



SOCIETY OF SAINT VINCENT DE PAUL, ONTARIO REGIONAL COUNCIL

Strategic Plan 2017 to 2021

March, 2017

(Reviewed and updated August 2018)

(Reviewed and updated July 2020 adding 2019 info)

The purpose of this Strategic Plan is to provide a Communication Plan to support the goals and objectives of the National Strategic Plan for the Society of Saint Vincent de Paul in Ontario – hereinafter referred to as ONRC.

PILLARS	GOALS/ACTIONS	MEASURABLE OUTCOMES
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<p>OZANAM</p>	<p>Spiritual Advisor</p> <p>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, recommendation, etc.) to their Vincentian family members.</p> <p><i>Action 1.1.A. ONRC will provide workshops for Spiritual Advisors and Presidents in their communities as requested by Particular Councils, Central Councils or by Isolated Conferences as well as workshops at Regional Meetings.</i></p> <p><i>Action 1.1.B. ONRC will share information electronically with Spiritual Advisors that will assist with their role.</i></p> <p><i>Action 1.1.C. ONRC will ask Conference and Council Presidents to appoint appropriate lay persons as Spiritual Advisors, especially where the clergy is over burdened and unable to fulfill the duties of Spiritual Advisor.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify the number of Conferences and Councils with active Spiritual Advisors as monitored through annual report data by end of 2017. 192 Spiritual Advisors reported for 2017. 2019 - 191 Spiritual Advisors reported.</i> • <i>ONRC will provide 2 Spiritual workshops by end of 2017. Completed & will continue to offer workshops at ONRC meetings. 2019 - 2 spiritual workshops offered.</i> • <i>ONRC will increase the number of Spiritual Advisors attending ONRC meetings by 20% by end of 2018. Hopeful the fall 2018 workshop and completion of database project will assist to work on more opportunities. 2019 - Did not see increase in Spiritual Advisors attending meetings.</i>
<p>OZANAM</p>	<p>Parish Support</p> <p>Action 1.2 Presidents of Conferences must take the time to meet with the Parish Priests and Parish Councils to advise them of the good works of the Society in the Community. Parish bulletins should be used regularly for communicating to the parishioners, informing them of what is being done with the donations entrusted to them for the service of the poor.</p> <p><i>Action 1.2.A. Conference Presidents will meet with their Parish Priest 2 times/year to share the good works of the Society in the Community.</i></p> <p><i>Action 1.2.B. Conferences will provide their annual report including financial and statistical information to their Parish Priest, to be included in the parish bulletin.</i></p> <p><i>Action 1.2.C. Conferences will have at least 2 bulletin announcements per year.</i></p> <p><i>Action 1.2.D. Conferences will have at least 1 annual verbal presentation during all masses on the closest Sunday to the feast day of Saint Vincent de Paul.</i></p> <p><i>Action 1.2.E. Conferences will request and install SSVP signage/banner in a prominent location in the church, and will have informational literature displayed for easy access by parishioners.</i></p>	<ul style="list-style-type: none"> • <i>Conferences will have increased awareness of our Society within Parishes.</i> • <i>Conferences will have increased members as monitored through annual report data.</i> • <i>2019 – 9% increase in members from 4,992 in 2017 to 5,443 in 2019.</i>

