



## STRATEGIC PLAN APRIL 2021 – MARCH 31, 2024

**VISION:** POSITIVE AGING\* FOR ALL IN AN AGE-FRIENDLY COMMUNITY

**MISSION:** TO PROMOTE DIGNITY, HEALTH AND INDEPENDENCE OF OLDER ADULTS THROUGH EDUCATION, PROGRAMS AND SERVICES AND POLICY ADVOCACY.

**VALUES:**

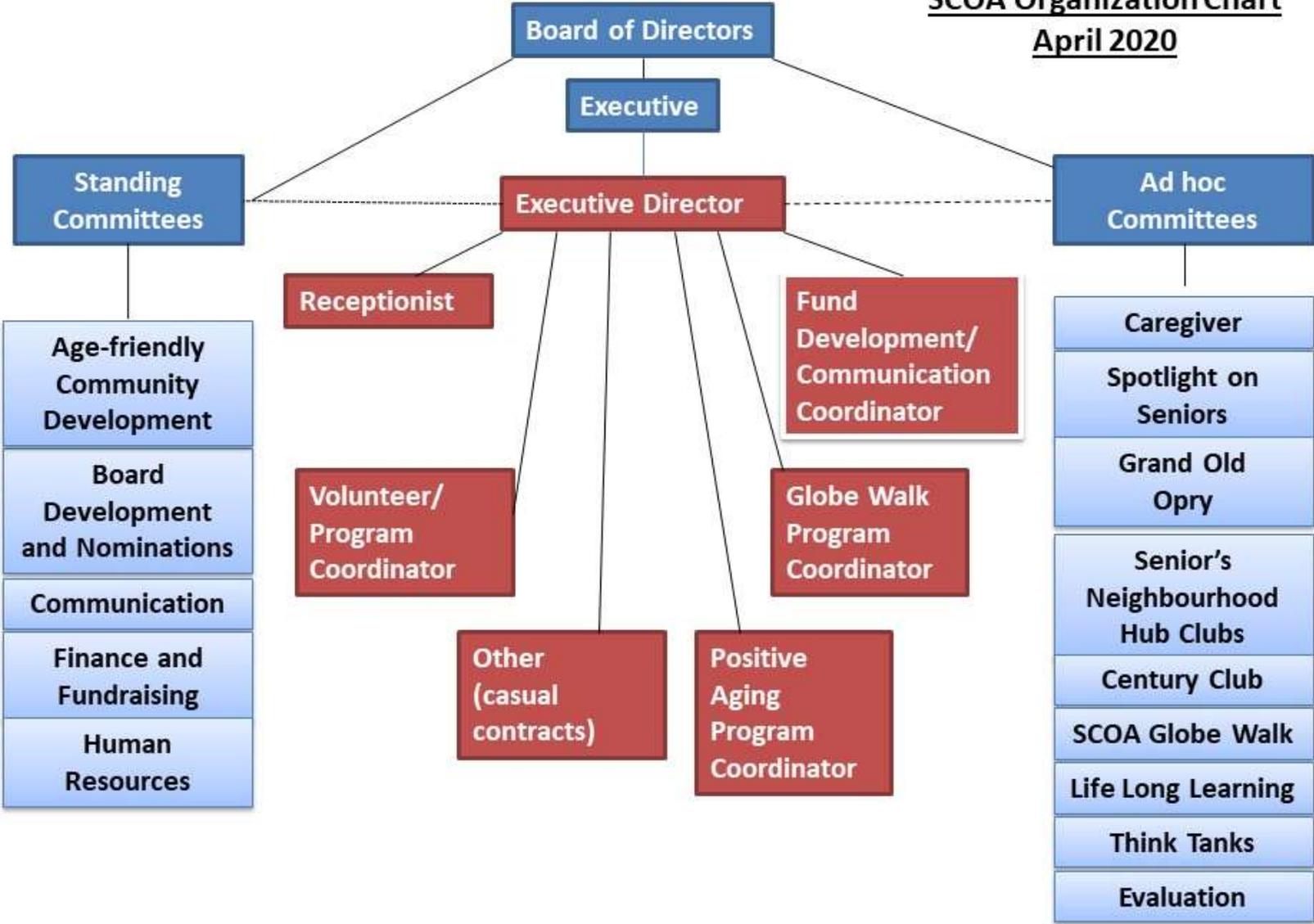
- a) Dignity** - SCOA promotes the dignity of older adults through active community involvement, contribution and sense of belonging.
- b) Health** - SCOA is committed to providing services, programs and education to increase the well-being of older adults.
- c) Community Leadership**- SCOA is committed to serving our community and being the leading organization in identifying opportunities and in initiating, implementing and evaluating projects for older adults.
- d) Advocacy and Awareness** - SCOA is a strong advocate on issues related to the promotion of health, dignity and independence of older adults.
- e) Education** - SCOA is committed to promoting lifelong learning of older adults.
- f) Partnership** - SCOA is most effective when it is an integral part of the community through building partnerships and collaborations.
- g) Accountability** –SCOA's services and programs are delivered with the assurance of high quality in response to the needs and interests of older adults.
- h) Diversity** – SCOA supports diversity. Everyone is welcome.
- i) Age-friendly** - Around the world, cities have adopted the Age-friendly City model developed by the World Health Organization (WHO). The WHO *Age-friendly Cities: A Guide* (2007) provides an innovative framework for assessing and planning current and future developments for older adults. According to the WHO, an "Age-friendly City" has policies, services, settings, and structures that support and enable people to age actively by:
  - recognizing the wide range of capacities and resources among older people;
  - anticipating and responding flexibly to aging-related needs and preferences;
  - respecting their decisions and lifestyle choices;
  - protecting those who are most vulnerable; and
  - promoting their inclusion in and contribution to all areas of community life

