



## **AGENDA**

### **BOARD OF DIRECTORS WORK SESSION**

Wednesday, September 2, 2026 – 9am - 12pm

West Center Auditorium / Zoom

\*Code of Conduct

**Directors:** Candy English (President), Steve Reynolds (Vice President), Kristy McCue (Secretary), Lanny Smith (Treasurer), Jodie Walker (Assistant Secretary), Nellie Johnson (Assistant Treasurer), Dave Barker, Bart Hillyer, Chris McCrummen, Barry Stock, Scott Somers (non-voting)

### **AGENDA TOPIC**

#### **1. Call to Order / Roll Call – Establish Quorum**

#### **2. Amend/Adopt Agenda**

#### **3. Action Items**

##### **A. Strategic Planning with Zelos, Terrie Glass**

- 1) Report on Draft Guiding Principles (Directors Stock and Smith)
- 2) Continue Developing Goals and Objectives for Goals 4 and 5

#### **4. Member Comments** - Regarding Consent Agenda and/or Non-Agenda Items. Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.

#### **5. Adjournment**

## **GUIDING PRINCIPLES:**

- 1) At GVR, the corporation is at the center of everything we do.
  - Decisions are designed to meet the goals of our mission; policies are designed to protect member investments.
- 2) GVR operates in a financially sustainable manner, emphasizing quality in everything we do.
  - We will invest in quality materials and talent to ensure a lasting outcome, weighing today's opportunities against anticipated future expenses, and focusing on services we can provide to a high standard.
- 3) GVR is fiscally responsible.
  - Our budgets will promote an efficient use of capital investments and operations spending.
- 4) GVR prioritizes maintaining and modernizing our pools and facilities.
  - We will focus our efforts on maintaining, updating and enhancing our existing facilities.



## STRATEGIC PLAN – D1 - 8/5/26

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### Mission (confirming current mission)

To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.

### Vision (confirming current vision)

To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

### Guiding Principles (to be developed and adopted)

The Board discussed important ideas (e.g., affordability, financial stability, member-centered) to be articulated as guiding principles for Board decisions. A draft will be presented at the start of our next session. Barry Stock and Lanny Smith will work with Natalie Whitman's support on this.

### Board Input on Strengths, Opportunities and Future Challenges

#### Strengths

- We do very well. We could toot our own horn more
- Volunteers in various capacities
- Living our mission
- Staff – We are lean in numbers but excellent in quality
- Referrals from families and friends
- Financial strength



## Opportunities

- Keep telling people of the value. We could be more intentional about this.
- There is no “free”. We need to help members understand that everything we do has a cost and their dues makes those things possible.
- Focus on “maintaining” vs. expansion. This is a balancing act.
- Establish performance measures to communicate to the membership. We need to do better at explaining the “why” we improve things.
- Technology—we need to use the technology available to us to improve processes and member experience.

## Future Challenges

- Balance of dues and maintaining excellent facilities
- The impact of potentially declining home sales and senior demographics
- Keeping our IT modernized
- Enforcement of our policies and security related to IT
- Our revenue model is dependent on homes being sold
- Investments could decline if the economy declines
- Board needs to move quickly and trust our staff leadership to do their jobs without our interference or micromanagement
- We may need to take more risks



## GVR STRATEGIC PLAN – CURRENT GOALS (2021-2026)

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### Goal 1:

Provide excellent facilities for members to participate in a variety of active and social opportunities.

### Goal 2:

Provide quality services and programs that effectively meet the recreational, social, and leisure education needs of our membership, allocating resources to support those programs

### Goal 3:

Promote increased involvement of members in GVR

### Goal 4:

Cultivate and maintain a sound financial base that generates good value for our members

### Goal 5:

Provide sound, effective governance and leadership for the corporation



## GVR STRATEGIC PLAN – CURRENT GOALS (2021-2026)

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### Goal 1:

Provide excellent facilities for members to participate in a variety of active and social opportunities.