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OZANAM	<p>Bishop Support</p> <p>ACTION 1.3 Council Presidents should schedule annual meetings with their Diocesan Bishops.</p> <p><i>Action 1.3.A. ONRC will initiate arranging annual meetings with Diocesan Bishops for Council and Conference Presidents to attend.</i></p> <p><i>Action 1.3.B. Council Presidents will provide their annual report to Diocesan Bishops.</i></p> <p><i>Action 1.3.C. Council Presidents will make presentation to Deanery meetings when invited.</i></p> <p><i>Action 1.3.D. ONRC will provide bi-annual report to Assembly of Catholic Bishops of Ontario (ACBO) and make presentation when invited.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will arrange meetings with Diocesan Bishops and share positive outcomes by end of 2020. Have communicated that ONRC will assist with arranging meetings with Bishops when requested & have received one request. 2019 – PC Presidents met with Diocese of Hamilton Bishop Crosby & meeting arranged in 2020 with Diocese of London Bishop Fabbro.</i> • <i>ONRC will identify number of Councils who made presentation at Deanery meeting by end of 2020. Need to develop avenue to collect this information.</i>
OZANAM	<p>Interfaith Initiatives</p> <p>ACTION 1.4 Council and Conference Presidents should research Faith based and secular social assistance activities in their community that may compliment the work of the Society and initiate discussions with these groups in an effort to collaborate and thereby improve the overall service to those in need.</p> <p><i>Action 1.4.A. Conferences/Councils will collaborate with other faith based and secular organizations to improve overall service to our friends in need.</i></p>	<ul style="list-style-type: none"> • <i>Increase awareness of our Society with other faith based and secular organizations.</i> • <i>ONRC will identify faith based and secular organizations with whom collaborations are developed, and identify SSVP service areas of strength by end of 2018. Need to develop avenue to collect this information.</i>
VINCENTIAN WORKS	<p>Home Visits</p> <p>Action 2.1 Presidents of all Conferences should access the National training programs that are available on Home Visits and provide this training to their Vincentian members to assure that our members are capable of conducting both home visits and needs analysis for all those friends in need of Vincentian help.</p> <p><i>Action 2.1.A. Councils/Conferences will provide a minimum of one workshop annually for new and current members (refresher training for current members).</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify number of Councils and Conferences who provide training workshops educating new and current members on conducting home visits and listening to our friends in need by end of 2018. Workshop on home visits provided at spring 2018 meeting & workshop on conducting quality home visit will be provided at fall 2018 meeting. Workshops are taking place in different communities regarding home visits. 2019 – Phil Bondy conducted quality home visit workshop to 4 Councils/Conferences.</i>
VINCENTIAN WORKS	<p>Advocacy</p> <p>Action 2.2 Conference and Council Presidents shall develop an understanding of the systemic changes required to engender change for the disadvantages within their jurisdictions. The</p>	<ul style="list-style-type: none"> • <i>ONRC will identify Systemic Change projects currently in place as monitored through annual report data by end of 2017. Seeds of Hope (RESP program), Ozanam Education Fund, North of 60,</i>

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	<p>National Council will support their efforts by developing training programs, best practices brochures and ensuring that lines of communication are created or interconnected to allow an opportunity for all Vincentians to participate. Systemic Change shall be a primary focus for all conferences and councils.</p> <p>Action 2.2.A. ONRC will develop and distribute brochures on issues that are integral to understanding systemic poverty.</p> <p>Action 2.2.B. ONRC will have Vincentian systemic change project information on website.</p> <p>Action 2.2.C. ONRC will provide leadership to help Conferences and Councils identify issues in their communities where they can advocate for their neighbours in need.</p> <p>Action 2.2.D. ONRC will communicate regularly through a newsletter with Conferences, Councils and social justice representatives to inform Vincentians of developments and opportunities for getting involved in systemic change in their communities.</p> <p>Action 2.2.E. ONRC will provide support on how to speak out and advocate for our friends in need.</p> <p>Action 2.2.F. ONRC will educate Vincentians on restorative justice.</p> <p>Action 2.2.G. ONRC will collaborate with other like-minded groups or referral partners on this matter.</p>	<p><i>Jump Start & Healthy Smiles program.</i></p> <p><i>2019 – Seeds of Hope program promoted with workshops in number of communities; North of 60 supported 8 communities in Nunavut; 37 Ozanam Education Fund applications awarded totalling \$74,000.</i></p> <ul style="list-style-type: none"> • <i>ONRC will increase informational materials on website by end of 2017. Completed & brochures printed to hand out at spring and fall meetings. 2019 – brochures printed and distributed at both ONRC meetings.</i> • <i>Increase awareness and participation in systemic change projects, local issues, restorative justice and prison ministry. 2019 – Restorative Justice workshop held and attended by members involved in prison ministry.</i>
<p>VINCENTIAN WORKS</p>	<p>Social Justice</p> <p>Action 2.3 Conference and Council Presidents shall remain fully informed of all the activities and resources of the National Social Justice Committee and 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.</p> <p>Action 2.3.A. ONRC will educate and promote the need for social justice amongst our membership.</p> <p>Action 2.3.B. Councils/Conferences will have a Social Justice representative.</p> <p>Action 2.3.C. Council Presidents will have Social Justice Workshop presentations on all three social justice elements of Vincentian work (Systemic change, prison</p>	<ul style="list-style-type: none"> • <i>ONRC will identify number of Councils and Conferences who have a Social Justice representative as monitored by annual report data by end of 2017. 49 Social Justice representatives reported for 2017 compared to 21 in 2016. 2019 – 64 social justice representatives reported.</i> • <i>Conferences/Councils will increase number of social justice representatives and have social justice discussions at meetings by end of 2018.</i> • <i>Increase in number of members receiving the National social justice newsletter “Changing Times” by end of 2018. Changing Times no longer exists & replaced with Vincenpaul Social Justice</i>

