



Saint Vincent de Paul



Saint Louise de Marillac

Walking with Vincent....



Blessed Fredric Ozanam

Strategic Plan

Society of Saint Vincent de Paul
of
Vancouver Island

2016



Blessed Rosalie Rendu



Founders of the Society of Saint Vincent de Paul

SOCIETY MISSION AND VISION

To serve Christ in the suffering, the poor, and the marginalized by bringing them love, respect, aid and development, hope and joy, in a more just society. (International Mission and Vision).

SOCIETY VALUES

The Mission of the Society of Saint Vincent de Paul implies that as Vincentians, we:

- See Christ in anyone who suffers
- Come together as a family
- Have personal contact with the poor
- Help in all possible ways

SOCIETY GOALS

1. **THRIFT STORE PROGRAM** - Collection and sale of quality used affordable clothing, furniture and household items so we can grow our capacity to serve the poor and to help fund other SSVP activities. Ensure retail store operations are both financially viable and supply low cost goods and services for the working poor and those on limited income.

#	<i>Strategic Objective</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Develop a policy on the reinvesting of some of the store profits for the expansion of the retail program as well as the long term needs of the program.	December 2016	PM/ED
2	Complete the move of the warehouse and ensure the thrift store is financially viable	June 2016	ED/PM
3	Develop a plan to address the financial viability of the retail sector	March 2016	ED/Controller/PM
4	Implement the financial plan and show two years of consistency	December 2016	ED/Controller/PM

2. **SOCIAL HOUSING PROGRAM** – To reduce the crisis of homelessness by providing quality affordable homes and building vibrant independent living communities with particular emphasis on those most in need.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Ensure Rosalie's Village is completed on time and on budget in 2016	September 2016	ED and finance committee
2	Start up the new Rosalie's Village Women and Children Centre	November 2016	PM/ED
3	Start up the new Rosalie's Village Childcare Centre	November 2016	PM/ED/Childcare MGR
4	Ensure the Island Health and BC Housing agreements work congruently	March 2016	PM/ED
5	Plan and deliver strategies to link housing program/clients/staff with Society programs	December 2016	All PM/ED
6	Integrate St. Andrew's Housing tenants into the SSVF policies and procedures and ensure they are welcomed into the community.	June 2016	PM/ED

3. **SOCIAL CONCERN PROGRAM** - Increase the amount of food, clothing, financial and other assistance available to those temporarily in need and to provide support to those in need who come to us for assistance and, in a kind and compassionate manner, empower them to increase their self-esteem and potential for a viable standard of living.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Review Program Evaluation and make recommendations for 2015	March 2016	Social Concern Program Manager
2	Liaise with Coordinator Member Volunteer Services to establish training and retention of volunteers in regard to home visits	December 2016	Social Concern PM/Volunteer Coord
3	Train and support coordinator for downtown social concern office and fulfill Victoria Foundation grant request	June 2016	Social Concern Program Manager
4	Develop staffing and program plan for SCO satellite office in Sooke	December 2016	Social Concern Program Manager
5	Renew and revamp the home visit program, impacting families and seniors specifically.	December 2016	Social Concern Program Manager

4. **OZANAM DAY CENTRE FOR PEOPLE WITH DISABILITIES** – Ensure the viability of the Centre and its programs by focusing on objectives that respond to the present and future needs of our community members with mental and physical disabilities.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	To increase awareness of our programs and services in the community through presentations as well as web and social media.	On going	PM
2	Staff to review existing programs and provide suggestions of possible new programs that would attract younger participants.	May 2016	Supervisor/Staff
3	Complete Snoezelin Room Programing for Participants and begin marketing the room to the community.	April 2016	PM/ED/Supervisor
4	Ensure the safety and security of the participants is addressed during the construction of Rosalie’s Village	September 2016	PM/Supervisor/Staff
5	Prepare a feasibility plan for a Geriatric Activity Centre within the Ozanam Program	September 2016	PM/Supervisor/Staff
6	Complete a 5 year vehicle replacement plan with purchase of final wheelchair van	December 2016	ED

5. **FINANCIAL SUSTAINABILITY** - To increase the capital and operating funds from donors, sponsors and governments.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Review the total financial requirements of the Society and the likely sources of income that are available to meet those requirements.	June 2016	ED, Controller with Finance Committee
2	Once the review is completed develop a dedicated on-going fundraising campaign to meet the shortfall of funds.	December 2016	ED with Development Consultant
3	Develop a society Fundraising Calendar	March 2016	ED with Development Consultant
4	Create a policy on the acquisition of new properties that is supportive of the vision of the Society	December 2016	ED, Controller, Finance Committee
5	Develop a Replacement Reserve Fund and Major Repairs Plan	December 2016	ED, Controller, Finance Committee
6	Develop an ongoing fund raising strategy for the Society that supports the goals of this Strategic Plan.	June 2016	ED with Development Consultant

