

COMMITTEE STRUCTURE for Brockville 50+ Activity Centre

INTRODUCTION:

The Strategic Planning Committee (SPC) proposes a Committee structure to support the Board in achieving goals. The Committees, each with a volunteer “workforce”, will better ensure the ongoing work of Brockville 50+ Activity Centre is organized and carried out in a coordinated and efficient manner, always in keeping with the Vision, Mission, Bylaws and overall goals of our organization. Each Committee will have clearly defined responsibility areas and will have a Chair who is a Board member. The Chair of each committee will work with a group of volunteers, and report actions and progress regularly to the Board. Each Committee’s work on the approved action plans will aid in completing the work in a timely manner, and progress to achieve the organization’s goals. The goals have been clearly defined to address the 25 Priorities that were confirmed earlier this year as those of highest importance for our organization in the next two years. Please refer to *“GOALS to address identified Priorities for Brockville 50+ Activity Centre, January 2024-Dec 2025”*

COMMITTEES:

- | | |
|---|-----------------|
| 1. <u>BOARD</u> (including Nominations and Elections) | <i>pg 3-6</i> |
| 2. <u>Strategic Planning Committee</u> | <i>pg 7-10</i> |
| 3. <u>Communications Committee</u> (including Website & Publications & Public Relations & Advertising) | <i>pg 11-14</i> |
| 4. <u>Member Services Committee</u> (including Registration & Office & Volunteer Coordination) | <i>pg 15-22</i> |
| 5. <u>Activities Committee</u> (including Activity Groups, Venues, Social & Special Events) | <i>pg 23-28</i> |
| 6. <u>Finance & Fundraising Committee</u> | <i>pg 29-30</i> |
| 7. <u>Wellness Committee</u> | <i>pg 31-32</i> |

Committee Positions & Responsibilities:

Each Committee will have a Chair and a Vice-Chair, and an appropriate number of volunteer members.

The Committee Chairs will be selected by the Board at the May Board meeting (ie first meeting after AGM). Commitment of Term for Chair of Committee is 1 or 2 years. If the Chair is asked by the Board to continue as Committee Chair, and if the Chair is willing, the Term may continue for another year.

The Committee Chairs will each then proceed to select a Vice-Chair (who confirms willingness to act as Vice-Chair for minimum of 1 yr) and Committee members. The Committee will proceed with their work (see below for responsibilities of Chair, Vice-Chair and Committee).

Each Committee will:

- Be responsible for leadership on addressing priorities that have been assigned to the Committee, and for all needs that arise that are of the Committee's theme(s), primary areas of concern.
- Develop and update policies and procedures for all themes that are the Committee's responsibility. Then submit said P&P to Strategic Planning Committee for review, and then present to Board for approval.
- develop and implement *Action Plans* to achieve the Goals assigned to their committee. (See Strategic Plan document and see Strategic Plan Calendar document for flow of Committee work).

The key responsibilities of each Committee Chair will be to:

- Lead the committee to develop *Action Plans* to systematically address the identified *Priorities* assigned to the committee. That is, to achieve the short-term and medium-term *Goals* and long-term *Goals* assigned to the committee, before the target dates for each.
- Canvas for adequate # of suitable volunteers to serve on the committee, and fully explain the Committee's role and the role of volunteers.
- Present *Action Plans* to Strategic Planning Committee (SPC) for feedback, and then to Board for approval.
- Implement *Action Plans* to achieve milestones and long-term Goals assigned to the committee.
- Report to the Strategic Planning Committee and then to the Board on Committee's progress and "next steps", at least quarterly, from early 2024 through 2025.
- Coordinate the implementation of the Committee's *Action Plans* with other Committees' Plans, particularly where responsibility for plans to achieve a Goal is shared between two Committees, and to ensure overall effective Strategic Plan time management.
- Measure and assess progress in the implementation of *Action Plans*, and in case of barriers to achieving milestones, promptly seek help of Strategic Planning Committee (SPC) and the Board.
- Prepare a final report on achievement of each of the Committee's Goals, and submit to SPC (for incorporating into the full Strategic Plan report) before February 2026.
- Prepare and present a report on progress of implementation of the Strategic Plan, to Strategic Planning Committee for review, and then present to Board in late June 2024, April 2025 and January 2026, or more often.

The key responsibilities of each Committee Vice-Chair will be to:

- Act as Committee Chair when the Chair is unable to do so.
- Keep minutes of Committee meetings and cc minutes to SPC.
- Assist Chair to gather and organize data to measure progress toward reaching Committee's milestones.
- Prepare draft reports of Committee's progress for Chair, at least quarterly, from early 2024 through 2025.
- Provide full orientation to new Committee members.
- Coach and assist each volunteer throughout implementation of plans from early 2024 through 2025.

<u>Committees Mandate, Role & Responsibilities</u> <u>and Priorities for each Committee to Address</u>		Notes
<u>50+ Board</u> (including Nominations and Elections)		
<p>50+ Board's <u>Mandate, Role & Responsibilities:</u> The mandate, scope and responsibilities, and Duty of Care of the 50+ Board are detailed in the Bylaws. The role and responsibilities of the President, VP, Treasurer and Secretary are noted in the Bylaws, and to some degree, the same for Members at Large.</p> <p>Additionally, The Board is responsible to:</p> <ul style="list-style-type: none"> • address each of the following Priorities. The committee will develop and implement <i>Action Plans</i> to achieve each of the following short-term, medium and long-term Goals assigned to their committee: 		
<u>Priorities for Change to be addressed by Board and Where We Are Now</u>	<u>Goals</u>	
<p><u>Priority #1:</u> Board to ensure each new Board member promptly receives full orientation to the Board and ensure new Board members are clear on responsibilities of being a Board member and understand every aspect of the 50+ organization including its bylaws, policies and procedures.</p> <p><u>Where we are now:</u> No formal orientation takes place for Board members. Documents that exist include the bylaws, job descriptions for some positions and Board Minutes.</p>	<p><u>Short term Goal (to be achieved before June 2024):</u> The Board has compiled a list of essential info for new Board members and documents required to orient new Board members. Having compared this list to what already exists, the needs for new documents & revisions to old docs is completed. The President or VP is responsible for this orientation.</p> <p><u>Medium term Goal (to be achieved before March 2025):</u> A formal orientation session for new board members is held after the AGM or and before the new Board Member's first Board meeting using documents that exist, documents that are being developed and an overview of documents yet to be developed. A package of essential information & docs for new board members has been prepared and provided to each new Board member.</p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> An established, documented and clear process is consistently practiced orienting new Board members after the AGM or and prior to his/her first Board meeting.</p>	<p style="text-align: right;">....cont'd.....</p>

	<p>The process includes providing new board members with a package of all the documents that guide board members and govern the organization, and access to old minutes. A senior Board member meets with new Board members to review all processes & governing docs and provide history of Brockville 50+'s foundation and growth.</p>	
<p><u>Priority #13:</u> At least annually, for the Board to: 1) identify and define issues within the organization and within the Board; 2) define goals & strategies and develop action plan for each issue, and, for working more cohesively; 3) agree on a plan for assessing and reporting the progress of each goal, as well as criteria & method for adjusting strategies.</p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): The Board assesses its performance on an ad hoc basis, based on concerns raised by Board members and feedback from leaders and members. Formal process for review & assessment of the Board's operations is not ongoing or documented. Annual plans and budgets are primarily a reiteration of the previous year. Strategic Planning Committee, with Board approval, has studied all aspects of 50+, and presented a report of several priorities requiring attention, and SPC has begun development of Strategic Plan to achieve improved Board functioning, positive growth and several procedural changes to the 50+ organization.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): The Board recognizes the value of an Annual Plan, which follows and supports the Strategic Plan.</p> <p>The Strategic Plan for Jan 2024 through Dec 2025 is implemented by each Committee and overseen by Board with process support to Committees provided by SPC.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Review of progress with Strategic Plan goals indicates that all <i>Medium-term Goals</i> (ie targeted to be achieved before March 2025) for each of the 29 priorities in 2023-2025 Strategic Plan have been achieved, or (where revisions were needed), are within weeks of being achieved.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): An annual review and revision of Strategic Plan takes place, which includes surveying all stakeholders in the identification of positives and issues and includes a critical assessment and review of progress made in past year for each goal. Priorities are formally reassessed for each area of 50+ organization & operations. Revised Strategic Plan is prepared, ie new Annual Goals for Jan-Dec 2026 (or Jan 2026 - Dec 2027) are defined and approved by Board, and action plans are prepared by each committee, ready for January implementation. Process & procedures are confirmed & scheduled for assessment of progress.</p>	<p><i>In partnership with Strategic Planning Committee</i></p>

Priority #16:

Board to have at least one social event per semester, to encourage Board members to become better acquainted with each other.

