

Society of St. Vincent de Paul

Strategic Plan

November, 2005

Strategic Direction #1: Turning Concern Into Action

Provide clear guidance as to how the members are to carry out their work, and provide adequate support.

Goal	Objective	Action	Time-line	Responsibility
Home Visitations 1. To help ensure that service through home visitations is in the short and longer-term interests of those we serve and are in keeping with our stewardship responsibilities. 2. To put measures in place to help ensure that home visitations are carried out in an effective and appropriate manner.	1.1. To determine the appropriateness and viability of home visitations in the GTA in 2005 and beyond;	1.1.1. Establish a Home Visitation Committee to carefully consider the matter and to make recommendations to the Board	Interim Report to Board by Jan., 2006	Exec. Dir./H.V. Chair
	1.2. To develop guidelines and standards for home visitations;	1.2.1 As above		
	1.3. To develop guidelines and criteria designed to better manage and assist long-term clients	1.3.1 From the recommendations of the H.V. Committee, the Resource Committee will develop recommendations and an implementation plan	Submit Plan to Board by May, 2006	Res. Comm. Chair
	2.1 See 1 above	2.1.1 As above		Exec. Dir.

<p>3. To help ensure greater equity and consistency in the quality and quantity of service across the GTA</p>	<p>3.1 As above</p>	<p>3.1.1 As above</p>		<p>Exec. Dir.</p>
<p>Parish Community 4. To help ensure that conferences make every reasonable effort to work cooperatively and effectively with the parish priest, the Parish Council and related ministries</p>	<p>4.1 To confirm the Cardinal's support of the Society and its work in the parishes</p> <p>4.2 To work with the conferences to improve skills and attitudes re. working effectively and cooperatively with the priest and parish.</p>	<p>4.1.1 Arrange meeting with the Cardinal re. recent trends and future directions.</p> <p>4.2.1 Include info re this in the Solutions Pak developed by Communications Committee</p> <p>4.2.2 PC presidents to discuss with conference presidents each component of the Solutions Pak and provide feedback re need for further action by Resource Committee or the Board</p>	<p>Compl.</p> <p>Compl.</p> <p>Dec., 2005</p>	<p>Ex. Dir.</p> <p>Res. Co-ord.</p> <p>PC Pres.</p>
<p>Youth 5. To find ways to welcome and maintain young people within the Society</p>	<p>4.3 To work with the priests in relationship building and addressing specific concerns.</p> <p>5.1 To make a concrete start at engaging youth within our conferences.</p>	<p>4.3.1 Address the pastors in their Zone Meetings to present the advantages of having an independent Catholic lay group serving the poor of the parish</p> <p>5.1.1 Identify one or more conferences to pilot strategies for appropriately and effectively involving youth in the work of a conference</p> <p>5.1.2 Work with the pilot project(s) conference to implement ideas that have been successful in other jurisdictions and to develop strategies that can be shared with other conferences.</p> <p>5.1.3 Develop implementation plan for Board approval.</p>	<p>June, 2006</p> <p>Jan., 2006</p> <p>Jan., 2006 – Jan., 2007</p> <p>Mar., 2007</p>	<p>Ex. Dir.</p> <p>Ex. Dir.</p> <p>Res. Coord.</p> <p>Res. Chair</p>

<p>Advocacy</p> <p>6. To determine what TCC's role and responsibility should and can be in terms of advocating on behalf of those we serve.</p>	<p>6.1 To develop a clear position re. advocacy on the part of TCC</p> <p>6.2 To determine actual positions to be taken on key issues</p> <p>6.3 To develop a process for TCC advocacy.</p>	<p>6.1.1 Have a special, extended session of the Board to make a decision about TCC's position re. advocacy</p> <p>6.2.1 Next steps to be planned at Feb. session</p> <p>6.3.1 Next steps to be planned at Feb. session</p>	<p>Feb., 2006</p>	<p>Pres., TCC</p>
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Strategic Direction #2: The Organizational Model

Have in place an organizational model and process that helps ensure effective decision making at all levels of the organization.

Goal	Objective	Action	Time-line	Responsibility
1. To provide opportunities for the members of the Board to recognize and accept their responsibility to have a working knowledge of the various works of the Society and to actively contribute to the shaping of projects and policies related to those works.	1.1 To create a structure and process that encourages and facilitates engagement in our various works by the members of the Board	1.1.1 Create a Portfolio model where members of the Board are assigned, by the President, to represent and act as liaison with a grouping of our works and undertakings.	June, 2005	Pres.
	2. To help ensure that all of our works are adequately represented in planning and decision-making.	2.1 To create a structure and process that helps ensure that, in counsel to the President and decisions at the Board, all of the works are represented at the table.	2.1.1 Create an Executive Panel, made up of the six Portfolio Holders and the President.	Nov., 2005
		2.1.2 The Panel to develop processes for its effective functioning	Jan. 2006	Pres.
2.2 To put in place procedures to ensure implementation and follow-up		2.2.1 Create implementation/follow-up tracking as part of every Board agenda.	Nov., 2005	Exec. Dir.
Committees 3. To help ensure that the committees of the	3.1 To review the mandate, objectives, and progress of each	3.1.1 Have each committee complete a review and submit the results to the President for	Jan., 2006	Pres./Ex. Dir.

