
OSHAWA SENIOR
OSCC
CITIZENS CENTRES

Business
Plan

2019



Oshawa Senior Citizens Centres
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Oshawa Senior Citizens Centres

The Oshawa Senior Citizens Centres (OSCC) employs 26 full time and 18 part time employees including an Executive Director, Programs and Services Director, Community and Volunteer Relations Manager, Leisure Programs Manager, Independent Living Services Manager and an Administration and Finance Manager.

MISSION STATEMENT

The Oshawa Senior Citizens Centres is an experienced and innovative not-for-profit organization that serves the 55+ community through excellence in leadership, advocacy and a holistic approach to wellness.

This is achieved through the support of community partners and our shared commitment to the provision of sustainable, engaging leisure programs and supportive independent living services.

VISION

Inspiring the well-being of older adults in Oshawa through enjoyment, active living, wellness, lifelong learning, social interaction and empowerment.

VALUES

Respect
Caring
Healthy Living
Learning and Personal Growth
Collaboration
Empowerment

2019 BUSINESS PLAN

Oshawa Senior Community Centres

1. SERVICE DESCRIPTION & CLIENT IDENTIFICATION

Service Description

Programs and services include Independent Living Services, Recreation & Special Events and Continuing Education. The Partners at Work program supports over 500 volunteers who provide support in the delivery of programs and services.

Independent Living Services

The Centres, with funding support from the LHIN Community Support Services stream, assist seniors to remain self-reliant, active members of the community by providing direct support to help them remain independent. These services include meals, foot care clinics, adult day programs, transportation, client intervention with peer mentor support, physiotherapy exercise and falls prevention classes.

Recreation & Special Events

Offering drop-in, low-cost recreational opportunities for seniors is a core focus of the Centres with recreational activities consistently achieving greater attendances than other areas. Recreation includes a wide variety of activities ranging from cards, billiards, bingo, slo-pitch and regular monthly and themed special events.

Continuing Education

Providing opportunities for personal growth, the continuing education program offers courses in six broad categories – fitness, dance, yoga, general interest, workshops and seminars and computer and technology courses.

Partners at Work

Partners at Work focus on three elements of volunteer service:

- Program delivery by volunteers allows the Centres to offer a wider range of programs, services and activities.
- Volunteers assist staff in planning, implementing and evaluating programs, services and activities and help give a voice to the seniors; and
- Opportunities for volunteers to use their talents and leadership skills in meaningful and rewarding ways.

Advocacy and Support

The Centres accept responsibility to support seniors in the community. The Board takes a role in matters of concern to seniors. This committee has been active in understanding and supporting seniors' issues.

Client Identification

The primary clientele of the Centres are Oshawa residents, taxpayers aged 55 and over. Programs, services and activities focus on seniors thriving in their homes and aging in place. OSCC offers memberships to non-resident seniors and some persons under age 55 placed in the adult day programs by the Central East Local Health Integrated Network.

2. 2018 BUSINESS PLAN ACCOMPLISHMENTS

This section reports progress on the 2015-2018 OSCC Strategic Plan's three strategic priorities and the 2018 Business Plan.

Excellence in Leadership

Actions in 2018 that demonstrated achievements in the strategic priority of excellence in leadership were:

- The OSCC Executive Director is an active member of the Durham Council on Aging.
- OSCC identified the top 10 Provincial fitness trends and as a result in 2018 offered courses such as fusion classes, personal training and Bosu.
- A Staff Training Plan was implemented that included 2 staff training sessions on Leadership; Connecting, Engaging & Inspiring & Clifton Strengths assessment, with the City of Oshawa ACTivate program initiated with all staff.
- Continued to partner with community agencies with 3 new partnerships established with the Durham Deaf Services, the C.N.I.B Eyes Forward program and the A.L.S. Society of Canada.
- The OSCC is leading the City of Oshawa Age Friendly Strategy, focusing on community engagement in 2018.
- The Let's Connect GROW grant is in the last year and has expanded to sites across Durham Region. A video was created in 2018 to be shown internationally on the positive outcomes of the technology initiative.

