

BROCKVILLE 50+ Activity Centre

Our Strategic Plan

for 2024 through 2025

A plan for action

A plan for effective growth

Submitted and presented to Brockville 50+ Board of Directors November 28 2023
by Strategic Planning Committee
APPROVED by Brockville 50+ Activity Centre Board of Directors on November 28 2023

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Who we are: our History, Vision, Mission and Values

Over 20 years ago our organization developed a vision, mission and organizational values.

The **Vision** of Brockville 50+ Activity Centre is to enhance and inspire the well-being of those 50 years and over in this area, through enjoyment, active living, wellness, lifelong learning, social interaction, and empowerment.

Our **Mission:** The Brockville 50+ Activity Centre is committed to providing services to seniors, retirees and semi-retired persons of age 50 years and over. This goal is accomplished by providing a wide range of affordable activities in a friendly and welcoming environment that provide opportunity for social engagement and help promote good health by keeping participants mentally, socially and physically active.

We **Value:** Empowerment, Caring, Support, Learning, Personal Growth, Integrity, Transparency, Accountability, Healthy Living, Respect, Collaboration.

Our **Values** reflect what we feel is most important for our organization. These values guide Brockville 50+ in developing and delivering programs for our members, and need to be reflected by all of us in developing strong and lasting relationships amongst us and with the community. Our values need to be at the root of how we operate, and evident in all the decisions our organization makes.

History: In April 1980, our organization, then called Brockville Good Shepherd Centre, found its first home, the Comstock Building at 82 Emma St. Our Centre is believed to have been the first Centre and program of its kind launched in Canada. By 1989 when we moved to Wall St. United Church under the name of Shepherd's Welcome Centre, there were 437 members.

Between 2000 and 2005 the membership ranged from 212 with 16 Activity Groups to 243 per semester. By 2014 there were 380 members, over 20 Activity Groups, a website had been launched. Membership fluctuated slightly in the next few years. By 2018, we had grown slightly in members but offered more Activity Groups, with classes moving to the Memorial Centre, Bridlewood, the Royal Brock and to the Wedgewood. Since 2018 we have grown from under 375 members to almost 700 members today.

Key Priorities and Messages

In early 2023, the Board initiated this first in-depth examination of our organization's strengths, weaknesses, and barriers to growth since Brockville 50+'s inception some 43 years ago. A Strategic Planning Committee was formed to spearhead the work.

A survey of over 400 members in April 2023 was carefully tabulated and analyzed and key themes and priorities for change were determined based on the survey and Focus Group held in summer 2023.

The twenty-five priorities for the Brockville 50+ membership were then identified as Very High, High, Medium, or Low based on the frequency of survey responses and are listed in the attachment *PRIORITIES for Brockville 50+ Activity Centre to address Fall 2023 through 2025.*

While developing a strategy is one of the first steps to bringing about organizational change, the implementation plan is vital to successful change. A thorough and efficient implementation process with well-developed Action Plans for each Goal is essential for plans to come to fruition.

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. For more detailed information about the identified goals, please refer to the attached document, *GOALS to address identified Priorities for Brockville 50+ Activity Centre, January 2024-Dec 2025*

Making it Happen Together

The many priorities identified by members will only be achieved through the collaborative efforts of many individuals.

The Strategic Planning Committee (SPC) proposes a committee structure to support the Board in achieving its goals. The committees, each with a volunteer “workforce”, will better ensure that 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.

The committees have been created to help Brockville 50+ achieve the priorities identified in the spring and summer of 2023. These priorities are numbered and can be found listed in the attachment *PRIORITIES for Brockville 50+ Activity Centre to address Fall 2023 through 2025*

The attached document entitled *Proposed COMMITTEE Structure for Brockville 50+ Activity Centre* includes details and relevant priorities and goals for each committee.

One of the first tasks of each committee will be to create their committee’s Action Plans, which will then be presented to the Board for approval. Committee Action Plans will include timelines to meet the common goal deadlines of:

- Short term goals: June 2024
- Medium term goals: March 2025
- Long term goals: December 2025

The Strategic Planning Committee will offer support in the preparation of plans.

Committees will establish measurable indicators so they will know when each goal has been achieved. Each committee will report to the Board at least three times a year. A shareable calendar tool will greatly assist committees in scheduling their presentations to the Board. Additionally, the Strategic Planning Committee has created two key documents which will assist and support all committees in achieving their goals. These are:

- **GOALS to Address Identified Priorities for Brockville 50+ Activity Centre**, which provides detail about short, medium, and long term goals with established deadlines.
- **COMMITTEE Structure for Brockville 50+ Activity Centre**, which offers the same suggestions but organized according to committee. This document also offers more detail on the proposed role of the chair and vice-chair.

