



**Newfoundland and Labrador Public Sector  
Pensioners' Association**

**STRATEGIC PLAN**

**2016-2019**

## *Vision*

Pensioners have improved pensions and insured benefits that contribute to a better quality of life.

## *Mission*

The Newfoundland and Labrador Public Sector Pensioners' Association (NLPSPA) will ensure that it is a strong, member supported organization, that it is successful in advocating for improved pensions and insured benefits, and that the Association is recognized throughout the province for its leadership role in promoting the interests of its members and all pensioners.

## *NLPSPA Values*

- |                   |                                                                                                                                                                                                |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Knowledge</b>  | Each member and other persons are recognized for the education, skills and life experiences they bring to the work of the NLPSPA.                                                              |
| <b>Excellence</b> | Each member and other persons use their knowledge to strive for the best outcome in actions taken in work for and on behalf of the NLPSPA.                                                     |
| <b>Respect</b>    | Each member and other persons provide opportunities to others to express their opinions in an open, respectful, supportive, and democratic environment when conducting the work of the NLPSPA. |

## *Strategic Priorities, Goals and Objectives*

Under its Constitution, the objectives of the NLPSPA are clearly defined. These are:

1. To unite public sector pensioners who are eligible for membership in the Association.
2. To promote the interests of public sector pensioners by providing a medium for collective action.
3. To advocate on behalf of public sector pensioners to Government regarding the interests of Members.
4. To promote, organize or participate in activities that are in the best interests of Members.

In consideration of these confirmed objectives, and given the current issues which challenge the Association and its members, the Board of Directors has identified strategic priorities for the next three years. The goals identified for each priority reflect the overall results expected by the end of the three year period 2016-2019. The objectives identified under each priority provide a more specific focus on activities to be carried out within the three year period to achieve the stated goals.

The goals and objectives in this plan will address the following five strategic priorities:

1. Pensions and Insured Benefits
2. Membership Growth and Support
3. Communications
4. Advocacy
5. Organizational Infrastructure

# Strategic Priorities 2016-2019

## Pensions and Insured Benefits

With the recent changes to the Governments holding power at both the federal and provincial levels, it is critically important for the Association to ensure that the promises to confirm, correct, and enhance the security of pensions and health benefits are actioned. Any negative actions to move defined pension benefit plans to defined contribution plans, financial institutions outreaching to offer lump sum pension payouts on retirement in place of ongoing pension benefits, not returning the eligibility age for Old Age Security (OAS) to 65, not delivering promised enhancements to the Canada Pension Plan (CPP) and threatening modifications in health benefits that reduce service coverage to plan participants are all actions which threaten the financial and physical well being of pensioners and will be vigorously addressed by the Association. In addition, the lack of any increase in provincial pension rates since 1989 has resulted in a continuing devaluation of provincial pensions.

### **Strategic Priority 1: Pensions and Insured Benefits**

**NLPSPA will achieve improvements in pensions and insured benefits.**

#### **Goal:**

By 2019, the NLPSPA will have increased its actions and activities for improvements in pensions and insured benefits.

#### **Strategic Objectives:**

- SP 1.1 NLPSPA will continue to refine its policy position(s) on pensions, indexation, and insured benefits.
- SP 1.2 NLPSPA will directly engage with the Public Service Pensions Plan Corporation and the employer on pensions and insured benefits.

- SP 1.3 NLPSPA will maintain membership on the Sponsorship Committees and the Board of Directors of the Public Service Pensions Plan Corporation and the Group Insurance Advisory Committee of Government.
- SP 1.4 NLPSPA will engage federal, provincial, and municipal governments on other pension related issues.
- SP 1.5 NLPSPA will identify, research, and develop various policy positions on other issues impacting pensions and insured benefits.
- SP 1.6 NLPSPA will enhance its advocacy activities in relation to the employer, the Public Service Pensions Plan Corporation, government(s), and other pensioner organizations, the media, and the general public, as appropriate, to inform them and seek support on improvements to pensions and insured benefits.

## **Membership Growth and Support**

While there are approximately 25,000 individuals in receipt of public sector pensions, the current membership in the NLPSPA remains less than 7,000. Those who play an active role in the Association represent only a fraction of the total membership and are principally located on the Avalon Peninsula.

