

**CENTRAL LIONS SENIORS' ASSOCIATION  
2023-25 STRATEGIC PLAN  
Approved by the CLSA Board of Directors, Jan 17, 2023**

**Vision**

Engaging mind, body, and spirit to enhance quality of life.

**Mission**

To encourage, promote and provide opportunities through recreation, education, and socializing to enhance the well-being of persons aged 55 and older

**We Value...**

Empathy, caring & compassion | life experiences | 2-way communication | financial prudence | an inclusive organization accepting all diversities and challenges within a safe environment for all | creativity & humour in all we do | being the leader in adaptability, resilience, and sustainability | confidentiality with our members and integrity in all we do | being collaborative with all stakeholders, partners, and community service providers | honesty and credibility in our relations with our members and stakeholders | accountability and transparency.

**What We Hope to Achieve**

The execution of the Strategic Plan builds a sustainable and fiscally responsible future, is responsive to Members' needs and suggestions, and builds upon the work of past Boards and Members.

**Our Approach to Strategic Planning**

With support from the Alberta Community Support Network (ACSN) team of experts, the CLSA Board of directors met over three strategic sessions to develop a strategic plan that is fiscally responsible, focuses on Members, and provides a sustainable future for CLSA. The Board gathered information from Members through 1) a survey provided to the Membership in the summer of 2022, 2) a focus group comprised of randomly selected volunteers and facilitated by ACSN, 3) statistical data gathered from the Province of Alberta and the Federal Government; 4) internal documents including financial statements, forecasts, membership statistics, past surveys, and 5) our experts at ACSN . The ACSN team was invaluable in helping to sort through the vast amount of facts and opinions to arrive at 5 strategic directions that will be the focus of the next three years. That is not to say that no other important directions need to be addressed in the next three years. Still, the focus must remain on the ones that will make the largest impact on the future of CLSA and its Members.

## STRATEGIC DIRECTION #1: GROW MEMBERSHIP

### Why This Is Important

Retaining and increasing Membership is critical to the sustainability of CLSA. As the organization recovers from the pandemic, the Membership is slowly gaining momentum. CLSA is seeing a renewed interest in the programs it offers, and new Members are joining. However, the future of the CLSA will be determined by the number of Members it acquires and retains. For Membership growth to be sustainable, a culture of respect, communication, community, and fun needs to be cultivated and nurtured.

### Strategic Intent:

1. Cultivate a culture that respects its Members and welcomes newcomers.
2. Ensure Membership at CLSA has value for all.
3. Systemically and considerately grow the Membership while retaining the current Members.
4. Ensure services are easy to access and serve the needs of the Members.

OPERATIONS PLAN – Grow Membership			
OBJECTIVES	RESPONSIBILITIES	COMPLETION DATE	PROGRESS ACHIEVED
Annually, plan, organize, and execute multiple Membership Drives to increase Membership to 2000 by 2025	Executive Director and staff	September 2025	Not Started
Add at least 3 membership benefits that provide significant discounts to members, such as travel, insurance, & health care services	Board Membership Committee, with support & implementation from Executive Director and staff	January 2024	In Progress
Consider what efforts are possible to make the Recreation Centre more welcoming where members feel they are treated with respect.	Board Membership Committee	August 2023	Not Started
Explore possible partnerships with other organizations whose focus is those who are 55 plus	Board Membership Committee	January 2024	Not Started

## STRATEGIC DIRECTION #2: INCREASE REVENUES

### Why This Is Important

In 2019, The City of Edmonton began systematically withdrawing all services provided to CLSA except for maintenance and custodial. As a result, in 2022, CLSA is now responsible for all programming, software, supplies, equipment, administration, accounting, marketing, communication, and events. This also includes a lease fee incrementally growing to \$40,000 in 2024. This has created a substantial burden to CLSA that current revenue cannot sustain. In addition, reserves built over several years were accessed during the pandemic, although \$160,000 remains. If CLSA is to remain a vibrant organization, revenues must increase to cover operating expenses and top-up reserves. The 2023 budget is balanced, but a considerable effort will be required to realize predicted revenues.

### Strategic Intent:

1. Increase revenues to cover expenses no longer covered by the City of Edmonton.
2. Ensure expenses are aligned with revenue while ensuring value for Members.
3. Explore and utilize all funding channels open to CLSA, including fundraising events, donations, grants, and sponsorships.

OPERATIONS PLAN – Increase Revenues			
OBJECTIVES	RESPONSIBILITIES	COMPLETION DATE	PROGRESS ACHIEVED
Develop a Seniors Health & Wellness Fair as an annual event with an initial grant from New Horizons for Seniors Program	Executive Director, with staff support, and Board	June 2023	In Progress
Identify barriers that may limit growth & development of programming, including operating hours, insurance, by-laws & City of Edmonton restrictions	Board Committee or Board Taskforce to included members as volunteers	May 2024	Not Started
Develop a Donor Recognition policy and procedures	Board Adhoc Committee and Executive Director	October 2023	Not Started
Develop a "Givers Gain" donation campaign	Executive Director and Board	May 2023	Not Started
Examine possibilities for commercial partnerships with businesses, attractions, and Alberta Health Services	Executive Director, with staff support	August 2024	Not Started

Propose special events that will attract interest from members & generate revenue	Executive Director, with staff support	January 2024	In Progress
Increase available sponsors by 100%	Executive Director, Marketing and Communications Coordinator, Board	January 2025	Not Started

## STRATEGIC DIRECTION #3: MARKETING & COMMUNICATIONS

### Why This Is Important

The Board and Membership have identified communication as a priority for improved relations and Member satisfaction. Members want more frequent information, input into the programs and activities offered, and opportunities for discussions with Board members before major changes are introduced. Both groups agree that clear and frequent communication will improve the culture at CLSA.

