

GOALS to address identified Priorities for Brockville 50+ Activity Centre, for January 2024-Dec 2025

The following goals were developed by the Strategic Planning Committee (SPC) from information gathered through a survey of our membership in the Spring of 2023. From the survey results the SPC identified the highest 25 priority areas to address. After clearly describing the priorities and sharing them with the 50+ Board the SPC worked on Short, Medium and Long-term Goals to address the needs expressed under each priority.

Each Goal has a particular Lead Committee indicated. Seven Committees are proposed. Some exist and others will need to be formed. The Committees will be responsible for developing action plans to achieve the goals; to present the action plans to the Board for approval and to work in consultation with other Committees in implementing the action plans. Regular reports to the 50+ Board will demonstrate progress toward achieving each Goal. Any needed adjustments to action plans will be presented to the Board for approval before implementation of changes.

| <u>Priorities</u> | <u>Where We are Now & Goals</u> | <u>Lead Committee & Notes</u> |
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| <p>Priority #1. <i>The Board to ensure each new Board member promptly receives full orientation to the Board and ensure new Board members are clear on the responsibilities of being a Board member and understand every aspect of the 50+ organization including its bylaws, policies and procedures.</i></p> <p style="text-align: right;"><i>Priority: Very High</i></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> <hr/> <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. Board rep who will conduct orientation to new members is chosen. A decision will be made whether that rep will continue, or responsibility for orientation will rotate.</p> <hr/> <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 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>Lead Committee:</u></p> <p>Board</p> |

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| <p>Priority #1. cont'd ...</p> | <p><u>Long term Goal (to be achieved before Dec 2025):</u> An established, documented and clear process is consistently practiced to orient new Board members after the AGM or and prior to his/her the first Board meeting. 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 long-term Board member meets with the new Board member to review all processes & governing docs and provide history of Brockville 50+'s foundation and growth.</p> | |
| <p>Priority #2. Update website information more frequently, ensuring all info on website is current, and includes last date it was revised.</p> <p><i>Priority: Very High</i></p> | <p><u>Where we are now:</u> The Website is difficult to find via google search and is 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 purpose of exploring local website developers &/or website consultants and cost of services.</p> | <p><u>Lead Committee:</u></p> <p>Communications Committee</p> |
| <p><u>Short term Goal (to be achieved before June 2024):</u> The 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.</p> | | |
| <p><u>Medium term Goal (to be achieved before March 2025):</u> 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 the website is checked & updated at least monthly upon direction of Communication Committee Chair.</p> | | |

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| <p>Priority #2. cont'd....</p> | <p><u>Long term Goal</u> (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 and urgently 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 reports. Backup Volunteer Website Manager trained.</p> | |
| <p>Priority #3. 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.</p> <p><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. First canvassing for volunteers was done in Apr 2023, and showed that over 300 members are interested in volunteering (with tasks or on a committee) either now or in the next year. “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> <hr/> <p><u>Short term Goals</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. 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>Lead Committee:</u></p> <p>Member Services Committee (Volunteer Coordinator)</p> |

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| <p>Priority #3.cont'd.....</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 honored at next AGM (April 2025).</p> | |
| | <p><u>Long term Goals</u> (to be achieved before Dec 2025): 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. A well maintained and easily managed volunteer bank (names cross referenced with skills and interests) is actively used by Brockville 50+ committees. Canvassing for new volunteers is done regularly and the Volunteer Bank is updated regularly. 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. Based on continued volunteer time tracking done by Board members, time commitments are well estimated and included in 50+ job descriptions. Accurate time commitments are known for many tasks and projects, which allows better planning of volunteers needed, and allows better planning by Committees. Members who provided many volunteering hrs (ex 300+ hrs, 200+ and 100+ hrs of volunteering) in past year (Apr 2025-Mar 2026) will be acknowledged at Apr 2026 AGM.</p> | |
| <p>Priority #4: Ensure clear detailed information about registration is provided at least 6 weeks prior to</p> | <p><u>Where we are now</u> (as of Oct 2023): Information is provided one month in advance, earlier than in past years. Current members (from Winter 2023 semester) informed by email of Registration procedures. Several non-members who were newsletter subscribers were informed of registration day procedures via emailed newsletter.</p> <p>cont'd</p> | <p><u>Lead Committees:</u> Registration sub-committee of Member Services Committee and</p> |

