



OSC 55+

Oshawa Senior
Community Centres

Business Plan

2020



Oshawa Senior Community Centres
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Oshawa Senior Community Centres 55+

The Oshawa Senior Community Centres (OSCC55+) employs 25 full time and 20 part time employees including an Executive Director, Programs and Services Director, Community and Volunteer Relations Manager, Leisure Programs Manager, Community Support Services Manager and an Administration and Finance Manager.

MISSION STATEMENT

The OSCC55+ 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

2020 BUSINESS PLAN

Oshawa Senior Community Centres

1. SERVICE DESCRIPTION & CLIENT IDENTIFICATION

Service Description

Programs and services include Community Support 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.

Community Support Services

The Centres, with funding support from the Local Health Integrated Network 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 with recreational activities consistently achieving greater attendances than other areas. Recreation includes a wide variety of activities ranging from card and table games, sports and athletics and general interest pursuits with regular monthly and themed special events.

Continuing Education

Providing opportunities for personal growth and life-long learning, 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 the seniors voice; and
- Opportunities for volunteers to use their talents and leadership skills in meaningful and rewarding ways.

Advocacy and Support

The OSCC and the Board of Directors 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 the issues seniors face.

Client Identification

The primary clientele are Oshawa residents, taxpayers aged 55+. Programs, services and activities focus on seniors thriving in their homes and aging in place. OSCC55+ 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. 2019 BUSINESS PLAN ACCOMPLISHMENTS

This section reports progress on the 2019 Strategic Plan priorities and the 2019 Business Plan.

Excellence in Leadership

Actions in 2019 that demonstrated achievements in the strategic priority of excellence in leadership were:

- Led the City of Oshawa Age-Friendly initiative resulting in the development of a strategy and application to the World Health Organization to become a member of the Global Network of Age Friendly Communities.
- The Let's Connect GROW grant to provide use of computer tablets with older adults dealing with dementia is completing the last year of the grant and has expanded to sites across Durham Region, Kawartha and Haliburton.
- Established an Age Friendly Community Stakeholder Steering Committee to represent the diverse needs and interests of seniors in our community.
- Partnered with Durham Deaf Services and led the training of City staff in learning about the deaf culture with some staff trained in American Sign Language

Organizational Development

Actions achieved in 2019 that demonstrated achievements in the strategic priority of organizational development were:

- A 2019-2023 Strategic Plan was constructed through two workshops creating Goals and Actions, which will be achieved through collaboration of the Board of Directors and cross-functional staff teams.

- Use of technology to promote older adult programs and services increased by 100%. (year 1 – 98; year 2- 200).
- The Board of Directors took part in an annual workshop.
- Career diversity and growth was promoted through stretch assignments and special projects designed to manage succession.
- A volunteer engagement strategy was completed and approved by the Board of Directors to improve recruitment, recognition and retention of volunteers.

Sustainability

Actions in 2019 that demonstrated achievements in the strategic priority of sustainability were:

- OSCC55+ continued to build the framework for a 5-year financial plan, through a review of user fees to ensure the participation fee continues to align closer to market values.
- Additional one time funding was received from the Central East LHIN for the Ontario Dementia Strategy for **\$105,119**.
- Grants were received from the Central East LHIN to renovate the Adult Day Program space **\$49,855** and for the purchase of a new van **\$82,650**.
- Additional grants were received from New Horizons for a “55+ South Asian Cultural Connect” program **\$25,000**, and an Enabling Accessibility grant from Employment and Social Development Canada for additional renovations of the Adult Day Program space **\$25,310**.
- Ontario Trillium Foundation provided a **\$77,100** grant to purchase new dining room, lounge and program furnishings.
- In addition, OSCC55+ received funding for the last year of the Let’s Connect Grant in the amount of **\$88,456**.
- OSCC55+ awaits notification on a Community Investment Funding grant from the CELHIN for **\$47,902** and a New Horizons grant for Neighbourhoods Work! for **\$25,000**.
- Developed Board-Approved Business Partnerships: Meridian Credit Union, Kemp Travel Group Ltd, Durham Medical.
- Increase of corporate sponsorships including Hearing Life, JJ Maguire, Corner Comforts, Remax Jazz & Floor Fashion Centre.