Organizational Development

Actions achieved in 2018 that demonstrated achievements in the strategic priority of organizational development were:

- A review of the 2015-2018 OSCC Strategic Plan with the Board and staff took place to examine the strategic goals and the key successes and challenges with action items developed and initiated.
- Use of technology to promote older adult programs and services increased by 100%. (year 1 – 98; year 2- 200).
- A comprehensive review and revision of OSCC Policies, Procedures and By-Laws was completed.
- The goal of having 6 staff interaction and wellness programs was met.
- Hosted the third annual Board Governance workshop.
- Career diversity and growth was promoted through the secondment of the Program and Services Director to the Age-Friendly strategy and assignment of “stretch” job duties for the management team.
- The volunteer engagement strategy was initiated through visits to seniors’ centers to identify the following: best practices, current trends in program development and research in volunteerism.

Sustainability

Actions in 2018 that demonstrated achievements in the strategic priority of sustainability were:

- OSCC began building the framework for a 5-year financial plan, through a review of user fees to ensure the participation fee continued to increase closer to market values.
- An application was submitted to the Federal Government for the Enabling Accessibility Fund for **\$46,000** to renovate the Adult Day program Space and to New Horizons for Seniors Program for **\$25,000** for a “55+ South Asian Cultural Connect” program.
- Developed Board-Approved Business Partnerships: DeStefano Funeral Home, Greenwood Homes Inc. Increase of corporate sponsorships including The Hearing Room, Investors Group, Royal Heights, Dignity Memorial, Lava Yoga, Brimacombe, The Bakers Table, Benedict Wealth Management Group.

- Opened a new 5th Branch. Through the Ministry of Seniors Affairs the OSCC applied to receive a Seniors Active Living Centre Grant. This Grant was to enable communities to create new or additional locations to better serve seniors.

OSCC received a grant and City of Oshawa Council approved a commitment to fund 20% of the operating costs. The new temporary location at Sikorski Hall opened its doors on July 7, 2018 and is currently offering 3 days of programs, activities and services.

- OSCC Identify/Logo Rebrand: In 2018 the Board of Directors, staff and seniors across the community undertook a process to identify and reconstruct the brand identity and logo. Focus groups, surveys, key stakeholder interviews were conducted and three options were selected.
- Marketing efforts continued to support the Centres ongoing membership campaign. The OSCC website and media platforms continued to see an increase in usage. New in 2018 was the launch of an Instagram account. Media successes included Rogers TV's Health 180 (January) promoting healthy aging in the senior population, articles on the grand opening of the Diamond Café and the 5th branch opening, in addition to Dr. Colin Carrie recognizing the International Day of the Older Persons in the House of Commons.
- The Pay Your Life Forward campaign continued through annual events such as the Gord Reid Memorial Golf Tournament, OSCC night at the Oshawa Generals Hockey Game, Life at Your Speed 5K Run/Walk and Armstrong Funeral Home Curling Funspiel. A combined \$41,930 was raised by corporate events and general donations made by the membership as of the end of Q3.
- Additional revenue was generated via an increase of online advertising opportunities on the Centre's website – www.oscc.ca. In addition special event sponsorships increased creating revenue for operation and future expansion accounts.
- Received Federal SEED funding for 3 summer students.

Ensure Effective Fiscal Responsibility

The OSCC recognizes the importance of continuing to identify strategies to lower the level of dependence on tax dollars by setting a target of 25% of the operating budget to be generated by user fees. A large percentage of participants are at or below the poverty line, making it imperative that any financial increases are completed with the sensitivity to not exclude participation of seniors on fixed incomes.

As an ongoing commitment to financial responsibility to our funders, the 2019 budget has been set to achieve the user fee commitment.

User Fees	2016	2017	2018	2019
Share of revenues	25%	25.6%	27%	26%
Amount (\$)	924,000	989,040	1,140,921	1,157,706

The Membership Council's annual fundraising strategy contributes to fiscal support. Funds raised are used to purchase program equipment and supplies in the amount of \$20,000 toward the operating budget. This amount will increase to \$25,000 in 2019 including an additional contribution to support the addition of the fifth branch. Funds raised as of September 30, 2018 were \$38,000.00.

2018 Program and Service Level Results

The Centres continued on its path to provide comprehensive programs, services and activities for seniors 55 plus. Target levels for 2018 program and services were set with the projected results below.