Priority: Very High

Where we are now (as of Oct 2023):

The board very rarely gathers socially. President Carmen held a Board social gathering in her home circa 2021. Since then, social gatherings have been few, were organized last minute and were not fully attended.

Short term Goal (to be achieved before June 2024):

A social event is scheduled for the Fall 2023 semester at a convenient time for board members to attend.

Board members agree to take turns to organize one social event each semester.

Medium term Goal (to be achieved before March 2025):

Board social events are scheduled at least once a semester and are well attended.

Long term Goal (to be achieved before Dec 2025):

Social events for the Board are scheduled, positively anticipated, held at least once per semester, and are well attended.

Nomination & Elections Committee:

Nomination & Elections Committee's Mandate, role, responsibilities:

- fulfill all responsibilities and duties detailed in the Bylaws.
- document and update criteria for a good Board member and use criteria as a screening and interview tool.
- present Board member criteria to Board for review and approval at least every 2 years.
- inform Membership at least annually (ex in newsletter and again at AGM) of criteria for becoming Board member,
- search for potential Board Members (newspaper, public media, 50+ Website, etc)
- interview nominated candidates for Board positions and determine suitability of candidate to act as Board member.
- Report to the Board after each interview, which includes recommendation and rationale to either invite nominee to become a Board member, *or* recommendation to *not invite* person to serve on the Board, but possibly to serve on a Committee.
- coordinate and conduct Elections at AGM.
- Develop and update policies and procedures for all that is of the Nominations & Elections theme.

*** Bylaw 5.5 indicates Nomination Committee will consist of two Directors plus one other member. One director can be Past-President.*

Nomination & Elections Committee Chair's responsibilities:

- act as primary liaison between Committee and Board for all work of the Nominations & Elections Committee.
- solicit new Committee members when needed.
- provide full orientation to new Committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths)
- Complete each key responsibility as detailed on pg 2 of this document, (*"The key responsibilities of each Committee Chair will be to:"*)

Proposed Chair: Past President

Nomination & Elections Committee Vice Chair's responsibilities:

- act as Chair when the Committee Chair is unable to do so.
- Assist Chair in soliciting new Committee members when needed.
- Complete each key responsibility as detailed on pg 2 of this document (*"The key responsibilities of each Committee Vice-Chair will be to:"*)

Strategic Planning Committee

Strategic Planning Committee's Mandate, Role, Responsibilities:

- Overall responsibility for implementation of Strategic Plan, monitoring & measuring of progress, reporting progress to Board.
- Liaise between Committees and the Board for all matters relating to the Strategic Plan, providing updates and reports at each Board meeting on the overall progress of the Strategic Plan implementation.
- Assist, guide, and coach each Committee in their development of *Action Plans* and *Implementation* plans.
- Assist each Committee Chair with their *Action & Implementation Plans* before the Committee's presentation to Board for approval, ensuring each plan is:
 - completely aligned with 50+'s Vision & Values and directly targeted to achieve the defined goal(s)
 - reasonably achievable before the goal's deadline.
 - has measures developed to quantify success of the implementation.
- Assist each Committee Chair in developing reports of outcomes of the implemented Action Plans, before Committee's presentation to Board.
- SPC will work with the Board to manage the shared calendar, ie ensure adequate time is available to Committee Chairs for regular reporting of progress, and work with Committee Chairs to ensure reports to Board are presented in timely manner and in consistent formats across all Committees.
- Develop and implement *Action Plans* to achieve the Goals assigned to the SPC in a timely manner. (See Strategic Plan document and see Strategic Plan Calendar document for flow of Committee work)
- Develop and update policies and procedures for all that is of the Strategic Planning theme.
- Lead and coordinate development of Policy and Procedures manual, after reviewing all existing informal P&P. Present P&P manual to Board for approval.
- Coordinate development, review & revisions of P&P manual.
- Prepare and present a report for the Board on progress of the implementation of the Strategic Plan in late June 2024, April 2025 and January 2026, or more often.

Strategic Planning Committee (SPC) Chair's responsibilities:

- Lead Brockville 50+ in implementation of the Strategic Plan and monitor and report progress.
- Serve as the primary resource to each Committee in addressing their Strategic Plan goals.
- Act as primary liaison between Committees and Board for implementation of Action Plans for each/all goals as defined in this document and GOALS (Long, Medium, Short) for PRIORITIES Nov 2023 vers SPC 50+ and for all matters relating to the Strategic Plan, providing updates and reports at each Board meeting on the overall progress of the Strategic Plan implementation.
- Ensure full orientation is provided to new Committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths)
- Complete each key responsibility as detailed on pg 2 of this doc ("*The key responsibilities of each Committee Chair will be:*")
- Manage Strategic Plan Calendar and assist in scheduling Board presentations by each Committee.
- Lead on development of Brockville 50+ Policy and Procedures manual, and revisions.
- Prepare and present report to Board on progress of the implementation of the Strategic Plan, in late June 2024, April 2025 and January 2026, or more often.

Strategic Planning Committee Vice Chair’s responsibilities:

- act as Chair when the Committee Chair is unable to do so.
- assist Chair in soliciting new Committee members when needed.
- provide full orientation to new SPC members (processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths)
- Complete each key responsibility (as detailed on pg 2 of this document, “The key responsibilities of each Committee Vice-Chair will be:”)

Priorities for Change
and Where We Are Now

Priority #2:
Update website information more frequently, ensuring all info on the website is current, and includes the date the website was last revised.
Priority: Very High

Where we are now:
The Website is difficult to find via google search and not updated regularly. Information is updated prior to registration when registration related documents have been updated, but there isn’t a plan for regular updating of other information and photos. Newsletters are added monthly and other information such as a revised list of Board Members is added on an as needed basis. Updating the website is done by a volunteer who understands a more complicated format/system. There is an informal backup person to assist in updating the website.
A volunteer with extensive database expertise is reviewing office and registration procedures and database systems. A Website development working group which includes the database volunteer, has been established by the Board, for the purpose of exploring local website developers &/or website consultants and cost of services.

Goals to be addressed by Strategic Planning Committee

Short term Goal(s) (to be achieved before June 2024):
Website is updated monthly by Volunteer Website manager with information flow coordinated through the Chair of the Communications Committee.
A thorough review of information on the website has been conducted and a list has been made of possible obsolete or unnecessary information, for the Board to review.
Website checked & updated at least monthly upon direction of Communications Committee Chair.

Medium term Goal(s) (to be achieved before March 2025):
An overhauled website which is linked to a database making procedures for registration and management of information user friendly is developed and launched. Volunteer Website Manager trained, and Website Manager contracted to support Volunteer Website Manager as needed.
Web developer having provided training on making website updates, will continue to remain available. Website checked & updated at least monthly upon direction of the Communication Committee Chair.