- Continued to grow the new 5th Branch at Sikorski Hall offering continuing education, special events and recreation programming.
- OSCC55+ Identity/Logo Rebrand: The Board of Directors approved the new logo and name: **Oshawa Senior Community Centres 55+ (OSCC55+)**.
- Marketing efforts continued to support the Centres ongoing membership campaign. A video was developed to promote the Centre's new brand image and logo. Coverage of the Centre's rebrand bolstered media coverage in the first half of the year; articles appeared in all local media outlets (Metroland, Oshawa Express) and front page coverage was secured in SNAP'd. A subsequent television appearance was also made on Inside Durham on Rogers TV. Other media successes included coverage of sponsored jackets for transportation drivers, Elder Abuse Awareness Day, and recognition of new furniture at the John Street Branch. An additional feature article appeared in June on renovated space at the John St Adult Day program and an addition of a fourth vehicle to OSCC55+'s fleet of vans. Use of the OSCC55+ website and social media platforms remained strong with active shares, likes, and comments on Facebook, Twitter, Instagram and YouTube.
- The Pay Your Life Forward campaign continued through annual events such as the Gord Reid Memorial Golf Tournament and OSCC55+ night at the Oshawa Generals Hockey Game. A combined **\$38,022** was raised by corporate events and general donations made by the membership as of the end of Q2.
- 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 Canada Summer Jobs funding for 3 summer students.
- Revitalization of the John St. Branch continued with the Billiards room, Adult Day Program space and Computer Lab renovations.

Ensure Effective Fiscal Responsibility

The OSCC55+ 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 2020 budget has been set to achieve the user fee commitment.

| User Fees | 2017 | 2018 | 2019 | 2020 |
|-------------------|---------|-----------|-----------|-----------|
| Share of revenues | 25.6% | 27% | 26% | 28% |
| Amount (\$) | 989,040 | 1,140,921 | 1,157,706 | 1,250,298 |

The Membership Council's annual fundraising strategy contributes to fiscal support. Funds raised are used to purchase program equipment and supplies and to have \$25,000 go toward the operating budget.

2019 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 2019 program and services were set with the projected results below.

| Leisure Programs | 2019 Target | 2019 Projected |
|--------------------------------|-------------|----------------|
| Education Courses Offered | 700 | 732 |
| Recreation Program Attendances | 130,000 | 130,210 |

| Community Support | 2019 Target | 2019 Projected |
|--|-------------------------------|--|
| Adult Day Programs: | | |
| - # of attendances | 13,000 | 14,000 |
| - # of different individuals | 200 | 225 |
| Meal Services: | | |
| - Regular meals served | 62,500 | 52,448 fewer patrons ordering full meals |
| Wheels to Meals Program | 2,700 | 3,600 |
| Transportation: | | |
| - Day Program | 10,500 | 13,420 |
| - Van Stop | 3,600 | 2,928 |
| - Rideshare (carpooling) | <u>9,000</u> | <u>9,622</u> |
| Total: | 23,100 | 25,970 |
| Foot Care (appointments) | 6,000 | 5,284 |
| Clients Intervention (visits) | 500 visits 120 individuals | 700 visits 200 individuals |
| Physiotherapy Exercise and Fall Prevention Classes – attendances | 39,000 | 35,622* |
| *DIFFICULT TO AFFECT CHANGE WITH NO STRONG INCENTIVE TO PARTICIPATE (NO COST/NO REGISTRATION) AND HELD IN PARTNER LOCATIONS | | |
| Volunteer Corps – number active / average per volunteer | 500 100 | 515 100 |

3. 2020 OSCC55+ BUSINESS PLAN GOALS

The 2020 goals are outlined in the Appendices as we complete the strategic goals listed below.

