

A Strategic Plan

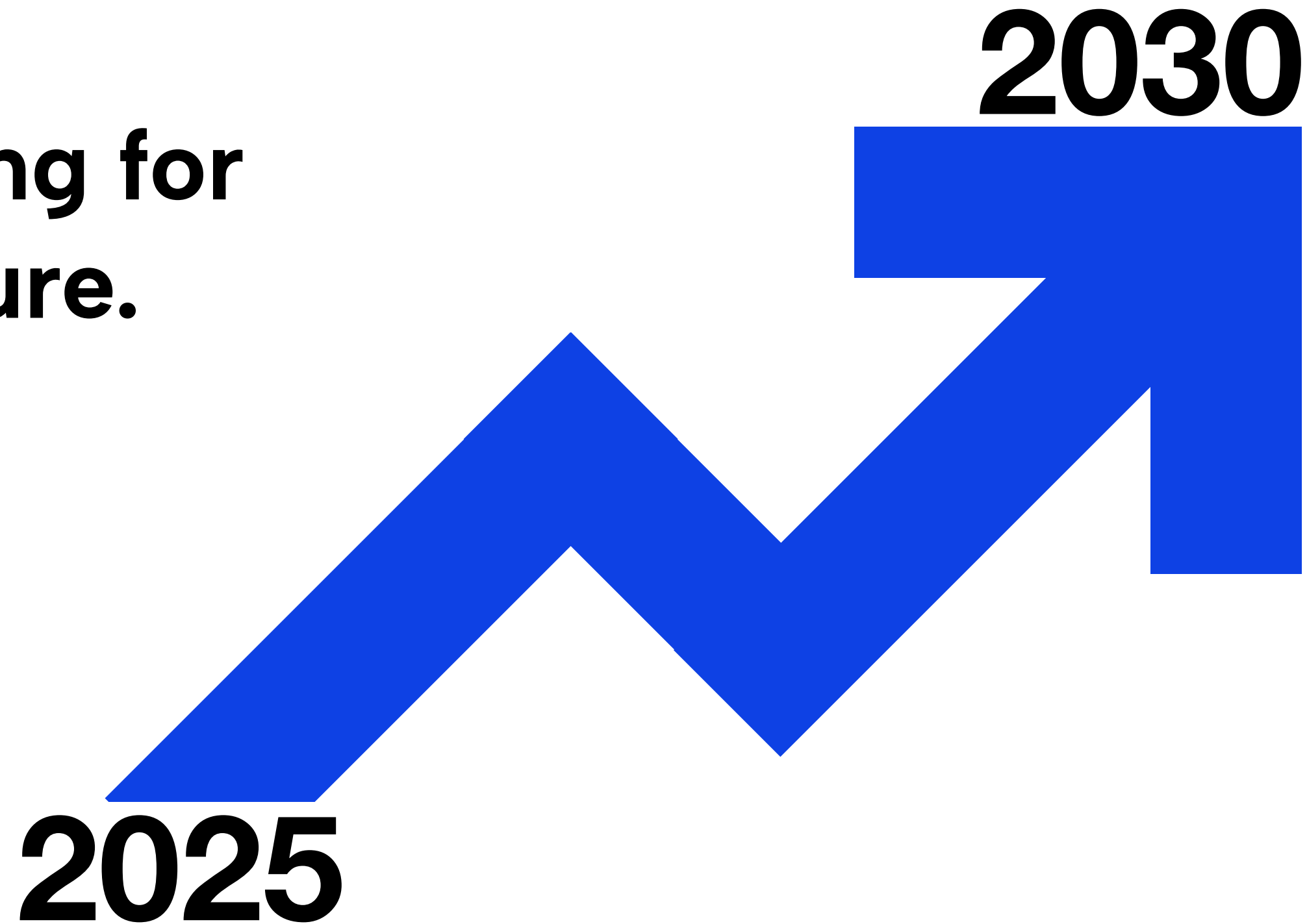
To advance the mission of the Syme55+
Community Service Partnership



23. Jun. 2025

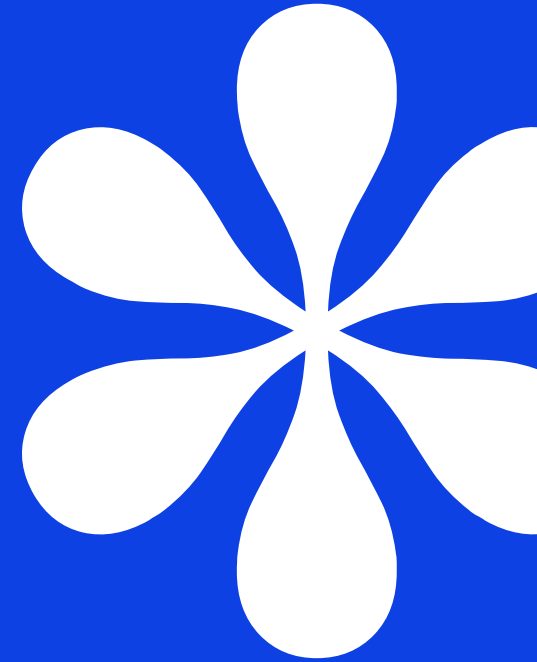
Prepared for Syme 55+ Centre, by
Big Human, together with the Board
of the Syme 55+ Centre.

**Preparing for
the Future.**



Toronto's Economy of Aging.

- 01 Across Canada, benefits spending on the aging, grew at a CAGR of **6.24%** between 2015–2024. ¹
- 02 The aging population is expected to comprise 22% of the population of Canada by 2040, accounting for **45% of health spending**. ²
- 03 The aging population is expected to add **\$93 billion** to Ontario's healthcare costs by 2028, driven by higher **utilization** and **expenditures** among older individuals. ³
- 04 As of 2022, **more people in the GTA are over the age of 65 than under the age of 15**. ⁴
- 05 By 2041, in the GTA people over the age of 65 is **expected to double**. ⁴
- 06 Five cultures in our region rely a different first language; **Portuguese, Spanish, Vietnamese, Italian, Somali**. ⁵
- 07 The City of Toronto invests in **78 community-based organizations**, across **44** electoral wards. ⁴



Sources

1. Healthcare spending expect to grow faster than the Economy, CIHI, 2024
2. <https://www.fraserinstitute.org/sites/default/files/canadas-aging-population-and-implications-for-government-finances.pdf>
3. The Impact of Ontario's Aging Population on the Home Care Sector, Kalj, Sweetman, 2024
4. Toronto Seniors Strategy, 2.0, Matlow, Sinha, et al.
5. <https://map.toronto.ca/wellbeing/#>

Strategy

2019-2024

- 01 More Volunteers by end of 2018.
- 02 Raise \$15 k/year, to fund a part time employee.
- 03 Enhance Internal Communications.
- 04 Continue with Delta Blngo.
- 05 Maintain/Grow Membership by 2018.

Report Card



Number of volunteers remained stable by end of 2018. Covid 19 pandemic affected number of volunteers 2019-current. Expect numbers to return to pre pandemic levels.



Received permission from C Gaming/Delta Bingo to spend up to \$47,000 per year on a full time staff member.



Clearer roles between staff, volunteers and members has helped reduce confusion and misinformation.



Maintained good standing and have increased volunteer support resulting in increased revenue.



Membership maintained by end of 2018 and has grown post pandemic.