Long term Goal(s) (to be achieved before Dec 2025):
The Brockville 50+ website is easily found via google search and easily updated by a volunteer website manager on a scheduled basis or when requested by the Communications Committee Chair. A Log is kept of all updates made to the website and submitted at least semi-annually to the Board via Committee report.
A Backup Volunteer Website Manager is trained.

***** Communications Committee is Lead on development & Implementation of Action Plans for Goals re Priority#2.***

***** SPC consults & assists with Priority #2 Goals.***

<p><u>Priority #7:</u> Track and analyze office administrative tasks, procedures and workflow, and identify specific opportunities to improve efficiency and service to Members, Leaders, Committees and Board. Progressively implement each change in office/admin procedure. Methodically assess effectiveness of each change, and determine further adjustments needed, and report specifics of progress to the Board. <i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): There are bulk peak periods of office admin work (ex around registration and the AGM), with no set logical flow and shifting methods, procedures and responsibilities.</p> <p>A volunteer is conducting a review of office systems and information needs with a goal of identifying areas to improve and possible solutions.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Current key processes (Who/What/Where & When) (ex entering of member info in excel at registration time and for updates) & procedures (detailed “how” steps including for all key Office admin tasks have been documented. Interaction of office admin processes and timelines studied and plotted on calendar and compared to other peak 50+ tasks/workflows, resulting in identification of opportunities for improvement have been identified & documented in detail. Admin processes & tasks that would benefit from clear procedures and, where needed, policies, are identified.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Steps in procedures and time for each has been tracked and analyzed. Clearer office/admin procedures have been developed which will result in improved admin organization/flow and reduced time required to complete the various admin processes. Office sub-committees have been organized, and volunteers organized (ex. Office Task Helpers). Approved changes in office admin workflow/timelines have been implemented.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Brockville 50+ has improved office procedures for each process, and has improved efficiency in service to Members, Leaders, Committees and the Board. An annual workplan/calendar for office admin is documented, with realistic time allotments, clearly defined tasks and responsibilities.</p>	<p><i>SPC’s role is to assist and consult on action plans for this goal.</i></p> <p><i>** Member Services Committee is Lead on development & Implementation of Action Plans for these Goals.</i></p>
--	--	--

<p><u>Priority #9</u> for <u>Strategic Planning Committee</u> Conduct thorough review and revision of Registration Policies and Procedures, including Communication. Ensure registration procedures are clearly documented in P&P manual, and that Registration P&P info is reviewed with Registration Volunteers, Leaders and Members, in advance of Registration Day. <i>Priority: Very High</i></p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Several options for registration are identified which meet the key purposes for registration and address members’ expressed needs.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Key functions such as registration, advance registration, late registration, waiting lists and an attendance database are included as part of the website re-design.</p> <p style="text-align: right;"><i>cont’d.....</i></p>	<p><i>in partnership with Member Services Committee and Communications Committee</i></p>
---	--	--

<p>cont'd...</p> <p>.re Priority #9 for Strategic Planning Committee <u>Where we are now</u> (as of Oct 2023): The focus is on the logistics of an in-person registration day and the use of paper forms and cheques.</p>	<p><u>Long term Goal</u> (to be achieved before Dec 2025): Procedures for registration (in person and online and other options for advance registration, regular and late registration) are functioning well and are clearly understood by members.</p>	
<p><u>Priority #22</u> Address special needs of our “over 80” yr old members. <i>Priority: Medium</i></p> <p><u>Where we are now</u> (as of Oct 2023): Approx 6% of our membership are over 80 yrs of age. There is informal encouragement and support to members over 80 yrs of age, by board members, leaders and other members. Brockville 50+ understands the mobility challenges for members and makes effort to assist with same.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): There are well functioning processes and structures in place to identify needs and to encourage and more fully engage members over 80.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): There is a systematic review and assessment of how we can better encourage and service our “over 80” members.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Good retention and participation of over 80 group.</p>	<p><i>**Activities Committee is Lead on development & Implementation of Action Plans for this Goal.</i></p> <p><i>SPC's role is to assist and consult on action plans for this goal.</i></p>
<p><u>Priority #8</u> Develop Policies and Procedures (P&P) manual regarding all aspects of the 50+ organization. Update P&P at least annually and ensure reviewed with the Board members, Volunteers and Leaders with re. P&P to be available to Members on request. <i>Priority: Very High</i></p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Format for Brockville 50+'s Policies and Procedure manual has been chosen and approved by Board. All existing policies and procedures located and listed in the draft P&P manual.</p> <p><u>Medium term Goal(s)</u> (to be achieved before March 2025): Draft policies and procedures have been written and collected from each Committee, for all aspects of Brockville 50+'s functions and processes. Brockville 50+'s Policies and Procedure manual is well underway to being fully developed. Updated P&P manual presented to Board for discussion and approval.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Policies and Procedures manual covering all aspects of Brockville 50+'s organization and processes is complete, and ready for its first annual review. Current complete P&P manual presented to Board for discussion and approval.</p>	

Communications Committee (including Website, Newsletter & other Publications, & Public Relations & Advertising)

Communications Committee's Mandate, Role, Responsibilities:

- Responsible to plan and govern all needs that are of Communication theme, including Website, Newsletter and other publications, communication with Communication Stakeholders, Public Relations and Advertising.
- Create & update & distribute pamphlets & posters as needed.
- Recommend policies and procedures for all needs that are of Communications theme. Submit to SPCCommittee for inclusion to *draft* P&P document, and then present to Board.
- Keep a list of Community Partners/Stakeholders and contact each at least annually.
- Prepare & distribute Newsletter monthly.
- Keep Newsletter distribution list current.
- Address each Communications theme Priority, develop and implement *Action Plans* to achieve each of the following short-term, medium, and long-term Goals assigned to their committee:

Communications Committee Chair's responsibilities:

- act as primary liaison between Committee and Board for all work of the Communications Committee and its sub-committees.
- organize and lead 3 sub-committees:
 - Website
 - Newsletter and other publications
 - Public Relations and Advertising
- Make presentations to Board on behalf of Communications Committee and on behalf of Website sub-committee, Newsletter/publications sub-committee, Public Relations & Advertising sub-committee
- Liaise with external agencies to increase effectiveness of Brockville 50+ Activity Centre
- Complete each key responsibility as detailed on pg 2 of this document (*"The key responsibilities of each Committee Chair will be:"*)

cont'd....

Communications Committee Vice Chair's responsibilities:

- act as Chair when the Committee Chair is unable to do so.
- Assist Chair in soliciting new Committee members when needed, and provide full orientation to new Committee and sub-committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths)
- Complete each key responsibility (as detailed on pg 2 of this document, "The key responsibilities of each Committee Vice-Chair will be:")
- Respond to emails from members & community groups re newsletter or other publication.
- Assist Social & Special Events sub-committee in planning & developing materials for special events.
- Maintain Newsletter distribution lists (updates & revisions)

Priorities for Change

to be addressed by **Communications Committee and Where We Are Now**

Priority #2:

Update website information more frequently, ensuring all info on website is current, and includes the date the website was last revised.

Priority: Very High

Where we are now:

The Website is difficult to find via google search and not updated regularly. Information is updated prior to registration when registration related documents have been updated, but there isn't a plan for regular updating of other information and photos. Newsletters are added monthly and other information such as a revised list of Board Members is added on an as needed basis. Updating the website is done by a volunteer who understands a more complicated format/system. There is an informal backup person to assist in updating the website.

A volunteer with extensive database expertise is reviewing office and registration procedures and database systems. A Website development working group which includes the database volunteer, has been established by the Board, for the purpose of exploring local website developers &/or website consultants and cost of services.

