

Presenting – The Strategic Plan

Whether it's a household, a corner store or a multinational corporation, a sound strategic plan is an important component in the life of a successful organization. As a complex, medium size, not-for-profit corporation, Toronto Central Council is no exception. From our funders to our business associates to our staff, and our Vincentians, all look to our strategic plan as both an indicator of our competence and a road map to our future. With those realities in mind, the Board recognized the need to review our old Strategic Plan and create a new plan that would put us on a path for success as we exit the pandemic and hopefully get back to a more normal operation.

Under the leadership of the Governance Committee and with the support of Louise and her senior management team, we surveyed a wide variety of stakeholders including staff, Particular Council and Conference Presidents, committees of the Board and all Vincentians had the opportunity to provide their input through the earlier comprehensive Vincentian survey. The resulting information formed the backbone of the initial draft document which was reviewed and refined by the Board working both in smaller teams and collectively.

We are pleased to announce that our new Strategic Plan is now complete and ready for implementation. This is the blueprint for the organization over the next few years. It is being circulated to all Vincentians as each of us has a role to play in its implementation. We should all be looking at it with a view to ensuring that we understand it and live it in whatever ways it pertains to us as stakeholders in the ongoing success of the organization.

This is a three-year plan meant to reaffirm our basic mission, grow the organization, reassure our funders, and guide us back to normal operations as we emerge from the COVID-19 pandemic. It is, as all such plans are, a living document. It will be reviewed annually by the Board and updated as needed. It is your document as well and we look forward to your support in its implementation and future development.

G. Valcour

Chair, On behalf of the Board

Society of Saint Vincent de Paul Greater Toronto Central Council Core Statements: Vision Mission Values Governance

Vision:

In the Greater Toronto area, the Society of Saint Vincent de Paul will be recognized as a united Vincentian community turning concern into action responding to people in need.

Mission:

The Greater Toronto Central Council of the Society of Saint Vincent de Paul provides shelter, financial assistance and related programs throughout the GTA, to address the human impacts of poverty, while providing leadership, coordination and support to its local volunteers, and advocacy on behalf of those we serve.

Values:

Compassion, integrity, trustworthiness, honesty, transparency, teamwork and accountability, as set out in the Rule of the International Society of Saint Vincent de Paul.

Governance:

Related to the International Vincentian Family, the Greater Toronto Central Council is an independent corporation operating within the Archdiocese of Toronto. Voting members of the Corporation are the Presidents of the Conferences and Particular Councils and members of the Board of Directors. The Board of Directors is responsible for the oversight of the Corporation, working with Committees and staff in carrying out our mission.

Society of Saint Vincent de Paul Greater Toronto Central Council

Strategic Plan 2022 – 2025

Strategic Focus: Engagement

GTCC will fully engage with Vincentians, Volunteers, Employees, Neighbours in Need, Residents, Clients, Funders and Donors, and our Parish Communities, to nurture a community where each of our stakeholders is invited into the Society's mission, contributing their unique gifts to the work of the Society so that we may grow together living the Gospel message of love, respect, justice and joy.

➤ **Vincentians and Volunteers:**

Helping each other grow in our work by sharing expertise, best practices, and opportunities for growth;

- ✓ Progressing towards the full implementation of our Five Guiding Principles, fully defined in: <https://svdptoronto.org/members-area/conferences-resources/>
 - ✓ Home visitation;
 - ✓ Sharing;
 - ✓ Equity of service
 - ✓ Renewal;
 - ✓ Continuous learning.
- ✓ Spiritual Facilitation and the Five Guiding Principles will guide the GTCC's work in succession planning, active recruitment and learning and development.

➤ **Employees:**

Ensuring that staff have the resources and tools needed so each member of our team can grow and develop as persons; and, nourish their passion for the Society's mission.

Growing in our effectiveness in serving Neighbours in Need, residents and clients.

- ✓ Management will highlight opportunities for growth and development as a measurement of organizational strength. Areas such as succession planning, training, retention and compensation will be reviewed on an ongoing basis.

➤ **Neighbours in Need, Residents and Clients**

Striving to reduce the impact of poverty on our Neighbours in Need, residents and clients and help them lead more dignified lives:

- ✓ The organization will work to anticipate the needs of our Neighbours in Need, residents and clients on an ongoing basis, and share our expertise and experience to help alleviate the impact of poverty. Employing a communications network to receive two-way feedback is integral to developing meaningful relationships.

➤ **Funders and Donors:**

Encouraging full and active participation of funders and donors in achieving our mission, noting their crucial role in helping the Society turn concern to action.