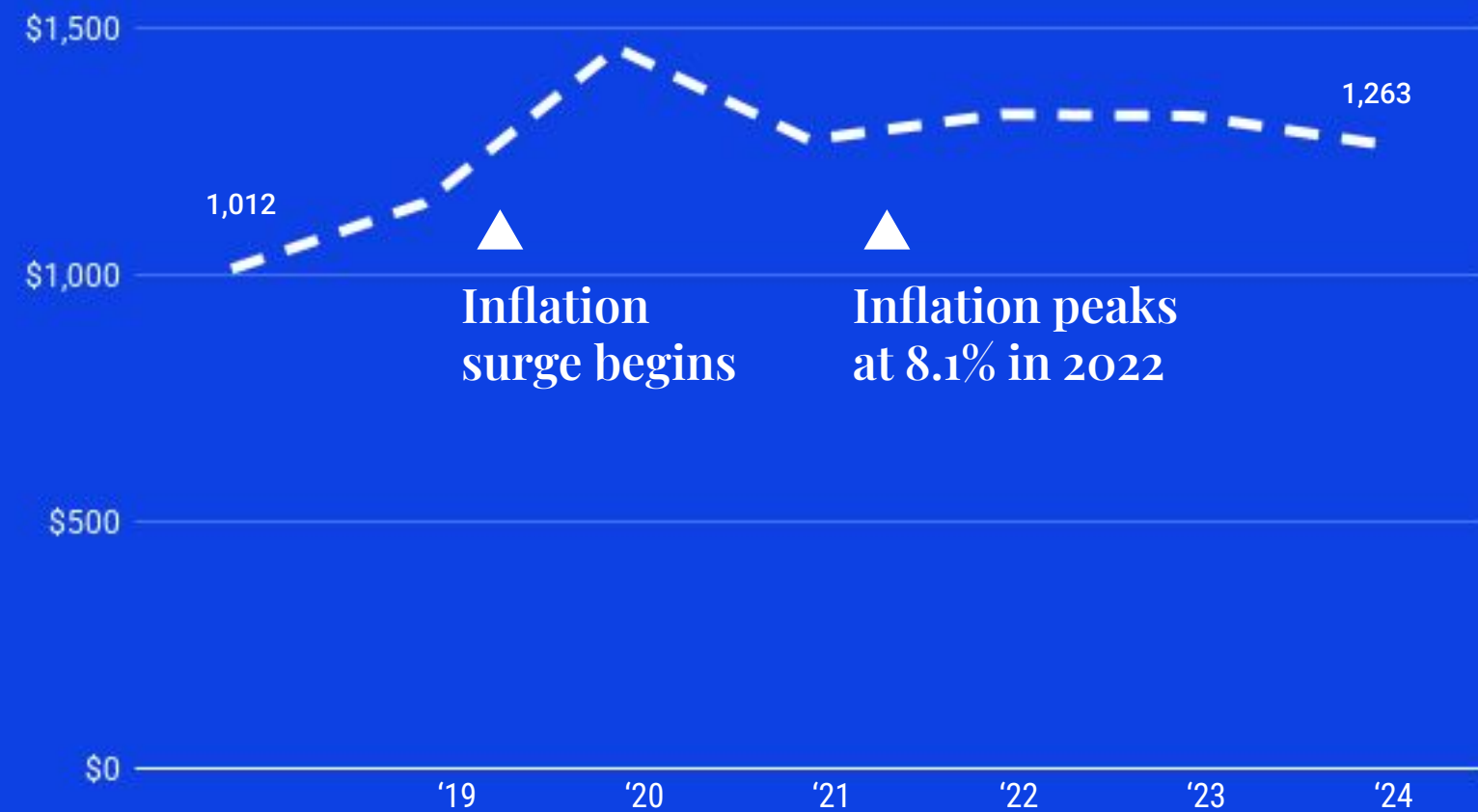
On Fees & Members

In 2020 the inflation rate was -0.2%, rising to a high of **8.1%** in 2022. And is down at 1.7% in 2025. In 2024 we ran a \$3,119 deficit. Going forward membership fees will be raised to compensate for cost of goods.



As of 2025, Syme55+ Centre serves 311 members. And that figure is targeted to grow, to between **450–500** members by the year 2030.

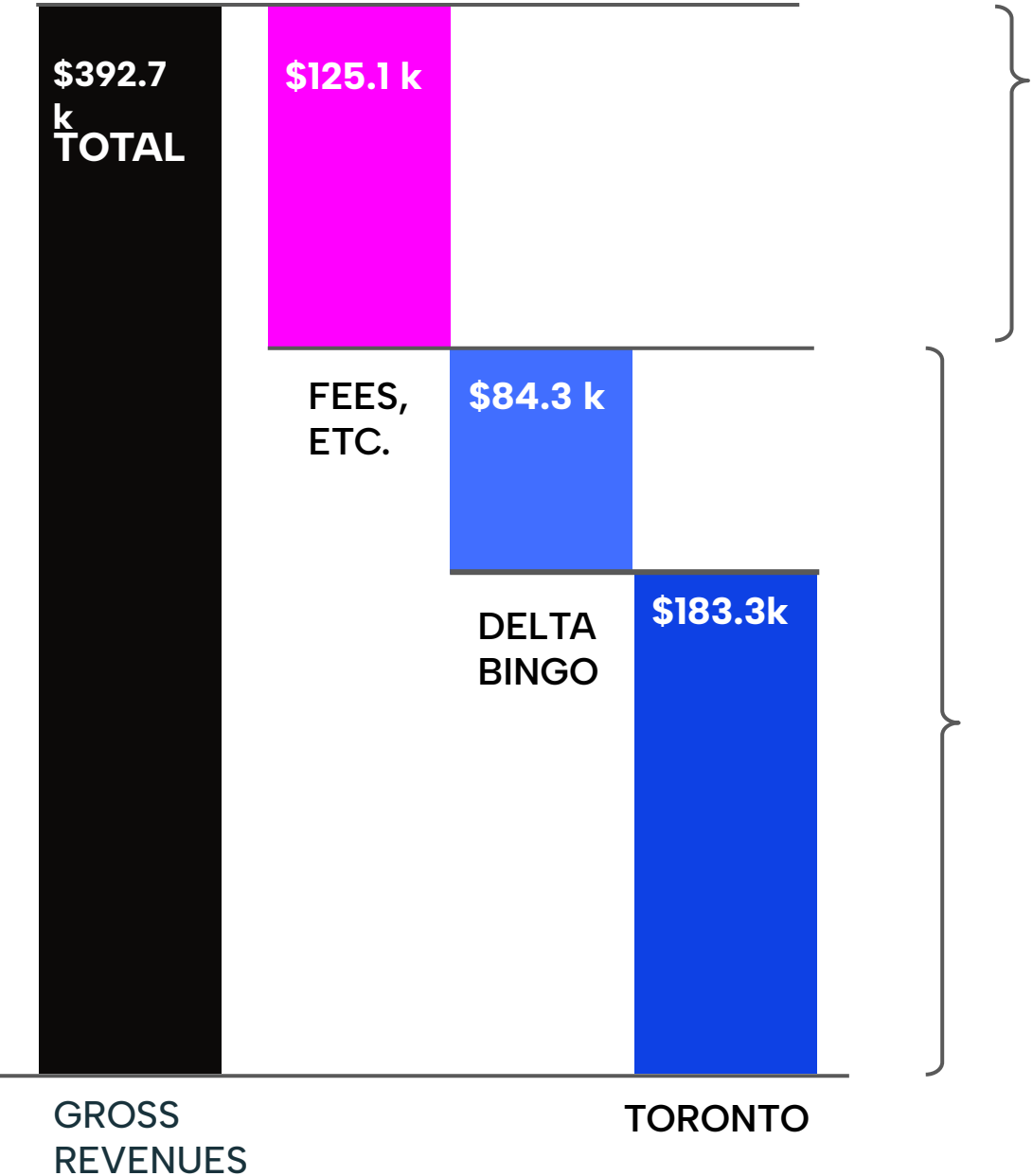
Revenues per Member



Active Members



Revenues



New Revenue Targets

We anticipate raising program fees by 1.4%, at 2 or 3 points during the 2025–2030 term, to keep pace with inflation projections.¹

Membership Targets

We estimate 9.9% CAGR on the number of members. Suggesting that gross earnings from program fees will reach a target of \$206 k, in 2030.

