

**Bernard Betel Centre
2023-2025 Strategic Directions**

Strategic Direction (Title)	<i>Where we want to go (Objectives/descriptions of our future state)</i>	<i>How we will get there? (Strategies/high-level activities)</i>	<i>How we will know the impact? (Goals/measures – evaluated annually)</i>
A. Accessible Programs, Services and Opportunities	Members and program participants can access our recreation, outreach, health and wellness programs and services when, where and how they need them – at home, at the centre and in the community.	<ol style="list-style-type: none"> 1. Continue to reduce barriers through further decentralizing of programs/hybrid models of delivery (online, at the reopened Centre and in the community). 2. Expand social programs, program hours/days and access to technology. 3. Extend our reach to new seniors including those in the local community, in a broader geographic area (Greater Toronto and beyond), and younger seniors through new outreach and volunteer opportunities. 	<ul style="list-style-type: none"> • # of new participants in virtual and in-person programs. • # of new programs offered virtually and in-person • Participants report improved mental and physical well-being
B. Diverse, Inclusive Community	Our diverse membership and community are celebrated and engaged. Our programming is designed to be inclusive of their diverse needs.	<ol style="list-style-type: none"> 1. Understand the needs of clients and the community using a diversity, equity and inclusion lens (age, culture, language, socio-economic, interests, etc.) and align programs, services and events with these needs. 2. Continue to develop Jewish programming reflecting our values. 3. Reach out to young-at-heart seniors to ensure we offer programs and social activities (e.g. Trips and Travel, volunteer opportunities) that meet the needs of an active lifestyle. 4. Further develop programs in the multiple languages spoken by our diverse membership. 	<ul style="list-style-type: none"> • Members and program participants report greater sense of belonging to the Betel community
C. Support for Vulnerable Seniors	Bernard Betel Centre supports seniors in our community who are living in poverty	<ol style="list-style-type: none"> 1. Continue to align with the efforts of our funders and partner agencies and expand our partnerships to support vulnerable seniors. 	<ul style="list-style-type: none"> • Clients report reduced food insecurity as a result of access to Betel’s Meals On Wheels program

	including those individuals living with food insecurity; social isolation; and/or mental health concerns	<ol style="list-style-type: none"> 2. Build new services to fill emerging gaps, including social isolation, and create a narrative about the need and impact of these services. 3. Maintain our Meals on Wheels program for vulnerable seniors through continued volunteer and staff engagement and a new annual fundraising campaign. 4. Promote physical and mental well-being of members. 5. Partner with CIJA and/or other groups to enhance government relationships and advocate for support for vulnerable seniors. 	<ul style="list-style-type: none"> • Members and program participants report improvements in feelings of isolation, stress and loneliness
D. Investment in Sustainability	Through stable finances, an inviting facility and an active, supportive community, the Bernard Betel Centre attracts and retains new members, grows and flourishes.	<ol style="list-style-type: none"> 1. Implement an enhanced marketing plan and new brand/narratives which demonstrate and promote our impact. 2. Expand our fundraising and other revenue generating capacity by stewarding current and new funders and donors. 3. Capitalize on recent renovations by continuing to upgrade our current facility. 4. Leverage staff and volunteers' creativity, flexibility and expertise to develop and enhance our programs, based on the changing needs and priorities of our community. 5. Invest in further development of our programs both at our main facility and in other locations. 	<ul style="list-style-type: none"> • # of donors and % donation growth • Staff and volunteers are proud of the contribution they are making to the organization • % of members who continue to renew their annual membership