Marketing - Annual Report
Annual General Meeting
November (TBA), 2026

MCA Board Member (of Staff)
Evan — Director of Marketing
Accomplishments
• Defined and scoped the Director of Marketing role for the first time — anchored to four clear jobs and the north star of 20% membership growth over 3 years. Classic Marketing role: Awareness (make the MCA recognizable and trusted) Consideration (make the system visible and aspirational), Conversion (make people want in) Retention (make members feel they belong,). • Built a full marketing strategy framework: four strategic pillars (Audience & Acquisition, Product-Market Fit, Member Experience, Visibility & Reputation) with recommended sequencing for a volunteer-capacity organization • Initiated member value work with ED Twila — exploring partnerships, discounts, and exclusives to make membership feel like more than a registration requirement • Scoped a family/household membership discount model to increase members per household
Issues Resolved
• Resolved ambiguity around what "marketing" means for MCA — moved from an undefined role to a structured mandate with board-level strategic anchoring • Clarified the distinction between strategic and tactical marketing work so the board can track both layers without conflating them • Identified that MCA lacks a clear value proposition per member segment — framed this as a solvable product-market fit problem, not a marketing execution gap

Goals for Next Year

- Quick wins in Q1:
    a. Update the website to reflect 3 core consumer journeys- buy a membership, find a club, join our programs.
    b. Define and document our membership value proposition and begin planning to add value (securing more meaningful partnerships, discounts, exclusive access etc).
    c. Develop and publish social media guidelines and event comms toolkit for use by clubs and organizers across the province
    d. Launch family/household membership discount model in partnership with ED
    e. Create win-back program, with audience build in Mailchimp targeting those folks who have churned and offering early bird discount to bring them back into the MCA.
- Longer term 2027 ambition
    a. Establish data baseline — membership by stream, renewal rate, acquisition source — to manage growth as a measurable target for the start of the outdoor cycle season.
    b. Engage and create local relationships with volunteer photographers to grow content library, bring in creative assets and photos from our communities to keep the website feeling fresh and aspirational in preparation for summer season.
    c. Proposed unified activity calendar, for all groups. Understanding “pulling” info from clubs is difficult, how do we create “push” model where clubs can invest as little or as much detail to us as possible.
    d. Complete product-market fit review: assess the offering, brand perception, and value proposition across key member segments
    e. Brief and engage a marketing agency for audience segmentation and acquisition funnel development across 2–3 priority member streams