

2024-2028

STRATEGIC PLAN



OSCC55+

Oshawa Senior
Community Centres

oscc.ca

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A MESSAGE FROM THE **BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR**

The Oshawa Senior Community Centres (OSCC55+) in partnership with the City of Oshawa recognizes the 55+ population represents a significant part of the community. As the population of older adults increases, there is a need to continue to develop accessible programs, services, and welcoming spaces for older residents to thrive.

The Board of Directors and Executive Director is pleased to present the 2024-2028 Strategic Plan which provides clear, measurable, and achievable goals and actions to serve the changing needs of our diverse older adults over the next 5 years.

The Plan's foundation is built upon collaboration, creativity and innovation, fiscal responsibility and inspires older adults 55+ to explore opportunities to meet new friends, learn new skills, and have fun!

We would like to acknowledge the City of Oshawa, Board of Directors, staff, Membership Council, community and business partners and stakeholders who shared their experiences and ideas in a series of workshops that shaped the creation of this strategic plan.

We are grateful for their time and commitment to making a difference in the lives of our seniors.



Sylvia Rhodes, **Board President**



Sandra Black, **Executive Director**

BOARD OF DIRECTORS

Sylvia Rhodes	President
Doug Sanders	1st VP
Mark Ashcroft	2nd VP
Garry Cubitt	Honorary Life Member
John Gray	Council Representative
John Neal	Director
Larry Down	Director
Marian Van Pelt	Director
Marie Reid	Director
Melinda Nixon	Director
Penny Rudolfo	Director
Robert Camozzi	Director

MANAGEMENT TEAM

Sandra Black	Executive Director
Alex Smith	Manager, Administration & Finance
Celeste Adams	Manager, Leisure Programs
Leisa Davie	Manager, Volunteer & Community Relations
Teresa Shearer	Manager, Community Support Services

TERRITORIAL ACKNOWLEDGEMENT

The City of Oshawa is situated on lands within the Traditional and Treaty Territory of the Michi Saagiig and Chippewa Anishinaabeg and the signatories of the Williams Treaties, which include the Mississaugas of Scugog Island, Alderville, Hiawatha and Curve Lake First Nations, and the Chippewas of Georgina Island, Rama, and Beausoleil First Nations.

Many Indigenous Nations have deep rooted history in this area now known as the City of Oshawa, including the Huron-Wendat and the Haudenosaunee peoples, among many others.

We are grateful for the diverse group of First Nations, Inuit and Métis people who have cared for the land and waters across Turtle Island from time immemorial and continue to do so today.

As a municipality, and in the spirit of truth and reconciliation, we are committed to understanding our shared history with Indigenous peoples, acknowledging how Treaties were and continue to be broken, confronting our past and present harms, and taking meaningful action toward reconciliation.

We are all Treaty people.

OUR JOURNEY – LISTEN, SHARE, LEARN, INSPIRE, ACT!

It is important to the organization that the strategic planning process be inclusive, interactive, informative, and focused. OSCC55+ engaged the consulting services of C. Talbot & Associates led by Catherine Talbot, Principal, to design and facilitate this process. A series of workshops were held with our community partners and organizations who collectively are committed to supporting the mental health and well being of adults 55+.

STAKEHOLDER WORKSHOP

Thirty participants attended a half day workshop held at the Delpark Homes Centre Branch in October 2023. Stakeholders included staff and the President of the Board from OSCC55+, City of Oshawa staff, community volunteers, organizations and agencies that work with the OSCC55+ supporting and/or providing services and programs to adults 55+ in the city and surrounding area.

The purpose of this workshop was to:

- i. Provide an opportunity for stakeholders to share their experiences, insights and ideas in a facilitated and interactive workshop setting as part of the initial phase of the 2024- 2028 OSCC55+ strategic planning process.
- ii. Celebrate collective achievements over the past 5 years, particularly during the pandemic and to identify challenges, and
- iii. Brainstorm opportunities to work collaboratively to support and serve the changing needs of adults 55+ in the community.

