

2018 Business Plan

Oshawa Senior Citizens Centres

43 John Street West, Oshawa, ON

T: 905.576.6712 F: 905.576.0848

www.oscc.ca



 **PAY YOUR
LIFE FORWARD**
My Charity • My Centre • My Wellness



OSCC Celebrates 50 Years!!

1968 -2018

In 2018, OSCC celebrates 50 years of service to the community with a full range of services offered at 4 branches and in 21 community locations.

The Oshawa Senior Citizens Centres has a rich history that began when the cornerstone was laid for the original Branch at 43 John Street West in 1968.

The community welcomed the social and activity opportunities when the Branch opened in 1969 and it quickly flourished as a hot spot for older adults to enjoy dances, bingo, birthday and anniversary celebrations. As the City grew, OSCC opened their second Branch in the Northview Community Centre in 1989. The demand for additional opportunities in programs, activities, education and art led to the OSCC further expanding, opening Legends Branch within the Legends Centre in 2006. The fourth Conant Branch of the OSCC opened its doors in October 2008 rounding out the placement of the OSCC in all four quadrants of the City. Today the Oshawa Senior Citizens Centres serves over 7,000 older adults and continues to be a cornerstone of the Oshawa community.

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

2018 BUSINESS PLAN

OSHAWA SENIOR CITIZENS 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.

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 competency of the Centres and recreational activities consistently achieve greater numbers than other areas. Recreation includes a wide variety of activities ranging from cyber cafes, cards, billiards, bingo 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, computer and technology courses.

Partners at Work

Partners at Work focuses 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. The Board of Directors formed an Advocacy Committee in November 2015. This committee has been very active in understanding and supporting seniors' issues. The City has recognized World Elder Abuse Day since 2015 with a flag raising ceremony.

Client Identification

The primary clientele of the Centres are Oshawa residents, taxpayers aged 55 and over. Programs, services and activities focus on seniors living and thriving in their homes. 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.

There are 53,170 residents living in the City of Oshawa who are 55+. The market share for attracting those 55+ in Oshawa (excluding non-resident users) is 11.2%, with 5,954 Oshawa residents taking out a membership.

Participation Rate by Age	Oshawa 2016	Market Share 2016	Oshawa 2017	Market Share 2017	OSCC Members as @ Sept. 2017
55-64	23,256	4.5%	24,228	4.4%	1,057
65-74	15,428	15.4%	16,243	14.8%	2,411
75 and up	12,390	19.8%	12,699	19.6%	2,486

2. 2017 BUSINESS PLAN ACCOMPLISHMENTS

This section reports progress on the actions related to the 2015-2018 Strategic Plan and the 2017 Business Plan.

Excellence in Leadership

Actions in 2017 that demonstrated achievements in the strategic priority of excellence in leadership were:

- Older Adults Trends and Best practices report recommendations were implemented to better address the needs of seniors with 60% being met
- Staff Training Plan implemented that included 2 all staff training sessions on Time Management & Conquering Difficult Interactions
- Staff organized a Volunteer Engagement Community Partner Event with 34 representatives, dignitaries and staff attending.

- The OSCC participated on the Durham Region Age Friendly Steering Committee and now act as an active member of the Durham Council on Aging.
- Began implementation of the three-year Let's Connect GROW grant achieving wide community impact.

Organizational Development

Actions achieved in 2017 that demonstrated achievements in the strategic priority of organizational development were:

- Branch utilization report was prepared and implemented, meeting the minimum goal of 80% usage of branches during the week.
- Management Team completed presentations to the Board on the strategic plan activities they led.
- Use of technology to reach members increased through the use of news and alerts, Facebook and OSCC website.
- A comprehensive review of OSCC Policies, Procedures and By-Laws was initiated.
- Staff wellness team continued to host social interaction activities including after work gatherings and a staff BBQ and tackling the Canada 150 physical activities challenge with OSCC staff completing 91 activities.
- A Talent Management Succession Plan, including a Talent Inventory of leaders across our organization, was implemented.
- A Board Governance workshop to educate the Board members on Operations vs. Governance took place.
- A volunteer engagement strategy was initiated that brought community groups, staff, volunteers, Board and members together to discuss the future of volunteerism.

