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Westend Seniors Activity Centre

Approved by the Board of Directors in Dec 2023

OBJECTIVE

Develop a comprehensive 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 & THEIR SOCIAL NETWORKS

STAKEHOLDERS

- GOVERNMENT (MUNICIPAL, PROVINCIAL, FEDERAL)
- NOT-FOR-PROFIT
- FOR-PROFIT
- PUBLIC (e.g., PUBLIC HEALTH)
- EDUCATION INSTITUTIONs

PARTNERS

- OTHER SENIORS ORGANIZATONS
- GENERAL BUSINESS COMMUNITY
- SENIOR'S SPECIFIC BUSINESS COMMUNITY
- 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 LEVELS OF HEALTH AND WELLNESS SO THAT THEY CAN PARTICIPATE ACTIVELY AND LIVE SAFELY WITHIN THEIR COMMUNITIES

Compass to Success

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VALUES

- a. Respect
- b. Trust
- c. Appreciation
- d. Inclusion
- e. Engagement
- f. Wellness

Values are integral to the strategic planning process and contribute significantly to an organization's success in:

- ✓ Alignment of Goals
- ✓ Stakeholder Engagement
- ✓ Establishment of Culture
- ✓ Performance Enhancement

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Purpose

WESeniors : WE Connect Seniors!

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Strategic Direction

Within the next 3 years, WSAC will establish a leading platform in the nonprofit sector that connects seniors and their social networks in person and digitally through programs, services and digital solutions.

Through the platform, WSAC aims to form win-win multisectoral partnerships and secure sustainable funding, which will lead to long term financial stability.

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Situation Analysis

What are we good at?

- As a leading-edge organization, we have one of the most diverse and inclusive staff teams allowing us to take on National, Provincial, and Municipal levels of initiatives and deliver win-win outcomes.
- As one of the mainstream senior Centres in Edmonton, we are the only not-city-owned senior Centre, which allows us to position ourselves as the most innovative senior Centre.
- We are the MOST vibrant senior Centre in Edmonton offering the most up-to-date online and in-person programs/activities for seniors.
- We are the first senior Centre that has its own APP (digital application).
- We are known for our sustainable and win-win multisectoral partnerships.
- We are a research hub that actively engages in seniors-related research.
- We have a strong multimedia marketing platform.

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Situation Analysis

What shall we improve?

- We shall constantly challenge our conventional thinking regarding non-profit organizations.
- We shall diversify our Board by involving external professionals who can bring their areas of expertise to strengthen our organization.
- We shall diversify our revenue sources rather than heavily relying on government funding.
- We shall improve our fundraising strategy, platform, message and approach.
- We shall improve our government liaison strategy and position us as the “solution” for all three levels of government.
- We shall improve our communication with members regarding the history, nature, strength, and challenges of the Centre.
- We shall improve our succession plan in terms of Board members, staff and volunteers.

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Situation Analysis

What opportunities are ahead?

- Our population is aging faster than ever.
- Our population is more diverse than ever.
- Compared to many peer organizations, we are recovering rapidly from the COVID pandemic in terms of memberships and program registration.
- We have an APP (digital application) and have established partnerships with multiple IT companies, thereby positioning us as the Technology-Pioneered senior-serving organization. This will give us a competitive advantage.
- We have a successful win-win partnership platform to work with other organizations that serve racialized seniors, seniors self-identified as 2SLBGTQ+, indigenous seniors and seniors living in the remote and rural areas.

We will leverage these opportunities as we move towards accomplishing our strategic direction.

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Situation Analysis

What factors may delay our success?

- Conventional Thinking
- Lack of consistent government funding.
- Frequent Government changes leading to ongoing re-establishment of relationships.
- Turnover in Board members, Staff and volunteers.
- Skillsets and workload capacity of current staff and volunteers.
- Lack of sufficient staff and volunteers support for key new initiatives.

