

STRATEGIC PLAN 2019-2022

Embracing Creativity



*Delivering innovative,
collaborative and engaging art
opportunities for older adults.*



WHO WE ARE

COSAP IS EMBRACING CREATIVITY BY SHAPING THE FUTURE.

Our goal is to give adults 50 and older the means to realize their artistic talents and provide them the opportunity to exhibit their artistic creations yearly at the *Jubilee Festival*, a variety stage show or at the *Jubilations Exhibition*, an art exhibit.

Founded in 1993, we are proud to be the first Canadian charitable organization providing arts programs to older adults.

This planning period therefore marks a significant milestone for us as we expand our programs to better serve our community and prepare to celebrate our upcoming 30th anniversary in 2023.

COSAP is looking forward to taking on the new challenges that lie ahead and grow our existing arts program with healthy aging, social engagement and creativity as its core components, both provincially and nationally, over time.

TOGETHER WE CAN

COSAP values collaboration and it touches all aspects of our work. In setting the tone for the next three years, we have determined that we are walking together with all the communities we serve.

We aim to unite through a shared sense of artistic purpose, diverse senior communities and different organisations all over the province and ultimately across the country, which calls on each one of us to respond and support this initiative by giving back through life-changing experiences.

Jubilee curtain call at Roy Thompson Hall



OUR VISION

Celebrating creativity, healthy aging and diversity in the arts in older adult communities.

OUR MISSION

Encourage and Empower the 50+ demographic by providing high quality art programs in diverse communities across Canada.

COSAP fulfills this mission through:

- Promoting recognition of our capacity to grow and be creative in older age and ensuring that this is reflected in programming and practice at all levels.
- Developing opportunities for older adults to participate meaningfully in the arts as artists, organisers, volunteers, audience and critics.
- Developing and articulating a national program model for the arts in older age that acknowledges the potential of the arts to transform lives.
- Ensuring, by every measure, that we will contribute significantly to the health and wellbeing of older adults participating in the various program activities.
- Establish a Best Practices Program and Innovative Model for roll-out across Canada.

Claymore Scottish Dancers, Caledon, ON



Comedians

CORE VALUES

We value

Quality: We value the older adult experience and strive to provide quality art programs and experiences.

Dignity: We value respect, thoughtfulness and social inclusion of all our older adults.

Diversity: We value varied interests, experiences, viewpoints, backgrounds and life experiences.

Innovation: We value the pursuit of new and better ways to achieve extraordinary results.

Partnerships: We value working together to realize synergies and accomplish results

Leadership: We value our role as leaders in arts for communities and empowering others to do the same.

WHERE WE CAME FROM

Created in August 1989, the Seniors Jubilee Variety was a Showcase concert series for 50+ artists presented annually at Roy Thompson Hall. Its mandate was to train older adult performers from communities across Ontario and provide them opportunities to display their talents on a prominent stage. It started with 2 sold out performances and expanded over the next 2 years to become a 5 concert festival that presented over 1,250 performers each year.

The Jubilee ran for 20 years culminating in 97 concerts. Over this span, it featured thousands of 50+ performers who entertained audiences totalling over 200,000. Performers and audiences came to the Jubilee from hundreds of communities across Ontario and from parts of United States. It grew to become the largest 50+ Variety Showcase in North America.

The Jubilee program provided a variety of opportunities for 50+ adults to learn about the theatre, from performing to backstage through to production. It heightened the self-esteem of older performers and for many, it granted the fulfillment of long ago dreams realized unexpectedly later in life on the Jubilee stage. And the talent of these courageous older performers inspired and instilled hope in audiences as to their own possibilities and the potential yet possible in the remaining years of their lives.

WHERE WE ARE TODAY



Population ageing is on the rise around the world. Canada's total population of people aged 65-and-over makes up a record 13.7% of the total population of Canada. By 2036, the province of Ontario's older adult population will more than double to 4.1 million.

Meaningful engagement in the arts presents the possibility for transformative change as we age. Yet how few opportunities presently exist in quality arts and performing programs. International studies suggest that activity in the arts specifically strengthen self-confidence and morale among older adults. They also indicate that the arts enrich relationships and decrease isolation through social connectivity and contribute to overall physical and cognitive health later in life. There is no one-size-fits-all to addressing the needs of seniors.

The organisation will promote an ethos of empowerment and equality in relation to ageing, and will view older people as a societal resource with rights of participation, consultation and decision-making.