A. Excellence in Leadership

OSCC55+ strives to be a community leader in its provision of services to seniors. The goal is for OSCC55+ to be viewed as an industry expert.

B. Organizational Development

OSCC55+ is committed to managing its facilities, human resources, volunteers and developing strategic partnerships.

C. Sustainability

OSCC55+ 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 Community Support 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 2020 proposed budget is \$4,522,447, an increase of \$76,210 or 1.71% from the approved budget of \$4,446,237 in 2019.

CITY OF OSHAWA GRANT

The 2020 operating budget increases are a result of salaries, benefits and inflationary costs.

The increase to our 2020 grant request is \$17,434, an increase of 1%. OSCC55+ will generate additional revenues through user fees, fundraising and advertising.

CONCLUSION

The OSCC55+ 2020 goals are established with a focus to continue to achieve actions related to the three OSCC55+ Strategic Plan Priorities: Excellence in Leadership, Organizational Development and Sustainability, and to advance overall program and service delivery.

2020 OSCC55+ 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 |
| OSCC55+ Goals | <ol style="list-style-type: none"> 1. Ensure that OSCC55+ is an effective leader and provider of programs and services for older adults 55+ in Oshawa. 2. Ensure that OSCC55+ continues to provide high quality, affordable and diverse programs and services for older adults in Oshawa. |
| Responsibility | OSCC55+ Executive Director, Leadership Team |

| Actions | Timing | Lead | Performance Measures | Target |
|--|--------|-----------------|--|---|
| <p>Goal 1: 1.3 Develop collaborative partnerships and performance measures to enhance programs and services for older adults 55+.</p> | 2020 | Leadership Team | Increased partnerships with Community Support Agencies (CSA) and educational institutions. | Work collaboratively with Durham Ontario Health Teams |
| <p>Goal 1: 1.6 Be an active affiliate on the Durham Ontario Health Teams.</p> | 2020 | Leadership Team | Support the Durham Health Team application as an affiliate. | Attend all meetings |
| <p>Goal 2: 2.1 Lead the implementation of the Oshawa Age Friendly Strategy, in partnership with the City of Oshawa.</p> | 2020 | Leadership Team | Goals and actions led by OSCC55+ are met within the identified time lines. | Ongoing |

| Actions | Timing | Lead | Performance Measures | Target |
|---|--------|--------------------|---|---------------------|
| Goal 2: 2.2 Continue to be a representative on the Durham Council on Aging. | 2020 | Executive Director | Implement Ageism campaign and other identified strategies regionally within Oshawa. | Attend all meetings |

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|--|--|--|--|--|
| 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 OSCC55+, increased referrals, enhanced programs and services and an older adult strategy for Durham Region implemented. | | | |

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| 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 |
| OSCC55+ Goals | <ol style="list-style-type: none"> 1. Ensure that OSCC55+ remains a progressive, sustainable and innovative organization. 2. Ensure that OSCC55+ embraces the well-being of staff and volunteers (social, emotional, intellectual and physical). 3. Support professional development of OSCC55+ staff and Board members. 4. Recruit and train volunteers to be skilled, professional and dedicated when supporting OSCC55+ programs and services. |
| Responsibility | OSCC55+ Executive Director, Leadership Team |

| Actions | Timing | Lead | Performance Measures | Target |
|--|--------|--------------------|---|---------|
| <p>Goal 1: 1.1 Develop and implement an integrated information system/ technology plan to improve operational efficiencies.</p> | 2020 | Leadership Team | Develop a database to support training initiative. | Q2 |
| <p>Goal 1: 1.2 Prepare and implement an Organizational Development Plan to build OSCC capacity to support the rapid growth of the 55+ population in the City of Oshawa.</p> | 2020 | Executive Director | Engage a consultant to investigate human resources required at OSCC55+ to support growth. | Q1 |
| <p>Goal 1: 1.4 Develop a Marketing and Communication Strategy to promote the OSCC brand identity and logo.</p> | 2020 | Leadership Team | Market to the community the new brand and develop a communication plan. | Ongoing |
| <p>Goal 3: 3.1 Provide the Board and Staff at least one annual professional development workshop.</p> | 2020 | Executive Director | Annual development workshop. | Q1 |