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| <p>registration, on the website, via email, via phone calls to those without email, posted on 50+ bulletin Board and in newsletter.</p> <p>Priority: Very High</p> | <p><u>Short term Goal (to be achieved before June 2024):</u> 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 (to be achieved before March 2025):</u> Registration procedures are clear and detailed in Policy & Procedures manual.</p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> 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>Communications Committee</p> |
| <p>Priority #5: Consistently use a variety of communication methods to reach the diversity of membership.</p> <p>Priority: Very High</p> | <p><u>Where we are now (as of Oct 2023):</u> 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 opposed to using 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 (to be achieved before June 2024):</u> 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 (to be achieved before March 2025):</u> 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>Lead Committee:</u></p> <p>Communications Committee</p> <p>and in consult with</p> <p>Strategic Planning Committee</p> |

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| | <p><u>Long term Goal (to be achieved before Dec 2025):</u> 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>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.</p> <p><i>Priority: Very High</i></p> | <p><u>Where we are now (as of Oct 2023):</u> Our website does not provide registration and payment options. Forms can be downloaded or filled in on line but must be printed off 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.</p> <p><u>Short term Goal (to be achieved before June 2024):</u> 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 the website. Volunteer Web Manager selected and attends Communications Committee meetings & Website Development Working Group meetings.</p> <p><u>Medium term Goal (to be achieved before March 2025):</u> 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.</p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> 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> | <p><u>Lead Committees:</u></p> <p>Communications Committee <i>and in partnership with</i> Member Services, Registration & Office Committee</p> |
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| <p>Priority #7: 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 Board.</p> <p><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. 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>Lead Committees:</u> Member Services Committee, Registration & Office and Strategic Planning Committee (re P&P, with frequent consult with & input from all Committees and Board)</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 documented 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> | |

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| <p>Priority #8. Develop Policies and Procedures manual for all aspects of the 50+ organization. Update P&P at least annually and ensure reviewed with the Board members, Volunteers and Leaders. P&P to be available to Members on request.</p> <p><i>Priority: Very High</i></p> | <p><u>Where we are now</u> (as of Oct 2023): It is understood by some board members that certain methods of operating (such as approvals required) are set policies and procedures, but no organizational collection of policies and procedures exists. Some agreed policies or procedures are possibly in Board minutes, but they are not formally documented or organized in a P&P manual.</p> | <p><u>Lead Committee:</u></p> <p>Strategic Planning Committee (re P&P, with frequent consult and input with Committees and Board) <i>and consulting with Member Services Committee</i></p> |
| <p><u>Short term Goal</u> (to be achieved before June 2024): A review of old minutes (in search of existing documented P&P)and procedures has been conducted, P&P guides from other organizations have been reviewed and work has started on developing a P&P Guide for Brockville 50+.</p> <p>Applicable policies and procedures are presented to the board for approval as they are developed. All those impacted by any change in policy are promptly notified.</p> | | |
| <p><u>Medium term Goal</u> (to be achieved before March 2025): Draft of 50+ Policies & Procedures manual is completed, presented to the Board and approved. Each Board member has copy of P&P manual, and follows the approved P&P. An annual review of P&P manual has been scheduled, with input from each Committee.</p> | | |
| <p><u>Long term Goal</u> (to be achieved before Dec 2025): Policies and procedures which guide Brockville 50+ operations are documented in a Policy and Procedures Manual, and are well understood by the Board. Policies and Procedures manual is available to Members via 50+ website link. Review of P&P is done on adhoc basis, and an annual review of P&P is completed in late 2025, resulting in updates to P&P manual.</p> | | |
| <p>Priority #9.</p> | <p><u>Where we are now</u> (as of Oct 2023):</p> | |

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| <p>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.</p> <p><i>Priority: Very High</i></p> | <p>The focus is on the logistics of an in-person registration day and the use of paper forms and cheques.</p> | <p><u>Lead Committes:</u></p> <p>Member Services, Registration & Office Committee</p> <p><i>With frequent consultation with</i> Strategic Planning Committee (re P&P, with frequent consult with & input from all Committees and Board)</p> <p><i>and in consultation with</i> Communications Committee</p> |
| | <p><u>Short term Goal (to be achieved before June 2024):</u> Several options for registration are identified which meet the key purposes for registration and address members' expressed needs.</p> | |
| | <p><u>Medium term Goal (to be achieved before March 2025):</u> 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><u>Long term Goal (to be achieved before Dec 2025):</u> 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> | |