Sustainability

Actions in 2017 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 including a subsidization policy approved by the Board, to ensure the cost of programs and services remain affordable to all Oshawa residents.

- An application was made to the Ontario Trillium Foundation for Phase 1 of the John St. Renovation and a grant of \$98,000 was received to complete the renovation of the main floor cafeteria, kitchen, washrooms and office with the addition of a meeting room.
- Met and exceeded strategic goal to develop 5 Business Partnerships: Home Instead Senior Care, Running Room, Chartwell Centennial Retirement Residence, Costco, Lowe's, Sun Life, Mahogany Management, Oshawa Generals Hockey Club, Ice Bar Café, The Personal Run.
- Three new partner agency spaces were used to offer leisure programs
- 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 2017 was the Centre's Facebook "live".
- The Pay Your Life Forward campaign continued with OSCC featured as the charity of choice at an Oshawa Generals game raising \$2,300 and at the Lowe's Hero's Campaign raising \$4,200. A new Life at Your Speed 5K Run/Walk raised \$2,000, the Corporate Golf Tournament raised \$23,682 and the Corporate Curling Funspiel fundraiser will be celebrating its 7th anniversary in November.
- Additional revenue was generated via the implementation of online advertising on the Centre's website – www.oscc.ca
- The Ontario Trillium Foundation through a GROW Grant provided OSCC the opportunity to further build on the success of the Let's Connect project through a three-year \$365,500 grant.
- Received additional LHIN funding to expand Adult Day Program and Transportation.
- Completed \$25,000 New Horizons Optimal Aging Speaker Series grant.
- Received Federal SEED funding for 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 2018 budget has been set to achieve the user fee commitment.

User Fees	2015	2016	2017	2018
Share of revenues	25%	25%	25.6%	27%
Amount (\$)	896,000	924,000	989,040	1,140,921

The Senior Leadership Councils annual fundraising strategy also contributes to fiscal support. Funds raised are used to purchase program equipment and supplies and contribute \$20,000 to the operating budget. Funds raised as of September 30, 2017 were \$39,630.00.

2017 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 2017 program and services were set with the projected results below.

Leisure Programs	2017 Target	2017 Projected
Education Courses Offered	700	732
Recreation Program Attendances	130,000	130,210

Community Support	2017 Target	2017 Projected
Adult Day Programs:		
• # of attendances	13,000	13,188
• # of different individuals	200	215

Meal Services:		
• Regular meals served	62,500	60,350
Wheels to Meals Program	2,700	2,815

Community Support	2017 Target	2017 Projected
Transportation:		
• Day program	10,500	10,500
• Van stop	3,600	3,350
• Rideshare (carpooling)	9,000	8,825
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 – number of participation attendances	39,000	37,300
Volunteer Corps – number active volunteers	500	515
Volunteer Effort – average hours per volunteer	100	113

3. 2018 OSCC BUSINESS PLAN GOALS

The 2018 goals are outlined in the Appendices as we continue to work on achieving the strategic priorities 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 2018 proposed budget is \$4,225,684, an increase of \$357,850 or 9.25% from the approved budget of \$3,867,834 in 2017.

CITY OF OSHAWA GRANT

The 2018 operating budget consists primarily of increases to salaries, benefits and inflationary costs.

OSCC will generate additional revenues through increased LHIN base funding, user fees, fundraising and advertising.

This will offset 89% of the increase to the 2018 budget. OSCC is requesting that the City contribute the remaining 11% to ensure OSCC can continue to provide affordable, quality programs and services to seniors in Oshawa.

Thereby the OSCC respectfully requests the City of Oshawa grant of \$1,621,393 that represents a 2.5% increase of \$39,546 compared to the grant of \$1,581,847 received in 2017.