OSCC55+ BOARD AND MANAGEMENT TEAM WORKSHOP

The Board of Directors, Executive Director, and management team participated in a workshop at the John Street Branch to discuss the organization's achievements and challenges, opportunities for growth and change moving forward and inter-active activities related to the vision for the organization, core values, mission statement, strategic directions, and associated goals.

Following this workshop the Executive Director and management team met to develop draft actions for each goal that was identified.

A Facilitator's Summary Report was produced for each workshop highlighting the process, discussion, and outcomes.

Working together within an inclusive process, led to the development of a strategic plan that represents a solid framework to guide decision making and move the organization forward with confidence over the next 5 years.



OUR DISCOVERY

As we went through the strategic planning process we learned a lot about our achievements over the past 5 years. Despite an unprecedented global pandemic, OSCC55+ was able to shift priorities and the way we do business to support vulnerable adults 55+ through these difficult times. In the face of these challenges emerged creativity, new skills, deeper connections, stronger partnerships, and innovation, particularly with the use of technology (e.g. virtual programming).

We are committed to continue to build upon this success and explore opportunities for working collaboratively with our government partners, community leaders, and Membership Council to deliver the best programs and services to adults 55+. The 2024-2028 Strategic Plan provides the direction and focus to ensure this desired outcome.

OUR VISION

Our vision represents our "hopes and dreams" for the future of older adults 55+ through the work we do in collaboration with our community partners. It is clear, concise, timeless, and inspiring. This vision will guide our business plans and actions over the next 5 years and beyond.

LIVING WELL AT 55+!

MISSION STATEMENT

A mission statement is about the organization's "purpose" – Why do we exist and more importantly who are we and what are the benefits we provide to our older adults 55+.

THE OSCC55+ IS A NOT-FOR-PROFIT ORGANIZATION THAT WORKS COLLABORATIVELY WITH COMMUNITY PARTNERS, TO PROVIDE A WIDE RANGE OF INCLUSIVE LEISURE PROGRAMS AND SERVICES THAT SUPPORT THE WELLBEING OF ADULTS 55+ IN THE COMMUNITY.

CORE VALUES

Core Values are the "heart" of the organization and guide the way we interact with others and how we perform our roles and responsibilities. When we recruit Board members, staff, volunteers, and partners, we look for those who embrace these core values.

EMPOWERING
INCLUSIVE

CARING
RESPECT
COLLABORATION

ACTIVE LIVING
PERSONAL GROWTH

FUTURE DIRECTION

The Strategic Directions represent the areas of focus for the organization over the next 5 years. The tables include our goals and the actions we will complete during this timeframe. The Plan is dynamic and responsive to unexpected changes and needs within the community we serve. We will monitor, assess, and adjust the 5-year action plan, as appropriate.

STRATEGIC PLAN 2024-2028

Table 1: Strategic Direction: Excellence in Leadership

Number	Goal and Actions	Priority (A, B, C)	Responsibility to Implement		Timing					Performance Success Indicators	
			Lead Role	Partner	2024	2025	2026	2027	2028		
Goal 1: Increase the OSCC55+ membership.											
1.1	Review and implement a 3-year Marketing Strategy with a focus on increasing membership, rebranding, cross marketing with partners, increasing awareness of the benefits of OSCC55+ programs and services and benefits (e.g. health and wellness).	A	Manager, Community Relations			✓					Completion of a 3-year marketing strategy to increase membership and brand within the community.
1.2	Develop a membership retention strategy and implementation plan that will encourage annual membership renewals and measure customer satisfaction.	B	Management Team			✓					Completion of a process to retain members and increase renewals. Increase of 30% year to year in renewals.
Goal 2: Continuous improvement of programs and services (planning and delivery) to meet the growing and diverse needs of older adults in the community.											
2.1	Continue to implement an annual customer satisfaction program including surveys, analysis and program and services improvement options.	B	Manager, Leisure Programs			✓					Review existing customer satisfaction protocols and revise, develop and deliver to client base.
2.2	Develop tools to measure the quality of programs and services across all function areas.	B	Management Team			✓					Effective analytic tool developed to implement change based on results.
Goal 3: Elevate the reputation of OSCC55+ in the community.											
3.1	Increase the number of community engagement opportunities related to the older adult 55+ target market (1 new engagement per year).	A	Management Team		✓	✓	✓	✓	✓		Participate in one new community engagement event per year.
3.2	Increase OSCC55+ older adult visibility through a minimum of one media and/or marketing initiative per year.	B	Manager, Community Relations			✓	✓	✓	✓		Develop and deliver one major media initiative per year.
3.3	Explore opportunities to host an annual stakeholder forum.	A	Executive Director			✓	✓	✓	✓		OSCC55+ to host an annual stakeholder forum.