The Association recognizes there is a crucial need to increase the total number of members, and to have more members from other regions active in the work of the NLPSPA. An increased membership will add to the human and financial resources and strengthen the Association.

### **Strategic Priority 2: Membership Growth and Support**

**NLPSPA will increase and support its membership.**

#### **Goal:**

By 2019, NLPSPA will have increased and strengthened its membership.

#### **Strategic Objectives:**

- SP 2.1 NLPSPA will continue to maintain and enhance its membership data base.
- SP 2.2 NLPSPA will renew the membership application and registration package.
- SP 2.3 NLPSPA will engage the services of a professional consultant to develop a membership growth strategy.
- SP 2.4 NLPSPA will increase the development of Branches and Chapters.
- SP 2.5 NLPSPA will provide membership related activities, such as regional meetings, conventions, and social activities.

## **Communications:**

One of the continuing barriers in the Association's efforts to address pension and insured benefits issues is a lack of public support. This lack of support continues to be the result of general public perception which does not always reflect the actual life circumstances of pensioners and which is often created by the publication of misinformation about the management of the public sector pension plan. A strong communications strategy would be a very effective tool to increase membership, to communicate to current and potential members, and to increase public appreciation of the issues under address.

### **Strategic Priority 3: Communications**

**NLPSPA will generate timely, accurate, and relevant communications to the membership and strategic audiences.**

#### **Goal:**

By 2019, NLPSPA will develop and implement a communications strategy.

#### **Strategic Objectives:**

- SP 3.1 NLPSPA will continue to identify and develop key communications messages.
- SP 3.2 NLPSPA will continue to improve current communication resources, i.e. newsletter, website, social media sources, bulletins, and email.

## **Advocacy:**

There are many pensioners' organizations and other groups in the province whose issues are not recognized and who are not always successful in advocating for needed change. By working with these groups and supporting others and their issues, we will speak from a stronger position. It is more probable that relevant concerns may then be heard, not just by former employers but also by the general public whose correct understanding of the issues is essential for support of our endeavours.

### **Strategic Priority 4: Advocacy**

**NLPSPA will enhance its capacity to advocate on issues affecting older persons.**

## **Goal:**

By 2019, NLPSPA will be the major pensioner association of influence on matters of public policy affecting pensions, insured benefits, and other matters affecting older persons.

## **Strategic Objectives:**

- SP 4.1 NLPSPA will maintain its own right to independent advocacy.
- SP 4.2 NLPSPA will maintain and enhance its leadership role with the Newfoundland and Labrador Coalition of Pensioners', Retirees', and Seniors' Associations.
- SP 4.3 NLPSPA will collaborate with other affiliated associations to provide services to members in resolving personal pension and insured benefits issues.
- SP 4.4 NLPSPA will expand its public image by outreach to other pensioners' and seniors' representative groups to respond and advocate on issues of collective concern to all pensioners and retired persons, irrespective of former employment.



SP 4.6 NLPSPA will determine, in consultation with other pensioner organizations, common approaches and sharing of resources to address pension, insured benefits, and other issues of importance to older persons.

## **Organizational Infrastructure**

If NLPSPA is to remain relevant and capacity ready to support the membership and to engage in actions that will enhance pension and insured benefits, it needs sufficient infrastructure to meet these purposes. This infrastructure would include sufficient staffing, professional resources, contracted services, membership benefits, corporate partnerships, and an office location with appropriate physical, technical, and other support services and resources to deliver on the work of the Association.

### **Strategic Priority 5: Organizational Infrastructure**

**NLPSPA will ensure it has the fundamental services and resources to deliver on its Vision and Mission.**

- SP 5.1 NLPSPA will maintain appropriate human resources to undertake the approved actions of the Association.
- SP 5.2 NLPSPA will develop a process to identify members' skills in order to better utilize these skills in the work of the Association.
- SP 5.3 NLPSPA will engage in succession planning for the Board and its committees.
- SP 5.4 NLPSPA will foster a strong relationship with Anthony Insurance.
- SP 5.5 NLPSPA will investigate and engage other corporate sponsorships for NLPSPA membership.