



Newfoundland and Labrador Public Sector Pensioners' Association

STRATEGIC PLAN

2024-2028

Approved Board of Directors: June 8, 2023

Vision

Pensioners have a better quality of life through improved pensions and insured benefits.

Mission

The Newfoundland and Labrador Public Sector Pensioners' Association (NLPSPA) is a strong, member supported organization that advocates for improved pensions, insured benefits, and a better quality of life for all members and pensioners and is recognized for its leadership role in promoting the interests of its members and all pensioners.

NLPSPA Values

Respect:	Members of the Association are provided with opportunities to express their opinions in an open, respectful, and supportive environment.
Integrity:	NLPSPA will be guided by the highest standards of integrity in every action and decision taken on behalf of the membership.
Transparency:	NLPSPA subscribes to the highest standards of openness and transparency in the work of the Association.
Democracy:	NLPSPA operates under the basic principles of democratic decision-making.
Knowledge:	Members of the Association are recognized for the education, skills, knowledge and experience they bring to the work of the NLPSPA.
Excellence:	Members of the Association use their knowledge to strive for the best outcomes in actions taken in work for and on behalf of the NLPSPA.

Strategic Goals, Priorities, and Actions

Under the NLPSPA 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 alignment with these confirmed objectives and given the current issues impacting the health, financial security, and social well-being of the membership in the Association, the Board of Directors has identified strategic priorities for the next four years. The strategic actions identified for each priority reflect the overall results expected by the end of the four-year period 2024-2028. The actions identified under each priority provide a more specific focus on activities to be carried out within the four-year period to achieve the stated goals.

The priorities, goals and actions 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. Infrastructure

Strategic Priorities 2024-2028

Pensions and Insured Benefits

During the Strategic Plan cycle of 2019-2023, the pension plans for all public sector retirees and employees saw considerable improvements in the administration and management of the Plans due to the establishment of the Plan Corporations (Provident 10 for PSPP; TPP Corporation for NLTA). While some Plans (Uniformed Services; MHA's; Provincial Court Judges) remain within the management and control of GNL, the interests and issues of retirees in these Plans are still within the Objectives of NLPSPA. In addition, members in the Government Money Purchase Pension Plan (GMPP) managed by the Great West Life Group Retirement Services are also eligible for membership in NLPSPA and by such will also have their pension and insured benefits' interests represented.

While these governance reforms have been beneficial for the majority of public sector pensioners, NLPSPA must remain vigilant to ensure the security of pensions and the maintenance of health benefit plans. Any negative actions by government, financial institutions, or business corporations that threaten the security and viability of public sector pension plans or threaten insured health benefits by reducing service coverage to plan participants will be vigorously addressed by the Association.

Strategic Priority 1: Pensions and Insured Benefits

Goal:

NLPSPA will ensure the security and viability of pensions and insured benefits.

Strategic Actions (SA):

SA 1.1 NLPSPA will directly engage with the Pension Plan Corporations and the employer on pensions and insured benefits.

- SA 1.2 NLPSPA will maintain membership on the Sponsorship Committee and the Board of Directors of the Public Service Pension Plan Corporation and the Group Insurance Advisory Committee of Government.
- SA 1.3 NLPSPA will continue to develop and communicate policy position(s) on pensions and insured benefits.
- SA 1.4 NLPSPA will engage federal, provincial, and municipal governments on other pension related issues.
- SA 1.5 NLPSPA will continue its advocacy activities in relation to the employer, the Pensions Plan Corporations, government(s) and other pensioner organizations, the media, and the general public, as appropriate, to inform them and seek support on its policy positions on pensions and insured benefits.
- SA 1.6 NLPSPA will continue to advance matters related to health insurance coverage for retirees through the NLPSPA representative to the Group Insurance Advisory Committee and will continue to advance and seek remedial action on other health related matters to the appropriate government department or government corporation/agency.