Goals

Short term Goal(s) (to be achieved before June 2024):

Website is updated monthly by a Volunteer Website manager with information coordinated through the Chair of the Communications Committee. A thorough review of information on the website has been conducted and a list has been made of possible obsolete or unnecessary information, for the Board to review. Website checked & updated at least monthly upon direction of Communications Committee Chair.

Medium term Goal (to be achieved before March 2025):

An overhauled website which is linked to a database making procedures for registration and management of information user friendly is developed and launched. Volunteer Website Manager trained and Website Manager contracted to support Volunteer Website Manager as needed. Web developer having provided training on making website updates, will continue to remain available. Website is checked & updated at least monthly upon direction of the Communication Committee Chair.

Long term Goal (to be achieved before Dec 2025):

The Brockville 50+ website is easily found via google search and easily updated by Volunteer Website Manager on a scheduled basis or when requested by the Communications Committee Chair. A Log is kept of all updates made to the website, and submitted at least semi-annually to the Board via Committee report. A Backup Volunteer Website Manager is trained.

Partnering with **Member Services, Office & Registration Committee**

<p style="text-align: right;"><i>cont'd, <u>Communications Committee</u></i></p> <p><u>Priority #5:</u> <i>Consistently use a variety of communication methods to reach the diversity of membership.</i></p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now</u> <i>(as of Oct 2023):</i> Mailerlite, 50+ Website and newsletter are the key communication tools with some information produced in hard copy. Posters and pamphlets are placed in some areas in the city. An informal system functions where friends or leaders provide information to those not electronically connected. The Board is adverse to use social media or community radio, TV and print, for fear it will encourage more people to join 50+, when we are not prepared to manage more members.</p>	<p><u>Short term Goal</u> <i>(to be achieved before June 2024):</i> Variety of communication methods are identified and assessed on their ability to reach more people, especially members not connected electronically. Improved administrative procedures and systems and communications management, better aiding effective communication with the wider community, and in encouraging new members.</p> <p><u>Medium term Goal</u> <i>(to be achieved before March 2025):</i> Consistent positive reports re communication methods, from majority of members and Board, for each of the variety of communication methods. Responsibilities for various communication methods and coordination to ensure consistent messaging, all detailed in Policies & Procedures manual.</p> <p><u>Long term Goal</u> <i>(to be achieved before Dec 2025):</i> A variety of communications methods are effectively and consistently used and reports of lack of communication are few. As part of Strategic Plan review, a Communications Evaluation (assessment of effectiveness of 50+'s various communication methods) has occurred, and priorities identified for Communications improvements for 2026.</p>	
<p><u>Priority #6:</u> <i>Secure expert assistance to improve design and capacity of the website, with the goal of including online registration, inputting payments, and updating member records which will reduce administration demand.</i></p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now</u> <i>(as of Oct 2023):</i> Our website does not provide registration and payment options. Forms can be downloaded and then printed & filled in and delivered to 50+ in hard copy.</p> <p style="text-align: right;"><i>.....cont'd....</i></p>	<p><u>Short term Goals</u> <i>(to be achieved before June 2024):</i> Website Developer/consultant chosen who will for a reasonable cost, provide leadership in reviewing issues and needs for overhaul of 50+'s website. After working closely with Communications Committee and having gathered input from all Committees & stakeholders, a clear Action Plan has been developed for overhauling website. Volunteer Web Manager selected and attending Communications Committee meetings & Website Development Working Group meetings.</p>	<p style="text-align: right;"><i>.....cont'd...</i></p>

cont'd, **Communications Committee**

Priority #6 Where we are now:

E-transfers are possible but are not electronically linked to registration information.

The Board has created a Website Development Working Group and a volunteer with database and information systems experience is reviewing one-drive excel method of recording member info and reviewing other office procedures.

Priority #6:

Secure expert assistance to improve design and capacity of website, with goal of including online registration, inputting payments, and updating member records which will reduce administration demand.

Priority: Very High

Medium term Goal (to be achieved before March 2025):

Upon approval of Action Plan for website overhaul, the website developer is working actively (with the Website Development sub-committee) to overhaul website. Website will include user friendly web services for all elements of member information management.

Volunteer Website Manager trained, and expert website manager contracted to provide training & support to Volunteer Website Manager as needed.

Long term Goal (to be achieved before Dec 2025):

Brockville 50+ has a functioning website that adequately addresses the identified information, registration and communication needs.

Linked to the Members Services database, the website allows for real-time automatic updates to database when members complete their online registration form, use website to withdraw from classes, change address or phone #, etc.

Policies & Procedures for review & revisions to website are detailed in P&P manual.

<p><u>Member Services Committee</u> (including Registration & Office & Volunteer Coordination)</p>		
<p>Member Services Committee's <u>Mandate, Role, Responsibilities:</u></p> <ul style="list-style-type: none"> • Develop and update policies and procedures for all needs that are of the Communications theme, submit to SPCommittee for review, and then present to the Board for approval. • To address each of the following Priorities, the committee will develop and implement <i>Action Plans</i> to achieve each of the following short-term, medium and long-term Goals assigned to their committee: <p>Member Services Committee <u>Chair's responsibilities:</u></p> <ul style="list-style-type: none"> • act as primary liaison between Committee and Board for all work of the Member Services Committee and its sub-committees. • solicit new Committee & sub-committee members when needed. • organize and lead 2 sub-committees and the Volunteer Coordinator: <ul style="list-style-type: none"> • Registration • Office • Volunteer Coordinator • Complete each key responsibility as detailed on pg 2 of this document (<i>"The key responsibilities of each Committee Chair will be:"</i>) <p>Member Services Committee <u>Vice Chair's responsibilities:</u></p> <ul style="list-style-type: none"> • act as Chair when Committee Chair is unable to do so. • Assist Chair in soliciting new Committee members when needed. • Complete each key responsibility as detailed on pg 2 of this document (<i>"The key responsibilities of each Committee Vice-Chair will be:"</i>) • provide full orientation to new Committee and sub-committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths) 		
<p><u>Priorities for Change</u> <u>to be addressed by Member Services Committee</u> <u>and Where We Are Now</u></p>	<p><u>Goals</u></p> <p style="text-align: right;"><i>See next pg!</i></p>	

<p><u>Priorities for Change</u> <i>to be addressed by <u>Member Services Committee</u> <u>and Where We Are Now</u></i></p>	<p><u>Goals</u></p>	
<p><u>Priority #3:</u> <i>Utilize the “bank” of Volunteers for any organizational need, increase culture of volunteering, and track volunteer hours (including Board) and update the Volunteer list each time a new volunteer comes forward or is used.</i> <i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): Other than Board members, approx 15-20 members assist with tasks when asked as of Fall 2023. First canvassing for volunteers was done in Apr 2023, and showed 150+ members are interested in volunteering (with tasks or on a Committee) either now or in the next year or “later”. “Volunteer Bank” list prepared Spring 2023 which lists volunteers available and is cross-referenced with detail of their skills/abilities/interests Easily sorted. Board members and committees are encouraged to contact volunteers on an ad hoc basis. No volunteer hours are being tracked. It is unknown how much volunteer time is required for Brockville 50+ AC tasks. No formal recognition of members who volunteer frequently.</p> <p>.....cont'd....</p>	<p><u>Short term Goal(s)</u> (to be achieved before June 2024): Volunteer Coordinator (member of Member Services, Office & Registration Committee) has been chosen, and has begun tracking Volunteer hrs, canvassing for new volunteers & updating Volunteer Bank. The need for volunteers and the tasks is regularly and broadly circulated to the membership. A system for recording volunteer hours has been developed, approved by Board and explained to Leaders and Volunteers. Policies and procedures involving volunteers have been developed, ensuring efficient, effective, coordinated participation of volunteers. Board and Committees have provided feedback for improvements on seeking volunteers and tracking hrs and recognizing volunteerism. Decisions made for how members who provide many Volunteering hrs (ex 100+ hrs, 200+ and 300+ hrs) will be recognized.</p> <p><u>Medium term Goals</u> (to be achieved before March 2025): The need for volunteers is ‘advertised’ frequently (one-time tasks, short term projects, semester or year-long commitments), and the # of volunteers in Volunteer Bank is now over 400. Volunteer bank used frequently and maintained/updated regularly by Volunteer Coordinator. Volunteer hrs are tracked thoroughly & efficiently. Successful volunteer canvassing is ongoing (by Volunteer Coordinator) Based on volunteer time tracking done by Board members and volunteers, time commitments are reasonably estimated and included in 50+ Board descriptions, and for many 50+ tasks. Members and Board Members who have provided many volunteering hrs (ex 300+ hrs, 200+ and 100+ hrs of volunteering) in past year (Apr 2024-March 2025) will be recognized at next AGM (April 2025).</p> <p style="text-align: right;"><i>Cont’d.....</i></p> <p><u>Long term Goals</u> (to be achieved before Dec 2025):</p>	<p>Volunteer Coordinator</p>