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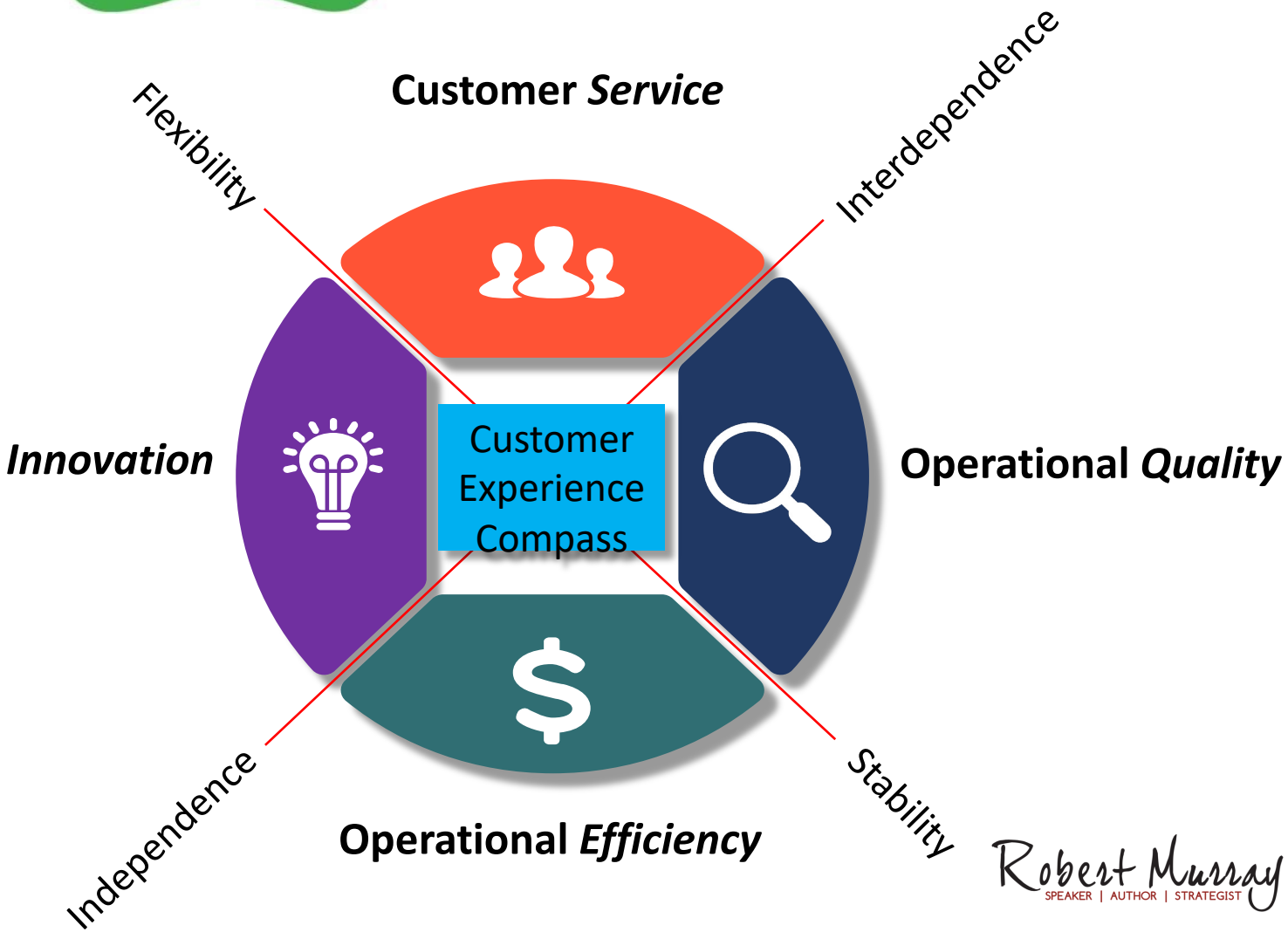
Strategic Positioning



Robert Murray
SPEAKER | AUTHOR | STRATEGIST

Strategic Positioning is focused on how an organization sets itself apart from the competition and delivers a benefit to target customers.

It helps to accomplish goals through a variety of factors, including time management and resource allocation.