| Actions | Timing | Lead | Performance Measures | Target |
|--|--------|--------------------------|--------------------------------------|----------------------------|
| Goal 4: 4.1 Implement the Volunteer Engagement Strategy. | 2020 | OSCC Staff Volunteers | Volunteers are engaged and retained. | increase volunteers to 550 |

| | | | | |
|---------------------------------------|--|--|--|--|
| New Resource Requirements | Covered through current operations funding through City of Oshawa grant, LHIN base funding and grants. | | | |
| Goals Achieved to meet Strategic Plan | OSC55+ has strong organizational development with leading edge, high quality programs delivered by staff that are mentored, trained and happy. | | | |

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| 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 |
| OSCC55+ Goals | <ol style="list-style-type: none"> 1. Ensure that OSCC55+ continues to be financially sustainable. 2. Ensure that OSCC55+ branches are designed to meet the current needs of participants, are accessible and well maintained. 3. Increase membership numbers and the diversity of OSCC55+ |
| Responsibility | Board of Directors, Executive Director, Leadership Team |

| Actions | Timing | Lead | Performance Measures | Target |
|--|--------|---|---|--------|
| <p>Goal 1: 1.1 Develop and implement a 5-year Financial Management Plan to ensure organizational financial stability.</p> | 2020 | Executive Director and Finance Manager | Complete a five-year financial plan. | Q2 |
| <p>Goal 1: 1.3 Develop and implement a Business Partnership and Corporate Sponsorship Plan to diversify and provide multi-year funding opportunities.</p> | 2020 | Volunteer & Community Relations Manager | A formal business partnership and sponsorship plan is created and Board approved. | Q2 |
| <p>Goal 1: 1.4 Develop and implement a City of Oshawa and OSCC Municipal Service Agreement in accordance with the KPMG Audit.</p> | 2020 | Executive Director | A City of Oshawa/OSCC55+ municipal services agreement is complete. | Q3 |

| Actions | Timing | Lead | Performance Measures | Target |
|---|--------|--------------------|--|--------|
| Goal 1: 1.5 Undertake a Rates and Fees review of services and programs provided including subsidy, refund and memberships by OSCC55+. | 2020 | Leadership Team | The Board of Directors approves a new policy revising the subsidy, refund and cancellation fees. | Q2 |
| Goal 1: 1.6 Review and update the donations and sponsorship policy and explore a web interface. | 2020 | Leadership Team | The Board of Directors approves a revised Donation Policy. | Q3 |
| Goal 2: 2.1 Participate in discussions for an OSCC55+ fifth branch in a recreational facility in North Oshawa. | 2020 | Executive Director | A feasibility study to construct a new recreation centre in the north quadrant is complete. | Q2 |

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|---------------------------------------|--|
| New Resource Requirements | Covered through current operations funding through City of Oshawa grant, LHIN base funding and grants. |
| Goals Achieved to meet Strategic Plan | OSCC55+ 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. |

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|-------------------------------------|---|
| 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> |
| OSCC55+ 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 | Programs & Services Director |
| Supporting Partners | Central East LHIN as the funder of Actions 4 to 11 |

| Actions | Timing | Lead | Performance Measures | Target |
|---|------------|------------------------------------|---|---|
| 1. Support the task development and implementation of the social participation recommendations of the Oshawa Age-Friendly Strategy. | 2020 | Leisure Programs Manager | Actions to achieve goals of the plan are achieved | Q4 |
| 2. Develop strategies and best practices to enhance the continuing education program | 2020 | Leisure Programs Manager | Increase continuing education attendances by 2% | Q4 |
| 3. Implement a new Summer Local Excursions program. | 2020 | Leisure Programs Manager | A minimum of 6 summer local excursions offered and implemented. | 6 trips meet attendance requirements to run |
| 4. Meet waitlist demand at OSCC sites i.e. add Sikorski site and look for efficiencies, i.e. move sites with low attendance. | 2020 Q1 | Community Support Services Manager | Percent increase in attendances at physiotherapy classes. | 5% increase in attendances |

