

THREE YEAR STRATEGIC PLAN

2020-23



THE CANADIAN
BAR ASSOCIATION
Yukon Branch

CBA Vision & Mission

CBAY carries out the CBA Vision and Mission in the Yukon and aligns with the CBA [Strategic Direction](#), which puts member needs at the heart of what we do. Our goal is to connect our members to the people, knowledge and skills they need to help them successfully practice law.

CBA Vision:

We are the essential ally and advocate of the legal profession and guardian of the rule of law in Canada. Our members are passionate about their Association: the good it brings to their lives and to the world. Staff and volunteers are inspired to exceed members' expectations every day.

CBA Mission:

- To improve the law
- To improve the administration of justice
- To improve and promote access to justice
- To promote equality, diversity and inclusiveness in the legal profession and in the justice system
- To improve and promote the knowledge, skills, ethical standards and well-being of members of the legal profession
- To provide opportunities for members to connect and contribute to the legal community
- To represent the legal profession territorially, nationally and internationally
- To promote the interests of the members of The Canadian Bar Association

CBAY Guiding Principles

We believe in **the rule of law** and in **reconciliation** between indigenous and non-indigenous people, for the healthy functioning of our society and economy, and therefore we will advocate for and support initiatives which align with this principle.

We believe in **access to justice**, therefore we will identify where there are gaps and barriers, and use the collective power of lawyers to advocate for and influence change.

We believe in **equality, diversity and inclusiveness**, therefore we will lead by example, educate, and provide opportunities for interactions that bring together diverse groups of members.

We believe in **professional excellence**, therefore we will provide high quality professional development, services and resources that support lawyers in meeting the highest professional standards.

We believe in **community engagement**, therefore we will provide opportunities and resources for mentorship, volunteering and networking to support professional and personal wellbeing in the legal profession.

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CBAY Strategic Plan

The Strategic Plan will help the Executive Committee to set priorities and objectives and CBAY's Executive Director to execute annual operating plans. It is a living, breathing document. The Executive Committee and Executive Director will revisit the Strategic Plan annually and revise as necessary.

The plan does not address ongoing operational activities. Its purpose is to stretch CBAY and improve upon what we do currently. It is expected that annual operating plans will cover strategic objectives as well as ongoing operational activities.

The five **Strategic Goals** are critical to achieving the overall CBA Vision and Mission in the Yukon over the next three years. They are numbered for ease of reference, but do not represent a prioritization. The Strategic Goals are equally important, although our current performance in each area may not be equal and accordingly more may be required to achieve some goals rather than others.

The **Strategies to Achieve the Goal** are the actions taken to fill the gap between where we are now and where we need to be to meet the Goal following an assessment of our internal strengths and weaknesses and external threats and opportunities. They are not an overall or complete "how to" or instruction manual to achieve the Goal on an ongoing or daily basis. The details of operationalizing the Strategies are further developed and implemented by the staff of CBABC.

The Strategies are implemented over a three-year period and it is expected that the Executive Committee and staff will prioritize which Strategies to focus on in any given year. We will determine if we have met the Goals by reference to **Key Performance Indicators**, which we can measure today and throughout the years to reflect on our progress and adjust our strategies. We will report on our progress in achieving the Goals to our members.

CBAY Strategic Goals

Member Services

CBAY delivers **quality** and **relevant** advocacy, signature events, professional development, and community engagement.

Membership

CBAY has the highest market share of resident lawyers compared to any CBA branch.

Member Engagement

CBAY members are **aware of, participate in and give input into** CBAY advocacy, signature events, professional development and community engagement.

Key Relationships

CBAY maintains a **collaborative relationship** with the Law Society, government, courts, and legal industry stakeholders.

Financial Stewardship

CBAY has **sufficient** revenue and reserves.

CBAY Strategic Plan 2020-23
Goal 1: Member Services



CBAY delivers **quality** and **relevant** advocacy, signature events, professional development, and community engagement.