Diversify Our Large Donor Base

The board will work to diversify the number of major donors from 2 to 5, to reach an aggregate target of \$425 k, YoY, by 2030.

Taken together, we project that our Total Gross Revenues to climb to \$632 k, in 2030.

SWOT

analysis

A renowned Community Service Partner faces a moment of truth.

How to keep pace with changes to the economic, social, cultural and policy forces at play in Toronto?

strengths

- BELOVED REPUTATION
- BELOVED ORGANIZATIONAL CULTURE
- WORD OF MOUTH (18% GROWTH, YoY)
- EXCELLENCE OF OPERATIONS
- EXCELLENCE OF TEACHING STAFF

weaknesses

- SERVICES IN ENGLISH ONLY
- EMPHASIS ON PHYSICAL WELLBEING
- SLOW TO REFRESH PROGRAMS
- BRAND IDENTITY / CURB APPEAL
- HOURS OF OPERATIONS
- CORE PROCESSES (Board)
- GRANTWRITING PRACTICES
- STAKEHOLDERING w/ FUNDERS & PARTNERS

opportunities

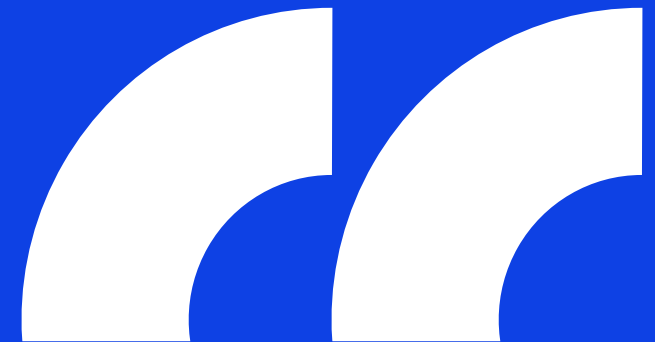
- SOCIAL PRESCRIBING
- PROACTIVE ABOUT, AGING IN PLACE
- MEDIA RELATIONS
- ADJACENT MKTS (AGE, GENDER, CULTURE)
- PARTNER IN THE SCIENCE OF WELLBEING
- PRODUCT DEVELOPMENT
- UNTAPPED CAPABILITIES OF MEMBERS

threats

- COSTS OUTSTRIPPING EARNINGS
- COHORT SKEWS OLDER
- DEPENDANCE ON TWO PARTNERS
- LACK CLEAR STATEMENTS OF PURPOSE THAT DIRECT THE BOARD AND ITS SUB-COMMITTEES

Evidence Based Planning

How new ideas are produced using empathic enquiry.



NORC designed the survey. ...a paper copy because a lot of people still don't have computers so **they filled [out the survey]** all out so **we have the [survey] results by [segments]**

[eg.] ...male, female, age, how they feel about where they live? What do they want to see change about where they live? Do they feel lonely? Do they have support from a neighbor? Do you have a neighbor? You can go to if you need to go to.

[fundraising] we need to find a way to **find maybe non-member contributions.**

So we were able to to stay above the line, but we need [to **create**] a **better inventory of what skill sets we have.** And even **finding new board members.** You know, we didn't **do any Outreach.**

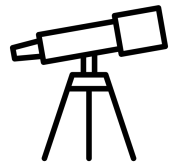
...regarding fundraising. You know, **we haven't tapped into Members to say, does anybody have any experience doing fundraising?** And if you do, like come forward, right... We really need to raise funds for the center. I am really interested in, you know, others who might have ideas or, you know, drop it off in our **suggestion box**, which I know they have and they do use it.

There are over 300 members who carry a lifetime of varied career experiences, that go unnoticed and left idle.

This may lead to misalignment and inadvertently disengage us from the interests of our members – and the deeper needs of our community.

1.7 Asset Based Community Development – is a way for our members to lead a conversation about one's personal capabilities.

This conversational approach invites all to come forward with know-how that may one day be useful to either the Board of Directors, and or the Executive Director of our Centre.



What did we observe?



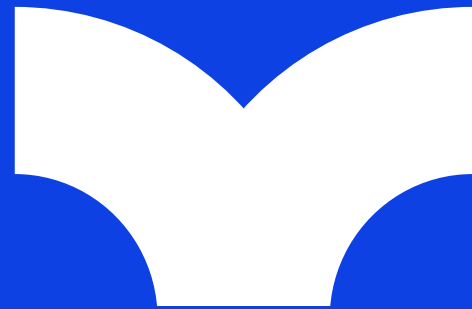
How might that Harm the mission?



How might we solve that harm?

Desirable but...

Of the 26 ideas this process generated, which ones can advance our purpose, and our operations over the next five years?



A ‘laundry list’
is not a Strategy,
on its own.

MALE CENTERED PROGRAMS

CURB APPEAL

3 TYPES OF MEETINGS

A SYME ANTHOLOGY; 55 STORIES

TRY BEFORE YOU BUY

EMAIL OUTREACH

SOCIAL PRESCRIBING

BRAND 2.0

PRESIDENT’S LETTER

ABCD

PLAY & CLUBS

ART FOR DEPTH

MOVEMENT_55

IN MY LANGUAGE

ACTIVE ROUTINES

MOVEMENT PLUS

SYME REPRESENTS

THE PRESIDENT’S, GUEST

PARTNERS IN THE SCIENCE OF WELLBEING

ART FOR BREADTH

THE MUSE IN ART

WELLNESS IN WORDS

RETIREMENT READY AT 55

BEQUEST, TO SYME

SOLO FRIENDLY TOURS

DELISH & DONE

Let’s sort them by what they might do for our business.

This simple Ansoff matrix asks what the role of any concept is and considers how risky it might be to implement.