Leisure Programs	2018 Target	2018 Projected
Education Courses Offered	700	732
Recreation Program Attendances	130,000	130,210

Community Support	2018 Target	2018 Projected
Adult Day Programs:		
- # of attendances	13,000	13,188
- # of different individuals	200	215
Meal Services:		
- Regular meals served	62,500	60,350 down slightly due to construction
Wheels to Meals Program	2,700	2,815
Transportation:		
- Day Program	10,500	10,500
- Van Stop	3,600	3,350
- Rideshare (carpooling)	<u>9,000</u>	<u>8,825</u>
Total:	23,100	22,675
Foot Care (appointments)	6,000	5,850
Clients Intervention (visits)	500 visits 120 individuals	600 visits 160 individuals
Physiotherapy Exercise and Fall Prevention Classes – attendances	39,000	37,300

Volunteer Corps – number active / average per volunteer	500 100	515 100
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3. 2019 OSCC BUSINESS PLAN GOALS

The 2019 goals are outlined in the Appendices as we complete the strategic goals listed below.

A. Excellence in Leadership

OSCC strives to be a community leader in its provision of services to seniors. The goal is for OSCC to be viewed as an industry expert.

B. Organizational Development

OSCC is committed to managing its facilities, human resources, volunteers and developing strategic partnerships.

C. Sustainability

OSCC has undertaken a strategic approach in planning to meet the diverse needs of older adults in Oshawa and to position our organizational financial performance to be sustainable going forward.

D. Program and Service Delivery

Achieving targets in the Independent Living Services as set by the LHIN is a priority along with achieving the yearly goals set out for Leisure Programs, supported by the volunteer Partners at Work program.

RESOURCE REQUIREMENTS

The 2019 proposed budget is \$4,446,237, an increase of \$220,552 or 5.22% from the approved budget of \$4,225,684 in 2018.

CITY OF OSHAWA GRANT

The 2019 operating budget increases are a result of salaries, benefits, inflationary costs and the addition of the fifth OSCC branch.

OSCC will generate additional revenues through increased Seniors Active Living Centre (SALC) grants, user fees, fundraising and advertising.

CONCLUSION

The OSCC 2019 goals are established with a focus to continue to achieve actions related to the three OSCC Strategic Plan Priorities: Excellence in Leadership, Organizational Development and Sustainability, and to advance overall program and service delivery.

2019 OSCC BUSINESS PLAN GOALS (Appendix to Section 3)

Agency Priority	3A. Excellence In Leadership
City of Oshawa Strategic Plan Goals	<p>Accountable Leadership: Ensure respect, responsiveness and transparency</p> <ul style="list-style-type: none"> • Deliberate community engagement • Our corporate culture demands excellence and respect • Develop and leverage relationships <p>Social Equity: Ensure an inclusive, healthy and safe community</p> <ul style="list-style-type: none"> • Enrich our community through diversity • An active, healthy and safe community <p>Cultural Vitality: Support arts and culture and heritage that engage and inspire</p> <ul style="list-style-type: none"> • Enrich our community through culture
OSCC Goals	<ol style="list-style-type: none"> 1. Ensure that OSCC is an effective leader and provider of programs and services for older adults 55+ in Oshawa 2. Ensure that OSCC continues to provide high quality, affordable and diverse programs and services for older adults in Oshawa 3. Assist the City of Oshawa to become an older adult age-friendly community
Responsibility	OSCC Management Team

Actions	Timing	Lead	Performance Measures	Target
Goal 1: Participate on the Durham Council on Aging – *(3.2)	2019	Executive Director and Program & Services Director	Attend Durham Council on Aging meetings and provide input on aging needs and trends	Attend all meetings
Goal 2: Staff Training Plan implemented, incorporating Staff identify and implement a training plan incorporating new ACTivate performance appraisal system to help determine a succession plan – *(2.2)	2019	Executive Director and Program & Services Director	Percent of staff performance monitored	100% attendance at 3 all-staff meetings
Goal 2: Continue to partner with community agencies to achieve enhanced programs – *(2.3)	2019	Program & Services Director	Number of community partnerships	2-3 Community Partnerships

Goal 3: Complete the Oshawa Age-friendly Strategy and receive an Age-Friendly designation from the World Health organization- *(3.3)	June 2019	Executive and Program & Services Director	Age-Friendly strategy is completed with recommendations made	Q2 2019
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** refers to the 2015-2018 OSCC Strategic Plan Goal – Table 1*

New Resource Requirements	Covered through current operations funding through City of Oshawa grant, LHIN base funding and grants.
Goals Achieved to meet Strategic Plan	Excellence in Leadership is achieved through enhanced community partnerships that see increased awareness of OSCC, increased referrals, enhanced programs and services and an older adult strategy for Durham Region implemented.