Membership Growth and Support

NLPSPA derives its credibility, strength, and visibility by the capacity, capabilities, and support of its membership. At present (2021 Annual Report), there are 27,898 contributing active members to the PSPP and 23,107 pensioners. Likewise (2022 Annual Report), there are 5,991

contributing active members to the TPP (Teachers' Pension Plan) and 9,756 pensioners. The other pension plans (Uniformed Services, MHA's, Provincial Court Judges, GMPP) would also have contributing active members and pensioners. In total, these calculations represent a huge opportunity for membership growth for NLPSPA, as all public sector pensioners are eligible for membership within the Association. Even though the membership count in NLPSPA has grown in recent years, the number is still approximately 10,000 members, which is considerably less than the number of potential members among the pensioner groups.

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

Members are often attracted to join an association for cost-savings benefits that might be offered as a part of the membership package. NLPSPA has not had a lot of success in attracting exclusive benefits and in recent years, opportunities for such have not been easily obtained. In this Strategic Plan cycle, NLPSPA will again undertake to attract more business contributors to offer cost-savings benefits.

Strategic Priority 2: Membership Growth and Support

Goal:

NLPSPA will increase and support its membership.

Strategic Actions (SA):

- SA 2.1 NLPSPA will continue to maintain and enhance its membership data base.
- SA 2.2 NLPSPA will renew the membership application and registration package.

- SA 2.3 NLPSPA will undertake discussions with the PSPP Corporation and the TPP Corporation to extend its outreach for potential new members through the Corporations' Member Pre-Retirement Information Sessions.
- SA 2.4 NLPSPA will undertake discussions with the Pension Plan Corporations to develop a communications strategy (mailouts) to non-NLPSPA contributing active members and pensioners to provide information about NLPSPA and invite their membership in the Association.
- SA 2.5 NLPSPA will provide membership related activities, such as regional meetings, conventions, and social activities.
- SA 2.6 NLPSPA will investigate and engage other corporate sponsorships and business discount offerings for the NLPSPA membership.
- SA. 2.7 NLPSPA will, to the extent possible, support individual members in resolving issues of a personal concern and/or direct the members to another resource with direct responsibility to deal with the issues.

Communications:

Ability to keep the membership informed of the work undertaken by the Association and of issues and concerns impacting retirees and communicating these, including any remediating actions, continues to be a challenge for the NLPSPA. In recent years, the Association has increased its outreach by redeveloping the NLPSPA website to be a more user friendly and attractive platform, increasing its use of social media, and maintaining the newsletter with information and articles that are intended to inform the

membership of important events, happenings with the Association, and pertinent information on topics related to healthy living, financial security, and social well-being.

Strategic Priority 3: Communications

Goal:

NLPSPA will have an extensive, effective, reliable, and inclusive program for communications that increases its outreach to the membership, its partner(s), governments, and other strategic audiences.

Strategic Actions (SA):

- SA 3.1 NLPSPA will continue to improve and enhance current communication resources, i.e., website, social media sources, newsletter, bulletins, and email.
- SA 3.2 NLPSPA will continue to monitor newsfeed lines and major broadcast systems, government generated press releases and other bulletins, messaging from affiliated associations and other stakeholders and will communicate any articles or messages of interest or importance to pensioners or older persons.
- SA 3.3 In order to increase the readership of the information sourced on the NLPSPA website and Facebook page to achieve greater outreach to the membership, affiliated organizations, and the general public, NLPSPA will:
- (a) add the Facebook and Webpage links to all digital correspondence and include the URL to each in all paper mailouts.

(b) send a monthly email to the membership advising of new uploaded content and the identification of the new monthly articles on the website with links to each of the sections.

(c) encourage current Followers on the Association Facebook page to invite friends to Like/Follow the NLPSPA Facebook page.

(d) invite the affiliated associations of the Coalition to like/follow the NLPSPA Facebook page.

(e) undertake an examination of the liabilities of establishing a member-driven Questions and Answers page on the NLPSPA website.

(f) add a You Tube Instructional Videos section for seniors to the Resources Page of the NLPSPA website.