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| <p>Priority #10: Ensure a variety of registration and payment options are available to address the different needs of our membership.</p> <p><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> <hr/> <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> <hr/> <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> <hr/> <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><u>Lead Committees:</u></p> <p>Member Services, Registration & Office Committee</p> <p><i>in consultation with</i> Communications Committee <i>and</i> Finance and Fundraising Committee</p> |
| <p>Priority #11: Define the term “pre-registration” and ensure the procedures for pre-registration are clearly detailed and explained.</p> <p><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 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+, and,</i> persons who are members in <i>another</i> class and now wish to join a new class.</p> <hr/> <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 <i>and</i> is clearly abided by. <i>or</i> 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>Lead Committees:</u></p> <p>Member Services Committee Registration sub-committee</p> <p><i>and in consultation with</i> Communications Committee <i>and</i></p> |

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| <p>Priority 11: cont'd.... Define the term “pre-registration” and ensure procedures for pre-registration are clearly detailed and explained.</p> | <p><u>Medium term Goal (to be achieved before March 2025):</u> 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>Strategic Planning Committee (re P&P)</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>Lead Committees:</u></p> <p>Activities Committee (including Venues & Social & Special Events)</p> <p>Health & Safety Committee</p> | |
| <p>Priority #12: Ensure activity descriptions on the website provide information about prerequisite skills, knowledge or fitness level required for classes.</p> <p><i>Priority: Very High</i></p> | | <p><u>Where we are now (as of Oct 2023):</u> Most, but not all activity descriptions identify prerequisites somewhere in their description.</p> |
| <p><u>Short term Goal (to be achieved before June 2024):</u> 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 Group Committee, to ensure all criteria consistency included.</p> | | |
| <p><u>Medium term Goal (to be achieved before March 2025):</u> 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 (to be achieved before Dec 2025):</u> Each Activity description follows the same format, with prerequisites and other requirements clearly outlined.</p> | | |

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| <p>Priority #13: At least annually, for the Board to: 1) identify and define issues within the organization and <i>within</i> the Board; 2) define goals & strategies and develop action plan</p> <p><i>Priority: Very High</i></p> | <p><u>Where we are now</u> (as of Oct 2023): The Board assesses its performance on an adhoc 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 operational & policy assessment & review and the creation of a Strategic Plan, <i>aka</i> an annual plan. Strategic Plan for Jan 2024 through Dec 2025 is implemented by each Committee and overseen by the 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><u>Lead Committee:</u></p> <p>Board <i>in partnership with</i></p> <p>Strategic Planning Committee</p> |
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| <p>Priority #14: Consistently gather and organize statistical data about our members and activity choices, etc, including the types of data collected in April's surveys. Analyze past and current info to ensure future organizational decisions are based on solid data.</p> <p><i>Priority: Very High</i></p> | <p><u>Where we are now</u> (as of Oct 2023): Data gathered in the April 2023 survey has been recorded in excel spreadsheets, which has allowed 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.</p> <p>Volunteer Office Admin use an excel spreadsheet ("<i>onedrive</i>") 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, 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.</p> | <p><u>Lead Committee:</u></p> <p>Member Services Committee, Registration & Office</p> <p><i>in partnership with</i></p> <p>Strategic Planning Committee</p> |
| | <p><u>Short term Goal</u> (to be achieved before June 2024): As a result of a 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</u> (to be achieved before March 2025): 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 the 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> | |

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| <p>Priority #14cont'd</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. 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.</p> | |
| <p>Priority #15: 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. After implementation of each strategy, assess and agree on any adjustment in strategy before taking further action. <i>Priority: Very High</i></p> | <p><u>Where we are now (as of Oct 2023):</u> 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><u>Short term Goal (to be achieved before June 2024):</u> 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 (to be achieved before March 2025):</u> 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><u>Long term Goal (to be achieved before Dec 2025):</u> 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>Lead Committee:</u> Activities Committee (Groups, Social & Special Events & Venues)</p> |

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| <p>Priority #16: Board to have at least one social event per semester.</p> <p>Priority: Very High</p> | <p><u>Where we are now</u> (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.</p> <p><u>Short term Goal</u> (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</p> <p><u>Medium term Goal</u> (to be achieved before March 2025): Board social events are scheduled at least once a semester and are well attended.</p> <p><u>Long term Goal</u> (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.</p> | <p><u>Lead Committee:</u> Board</p> |
| <p>Priority #7: 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.</p> <p>Priority: High</p> | <p><u>Where we are now</u> (as of Oct 2023): No social activities happening. No volunteers have been identified or asked to organize social type activities.</p> <p><u>Short term Goal</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 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 the 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>Lead Committee:</u> Activities Committee (Social Sub-Committee)</p> |