Toronto Street Art



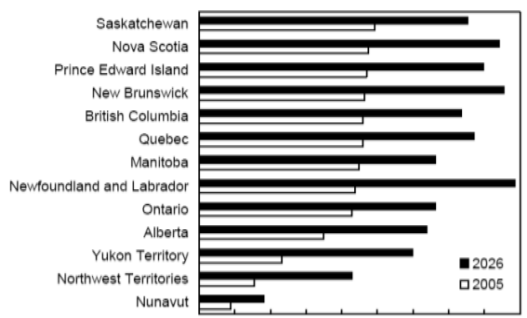
Toronto Skyline

WHERE WE WILL BE TOMORROW

As we set our sights in the future, COSAP relied on National Plans, Provincial Plans, secondary research, trends, demographic information and what on feedback from our community. At this stage of our existence, we are eager and ready to take on new challenges and respond to the dynamic needs of our community.

With our proven track record and staff and volunteer complement, who live and breathe the work we do, we are uniquely positioned to lead the way in older adult art programs while providing individuals meaningful engagement in the arts and present the possibility for transformative change as we age.

Population aging across Canada is similar to global trends. Remote rural areas had a much higher proportion of people aged 65 and over (16.1%) than metropolitan areas (13.2%) or rural areas close to urban centres (13.9%).



Source: Statistics Canada, *A Portrait of Seniors in Canada 2006*.

This framework was informed by a range of policies and plans at the International, National and Provincial Government and Municipalities and include: WHO Age Friendly Cities Framework, Toronto Seniors Strategy 2.0, Ontario Seniors Strategy 2017, Ontario’s Ageing Population: Challenges and Opportunities (Ontario Trillium Foundation) and Finding the Right Fit: Age-Friendly Community Planning 2019 (Government of Ontario).

Priority themes emerging from our experience, research, community engagement and the review process conducted include:

- Sustainable provincial Satellite Nodes
- Linking with Culturally and Linguistically Diverse communities
- Comprehensive and sustainable art programs that meet community needs
- Intergenerational activities
- Coordinated governance and leadership
- Forums for hearing the views of older people

These priorities are reflected in 4 key strategic goals and 13 objectives. The 2019 - 2022 *Embracing Creativity* Strategic Plan will guide COSAP for the next three years.

We’re ready to embark on a disruptive approach for coordinated and meaningful art programs for our aging community. We look forward to leading, empowering, innovating and celebrating together!

PLANNING FOR CHANGE

With a 27 year history of providing older adults performing arts programs, the *Jubilee*, COSAP featured thousands of 50+ performers who entertained audiences totalling over 200,000 culminating in 97 concerts. Performers and audiences came from hundreds of communities across Ontario and from parts of the United States. It grew to become the largest 50+ Variety Showcase in North America.

OUR STRATEGIC PLAN

Like in many other corners of the world, our population is aging. Our aging population needs us more than ever and **we are back! Together we will:**

<p>LEAD</p> <p><i>Unleash the potential of passionate individuals to enrich the lives of older Canadians</i></p> <p>RIGHT INFRASTRUCTURE</p> <p>Excel through volunteers, technology and revenue diversification.</p>	<p>INNOVATE</p> <p><i>Deliver innovative, collaborative and engaging opportunities for individuals</i></p> <p>RIGHT PROGRAMS</p> <p>Deliver high-quality programs to individuals, in the right place at the right time.</p>
<p>EMPOWER</p> <p><i>Enrich the lives of individuals through unique responsive approaches</i></p> <p>RIGHT CHOICE</p> <p>Seek out opportunities and community input for greater impact.</p>	<p>CELEBRATE</p> <p><i>Live and breathe a culture of celebration and creativity in individuals</i></p> <p>RIGHT PURPOSE</p> <p>Develop artistic showcase events and resources.</p>