### **Dimensions of an Age-friendly City**

- Outdoor spaces and buildings
- Transportation
- Housing
- Social participation
- Respect and Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community Support and Health Services

**\*POSITIVE AGING:** Positive aging involves maintaining a sense of purpose, having the ability and freedom to make choices, managing stress, staying involved with family and social networks, feeling good about ourselves and continuing to enjoy a self-perceived quality of life. As limitations arise, positive aging continues to be made possible by the availability of ongoing help and support.

**SCOA Organization Chart**  
**April 2020**



## Glossary: SCOA Strategic Plan, 2021-2024

**Critical Success Factor (CSF):** A Critical Success Factor (CSF) is a management term for an element that is necessary for an organization or project to achieve its mission.

**Vision:** The Vision focuses on tomorrow and what the organization wants ultimately to become/achieve.

**Mission:** The Mission focuses on today and what the organization does to achieve the Vision.

**Values:** Refer to principles of today and what the organization does to achieve the Vision.

**Goal:** An aim or outcome desired.

**Objective:** A step or a sub-goal that assists the goal to be met; SMART achievable.

**Action:** The process of doing something.

**Strategy:** A plan that serves to help achieve the goal/objective.

**Strategic Direction:** Strategic direction includes the plans and actions put in place to work toward the vision of the future for the organization. It sets the direction that the organization **wants to go**, and defines **what it wants to be in the future**.

**Strategic planning:** Determines exactly where your organization is going over the next few years and how it's going to get there.

**Strategic plan:** A coordinated and systematic way to develop a course action and direction for your organization.

<https://www.bdc.ca/en/articles-tools/business-strategy-planning/define-strategy/strategic-planning-demystified?msclkid=>

**Critical priority:** An objective that must be accomplished in a specific amount of time, no matter what.

**Important priority:** An effort that can have a significant positive impact on the performance of an organization.

**Desirable priority:** An effort in which both time and resources are considered. SCOA may desire a specific outcome, but cannot absolutely commit specific resources (time, money, staff, and volunteers) over any specific time period.

<https://hbr.org/2017/02/a-better-way-to-set-strategic-priorities>

## Evaluating the Strategic Plan

After it is done, set the plan aside for a week and when you pick your plan back up, reread it and answer these questions:

- **Does your plan connect your mission to your vision?** Make sure all of your goals and strategies align with your vision and support your mission. If there are outliers, modify or delete them. You want all of your energy focused on reaching your vision.
- **Is your plan realistic?** Over planning is a common problem. Is it doable? Consider pushing some deadlines out further than you originally anticipated.
- **Is your plan integrated?** Make sure that all the elements of your plan support each other.
- **Is your plan balanced?** Make sure that you have a good balance between financial, customer, internal business process, and employee and learning goals.
- **Is the plan complete?** Identify any holes in your plan or potential activities that are unsupported.
- **Is the document clear?** It's easy to write down an action item or a goal that makes sense in the moment, but making sure that the action makes sense in six months is crucial. Make sure every statement is explicit so everyone knows what's intended.
  
