



Westend Senior Activity Centre

WSAC STRATEGIC PLAN 2019-2022

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Participants: Board of Directors, Executive Director & Staff

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EMERGING ISSUES & TRENDS

International

Globally, the population aged 65 and over is growing faster than all other age groups.

- According to data from [World Population Prospects: the 2019 Revision](#) (United Nations, 2019), by 2050, one in six people in the world will be over age 65 (16%), up from one in 11 in 2019 (9%). By 2050, one in four persons living in Europe and Northern America could be aged 65 or over. In 2018, for the first time in history, persons aged 65 or above outnumbered children under five years of age globally. The number of persons aged 80 years or over is projected to triple, from 143 million in 2019 to 426 million in 2050.
- Only 40% of seniors serving organizations have staff dedicated to meeting the needs of Baby Boomers and only 12% had developed a plan to meet these needs (MacRae-Krisa & Paetsch, 2013).

National

- In 2016, for the first time, the share of seniors (16.9%) exceeded the share of children (16.6%) (Statistics Canada).
- Baby Boomers will continue to change the way we see family dynamics, volunteering and civic engagement, health and wellbeing, recreation and leisure and the purpose and potential of senior services (Malonebeach & Lngeland, 2011; Hinterlong & Williamson, 2014).
- Baby Boomers have different expectations regarding work and retirement, and the overwhelming majority plan to remain in their homes as they age (AFE, 2015; Federation of Canadian Municipalities, 2015).
- The nature of the way we as a society care for our elders is changing, and will continue to change as the **Baby Boomers** and **Zoomers** enter that demographic. Note, Zommers are the demographic of active people aged 45 plus; derived from “Boomers with Zip!” (Moses Znaimer, n.d.).
- Poverty among seniors will increase in coming years (Shillington, 2016).
- Seniors who have the health and social supports and services needed to live safely and independently in their homes or communities for as long as they wish and are able (Federal/Provincial/Territorial ministers Responsible for Seniors, 2015).
- Dementia is the loss of mental function affecting daily activities, caused by brain diseases and brain injury. In 2015/16, over 419,000 or 6.9% of Canadians aged 65 years and older had dementia and two-thirds were women. As the proportion of seniors relative to the Canadian population continues to grow, the number of Canadians living with dementia will increase (Government of Canada, 2019).

EMERGING ISSUES & TRENDS

Provincial

- The population of seniors in Alberta continues to rise faster than other age groups. As of March 2020, over **640,000** Albertans were over the age of 65. That number is expected to double within the next 2 decades (Government of Alberta, 2020).
- Alberta is facing economic challenge. The current government is actively looking for areas to reduce costs.

Municipal

- The population of seniors in Edmonton continues to grow. The 2016 Census recorded over 150,000 (13.9%) Edmontonians who were over the age of 65 (Statistics Canada, 2016).
- Edmonton's Seniors are diverse. 18% of seniors aged 65 and over are visible minorities (AFE, 2015).
- 80% of care for seniors is provided by family and friends. (City of Edmonton. 2010)

WSAC

- WSAC documented a record 1976 and 1984 registered members in 2018 and 2019, respectively and this number is expected to exponentially grow.
- WSAC needs to actively respond to the potential policy changes from three levels of government.
- Share resources is becoming a trend with funders (i.e., community partnership model).

COVID-19

- The pandemic is posing an unprecedented challenge for nonprofit organizations, including funding, operation, and programs/services.

OBJECTIVE

Develop a comprehensive 3 year strategic plan that promotes WSAC’s capacity to innovate, address emerging issues and meet the demanding wellness needs of our senior’s community.

