

Chair's Report for the AGM

January 1, 2023 to December 31st, 2023

Good afternoon and welcome to our 2024 AGM. This is AGM is to review the 2023 Calendar year.

During the past year we saw all the things that make this Seniors Centre such a such a wonderful place to meet and enjoy each other's company.

We had a number of significant accomplishments and this is due to the leadership of the Board of Directors, the contribution of our staff and our 100 volunteers.

We had the dual challenges of balancing rapid growth in members and the need to build internal capacity to manage this growth. In October 2021 we had 650 members. Today we have 1200 members.

We developed an Annual Work Plan, worked the plan and reviewed progress quarterly and the results are as follow:

- Communications with our members was a priority and we do so through our monthly Newsletter , News Releases, Facebook, Member Survey, Open invitations to monthly board meetings, Posting of board minutes, Access to board members in person.

-Our Newsletters and News Releases now reach 1400 subscribers. We print 300 copies of our Newsletter every month. The results of our Member Survey and our Strategic Plan are posted on the website.

- The website has become the go-to place for up-to-date information for members;

Allow me to share some accomplishments and numbers from the past year:

-In 2023 we had an annual budget of \$260,000. Our top 5 Sources of Revenue are: #1. Fitness Classes, #2 Grants, #3 Food Services, #4 Membership and Activity Fees, and #5 Space Rentals. Our top 5 Expenses are: Salaries, Classes Contractors, Food Services, Operating Expenses and Office and Misc. Expenses;

-We have close to 100 volunteers participating in the running of the Centre. BC Gaming has a formula that puts a dollar value on volunteer hours. In our case it represents a value of approximately \$150,000/year.

- We were active in writing grant applications and in 2023 we received grants from New Horizon for Seniors, BC Gaming, Comox Valley Community Foundation, Coastal Community Credit Union. A special thank you to our funders who believed in our mission and in our business plan;

- We now have 1200 members including the Life and Permanent members. In October 2021 when finally coming out of the Covid19 darkness we had 650 members;

- We offer 14 Activities, 14 Classes and have 6 Clubs for a total of 34 Programs. . Refer to Comox Valley Recreation Guide Winter 2024 Edition. Space and time-slots both upstairs and downstairs are pretty well at capacity;

- Every week we have 1000 members and non-members coming through our doors. That is approximately 50,000 visits a year. Every person visiting the Centre is looking for some kind of service, participating in an Activity, Class or Club, having lunch, visiting the Gift Shop or Library, buying a membership or registering for a class and so on...

-We had Six Special Events such as Fashion Shows, T-Dinners and Christmas Dinners and Nine Saturday Information Sessions;

- We had record Cafeteria sales in 2023 compared to previous years. Thanks to Dei and her dedicated team of volunteers for the great service that they continue to offer;

- The Gift Shop, under the capable leadership of Nancy Kramer has exceeded all its operational targets. The Gift Shop uses a Consignment Sales model with an 80/20 split between the consignee and the Gift Shop. The Gift Shop revenue end up as general revenue for the Centre;

- We completed a Member Survey in August. The results of the survey are posted on our website. We were pleased that 370 members responded to the survey.

91% of the members who responded said that they were Satisfied and Very Satisfied with the services offered and the management of the Centre;

- We completed a Benchmarking Study comparing our Centre's Business Plan to four non-profit organizations in the Valley. Included in the comparisons was the City of Courtenay Recreation Association's Evergreen Club. This study yielded important data to use when making grant applications to funding organizations in particular with a grant request that we made the Town of Comox in January 2024;

- We were fortunate to retain the services of Dei as our Kitchen/Cafeteria Manager and Bill our Custodian. Patty came on as Office Assistant in July and Georgia as Centre Coordinator in December. Both were very appreciated;

- We continue to have a positive relationship with the Town of Comox, our main partner, stakeholder and building owner. We as tenants are responsible for all programming, janitorial services and light maintenance and care of the Centre. We are grateful to have Councillor Chris Haslett as the Town's representative on our Board;

Grassroot support from our Members, Sub-committee Chairs, Activity and Club Coordinators, Employees and your Board Members (who by the way are Volunteers) were the elements that made these year-end results possible;

Thank you again to all our volunteers, those mentioned and those not mentioned. It takes many volunteers to keep our Centre in operation and we appreciate everything you do. Achieving this level of success has not been an easy proposition...

Board Member burnout and retention are of concern with our current "Working Board" model. By that I mean a Working Board operating without an Executive Director. **A working board is a group of directors actively participating and overseeing the organization's daily functions.**

For instance, our Treasurer processed 3000 General Ledger Financial transactions 2023 !

Your newly elected Board will be taking a serious look at our current “Working Board “ business model in 2024.

In closing I want to thank the Board members who are leaving their positions. Dave Robinson is leaving after 20 years of service to the Centre as either Pres. VP or Director, Nina Sato is leaving and fortunately re-assigned after three years of serving in many capacities and Gayle Cousins is leaving after two years of excellent service. These Directors certainly deserve a round of applause.

We shall now move to the primary purpose of this meeting. The Election of your new Board of Directors.

Close...

OUR STRATEGIC PRIORITIES FOR 2024:

1. COMMUNICATIONS WITH MEMBERS;
2. INTEGRATING NEW MEMBERS INTO EXISTING ACTIVITIES AND CLUBS;
3. SUSTAINABLE INCOME; **
4. BUILDING MANAGEMENT CAPACITY THROUGH THE HIRING OF AN EXECUTIVE DIRECTOR;

A working board is a group of directors actively participating in the organization’s daily activities. It is a governing board with additional responsibilities: Directors perform their strategic and fiduciary duties as well as participate in the organization’s day-to-day functions.

A working board combines the governing responsibilities with managing roles, simultaneously acting as the organization’s board of directors and staff. A working board is common in startups or small community groups that lack sufficient funds to hire an Executive Director.

All is well and good if you are a small society and there isn't a whole lot to do and maybe not a whole lot of members. But as an organization evolves and grows and your scope of work broadens now is the time to hire an Executive Director.

So the President and the VP roll up their sleeves and do all the work. The Treasurer pays the invoices, keep the books and balances the books, prepares the yearly budget, produces the monthly and year-end financial statements, establishes finance policies, deals with Activity Groups and Clubs, employee payroll, 3000 ledger transactions in 2023 and so on and so forth. The Secretary prepares the board agendas and takes the minutes at the meetings, does the Newsletter, sits of four different sub-committees and so forth. Sub-committees are working at preparing the AGM details, Building questions, and so on and so forth.

Everybody is working very hard on the operation and are so busy at that that there is little time for governance and policy.

In a larger organization like ours one should see a clear distinction between the role of staff and the role of the volunteer board members.

So in a larger organization like ours the Board is responsible for establishing governance in policies and strategic planning and then you leave the operational administrative policies to the ED. The ED handles the day-to-day operations, recruitment of staff and volunteers, staff performance, employee relations.

The Board has only one employee and that is the ED. That is where the clear division of responsibilities comes in to play.

Benchmarking Study results...