ANSOFF
matrix

MARKET DEVELOPMENT OPPORTUNITIES	DIVERSIFICATION OF THE BUSINESS
2.8 MALE CENTERED PROGRAMS 2.7 CURB APPEAL 2.6 3 TYPES OF MEETINGS 2.5 A SYME ANTHOLOGY; 55 STORIES 2.4 TRY BEFORE YOU BUY 2.3 EMAIL OUTREACH 2.2 SOCIAL PRESCRIBING 2.1 BRAND 2.0	4.3 SYME REPRESENTS 4.2 THE PRESIDENT’S, GUEST 4.1 PARTNERS IN THE SCIENCE OF WELLBEING
MARKET PENETRATION OPPORTUNITIES	PRODUCT DEVELOPMENT OPPORTUNITIES
1.8 PRESIDENT’S LETTER 1.7 ABCD 1.6 PLAY & CLUBS 1.5 ART FOR DEPTH 1.4 MOVEMENT_55 1.3 IN MY LANGUAGE 1.2 ACTIVE ROUTINES 1.1 MOVEMENT PLUS	3.7 ART FOR BREADTH 3.6 THE MUSE IN ART 3.5 WELLNESS IN WORDS 3.4 RETIREMENT READY AT 55 3.3 BEQUEST, TO SYME 3.2 SOLO FRIENDLY TOURS 3.1 DELISH & DONE

After deliberations, here is how the board voted on priorities to move forward on.

* Upon review with The City of Toronto ‘Solo Friendly Tours’ has been moved from strategic to operational planning.



- 6 / 5 – MALE CENTERED PROGRAMS
- 7 / 4 – CURB APPEAL
- 11 / 0 – 3 TYPES OF MEETINGS
- 5 / 6 – A SYME ANTHOLOGY; 55 STORIES
- 11 / 0 – TRY BEFORE YOU BUY
- 9 / 2 – EMAIL OUTREACH
- 9 / 2 – SOCIAL PRESCRIBING
- 6 / 5 – BRAND 2.0

- 11 / 0 – PRESIDENT’S LETTER
- 11 / 0 – ABCD
- 5 / 6 – PLAY & CLUBS
- 9 / 2 – ART FOR DEPTH
- 6 / 5 – MOVEMENT_55
- 4 / 7 – IN MY LANGUAGE
- 11 / 0 – ACTIVE ROUTINES
- 10 / 1 – MOVEMENT PLUS



- 8 / 3 – SYME REPRESENTS
- 8 / 3 – THE PRESIDENT’S, GUEST
- 11 / 0 – PARTNERS IN THE SCIENCE OF WELLBEING

- 9 / 2 – ART FOR BREADTH
- 4 / 7 – THE MUSE IN ART
- 11 / 0 – WELLNESS IN WORDS
- 7 / 4 – RETIREMENT READY AT 55
- 11 / 0 – BEQUEST, TO SYME
- 11 / 0 – SOLO FRIENDLY TOURS *
- 7 / 4 – DELISH & DONE

Four Insights

1. Demand for existing programs to an existing market is strong, but costs are outpacing our revenues. Syme will need to engage the members in effort to renew core programs, that include excursions out of the building.

2. Syme needs to identify & remove barriers to full participation of diverse communities and to attract the 55–64 segment, by opening on evenings and weekends.

3. Core programs excel at physical wellbeing. By working with new facilitators, Operations can create adjacent programs for emotional, social and relational wellbeing to extend into a holistic set of offerings.

4. Evidence Based Science offers new ways of validating the mission of Syme to members and different stakeholders.

MARKET DEVELOPMENT OPPORTUNITIES

2.8 MALE CENTERED PROGRAMS

2.7 CURB APPEAL

2.6 3 TYPES OF MEETINGS

2.5 A SYME ANTHOLOGY; 55 STORIES

2.4 TRY BEFORE YOU BUY

2.3 EMAIL OUTREACH

2.2 SOCIAL PRESCRIBING

2.1 BRAND 2.0

DIVERSIFICATION OF THE BUSINESS

4.3 SYME REPRESENTS

4.2 THE PRESIDENT’S, GUEST

4.1 PARTNERS IN THE SCIENCE OF WELLBEING

MARKET PENETRATION OPPORTUNITIES

1.8 PRESIDENT’S LETTER

1.7 ABCD

1.6 PLAY & CLUBS

1.5 ART FOR DEPTH

1.4 MOVEMENT_55

1.3 IN MY LANGUAGE

1.2 ACTIVE ROUTINES

1.1 MOVEMENT PLUS

PRODUCT DEVELOPMENT OPPORTUNITIES

3.7 ART FOR BREADTH

3.6 THE MUSE IN ART

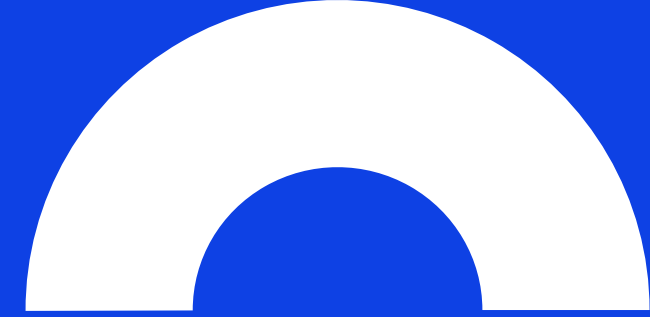
3.5 WELLNESS IN WORDS

3.4 RETIREMENT READY AT 55

3.3 BEQUEST, TO SYME

3.2 SOLO FRIENDLY TOURS

3.1 DELISH & DONE



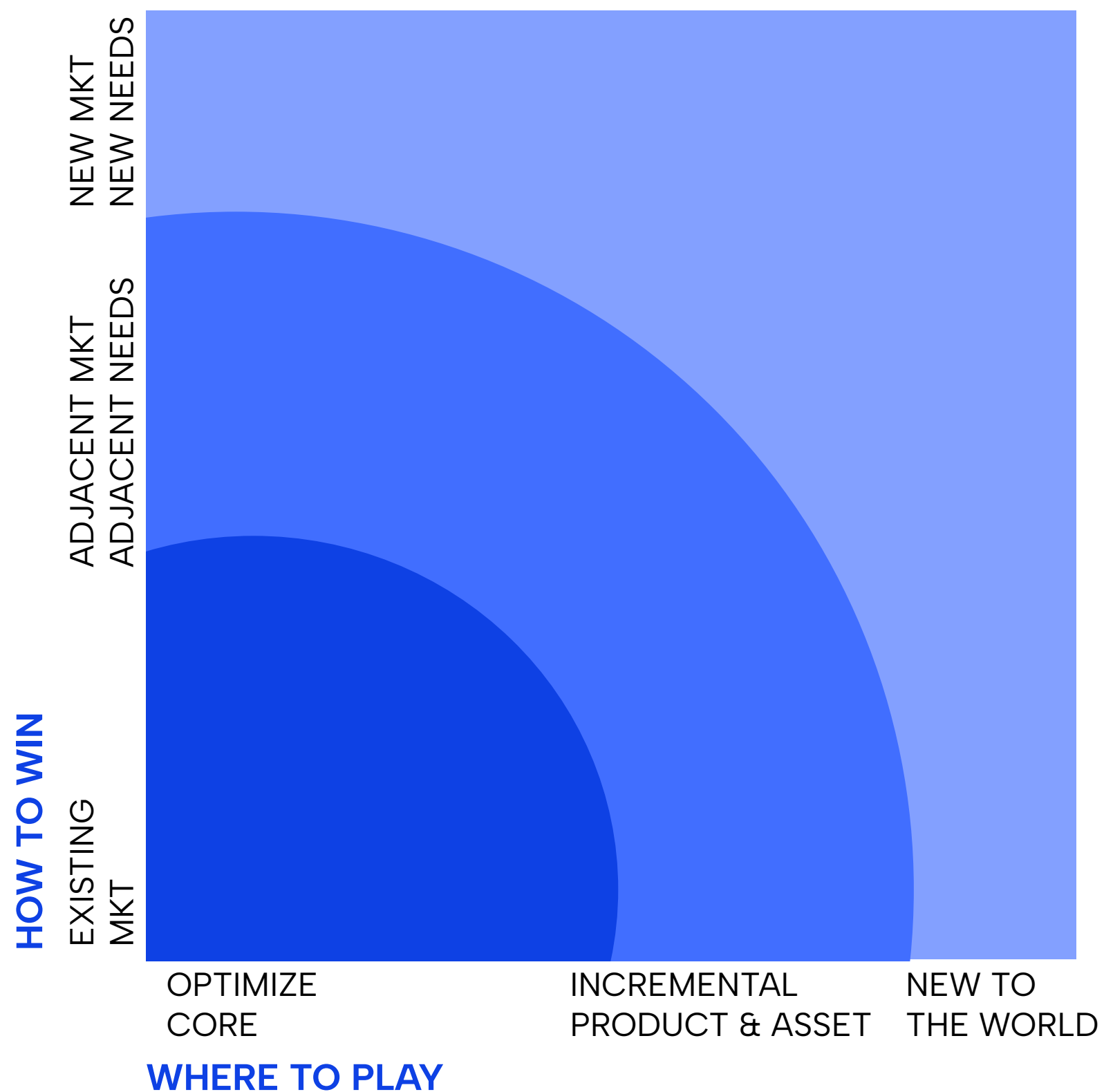
How to balance ambition with pragmatism.