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	<p><i>ministry and advocacy) to raise awareness among members.</i></p> <p>Action 2.3.D. <i>Councils/Conferences will provide assistance to returning citizens (former inmates) to help integrate them back in society.</i></p> <p>Action 2.3.E. <i>Councils/Conferences will identify and collaborate with existing services to support prison ministry in communities such as Kingston, Hamilton, Kitchener and London.</i></p>	<p><i>editions 3 times / year.</i></p> <p><i>2019 – Vincenpaul Social Justice issue distributed 9 times during the year by National to members in their database.</i></p>
<p>VINCENTIAN WORKS</p>	<p>Stores</p> <p>Action 2.4.A. <i>ONRC will include store managers/staff in ONRC meetings and workshops.</i></p> <p>Action 2.4.B. <i>ONRC will implement annual or bi-annual Regional store meetings.</i></p> <p>Action 2.4.C. <i>ONRC will raise awareness with all Vincentians that the stores are part of our mission.</i></p> <p>Action 2.4.D. <i>ONRC will set up a Managers Support Team, which team will help with any situation and be available to attend the store, especially if a manager is having difficulty.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will provide workshops for store managers at ONRC meetings, with regional coordinators sharing workshop information with all managers by end of 2017. Store manager meetings take place at meetings & working on providing workshops for store managers at meetings. 2019 – Store manager meetings held at both ONRC meetings & held workshop for store managers at spring meeting.</i> • <i>ONRC will implement annual or bi-annual Regional store meetings in all 3 regions by end of 2017. Had annual regional store meeting in each region in 2018 & now have 4th region created for stores in the north. 2019 – attempted to have annual regional store meetings but unsuccessful.</i> • <i>ONRC will include page on stores in National Magazine raising awareness of SSVP stores by end of 2017. Completed in 2017. 2019 – National Magazine no longer exists.</i> • <i>ONRC will identify need and number of managers who used the Managers Support Team by end of 2018. This was not viable as store managers do not have authority needed to make decisions.</i> • <i>ONRC will share what is working with stores by end of 2018. Working on store best practices to share by end of 2020. 2019 – shared best practices on peer to peer site & virtual meetings held with store managers in</i>