STRATEGIC PLAN 2024-2028... CONT'D

Table 2: Strategic Direction: Organizational Development

Number	Goal and Actions	Priority (A, B, C)	Responsibility to Implement		Timing					Performance Success Indicators
			Lead Role	Partner	2024	2025	2026	2027	2028	
Goal 1: Invest in Staff.										
1.1	Develop a Northwood Community Centre staffing strategy and implementation plan in collaboration with the City of Oshawa and other partners.	C	Executive Director			✓				Northwood Community Centre design team formed including OSCC55+ representation and facility completed.
1.2	Encourage board members, staff, and volunteers to engage in the community through networking events, conferences, and professional affiliations (e.g. ACHAO; OCSA) to remain current and strong leaders in their areas of focus and expertise.	B	Management Team			✓	✓	✓	✓	The management team and board attend conferences annually to build its image.
Goal 2: Increase and diversify OSCC55+ volunteer base.										
2.1	Implement the Volunteer Engagement Strategy.	A	Manager, Community Relations			✓				Completion of all volunteer engagement recommendations.
2.2	Increase the number and type of volunteer opportunities with OSCC55+ (e.g. a target of one per function).	B	Manager, Community Relations				✓			Review and revision of all volunteer positions complete.
2.3	Increase the number of active volunteers to 450 by the year 2028.	B	Manager, Community Relations				✓			450 volunteers confirmed.
Goal 3: OSCC55+ embraces Diversity, Equity and Inclusion as part of their organizational beliefs and values.										
3.1	Investigate and pursue funding opportunities and consulting services to develop the OSCC55+ Diversity, Equity and Inclusion Strategy and Implementation Plan.	A	Executive Director & Management Team				✓			Retain a consultant to develop a OSCC55+ DEI plan and completion and implementation of the plan.
Goal 4: Recruit and retain qualified staff.										
4.1	Complete a workforce needs assessment and develop a staffing plan to build capacity, skills, and leadership within OSCC55+.	A	HR, Executive Director & Management Team		✓					Workforce Strategy to 2028 completed.
4.2	Develop a staffing business case for the 2025 operating budget.	A	Manager, Admin & Finance			✓	✓	✓	✓	Completion and submission of staffing increases and inclusion in 2025 budget.
4.3	Increase opportunities for staff professional development.	B	Management Team			✓	✓	✓	✓	Fund one professional development training opportunity per each FT employee.
4.4	Review and update, where appropriate, job descriptions and core competencies to meet changing needs within the organization and the community we serve.	C	Management Team			✓				A comprehensive review of all OSCC55+ Job Descriptions completed. Revisions completed and submitted to HR.

