

# STORMONT, DUNDAS & GLENGARRY SENIORS' EDUCATION CENTRE INC.

(Encore Seniors' Education Centre)  
(Encore)

2022 – 2025  
STRATEGIC PLAN

Approved by Encore Board of Directors at  
Board Meeting - May 20, 2022



# FORWARD

The first, contemporary, 3-year Strategic Plan was approved in 2020, just before the COVID-19 Pandemic struck Canada. Goals and objectives quickly became questionable. The Pandemic resulted in Emergency Legislation being implemented in March, 2020, that prohibited the gathering of more than 5 people. The balance of the Winter and all of the Spring sessions were cancelled and Encore was in “Lockdown” until a semester could be organised in late fall, 2021. The lockdown was lifted and the revised COVID restrictions allowed us to operate while following a COVID-19 Safety Plan. A Fall 2021 program was presented that offered 43 sessions on 23 topics from October 12 to December 3. A modified program started in March, 2022 with masking and certification restrictions as well as the balance of the COVID Safety Plan in place.

The 2020-2023 Strategic Plan was reviewed effective January 1, 2022. Successes and accomplishments were noted and suggestions made to bring forward some of the 2020-2023 goals. **This plan will follow through on those suggestions and present new goals and strategies to work on.**

## SD&G Encore Seniors' Education Centre (Encore) Strategic Plan 2022-2025

*This plan will be reviewed and updated annually in January.*

**Encore's Vision:** By 2025 Encore will be a *financially viable* organization offering a variety of affordable learning opportunities to a significant number of older adults from a central and stable Cornwall location, utilizing local resources and a comprehensive base of volunteers.

**Encore's Mission:** To provide a wide variety of courses and experiences to senior adults, utilizing knowledgeable volunteer presenters.

### **Goals:**

**Financial:** Course fees are intentionally kept at an affordable level; this revenue covers only a small part of our annual expenses. Three major fundraisers (Bingo, Annual Chicken Dinner, and occasional Yard Sale) provide a significant part of our annual revenues. However, these fundraisers seem to tax the available volunteer resources to their limit. Grants from a variety of sources have allowed Encore to maintain a credible marketing program and replace essential office and audio/visual equipment. A dependable source of grant funding of Core activities is essential to the future viability of Encore. Although much more difficult to find, ongoing operational funding would cover general expenses as required rather than continually having to come up with a special project from time to time. Bingo is an essential element of our financial situation and stable volunteer resources are required to ensure continuance of this activity.

In Feb 2022 Encore launched a Corporate Sponsorship Program. In March 2022 Encore obtained its first corporate sponsorship. This first sponsor is for one year at an amount of \$2,500

The Treasurer resigned in 2021. An Acting Treasurer has been appointed to ensure this function continues effectively. A new Treasurer will be elected at the 2022 AGM.

**Encore's Finance and Audit Committee will continue its focus on overseeing the research and development of grant opportunities through the use of professional assistance in this area. Obtaining additional operational and administrative funding from other external sources will also be explored. Sponsorship/Partnership will be pursued. A formal report on progress will be presented to the Board in January, 2023.**

a. **Program Expansion:** We presently present an average of 30 course offerings during each of three semesters per year. The course topics are developed by the Curriculum Committee based on those subjects offered by our cadre of volunteer presenters. Except for a flexible minimum age limit, potential participants are not divided into market segments based on their particular background or interests. Although course topics are diverse, evolving and built on current proven successful offerings, we need to broaden our horizons even further. At present, we do not actively seek out programs aimed at specific markets, i.e. new Canadians, First Nations Seniors, etc... We must seek out grant opportunities that would fund a broadening of our program offerings. Caution must be observed to ensure that the expansion of "one-session" offerings does not saturate our participants' availability. Multi-session programs should also be encouraged. This goal also relates to the Presenter Development goal.

**By December 31, 2023, the Curriculum Committee will plan to broaden the program offerings to include those designed to involve additional segments of our senior market. In conjunction with the Grant element of the Finance and Audit Committee, efforts will be made to obtain specific funding to attain this goal.**

**Presenter Development:** Over the years the Encore Program Coordinator and the Curriculum Committee have developed a cadre of volunteer Presenters who provide a wide variety of courses that we make available to seniors. A few new presenters are introduced each year. However this catalogue of courses is beginning to become “dated”. Many of our Members partake of several Programs each semester and we need to offer them, and potential new members, a greater variety of topics. Course topics are directly related to volunteer Presenters; therefore if we wish to diversify and expand our presentations, we must expand our roster of Presenters. We must seek funding as a solution to this issue. Focussed, professional efforts are required. This goal also relates to the Program Expansion goal.

**The Grant element of the Finance and Audit Committee, in conjunction with the Curriculum Committee, with assistance from the anticipated grants identified in the Program Expansion goal, will identify and recruit additional volunteer Presenters, increasing our cadre of presenters. A report outlining progress on this goal will be co-authored by the two committees and presented to the Board by December 31, 2023.**

**Marketing:** The marketing effort since 2020 has produced positive results. These efforts should be increased. The Marketing budget should be reviewed at the end of the next Fiscal Year. Given the increased cost of mailings due to the marketing initiatives, should the budget be increased? Specific activities should be added to the marketing effort, such as joining any “Welcome to Cornwall” programs for newcomers.