- 1.1 Ensure that GVR infrastructure is sound, currently and into the future
- 1.2 Align the design of GVR spaces with member needs and their intended purpose
- 1.3 Improve the aesthetics, atmosphere, and branding of GVR centers
- 1.4 Expand/repurpose facilities to promote and encourage social gathering

### Goal 2:

Provide quality services and programs that effectively meet the recreational, social, and leisure education needs of our membership, allocating resources to support those programs

- 2.1 Provide quality programs and services to meet the needs of all income levels and abilities of current and future members
- 2.2 Provide exceptional customer service
- 2.3 Ensure that instructors/program-related contractors for services are well qualified and aligned with GVR values/principles

### Goal 3:

Promote increased involvement of members in GVR

- 3.1 Provide programming and events that appeal to members at all income and ability levels (see also 2.1)
- 3.2 Increase member participation in volunteer opportunities that support GVR activities
- 3.3 Ensure systems and processes are easy, simple, and customer/member-centric



- 3.4 Consistently communicate with members so that they will know what is happening, be able to provide timely input, and participate in the GVR electoral process

#### Goal 4:

Cultivate and maintain a sound financial base that generates good value for our members

- 4.1 Diversify revenue to help moderate potential future dues increases
- 4.2 Review planned expenditures to ensure good stewardship of funds
- 4.3 Ensure strong fiscal management
- 4.4 Plan adequately for the future, in a fiscally responsible manner

#### Goal 5:

Provide sound, effective governance and leadership for the corporation

- 5.1 Provide varied and effective methods for the Board to proactively communicate and dialogue with members about organizational direction and decisions
- 5.2 Work together effectively as a Board
- 5.3 Create a shared understanding of what it means to be effective leaders at GVR
- 5.4 Ensure continuing education for Board and staff
- 5.5 Ensure there is continuity of operations
- 5.6 Maintain good community relations with entities outside of GVR



## WORKING DOCUMENT FOR NEW PLAN

### GVR STRATEGIC PLAN – CURRENT GOALS (2021-2026)

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#### Goal 1: DISCUSSED AND AGREED TO – GOALS AND OBJECTIVES

Provide excellent facilities for members to participate in a variety of active and social opportunities.

- 1.1 Ensure that GVR infrastructure is well maintained currently and into the future.

*Staff or volunteer presence in facilities is consistent and frequent to identify issues to be addressed. – possible initiative focus*

- 1.2 Ensure there is a sustainable comprehensive capital plan for maintenance and expansion

- 1.3 Create spaces that are warm, welcoming, engaging, and accessible that encourage social gathering

- 1.4 Ensure facility planning that includes a view on both those currently in GVR and future members

*Accessibility needs for those aging in place – possible initiative focus*

#### Goal 2: DISCUSSED AND AGREED TO

Provide quality services and programs that effectively meet the recreational, social, and leisure education needs of our membership

- 2.1 Ensure programs and services are accessible to members of all income levels and abilities

- 2.2 Provide an excellent member experience

- 2.3 Ensure that instructors/ contractors for services are well qualified and aligned with GVR values/principles

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- 2.4 Continue to evolve programs and services to meet the changing needs and interests of members

### Goal 3: DISCUSSED AND INCOMPLETE

Continue promoting increased awareness of GVR and involvement of all GVR members

- 3.1 Ensure that new members and GVR tenants are aware of what GVR offers
- 3.2 Utilize volunteers to promote GVR activities *Not nailed down. Has turned into an initiative? Is it needed at all?*
- 3.3 Ensure systems and processes are easy, simple, and member-centric
- 3.4 Consistently improve communication with members ~~so that they will know what is happening, are able to provide timely input, and participate in the GVR electoral process~~ *Discussion incomplete.*

### Goal 4: TO BE DISCUSSED

Cultivate and maintain a sound financial base that generates good value for our members

- 4.1 Diversify revenue to help moderate potential future dues increases
- 4.2 Review planned expenditures to ensure good stewardship of funds
- 4.3 Ensure strong fiscal management
- 4.4 Plan adequately for the future, in a fiscally responsible manner

### Goal 5: TO BE DISCUSSED

Provide sound, effective governance and leadership for the corporation

- 5.1 Provide varied and effective methods for the Board to proactively communicate and dialogue with members about organizational direction and decisions
- 5.2 Work together effectively as a Board
- 5.3 Create a shared understanding of what it means to be effective leaders at GVR



- 5.4      Ensure continuing education for Board and staff
- 5.5      Ensure there is continuity of operations
- 5.6      Maintain good community relations with entities outside of GVR