 2014 general election, we ran a libertarian candidate in a total of 73 ridings all across the province
- We connected with the hearts and minds of 39,000 Ontario voters who showed us their support by voting libertarian
- We grew our membership by almost 50 percent year-over-year

We can't stop now, Phillip, and we need your help. Our members are our voice, and the greater our numbers, the louder the message we will send to Queen's Park! We are actively working towards running a full slate of candidates and an appropriately funded election campaign in 2018. [Click here](#) to renew your membership online, it's fast and easy to do! ***Will you join us in shaping the future of Ontario?***

[Click here to renew your membership - it's never been easier!](#)

As always, you can [visit our web site here](#) to keep in touch with the latest news and events that are being organized by the Party.

Yours in liberty,
The Ontario Libertarian Party

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You are receiving this email as a member, donor, or supporter of the Ontario Libertarian Party

Our mailing address is:
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Scarborough, ON M1B 5M5
Canada

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[unsubscribe from this list](#) [update subscription preferences](#)

MailChimp

**[http://libertarian.
on.ca/renew](http://libertarian.on.ca/renew)**

PART 5 EXECUTION – Membership Strategy



Wealth redistribution
is not the same as
wealth creation.

We put liberty on the ballot.
You can help us!

libertarian.on.ca/join



PART 5 EXECUTION - Financial



- See attached Financial Model

PART 5 EXECUTION – External Organizations



- Allen – discuss other organizations relationships

Agenda



- **PART 6 MANAGEMENT OF THE STRATEGY
EXECUTION 4:30pm to 5:30pm**
 - KPIs and Balanced Scorecard (Peter) (40 mins)
 - Governance and Executive team including succession planning (Allen) (20 mins)

PART 6 MANAGEMENT OF EXECUTION - Scorecard



- https://www.youtube.com/watch?v=KCbbjv_07x4

Alignment to Strategy

KPIs and Sample scorecard (sample)



In next election – 2018:

- Stand in 107 ridings
- 250,000 votes - 5% vote share (4th place ahead of Greens) – 250 per riding
- 1 seat won
- 500 active member advocates – 5 per riding
- 5,000 passive members – 50 per riding
- 500,000 “engaged” voters – 500 per riding
- \$250,000 annual income
- Assume flat line growth 2015 to 2018

PART 6 MANAGEMENT OF EXECUTION - Governance



- Governance and Executive team including succession planning (Allen) (20 mins)
 - Executive Team Organization
 - Cadence (currently Monthly)

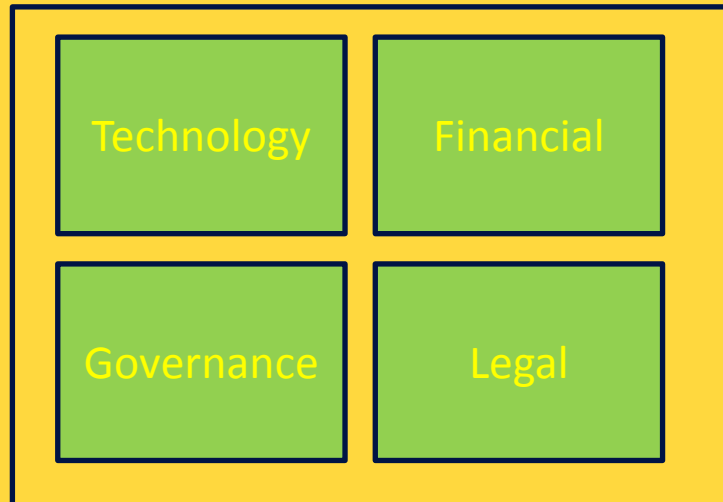
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PART 6 MANAGEMENT OF EXECUTION - Governance



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Activities



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PART 7 CLOSE 6pm