Also important is adopting new and improved marketing strategies that utilize a variety of methods and target specific groups within and outside our Membership. Marketing is the critical element for membership growth and revenue generation.

### Strategic Intent:

1. Strengthen communication between Board and the Membership.
2. Build a culture of consultation.
3. Develop a planned approach to marketing and communication.
4. Expand marketing beyond the current Membership.

OPERATIONS PLAN – Marketing and Communications			
KEY TASKS	RESPONSIBILITIES	COMPLETION DATE	PROGRESS ACHIEVED
Develop Marketing and Communications Plan with a focus on improved communication with Members.	Executive Director & Marketing Coordinator	February 2023	In Progress
Engage with Executive Director's Members' Advisory Group to discuss frequency, method, and content of messaging.	Executive Director & Program Coordinator	January 2023	Not Started
Prepare videos reflecting activities & opportunities, featuring Members' stories.	Marketing Coordinator	March/April 2023	Not Started
Develop sponsorship guidelines and pricing	Executive Director	February 2023	In Progress
Develop annual calendar of Centre's activities and programs.	Executive Director, Marketing Coordinator, and Program Coordinator	December 2022	Completed
Create operational communication and marketing policy and procedures	Executive Director	September 2023	Not Started

<p>Establish a by-monthly phoning campaign to randomly selected members to sample members' views on specific topics such as new policies, events, and fundraising ideas.</p>	<p>Executive Director, Staff, and ED's Members Advisory Committee</p>	<p>March 2024</p>	<p>Not Started</p>
<p>Circulate CLSA newsletter every two months</p>	<p>Executive Director &amp; Marketing and Communications Coordinator</p>	<p>March 2024</p>	<p>In Progress</p>

## STRATEGIC DIRECTION #4: BUILD RESERVES

### Why This Is Important

The pandemic has shown us the importance of having financial reserves when the world changes drastically. COVID, downturns in Alberta's economy, and natural disasters are all examples of times when reserves will support the ongoing operations of CLSA. Past Board members saw the importance of "saving for a rainy day" when it established a Reserve fund several years ago. And, as they predicted, those reserves were needed during COVID to maintain operations. Thankfully not all the reserves were needed.

The current Board sees the need to also plan for future events. The challenge is in planning to increase current reserves with higher expenses, lower revenues, and the withdrawal of services by the City of Edmonton.

### Strategic Intent:

1. Over the next 5 – 10 years, build up the reserve fund to provide one year of operating costs.
2. Develop strategic partnerships to enhance CLSA's ability to generate reserve funding.
3. Develop robust and clear financial investment policies that mitigate risk and maximize return on investment.
4. Formulate a fundraising strategy that the Executive Director and staff can implement.

OPERATIONAL PLAN – Build Reserves			
OBJECTIVES	RESPONSIBILITIES	COMPLETION DATE	PROGRESS ACHIEVED
Participate in Edmonton Community Foundation Endowment Sustainability Program	Board members to attend monthly sessions at ECF (February.-June)	June 2023	Not Started
Initiate a sound investment policy for CLSA, including possible investment options with Edmonton Community Foundation	Appointed Board Committee	January 2024	Not Started
Explore a CLSA Endowment Program	Board to initiate with formal motion if need is determined, staff to implement necessary actions	March 2024	Not Started
Increase “rainy day” savings to \$300K to cover operation for six months.	Executive Director, Board	January 2027	Not Started
Develop an annual fundraising campaign to build reserves.	Board Committee, with staff & volunteer support	December 2024	Not Started

## STRATEGIC DIRECTION #5: IMPROVE GOVERNANCE

### Why This Is Important

Nonprofit organizations are operated by two distinct groups: the Board of directors, which determines policies and plans, and the organization staff, which carries out plans and implements policies. Board leadership is a cornerstone of CLSA. As volunteers, the Board has a tremendous responsibility to the Members, Stakeholders, and staff of CLSA. Decisions made from year to year can have a profound and far-reaching effect on future generations of Members, and these decisions must be made with thought to the past, present, and future. Therefore, the Board's responsibilities are to question, discuss, and anticipate. At the same time, the Executive Director provides leadership, advice, and execution of the strategic plan and policies.

### Strategic Intent:

1. Focus on best practices for communication with Members, Stakeholders, and Staff
2. Align Board and Operational policies with Canadian Standards such as Imagine Canada Standards.
3. Cultivate a culture of ongoing training with Directors.
4. Be introspective and reflective to continually improve the Board's performance.

OPERATIONS PLAN – Improved Governance			
OBJECTIVES	RESPONSIBILITIES	COMPLETION DATE	PROGRESS ACHIEVED
Identify mechanisms and opportunities for improving two-way communication between the Board of Directors, staff and CLSA's Membership	Board of Directors, support from Executive Director, Board Committee to include members	May 2023	Not Started
Make an investment in Board development, including introducing an annual Board evaluation	Board Executive, with recommendations to the full Board	March 2023	Not Started
Invigorate the Boards Nominations Committee to recruit new Board members with specific required skills.	Board Chair, with advice from the Board	February 2023	Not Started
Use Imagine Canada's Standards Program to meet the standards for Board governance, financial accountability & transparency, fundraising, staff management and volunteer involvement.	Board chair, Executive Director	January 2025	Not Started