Proposed Committees:

1. **50+ Board** (including Nominations and Elections)
2. **Strategic Planning Committee**
3. **Communications Committee** (including Website & Publications & Public Relations & Advertising)
4. **Member Services Committee** (including Registration & Office & Volunteer Coordination)
5. **Activities Committee** (including Activity Groups, Venues, Social & Special Events)
6. **Finance & Fundraising Committee**
7. **Wellness Committee**

Each committee will have clearly defined areas of responsibility, with a Chair who is a Board member. The Chair of each committee will work with a group of volunteers to develop and implement action plans which will aid in making progress to achieve the organization's goals.

Committee Structure & Responsibilities:

a. **Structure:**

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

The Committee Chairs will be board members selected by the Board at the May Board meeting (ie first meeting after AGM).

Commitment of Term for a Chair of Committee is 1 or 2 years. The Term may continue another 1 year at the request of the board, if the Chair is willing.

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

b. **Function:**

Each Committee will develop and implement *Action Plans* to achieve the Goals assigned to their committee.

c. **Roles & Responsibilities:**

Responsibilities of each Committee Chair:

- Lead the committee to develop *Action Plans* to systematically address the identified *Priorities* assigned to the committee. That is, to achieve the short-term, medium-term and long-term goals developed by the committee, before the target dates. The SPC is available to help committees develop these plans, and two documents – *Goals* and *Committees* have been developed to assist with this.
- Canvas for adequate number of suitable volunteers to serve on the committee, and explain Committee's role and the role of volunteers.
- Create *Action Plans* and consult with the Strategic Planning Committee (SPC) for feedback or support, and then present to Board for approval.
- Report to the Board on Committee's progress and "next steps", at least quarterly, from early 2024 through 2025.
- Implement *Action Plans* to achieve Goals assigned to the committee.
- Coordinate the implementation of the Committee's *Action Plans* with other Committee Plans, particularly where responsibility for plans to achieve a Goal is shared between Committees-
- Measure and assess progress of the implementation of *Action Plans*, and in case of barriers to achieving goals, seek support of Strategic Planning Committee (SPC) and the Board.
- Prepare a final report on the achievement of each of the Committee's Goals, and submit to the board before February 2026.

Responsibilities of each Vice-Chair:

- Act as Committee Chair when the Chair is unable to do so.
- Keep minutes of Committee meetings or find a volunteer to do so. Minutes will be available to the Board and SPC.
- Assist Chair to gather and organize data to measure progress toward reaching Committee's goals.
- Assist in preparing reports of the committee's progress, 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.

Maintaining the Momentum

Confirmation of strategic directions provides an important framework for our annual operating plan and budget process. Strategic planning is the process of creating a blueprint that guides an organization for a period of time and helps accomplish goals. The strategic planning process pushes us to reflect on our Mission, to take the necessary time to have a close look at what the most important goals are, and to determine the best strategies to reach them.

It is anticipated that this Strategic Plan for 2023-2025, with its detailed implementation plan, will result in steps toward change being carefully put into action by the Committees entrusted to do so, and that the plan will help the Board, Committees, volunteers and members work cohesively with a common purpose of achieving important goals to promote and guide our organization's positive growth.

The Strategic Planning Committee will present progress reports on the collective progress of all Committees in August 2024, April 2025 and January 2026. It is proposed that the development of the next Strategic Plan will begin in the Fall of 2025.

Imagine our Future

A vision creates an inspiring, clear, visual 'big picture' look ahead at where an organization wants to be in the future – the dream. It is intended to be bold, forward thinking and creative, from which strategic directions, goals, priorities and action plans are developed and supported through annual operating and capital budgets. The following long-term vision for Brockville 50+ looks out ten or so years and has been scripted from input provided through the members' survey, input from the focus group, and trends relating to older adults and what services and practices will be desired and needed in coming years.

Imagine it's the year 2025!

Brockville 50+ is successfully meeting the growing and changing needs of an increasing share of the older adult population in Brockville and surrounding area by offering a wide variety of activity groups, day trips and special events. Brockville 50+ is well known throughout the community and has a highly positive reputation for providing fun and interesting activities in a friendly and supportive atmosphere at a very low cost. The organization has increased its appeal to a broader adult population, with an increase in members especially in the 50-60 age group, and the over 80 age group. Improved and diverse program times and more accessible venues make it easier for our youngest members and oldest members to participate in activities. Use of some buildings owned by the municipality is common, and discussions are ongoing for securing a permanent facility that is close to perfect for Brockville 50+ to call home.

This report was presented to the Board on November 28, 2023 by the Strategic Planning Committee, followed by a motion for approval of this "Our Strategic Plan for 2024 through 2025, a plan for action, a plan for effective growth". The Strategic Plan was approved by the Brockville 50+ Board on November 28 2023.