

2022-
2025

Strategic Plan



MROO

Municipal Retirees
ORGANIZATION ONTARIO

mroo.org

Mission Statement

MROO protects pensions and enhances the retirement experience for OMERS retirees.

Strategic Vision

MROO is recognized by its Members as their retirement services and advocacy organization.

We Value

Quality Service – We strive to provide excellent customer service to our members, as their retirement services and advocacy organization.

Trust – We build and maintain trust with our members and each other as we work to achieve our common goals.

Integrity – We serve and support MROO with integrity and act in an ethical and responsible manner.

Transparency – Outcomes matter and so does showing how we go about achieving them. We act as effective stewards of MROO, in our members' interests.

Teamwork – We thrive on teamwork and participative decision-making. We build supportive relationships through formal and informal communication.

Diversity and Inclusion – We strive to become more aware of bias and systemic racism and act to eliminate them. Equity, diversity and inclusion in leadership, thinking and decision-making is better for everyone.

Innovation and Achievement – We welcome innovative ideas and change. We achieve results through people who care about what they do. **When things change, we adjust our methods not our values.**

2022-2025 Key Result Areas

1. Membership Growth and Services
2. Advocacy
3. Reputation and Awareness
4. Organization Capability and Effectiveness
5. Good Governance

MROO will succeed in fulfilling its Mission and Vision by achieving results in these Key Result Areas (KRAs).

1. Membership Growth and Services

MROO retains members and grows membership by increasing value to members and representing them.

Objectives

Evaluate **marketing plan effectiveness** raising awareness/promotion. (Annual)

Set **realistic and achievable member targets** and review annually. (Annual)

Enhance benefits and value for money to members with **new partnerships**. (Annual)

Review **quality of service offerings**, delivery and value for money. (Bi-Annual)

Deliver regular **communications and education** programs to members. (Annual)

Identify and recruit new members from OMERS members retiring early. (Annual)

Issue Request for Proposals (RFP) and complete a **branding study** that will differentiate MROO. (2022-23)

Enhance **member database** to become member-centred, know them. (2023-24)

Assess feasibility of **special purpose subscriptions** (voluntary) to members (and purposes). (2024)

Develop more advisory roles that may **interest prospective members**. (2024)

2. Advocacy

MROO develops proactive and effective advocacy to address relevant issues and concerns in real time.

Objectives

Develop/revise **advocacy program** to address member and emerging issues in a timely manner. (2022, 2024)

Survey to identify those **issues most important to Members**. (2022, 2024)

Review/revise terms of reference and **enhance Housing Support for Ontario Seniors (HSOS) Advisory Committee mandate**. (2022)

Assess **seniors' housing** demonstration project opportunities (e.g., Abbeyfield) in our real estate needs study. (2022)

Prepare/issue Request for Expressions of Interests for **Lobbying Services and Board Training**. (2022-23)

Needs analysis/terms of reference for **standing Advocacy Committee**. (2023)

Refine **senior care advocacy** (aging in place, services & supports). (2023)

Develop **Defined Benefit (DB) Pensions Advocacy Plan** (governments, OMERS). (2023)

3. Reputation and Awareness

MROO improves awareness and its reputation among current and prospective Members and key stakeholders.

Objectives

Leverage **public relations (PR) function** to expand reach/ impact of reputation matters. (Annual)

Enhance reputation for quality and relevant **training/webinars**. (Annual)

Review **Scholarship Program impact** for PR and awareness, revise. (Annual)

Earn a stellar **reputation for service** in Member Survey. (2022, 2024)

Determine how to and then assess pandemic **donations impact** and implication for a new program. (2022)

Broaden/strengthen **communications targets and channels**. (2022-23)

Increase awareness of MROO by OMERS employers. (2022-23)

Assess viability of **member community recognition awards program**. (2024)

4. Organization Capability and Effectiveness

MROO identifies and implements the organization structure and resources, particularly staffing and technologies, necessary to implement strategic direction.

MROO builds organization capabilities to levels that serve the evolving structure and resources in place over time.

Objectives

Review **Human Resource (HR) Plan** to determine **appropriate level of staffing needed** by MROO. (Annual)

Identify **real estate (office) needs and opportunities** (e.g., Abbeyfield) and present a viable plan to Board (2022).

External and internal communications tools development. (2022-23)

Develop a plan to **recover normal operations** after COVID-19. (2022-23)

Develop revenue strategy to **increase revenue sources/diversity**. (2022-23)

Research good practices and develop a **diversity/inclusion strategy**. (2023-24)

Migration **strategy to modernize IT** and communications platforms. (2024)

Benchmark MROO to comparators' **governance/operations**. (2024)

5. Good Governance

MROO improves decision-making by adopting good practices, processes, conduct, information, deliberation, communication and respect for the outcome.

MROO maintains role clarity of the people working on its behalf, which fosters greater focus and accountability.

Objectives

Clarify roles of Executive Officers
Director, Alternate, Ambassador and
Executive Director. (2022-23)

Update **constitution/bylaws** & policies
re **Not-for-Profit Corp Act**. (2022-23)

Evaluate **Board Agenda** (oversight,
policy and strategy focus). (2022-23)

Develop **training plans** to help Board
members govern effectively. (2022-23)

Develop **onboarding, orientation and
training programs/processes**. (2023)

Train Board in **conflict management/
dispute resolution**. (2023, 2025)

Skills-based/transparent recruitment
(Board members and Representatives)
to increase candidate pool. (2023-24)

Review **size and structure of MROO's
zones and of the Board**, with a view to
optimizing decision-making. (2024)