



Saint Vincent de Paul



Saint Louise de Marillac

Walking with Vincent....

**A Strategic Plan
for the Society of Saint Vincent de Paul of Vancouver Island 2012**
PASSED BY THE BOARD OF DIRECTORS MAY 24TH, 2012



Blessed Fredric Ozanam



Founders of the Society of Saint Vincent de Paul



Blessed Rosalie Rendu

Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012

1) **GENERAL STRATEGIC GOAL - SPIRITUALITY (National Strategic Goal)**

To integrate a deep spirituality within the Society by:

- a) living the Gospel message by serving Christ in the poor with love, respect, justice and joy (National Mission of the SSVP)
- b) seeing Christ in anyone who suffers; coming together as a family; having personal contact with the poor; helping in all possible ways (National Values of SSVP)

2) **GENERAL STRATEGIC GOAL - SYSTEMIC CHANGE (National Strategic Goal)**

To ensure the concept of systemic change is applied to all programs the Society offers by:

- a) Aiming beyond providing food, clothing and shelter to alleviate the immediate needs of the poor;
- b) focusing on assisting the needy to change the overall structures within which they live and helps them develop strategies by which they can emerge from poverty.

2) **GENERAL STRATEGIC GOAL - THOSE WE SERVE**

Program growth and improvement should be based on:

- a) person to person contact
- b) addressing the long term solutions for our clients

1) **GENERAL STRATEGIC GOAL - CAPACITY**

Focus primarily on expanding and improving the capacity of existing programs to:

- a) Serve a larger numbers of the poor; and
- b) meet their greater and more complex needs

***Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012***

	IMPLEMENTATION	PAGE
Governance	Board	1
Spirituality	Spirituality Committee	2
Communications	Particular Council	3
Information Technology	Administration	4
Fundraising	Fundraising Committee	5
Property Development	Property Development Committee	6
Membership	Particular Council	7
Conferences	Particular Council	8
Social Concern Program	Social Concern Program Manager	9
Ozanam Program	Ozanam Program Manager	10
Housing Program	Housing Program Manager	11
Retail Program	Retail Program Manager	12

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- GOVERNANCE

Achieve clarity, widespread understanding and acceptance of the role and authority of the Society's Board and its Particular Council

STRATEGIC PLAN 2008

#	<i>Steps to Complete Strategic Goal</i>	<i>Completion Date</i>	<i>Who is Responsible</i>	<i>Status Update</i>
1	The SSVP Board is the legal authority under Article 5 of the Bylaws.	Dec-08	Board and PC	COMPLETED POLICY: GOV004
2	The PC, as the representative body of the Conferences, exists primarily to help the Conferences in their work and act as a vehicle for communication of Conference concerns to the Board as laid out in Article 41 of the SSVP bylaws.	Dec-08	Board and PC	COMPLETED POLICY: TERM OF REFERENCE PARTICULAR COUNCIL - GOV004B
3	The board must seek input from the PC on all matters related to the concerns of the Conferences	08-Dec	Board and PC	COMPLETED POLICY: TERM OF REFERENCE PARTICULAR COUNCIL - GOV004B

STRATEGIC PLAN 2012

Strategic Goal 2012- GOVERNANCE

Now that the Board and Particular Council have separate and distinct roles, review the timing, content and focus of each group to ensure meeting the needs of the Society and its members according to the "Rule". Also ensure that succession planning for the Executive is addressed.

#	<i>Steps to Complete Strategic Goal</i>	<i>Completion Date</i>	<i>Who is Responsible</i>	<i>Status Update</i>
1	Ensure that a full Board and PC membership is voting in at the AGM in March, 2012	Apr-12	Nominating Committee of the Board and PC	
2	Using the CARF governance review template, conduct an assessment of the Board's governance performance. Identify successes and put steps in place to address any areas of weakness.	May-12	Newly Elected President and Executive of PC	
3	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.	Dec-12	Newly Elected President and Executive of PC	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- SPIRITUALITY

The Strategic Plan for 2008 did not have a separate section for Spirituality

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1				
2				
3				

STRATEGIC PLAN 2012

Strategic Goal 2012- SPIRITUALITY

Increase the observable spirituality in the Society of Saint Vincent de Paul (National Strategic Direction) Increase the opportunities for the spiritual development of Vincentians

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Work with the Conference to ensure they have active, participating Spiritual Directors	May 31st, 2012	Particular Council and Spiritual Director <i>with assistance from the Ministry Coordinator Office of Justice and Life of the Diocese of Victoria</i>	
2	Form a Particular Council Spiritual Committee under the direction of the Society Spiritual Advisor	March 31st, 2012	Particular Council and Spiritual Director	
3	Set Committee meeting times, agenda and have participation from all conferences on the island	December 31st, 2012	Spiritual Director	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- COMMUNICATIONS

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.

