



The Ontario Association of Cemetery and Funeral Professionals is a small, specialized trade association representing over 400 company members in the bereavement sector. OACFP supports effective, resilient member companies and their employees as they collectively care for over 85,000 families every year at their time of loss.

The Challenge

OACFP faced a sector-wide workforce crisis and significant headwinds from evolving societal norms regarding grief and memorialization. The small, highly capable team sought external strategic clarity to proactively address these complex external threats.

The Strategy

Halmyre executed a sequence of strategic projects designed to empower the small staff team and provide data-driven direction for growth. Services included:

- Value Proposition Strategy & Research: Voice of the Member and Non-Member research and a facilitated Board Workshop supported change management and defined a three-year strategic focus.
- Strategic Action Tools: Creation of a customized Communications Playbook (Tone & Voice Guide) and a website content audit, translating the new value proposition into consistent, member-centric messaging.
- Non-Dues Revenue Strategy: An audit of non-dues revenue streams delivered investment capacity recommendations and aligned funding with strategic goals.

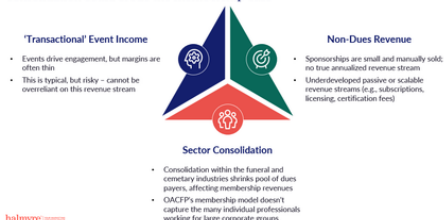
The Outcome

A multi-year roadmap for resiliency. The strategic clarity empowered the small staff team to act as sector leaders and make high-ROI investments. This pivot unlocked growth by:

- Shifting Strategic Focus: The organization shifted its focus to sector leadership, prioritizing high-impact areas like the workforce crisis and industry innovation.
- Planning for Financial Resiliency: The non-dues revenue audit identified significant income opportunities, providing resources to grow value.
- Methodical Investment: OACFP gained clarity on how to make measured, methodical investments over time, ensuring long-term resiliency.

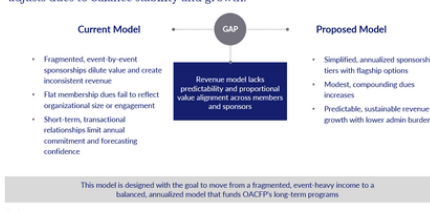
Current Revenue Model Shows Vulnerabilities

Event income is transactional, non-dues revenue is underdeveloped, and consolidation could erode the membership base



Strengthening the Revenue Model

This proposed structure streamlines sponsorship tiers and modestly adjusts dues to balance stability and growth.



Building a 3 Year Roadmap

Tactics to deliver on your strategy