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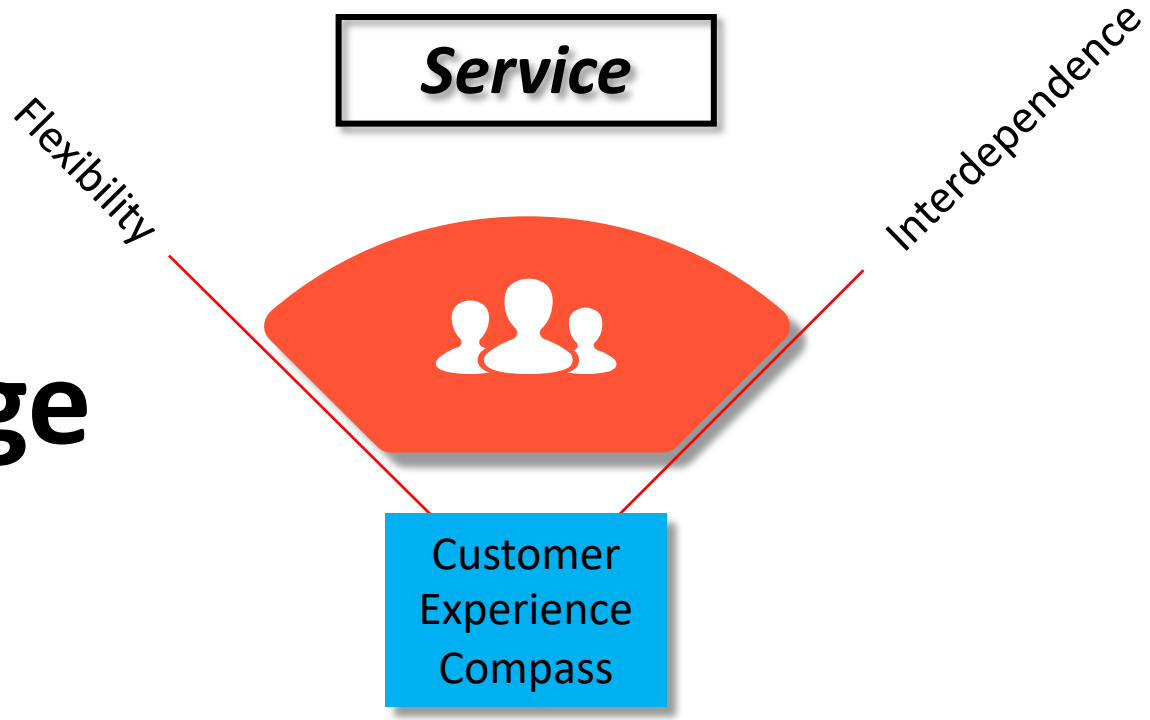
External Image



Westend Seniors Activity Centre is known to be an inclusive, welcoming, and caring Community Hub that connects seniors and provides them with the examplary experiences through our in-person and virtual programs/services.

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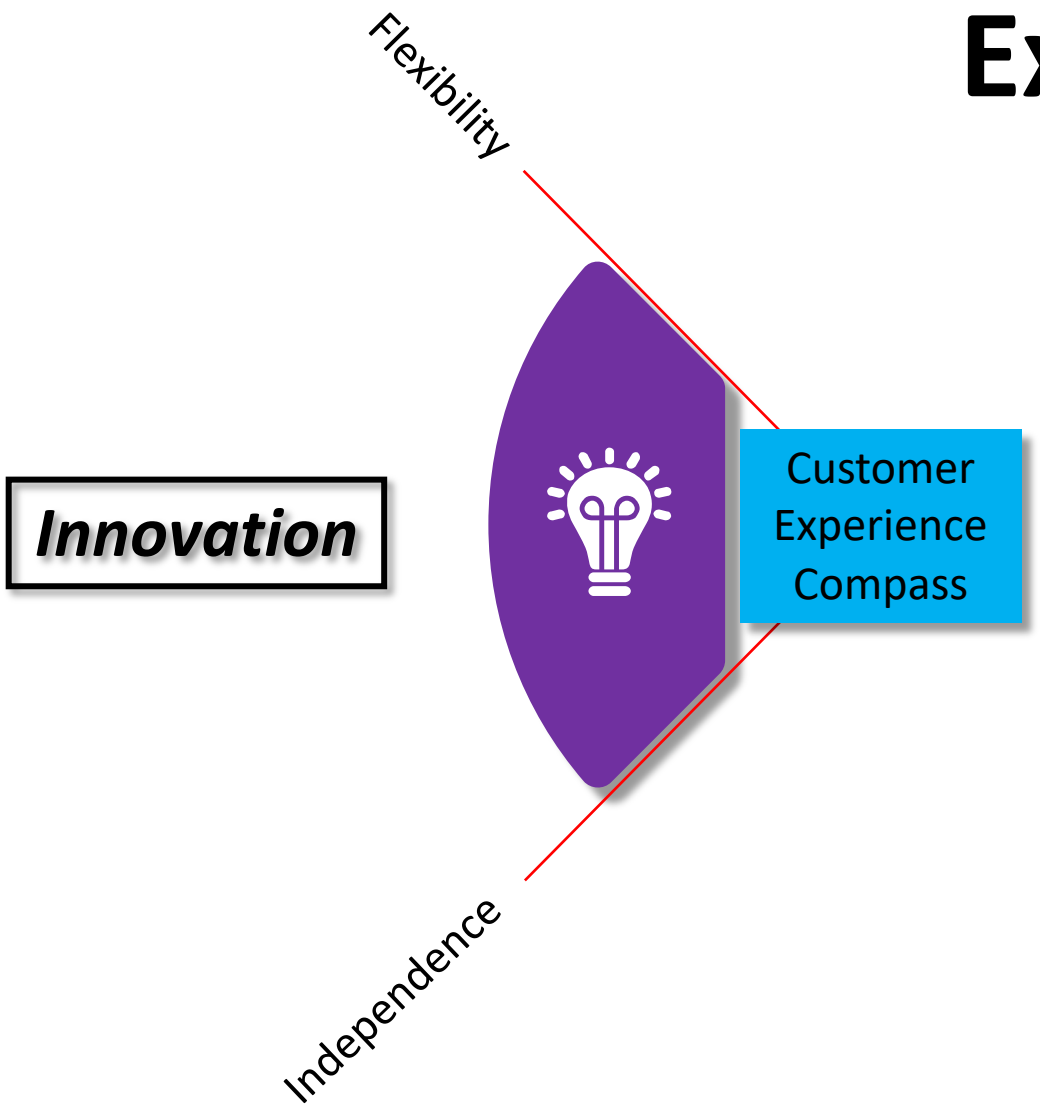
External Image