<p>re: Priority #3 for <u>Member Services Committee</u></p>	<p>Brockville 50+ has a large and vibrant group of volunteers committed to the organization and its many functions and tasks. They are frequently called upon to assist and they consistently respond very positively.</p> <p>A well maintained and easily managed volunteer bank (names cross referenced with skills and interests) is actively used by Brockville 50+ committees.</p> <p>Canvassing for new volunteers is done regularly and the Volunteer Bank is updated regularly.</p> <p>Tracking of volunteer hours is being done by all volunteers and coordinated by Volunteer Coordinator (member of Member Services Committee) and tracking of hours is providing accurate data.</p> <p>Based on continued volunteer time tracking done by Board members, time commitments are well estimated and included in 50+ job descriptions.</p> <p>Accurate time commitments are known for many tasks and projects, which allows better planning of volunteers needed, and allows better planning by Committees.</p> <p>Members who provided many volunteering hrs (ex 300+ hrs, 200+ and 100+ hrs of volunteering) in past year (Apr 2025-Mar 2026) will be recognized at Apr 2026 AGM.</p>	<p>Volunteer Coordinator</p>
<p><u>Priority #4</u> <i>Ensure clear detailed information about registration is provided at least 6 weeks prior to registration, on website, in Newsletter, via email, via phone calls to those without email, posted on 50+ bulletin board and in newsletter.</i> <i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): Registration information is provided one month in advance, earlier than in past years. Current members (Winter 2023 semester) informed by email of Registration <i>procedures</i>. Several newsletter subscribers who had not yet joined 50+ were informed of registration day procedures only via the emailed newsletter.</p>	<p><u>Short term Goal(s)</u> (to be achieved before June 2024): Procedures are reviewed and clearly described with specific registration dates. Registration information is updated on the website at least every 6 months and distributed via email and hard copy materials.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Registration procedures are clear and detailed in Policy & Procedures manual.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Registration procedures are clearly outlined on the website and in hard copy documents. Members who rely on phone calls or in person information are informed of Registration procedures, at least 6 weeks in advance.</p>	<p>Partnering with Communications Committee</p>
<p><u>Priority #6:</u></p>	<p><u>Short term Goal</u> (to be achieved before June 2024):</p>	

**Assist Communications Committee to:
Secure expert assistance to improve design
and capacity of website, with goal of
including online registration, inputting
payments and updating member records
which will reduce administration demand.**

Priority: Very High

Where we are now (as of Oct 2023):

Our website does not provide registration and payment options. Forms can be downloaded from website, but must be printed off, filled in and delivered to 50+ in hard copy. E-transfers are possible but are not electronically linked to registration information. The Board has created a Website Development Working Group and a volunteer with database and information systems experience is reviewing one-drive excel method of recording member info and reviewing other office procedures.

Website Developer/consultant chosen who will for a reasonable cost, provide leadership in reviewing issues and needs for overhaul of 50+'s website. After working closely with the Communications Committee and having gathered input from all Committees & stakeholders, a clear Action Plan has been developed for overhauling website. Volunteer Web Manager selected and attends Communications Committee meetings & Website Development Working Group meetings.

Medium term Goal (to be achieved before March 2025):

Upon approval of Action Plan for website overhaul, the website developer is working actively (with the Website Development sub-committee) to overhaul website. Website will include user friendly web services for all elements of member information management. Volunteer Website Manager trained and expert website manager contracted to provide training & support to Volunteer Website Manager as needed.

Long term Goal (to be achieved before Dec 2025):

Brockville 50+ has a functioning website that adequately addresses the identified information, registration and communication needs. Linked to the Members Services database, the website allows for real-time automatic updates to database when members complete their online registration form, use website to withdraw from classes, change address or phone #, etc. Policies & Procedures for review & revisions to website are detailed in P&P manual.

**** Note:
Communications
Committee is Lead on
this priority.**

Priority #7: *Priority: Very High*
Track and analyze office admin tasks, procedures & workflow. Identify opportunities to improve efficiency and service to Members, Leaders, Committees & Board. Progressively implement each change and methodically assess effectiveness of each change. Determine further adjustments needed, and report specifics of progress to Board.
.....cont'd.....
 Priority #7 for **Member Services Committee**

Where we are now *(as of Oct 2023):*
 There are bulk peak periods of office admin work (ex around registration and the AGM), with no set logical flow and shifting methods, procedures and responsibilities.

 A volunteer is conducting a review of office systems and information needs with a goal of identifying areas to improve and possible solutions.

Short term Goal(s) *(to be achieved before June 2024):*
 Current key processes (Who/What/Where & When) (ex entering of member info in excel at registration time and for updates) & procedures (detailed “how” steps including for all key Office admin tasks have been documented. Interaction of office admin processes and timelines studied and plotted on calendar and compared to other peak 50+ tasks/workflows, resulting in identification of opportunities for improvement have been identified & documented in detail. Admin processes & tasks that would benefit from clear procedures and, where needed, policies, are identified.

Medium term Goal *(to be achieved before March 2025):*
 Steps in procedures and time for each has been tracked and analyzed.
 Clearer office/admin procedures have been developed which will result in improved admin organization/flow and reduced time required to complete the various admin processes.
 Office sub-committees have been organized, and volunteers organized (ex. Office Task Helpers). Approved changes in office admin workflow/timelines have been implemented.

Long term Goal *(to be achieved before Dec 2025):*
 Brockville 50+ has improved office procedures for each process, and has improved efficiency in service to Members, Leaders, Committees and the Board.
 An annual workplan/calendar for office admin is documented, with realistic time allotments, clearly defined tasks and responsibilities.

In partnership with Strategic Planning Committee

Priority #9:
Conduct thorough review and revision of Registration Policies and Procedures, including Communication. Ensure registration procedures are clearly documented in P&P manual, and that Registration P&P info is reviewed with Registration Volunteers, Leaders and Members, well in advance of Registration day.
Priority: Very High

Short term Goal *(to be achieved before June 2024):*
 Several options for registration are identified which meet the key purposes for registration and address members’ expressed needs.

Medium term Goal *(to be achieved before March 2025):*
 Key functions such as registration, advance registration, late registration, waiting lists and an attendance database are included as part of the website re-design.