| Actions | Timing | Lead | Performance Measures | Target |
|---|-------------------------|------------------------------------|---|---|
| 5. Provide consistent quality meals at all branches and survey members for feedback | January – December 2020 | Community Support Services Manager | Number of regular meals serviced | 61,000 |
| 6. Provide Wheels to Meals program. | January – December 2020 | Community Support Services Manager | Number of attendances | 3,000 |
| 7. Provide transportation: <ul style="list-style-type: none"> ➤ Day program ➤ Van stop ➤ Rideshare | January – December 2020 | Community Support Services Manager | Number of one way trips <ul style="list-style-type: none"> a. Day program b. Van stop c. Rideshare | <ul style="list-style-type: none"> a. 13,000 b. 2,800 c. 5,000 |
| 8. Provide and increase foot care services. Look at extending times at Branch clinics and pilot at Specialized ADP site | January – December 2020 | Community Support Services Manager | Number of appointments | 5,686 |
| 9. Provide adult day programs. | January – December 2020 | Community Support Services Manager | Number of attendances. Number of different individuals | 15,062 attendances 218 individuals |
| 10. Provide peer mentoring service. | January – December 2020 | Community Support Services Manager | Numbers of volunteer visits Number of individuals visited | 600 visits 150 individuals |
| 11. Continue to deliver the Physiotherapy Exercise and Falls Prevention program. | January – December 2020 | Community Support Services Manager | Number of attendances | 37,500 |
| 12. Offer Continuing Education courses. | January – December 2020 | Leisure Programs Manager | Number of courses Number of attendances | 760 courses 68,000 attendances |
| 13. Offer recreation programs including special events and Membership Council fundraising events. | January – December 2020 | Leisure Programs Manager | Number of attendances | 130,000 |

| Actions | Timing | Lead | Performance Measures | Target |
|-------------------------------|-------------------------|-------------------|-------------------------|--------|
| 14. Monitor volunteer effort. | January – December 2020 | Volunteer Manager | Average hours/volunteer | 100 |

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|---------------------------------------|--|--|--|--|
| New Resource Requirements | None. Central East LHIN base and OSCC55+ operating budget including City of Oshawa grant. | | | |
| Goals Achieved to meet Strategic Plan | Seniors attain wellness by attending OSCC55+ 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
2020 Operating Budget
Oshawa Senior Citizens Centres**

| Description | 2019 Projected Actuals | 2019 Approved Budget | 2020 Proposed Budget | 2020-2019 Variance \$'s | 2020-2019 Variance % |
|--|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs | 3,339,966 | 3,310,330 | 3,384,263 | 73,933 | 2.2 |
| Program and Office Supplies | 109,016 | 82,716 | 87,898 | 5,182 | 6.3 |
| Professional Services | 679,707 | 699,125 | 696,948 | (2,177) | (0.3) |
| Maintenance and Repairs | 276,218 | 273,676 | 280,623 | 6,947 | 2.5 |
| Utilities | 49,026 | 68,390 | 56,578 | (11,812) | (17.3) |
| Contributions and Financial Charges | 16,027 | 12,000 | 16,137 | 4,137 | 34.5 |
| Agency Generated Revenue | (2,733,454) | (2,702,857) | (2,761,633) | (58,776) | 2.2 |
| City of Oshawa Grants | (1,743,380) | (1,743,380) | (1,760,814) | (17,434) | 1.0 |
| Total Oshawa Senior Citizens Centre | (6,874) | - | - | - | |

Variance Explanations:

The overall increase to the 2020 Operating Budget consists primarily of unavoidable increases to salaries, benefits and inflationary costs.