- **Do the actions fit the plan?**

<https://onstrategyhq.com/resources/evaluating-your-strategic-plan/>

<https://www.dummies.com/business/strategic-planning-kit-for-dummies-cheat-sheet/>

## **Critical Success Factor #1 – Financial Stability**

**Goal 1: Diverse, dependable funding sources.**

**Objective 1:** Increase the number of and dollar amounts from donors, members, and supporters.

**Objective 2:** Increase funding from grants.

**Objective 3:** Explore and undertake additional opportunities for fundraising.

**Objective 4:** Determine the interest in and feasibility of increasing full memberships and/or increase in fees.

**Goal 2: Specific marketing plan for SCOA.**

**Objective 1:** Explore the implications of marketing as it relates to funding for SCOA.

## **Critical Success Factor #2 – Board and Staff Excellence**

**Goal 1: A stable SCOA Board with good governance practices.**

**Objective 1:** Consider expanding the development role of the Board Development/Nominations Standing Committee to include governance.

**Goal 2: A stable and professional team of SCOA staff.**

**Objective 1:** Maintain effective recruitment/retention practices.

**Goal 3: A stable and abundant pool of volunteers for all SCOA programs and initiatives.**

**Objective 1:** Promote diversity that reflects membership and the broad community SCOA serves.

**Objective 2:** Obtain useful information with regard to volunteers.

**Goal 4: Staff and Board are digitally knowledgeable.**

**Objective 1:** Offer training and support to Board and Staff through various means.

## **Critical Success Factor #3 – Promoting/Advancing Age-friendly Community Development**

**Goal 1: Issues identified in the SCOA Beyond the Pandemic 2020 paper are addressed.**

**Objective 1:** Explore and determine ways to advance the actions concerning the broad issues that affect all older adults as a whole.

**Objective 2:** Promote the establishment of a Special Seniors Task Team and provincial authority for Seniors within the Province.

**Goal 2: SCOA continues in the role as a catalyst for community development activities that advance all 8 dimensions of an Age-friendly city.**

**Objective 1:** Continue to strengthen aspects of Age-friendly community development with the City of Saskatoon partnership to involve transportation, accessibility, police and fire, and other departments.

## **Critical Success Factor #4 – Maintaining a Culture of Feedback/Accountability**

**Goal 1: Established means to ensure accountability.**

**Objective 1:** Conduct timely evaluation of SCOA programs, events and advocacy activities.

**Goal 2: Performance measures for Board and Staff.**

**Objective 1:** Develop evaluation criteria for Board self- assessment of effectiveness in governance and (working) Board accountabilities.

**Goal 3: Ongoing relevance and strategic direction for SCOA operations.**

**Objective 1:** Conduct annual reviews and timelines of goals, objectives and action/strategies of the Strategic Plan.

**Objective 2:** Ensure new work is compatible with SCOA's Mission, Vision and Values.

## **Critical Success Factor #5 – Using Technology Effectively**

**Goal 1: Ongoing Learning and early adoptions of technology for older adults.**

**Objective 1:** Assist older adults to remain connected to and engaged with their community.

**Goal 2: Use technology to reach out to older adults; establish communication between them and SCOA; and use technology to promote and support lifelong learning.**

**Objective 1:** Equip/prepare older adults to communicate effectively through technology.

**Objective 2:** Utilize means such as YouTube to collect and maintain SCOA educational presentations.

**Objective 3:** Investigate the role of SCOA and the possibility of creating the Resource Centre/Information Centre as an online resource.

## **Critical Success Factor #6 – Expand Partnerships/Strengthen SCOA Influence**

### **Goal 1: Identified gaps in partnerships.**

**Objective 1:** Commence discussions to align better and collaborate on common issues with the Saskatchewan Seniors Mechanism and other provincial seniors' organizations.

**Objective 2:** Determine interest in and the benefit/practicality of SCOA having a provincial scope.

### **Goal 2: SCOA recognized as a leading organization for older adults; participates in the development of strong policies for older adults; provides non- partisan advocacy on behalf of older adults and responds to change and needs with innovation.**

**Objective 1:** Continue to identify and implement methods to promote SCOA's ongoing role in the province for promoting positive aging.

**Objective 2:** Actively explore the concept for a Centre for Positive Aging Resource Centre and a Centre for Collaborative Research and Practice with Older Adults.