Agency Priority	3B. Organizational Development
City of Oshawa Strategic Plan Goals	<p>Accountable Leadership: Ensure respect, responsiveness and transparency</p> <ul style="list-style-type: none"> • Deliberate community engagement • Our corporate culture demands excellence and respect • Develop and leverage relationships
OSCC Goals	<ol style="list-style-type: none"> 1. Ensure that OSCC remains a progressive, sustainable and innovative organization. 2. Ensure that OSCC embraces the well-being of staff and volunteers (social, emotional, intellectual and physical). 3. Support professional development of OSCC staff and Board members. 4. Recruit and train volunteers to be skilled, professional and dedicated when supporting OSCC programs and services.
Responsibility	OSCC Management Team

Actions	Timing	Lead	Performance Measures	Target
Goal 1: Construct a 2019-2023 Strategic Plan	2019 Q1	Executive Director and Board of Directors	2018-2023 strategic plan is created with vision to meet needs in next five years	Q1
Goal 1: Continue to review and update OSCC policies, procedures, guidelines *(1.6)	2019 Q2	Executive Director and Board of Directors	Policies and Procedures are revised and aligned with City of Oshawa. OSCC by-laws revised and approved by the Board of Directors	Q2
Goal 2: Continue to promote staff social interaction and staff wellness program - *(2.2)	2019	Program & Services Director	Number of Staff Wellness Activities planned	5 per year
Goal 3: Annual professional development workshop with Board and Management Team - *(3.1)	2019 Q1	Executive Director and Program & Services Director	Annual workshop	Q1
Goal 3: Promote Career Diversity and growth - *(3.2)	2019 Q2	Executive Director and Program & Services Director	Talent Management succession plan and training completed	Q2

Goal 4: Volunteer engagement strategy presentation to the Board of Directors - *(4.1)	2019 Q1	Executive Director and Program & Services Director	Increase in volunteer engagement from within OSCC and in the community	increase volunteers to 550
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** refers to the 2015-2018 OSCC Strategic Plan Goal – Table 2*

New Resource Requirements	Covered through current operations funding through City of Oshawa grant, LHIN base funding and grants.
Goals Achieved to meet Strategic Plan	OSCC has strong organizational development with leading-edge, high quality programs delivered by staff that are mentored, trained and happy.

Agency Priority	3C. Sustainability
City of Oshawa Strategic Plan Goals	<p>Economic Prosperity & Financial Stewardship: Ensure economic growth and a sound financial future</p> <ul style="list-style-type: none"> • Financial strategy • Build and further diversity our economy • Wise land use • Safe and reliable infrastructure <p>Accountable Leadership: Ensure respect, responsiveness and transparency</p> <ul style="list-style-type: none"> • Deliberate community engagement • Develop and leverage relationships <p>Social Equity: Ensure an inclusive, healthy and safe community</p> <ul style="list-style-type: none"> • Enrich our community through culture • An active, healthy and safe community
OSCC Goals	<ol style="list-style-type: none"> 1. Ensure that OSCC continues to be financially sustainable. 2. Ensure that OSCC branches are designed to meet the current needs of participants, are accessible and well maintained. 3. Increase membership numbers and the diversity of OSCC participants.
Responsibility	Board, Executive Director, Management Team

Actions	Timing	Lead	Performance Measures	Target
Goal 1: Implement a 5-year financial plan - *(1.1)	2019 Q2	Finance Manager	Year 3 of Five Year Financial plan is implemented	
Goal 1: Implement a user fee policy - *(1.5)	2019 Q1	Management Team	Percent of budget achieved by user fees	25% of budget
Goal 1: Completion of the revitalization of the John St. Branch	2019	Executive Director and Program & Services Director	Revitalization of John Street Completed	2019 Q1
Goal 1: Continue with the business partner recruitment strategy – *(1.7)	2019	Community Relations Manager	Number of new partners confirmed	5 new partners are recruited
Goal 2: Support the start-up of the OSCC 5 th Sikorski Branch - *(1.6)	2019 Q2	Management Team	Operates 3 days per week	2019 Q1

Actions	Timing	Lead	Performance Measures	Target
Goal 3: Implement a marketing and brand identity strategy in order to increase market share - *(3.3)	2019	Community Relations Manager	Percent increase in market share.	Q1 5% increase

** refers to the 2015-2018 OSCC Strategic Plan Goal – Table 3*

New Resource Requirements	Covered through current operations funding through City of Oshawa grant, LHIN base funding and grants.
Goals Achieved to meet Strategic Plan	OSCC will be a sustainable organization through support from corporate and community partnerships to ensure there is sufficient space for programs that are operated effectively and efficiently.