KEY STAKEHOLDERS

- MEMBERS & NON-MEMBERS (55+)

STAKEHOLDERS

- GOVERNMENT (CITY, PROVINCIAL, FEDERAL)
- NON-GOV'T ORGANIZATIONS (NGO)
- PRIVATE
- EDUCATION/INSTITUTION (ACADEMIA, RESEARCH)

PARTNERS

- OTHER SENIORS ORGANIZATIONS
- GENERAL BUSINESS COMMUNITY
- SENIOR'S SPECIFIC BUSINESS COMMUNITY
- EXTERNAL AD-HOC COMMITTEES/PROJECTS
- OTHER NON-SENIOR SPECIFIC FACILITIES (REC CENTRES, COMMUNITY LEAGUES)
 - FAITH ORGANIZATIONS/GROUPS
 - RACIALIZED ORGANIZATIONS/GROUPS
 - INDIGENOUS ORGANIZATIONS/GROUPS
 - LBGTQ2S+ ORGANIZATIONS/GROUPS

HEALTHY AGING

- OPTIMIZE INDIVIDUAL'S LEVEL OF HEALTH AND WELLNESS SO THAT THEY CAN PARTICIPATE ACTIVELY AND LIVE SAFELY WITHIN THEIR COMMUNITIES



WE SENIORS HUB 01

WE Seniors Hub ensures WSAC services are inclusive, responsive and accessible to seniors (member or non-member) utilizing physical and virtual means:

- Allows for further reach based on WSAC offering more responsive programs and services without barriers (i.e.: location, language, culture, etc.).
- Reduces social isolation by offering a first point of entry and promoting “connections”.
- Promotes Healthy Aging in Communities.
- Hub “one stop shop” – offers holistic approach to seniors wellbeing.
- Opportunity to increase in community partnerships and shared resources.
- Moves towards solidifying WSAC as a Centre of Excellence in Seniors’ Wellbeing.

Physical Hub - Information, Services and/or Programs accessed at WSAC facility or WSAC remote-use facility.

Virtual Hub - Information, Services and/or Programs accessed through online, web-based and/or social media platforms that will expand the reach and efficacy of WSAC’s efforts.



02 STRATEGIC PARTNERSHIP DEVELOPMENT

- Many Government funding agencies are putting a priority on multi-sector partnerships. WSAC will continue to have leverage and benefits in this area.
- WSAC will work to strengthen its relationships with key government agencies serving the seniors sector.
- WSAC will no longer have enough physical space to meet the needs of a fast-increasing seniors population so there is a need to look outside our facility. By establishing strategic partnerships with other organizations, WSAC is able to utilize our experience and expertise in providing more programs/services in non-WSAC spaces to help other organizations build programming while also serving our members.
- WSAC has the ability to continue to utilize its capacity to help other senior organizations, offering an opportunity to recoup costs and/or generate revenue.

03 SIGNIFICANTLY ENHANCE SUSTAINABILITY

- Reduce organization’s risk by being less reliant on government funding/grants.
- Ensure that one time grant will offer the lasting benefits.
- WSAC self-generated revenue (revenue not earmarked for specific use by grants/funders) should be used for innovations and initiatives that respond to WSAC priorities rather than funder priorities.

According to The National Council of Nonprofits, the phrase “sustainability” is commonly used to describe a nonprofit that is able to sustain itself over the long term, perpetuating its ability to fulfill its mission.”

PRIORITY AREA 1 : WE SENIORS HUB

OBJECTIVE

Ensure **WSAC** remains relevant as an innovative leader in seniors wellness and is recognized as such by key funders.

Continue to develop and expand our **WE Senior Hub** concept, offering programming, services and information through the use of physical and virtual opportunities.

1. RECREATIONAL/SOCIAL PROGRAMS

- Continue to be responsive and inclusive:
 - Multi-Cultural & Multi-Lingual
 - Indigenous
 - LBGTQ2S+
 - Intergenerational
- Supporting Healthy Aging in Communities

2. COMMUNITY CAFÉ PROGRAM

Enhance a space for seniors to gather and socialize over the shared experience of food:

- Provide better opportunities for seniors to access a nourishing meals
- Expose seniors to more opportunities to participate in recreational program and connect with outreach services.