SA 3.4 In order to provide the membership with additional information that highlights wellness, social inclusion, and healthy activity, NLPSPA will:

(a) request articles/links from affiliated and other seniors' organizations on information and organized activities for communication to the NLPSPA membership.

(b) create a Seniors/Pensioners Organization Features Web Page to publish events/testimonials submitted by seniors or pensioners' association.

(c) invite affiliated or other seniors' organizations to submit an organizational profile of their association, their programs, services, and any special or particular social activity.

SA 3.5 NLPSPA will enhance the interconnectivity of the *Pensioner* Newsletter by linking referenced articles in the newsletter to the published articles on the website.

SA 3.6 NLPSPA will highlight, through its communications systems, reference to and usage of the Events Calendar as a principal guide to happenings/activities of relevance to the membership.

SA 3.7 In order to increase opportunities for online entertainment or other presentations, NLPSPA will investigate alternate

platforms and/or necessary equipment for high quality audio production for live events.

Advocacy:

As the demographic of the residents of the Province of Newfoundland and Labrador has significantly shifted towards an older population, it is more critical than ever that older persons have a voice on matters of importance that influence successful living. It is a known fact that older persons are often reluctant to speak out on issues that are troubling and threaten their livelihood and well-being. In the Articles of Incorporation of the Newfoundland and Labrador Public Sector Pensioners' Association, the objectives of the Association include directions to protect the interests of the membership and to advocate to Government.

NLPSPA has the leadership role of the Seniors', Pensioners', and Retirees' Coalition (Coalition) in the province and by working cooperatively with the affiliated groups, the Association will speak from a strong and credible position. Even though it has the lead of the Coalition, NLPSPA will maintain its individual purpose.

Strategic Priority 4: Advocacy

Goal:

NLPSPA will advocate on issues impacting public sector pensioners and older persons.

Strategic Actions (SA):

- SA 4.1 NLPSPA will maintain its own right to independent advocacy.
- SA 4.2 NLPSPA will develop policy positions and respond internally and publicly to all issues that impact pension and insured benefits, healthy living, financial security, and social well-being of the membership.
- SA 4.3 NLPSPA will maintain its leadership role with the Newfoundland and Labrador Coalition of Seniors', Pensioners', and Retirees' Associations.
- SA 4.4 NLPSPA will expand the public image of the Association and the Coalition by outreach to other pensioners' and seniors' representative groups not currently affiliated with the Coalition to invite their membership.
- SA 4.5 NLPSPA will determine, in consultation with other pensioner organizations, common approaches and sharing of resources to address all issues of importance to older persons.
- SA 4.6 NLPSPA will work cooperatively and collaboratively with the Office of the Seniors' Advocate by providing advice, support, relevant information, and opportunities for membership engagement.

Infrastructure

If NLPSPA is to remain relevant and ready to support the membership and to engage in actions that are focused on pensions and insured benefits, it is important for the Association to periodically review the people, space, resources, services and activities, methods of outreach and its governance and operational structures. During the last Strategic Plan cycle, the Board undertook a significant review and implemented certain operational changes to meet a new model of governance. In this cycle, the Board will consider additional modifications, including any constitutional or regulatory changes to efficiently and effectively meet the needs of the membership.

Strategic Priority 5: Infrastructure

Goal:

NLPSPA will ensure it has the appropriate governance and operational infrastructure to deliver on its Vision and Mission.

Strategic Actions (SA):

- SA 5.1 NLPSPA will maintain appropriate governance and staffing resources to undertake the approved actions of the Association.
- SA 5.2 NLPSPA will maintain a robust recruitment and succession planning strategy for the Board and its committees.
- SA 5.3 NLPSPA will undertake research on the composition, skills, experience, talent, and number of directors for a contemporary not-for-profit Board of Directors.
- SA 5.4 NLPSPA will use the research from SP 5.2 to inform consideration of a new skills, size, and term model for the Board of Directors.
- SA 5.5 NLPSPA will continue to foster a strong relationship with Anthony Insurance and other potential sponsors.

Strategic Plan Development Team:

Wayne Noseworthy, President

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