

SSVP Strategic Plan 2021-2024

National Council of Canada



Strategic Plan Steering Committee:

Linda Dollard
Deborah Joyce
Antoine Lemieux
Elaine McMurray
Pierre Morissette
Richard Pommainville
Randolph Ramos
Grant Regalbuto

Letter from the National President

I applaud the work of the Committee for their foresight and vision in establishing such high goals and objectives for the Society for the years 2021 - 2024. Thank you one and all. We appreciate your efforts and are grateful for the fruits of your labour.

The challenge is now yours and mine. We have set a high standard, one which allows us to reach beyond our wildest dreams and expectations. I believe that we are up to the challenge. I invite all the members, at every level of the Society, to join me in prayer, seeking God's blessing to fulfill all our hopes and aspirations. These high ideals form the basis of our motivation to live and serve all persons in need from sea to sea following the example of our founders as laid down by our Lord Jesus Christ. Though it may appear to be a tad daunting to many members, let us not forget that this is the National Council's strategic plan only.

It is our hope that all conferences and councils will adopt one or two of the goals and objectives, thereby forming the core of the conference or council's strategic plan in light of the needs for your own particular area of jurisdiction. With prayer and the guidance and inspiration of the Holy Spirit we have nothing to fear. Let's make this house, the house that God built.
(Psalm 127: 1-2)

Matthew 18: 19 NRSVCE

“Again, truly I tell you, if two of you agree on earth about anything you ask, it will be done for you by my Father in heaven.”

The appointment of a Spiritual Advisor at all levels of the Society is sadly deficient. I hope and pray that this point at issue can form one of the primary goals for all conferences and councils during the life of this three-year national strategic plan. Please note that national assistance is available for spiritual development and training.

JMJ

Serviens in spe

Claude Bédard

President, National Council of Canada

Executive Summary

The Strategic Plan Steering Committee convened in December 2020 with membership from each region across Canada. The mandate of the Committee was to develop a strategic plan for the Society of Saint Vincent de Paul of Canada that would strengthen the culture of strategic planning and create a common direction in the Society. A current framework for the National Council of Canada activities is to organize initiatives under four pillars identified as *Leadership, Vincentian Life, Spirituality, and Special Works*. The Strategic Plan Steering Committee used these categories as an overarching format for assessment and analysis. The first step was to complete an environmental scan to gain insight into what Vincentians across the Society were identifying as needing action; this process generated 19 pages of data. The Committee also reviewed the 2015-2020 strategic plan to determine the outcomes of the recommendations and to identify any actions that could be brought forward to the new plan. The Committee members analyzed all of the data collected, looking for common themes, and then met with the Board of Directors on two occasions to review and record their input. The result is a three-year plan (2021-2024) that offers nine objectives that reflect the current experiences and input of the membership in Canada. The recommendations of the Strategic Planning Committee are summarized as:

- *to raise awareness of poverty and reinforce human dignity;*
- *to create initiatives to assist with removing barriers and addressing needs;*
- *to recruit new members of the Society, emphasizing youth and younger volunteers;*
- *to nourish the spiritual life of Vincentians;*
- *to develop leadership formation programs that are available to all Vincentians;*
- *to address organizational culture to include growth and change management;*
- *to develop technology and communications strategies to increase national connections;*
- *to mandate a fund development committee to develop strategies and opportunities of revenue diversification for all parts of the Society;*
- *to promote growth and development of the SSVP Stores in Canada.*

The Board of Directors established priorities and objectives for the 2021-2024 period for the National Council of Canada. **These objectives are national in nature, and may be applied as operational objectives at different levels of the Society of Saint Vincent de Paul in Canada.**

For each of these objectives, there is consistently an overarching intent to share promising practices across the country.

At the June 19, 2021 National Council of Canada Board meeting, these nine objectives were approved.

Influence of Frédéric Ozanam

Frédéric observed the real situation of the poor and sought to be more and more effective in helping them in their human development. Charity and justice go together. Frédéric had the clear-sighted courage to seek a front-line social and political commitments in a troubled time in the life of his country.

So it is that we can see Frédéric Ozanam as a pioneer of the social doctrine of the Church that Pope Leo XIII would develop some years later in the encyclical 'Rerum Novarum' (On the Condition of the Working Classes).

Pope John Paul II, Frédéric Ozanam beatification ceremonies, August 22, 1997



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(Virtual) Home Visits, Person-to-Person Relationships

Objective:

To raise awareness of all aspects of poverty and to reinforce the respect for human dignity in the provision of assistance to persons in need through personalized services.

Actions / activities:

- First contact is a wellness check, regardless of location (home visit, virtual/online, or other appropriate locations);
- Establish follow-up contacts to better understand the person's needs;
- Update formation materials for home visits identifying the importance of the person-to-person relationship.

Responsible:

- National Formation Committee

Social Justice and Multiplicity of Services

Objectives:

To raise awareness of the aspects of poverty.