STRATEGIC PLAN 2008

#	<i>Steps to Complete Strategic Goal</i>	<i>Completion Date</i>	<i>Who is Responsible</i>	<i>Status Update</i>
1	Develop a detailed communications plan for the Society.	Jan-09	Development Manager	Development Manager no longer a position within Society - goal not completed
2	Consider the creation of a regular society Newsletter, better use of information and communications technology such as a more interactive Web2 website, improvements in the content of training and orientation materials.	Jan-09	Development Manager	Development Manager no longer a position within Society - web site completed.
3	Development of an effective public relations campaign.	Jan-09	Development Manager	Development Manager no longer a position within Society - goal not completed

STRATEGIC PLAN 2012

Strategic Goal 2012- COMMUNICATIONS

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>Steps to Complete Strategic Goal</i>	<i>Completion Date</i>	<i>Who is Responsible</i>	<i>Status Update</i>
1	Develop a detailed communications plan for the Society.	June, 2012	To Be Determined	
2	Consider the creation of a regular society Newsletter, better use of information and communications technology such as a more interactive website, improvements in the content of training and orientation materials.	June, 2012	To Be Determined	
3	Development of an effective public relations campaign.	December, 2012	To Be Determined	

**Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012**

Strategic Goal 2008- INFORMATION TECHNOLOGY

There was no separate section for information technology

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	This was not part of the Strategic Plan in 2008, however in 2012 it is felt that it is a necessary part o the strategic planning process and should have its own section in the plan.			

STRATEGIC PLAN 2012

Strategic Goal 2012- INFORMATION TECHNOLOGY

To provide an environment focused on the needs of the poor; which integrates people, processes and technology, to increase the efficiency and effectiveness of Society programs and services.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Complete the "GoodWorks" Client Intake system for the Social Concern Program	April 30th, 2012	IT (Jacek)	
2	Finalize the Ozanam Program participant database for the holding of client records.	June 30th, 2012	IT (Jacek)	
3	Upgrade the retail stores interface with the "GoodWorks" System in the SCO	July 30th , 2012	IT (Jacek)	
4	Finalize the "Fredetrack" Human Resource database now being beta tested in the Ozanam Program	September 30th, 2012	IT (Jacek)	
5	Perform a feasibility study on the need for a Housing Database for tenant records	December 31st, 2012	IT and ED	
6	Create a delivery system for the retail pickups and deliveries	2013	IT/PM and ED	
6	Develop a comprehensive technology plan for the hardware and software needs of the Society for the next three years.	October 30th, 2012	IT and ED with PM's	

Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012

Strategic Goal 2008- FUNDRAISING

Develop an ongoing fund raising strategy for the Society that supports the goals of this Strategic Plan.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Review the total financial requirements of the Society and the likely sources of income that are available to meet those requirements.	6 months after operational plans approved by the Board	ED with Development Manager, Finance Committee	Development Manager no longer a position within Society - goal not completed
2	Once the review is completed develop a dedicated on-going fundraising campaign to meet the shortfall of funds.	6 months after operational plans approved by the Board	ED with Development Manager, Finance Committee	Development Manager no longer a position within Society - goal not completed

STRATEGIC PLAN 2012

Strategic Goal 2012- FUNDRAISING

Develop an ongoing fund raising strategy for the Society that supports the goals of this Strategic Plan.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Review the total financial requirements of the Society and the likely sources of income that are available to meet those requirements.	6 months after operational plans approved by the Board	ED with Finance Committee	
2	Once the review is completed develop a dedicated on-going fundraising campaign to meet the shortfall of funds.	6 months after operational plans approved by the Board	ED with Finance Committee	
3				