<p>Board are operating effectively, within appropriate mandates</p>	<p>committee to help ensure the work of the Board is being carried out effectively.</p>	<p>appropriate action</p>		
<p>Leadership 4. To develop a process and culture that helps ensure that appropriate, effective leaders are in place.</p>	<p>4.1 To develop a succession planning and leadership training process to help ensure that leaders, with the right attitudes and skills are available to serve at all levels of the Society.</p>	<p>4.1.1 A model will be developed and presented to the Board for approval.</p>	<p>Mar., 2006</p>	<p>Res. Chair</p>
<p>VPFHC 5. To work with other Vincentian bodies in a fraternal manner according to the spirit of the Rule of our Society.</p>	<p>5.1 To review and develop our relationships with other Vincentian bodies, including, but not limited to, National, Provincial, and VPFHC.</p>	<p>5.1.1 To ask the Executive Panel to develop, report, and then guide the implementation of objective 5.1 on an ongoing basis per the needs of our Society. 5.1.2 To discuss and negotiate a possible agreement with VPFHC in a manner consistent with our Mission.</p>	<p>Mar., 2006 Jan., 2006</p>	<p>Pres./Executive Panel Ex.Dir.</p>

Strategic Direction #3: The Funding Approach

Ensure stable, adequate funding and support for our current works and for new or expanded works.

Goal	Objective	Action	Time-line	Responsibility
<p>Communication</p> <p>1. To help ensure that parishioners are better informed about whom we are and what we do.</p>	<p>1.1 To increase donations and membership by educating the parishioners about what we do and how well we do it.</p>	<p>1.1.1 Create a Communications Committee with the following objectives.</p> <ol style="list-style-type: none"> 1) increasing donations to the poor box by 10% and funds coming to Central increased by \$100,000 over the average of the last two years; 2) more effective communication with members and parishioners will support the work of the Resource Committee to raise membership by 10% over the coming fiscal year. 3) informing members to the point where they indicate that they feel more comfortable in their role as knowledgeable ambassadors (able to articulate to parishioners a clear, correct message about who we are and the full range of services we provide) for the Society. 4) obtaining more free press (3,000,000 impressions for fiscal year). 5) developing objectives related to communicating with the broader public to be developed. <p>Actions undertaken or planned include:</p> <ul style="list-style-type: none"> ▪ Well designed flyers (Marygrove, etc.) with a clear, consistent message about our works; 	<p>Progress Report, Mar., 2006</p>	<p>Ex. Dir./ Commun. Comm. Chair</p>

<p>2. To increase the Society’s profile with the general public.</p>	<p>2.1 To seek new sources of donations, both private and corporate</p>	<ul style="list-style-type: none"> ▪ Sessions and material to educate our members about our works and the need for greater support; ▪ Educating conferences about ways to increase donations (“Solutions Pak” 		
<p>Financial Management</p> <p>3. To ensure that funds are well managed and that financial decisions, in addition to being driven by our mission and identified needs, are also based on solid business principles and practices</p>	<p>3.1 To develop a mechanism to ensure the Board is fully informed re. the financial arrangements and status of each special work and is advised in a timely manner of any significant actual or likely changes in status.</p>	<p>1.1.2 See 4 and 5 above</p> <p>3.1.1 Prepare business plans for each special work and include revised versions with the proposed budget each year</p> <p>3.1.2 Where any of the “red flag” factors (as approved by the Board) occur, a revised business plan for that special work will be presented to the Board at the earliest opportunity.</p>	<p>May, 2005</p>	<p>Ex. Dir.</p>
<p>4. To put in place a structure and process that helps ensure that the Board is well advised in matters financial</p>	<p>4.1 To create a Finance Committee that has a broad enough membership to appropriately advise the President and the Board.</p>	<p>4.1.1 Implement the Board-approved motion (Fall, 2004) to create a Finance Committee</p>	<p>Jan., 2006</p>	<p>Pres.</p>
<p>5. To develop a fundraising philosophy and strategy as part of a more proactive approach to ensuring adequate, stable funding.</p>	<p>5.1 To put in place a policy, procedures, and, if appropriate, personnel, sufficient to ensure raising sufficient funds to provide steady, adequate funding for present and future works and needs.</p>	<p>5.1.1 Charge the Finance Committee with considering various fundraising models/options and make a recommendation to the Board</p>	<p>June, 2006</p>	<p>Pres./Fin. Comm. Chair</p>

<p>Human Resources & Facilities</p> <p>6. To ensure that TCC has the facilities and personnel in place to effectively carry out its Mission and Vision by:</p> <p>a. Putting in place a process for analyzing the human resources needs and developing a plan to ensure the right people are in place at the right time.</p> <p>b. Organize a review of a potential renewal project for the 240 Church building.</p>	<p>6.1 a) To determine the personnel needs for TCC for the next five years, based on current realities and planned initiatives.</p> <p>b) To put a process in place that will lead to decisions and action related to the 240 Church facility.</p>	<p>6.1.1a The Executive Panel will consider the personnel needs and make a recommendation to the Board.</p> <p>6.1.1b A committee will be struck to consider:</p> <ul style="list-style-type: none"> i. Planning, investment & operating costs; ii. Sources of funds for above; iii. Groups to be served/housed; iv. Role of Cardinal; v. Timing. 	<p>April, 2006</p> <p>Bring recom. options to Board, Mar., 2006</p>	<p>Pres./Ex. Panel</p> <p>Pres.</p>
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