CONCLUSION

The OSCC 2018 goals are established with a focus to continue to achieve actions related to the Strategic Plan Priorities: Excellence in Leadership, Organizational Development and Sustainability.

2018 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)	2018	Executive Director	Attend Durham Council on Aging meetings and provide input on aging needs and trends	Attend all meetings
Goal 2: Continue implementation of Trends and Best Practices report with provincial review – *(2.1)	2018 Q2	Program & Services Director	Percent of recommendations met	100% of recommendations are met
Goal 2: Staff Training Plan implemented, incorporating new ACTivate performance appraisal system – *(2.2)	2018	Executive and Program & Services Directors	Staff identify and implement training needs and participate in new performance management system	3 All-staff meetings Staff performance monitored
Goal 2: Continue to partner with community agencies to achieve enhanced programs – *(2.3)	2018	Program & Services Director	Number of community partnerships	3-4 Community Partnerships

Actions	Timing	Lead	Performance Measures	Target
Goal 3: Promote Oshawa as an age-friendly community - *(3.3)	Ongoing	Executive and Program & Services Directors	Ensure all marketing materials, events and media have an age friendly approach	100% of promotional materials are age friendly

** refers to the OSCC 2015-2018 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	Accountable Leadership: Ensure respect, responsiveness and transparency <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: Board and Management team will complete implementation of the 2015-2018 Strat Plan Construct a 2018-2023 Strategic Plan - *(1.3)	2018 Q3	Executive Director & Board of Directors	2015-2018 strategic plan is reviewed and achieved 2018-2023 strategic plan is created with vision to meet needs in next five years	OSCC achieve goals of current strategic plan and create new plan
Goal 1: Continue to use technology to promote older adult programs and services - *(1.5)	2018	Program & Services Director & Community Relations Manager	Number of new technology initiatives	2-3 new initiatives are implemented
Goal 1: Continue to review and update OSCC policies, procedures, guidelines *(1.6)	2018 Q2	Executive Director and Board of Directors	Review of policies, procedures and guidelines takes place	Review of all policies, procedures and guidelines are complete
Goal 2: Continue to promote staff social interaction and staff wellness program - *(2.2)	2018	Program & Services Director	Number of social wellness and interaction program events	6 Staff wellness activities planned
Goal 3: Annual professional development workshop with Board and Management Team - *(3.1)	2018 Q1	Executive and Program & Services Directors	Annual workshop takes place	1 Board of Directors and Senior Staff workshop planned

Actions	Timing	Lead	Performance Measures	Target
Goal 3: Promote Career Diversity and growth - *(3.2)	2018 Q2	Executive and Program & Services Directors	Talent Management succession plan and training completed	Q2
Goal 4: Volunteer engagement strategy presentation to the Board of Directors - *(4.1)	2018 Q1	Executive Director & Community Relations Manager	Increase volunteer members	Increase volunteer members to 600

* refers to the OSCC 2015-2018 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)	2018 Q2	Finance Manager	Financial plan is implemented	5 year financial plan is in place
Goal 1: Implement a user fee policy - *(1.5)	2018 Q1	Management Team	User fees as percent of budget	User fees meet target of 25% of budget
Goal 1: Continue with the revitalization of the John St. Branch	2018	Executive and Program & Services Directors	Capital Assets Replacement Plan is created	2018
Goal 1: Continue with the business partner recruitment strategy – *(1.7)	2018	Community Relations Manager	Number of new partners	5 new partners are recruited
Goal 2: Examine North Oshawa older adult facility needs - *(1.6)	Q2	Executive and Program & Services Directors	Feasibility study to address growth in the north	2018

Actions	Timing	Lead	Performance Measures	Target
Goal 3: Implement a marketing and brand identity strategy in order to increase market share - *(3.3)	2018	Community Relations Manager	Percent increase in membership	5% increase