OUTCOME	GOALS	STRATEGIC OBJECTIVES	
<p>LEAD</p> <p><i>Unleash the potential of passionate individuals to enrich the lives of older Canadians</i></p>	<p>1. RIGHT INFRASTRUCTURE:</p> <p>Excel through volunteers, technology and revenue diversification.</p>	1.1	Develop and implement the Toronto National HQ Node & the Ontario Provincial Hub.
		1.2	Develop a volunteer base with training and support mechanisms.
		1.3	Engage with government entities and foundations for grants.
		1.4	Develop a fundraising and donor program.
<p>INNOVATE</p> <p><i>Deliver innovative, collaborative and engaging opportunities for individuals</i></p>	<p>2. RIGHT PROGRAMS</p> <p>Deliver high-quality programs to individuals, in the right place at the right time.</p>	2.1	Facilitate diverse and affordable art program options.
		2.2	Engage with the community to identify partnerships and specific art programs.
		2.3	Facilitate the dissemination of comprehensive information to seniors on the plan and opportunities.
<p>EMPOWER</p> <p><i>Enrich the lives of individuals through unique responsive approaches</i></p>	<p>3. RIGHT CHOICE</p> <p>Seek out opportunities and community input for greater impact.</p>	3.1	Consider the needs of seniors in the planning of public activities and events to facilitate their participation.
		3.2	Engage with the local business community to support and sponsor programs.
		3.3	Organise and/or facilitate intergenerational programs and events.
<p>CELEBRATE</p> <p><i>Live and breathe a culture of celebration and creativity in individuals</i></p>	<p>4. RIGHT PURPOSE</p> <p>Develop artistic showcase events and resources.</p>	4.1	Facilitate awareness of the needs of seniors in the arts.
		4.2	Utilise positive images and voice of seniors in all relevant public documents and advertising or promotional material generated.
		4.3	Provide and facilitate the delivery of a broad range of engaging yearly events.

HOW TO KNOW WE ARE ON THE RIGHT TRACK

This plan contains some strategic goals and specific outcomes that we can measure. In broader terms, we know we're on the right track if we:

- **Maintain public confidence and a trusted reputation for our soon-to-be 30-year-old senior arts programming.**
- **Strengthen our donor base and fundraising initiatives in a climate that nurtures philanthropy in our community.**
- **Demonstrate sound financial management, transparent communications, and thoughtful programming.**
- **Build strong partnerships that foster collaboration and innovation and show a commitment to the senior arts sector across Ontario.**
- **See the impact of our programs and community building work in the vitality of our community.**



Wally Knask and Eddie Legere



Jubilee Opening 2008

AUDIENCE AND PERFORMER TESTIMONIALS

*"How grateful I am for having my life turned around...being in the Jubilee and working with Wayne Burnett has awakened my latent talent and now I know how lucky I am."
94 year old Ruth Brown, Pianist – Toronto*

*"It was indeed a tremendous thrill to be part of the celebration. You are to be commended for producing such a high-calibre celebration of the talent and vitality of a very significant percentage of our society."
Mary Musselman, Musician, Windsor*

"When you walk into Roy Thompson Hall there is an electricity that captivates me... the dedication, the work...everything that brings one to the point where they can walk onto the stage and justifiably "own" it. It's awesome! It's inspiring! I plan to focus on developing myself as a singer and be all I can be... whether it is on the big stage or smaller venues. To bring some joy, laughter and entertainment to others is a gift..., a gift I am willing to work for. Thank you for more than you know."

Sandra Cohen, Seniors' Jubilee

*"...It was a gratifying and educational experience to be around so much talent, so much zest for being involved, and so much enthusiasm for the arts and so much joy in life itself..."
Rita McGrattan, Elgin, ON*

*"I just had to write to tell you how much we enjoyed the Seniors' Jubilee production. I was absolutely amazed at the quality of the talent. Congratulations to you for finding such excellent artists. The show just keeps getting better and better. The work you do is very important and is so rewarding not only for the performers, but also for the thousands of seniors in the audience who receive inspiration to get out and become active".
Lucille Vogel, Audience member and COSAP supporter*

Though I am not a senior, I escorted my reluctant mother-in-law and we both had a great time! It was so inspiring. This may become a tradition, God willing, and next year we'll definitely try to get our tickets earlier! Though we had a bird's eye view of the designs created by the dancers. Thank you so much, and again, thanks for the wonderful memory!

Tammy Johnson Mayer, Audience member Seniors' Jubilee

"...What a day. I've never felt as proud as I did on Tuesday at the Jubilee at Roy Thomson Hall. Everyone in the show was a senior – singers, dancers, comedians, choirs and bands. It was one of the best trips for me and I will be one of the first on the bus next year..."

Gore Bay

"I can't recall any performing experience – ever – that was as thrilling as being on that stage – in your show Wayne! It was one of the great moments of my life."

Don Gray, Singer/Musician, Toronto