With frequent consultation with Strategic Planning Committee (re P&P, with frequent consult with & input from all Committees and Board) and in consultation with Communications Committee

<p><u>Where we are now</u> (as of Oct 2023): The focus is on the logistics of an in-person registration day and the use of paper forms and cheques.</p>	<p><u>Long term Goal</u> (to be achieved before Dec 2025): Procedures for registration (in person and online and other options for advance registration, regular and late registration) are functioning well and are clearly understood by members.</p>	
<p><u>Priority #10</u> for <u>Member Services Committee</u></p> <p>Ensure a variety of registration and payment options are available to address the different needs of our membership.</p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): Cheques, money orders and e-transfers are accepted for payment. Some difficulties and confusion exist when matching registration forms with e-transfer payments.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Tracking of e-transfers matching them with registration forms is functioning well and follow up is seldom required. Options for payment in addition to cheque and e-transfer have been researched, assessed, and determined.</p> <p style="text-align: right;"><i>....cont'd....</i></p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Registration (including payment) can be conducted fully online but options remain for those who cannot access online registration or payment.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Payment options processes are in place and are clearly defined & explained, and well known by members. Payment in person and online functions well and follow up on errors is minimal.</p>	<p><i>in consultation with Communications & Finance Committees</i></p>
<p><u>Priority #11:</u></p> <p>Define the term “pre-registration” and ensure the procedures for pre-registration are clearly detailed and explained.</p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now</u> (as of Oct 2023): “Pre-registration” is meant to be a list of members who participated in last semester’s particular activity group and who intend to participate in the same class again in the coming semester. This list of names is requested in advance of registration day</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): The term “pre-registration” is clearly explained to all, so what it means and how it fits into the registration process is easily understood and is clearly abided by. or the term is changed to a new word (ex “returning AG participants” or “ongoing”), and the previous P&P (for pre-registration) is abided by.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Pre-registration policy & procedure is clearly documented and understood by Leaders and is consistently practiced and explained to members (ie only members in class last semester may pre-register)</p>	<p><i>in consultation with Communications Committee and Strategic Planning Committee</i></p>

<p><i>cont'd....re Priority #11, Member Services Committee</i></p> <p>from Leaders. This is done to determine what spaces are left in classes. <i>However....</i> presently, “pre-registration” lists completed by Leaders also includes persons who are <i>new to 50+</i>, and persons who are members in <i>another</i> class and now wish to join a new class.</p>	<p><i>cont'd....re Priority #11, Member Services Committee</i></p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> The term “pre-registration” is clearly defined and its meaning is commonly understood. “Who” may pre-register and “when” and “how” one can pre-register is clearly explained, understood and consistently practiced.</p>	
--	---	--

<p><u>Priority #14 for Member Services Committee:</u> Consistently gather and organize statistical data about our members and activity choices, etc, including the types of data collected in April 2023 surveys. Analyze past and current info to ensure future organizational decisions are based on solid data.</p> <p style="text-align: right;"><i>Priority: Very High</i></p> <p><u>Where we are now (as of Oct 2023):</u> Data gathered in the April 2023 survey has been recorded in excel spreadsheets, which allows easier analysis of various variables in the data, creation of Volunteer lists for specific needs, production of reports (ex demographics, locations of membership, etc) and other detailed views of our membership. 50+ board does not typically reference or study collected data when making decisions. Volunteer Office Admin use an excel spreadsheet (“onedrive”) to record basic member info & each separate semester’s registration for Activity Groups, and whether payment has been completed. The member data & recorded member’s activities for one semester are not linked to records of previous semesters. Member data kept by office, ie in <i>onedrive</i>, is <i>partially</i> linked to Mailerlite email distribution tool,</p>	<p><u>Short term Goal (to be achieved before June 2024):</u> As a result of study of all data currently collected (including each stand-alone spreadsheet and manually collected info), and the collection method for same: recommendations for the most suitable data collection & retention tool & methodology of same, will be presented to Board and carefully studied. A decision will be carefully and thoughtfully made by Board for the most appropriate tool to use and the procedures and management of collection of data. This system and procedures will allow for good integration and analysis of past and current info, ensuring organizational decisions are based on thorough review of all available data.</p> <p><u>Medium term Goal(s) (to be achieved before March 2025):</u> New or revised data collection system & methods are approved and implemented. Process & procedures developed, approved and recorded in P&P manual. All users are trained, and Committee Chairs have been provided orientation to allow viewing of data. First assessment of effectiveness and efficiency of system completed, with positive result. Accurate record of time commitments by 50+ Board members and Leaders is gathered and included in 50+ job descriptions and procedures for tasks.</p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> A well understood and easy to use method of gathering and maintaining data is being used that fully and adequately collects statistical info about members and Activity Groups.</p>	<p><i>in partnership with</i> Strategic Planning Committee</p>
--	---	--

but is not fully integrated with Mailerlite, and not integrated with the spreadsheets of member info created by Strategic Planning Committee.
A volunteer (Klaus) is reviewing the current 50+ office's data collection & data management, including information needs and exploring ideas for revisions of data management methods.

Old data can easily be integrated with and/or compared with current data to create comparison reports (ex of previous semesters to this semester, previous years to this year, etc.).
Data is consistently used by 50+ Board and found helpful to Board in making decisions.

Activities Committee (including Activity Groups, Venues and Social & Special Events)

Activities Committee's Mandate, Role, Responsibilities:

- To address each of the identified Priorities for change, the committee will develop and implement *Action Plans* to achieve each of the short-term, medium, and long-term Goals assigned to the Activities Committee.

Activities Committee Chair's responsibilities:

- act as primary liaison between Committee and Board for all work of the Activities Committee and its sub-committees.
- Solicit new members for Committee & sub-committees when needed.
- organize and lead 2 sub-committees:
 - Venues
 - Social & Special Events
- Oversee Social & Special Events sub-committee's creation of approved social & special events, and help coordinate implementation, including budget, venue, acquisition of any licenses, equipment, etc.
- Organize and hold Leaders meeting at least once annually.
- Complete each key responsibility as detailed on pg 2 of this document ("*The key responsibilities of each Committee Chair will be:*")

Activities Committee Vice Chair's responsibilities:

- act as Chair when Committee Chair is unable to do so.
- Assist Chair in soliciting new Committee members when needed.
- provide full orientation to new Committee and sub-committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths)
- prepare draft of Activity Group roster for January in November and confirm availability of Leaders for each group. Recruit any needed new Leaders via email & newsletter notices.
- Confirm venues for each semester, months before semester starts.
- Complete each key responsibility (as detailed on pg 2 of this document ("*The key responsibilities of each Committee Vice-Chair will be:*")

<p><u>Priorities for Change and Where We Are Now</u></p>	<p><u>Goals</u> <u>for Activities Committee</u></p>	
<p><u>Priority #12:</u></p> <p>Ensure activity descriptions on the website provide information about prerequisite skills, knowledge or fitness level required for classes.</p> <p><u>Where we are now</u> (as of Oct 2023): Most, but not all activity descriptions identify prerequisites somewhere in their description.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Activities that need more information about prerequisites and requirements are identified. Prerequisites and requirements are included in the descriptions. Activity Description Template is used by Leaders, and sample scripts are developed to assist leaders to prepare activity groups or Leaders submit Activity info to Activities Committee, and all descriptions are then written by Activities Committee, to ensure all criteria consistency included.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Each Activity Group is described in website correctly & fully and following consistent format, ensuring all prerequisites and required equipment info is included.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Each Activity description follows the same format, with prerequisites and other requirements clearly outlined.</p>	<p><i>In consultation with Wellness Committee</i></p>
<p><u>Priority #15</u></p> <p>Before approving each new activity or event or any change in activities, define the impacts that the “growth” will have on the organization, list each anticipated challenge and implement agreed strategies to address each challenge.</p> <p>After implementation of each strategy, assess and agree on any adjustment in strategy before taking further action.</p> <p style="text-align: right;"><i>Priority: Very High</i></p>	<p><u>Short term Goal</u> (to be achieved before June 2024): The key areas that an additional activity or event will have an impact on are identified. Criteria for assessment and method of measurement of the areas of impact of new activity groups is developed. The impact an additional activity or event will have on an area is clearly defined. Solutions are identified and implemented to address impacts, and progress is assessed and recorded against assessment/measurement criteria.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Utilizing agreed criteria for measurement & assessment of impact of new activities or new Venues or change in Venue for an activity, the Board consistently assesses impacts of each new activity or event. Additionally, Board and Activity Director quickly determine what changes need to be made, to mitigate any negative effects.</p> <p style="text-align: right;"><i>cont'd.....</i></p>	