- ✓ Recognizing that individuals and groups that financially support Vincentian life are critical to the ongoing operation of the Society, and noting the impact of changing demographics on our society, the GTCC will undertake an examination and review of opportunities to expand donor activity by adopting a fundraising strategy, if appropriate.

➤ **Our Parish Communities:**

Calling others in our local parish communities to witness with open eyes the injustices facing the vulnerable in our region and inviting them to participate in and contribute to our mission;

- ✓ Adopt a strategy to further engage parishioners across the GTCC area to build awareness of the plight of the vulnerable amongst us and how the Society of Saint. Vincent de Paul assists these individuals with the support of parish communities.
- ✓ Serving as ambassadors for the vulnerable in our parish communities, and offering a witness of love, respect, justice and joy.

Strategic Focus: Awareness

GTCC will use all available tools to raise the profile of the Society, connecting our outreach to the core of our Catholic charism, utilizing God's gifts in the service of others.

➤ **Communications:**

Timely, effective, supportive, accessible communications within the Society and in the community

- ✓ Renewal of the website and member portal including improved accessibility (to be completed in 2022)
- ✓ Test knowledge of Vincentians with the goal that 80% are aware of Special Works
- ✓ Improve communication with conferences to clarify available services and support
- ✓ Bi-annual communiques for conferences for use in the parish

➤ **Profile:**

Branding guide, image, consistency, clarity

- ✓ Support ongoing use of branding guide and communications protocol including avenues for feedback
- ✓ Monitor trademark issue at National Council
- ✓ Share our experience and expertise with other organizations
- ✓ Reach out to engage more youth through dedicated committee analysis
- ✓ Explore use of social media

➤ **Fundraising:**

Developing relationships, partnerships and new opportunities

- ✓ Participation in sector tables to remain informed and to share our experience and expertise
- ✓ Diversify and grow donor base
- ✓ Educate potential and current donors on issues that impact vulnerable populations including our Neighbours in Need to encourage fundraising
- ✓ Create stewardship strategies with specific tactics for welcoming new donors, retaining donors, and stewarding donors towards larger gifts over the long-term
- ✓ Develop tools and practices for local conferences to effectively fundraise in their own parish communities
- ✓ Clarify expectations with conferences regarding need to share excess funds.

Strategic Focus: Foundation

GTCC will ensure that the organizational structure of the Society has a firm governance foundation, supporting all aspects of the Society's volunteer and staffed outreach.

➤ **Board Development**

Well qualified candidates with the necessary experience to support our mission.

- ✓ Board positions filled using the matrix of required skills and experience
- ✓ Members who reflect the diversity of our community

➤ **Directed Committees**

Appropriate and fully functional committees with members who are interested, experienced and engaged in accomplishing the responsibilities of the Board.

- ✓ Attendance at 95%
- ✓ Terms of Reference and work plans updated annually
- ✓ A review of the Particular Council Presidents Committee
- ✓ Support membership by matching skill, number of members, diversity, renewal with Committee mandate

➤ **Informative Policies**

Board and Administrative Policy manuals up to date

- ✓ Policies are clear, accessible, reviewed annually, provide necessary direction

➤ **Clear and Compliant Constating Documents**

Articles of Incorporation, By-law, legislative compliance clear and up to date

- ✓ Annual review of foundational documents
- ✓ Required filings completed and minuted

Strategic Focus: Stewardship

GTCC will ensure all funds, properties and equipment donated or purchased by the Society are carefully and responsibly accounted for, maximized and reported to the membership and community.

➤ **Financial Accountability and Revenue Generation:**

Audited Statements, transparent reporting, detailed budget forecasting, adequate support to Conferences and Councils

- ✓ Finances in good order: expenses controlled at less than annual revenue, clean audits; transparent accounting & annual reporting to membership
- ✓ Specific goals – no operational deficit, adequate capital to maintain facilities
- ✓ Revenue Generation: maintain revenue levels and investigate new sources of revenue to augment or replace existing or former sources

➤ **Assets:**

Building capacity maximized, facilities maintained, opportunities for increased use embraced

- ✓ Real estate: required standards met; building condition studies undertaken every 5 years
- ✓ Facility Reviews: creation of a detailed plan for each division based on assets: condition, use, capacity: annual review, changing environment, changing needs

➤ **Technology:**

Security, evolving virtual presence, support in place

- ✓ Technology committee in place, standard pro-active involvement in operational processes; lifecycle management in place

➤ **Special Works:**

A comprehensive inventory of the Special Works, anticipating where we might be five years from now contributing to the broader community

- ✓ All programs operational and properly staffed
- ✓ Achieve pre-COVID capacity to serve clients within programs
- ✓ Prepare to respond to opportunities to expand Special Works