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		<p>2020 to develop best practices/guidelines on re-opening of stores after stores closed due to pandemic.</p>
<p>VINCENTIAN WORKS</p>	<p>Collaboration <i>Action 2.5.A. Councils/Conferences will work with similar minded organizations to better serve our families working together without duplicating services.</i></p>	<ul style="list-style-type: none"> • ONRC will identify and list organizations with whom Councils/Conferences are currently working with, and with whom new collaborations are being developed to help our friends in need by end of 2018. Need to develop avenue to collect this information.
<p>VINCENTIAN WORKS</p>	<p>Twinning <i>Action 2.6.A. Councils/Conferences will develop a twinning relationship if one does not already exist.</i></p>	<ul style="list-style-type: none"> • ONRC will identify number of Councils and Conferences who have twinning relationship as monitored by annual report data by end of 2017. 80 twinning relationships as of March 31, 2017 & 89 twinning relationships as of March 31, 2018. • 2019 – 96 twinning relationships. • Twinning relationships with Councils/Conferences will increase by 10% by end of 2018. 2019 – 9% increase with 96 twinning relationships; twinning workshop offered at spring meeting.
<p>PROMOTION</p>	<p>Leadership Action 3.1 Regional Presidents will assure that all Councils and Conferences are aware of existing training programs that are available at the Canadian National website (ssvp.ca).The National Education Committee will research and develop ways to make training more accessible to every member of the Society. Presidents will establish through Regional Communications, Regional Websites and Meetings, a forum for sharing best practice methods that have proven success. <i>Action 3.1.A. ONRC will lead by example, listening and providing support/direction to Conferences/Councils.</i> <i>Action 3.1.B. ONRC will promote transparency at Council/Conference levels.</i> <i>Action 3.1.C. ONRC will provide informative Regional meetings inclusive to Conferences, Councils, stores, youth, and all special works.</i> <i>Action 3.1.D. Councils will provide Annual General Meeting for general membership, and valuable</i></p>	<ul style="list-style-type: none"> • Increase attendance at ONRC meetings by 20% by end of 2018 by communicating that these meetings are open to all Vincentians. This has been communicated when meeting invitation is emailed & ONRC Executive extends personal invitation as opportunities arise. 2019 – attendance remains at about 100; therefore, no increase in attendees. • ONRC will provide financial reports at ONRC meetings and encourage questions. Provided at spring & fall meetings. 2019 – financial reports presented at spring & fall meetings and Treasurer workshop offered at fall meeting.

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	<p><i>information on how best to serve our friends in need including guest speakers.</i></p> <p>Action 3.1.E. <i>Conferences will provide informative meetings with valuable information on how best to serve our friends in need including guest speakers.</i></p>	
PROMOTION	<p>Community Awareness</p> <p>Action 3.2 Councils and Conferences will develop and act on strategies that will make others in their community aware of the contributions of our Society and the ability of the Vincentian to help those living in poverty.</p> <p>Action 3.2.A. <i>ONRC will create a Media Awareness communications plan.</i></p> <p>Action 3.2.B. <i>Council Presidents/Communications Directors will establish regular, friendly, cooperative working relationships with each of their respective local media outlets i.e. newspaper, radio & TV stations.</i></p>	<ul style="list-style-type: none"> • <i>Conferences/Councils will distribute regular press releases to local media.</i> • <i>Increase awareness by general public.</i> • <i>Councils will distribute one media release at least 2X / year to all media contacts by end of 2018 and follow up personally by phone with each respective media contact to find out if they got the story and if they are going to report it.</i> <i>2019 – not hearing about local media releases and ONRC will continue to encourage this.</i>
PROMOTION	<p>Publications</p> <p>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 communications.</p> <p>Action 3.3.A. <i>Council/Conference Presidents will re-distribute existing National and Regional printed and electronic publications/announcements to all Vincentians via church bulletins, email, social media (Twitter, Facebook, etc.) and Council websites keeping all Vincentians informed.</i></p>	<ul style="list-style-type: none"> • <i>Councils/Conferences will distribute National and Regional publications such as National Vincenpaul Magazine 3X / year and ONRC Vincentimes 4X / year keeping Vincentians informed.</i> <i>2019 – National Vincenpaul Magazine distributed 10 times & ONRC Vincentimes distributed 4 times.</i> • <i>Increase awareness of our Society through consistent tactical methods such as email, social media, website posts and Press Releases.</i> <i>2019 – Have someone who monitors and regularly puts posts on Facebook to raise awareness.</i>
PROMOTION	<p>Marketing</p> <p>Action 3.4.A. <i>ONRC will develop Business Plan and Marketing Plan templates.</i></p> <p>Action 3.4.B. <i>Conferences/Councils/ONRC will use the National copyrighted brand/logo on all communications including interior, exterior and vehicle signage, stationary and all forms of social media.</i></p> <p>Action 3.4.C. <i>Councils will develop a Marketing Plan with the assistance of ONRC sample template.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify how many Councils have created Business and Marketing plans by end of 2019, and how many Councils were able to do this with the help of ONRC supplied templates.</i> <i>Workshop on Marketing will be offered at fall 2018 meeting. ONRC will assist Councils creating Business and Marketing plans when requested.</i> • <i>2019 – no requests for assistance received.</i> • <i>ONRC will identify and share concrete results</i>