* refers to the OSCC 2015-2018 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	Economic Prosperity and Financial Stewardship: Ensure economic growth and a sound financial future
	Social Equity: Ensure an inclusive, healthy and safe community
	Cultural Vitality: Support arts and culture that engage and inspire
OSCC Goals	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.
Responsibility	Program & Services Director
Supporting Partners	Central East LHIN as the funder of Actions 1 to 7

Actions	Timing	Lead	Performance Measures	Target
1. Increase Summer Continuing Education Registration	2018 Q3	Leisure Programs Manager	Increased summer registration	5% increase
2. Legends "Think Tank"	2018 Q2	Leisure Programs Manager	Enhanced Legends Branch programs	2-3 new program initiatives
3. Increase utilization of Community Recreation Facilities	2018	Leisure Programs Manager	Enhanced community recreation facilities usage	Shared utilization of facility space
4. Seek grant proposals to increase physiotherapy sites to meet demand	2018 Q1	Independent Living Services Manager	Increased opportunities for older adults to take part in physiotherapy classes	5% increase in attendances
5. Increase foot-care clinics in branch locations	2018	Independent Living Services	More branch based foot care clinics	2-3 new clinics
6. Celebrate OSCC's 50 th Anniversary	2018	Management Team	Community is aware of OSCC's 50 th anniversary	5 OSCC 50 th Events Planned

Actions	Timing	Lead	Performance Measures	Target
7. Provide consistent quality meals at all branches	January – December 2018	Independent Living Services Manager	Number of regular meals serviced	61,000
8. Provide Wheels to Meals program.	January – December 2018	Independent Living Services Manager	Number of participants in program and their attendance	2,800
9. Provide transportation: <ul style="list-style-type: none"> ➤ Day program ➤ Van stop ➤ Rideshare 	January – December 2018	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
10. Provide foot care services	January – December 2018	Independent Living Services Manager	Number of appointments	6,000
11. Provide adult day programs	January – December 2018	Independent Living Services Manager	a. Number of attendances b. Number of different individuals	a. 13,500 b. 215
12. Provide peer mentoring service	January – December 2018	Independent Living Services Manager	Numbers of volunteer visits	600 visits with 130 individuals
13. As a provider Agency, continue to deliver the Physiotherapy Exercise and Falls Prevention program	January – December 2018	Independent Living Services Manager	Number of participation attendances	37,500
14. Offer Continuing Education courses	January – December 2018	Leisure Programs Manager	Number of courses drawing enough attendance to proceed	60,000 attendances 725 courses offered
15. Offer recreation programs including special events and Senior Leadership Council fundraising events	January – December 2018	Leisure Programs Manager	Attendances	130,000
16. Ensure sufficient volunteer corps	January – December 2018	Volunteer Manager	Number of active volunteers	500

Actions	Timing	Lead	Performance Measures	Target
17. Monitor volunteer effort	January – December 2018	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
2018 Operating Budget
Oshawa Senior Citizens Centres**

Description	2017 Projected Actuals	2017 Approved Budget	2018 Proposed Budget	2018-2017 Variance \$'s	2018-2017 Variance %
Personnel Costs	2,985,822	2,816,445	3,112,274	295,829	10.5
Program and Office Supplies	115,880	84,790	84,322	(468)	(0.6)
Professional Services	682,085	661,585	697,935	36,350	5.5
Maintenance and Repairs	256,440	232,045	254,189	22,144	9.5
Utilities	62,985	61,969	65,464	3,495	5.6
Contributions and Financial Chg	11,421	11,000	11,500	500	4.5
Agency Generated Revenue	(2,535,823)	(2,285,987)	(2,604,291)	(318,304)	13.9
City of Oshawa Grants	(1,581,847)	(1,581,847)	(1,621,393)	(39,546)	2.5
Total Oshawa Senior Citizens Centre	(3,037)	-	-	-	

Variance Explanation:

Increased personnel and inflationary costs, partially offset by increased Agency generated revenues, and increased professional services resulting from program growth offset by increased Agency generated revenues