

Seniors Association Kingston Region

Strategic Plan 2020-2025

Review Date: May 2021

Strategic Focus:

Theme 1: Meeting the needs of older adults through our programs and services.

- Enhance the diversity of the membership to reflect the diversity of the Kingston Region.
- Enhance communications, to market and brand the Association for older adults at all stages.
- Continue to develop new programs and services, and enhance current offerings to maintain/grow market share.
- Advance the use of technology to better and more efficiently serve the growing membership and staff needs.
- Further sustainable opportunities to meet growing and diverse interests and needs.
- Complete the current expansion plan with the City and other partners, mitigate drawbacks of satellite sites.

Theme 2: Develop and strengthen relationships with partners and donors.

- Strengthen relations, recognizing the importance of government funding and the City of Kingston.
- Develop and strengthen relations with community partners and businesses.
- Strengthen relations with existing and potential donors, including the business community.

Theme 3: Nurture and recruit competent staff team and committed volunteers.

- Increase staff levels and skills in-line with member, program and service growth, and available resources.
- Recruit volunteers with specific skills needed to fill roles; provide training as needed.
- Actively recruit Board members, often via Committees, to ensure an appropriate mix of skills & experiences.

Theme 4: Ensure long term financial sustainability with operations and plans in line with available resources.

- Ensure strong risk management and mitigations.
- Expand external funding sources.
- Strengthen annual fundraising focus and capacity.
- Develop longer term gift giving program.
- Develop program and site contribution targets, supportive of the Association overall.
- Develop and maintain sufficient contingent reserves to allow for opportunities and protect the Association.

Theme 5: Ensure long term environmental sustainability.

- Maintain infrastructure capable of supporting growth that would be environmentally friendly.
- Enhance/update action items associated with the Operational Plan to be environmentally friendly/sustainable.
- Assess all new infrastructure for environmental sustainability.