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	<p><i>Action 3.4.D. Councils and Special Works will develop a Business Plan with the assistance of ONRC sample template.</i></p> <p><i>Action 3.4.E. ONRC will provide advisors to Councils who can assist with development of the Marketing and Business Plans.</i></p>	<p><i>from Council Business and Marketing Plans by end of 2020 to give other Councils proof that they work to achieve overall strategic plan objectives.</i></p> <p><i>Need to develop avenue to collect this information.</i></p>
PROMOTION	<p>Fundraising</p> <p><i>Action 3.5.A. ONRC will offer workshops and/or facilitate sharing of successful fundraising ideas that have occurred in Region.</i></p> <p><i>Action 3.5.B. ONRC will set up a Fundraising Committee.</i></p> <p><i>Action 3.5.C. ONRC and Councils will solicit the assistance from notable, local fundraising experts or citizens of influence.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify fundraising initiatives already being carried out by Councils through Vincentimes by end of 2018. Need to develop avenue to collect this information.</i> • <i>ONRC will post successful fundraising initiatives on website by end of 2019.</i> • <i>ONRC will develop a Fundraising Committee by the end of 2019 to help identify and implement fundraising initiatives.</i> • <i>2019 – this has not happened.</i>
DEVELOPMENT	<p>Youth</p> <p>Action 4.1 Conference Presidents must develop strategies to involve youth and young adults in all of the conference activities.</p> <p><i>Action 4.1.A. Conference/Council Presidents will reach out to ONRC youth representatives to help with involving youth in activities.</i></p> <p><i>Action 4.1.B. Conferences/Councils will listen to youth on their areas of interest.</i></p> <p><i>Action 4.1.C. ONRC will help develop new Youth Conferences.</i></p> <p><i>Action 4.1.D. Conferences, Councils and ONRC will include youth in Social Justice initiatives.</i></p> <p><i>Action 4.1.E. Councils/Conferences will recruit youth to ‘manage/execute’ their tactical Social Media marketing and communications initiatives as stated in their respective Marketing Plans.</i></p> <p><i>Action 4.1.F. Councils will encourage youth directed think tanks that create ‘helping our neighbours in need’ fun youthful projects.</i></p>	<ul style="list-style-type: none"> • <i>Increase youth participation by 20% by end of 2018.</i> • <i>2019 – Increase in youth participation and activities in Brant community.</i> • <i>ONRC will develop one new Youth Conference per year and monitor through annual report data. Youth Conference created in Bowmanville in 2018.</i> • <i>2019 – No increase in Youth Conferences.</i> • <i>Youth will be involved with Social Justice initiatives such as being a Social Justice representative and/or being involved with systemic change projects by end of 2018. Youth are sitting on National Social Justice Committee.</i> • <i>Councils will give youth Vincentians the authority to ‘manage/execute’ their tactical Social Media initiatives under direct supervision of the President and/or Communications Director.</i>
• DEVELOPMENT	<p>Training</p> <p>Action 4.2 Council and Conference Presidents will survey their</p>	<ul style="list-style-type: none"> • <i>ONRC will identify and post resources, tools and best practices on the website and share at ONRC</i>