Westend Seniors Activity Centre is known to be a leading-edge nonprofit leader that champions innovation:

- **embracing the latest technology (e.g., APP, Artificial Intelligence),**
- **initiating innovative multi-sectoral partnerships that aim for win-win and sustainable outcomes.**

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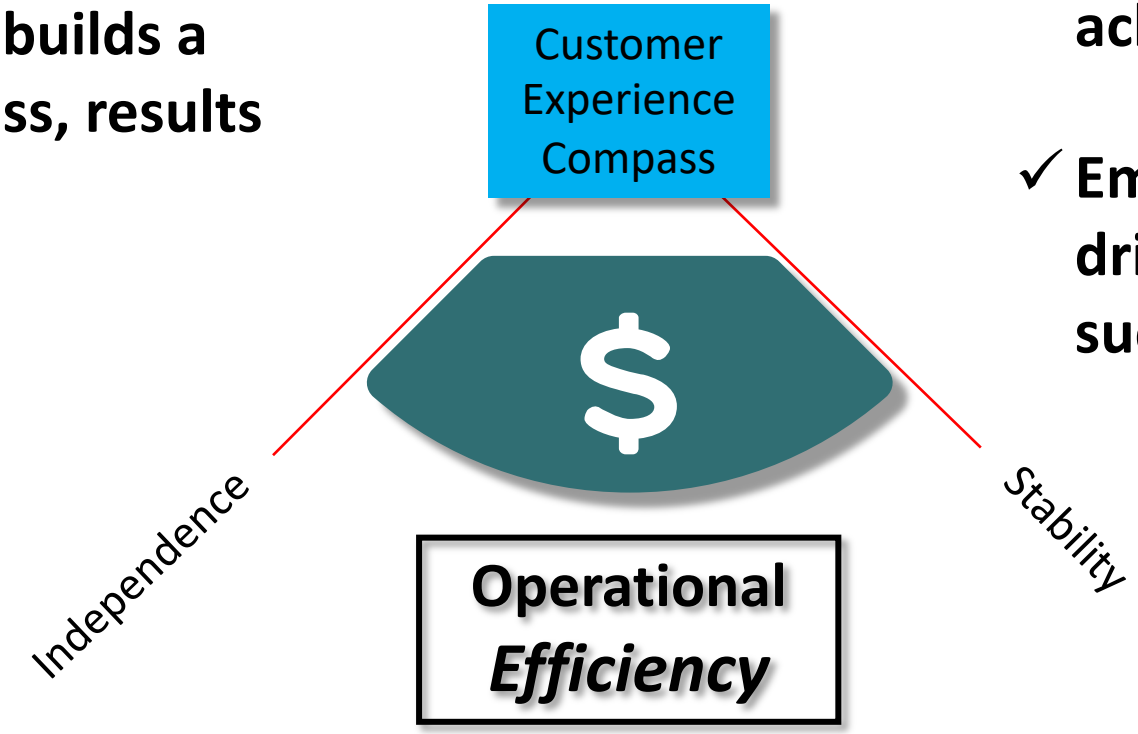
Internal Goals

Westend Seniors Activity Centre administrative team builds a culture of decisiveness, results and winning.



