

Yellowknife Seniors' Society Strategic Plan 2018-2021

Mission:

The mission of the Yellowknife Seniors' Society (YSS) is to promote and enhance the quality of life for seniors in Yellowknife through their active involvement in programs sponsored by the Society.

Vision:

The Yellowknife Seniors' Society supports affordable programs and services and operates the Baker Community Centre as a hub of activity and a welcoming place that encourages people to gather, be active and social, meet others, have fun, and learn new things.

Values:

The Yellowknife Seniors' Society embraces and promotes the following values in its operations, programs, and services:

- Honesty
- Ethical action
- Respect
- Caring
- Equality
- Teamwork
- Inclusiveness

Objectives	Possible Actions	Responsibilities	Timeframe	Resources	Measures
Goal A: Attain 500 active members					
Implement a series of actions to bolster the number and participation of members	<p>1. Host meet and greet.</p> <p>2. Launch a membership drive including with incentives to members to bring members.</p> <p>3. Host a ‘business after hours’ event.</p> <p>4. Expand activities to appeal to more seniors.</p> <p>5. Follow-up and welcome new members.</p>	<p>1. Board and membership committee</p> <p>2. Membership committee</p> <p>3. Board</p> <p>4. Executive Director</p> <p>5. Membership Committee</p>	Begin to roll out membership actions in December 2018-January 2019 to be scheduled throughout the year and replicated and refined in each of years two and three of the strategic plan.	Event-specific resources will be needed to host the ‘meet and greet’ and ‘business after hours’ events. It is estimated that a ‘business after hours’ event may cost \$1,500. Consideration might be given to seeking sponsorship of membership events.	<p>1. Annual meet and greet event with new and existing members.</p> <p>2. Annual membership drive with up to date membership database, program/services materials, and new incentives each year. Target registration of 60-70 new members each year.</p> <p>3. Annual ‘business after hours’ event with new and existing members and community partners showcasing YSS programs, services, and supports.</p> <p>4. Survey of member needs/interests; and seasonal schedules of off and on-site YSS and partner sponsored activities tailored to member needs.</p> <p>5. Up to date membership list as the basis for tracking in-</p>

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					person, phone, and electronic follow-up with each new member within one month of registration.
Goal B: A funded position to work for the Executive Director					
<p>Articulate gaps to be filled and secure funds to fill gaps.</p> <p>Seek funds to provide necessary (social) services/supports.</p>	1. Describe the social services/supports needed and additional capacity needed to provide them.	1. Executive Director	Immediately	<p>Volunteer support is required to assist the ED to gather information and write a prospectus.</p>	1. A succinct, evidence-based prospectus detailing the demand on YSS for social services/supports and opportunities to address the demand.
	2. Meet with the NWT Seniors' Society to clarify respective roles and responsibilities related to responding to seniors' social needs.	2. Executive Director	Immediately		2. Clarity on roles and responsibilities for responding to seniors' social needs as a basis for promoting these messages to seniors, the community and governments.
	3. Consider using own-source funds to hire interim staff.	3. Board	December Board Meeting		3. Board decision on interim investment of own-source funds to respond to the demand for services/ supports for member needs.
	4. Develop and implement a strategy to secure funds and in-kind contributions from the YK Community	4. Board and Marketing Committee	January-April 2019		4. Cover letter supported by a prospectus requesting funds for a ½ PY to work with the ED to

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	<p>Foundation, local business and partners such as the Cancer Society, CNIB, United Way, etc.</p> <p>5. Meet with Yellowknife MLAs to promote awareness and secure support for additional funding.</p> <p>6. Prepare and submit a proposal to the GNWT NGO Stabilization Fund and H&SS and/or YKHSS for a half-time position.</p> <p>7. Promote opportunities for Yellowknifers to make bequests to YSS.</p>	<p>5. Executive Director, 2-3 Board members with input from the Advocacy Committee</p> <p>6. Executive Director and Board Executive</p> <p>7. Board with the Fundraising Committee</p>	<p>January-April 2019</p> <p>January-April 2019 (and updated and resubmitted in years two and three).</p> <p>April 2019-ongoing</p>	<p>Funds may be required for printing and advertising.</p>	<p>better respond to members needs.</p> <p>5. Meeting with all Yellowknife MLAs; letters of endorsement and support for additional funding to expand services.</p> <p>6. Proposal and funding for a ½ PY to work with the ED to better respond to mrmber services/support needs.</p> <p>7. Tactics including letters to members and partnerships with local groups, messages to encourage bequests, and more Yellowknifers making bequests to YSS.</p>
Goal C: Stable funding of \$250,000 per year to cover fixed operating costs					
Increase YSS revenue for operating costs	1. Refine annual income and expenditure projections.	1. Executive Committee	By December 15 of each operating year	Access to financial records	1. Budget projections for the coming year. Understanding of forecasted overages and short-falls.

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	<p>2. Prepare a business plan making the case for stable annual funding for YSS.</p> <p>3. Develop a fundraising strategy identifying potential sources, funding targets, key messages and fundraising methods (e.g., applications, proposals, ‘chase the ace’ and other partnerships, bequests, special events, fundraising letter to businesses and partners).</p> <p>4. Implement the fundraising strategy including special requests to the City of YK to exceed the \$50,000 funding cap; seeking social justice/ human rights funds from unions; and applying other strategies and methods.</p>	<p>2. Executive Director and Board with expert volunteers</p> <p>3. Board and Fundraising Committee</p> <p>4. Executive Director, Board and Fundraising Committee as identified in the strategy</p>	<p>Identify and recruit expert volunteers to help prepare the business plan by Nov. 30/18.</p> <p>By December 2018</p> <p>January 2019-ongoing</p>	<p>Volunteers and members</p>	<p>2. Expert volunteers to prepare a business plan; a solid business plan for stable operational funding.</p> <p>3. Fundraising strategy that maintains or increases revenue in each of the following categories as a percentage of the total (40% fundraising, 20% from the City and 40% rental).</p> <p>4. Sustained or increases in revenue to match budget projections.</p>

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	5. Review contracts and rental fees to maintain/stabilize revenues (currently 90% of available facility rental time is rented).	5. Executive Director and Board	December 2018- January 2019	Access to rental and contractual agreements	5. Agreements implemented in the spirit and intent of the arrangement and the Baker Community Centre utilized to its maximum capacity and benefit to YSS.
Goal D: The community and members more aware of and engaged in the YSS					
Establish a viable PR/Communication Committee with more member involvement	<p>1. Prepare a job description for the PR/Communication Committee.</p> <p>2. Develop a new/ refine the existing PR/ communications strategy to include using free advertising opportunities, seniors doing programming on Moose FM and Cabin Radio, and better engaging the Arctic Ambassadors to promote YSS.</p> <p>3. Implement the strategy in conjunction with the Membership and Fundraising Committees.</p>	<p>1. Committee lead with the Board</p> <p>2. PR/ Communications Committee</p> <p>3. PR/ Communications Committee</p>	<p>By November Board Meeting</p> <p>By January 2019</p> <p>January 2019 and ongoing with annual review and updates</p>	<p>Event specific, advertising, and printing costs to be determined.</p>	<p>1. Description of the role, responsibilities, membership and authority of the Committee.</p> <p>2. PR/communications strategy in Place.</p> <p>3. Active YSS Committees with engaged volunteers raising the profile and awareness of YSS.</p>