Ideas come in three sizes.

Some have more effect than others.

Some have different roles in determining our future.

But all of them need to integrate together,
if we are going to do the most with the least.



■ transforming business

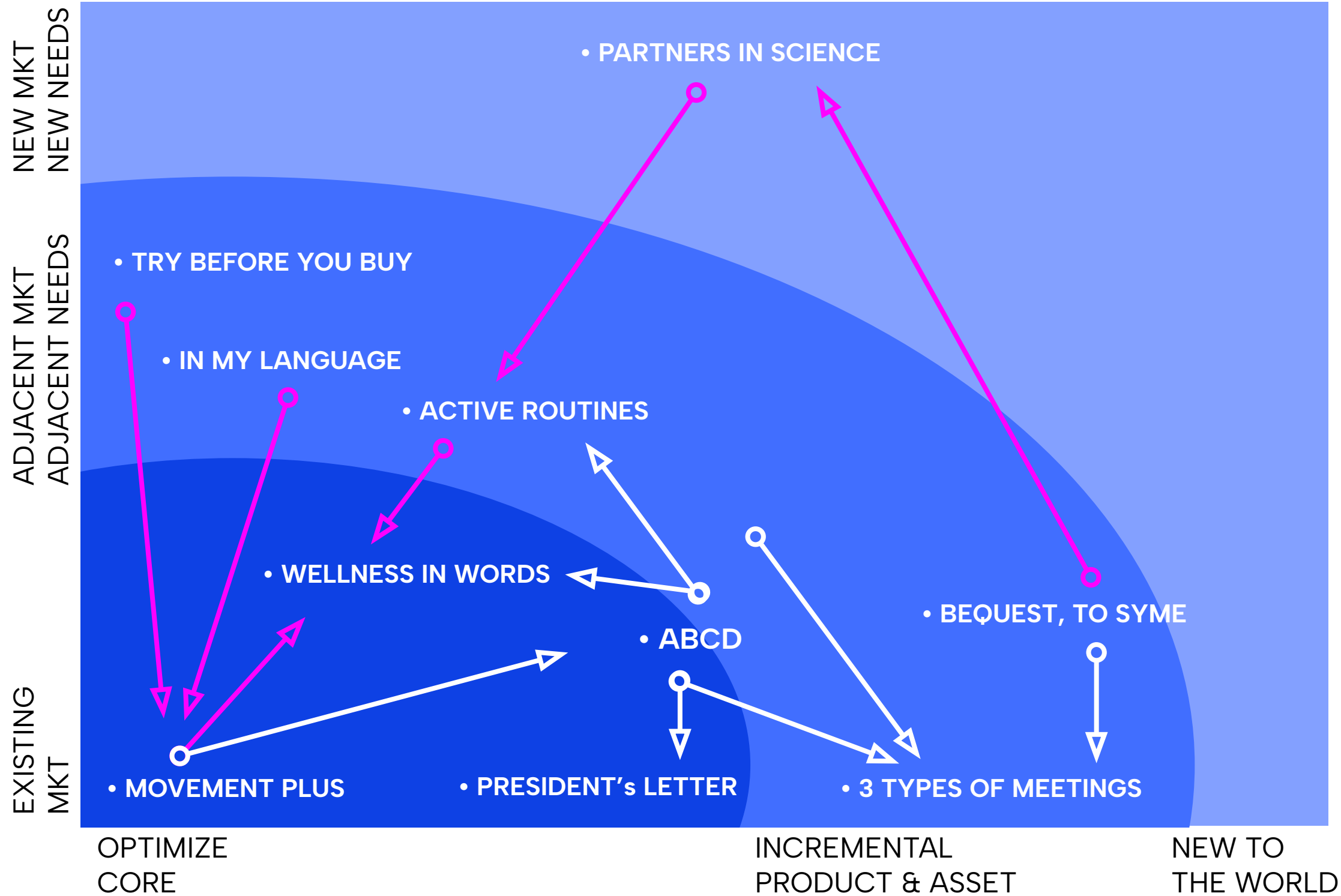
10% of our Innovation anticipates the hard work of diversifying sources of revenue, discovering new value for members, and new value from volunteering.

■ expanding business

20% Syme needs to identify & remove barriers to full participation of diverse communities and to attract the 55-64 segment, by opening on evenings and weekends.

■ optimizing business

70% of Innovation for the next five years will focus on this space of incremental improvements that make legacy programs more age friendly, equitable and inclusive.



about growth

The concepts chosen are intended to work together as a coherent system. Relationships in pink, indicate ways to grow revenues, members, and inclusive offerings.

about efficiency

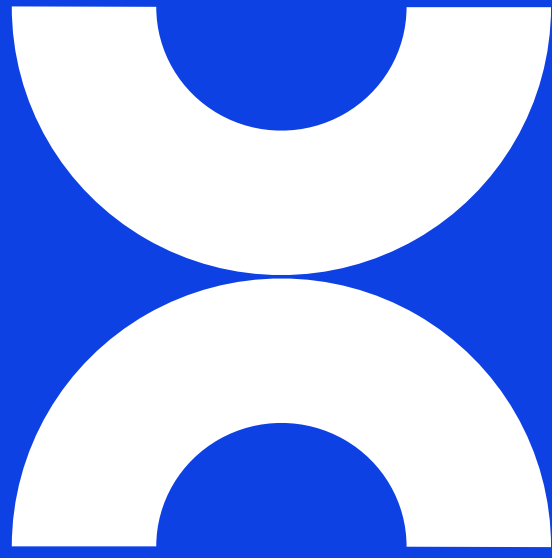
Relationships in white, focus on generating new knowledge, that can make Syme more age-friendly, equitable and inclusive.

Why does Syme55+ actually matter?

There is one idea that every person interviewed mentions. It is this idea that our programs provide answers to a big question – about equity and inclusion – that is front and center at this very time in their life.

what is happening to...