- ✓ **Environments are outcome oriented and merit-based where people aspire to achieve top performance.**
- ✓ **Employees are united by a drive for capability and success.**

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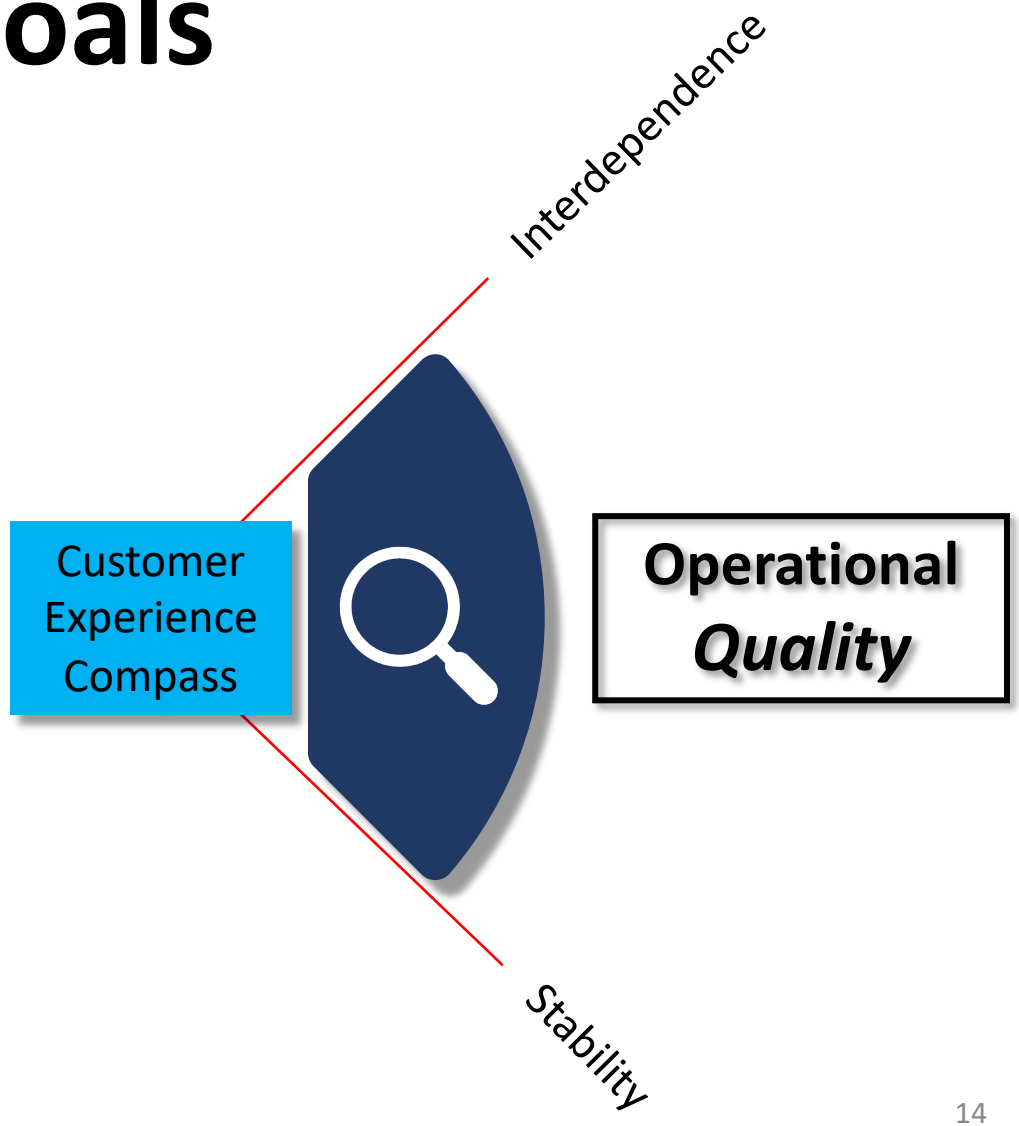
Internal Goals

Westend Seniors Activity Centre Administrative Team builds a culture of planning, caution and preparedness.