F2021 Priority	Strategies
	A. Establish branch survey process and expand use of Member Intelligence data to identify and respond to member needs and preferences.
	B. Review Section activity, membership and participation and restructure branch sections and resources to increase content and relevancy.
	C. Enhance identification of pan-Canadian profession development offerings for applicability to CBAY and promote to members.
	D. Establish pan-northern sharing and promotion of advocacy, signature events, professional development, and community engagement.
	E. Establish a process of monitoring legislative changes and legal developments, identifying those of importance to members, and responding in a timely manner.

Key Performance Indicators		F2019 Actual	F2020 Target	F2020 YTD
Member Services Satisfaction Surveys	Overall satisfaction with CBAY			
	Overall satisfaction with Section Quality and Professional Development and Events			
Section Engagement	% of members enrolled in at least one YK Section	70.0%		70.0%
	% of members enrolled in at least one Section	75.0%		75.0%
	Average # of meetings attended per enrolled member			
Professional Dev't Engagement	% of members attending Mid-winter Conference	20.0%		16.7%
	Overall satisfaction with Mid-winter Conference			
Bench & Bar	% of members attending Bench & Bar			
AGM	% of members attending CBAY AGM	28%		

Goal 2: Membership



CBAY has the **highest market share** of resident lawyers compared to any CBA branch.

F2021 Priority	Strategies
	F. Implement local acquisition and renewal campaigns and involve key influencers.
	G. Create and implement local onboarding of lawyers new to the territory and new to the bar into CBA membership.
	H. Develop a local membership strategy for public sector lawyers.

Key Performance Indicators		F2019 Actual	F2020 Target	F2020 YTD
Membership metrics	Active Members	62		62
	Regular Members (full-paying)	49		49
	New Lawyers (YOC 1-3)	6		6
	% of Yukon lawyers with CBA membership	71.4%		71.4%
	% of NU and NWT lawyers with CBA membership			
	% of public sector lawyers (YK and CAN government)			

Goal 3: Member Engagement

Members are **aware of, participate in and give input into** CBAY advocacy, signature events, professional development, and community engagement.

F2021 Priority	Strategies
	I. Establish a process of evaluation, and use the results to evaluate signature events, professional development and community engagement
	J. Leverage existing resources to establish a communications strategy to promote advocacy, signature events, professional development and community engagement.
	K. Promote pan-Canadian professional development offerings to members.
	L. Establish partnership with other branches to share engagement tools.

Key Performance Indicators*		F2019 Actual	F2020 Target	F2020 YTD
Section Engagement	% of members enrolled in at least one YK Section	70.0%		70.0%
	% of members enrolled in at least one Section	75.0%		75.0%
	Average # of meetings attended per enrolled member			
Professional Dev't Engagement	% of members attending Mid-winter Conference	20.0%		16.7%
	Overall satisfaction with Mid-winter Conference			
Bench & Bar	% of members attending Bench & Bar			
AGM	% of members attending AGM	28%		

CBAY Strategic Plan 2020-23
Goal 4: Key Relationships



CBAY maintains a **collaborative relationship** with the Law Society, government, courts, and legal industry stakeholders.

Strategies	
	M. Establish orientation process for section chairs and Executive
	N. Establish advocacy and communications training for Executive.
	O. Establish regular meeting schedule with key relationship entities.
	P. Establish strong relationships through regular meeting schedule with northern branch presidents.

Key Performance Indicators		F2019 Actual	F2020 Target	F2020 YTD

CBAY Strategic Plan 2020-23
Goal 5: Financial Stewardship



CBAY has **sufficient** revenue and reserves.

F2021 Priority	Strategies
	Q. Implement annual orientation to CBAY and CBA Finances, including shared services and small branch allocations, for Executive.
	R. Explore opportunities for non-dues revenue.
	S. Establish a financial policy, including for the use of any accumulated surplus/reserves.

Key Performance Indicators		F2019 Actual	F2020 Target	F2020 YTD