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| | <p><u>Long term Goal (to be achieved before Dec 2025):</u> 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>Priority #18: 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)</p> <p>Priority: High</p> | <p><u>Where we are now (as of Oct 2023):</u> 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 have been identified or asked to organize social type events.</p> | <p><u>Lead Committee:</u></p> <p>Activities Committee (Social Sub-Committee)</p> |
| | <p><u>Short term Goal (to be achieved before June 2024):</u> 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 events to take place between August 2024 and Dec 2024 or Jan - March 2025. Budget presented to the 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 (to be achieved before March 2025):</u> A social event is organized, held, and evaluated. Structure and procedures to implement ongoing social events are in place.</p> | |
| | <p><u>Long term Goal (to be achieved before Dec 2025):</u> Each semester at least one social event is offered, where large number of members may attend, either free or at very low cost.</p> | |

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| <p>Priority #19:</p> | <p><u>Where we are now (as of Oct 2023):</u> 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> | |
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| <p>Organize orientation sessions for most popular classes and for new classes, to introduce and explain prerequisites.</p> <p style="text-align: right;"><i>Priority: High</i></p> | <p><u>Short term Goal (to be achieved before June 2024):</u> 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 drop-outs from popular classes.</p> <p><u>Medium term Goal (to be achieved before March 2025):</u> 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 drop-outs from popular classes.</p> <p><u>Long term Goal (to be achieved before Dec 2025):</u> Introduction and orientation to new classes and orientation to popular classes with prerequisites is a regular component at 50+ social events.</p> | <p><u>Lead Committee:</u></p> <p>Activities Committee</p> |
| <p>Priority #20: Continue to add new classes and split larger classes when potential leaders have been identified and venues found.</p> <p style="text-align: right;"><i>Priority: Medium-High</i></p> <p>Priority #20cont'd</p> | <p><u>Where we are now (as of Oct 2023):</u> 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 (to be achieved before June 2024):</u> Best strategies and processes 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 style="text-align: right;"><i>cont'd.....</i></p> <p><u>Medium term Goal (to be achieved before March 2025):</u> Structure and process are in place to retain, recruit and encourage new teachers and leaders of current and new activities.</p> | <p><u>Lead Committee:</u></p> <p>Activities Committee (Groups, Venues, Social & Special Events)</p> |

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| | <p>Process in place to compare potential venues on various criteria.</p> | |
| <p>Priority #21: Determine barriers to 50 – 65 group and survey their interests</p> <p><i>Priority: Medium</i></p> | <p><u>Long term Goal (to be achieved before Dec 2025):</u> 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>Where we are now (as of Oct 2023):</u> Barriers for the 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 (to be achieved before June 2024):</u> 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 (to be achieved before March 2025):</u> Two or three popular classes offered at times geared to 50 to 65 age range</p> <p><u>Long term Goal (to be achieved before Dec 2025)</u> Increased % of total members are 50–65 age range members Activities scheduled at times 50-65 age range can attend.</p> | <p><u>Lead Committee:</u></p> <p>Activities Committee (Groups, Venues, Social & Special Events)</p> |
| <p>Priority 22: Address special needs of our “over 80” yr old members</p> <p><i>Priority: Medium</i></p> | <p><u>Where we are now (as of Oct 2023):</u> 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 is addressing constraints to participating in activities.</p> <p><u>Short term Goal (to be achieved before June 2024):</u> 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>Lead Committee:</u></p> <p>Activities Committee partnering with Strategic Planning Committee</p> |

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| | <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>Priority #23: Organize an Info Session for all activities at least once per year, at Registration event, and/or at AGM or a separate social event. <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 in 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>Lead Committees:</u> Activities Committee (Groups, Venues, Social & Special Events)</p> |
| <p>Priority #24: Create “Members Only” Facebook page, to be managed by volunteer ‘media team’ <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>Lead Committee</u> Communications Committee (Facebook sub-committee)</p> |

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| <p>Priority #24: cont'd</p> <p>Low Priority</p> | <p><u>Medium term Goal (to be achieved before March 2025):</u> 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>Priority #25: . Brockville 50+ to raise sufficient funds from government and private grants and donations to accomplish organizational and activity goals while keeping membership fees low.</p> <p>Medium Priority</p> | <p><u>Where we are now (as of Oct 2023):</u> Occasional donations are received. No plan or process is in place to request government or private grants or donations.</p> | <p><u>Lead Committees:</u></p> <p>Finance & Fundraising Committee</p> |
| <p><u>Short term Goal (to be achieved before June 2024):</u> A 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 (to be achieved before March 2025):</u> 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 (to be achieved before Dec 2025):</u> A Brockville 50+ Fundraising Committee is successfully submitting proposals and requesting donations which results in receiving funds for specifically identified needs.</p> | | |