STRATEGIC PLAN 2024-2028... CONT'D

Table 3: Strategic Direction: Sustainability and Innovation

Number	Goal and Actions	Priority (A, B, C)	Responsibility to Implement		Timing					Performance Success Indicators	
			Lead Role	Partner	2024	2025	2026	2027	2028		
Goal 1: Annual sustainable funding will be secured.											
1.1	Analyse and report the financial impact of staff salaries and benefits as part of the annual OSCC55+ operating budget preparation and deliberations.	A	Manager, Admin & Finance			✓	✓	✓	✓	✓	Operating budget and staff salaries analysis completed and submitted.
1.2	Complete an evaluation of OSCC55+ user fees (e.g. what is working well, challenges, opportunities, etc.), including a cost-benefit analysis of programs and services delivered by OSCC55+ and a review of current performance indicators for fees and targets.	A	Management Team				✓				Completion of user fee analysis and streamlined fees implemented.
1.3	Complete a Fund Development Strategy including policies, procedures, systems, training, coaching, etc. to support a fund development plan and to build a culture of philanthropy within the organization.	A	Executive Director & Manager, Community Relations				✓				Hire a consultant to analyze fundraising and build a plan to create and support fund development to ensure sustainability.
1.4	Investigate funding grants for senior centres capital projects and renewal projects (i.e. furniture and equipment).	B	Management Team			✓	✓	✓	✓		Submission of minimum 2 grants per year.
Goal 2: Forge and grow reciprocal and innovative partnerships.											
2.1	Explore sustainable funding opportunities and models with current and potential partners including provincial funders (i.e. OHE and SALC), the City of Oshawa's Commissioner of Finance, the OSCC55+ Finance and Fund Development Committee of the Board of Directors and business community.	B	Executive Director & Management Team			✓					Plan is complete to develop a long-term funding model to support the multiple funding sources.
2.2	Grow the Business Partner program by two new partners per year over the next 4 years.	C	Manager, Community Relations			✓	✓	✓	✓		Addition of two board approved business partners annually.
2.3	Collaborate with partners on community engagement initiatives and projects (i.e. events) to deepen relationships, increase awareness and involvement in delivering older adult 55+ programs and services.	B	Manager, Community Relations				✓	✓	✓		Completion of a strategy to collaborate with community partners to deliver services to seniors.
2.4	Participate in the City of Oshawa's new recreation centre stakeholder consultation process to influence the architectural functional design for older adult 55+ programs and services in the northwest Oshawa community.	B	Executive Director & Management Team				✓				Completion of architectural design of new recreation centre.