<p><i>Cont'd.....</i> <i>Priority #15 for Activities Committee...</i></p> <p><u>Where we are now</u> (as of Oct 2023): Very little analysis of potential impacts takes place before new activities are approved or change in activities is approved. Some study of impact of new Venues has begun in past year. An increase in the number of members and in the number of classes has created additional work that was not planned for and is difficult to describe precisely, due to lack of time analysis data kept re admin functions, Activity Director's work, etc.</p>	<p><i>....cont'd:</i></p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): A practice of thoroughly analyzing the anticipated and potential impacts (positive & negative) of any proposed new activity or event or new Venue or change in Venue for an activity or event, takes place before decisions are made. After presentation of assessment of measures/findings to Board, and examination and discussion of data at the Board level, good decisions are made about each proposed new activity or event.</p>	
<p><u>Priority #17</u> Utilizing volunteers, offer at least one social type activity per semester (starting with a day trip, luncheon or guest speaker), and track participation and interest/feedback. <i>Priority: High</i></p> <p><u>Where we are now</u> (as of Oct 2023): No social activities happening. No volunteers to organize social type activities has been organized.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Social sub-committee of Activities Committee formed and has reviewed survey data summary and determined most desired social type activity. Decision made by Social Sub-committee for first social activity, and budget presented to Board and approved. Date chosen (having considered main Board/Committee calendar) and announced and organizing has begun for first social type activity that members can sign-up for.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): The first social activity is organized, held, and evaluated. Structure and procedures to implement ongoing social activities are in place.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Each semester at least one social activity is offered, organized and implemented by a group of well-organized volunteers (aka Social Sub-committee of the Activities Committee)</p> <p><i>....cont'd....</i></p>	

<p><u>Priority #18</u> for <u>Activities Committee...</u></p> <p>Offer at least one social event per semester for all members. (Event where large # of members could attend (ex Open house at AGM, potluck meal, picnic, skating, lawn bowling tournament, bocce tournament, etc) utilizing volunteers to organize and lead the event.</p> <p style="text-align: right;"><i>Priority: High</i></p> <p><u>Where we are now</u> (as of Oct 2023): Open House May 2023 was very well received, drawing large #'s. Members have asked for this and similar social events to take place again. No social events planned as of Fall 2023. No volunteers to organize social type events have been organized.</p>	<p><u>Short term Goal(s)</u> (to be achieved before June 2024): Social sub-committee of Activities Committee formed and have reviewed survey data summary and determined most desired social event, where large group of members could attend (ex Open House at AGM, Potluck meal, picnic, skating, lawn bowling or bocce tournament, etc). Decision made by Social Sub-committee for social event to take place between August 2024 and Dec 2024 or Jan - March 2025. Budget presented to Board and approved. Date chosen (sometime Aug 2024-March 2025, having considered main Board/Committee calendar) and announced, and organizing has begun for social type event for large # of 50+ members.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Social event is organized, held, and evaluated. Structure and procedures to implement ongoing social events are in place.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Each semester at least one social event is offered, where large # of members may attend, either free or at very low cost.</p>	
<p><u>Priority #19</u></p> <p>Organize orientation sessions for at least the most popular classes and for new classes, to introduce and explain prerequisites for different skill levels.</p> <p style="text-align: right;"><i>Priority: High</i></p> <p><u>Where we are now</u> (as of Oct 2023): Classes are announced on website & in newsletter, and basic descriptions of prerequisites are inconsistently included in the activity descriptions on website, and occasionally in Newsletter.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Orientation sessions are held for most popular classes that fill up quickly. This allows clear info to be explained to potential participants, and better assures that those who sign up will be certain of their choice, and thereby drop-outs will be less. At end of semester, an evaluation of the orientation sessions has been conducted, resulting in determination whether orientation session was of help in reducing # of dropouts from popular classes.</p> <p><u>Medium term Goal(s)</u> (to be achieved before March 2025): Orientation sessions or presentations at social events have taken place for new classes needing introduction and/or popular classes with prerequisites that need help in reducing drop-out rate. At end of semester, an evaluation of the orientation sessions has been conducted, resulting in determination whether orientation session was of help in reducing # of dropouts from popular classes.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Introduction and orientation to new classes and orientation to popular classes with prerequisites is a regular component at 50+ social events.</p>	

<p><u>Priority #20</u> for <u>Activities Committee...</u></p> <p>Continue to add new classes and split larger classes when potential leaders have been identified and venues are available.</p> <p><i>Priority: Medium-High</i></p> <p><u>Where we are now</u> (as of Oct 2023): There is an ad hoc introduction of new activities and no specific strategies or plan for recruitment of new leaders for new activities or for maintaining current activities or for finding new venues.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Best strategies and process for focusing on recruitment of new Teachers/Leaders has been identified. The priorities for new activities have been identified. Search for appropriate new venues is organized and active.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Structure and process are in place to retain, recruit and encourage new teachers and leaders of current and new activities. Process in place to compare potential venues on various criteria.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): New classes and new Leaders are regularly introduced. There is strong retention of leaders and teachers for ongoing classes. There is an ongoing process for identifying potential teachers and new venues, and introducing new activities.</p>	
<p><u>Priority #21</u></p> <p>Determine barriers to our 50–65 yr old group, and survey interests of this demographic.</p> <p><i>Priority: Medium</i></p> <p><u>Where we are now</u> (as of Oct 2023): Barriers for 50-65 yr old demographic group include no activities on weekends or in the evening. We know that some of the approx. 75 participants in the 50 to 65 age range (as of Apr/23 survey, that being approx 15% of all members) are early retirees or working p/t in the community or home, or f/t at home.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Confirmation of the barriers for our 50-65 yr old members obtained by surveying members in this demographic by phone. This survey may also include a random survey of new members. Potential evening or weekend activities for evening or weekend classes identified by popularity and confirming availability of evening or weekend Teachers/Leaders.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Two or three popular classes offered at times geared to 50 to 65 age range</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025) Increased % of total members are 50–65 age range members. Activities scheduled at times 50-65 age range can attend.</p>	

<p><u>Priority #22</u> Address special needs of our “over 80” yr old members. <i>Priority: Medium</i></p> <p><u>Where we are now</u> (as of Oct 2023): Approx 6% of our membership are over 80 yrs of age. There is informal encouragement and support to members over 80 yrs of age, by board members, leaders and other members. Brockville 50+ understands the mobility challenges for members and makes an effort to assist wherever possible..</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): There are well functioning processes and structures in place to identify needs and to encourage and more fully engage members over 80..</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): There is a systematic review and assessment of how we can better encourage and service our “over 80” members.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): Good retention and participation of over 80 group.</p>	<p>In consultation with Strategic Planning Committee</p>
<p><u>Priority #23</u> Organize an Info Session for all activities at least once per year, at Registration event, and/or at AGM or a separate social event.</p> <p style="text-align: right;"><i>Priority: Medium</i></p> <p><u>Where we are now</u> (as of Oct 2023): No info sessions for activities have taken place other than one Open House event May 2023.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Identify process and structure to maintain info sessions at least once per semester.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Structure and process is in place to maintain info sessions at least once per semester.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): At least one information session is held per semester.</p>	
<p><u>Priority #24:</u> Create “Members Only” Facebook page, to be managed by volunteer ‘media team’</p> <p style="text-align: right;"><i>Priority: Low</i></p> <p><u>Where we are now</u> (as of Oct 2023): No FB page exists. Some interest in a Facebook page has been expressed by some members & Board members.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): The level of interest by members in a FB page is surveyed and then confirmed. Decision is made whether or not to develop a Brockville 50+ FB page with info only, or, one that includes Members Only posts.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Volunteer Facebook Team (2 members) confirmed. Media Team or another person is confirmed to take the lead in developing a Facebook page is identified and confirmed.</p> <p><u>Long term Goal(s)</u> (to be achieved before Dec 2025): Brockville “Members Only” 50+ Facebook page is functional with a volunteer Facebook team who post notices (and monitors and responds to posts.) Facebook volunteer team alerts Committees of any posts or FB messages requiring attention.</p>	

