

## Calgary Association of Lifelong Learners (CALL) 2019 Strategy

This year in its Strategic Planning session, we the CALL Board dealt with recurring issues of growth (in members and programs), venues and challenges in recruiting volunteers for some essential positions. Overall, we confirmed a commitment to the current model, with actions to address some pressure points. We urge all CALL members to help us deliver CALL – which is the most valuable lifelong learning organization in Canada.

The result is a 2019 strategy defined by what we will do and by what we will not do:

- We will maintain our current model of year-round offerings of innovative and affordable learning opportunities. When opportunities arise, we ally with other organizations, including post-secondary institutions, but we are not dependent on them for programming or venues. We will not limit growth. We will continue to grow as new members are added and will attempt to provide sufficient programs for member involvement. Although it can be a challenge to us, growth is good for CALL, bringing new members who become new volunteers and continue our cycle of learning.
- Programs will continue to run as offered by willing volunteers. We will rely on volunteer interest and will not attempt to offer a set curriculum.
  - We will better track those members who are not able to join popular groups, and we will try to facilitate overflow or parallel sessions. Tracking enrollment also helps us show the success of our educational programming.
  - We will further evolve the board structure to improve communication and alignment with some of our large and complex program offerings.
- We will continue to add venues to our venue roster, and to deploy those as efficiently as possible. Venues are our largest cost and growing as a portion of membership fees.
  - With two of our core venues possibly changing in cost or availability by late 2020, we will also define our evolving needs to be ready by 2020 to add even more venues to our roster.
  - We explored a suggestion that CALL buy or lease a whole building to accommodate more of our programs and even be available for drop-in times. As appealing as it might be to have an expanded *home base*, the cost would prompt large increases in membership fees. We chose not to go that route.
- The independence and affordability of this current model of delivering CALL makes us very dependent on continued recruitment of volunteers and matching them to needed roles and tasks. We decided not to enforce volunteering nor to incent it (e.g. a two-tier model that is cheaper if you volunteer). We will continue our quest to convert members to volunteers, to make the whole volunteer-based organization more sustainable.

If you want more information on the 2019 Strategic Plan, please contact the executive at [executive@calgarylifelonglearners.ca](mailto:executive@calgarylifelonglearners.ca).

Approved by the Board 19 August 2019