6. **GOVERNANCE AND ACCOUNTABILITY** - To ensure the Board of Directors and the Particular Council lead the Society in accordance with the RULE and the Constitution and Bylaws of the Society with the upmost integrity and passion for those we serve.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Update the governance manual and set a plan in place for board orientation	June 2016	President and Executive of PC/Board
2	Review the committees (including the Particular Council) to ensure the membership, timing and focus of these committees is meeting the mission and values of the Society as well as the spiritual needs of the members, including the development of at least one strategic goal per committee.	December 2016	President and Executive of PC/Board
3	Complete the CARF recommendations	December 2016	President and Executive of PC/Board
4	To ensure a well-run accountable governance structure that ensures the long-term viability of the organizations stability and support for our staff, as well as hope and meaning for those we serve and the members/volunteers.	May 2016	President and Executive of the PC/Board
5	Review the Constitution and Bylaws	May 2016	President and Executive of the PC/Board
6	Review the Succession Planning for the Board	May 2016	President and Executive of PC/Board

7. SPIRITUALITY - Enhance the Spiritual formation and development of members which is fundamental to our Vincentian vocation and mission and to the membership of the Society.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	NATIONAL: Action 1.1: Presidents of all Conferences and Councils will appoint, develop and have available a Spiritual Advisor for monthly meetings and for general counsel (guidance, advise, direction, recommendations, etc.) to their Vincentian Family members.	December 2016	President and the Particular Council
1	NATIONAL: ACTION 1.2: Presidents of Conferences must ensure that as least annually they take the time to meet with the Parish Priest and Parish Councils to advise them of the good works of the Society in the Community. Parish bulletins should be used at least annually for regular communications to the parishioners, informing them of what is being done with the donations entrusted to them for the service of the poor. If Conference Presidents find resistance in getting this done they should seek the advice of others in their Vincentian family, Vincentian benefactors or their Particular Council, to intercede on behalf of the Conference.	December 2016	Presidents of Particular Councils and Conferences
2	NATIONAL: ACTION 1.3: Particular Council Presidents should schedule annual meetings with their Diocesan Bishop	January 2016	Presidents of North and Victoria Particular Council
3	NATIONAL: ACTION 2.3: Conferences and Council Presidents shall remain fully informed of the activities and resources of the National Social Justice Committee and of the lines of communication, which allow the exchange of information throughout the Society thereby permitting all Vincentians the opportunity to be informed or to participate in local, regional, or national systemic change efforts.	March 2016	Chairperson of the Particular Councils Advocacy Committees

8. COMMUNICATION - Improve communications with the Society between Members, Conferences, the Particular Council, the centrally administered programs and the Board; also between the Society, the larger Catholic community and the general public.

#	<i>Strategic Objectives</i>	Completion Date	Who is Responsible
1	NATIONAL: ACTION 3.2: Councils and Conferences will develop and act on strategies that will make others in the community aware of the contribution of our society and the ability of the Vincentian to help those living in poverty.	May 2016	Executive Director and Communications Committee Chair
2	NATIONAL: ACTION 3.3: Council and Conference Presidents will identify the gap that exists in their communication practices and work with the support of their Regional Executive to expand their communications methods through Parish and Diocesan news media, social media and other new forms of communication.	May 2016	Executive Director and Communications Committee Chair
3	NATIONAL: ACTION 3.1: Particular Council Presidents will ensure the Conference Presidents and admin are aware of the existing training programs that are available at the Canadian National website.	June 2016	PC Presidents
4	Development of a communication plan for the Society for the Centennial Celebrations (including advertising/fundraising etc.)	May 2016	Executive Director and Communications Committee Chair

9. MEMBERSHIP/CONFERENCES - Provide training and development opportunities that will enhance the skills and knowledge of the leaders and members of the Society. To better focus on Youth

and Young Adults active involvement and to render them every opportunity for participation in the growth, leadership and well-being of the Society.

#	<i>Strategic Objectives</i>	<i>Completion Date</i>	<i>Who is Responsible</i>
1	Implement "wheel of service" model in south Vancouver Island conferences	December 2016	Coordinator member services/ PM Social Concern
2	NATIONAL: ACTION 2.1: Presidents of all Conferences should refer to the National training program that are available on Home Visits and provide this training to their Vincentian members to assure that our members are capable of conducting both the home visits and needs analysis or all those friends in need of Vincentians help.	December 2016	Presidents of Particular Council and Conferences
3	NATIONAL: ACTION 4.2: Conference and Council Presidents will survey their members and develop a priority list of training subjects that are in need. This list will be presented to the next higher level President for a review of what content is available and what delivery methods can be used to present the training to their Vincentians.	September 2016	Particular Council Presidents
	NATIONAL: ACTION 4.1: Conference Presidents should develop strategies to involve youth and young adults in appropriate conference activities	December 2016	PC and Conference Presidents
4	Extend into parishes to develop new SSVP conferences on Vancouver Island	December 2017	Particular Council Presidents