Finance & Fundraising Committee

Finance & Fundraising Committee's Mandate, Role, Responsibilities:

- (as detailed in the Bylaws): The treasurer will review the Centre's finances and give periodic reports to the Board.
- Develop and implement *Action Plans* to achieve each of the short-term, medium and long-term Goals assigned to the committee.
- Responsible to act as Lead or partner committee on all needs that are of Financial or Fundraising theme.
- Act as Lead on developing and recommending updates to policies and procedures for any needs of Financial & Fundraising theme.
- Address each Financial or Fundraising theme Priority by developing and implementing *Action Plans* to achieve each of the short-term, medium and long-term Goals assigned to their committee:
- research and identify potential funding sources, examine what fits best to our operational needs and strategic plans. Prepare report to Board that includes restrictions and challenges and the requirements for each funding source.
- Determine which potential grants are priority to submit proposals to in the next 3-4 yrs.
- Raise sufficient funds from grants and/or donations to accomplish organizational and activity goals, while keeping membership fees low.

Finance & Fundraising Committee Chair's responsibilities:

- Fulfill all duties of treasurer as detailed in Bylaws.
- act as primary liaison to/from Board for all work of the Financial & Fundraising Member Services Committee and its sub-committees.
- Strike sub-committees when needed and solicit new Committee & sub-committee members when needed.
- act as Lead in sourcing grant opportunities and in developing grant applications.
- Work with Committee Chairs and Board to determine fundraising requirements when developing annual 50+ budget.
- Complete each key responsibility as detailed on pg 2 of this document, "*The key responsibilities of each Committee Chair will be:*"

cont'd.....

cont'd.....

<p>Finance & Fundraising Committee <u>Vice Chair’s responsibilities:</u></p> <ul style="list-style-type: none"> ● act as Chair when the Committee Chair is unable to do so. ● manage pre-approved day to day financial matters of the Centre. (Bylaw 6.8 states “The office manager may be responsible for the day-to-day financial management.”) ● Assist Chair in soliciting new Committee members when needed. ● provide full orientation to new Committee members (including processes & procedures, achievements to date, challenges, current work, planned work in next 4-6 mths) ● Complete each key responsibility as detailed on pg 2 of this document, “<i>The key responsibilities of each Committee Vice-Chair will be:</i>” 		
<p><u>Priorities for Change</u> <u>and Where We Are Now</u></p>	<p><u>Goals</u></p>	
<p><u>Priority #25:</u> Brockville 50+ to raise sufficient funds from government and private grants and donations to accomplish organizational and activity goals while keeping membership fees low. <i>Priority: Low</i></p> <p><u>Where we are now</u> (as of Nov 2023): Occasional donations are received. No plan or process is in place to request government or private grants or donations.</p>	<p><u>Short term Goal</u> (to be achieved before June 2024): Fundraising committee is established to assess activities and expenses that 50+ could seek funding for, and to research potential grants and donation sources to determine which would be the most appropriate ones to submit proposals to.</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): The Fundraising Committee has developed an annual calendar of funding opportunities and is identifying and monitoring potential sources for calls for submissions.</p> <p><u>Long term Goal</u> (to be achieved before Dec 2025): A Brockville 50+ Fundraising Committee is successfully submitting proposals and requesting donations which results in receiving funds for specifically identified needs.</p>	

Wellness Committee

Wellness Committee's Mandate, Role, Responsibilities:

- Provide a safer environment for our members and volunteers.
- Act as Lead or partner committee on all needs that are of Committee's theme and research & obtain resources for any matters where Safety or Wellness is a concern or consideration.
- Advise on and raise awareness of risks, hazards, wellbeing and safety issue, including in venues.
- Recognize, identify and evaluate venue hazards & risks.
- Identify, evaluate and assess the risks and hazards that may cause incidents, injuries or illness, and develop recommendations to address risks and hazards. .
- Develop interventions to protect the safety of our members and volunteers.
- Respond to complaints and suggestions concerning risks, hazards, wellbeing and safety.
- Liaise with other Committee Chairs and with Volunteer Leaders regarding safety concerns in Activities and/or at Venues.
- Develop recommendations for interventions to address risks and protect volunteers' safety and wellness.
- Keep record of reported Wellness or safety concerns and prepare a report of any trends to the Board, at least once per semester.
- Keep First Aid kit stocked at 50+ office and ensure First Aid kit is available at each venue, and ensure members informed where First Aid kit and AED is at each location. Discuss with Leaders via email and at Leaders session.
- Develop and implement *Action Plans* to achieve each short-term, medium and long-term Goal assigned to the committee, or where a need for action plans to be developed by the Committee becomes apparent.
- Organize Wellness events as requested by Board (ex First Aid & CPR training).
- Meet as committee at least quarterly and conduct inspections of Activity venues at least quarterly (ie twice per semester).
- Organize any needed assessment of PPE (Personal Protective Equipment).

Wellness Committee Chair's responsibilities: Serve as primary Liaison between Brockville 50+ and Leeds Grenville & Lanark District Health Unit for all Wellness and safety questions and/or information updates.

- Solicit new Committee members when needed.
- Ensure completion of each key responsibility as detailed on pg 2 of this document ("*The key responsibilities of each Committee Chair will be:*")
- Recommend responses to Board for complaints or suggestions received from Members or Leaders regarding safety.

Wellness Committee Vice Chair’s responsibilities:

- act as Chair when the Committee Chair is unable to do so.
- Assist Chair in soliciting new Committee members when needed.
- Complete each key responsibility as detailed on pg 2 of this document, “*The key responsibilities of each Committee Vice-Chair will be:*”
- provide full orientation to new Committee members (including processes & procedures, achievements to date, challenges, current committee work, planned work in next 4-6 mths)

Priorities for Change

and Where We Are Now

Priority #12:

Ensure activity descriptions on the website provide information about prerequisite skills, knowledge or fitness level required for classes.

Priority: Very High

Where we are now (as of Oct 2023):

Most, but not all activity descriptions identify prerequisites somewhere in their description.

Goals

Short term Goal (to be achieved before June 2024):

Activities that need more information about prerequisites and requirements are identified. Prerequisites and requirements are included in the descriptions.

Activity Description Template is used by Leaders, and sample scripts are developed to assist leaders to prepare activity groups

or

Leaders submit Activity info to Activities Committee, and all descriptions are then written by Activities Committee, to ensure all criteria consistency included.

Medium term Goal (to be achieved before March 2025):

Each Activity Group is described in website correctly & fully and following consistent format, ensuring all prerequisites and required equipment info is included.

Long term Goal (to be achieved before Dec 2025):

Each Activity description follows the same format, with prerequisites and other requirements and potential risks and hazards clearly outlined.

** Lead Committee on these Goals is Activities Committee.

Wellness Committee’s role is to consult and assist