3. ONSITE & OUTREACH SERVICES

- Increase use of technology
- A “wrap around” support system (e.g., outreach, café, recreation, volunteering) is available for seniors
- Onsite and Off-site flexibility:
 - Healthy Aging in Communities
 - Social Isolation
 - Resources Awareness and Expansion
 - Prevention of Elder Abuse (e.g., emotional, physical, financial)
 - Integration of Recreation, Community Café and Outreach Programs

ACTION - How will we do this?

- Continue to promote and advance responsive and inclusive senior’s wellness programming, offering options for service and program accessibility (onsite, offsite, virtual)
- Change approach - Café is a program vs. a restaurant
- Leverage on and share resources and expertise with businesses and community partners to expand reach and build better programs and services
- Incorporate the Community Café Program into the Outreach programming
- Staff re-organization based on capacity building
- Continue to enhance the marketing plan
- Promote continuing innovation
- Revenue generation considerations/cost recovery wherever appropriate
- Improve data collection and analysis to enhance program implementation

BUDGET IMPLICATIONS

- Staff Capacity Building/will consider ROI* (**Return On Investment**: *tangible and intangible value to the organization gained from WSAC allocating resources to invest in staff and volunteers*).
- Capital funding effect on program expansion
- Business Model - Cost Recovery and Profit Scenarios
- Cost to Fundraise for revenues increase.

THREATS

- Conventional Thinking regarding non-for-profit organizations
- Requirement for more staff and budget consequences
- New programs/services are usually contingent on increasing revenue generation
- Skillsets and workload capacity of current staff and volunteers
- Lack of sufficient staff and volunteer support for key new initiatives



OBJECTIVE

Continue to promote and develop Multi-Sector Partnerships (MSP), including Public*, Private and Not-For-Profit Sectors to promote Healthy Aging in Communities.

1. Position WSAC for continued funding.
2. Allow skills/expertise sharing.
3. Help address onsite facility space challenges.
4. Allow WSAC to provide mentorship to other organizations.
5. Allow WSAC to provide consulting services by way of fee for services.
6. Pair MSP with fundraising initiatives, including the potential to convert corporate partners into funders.
7. Increase WSAC profile, furthering our ability to showcase our expertise and deliver successful outcomes.

NOTE

**3 levels of government, health services, educational institutions.*

***Our Centre continuously engages other senior serving organizations including non- and for-profit organizations in promoting senior centres' programs and services to their particular clientele. In return, our Centre promotes these organizations services through presentation, workshop, symposium, sponsorship and special events.*



ACTION - How will we do this?

- Continue to build and develop Community Connectors.**
- Develop partnerships with Community/Facilities who have space and are interested in developing a partnership with WSAC (Rec Centres, Community Leagues, Schools, Other)
- Develop partnerships with private sector to provide services to seniors.
- Target partnerships that promote and garner intergenerational, multicultural, multilingual, and indigenous program possibilities and expertise
- Continue to build confidence in Stakeholders by sharing valuable info (e.g., current research, outcomes, etc.)
- Create more WSAC fundraising opportunities
- Initiate a “fee for service” model

BUDGET IMPLICATIONS

- Staff Capacity Building/will consider ROI* (Return On Investment)
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THREATS

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PRIORITY AREA 3 : BUILD SUSTAINABILITY MODEL

OBJECTIVE

The sustainability mindset shall be reflected in every aspect of the organization's operation, including membership recruitment, budgeting, staff management, grant/funding application, programming and services, facility development and maintenance, partnership establishment and policy review.

1. Embrace a business mindset to effectively manage a non-profit organization.
2. Move WSAC to be less reliant on government funding and grants.
3. Allow WSAC's self-generated revenue for programs and services to innovate and grow without the need of formal grants/funding.
4. Promote membership recruitment through multimedia.
5. Minimize risk and protect the future of WSAC.
6. Enable a responsive staffing model.
7. Utilize up-to-date policies (Board and Operations) to ensure consistent practices and maintain a strong transparent culture.
8. Allow for increased ability to provide maintenance and improvement of facility.