STRATEGIC PLAN 2024-2028... CONT'D

Table 4: Strategic Direction: Advance Technology

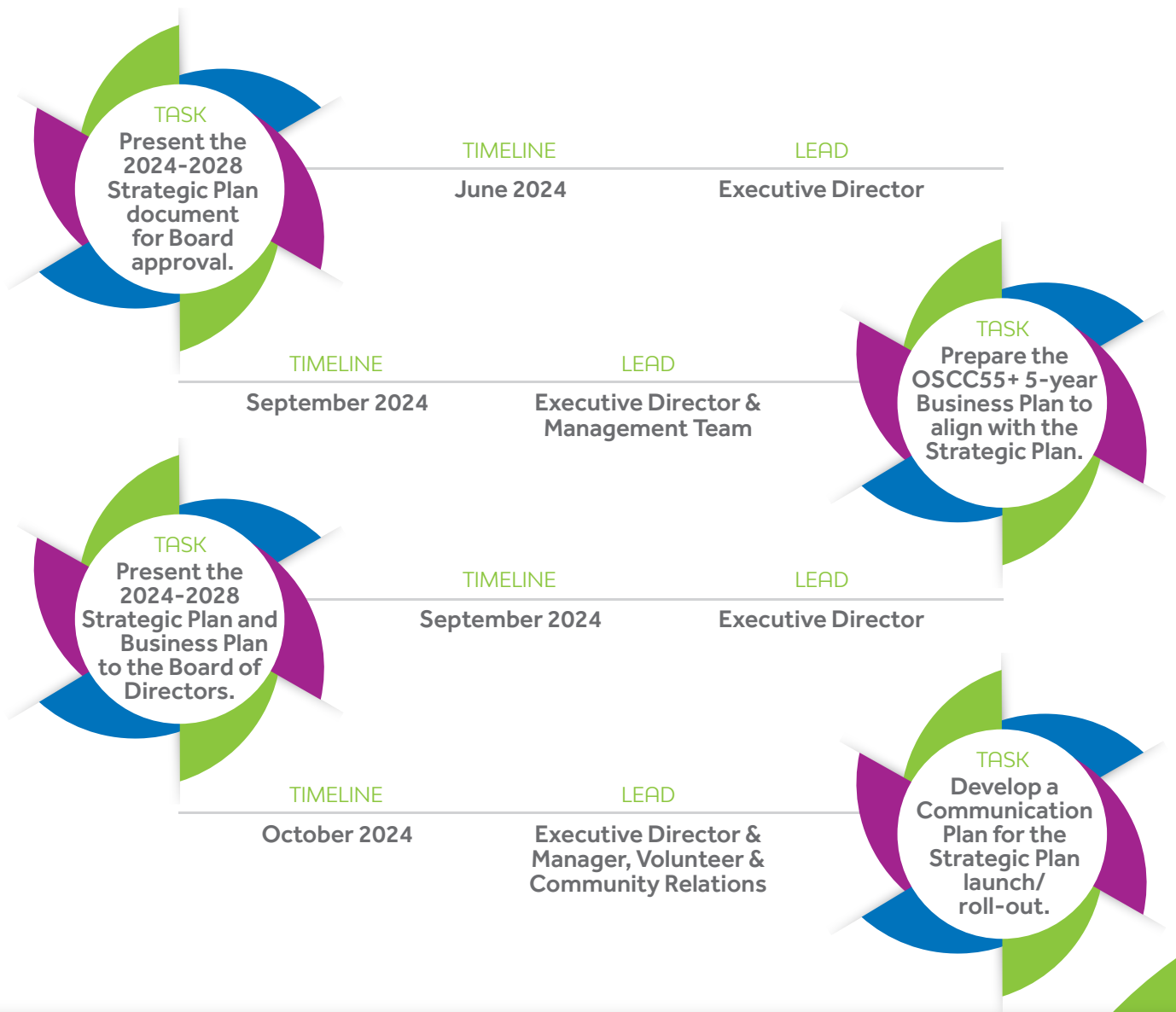
Number	Goal and Actions	Priority (A, B, C)	Responsibility to Implement		Timing					Performance Success Indicators
			Lead Role	Partner	2024	2025	2026	2027	2028	
Goal 1: OSCC55+ Programs and services are supported by current technology.										
1.1	Investigate technology software options and platforms for transportation to support older adults 55+ in the community.	B	Management Team			✓				Source and implement transportation software.
1.2	Explore partnerships with organizations that provide transportation to older adults 55+ in the City of Oshawa (e.g. CCD).	B	Manager, CSS			✓				Work with the Region and complete a transportation strategy to meet the growing needs of seniors' population.
1.3	Complete the Ontario Health Questionnaire on-line as part of the on-line registration process for older adults 55+ transportation needs.	B	Manager, CSS				✓			Complete process.
1.4	Acquire a corporate Survey Monkey license to design and administer quality assurance surveys and other marketing initiatives to improve performance and outcomes.	B	Manager, CSS			✓				Survey complete and results implemented.
1.5	Investigate and update the OSCC55+ donor data base.	B	Executive Director & Manager, Community Relations				✓			Implementation of new donor data base complete.
Goal 2: Older adults 55+ will have access to technology and learning.										
2.1	Investigate the feasibility of expanding dedicated space and Wi-Fi access within OSCC55+ branches.	B	Management Team			✓				Collaborate with IT and increase Wi-Fi access.
2.2	Explore the possibilities of using other organization's "hotspots" to provide more convenient Wi-Fi access to older adults 55+ in different locations of the city.	B	Management Team			✓				Investigation complete and hotspots added to increase accessibility to Wi-fi
2.3	Continue to provide educational computer and technology courses to older adults 55+.	C	Manager, Leisure Programs				✓			New courses and technology trends identified and offered.

MEASURING AND CELEBRATING OUR SUCCESS

It is critical for OSCC55+ to monitor, evaluate and report on the progress, achievements and impact associated with the Strategic Plan goals and actions. This ensures transparency and accountability. It also provides opportunities for change and adjusting business practices to align with the changing needs and trends in the community.

The Executive Director will work closely with staff to oversee the implementation of the actions set out in the Strategic Plan and will report to the Board of Directors on progress and achievements. There is excitement for the future of OSCC55+ post pandemic in continuing to support the growing and changing needs of adults 55+ in our community through collaboration, partnerships, and community engagement.

NEXT STEPS



2024-2028

STRATEGIC PLAN



OSCC 55+

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