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- PROPERTY DEVELOPMENT

Develop existing properties or acquire property to adequately meet the Society's space needs with particular emphasis on increasing supported housing for the difficult to house.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Complete an inventory of SSVP owned property on Vancouver Island and an assessment of its potential for development	Jan-09	ED and PM's	This was completed and presented to the Board with a motion to develop all owned property first for the maximum benefit o the poor
2	Continue the plan for the Royal Oak property for housing that is already approved by the Board	Jan-09	ED and PM's	Property Development Committee overseeing progress - waiting for final government funding
3	Create a policy on the acquisition of new properties that is supportive of the vision of the Society.	Jun-09	ED and PM's	This has not been completed

STRATEGIC PLAN 2012

Strategic Goal 2012- PROPERTY DEVELOPMENT

Develop existing properties or acquire property to adequately meet the Society's space needs with particular emphasis on increasing supported housing for the difficult to house.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Ensure Provincial Government is aware of need to project completion of Rosalie's Village	December, 2012	ED	
2	Continue to explore the feasibility of the youth housing/retail store for the Sooke property, in partnership with M'Akola Housing	December, 2012	ED	
3	Create a policy on the acquisition of new properties that is supportive of the vision of the Society.	June, 2012	ED and PM with the Property Development Committee	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- MEMBERSHIP (was Human Resources in 2008)

Increase the size of the membership and the number of volunteers in the greater Victoria area with special emphasis on age diversification and the development of leadership and administrative volunteers at the Conference, Particular Council and Board levels.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Develop an operational plan for the increasing of membership in the Society with particular emphasis on the Victoria area.	Mar-09	Development Manager, PC	Development Manager Position no longer in existence - Goal not completed
2	Address the recruitment, retention and training of more volunteers with particular emphasis on reducing the average age of the volunteer corps and attracting more qualified volunteers for leadership positions in Conferences, Particular Council and Board levels.	Mar-09	Development Manager, PC	Development Manager Position no longer in existence - Goal not completed
3	Perform an analysis of numbers needed, target growth rates with timelines and specific suggestions on how to achieve the targets above.	Mar-09	Development Manager, PC	Development Manager Position no longer in existence - Goal not completed

STRATEGIC PLAN 2012

Strategic Goal 2012- MEMBERSHIP (was Human Resources in 2008)

Increase the size of the membership and the number of volunteers in the greater Victoria area with special emphasis on age diversification and the development of leadership and administrative volunteers at the Conference, Particular Council and Board levels.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Develop an operational plan for the increasing of membership in the Society with particular emphasis on the Victoria area. (National Strategic Goal)	June, 2012	To be determined	
2	Address the recruitment, retention and training of more volunteers with particular emphasis on reducing the average age of the volunteer corps and attracting more qualified volunteers for leadership positions in Conferences, Particular Council and Board levels. (National Strategic Goal)	October, 2012	To be determined	
3	Perform an analysis of numbers of members/volunteers needed, target growth rates with timelines and specific suggestions on how to achieve the targets above.	March, 2012	To be determined	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- CONFERENCES

Help Conferences better meet local needs

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Improve the home visiting program	Jun-09	AdHoc Committee of representatives from PC,Conferences and SC Committee	SCO Committee stopped the use of food vouchers and reduced the repeat home visits to clients
2	Help Conferences identify and address the needs, both apostolic and practical, of the poor in their community	Jun-09	AdHoc Committee of representatives from PC,Conferences and SC Committee	SCO Committee has asked conferences to seek out the poor within their community - this is on-going.
3	Address the unique needs of Up-Island conferences	Jun-09	AdHoc Committee of representatives from PC,Conferences and SC Committee	Up island conferences have voted to form their own PC and eventually be a separate north island PC not under the governance of the Board.
3	Enhance the spiritual growth that members derive from carrying out the Society's mission in their communities	Jun-09	AdHoc Committee of representatives from PC,Conferences and SC Committee	This has not been addressed and should be considered under a separate SPIRITUALITY heading in 2012

STRATEGIC PLAN 2012

Strategic Goal 2012- CONFERENCES

Help Conferences better meet local needs

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Enhance the spiritual growth that members derive from carrying out the Society's mission in their communities	Oct-12	Newly formed Spirituality Committee	
2	Address the unique needs of Up-Island conferences	Dec-12	Executive of the Particular Council and ED	
3	Improve the home visiting program	Sep-12	Social Concern Committee and the Social Concern Manager	

Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012

Strategic Goal 2008- SOCIAL CONCERN PROGRAM

Develop policies and procedures for the Social Concern Office that address the implementation, assessment and expansion of the short term and long term programs taking into account the overriding goals of the Society.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Develop clearer policies and procedures regarding criteria for benefit allocation decisions	Jan-09	Governance Review Committee	SCO Committee and SCO Manager, ED created policies
2	Develop clearer policies and procedures regarding the resolution of disagreements arising out of decisions between SCO, PC and Conferences	Jan-09	Governance Review Committee	SCO Committee and SCO Manager, ED created policies
3	Develop an operational plan for the expansion of both short term and long term services in the SCO. This should cover the balance of time, effort and money that should be applied to addressing both these types of services.	Jun-09	SCO Manager and ED	SCO Committee and SCO Manager, ED created policies

STRATEGIC PLAN 2012

Strategic Goal 2012- SOCIAL CONCERN PROGRAM

Determine the future direction of the Social Concern Program

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Complete a needs survey of all stakeholders	April 30, 2012	Social Concern Program Manager	
2	Following the newly established policies - evaluate the current programs and make recommendations to Particular Council	June 30, 2012	Social Concern Program Manager	

Society of Saint Vincent de Paul of Vancouver Island
Strategic Plan 2012

Strategic Goal 2008- OZANAM PROGRAM

Maintain and improve the Ozanam Centre by implementing the recommendations of the recently completed external review process.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Prepare an operational plan for implementing recommended improvements.	Dec-08	Executive Director	This was done, presented to the Board and acted upon up and to completion of all recommendations.
2				
3				

STRATEGIC PLAN 2012

Strategic Goal 2012- OZANAM PROGRAM

Ensure the continuation of the Ozanam Program given that CLBC is shifting the funding focus from group day programs.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Review current accessibility plan and update as necessary	June, 2012	Ozanam Program Manager	
2	Improve current emergency drills, practices and staff training programs	Preliminary March	Ozanam Program Manager	
3	Improve the quality of service available to participants	April, 2012	Ozanam Program Manager	
4	Review and improve the quality of the Participants daily activities	December, 2012	Ozanam Program Manager	
5	Involve Participants in determining group direction	December, 2012	Ozanam Program Manager	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- HOUSING PROGRAM

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	This plan was combined with the Property Development plan in 2008. The two programs have been separated for 2012.			
2				
3				

STRATEGIC PLAN 2012

Strategic Goal 2012- HOUSING PROGRAM

To ensure that the housing program is run as effectively and efficiently as possible.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Complete Building Life Survey with an emphasis on end of life upgrades and budget	December, 2012	Housing Program Manager	
2	Develop and distribute a needs questionnaire to the clients/tenants to assess the best way SSVP can provide housing available to the poor.	December, 2012	Housing Program Manager	

Society of Saint Vincent de Paul of Vancouver Island

Strategic Plan 2012

Strategic Goal 2008- RETAIL PROGRAM

Grow retail store operations and improve their efficiency.

STRATEGIC PLAN 2008

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Develop an operational plan for the expansion of the retail program by re-investing store assets as a basis for funding store expansion.	Jun-09	Manager of Retail Program with ED	Large loss in Retail Program resulted in detailed plan to change the loss into profit. Approved by the Board and acted on. Still require a policy on reinvesting profit.
2	Assess the needs for improving the sorting and distribution services	Jun-09	Manager of Retail Program with ED	Closed the sorting and dispatch and centralized sorting out of each store.
3	Review the recycling and environmental protection policies related to store operations.	Jun-09	Manager of Retail Program with ED	This has not formally been completed. However this is reviewed regularly with the store managers.

STRATEGIC PLAN 2012

Strategic Goal 2012- RETAIL PROGRAM

Grow retail store operations and improve their efficiency by committing to new store expansion in regions that do require goods and services for the working poor and those on limited income.

#	Steps to Complete Strategic Goal	Completion Date	Who is Responsible	Status Update
1	Program review of current store viability and locations	June, 2012	Manager of Retail Program with ED	
2	Format a survey to give out to all Vancouver Island members to assess demand for potential store locations.	April, 2012	Manager of Retail Program with ED	
3	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.	November, 2012	Manager of Retail Program with ED	