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	<p>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.</p> <p>Action 4.2.A. <i>Conferences/Councils will share their resources, tools and best practices.</i></p> <p>Action 4.2.B. <i>ONRC will provide training workshops at ONRC meetings on topics identified by Councils and Conferences.</i></p>	<p><i>meetings by end of 2017. Completed & will continue to work on this.</i></p> <ul style="list-style-type: none"> • <i>2019 – posted best practices discovered through Meet & Greet sessions on website and shared in ONRC communications.</i>
DEVELOPMENT	<p>Conferences/Councils</p> <p>Action 4.3.A. <i>ONRC will identify Councils in need of rejuvenation and collaborate with them on rejuvenation efforts.</i></p> <p>Action 4.3.B. <i>Councils will identify Conferences in need of rejuvenation and collaborate with them on rejuvenation efforts.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify Councils in need of rejuvenation by end of 2017. Identified and assisted several Councils/Conferences & will continue to work on this.</i> • <i>ONRC will assist Councils with rejuvenation efforts by end of 2018. Succession planning workshop created and offered to Conferences/Councils to help identify and invite a new leader which will rejuvenate Conference/Council.</i> • <i>2019 – assisted Councils with succession planning workshops, Meet & Greet sessions and governance.</i> • <i>Councils will conduct an annual review and assessment of each Conference by end of 2019 to determine where rejuvenation efforts are needed.</i>
DEVELOPMENT	<p>Education</p> <p>Action 4.4.A. <i>Councils/Conferences will provide a minimum of one training workshop annually for new and refresher training for designated current members.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will identify Councils who are holding annual training workshops by end of 2018 educating new and current members. Need to develop avenue to collect this information.</i> • <i>2019 – 12 Councils held orientation sessions for new members and new Presidents.</i>
DEVELOPMENT	<p>Leadership Development/Mentoring</p> <p>Action 4.5.A. <i>ONRC will identify and provide leadership development/mentoring to Councils/Conferences.</i></p> <p>Action 4.5.B. <i>ONRC will launch strategic plan to Councils/Conferences.</i></p> <p>Action 4.5.C. <i>Conferences/Councils will identify and carry out strategic action from higher Council Strategic Plan.</i></p>	<ul style="list-style-type: none"> • <i>ONRC will launch strategic plan to Councils and Conferences by end of 2017. Completed & conducted one year review in 2018.</i> • <i>2019 – Conducted annual review.</i> • <i>Conferences/Councils will identify strategic action acted upon by end of 2018.</i> • <i>ONRC will identify and mentor Councils and</i>

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		<p><i>Conferences providing helpful resources by end of 2018. Meet & Greet sessions taking place to meet and listen to Conference members hearing about their work, their successes & challenges and how ONRC can offer support and assistance.</i></p> <ul style="list-style-type: none"> <i>2019 – conducted 9 Meet & Greet sessions.</i>
DEVELOPMENT	<p>Member Recruiting</p> <p><i>Action 4.6.A. Conferences/Councils to identify best practices in recruiting members and share with ONRC to post on website under Best Practices.</i></p> <p><i>Action 4.6.B. Councils/Conferences to host annual training workshop for new members.</i></p>	<ul style="list-style-type: none"> <i>Conferences/Councils will host annual training workshop as monitored through annual report data.</i>
DEVELOPMENT	<p>Succession Planning</p> <p><i>Action 4.7.A. Conference/Council Presidents will identify Vincentians with leadership skills and encourage/support them to take on leadership roles.</i></p> <p><i>Action 4.7.B. Council/Conference President elections will take place 6 months prior to the current President term ending, allowing for seamless transition of leadership.</i></p> <p><i>Action 4.7.C. ONRC will provide mentoring - one on one support until the new President feels ready to take control.</i></p>	<ul style="list-style-type: none"> <i>Conferences/Councils will adhere to Presidency terms by end of 2019.</i> <i>10 succession planning working shops conducted in 2018 with 9 new presidents identified.</i> <i>2018 and 2019 – conducted 17 succession planning workshops with 12 new presidents identified.</i>