



**MROO**

**Municipal Retirees**  
ORGANIZATION ONTARIO

# **ANNUAL REPORT OF THE CORPORATION 2024-2025**

**Municipal Retirees Organization Ontario - MROO**

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# Municipal Retirees Organization Ontario



## June 2025

As is typical, the past 12 months have been eventful. The 2024 Annual Meeting of Members included the confirmation of by-law 7. This important document resolved several inconsistencies that had existed between the previous by-law and the constitution. The new by-law will serve MROO well for many years to come.

A couple of changes occurred in the scholarship program for 2025. The passing of founder and former President Don MacLeod resulted in the renaming of the scholarship awarded presented in his honour to the Don MacLeod **Memorial** Award for Leadership. As well, the resignation from the committee of Francine Delcourt meant it was the first time since the program's inception that neither Francine or her late husband Jack did not sit on the committee. In recognition of their service another scholarship was carved out and will be awarded for the first time in 2025, the **Jack and Francine Delcourt Scholarship** worth \$4,000.

After the Board charged operations with exploring a full rebranding, discussions were held with a number of agencies before Jackknife Design out of Toronto was chosen. Through a series of meetings with contractors, volunteers, partners, and others, Jackknife convened a multi-layer process that dove deep into the organization. Jackknife's initial conclusion, that our name, Municipal Retirees Organization Ontario (MROO) had developed real brand equity, resulted in the suggestion that a "brand refresh," rather than a full rebranding made the most sense. The resulting product was well received by the Board and will be fully implemented, in print and electronically, by July of 2025.

## Strategy 1      Membership Growth and Services

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

**Objective: Evaluate marketing plan effectiveness raising awareness/promotion**

**Report:** The annual review of the marketing plan has resulted in constant shifts in the marketing spend each year. While things like electronic advertising in hospitals and internet advertising through Google remain, a recent shift has included efforts to support our presence at various conferences by adding advertising in publications that support organizations like OMHRA, OMAA, MFOA, etc. This reinforces the marketing adage that it takes multiple interactions with a brand before you can make an impression on any single person.

**Objective: Deliver regular communications and education programs to Members.**

**Report:** Our webinars continue to attract excellent attendance, and our May 2025 webinar had over 900 Members sign-up, a new record!

The Fall All-Zone Virtual Meeting will take place this November with an as yet determined speaker.

The newsletter has continued to be a hit with our Members and we expect the refresh of the newsletter will be well received.

**Objective: Set realistic and achievable member targets and review annually.**

**Report:** As the clean up of the database continues, we have seen issues trying to measure growth against an ever-changing member base. A small project was undertaken this fall/winter to validate several thousand members that had been identified as “unknown.” This was done with both electronically through email and by regular mail via a postcard. Those responding were put back into the active membership and any emails that bounced back, returned undeliverable postcards, or actual responses indicating an individual had passed, resulted in them being removed from the database but migrated to an Excel file, just in case. Administration continues to update member profile information as when they are in contact with them.

It is hoped that in late 2025 we will be able to confidently have a number that properly represents our actual membership base. This will also help us to better understand what our annual increase is as a percentage of the overall membership.

**Objective: Enhance benefits and value for money to Members with new partnerships.**

**Report:** Though no new partners were added this year, both Specsavers and Red Wireless have begun to be seen as legitimate partners by our Members. The transition to Red Wireless was not without its challenges but the volume of complaints has been

drastically reduced over the last 6 months. Specsavers, with their growth and value, seems to also have been a hit with Members. As with all partners we track all interactions with Members and are in constant contact with our partners when they fail to provide proper support/responsiveness.

While HearingLife is not a new partner, they, along with Specsavers, have solidly contributed to our zone meetings and are sharing valuable information when they have been given the opportunity. Their presentations have been very worthwhile and each of their tables are always full of Members with questions.

**Objective: Issue Request for Proposals (RFP) and complete a branding study that will differentiate MROO.**

**Report:** While the brand study is complete and implementation in the newsletter and website is imminent, a lot of work remains. The “brand book,” part of the deliverables from the project, must be shared with partners as well as contractors such as our web provider and the producers of any swag. New branding then requires that marketing follows up with all partners/publications/website to ensure that all rules and guidelines are followed for brand consistency.