- **my body?**
- **my mind?**
- **my community?**
- **my balance?**
- **my sense of identity?**
- **my imagination?**



Let's clarify our statements of purpose.

Three goals that will guide the Board, from 2025–2030

1. Broaden our portfolio of services from physical wellbeing into emotional, & relational wellbeing.
2. Become a trusted source of truth about the value of investing in wellness, for an aging population.
3. Transform our Community Service Partnership from a cost center into value center.

a.

**Broaden our portfolio
of services from physical
wellbeing into emotional,
& relational wellbeing.**

The Syme brand is beloved. It has endured and recovered from a downturn brought on by the COVID pandemic. It is famous for an inclusive culture, and programs for movement, balance, artistry, travel, play and activity based clubs.

But we need to do more to service folks from diverse cultures living in the neighbourhood. And to review 'our principles of inclusivity' in our core programs from an equity lens as that relates strongly to wellbeing..

Over the coming five year term we will strive to expand its offerings to engage members in guided conversations and workshops for practice with emotional and relational matters that are experienced by the aging person.

	mandate	assets	deliverables	outcomes	capabilities
01	Active Routines	• Network of 2–3, regional activity program partners, per year. • A regional travel planning framework. (locations, activities, contact person, fees, logistics)	• 3–5 new programs or activities introduced, per year. • Audit all programs to make them age-friendly, equitable & inclusive, each year.	• 20–40 new participants, from existing membership, per year.	• New revenues created, which are not determined by the limits nor the schedule of the building.
02	Wellness In Words	• A panel of 2–3 subject matter experts to devise programs, pilot them, and to identify the talent and protocols needed for success. • An external reviewer or auditor of outcomes that can be shared with a social prescribing network. • 5–7 principles for diversity, equity and inclusion used for marketing and for program delivery.	• An agenda of 2–3 new programs, per year. • A delegation of 3 board members to meet with leaders from Canadian Mental Health Association, and or the Toronto Metropolitan University to outline a framework for, Wellness in Words.	• Enroll 20–50 existing members, into new programs per year.	• Become relevant to a holistic set of needs of the diverse Syme membership. And inclusive on matters of equity. • Expand into the space of social determinants of health, for future partnerships.
03	President's Letter	• A 3–5 point messaging protocol. • A 'president's communications task force'.	• Messaging goes out to all members, 4 times per year.	• Qualitative reports from members about their increased goodwill for the Syme55 brand.	• Increased goodwill from internal engagement, about the issues and ambitions defined in our five year plan.
04	Movement Plus	• A panel of 1–3 external reviewers who will define wellbeing outcomes. (psychologist, sociologist, care worker, etc.) • A lightweight protocol for assessment, and reporting of assessments to future stakeholders.	• 1 new program concept per year. • Assessment monitored by a trusted third party, once per year. • Retire any legacy programs or activities that are no longer age-friendly, inclusive or equity centered.	• Report on indicators and assessments to the wider membership once per year. • Report on indicators and assessment to funding partners, and future stakeholders once per year.	• Third party validation of observed benefits of wellbeing centered programs, for an aging population. • External recognition for the economic benefits of investing in wellbeing for an aging population.

How we intend to partner on equity and inclusion during, Active Routines programs.



b.

Become a trusted source of truth about the value of investing in wellness, and inclusion, for an aging population.

Our Board of Directors will undertake small but significant changes to its core processes,

- A** – for gathering expertise and insight,
- B** – for deliberations about complex subjects in advance of decision making, and
- C** – using lean protocols that engage all voices at the table when reaching each new resolution.

Taken together, these changes will ensure that the Board's deliberations focus on defining a new purpose for the Centre.

The Board anticipates that grantors and corporate donors will expect evidence-based reporting about the effectiveness of wellbeing programs in improving health and social outcomes. This goal challenges us to develop new the new capacity of 'third party validation.'

Additionally, the Board will devise age-friendly plans that attract new customers because they are equitable and inclusive. By 2030, 20% of our membership will be found by taking this approach.

	mandate	assets	deliverables	outcomes	capabilities
05	Try Before You Buy	• Negotiate access to the facility for evenings and Saturdays. (City and Church) • 5–10 Partnerships with the City for outreach to the following cultural communities; Indigenous, Portuguese, Spanish, Vietnamese, Italian, Somali.	• 3–5 new trial slots introduced to the calendar. • Review the bottom 12% of of legacy programs & activities every year, for renewal, or removal from the schedule of offerings. (new offerings will need a 3 year runway to seed demand for culturally sensitive programming.)	• Develop 1–2 marketing channels for reaching the adjacent 55–64 age segment who are unavailable during the daytime for programs. • Define a schedule of trial programs—for adjacent customers. • Define a schedule that can retain adjacent customers.	• Expand to a broader range of operating hours and days of the week. • Develop a marketing channel to an adjacent market that includes the currently employed. (55–64) • Engage all cultures with an equity lens on community service.
06	Three Types Of Meetings	• Differing Protocols for the meeting types; requesting Information, deliberation, or resolution. • An annual schedule outlining the 3 meeting types, one year in advance. • A president-led agenda preparation activity, distributed to board directors 3 days before each meeting. • A slate of subject matter experts per annual agenda, who can inform the board with explanatory depth about the future of emotional wellness, physical wellbeing, social prescribing and aging in place, etc. • A ‘new director nomination sub-committee’, that prepares potential directors to take up a mandate on the board.	• Every board member attends the Better Boards course; Charity Village. • An information reporting protocol to be used on a complex or complicated subject. • An evidence based deliberation protocol that is useful for collective sensemaking of a complex or complicated subject as it pertains to the mission. • A 3–5 point framework for every member of the board to employ before tabling a resolution, by the whole board. • Recruit 2 experts who are external to Syme55, to sit on the board of directors, per term.	• A panel of trusted subject matter experts that the board can call upon for analysis and evidence based reports. • A stronger sense of engagement by all directors on the board, that mitigates burnout.	• Clarity about roles and responsibilities of each role on the Board of Directors. • An information seeking agenda, outlined one year in advance. • A purpose led board of directors that focuses on enabling the executive director, their staff, and the teachers or facilitators, to deliver excellence.

	mandate	assets	deliverables	outcomes	capabilities
07	Programs In My Language	• Access to a panel of 5–10 community cultural leaders, via the City of Toronto, who can couple Syme Centre to the following communities in Toronto: Portuguese, Spanish, Vietnamese, Italian, Somali. • A talent pool of instructors for each of the 5 cultural communities of interest to our region.	• Translate existing programs, and their marketing materials, into 2 new languages per year.	• Operate 12% of existing programs in 2 new languages per year. • Identify and remove barriers to the full participation of diverse communities with respect to our services and facilities.	• Become trusted by the City of Toronto for using an equity lens that enables Syme Centre to identify and remove barriers to access to its services.
08	Bequest To Syme	• A ‘will planning guide’, for use by members or external donors. • A ‘will wording page’, provides members with all the information one and/or their lawyer will need to write the appropriate clauses for a gift to the Syme Centre. • A ‘legacy giving’ section, for the Syme website.	• A resolution from the board to proceed. • Hire a ‘legacy giving specialist’ to a specific part time contract. • Partner with the School of Media Studies to create legacy giving page on website. • Have a lawyer to advise on the legality the ‘wording page’. And refer to examples like the Canada Red Cross.	• Qualitative testimonials from members of increased goodwill about the Syme55+ brand. • 1–2% of members opt in to a legacy giving program, per year. • Diversify our larger funding body to 5–7 sources, with long term agreements. (5–9 years)	• Financial resilience. • Establish a financial cushion. • Funding available for partnerships in the science of wellbeing, for an aging population.
09	Asset Based Community Development	• Messaging about how and why to opt in • Workshop Format, for knowledge harvesting • Database or AI Notebook	• Recruit members to participate in a 20 person workshop. • Facilitation guide & tools. • Facilitate 90 minute conversations. • Store data. • Summarize discoveries as they relate to our innovation portfolio.	• Facilitate 3–6 workshops, per year. • Create a searchable store of data, with AI prompts. • Identify 15–45 subject matter experts within our membership to take up roles on subcommittees.	• A community that feels aligned to the mandates of the board and vice versa. • 5–10 members feel prepared to contribute to a role on the board when a role becomes available.