ACTION - How will we do this?

- Develop models for enhanced program revenue generation
- Execute fundraising strategies, including:
 - Friends of WSAC
 - Donations and Bequests
 - Sponsorship
 - GIK (Gift In Kind) products and/or services
- Access more volunteer expertise/services
- Develop partnership opportunities promoting win/win scenarios, (e.g., decreased costs, cost recovery, revenue generation)
- Examine opportunities to enhance cost controls
- Improve budgeting process by involving more staff in forecasting and monitoring expenditures
- Develop a sustainable staffing model, including recruitment, training, progression, and succession planning.
- Continue to build our multimedia presence.
- Develop, review and update policies as needed.

BUDGET IMPLICATIONS

- Staff Capacity Building/will consider ROI* (Return On Investment)
- Capital funding effect on program expansion
- Business Model - Cost Recovery and Profit Scenarios
- Cost to Fundraise for revenues increase

THREATS

- Conventional Thinking regarding non-for-profit organizations
- Requirement for more staff and budget consequences
- New programs/services are usually contingent on increasing revenue generation
- Skillsets and workload capacity of current staff and volunteers
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2019 Key Indicators of Success



RE-ESTABLISHING

- Fundraiser role is introduced to the current staffing model.
 - Comprehensive fundraising model is developed.
- \$30,000 in funds are raised (including OBB & Friends of WSAC)

- Programs are delivered more effectively and inclusively as demonstrated by a 5% increase in registration.
- 20% of programs are more than full cost recovery, 70% are operating on a full cost recovery, 10% are less than cost recovery.
 - Café Program to build and start executing a plan for increased cost recovery.
 - Community Café Program is integrated with Outreach Services.
 - 1 WSAC Remote (Other Site) Program is developed with community partners.
 - Expanded onsite/outreach services and programs are introduced.

- A system that all staff and volunteers (where applicable) will use to collect and record meaningful data is in place.
- Data collected is being used in the analysis of program utilization, marketing effectiveness, tracking statistics and the “funding required” outcomes.
 - An enhanced Organizational Effectiveness model & system – Administrative Guidelines is in place .
 - The preventative maintenance program is reviewed and refined.
 - The new staffing model is developed and implemented.

- Technology is improved upon and utilized to disseminate WSAC information, increasing WSAC profile, advertising programs and services through improving our website & WE Seniors platform/utilization/reach capacity as demonstrated by takeup data and On-line registrations.
 - Explore developing virtual programming apps that can be downloaded.
- Review existing partnerships with community and multi-sector senior serving organizations to ensure they contribute to our capacity, sustainability, services and/or reputation.

2020 Key Indicators of Success



BUILDING

- The Fundraising Committee terms of reference & the performance of the liaison staff will be reviewed to ensure clear procedures.
 - Comprehensive fundraising model is refined.
 - \$50,000 (not including capital funding and/or casino) are raised.
- Capital funding raised (funds, sponsorship and GIK) for Community Cafe re-development/upgrade (\$50,000 +/-).
- WE Seniors Program Publication (physical and virtual) further expanded and developed to include advertising revenue capture of \$25,000.
 - Bequest program established.
 - Two (2) new additional grants are applied for.
- On a cost-recovery basis, the program will be designed inclusively and delivered effectively to meet the changing and diverse needs of our aging population.
 - Café Program is refining its cost recovery plan prior to implementation.
 - Community Café Program is successfully integrated with Outreach Services.
 - 3 WSAC Remote (Other Site) Programs are offered in concert with community partners.
- Data collection system has been reviewed for effectiveness.
- The new preventative maintenance program is evaluated & refined.
- Plan for facility maintenance & improvements based on Casino funding.
- A refined Organizational Effectiveness model & system along with Administrative Guidelines is in place.
- The effectiveness and efficiency of the new staffing model and Administrative Guidelines is reviewed.
- Technology is improved upon and utilized to disseminate WSAC information, increasing WSAC profile, advertising programs and services through continued improvement of our website & WE Seniors platform/utilization/reach capacity as demonstrated by take-up data.
 - A new system for registration is developed and implemented.
 - On-line registrations has increased up to 50%.
 - The feasibility of a virtual programming app that can be downloaded is explored.
 - 5 additional quality candidates for partnerships are identified.
 - A “Fee for Service” model for providing services to other parties is established.