All printed materials must be identified and redesigned to support the rebrand. This meant ensuring that we were as close as possible to using up all current stock by the kick-off date. Marketing has provided many iterations to slowly knock off the long list of items.

## **Strategy 2      Advocacy**

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

**Objective: Prepare/Issue Request for Expressions of Interest for Lobbying Services/Board Training.**

**Report:** While a partner was chosen the organization proved unable to fulfill the initial request. As a fallback Management Advisory Services (MAS) has been contacted and governance training will begin at the June Board Meeting.

**Objective: Develop/revise advocacy program to address member and emerging issues in a timely manner.**

**Report:** The development of an Advocacy Committee has not yet been undertaken.

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

Retirees of Canada (CURC) and the Canadian Federation of Pensioners (CFP). Support of Defined Benefit Pensions in general has been carefully added into various MROO produced collateral materials.

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

**Report:** MROO's Housing Support of Ontario Seniors (HSOS) Committee continues to research programs focused on senior care and specifically aging in place. Information is compiled and shared via the Housing page on the MROO website.

## **Strategy 3      Reputation and Awareness**

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

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

**Report:** The third targeted scholarship was awarded in 2025 when McMaster awarded their first scholarship. Again, marketing will attempt to promote the new relationship within each school's zone. When possible, recipients have been invited to zone meetings to reinforce the impact of MROO's good work with our Members. Both Carleton and Lakehead's recipients were in attendance in 2025.

**Objective: Enhance reputation for quality and relevant training/webinars.**

**Report:** Thanks to input from MROO volunteers, contractors, and Members, the webinars were excellent again over the past 12 months. Operations continue to solicit input for programming at all times.

**Objective: Review Scholarship Program impact for PR and awareness, revise.**

**Report:** The continued contraction of local media undoubtedly impacts our public relations efforts. Notwithstanding, marketing continues all efforts to gain coverage in print and occasionally in electronic media.

## Strategy 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.*

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

**Report:** Current staffing levels are adequate and no plans for expansion are currently being considered.

**Objective:** Research good practices and develop a diversification/inclusion strategy.

**Report:** A diversity/inclusion statement has been developed and approved by the Executive Committee. It will move forward to the Board for approval. This statement will be posted on the website.

**Objective:** Migration strategy to modernize IT and communications platforms.

**Report:** The bulk of this project has been finished though manipulation of data to provide efficient communication is still on-going. This includes the project to clean as many “unknowns” from the database as possible.

## Strategy 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.*

**Objective:** Develop training plans to help Board members govern effectively.

**Report:** This program with Management Advisory Services, a not-for-profit, pro-bono organization that works specifically with not-for-profit organizations, will kick this training off at the June 2025 Board of Directors meeting.

### **Objective: Develop onboarding, orientation, and training programs/processes**

**Report:** Again, this project is essentially complete however, since this is a living document, changes and updates are always being made. Importantly in 2024, a new “plain language” interpretation of MROO insurance coverage was added to each manual to better inform volunteers of the coverage in place while they are doing work for the organization.

## **Conclusion**

The past year has shown that the organization is effective, flexible, open to change, and keen to increase support to the membership. The desire of the Board to govern more efficiently shows that even in retirement, there is a strong affinity for personal growth by our entire roster of volunteers.

The Board works well with operations by providing realistic goals and providing the support necessary to achieve those targets. As we move headlong into a new Strategic Plan the Board can take great pride in the progress they have made with the organization over the last three years. In many ways, and not just with the new branding, MROO is almost unrecognizable from where it was prior.

One thing that has not changed however, is the dedication of the Board and their alternates and ambassadors. Zone meetings continue to be a highlight of the year for many of our Members. Communication with Members through those meetings, newsletters, webinars, the fall virtual meeting, new targeted scholarships, and new partnerships, all take time, hard work, but our directors have the vision required.

Congratulations to the Board and we look forward to the new Strategic Plan and what is to come over the next three years.