To create initiatives to assist with removing barriers and addressing needs.

Actions / activities:

- Develop multiple services to meet identified needs that go beyond food security;
- Create a Special Projects Awareness Committee to work collaboratively with the Social Justice Committee to develop communication strategies for promotion;
- Advocate for diversity & inclusion within the Society.

Responsible:

- National Social Justice Committee

Recruitment, Adaptation for Youth, Young Working Members, Diversity & Inclusion

Objective:

To increase the membership of the Society, including the younger demographic, while supporting inclusion and diversity.

Actions / activities:

- Create an ad hoc National Recruitment Committee that promotes the benefits of volunteering and identifies resources that support membership recruitment, targeting the younger demographic;
- Identify and develop resources that represent promising and relevant practices and develop strategies to share information with Conferences and Councils;
- Promote projects of interest that attract auxiliary members, casual helpers, and young members.

Responsible:

- National ad hoc Recruitment Committee

Spirituality, Relationship with Parishes & Clergy

Objective:

To continue to nourish the Vincentian spirit in order to protect the vocational aspect of service.

Actions / activities:

- Promote (communicate) Vincentian work as a rewarding experience that enriches the volunteer commitment;
- Promote an understanding and acceptance that the Vincentian life includes a cultural mix, a gradual abandonment of religious practices (while continuing to live its faith), and an aging of the population; the future relies on unity in diversity, equity in social justice and gender equality;
- Further elaborate and communicate on what spirituality is and how it aligns with Vincentian vocation;
- Vincentian conference life must be adjusted to reflect that the traditional model of a one-to-one relationship between a church and a conference may need to be adjusted;
- Take time to celebrate the joy of life between conference members;
- Promote registration for the Newman Theological College Study of the Society of Saint Vincent de Paul certificate training, and ensure that this training is accessible in both official languages, or identify equivalent training.

Responsible:

- National Spirituality Committee

Rejuvenation, Leadership Mentoring & Development

Objective:

To facilitate the development of effective Leadership strategies within all levels of the organization.

Actions / activities:

- Initiate a Leadership development program to attract people to leadership;
- Develop modules of training that include leadership competencies that all Vincentians can access;
- Promote the leadership development modules that are available on the SSVP website;
- Facilitate leadership webinars that are available in real time for interactive participation and as a download as needed;
- Develop and implement a strategy of change management leadership to address the evolution of the Society;
- Develop a mentoring structure for new leaders;
- Promote succession planning and rejuvenation initiatives, as leaders are stewards of the Society;
- Develop succession planning tools.

Responsible:

- National Formation Committee

Organizational Culture & Resistance to Change

Objective:

To identify the organization's cultural attitudes within the Society and to create a momentum of change that promotes growth.

Actions / activities:

- Create forums for conference and council leaders to identify strategies to update current practice in service and governance;
- Develop strategies for forums and exchanges across the country for leaders, volunteers and employees;
- Provide educational materials in several mediums to assist members to envision new ways of providing services;
- Employ the website to inform members of changing methods to respond to the needs of the people we serve;
- Develop new policies and procedures that reflect a new way of operating and can be used as a template at all levels of the Society.

Responsible:

- National Formation Committee

Fund Development, Diversification of Funding Sources

Objective:

To identify and develop communications and fund development strategies to be used by the multiple levels within the Society of Saint Vincent de Paul in Canada.

Actions / activities:

- Create a National Fund Development Committee;
- Identify new funding sources for financial diversification;
- Develop associated techniques and mechanisms to support this diversification of funding sources, from first contact, securing a first donation, to becoming a regular donor and/or a major donor, including legacy giving;
- Establish a national communication and fund development function to identify, solicit, and steward fund development initiatives at the national level;
- Assist with communications and fund development initiatives at multiple levels of the Society in Canada.

Responsible:

- National Fund Development Committee

Promotion - Taking Advantage of New Technologies, and New Communications Methods (including Branding)

Objective:

To create an integrated communications plan to raise the profile and brand awareness of the Society in Canada.

Actions / activities:

- Develop multimedia strategies with a consistent message that can be leveraged by the multiple levels within the Society of Saint Vincent de Paul in Canada;
- Distinguish between Intranet (members' information) and Extranet (external communication and visibility);
- Refresh and modernize the national website;
- Develop a multimedia "marketing kit" with a proposal of value, stories / testimonials and reusable material for events for different target markets;
- Communications with different groups (target markets) need to be balanced and adjusted as required.

Responsible:

- Executive Director

Stores, Circular Donation with the Community

Objective:

To promote the development of stores to create a circular donation approach with the community.

Actions / activities:

- Expand the reach and visibility of thrift stores;
- Develop policies and practices to assist with governance and to meet governmental regulations;
- Leverage the messaging of the Encyclical Laudato Si' (Care for our Common Home) to demonstrate the intrinsic care for creation by providing a second life (reuse, recycle) and giving back to the community.

Responsible:

- National Stores Committee