

STRATEGIC PLAN

2021 - 2023



A MESSAGE FROM THE CHAIR

In setting out to develop CALU's 2021-23 Strategic Plan, the board's goal was to determine the right direction, priorities and initiatives for CALU to support our members through a challenging present while remaining vital and relevant well into the future.

We believe this plan does that. It captures the critical success factors that will enable CALU to effectively represent the leaders of Canada's life insurance and financial advisory community, and it sets out the steps we need to take now, and over the next three years, to achieve this.

Our plan addresses the specific challenges of the present with a focus on helping members deal with the health and economic impacts of COVID-19 on their practices and those of their clients. It also considers the need for CALU to be able to deliver top-tier digital products and services. We fully expect a return to in-person conferences and meetings at some point, but it has become table stakes that we can deliver both online and in-person professional development and resources of equally high quality.

While digital delivery is about dealing with the present, it's also about our future. Ensuring that CALU's online presence meets today's standards is essential to our ability to continually replenish our membership with the best and the brightest in our business. In addition to attracting a younger demographic, we must ensure that we are as diverse as the clients our members serve. To achieve these goals, our plan also includes significant focus on membership recruitment.

Of course, giving voice to the needs of Canadians and family businesses with our federal government is at the heart of our mandate and of this plan. We recognize the need to develop good relationships with all of Canada's political and government leaders and to improve the grassroots engagement of our members to help us achieve this.

Member input from our 2020 Membership Survey was instrumental in informing our plan. Your time and attention are valuable so thank you for taking the time to fill it out. I assure you we read and seriously contemplate every single one of your valuable insights. Together, we have identified our priorities for the future and determined our path forward, as captured on these pages.

Cindy David, CFP, CLU, FEA, TEP

OUR VALUE

CALU serves professionals who:

- Represent the highest level of advanced financial and tax planning in Canada
- Support and demonstrate industry stewardship
- Demonstrate civic interest in public policy
- Represent the future of the profession, including young professionals

CALU delivers value through:

- Strong technical expertise
- Strong relationships and influence with government decision-makers and regulators
- A premier annual general meeting combined with regular professional development opportunities

Key benefits:

- Expert technical advice, resources, and professional development
- Influence and engagement with governments
- Industry leadership and mentorship
- A strong and engaged membership that supports each other, the industry, and CALU



Our Vision

Leadership in innovative advanced planning solutions and advocacy to promote the financial health of Canadians.

Our Mission

CALU promotes a deeper understanding of complex financial and tax initiatives for members and clients and advocates for sound public policy.

OUR STRATEGIC PILLARS



Critical Success Factors

In order to succeed as an organization, CALU's plan must ensure:

- Continued delivery of a strong Annual General Meeting combined with other professional development opportunities
- A compelling value proposition
- Effective and appropriate use of available technologies to maximize value and delivery of CALU programs
- Understanding of member needs and priorities
- A membership that is engaged and active in supporting the organization and its goals
- Strong relationships and influence with government and senior policy decision-makers
- Strategic focus on the evolving demographics of our industry
- Broad awareness among industry and public stakeholders about CALU and what it does
- Strong, collaborative, and coordinated relationships with strategic partners
- Maintenance of CALU's reputation and integrity for the benefit of members and clients
- Maintain and grow membership levels within each category limits

THE ROADMAP



Addressing Disruption

1.1 Offer timely member resources, information, and support

Medium-term (1-2 years)

- Support/help members navigate the challenging and changing landscape.
- Help members address immediate issues such as: regulatory changes, immediate-term business continuity issues.

Long-term (3 years)

- Working collaboratively with other organizations, provide direction, resources, information and support to help members evolve/address ongoing disruption and to leverage innovation in technology (e.g., social media) to support their businesses.
- Continue to support members in the marketplace through research in areas including the value of advice.



Public Policy & Advocacy

2.1 Develop and implement a government relations strategy to maintain the viability of the insurance industry and to protect the franchise of members

2.2 Influence income tax review

Medium-term (1-2 years)

- Develop a government relations strategy that ensures CALU's work is impactful and reaches all parties effectively, regardless of the government in power.
- Dedicate resources to lead and support meaningful grassroots engagement of members in advocacy efforts.
- Focus on a small number of key advocacy issues and make headway on these issues.

Long-term (3 years)

- Ensure CALU has a voice and is a proactive and valued contributor regarding income tax policy and regulation.



Branding & Communication

3.1 Improve member communications and outreach

3.2 Branding and communications strategy

Medium-term (1-2 years)

- Continually explore opportunities to enhance communication to members, including on work being done on their behalf (e.g., government relations) and other areas of value.

Long-term (3 years)

- Build awareness with external audiences about the organization and what it does.



Member Experience

4.1 Member recruitment and engagement

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Medium-term (1-2 years)

- Implement a member growth and engagement strategy which includes diversifying the membership (age, gender in particular) and highlighting the value CALU delivers to various member segments.
- Initiate a member recruitment campaign.
- Create an onboarding process for new members, as well as an 'offboarding' process for members who retire or terminate membership.
- Proactive support members to communicate with their clients.

Long-term (3 years)



Member Experience

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4.2 Review CALU's value offering

4.3 Review CALU's membership model

Medium-term (1-2 years)

- Reinvention of the AGM to ensure member value is delivered in an environment where large gatherings will be limited over the course of the near future.
- Support study groups for members, virtual and/or small group opportunities for sharing of ideas and interaction.
- Extend value offering to member clients and other professional advisors: Continue to develop opportunities to share information, resources, and value to members' clients/advisors.
- Provide support to the industry during a time of demographic change (e.g., development of a mentorship and development program; succession planning program).
- 'Fine tune' value across key member groups (e.g., segmentation).

Long-term (3 years)

- Implement a membership strategy to ensure the long-term viability of CALU (review member qualifications, member cap, cost of membership etc.).



Innovation & Efficiency

5.1 Update CALU's online presence and capabilities

5.2 Strengthen and leverage opportunities for partnership and collaboration

5.3 Help members with issues arising from COVID 19 and its associated impacts

Medium-term (1-2 years)

- Update website to ensure easy access and increased digital engagement with members, prospective members, stakeholders, and improved communications measurement and reporting.
- Allocate resources as needed to provide a stronger virtual value offering to members, stakeholders (e.g. regional in-person satellite events with a virtual component).
- Focus on virtual content and value delivery that is high caliber and high quality.

Long-term (3 years)

- Ensure the revised website is mobile-friendly to allow members and stakeholders to access CALU services and information when and how they want it.
- Strengthen CALU's relationship with Advocis through continued and enhanced opportunities to collaborate in areas of mutual interest and benefit (e.g. branding and communications, government relations, etc.).
- Develop relationships and partnerships with other key stakeholders including the CLHIA, STEP and Family Enterprise Exchange.

- Showcase and offer opportunities for members to share how they are adapting their practices in light of COVID 19.



Get In Touch

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