**The current, successful approach to Marketing will be reviewed by the Marketing Committee and a proposed revised program and budget will be presented to the Board by December 15, 2022.**

**Social Media/ Internet Activities:** 2020/21 saw the creation of a new Website. Initial indications are that this new initiative will be a very positive addition to our public profile. A new Facebook Coordinator was appointed early in 2021. It is expected this initiative will increase our social media presence.

**By December 31, 2022, the Marketing Committee will report to the Board on the perceived effectiveness of the new website and Facebook presence.**

### **Priorities:**

1. Develop a continuing capacity for grant identification, application, and management, and explore ongoing funding through partnerships and sponsors.
2. Review Marketing program.
3. Expand our existing program.
4. Develop additional Presenters.
5. Organizational Infrastructure Strategies

## ***Encore's Values:***

COURAGE to take risks and do things differently. DIVERSITY of perspectives, CREATIVITY, and EXPERTISE to get things done. OPTIMISM and DETERMINATION. CELEBRATING our successes and LEARNING from our experiences. STRENGTH that comes from working TOGETHER.

## ***Our Three Year Strategy:***

Priority 1: Grants: A specific Grants initiative will continue by the Finance and Audit Committee. The purpose of this initiative will be to ensure the ongoing financial viability of Encore. We have engaged a "Grant Coordinator", on an ad hoc basis, to identify, and apply for grant opportunities. A more formal arrangement funded by a substantial grant, is required to do all the research and planning required to make a grant program sustainable. The committee will develop an action plan before November 1, 2025. Stable sources for ongoing operational funding will also be explored. A plan to stabilize the volunteer resources and leadership for the bingo program must be developed.

Priority 2: Continue to expand the Corporate Sponsorship Program

Priority 3. Marketing: The Marketing Committee will review the existing program to suggest improvement and a revised budget and present a proposal to the Board for approval before December 15, 2022.

Priorities 4 and 5: Expand Program & Additional Presenters: By December 31, 2024, the Curriculum Committee will plan to broaden the program offerings to include those designed to involve additional segments of our senior market. In conjunction with the Grant element of the Finance and Audit Committee, we will be seeking a grant that calls for the expansion of our existing program. The proposal will include the recruitment of new presenters and a financial/work-plan that provides for staff time and volunteer time, along with goods and services money to achieve this goal.

Priority 5. Organizational Infrastructure Strategies.

## ***Organizational Infrastructure Strategies:***

(Internal change strategies)

**Facility stabilization:** Recent history has seen Encore moving to several locations in the City. The limitations of the last location, occupied from 2015 to 2017, demonstrated how crucial a venue is to our presentations. The disadvantages of that location caused a dramatic decrease in program attendance and revenue to such an extent that the cessation of operations due to financial insolvency was considered by the Board. The current location, now in its third year of operation has proven to be the Savior of Encore in Cornwall. By staff and students alike, it is considered to be as close to ideal as we can hope to achieve. Location, parking, access, quality of facilities, professionalism of management and reasonableness of cost all contribute to our extreme satisfaction with this facility. The current lease has been extended to Dec. 31, 2022.

**Strategy:** The Encore Chair, along with a Board Member, appointed by her/him, and the Program Coordinator, will meet informally and formally with representative(s) of Centre Charles-Emile-Claude, as required, to ensure the best possible arrangement for the continued occupation of our current premises. Ongoing regular meetings will be encouraged to ensure the best possible relationship will continue to the benefit of both our endeavors. The Board will encourage the symbiotic relationship we have with Centre Charles-Emile-Claude by cooperating with their programming in every way possible.

**Staffing Levels and Remuneration:** The current staff organization and pay levels have been in place for a number of years during periods of decent and not-so-decent revenue levels. A cursory look at the workload and pay levels suggests that our staff's contributions far exceed the remuneration we offer.

**Strategy:** An AdHoc committee of the Board will be tasked to review the workload requirements of staff and recommend an appropriate staffing level and remuneration levels by July 1, 2023.

**Succession Planning for Program Administration:** The day to day work done by the Program Administration is vital to the Encore operation. The development of three semesters of courses each year, signing up people for courses, financial associated tasks, dealing with the landlord, maintaining equipment, classroom setup, etc. are some of the tasks involved. A smooth transition of administration staff is important to allow for uninterrupted service levels. A comprehensive description of this work is necessary to allow for training of replacement administration staff. A Program Administration Guide was completed using a grant in 2021.

**Strategy:** The comprehensive Program Administration Guide must be reviewed each year. This annual review will be initiated at the February board meeting.

**Virtual Classroom Capability:** The COVID-19 crisis has exposed a threat to Encore's ability to deliver learning sessions to Cornwall and area seniors. The "Write It Now" program tried ZOOM delivery in 2021 and found the process acceptable. The "Hot Topics" presenter found the process unacceptable. Many Directors feel that, with this one exception, virtual presentations are not appropriate to our mandate. It is suggested that the benefits that members receive from the interpersonal relationships experienced in our personal programs are a very important part of our mandate but the expense of creating a "virtual Classroom" is not justified. A review of our Mandate as stated in our By-laws, is required to deal with this "Social aspects of our program" question.

ENCORE may be faced with another situation, such as health restrictions, that limits our ability to hold routine classroom sessions. It is better that this issue be discussed and a policy created while time for calm and considered discussion is available.

**Strategy:** The President will appoint an Ad-Hoc committee to study this issue with a mandate to present a detailed report with clear recommendations to the Board before the 2023 AGM.