Agency Priority	3D. Program and Service Delivery
City of Oshawa Strategic Plan Goals	<p>Economic Prosperity and Financial Stewardship: Ensure economic growth and a sound financial future</p> <p>Social Equity: Ensure an inclusive, healthy and safe community</p> <p>Cultural Vitality: Support arts and culture that engage and inspire</p>
OSCC Goals	<p>Living well at 55+: To create a healthy, engaged and active living community of older adults through provision of community support services, educational and recreational programs and volunteer activities.</p>
Responsibility	Program & Services Director
Supporting Partners	Central East LHIN as the funder of Actions 1 to 7

Actions	Timing	Lead	Performance Measures	Target
1. Develop & increase programs for Sikorski 5 th Branch by holding a “Think Tank”	2019 Q2	Leisure Programs Manager	Increase number of days	4-5 days per week
2. Reinvigorate the continuing education program at Conant branch through completing an in-depth analysis of programs and make recommendations	2019 Q1	Leisure Programs Manager	Completion and implementation of report	Q1
3. Create increased awareness of recreation programs through offering a “Recstravaganza” held at the Conant Branch	2019 Q3	Leisure Programs Manager	Number of participants	60 participants
4. Seek grant proposals to increase physiotherapy sites to meet demand	2019 Q1	Independent Living Services Manager	Percent increase in attendances at physiotherapy classes	5% increase in attendances
5. Provide consistent quality meals at all branches	January – December 2019	Independent Living Services Manager	Number of regular meals serviced	61,000

Actions	Timing	Lead	Performance Measures	Target
6. Provide Wheels to Meals program.	January – December 2019	Independent Living Services Manager	Number of attendances	2,800
7. Provide transportation: ➤ Day program ➤ Van stop ➤ Rideshare	January – December 2019	Independent Living Services Manager	Number of one way trips a. Day program b. Van stop c. Rideshare	a. 10,500 b. 3,300 c. 9,000
8. Provide and increase foot care services	January – December 2019	Independent Living Services Manager	Number of appointments	6,000
9. Provide adult day programs	January – December 2019	Independent Living Services Manager	Number of attendances Number of different individuals	13,500 attendances 215 individuals
10. Provide peer mentoring service	January – December 2019	Independent Living Services Manager	Numbers of volunteer visits Number of individuals visited	600 visits 130 individuals
11. Continue to deliver the Physiotherapy Exercise and Falls Prevention program	January – December 2019	Independent Living Services Manager	Number of attendances	37,500
12. Offer Continuing Education courses	January – December 2019	Leisure Programs Manager	Number of courses Number of attendances	725 courses 60,000 attendances
13. Offer recreation programs including special events and Membership Council fundraising events	January – December 2019	Leisure Programs Manager	Number of attendances	130,000
14. Monitor volunteer effort	January – December 2019	Volunteer Manager	Average hours/volunteer	100

New Resource Requirements	None. Central East LHIN base and OSCC operating budget including City of Oshawa grant.
Goals Achieved to meet Strategic Plan	Seniors attain wellness by attending OSCC programs and services, delivered with the values of respect, caring, healthy living, learning and personal growth, collaboration and empowerment.

**The Corporation of the City of Oshawa
2019 Operating Budget
Oshawa Senior Citizens Centres**

Description	2018 Projected Actuals	2018 Approved Budget	2019 Proposed Budget	2019-2018 Variance \$'s	2019-2018 Variance %
Personnel Costs	3,121,512	3,112,274	3,310,330	198,056	6.4
Program and Office Supplies	116,118	84,322	82,716	(1,606)	(1.9)
Professional Services	683,028	697,935	699,125	1,190	0.2
Maintenance and Repairs	293,520	254,189	273,676	19,487	7.7
Utilities	64,800	65,464	68,390	2,926	4.5
Contributions and Financial Chg	11,753	11,500	12,000	500	4.3
Agency Generated Revenue	(2,622,596)	(2,604,291)	(2,702,857)	(98,566)	3.8
City of Oshawa Grants	(1,673,525)	(1,621,393)	(1,743,380)	(121,987)	7.5
Total Oshawa Senior Citizens Centre	(5,390)	-	-	-	

Variance Explanations:

The overall increase to the 2019 Operating Budget consists primarily of unavoidable increases to salaries, benefits, inflationary costs and the addition of the fifth OSCC branch