2021 Key Indicators of Success



BEGIN TO CONSOLIDATE

- 1) Continue to improve the Social Enterprise Model to achieve financial sustainability.
- 2) Comprehensive fundraising model is established including fundraising initiatives (including #5).
- 3) Capital funding raised (funds, sponsorship and GIK) for Community Cafe re-development/upgrade (\$25,000).
- 4) WE Seniors Program Publication (physical and virtual) further expanded and developed to include advertising revenue capture of \$10,000.
- 5) Bequest program is established.
- 6) New additional grants are applied for.
- 7) On a cost-recovery basis, the program will continue to be designed inclusively and delivered effectively to meet the changing and diverse needs of our aging population.
- 8) On a cost-recovery basis the Café Program will be designed inclusively & delivered effectively to meet the changing needs of our aging population.
- 9) Develop a further comprehensive & inclusive Human Resource Strategy (including recruitment, retention, training, recognition, evaluation) for volunteers.
- 10) 3 WSAC Remote (Other Site) Programs are offered in concert with community partners.
- 11) A refined data collection system is in place (e.g., demographic data on membership applications, event data, cost/price data).
- 12) The effectiveness & efficiency of retention, cross-training and succession planning for staff is reviewed.
- 13) Ongoing review of the Organizational Effectiveness model & system and make modifications as required.
- 14) Plan for facility maintenance and improvements based on Casino funding.
- 15) Technology is improved upon and utilized to disseminate WSAC information, increasing WSAC profile, advertising programs and services through continued improvement of our website & WE Seniors platform/utilization/reach capacity as demonstrated by take-up data.
- 16) New partnerships, which enhance the capacity, sustainability, services and/or reputation are explored & established.
- 17) "Fee for Services" have been received from at least 3 parties.

2022 Key Indicators of Success

CONTINUE TO CONSOLIDATE

- 1) Continue to improve the Social Enterprise Model to achieve financial sustainability.
- 2) Comprehensive fundraising model is established including fundraising initiatives (including #5).
- 3) Capital funding for Capital Improvement of Rooftop Unit (\$25,000 - \$50,000).
- 4) WE Seniors Program Publication (physical and virtual) further expanded and developed to include advertising revenue capture of \$10,000.
- 5) Bequest program is established.
- 6) New additional grants are applied for.

- 7) On a cost-recovery basis, the program will continue to be designed inclusively and delivered effectively to meet the changing and diverse needs of our aging population.
- 8) On a minimum 75% cost-recovery basis the Café Program will be designed inclusively & delivered effectively to meet the changing needs of our aging population.
- 9) Develop a further comprehensive & inclusive Human Resource Strategy (including recruitment, retention, training, recognition, evaluation) for volunteers.
- 10) 3 WSAC Remote (Other Site) Programs are offered in concert with community partners.

- 11) The effectiveness & efficiency of retention, cross-training and succession planning for staff is reviewed.
- 12) Ongoing review of the Organizational Effectiveness model & system and make modifications as required.
- 13) Plan for facility maintenance and improvements based on all funding sources, including Casino.

- 14) Review existing technology systems to determine if they are meeting current needs.
- 15) Additional partnerships, which enhance the capacity, sustainability, services and/or reputation are explored & established.
- 16) "Fee for Services" have been received from at least 3 parties.