C.

Transform our Community Service Partnership from a cost center into a value center.

The Syme Centre is a renowned leader in Movement, Artistry, and Travel experiences. Over the next five years, we will build on our reputation, leveraging evidence-based funding to drive growth and achieve our ambitious target of \$425,000 in base funding, by 2030.

Recall that the aging population in Toronto is expected to double by 2041, and account for roughly 45% of the \$93 Bn Healthcare burden (in 2028 dollars).

It is also notable that Syme Centre is situated in a Toronto neighbourhood ranking 122 out of 158, for life expectancy.¹

Over the next five years we will strive to surround our Centre with a network of Scientists, Care Providers, Health Planners and other agencies dedicated to proactive model of Health – to become a model and a resource for all other Community Service Partners who serve an ‘aging population.’

1. https://thelocal.to/wp-content/uploads/2024/10/Methods_Life-Expectancy-in-Toronto_2024-10-07_Final2.pdf

10

mandate

**Partners in the
Science of WellBeing**

assets

- A 'State of the Community Service Partnership', presentation, that can be used for locating and attracting partners – in the science of wellbeing for an elderly population.

deliverables

- 1–2 Memoranda of understanding that outline mutual benefits, resource sharing, and research collaboration opportunities.
- Co-construct a technology framework with partners in science either measure or monitor experiments in domains such: strength, fall prevention, heart health, emotional wellness, cultural awareness and social inclusion.

outcomes

- Jointly produce a 'phased partnership development agreement'.
- Identify pilot programs that integrate academic research with the organization's core strengths of active living and cultural enrichment.

capabilities

- Become a trusted partner for novel and evidence based programming.
- Become a trusted partner for public sector grantors.
- Become a trusted partner for private philanthropists.

**To what extent will our
stated goals and innovations
rely on technology?**

**And might we find a
technology partner to
sponsor our work?**

**Technology can apply to our work starting immediately on
concept 04, Movement Plus.**

As the Syme Centre works to measure the economic effects (on Healthcare) of its programs for seniors wearables and other consumer grade technologies can help quantify key results or desired outcomes.

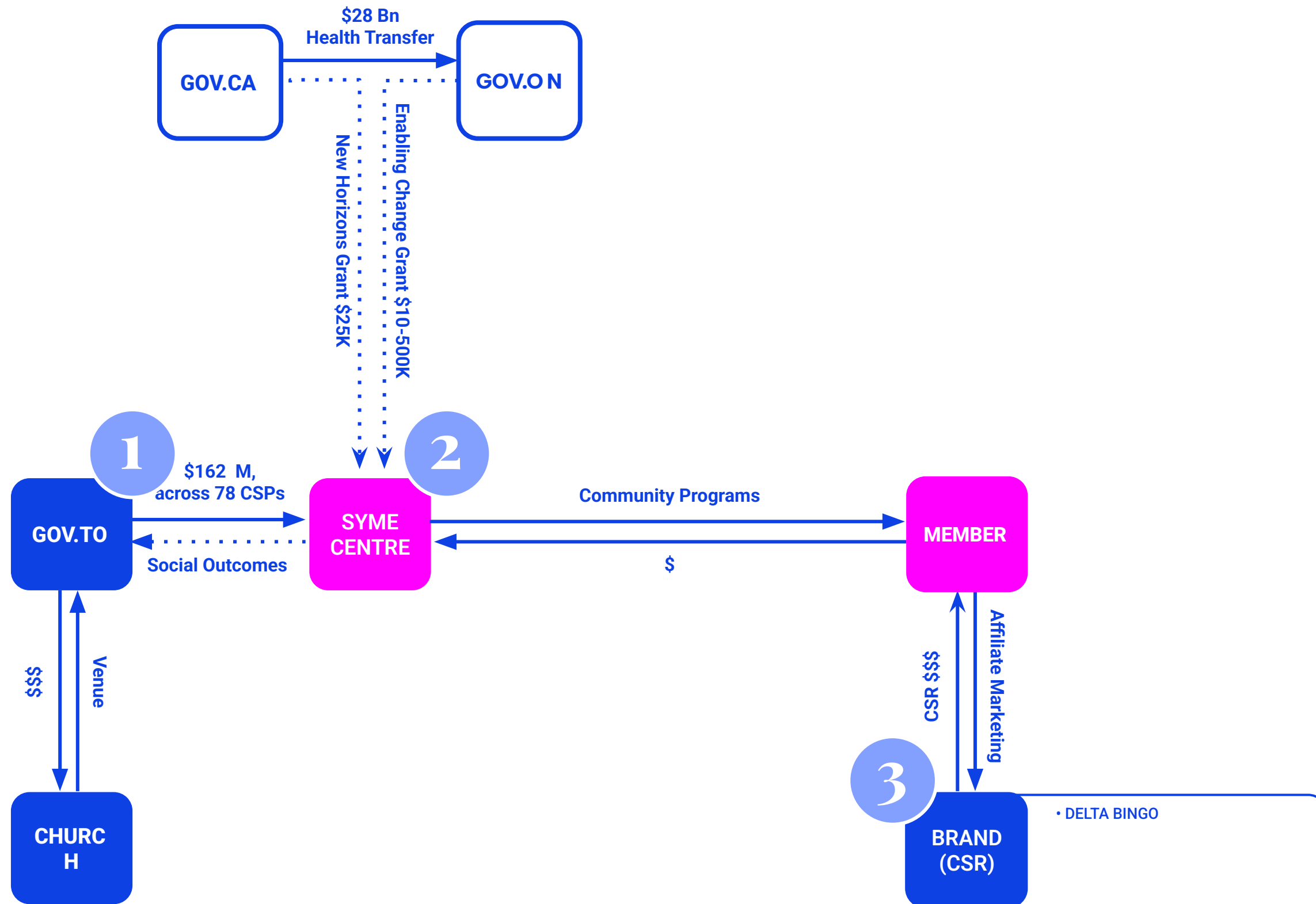
**Technology is anticipated apply to our Partner's on
concept 10, Partners in Science.**

But the selection of technology and its usage, will need to be determined by a lead researcher, based on their domain knowledge.