- ✓ **Environments are methodical places where people play by the rules/policies/procedures.**
- ✓ **Employees are united by cooperation.**
- ✓ **Leaders emphasize shared procedures and time-honored customs.**



Strategy

Strategy 1: WESeniors Hub

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.

a) recreational/social programs
b) community café program
c) onsite & outreach services

Strategy 2: Strategic Partnerships

Continue to promote and develop Multi-Sectoral Partnerships, including Public, Private and Not-For-Profit Sectors to promote Healthy Aging in Communities.

a) Position WSAC for continued funding.
b) Allow skills/expertise sharing.
c) Help address onsite facility space challenges.
d) Allow WSAC to provide mentorship to other organizations.
e) Allow WSAC to provide consulting services by way of fee for services.
f) Pair partners with fundraising initiatives, including the potential to convert corporate partners into funders.
g) Increase WSAC profile, furthering our ability to showcase our expertise and deliver successful outcomes.

Strategy 3: Sustainability Mindset

The sustainability mindset shall be reflected in every aspect of the organization's operation.

a) Embrace a business mindset to effectively manage a non-profit organization.
b) Diversify revenue sources to be less reliant on government funding/grants.
c) Enhance program revenue generation.
d) Develop win-win partnerships.
e) Improve budgeting process & examine opportunities to enhance cost controls
f) Implement fundraising initiatives.
g) Promote membership recruitment through multimedia.
h) Develop a sustainable staffing model.
i) Embrace latest technology.
j) Access volunteer expertise/services.
k) Develop, review & update policies as needed.

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Implementation

Key Indicators of Success or Responsibilities of the WSAC's Leadership Team

We, the Leadership Team, comprising the Board of Directors in conjunction and collaboration with the Executive Director and Administrative team, undertake the following responsibilities for the WSAC:

Overall Execution – Master Strategic Plan

- Support and uphold the WSAC as conforming to a **social enterprise model** to maximize social impact and revenue generation, while operating within the not-for-profit sector.
- Develop the WSAC's **overall Master Strategic Plan**, including reviewing, and periodically evaluating and modifying the plan as needed.
  - Strike special committees as needed to address specific centre-related matters (e.g., tax exemptions, future facility needs)

Plans Under the Strategic Plan

- Develop and execute a comprehensive **Administration Implementation Plan**, to ensure the smooth running of the WSAC, including budget, information technology, building maintenance and grounds upkeep.
- Develop and execute a comprehensive **Fundraising Plan**, including for acquiring capital funding to fund our operations, and properly and safely maintain our buildings and grounds.
- Develop a comprehensive and inclusive **Human Resource Strategy** to recruit, train and retain Board Members and administrative staff.
- Develop and execute a comprehensive **External Relations Plan**, seeking to raise the WSAC's profile in all levels of government, the not-for-profit sector, and the corporate sector.

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Implementation

Human Resources

- As part of the human resource strategy, the Board is responsible hiring, supporting, and evaluating the performance of the Executive Director who reports to the Board through the President (see 5.2.3 Master Index of Board Policies)

External Relations

- Nurture government relations (municipal, provincial, federal) to raise the profile of the WSAC among government leaders; foster awareness of seniors' concerns and issues; impacts of governmental policies on seniors; advocate for seniors.
- Broaden the external network of the WSAC to enhance and influence the WSAC's visibility, value, and place among corporate, social, and governmental agencies impacting seniors.

Information Technology

- Fund, deploy, and support fit-for-purpose technology and information systems to ensure the smooth administration of all functions of the WSAC.
- Regularly evaluate information systems for effectiveness, value.
- Seek expert advice (IT specialist) to replace redundant technologies, systems, and programs.

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Why Organizations Fail

If one of the following components is not attended to, organizations may fail.

Values	Purpose	Strategic Direction	Strategy	Governance	Implementation
	Purpose	Strategic Direction	Strategy	Action Plan	**Mistrust**
Values		Strategic Direction	Strategy	Action Plan	**Resistance**
Values	Purpose		Strategy	Action Plan	**Confusion**
Values	Purpose	Strategic Direction		Action Plan	**Frustration**
Values	Purpose	Strategic Direction	Strategy		**Failure**

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Why Organizations Succeed

Through attending to all six components, WSAC strives to attain the direction set out in this Strategic Plan.

Values	Purpose	Strategic Direction	Strategy	Governance	Implementation
Values	Purpose	Strategic Direction	Strategy	Action Plan	**Trust**
Values	Purpose	Strategic Direction	Strategy	Action Plan	**Acceptance**
Values	Purpose	Strategic Direction	Strategy	Action Plan	**Clarity**
Values	Purpose	Strategic Direction	Strategy	Action Plan	**Satisfaction**
Values	Purpose	Strategic Direction	Strategy	Action Plan	**Ongoing Success**

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