Where do we need to develop our capabilities with technology?



	concept	validation	technology	logic model
04	Movement Plus	• Syme Centre is ready to begin tracking indicators of the impacts of its programs on the wellbeing of members, immediately. • Still it will need to retain third party actors from epidemiology, sociology and kinesiology to conduct assessments or audits of patterns found in data. • These performance indicators are meant to assess market performance of our programs and activities.	• Wearables represent accurate and inexpensive ways to capture data such as, • Step count • Blood Pressure • Heart Health • Fall Detection • Sleep Patterns • Syme to apply technology in ways that are age-friendly, equitable and inclusive. • Record data & store it based on a protocol for informed consent.	• It will take a short period of 3–9 months of stakeholdering before landing on a logic model before Syme’s evidence gathering can relate to the insights that the Healthcare System is trying to discover. • Syme Centre is fortunate to be operating in the same timeframe that the Healthcare system operates in making Social Prescribing a model to participate in.
10	Partners in the Science of WellBeing	• Syme Centre will need a period of time to find academic institutions, health partners, and experts to discover shared interests in modeling the value of wellbeing in Healthcare. • These performance indicators will be determined by the concepts of science being documented. e.g. Kinesiology, Sociology, or Psychology.	• Technology need to capture facts will need to be fit for purpose by the lead researcher. • Syme will take responsibility to ensure data gathering and storage will be done in compliance with its principles that foster diversity, equity and inclusion.	• Science will operate in a time space that creates knowledge that is 20 years ahead of its time. • When Syme Centre wants to learn from the most applicable science it can source scientific papers from 20 – 30 years prior to today.



We currently operate as a cost center.

1

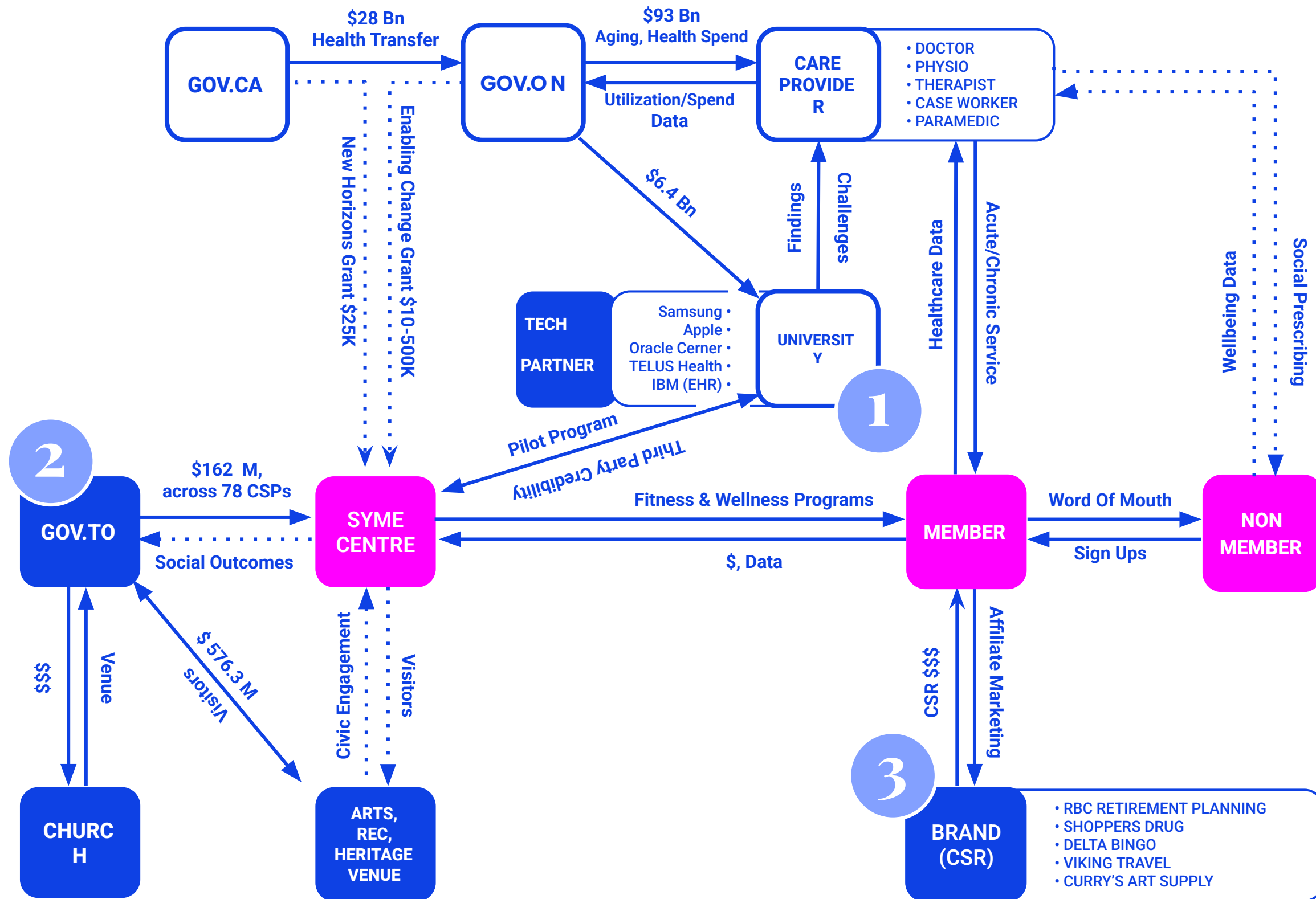
Syme is undifferentiated. It is one of 78 Community Service Partnerships.

2

Known for making a difference, but not for gathering evidence to support the claim.

3

Dependent on a single corporate donor.



But with the help of partners and technology we can pivot to creating positive sum value.

1

Partner with science and care providers and tech firms to defend the efficacy of wellbeing – when it works as an alternative to pharma.

2

Become a trusted source for evidence based programs about wellbeing that takes an equity based view of aging.

3

Become a trusted partner for 3–5 private sector firms and philanthropists.

outcomes

indicators

NEW MARKET / NEW NEEDS	• We have partnered to identify 1-2 pilot programs that integrate academic research with the Syme organization's core strengths of active living and cultural enrichment.	• We have jointly produce a 'phased partnership development agreement' with partners in the science of wellbeing.	• We are receiving funding available for partnerships in the science of wellbeing, for an aging population.	• We are engaged in 1 or 2 studies that pertain to knowing more about the effects of aging on wellbeing.
ADJACENT MARKETS / ADJACENT NEEDS	• We have engaged a broader range of cultural communities by using an equity lens on inclusive service. • We have developed a marketing channel to seniors who are currently employed. (55-64)	• Become trusted by the City of Toronto for using an equity lens that enables Syme Centre to identify and remove barriers to access to its services.	• We are demonstrating financial resilience by diversifying our pool of large donors, from 2 to 5. • We are establishing a financial cushion, by earning more revenues than we spend on operations.	• We are capable of operating legacy programs and new programs in new languages for cultural diversity and inclusion. • We have started partnering with care providers to find ways to demonstrate the efficacy of wellness programs and activities.
EXISTING MARKET	• We have created revenues from 'active routines', which are not limited by the schedule or size of our facility.	• We have expanded core programs and activities into the space of social determinants of health, for future partnerships.	• We have established methods and protocols for third party validation of the benefits of our wellbeing centered programs on an aging population.	• The City of Toronto is connecting us to leaders in other cultural communities to expand our interest in diversity, equity and inclusion. • Our board of directors is now purpose led, is focused on focused on realizing the ten mandates of our strategic plan. • Technology partners are engaging us to help demonstrate the efficacy of wellbeing programs.

What will success look like?

abridged version