



**VOLUNTEER
BÉNÉVOLES**
C A N A D A



STRATEGIC PLAN

2023 - 2026

Acknowledgements

Volunteer Canada wishes to thank the following individuals for their invaluable contributions to the strategic planning process.

Key Informants

- *Christine Trauttmansdorff, Volunteer Ottawa*
- *Liz Weaver, Tamarack Institute*
- *Cathy Brothers, Capacity Canada*
- *Nadia Duguay, La Fondation Béati*
- *Amanda Jensen, Volunteer Lethbridge*
- *Bruce MacDonald, Imagine Canada*
- *Eve-Isabelle Chevrier, Centre d'action bénévole de Montréal*
- *Lili-Anna Pereša, The J.W. McConnell Family Foundation*
- *Cathy Taylor, Ontario Nonprofit Network*
- *Gillian Salazar, Deloitte*
- *Paul Klein, impakt*
- *Andrew Chunilall, Community Foundations of Canada*
- *Bruce Lawson, The Counselling Foundation of Canada*
- *Carine Strong, Volunteer MBC*
- *Greg Graves, Employment and Skills Development Canada*
- *Olivia Reed, BMS Group*
- *Riz Ibrahim, CERIC*
- *Dan Clement, United Way Centraide Canada*
- *Susan Phillips, Carleton University*
- *Brooke Cromar, Randstad Canada*
- *Lynda Barrett, Volunteer West Island*
- *Jane Hennig, Volunteer Waterloo Region*
- *Marian Jones, Canada Life*
- *Olumide Akerewusi, AgentsC*

Board of Directors

- *Alex Medina, Member at Large*
- *Anna Tran, Member at Large*
- *Don McRae, Secretary*
- *Gina Jordan, Member at Large (Enbridge)*
- *Michel Alexandre Cauchon, Member at Large (FCABQ)*
- *Lisa Mort-Putland, Chair (Volunteer Victoria)*
- *Rachel Dick, Member at Large (COAST Capital)*
- *Kirk Muise, Treasurer (RBC)*
- *Lawrie Portigal, Member at Large (Volunteer BC)*
- *Jackie Hunt, Vice Chair*
- *Penelope Rowe, Member at Large*
- *Lindsey Alcy, Member at Large*

Strategic Planning Committee

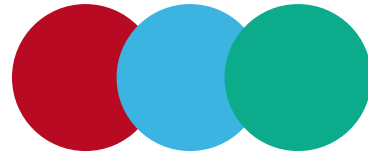
- *Megan Conway, President and CEO*
- *Chad Lubelsky, VP, Strategy, Impact and Development*
- *Deb Pike, Director, Special Projects*
- *Monja De Luca, Administrative Coordinator*
- *Gina Jordan, Board Member at Large*
- *Rachel Dick, Board Member at Large*
- *Lisa Mort-Putland, Board Chair*

Facilitated By:

DO/ABLE

consulting | learning | coaching

Contents



- 3 Commitment to Social Justice, Equity,
Diversity, Inclusion, and Reconciliation
- 5 Planning Process
- 6 Meeting the Moment
- 8 The Path Forward
- 9 Vision, Mission, and Values,
Reinvigorated to Meet the Moment
- 10 Strategic Priorities

Letter from Board Chair and CEO

Since 1977 Volunteer Canada has championed the role of volunteerism and voluntary organizations. For nearly 50 years we have worked across sectors, mobilized knowledge, launched national initiatives, and provided leadership on supporting volunteerism to countless stakeholders. It is an honour and a privilege to play this role – and we are grateful for the trust and confidence of our partners.

Today, volunteerism, participation, and belonging are at a crossroads. Participation is nuanced and can be hard to see, the issues our communities face are increasingly complex, and the essential infrastructure necessary to fuel volunteerism and participation – and, ultimately, better futures – is eroding. Organizations, networks, causes, and movements all need capacity to support volunteerism; and they share a common interest in connecting people to issues and scaling impact to meet current challenges, crises, and opportunities we face today.

Volunteer Canada is poised to play a critical role – creating bold, far-reaching movements of participation and volunteerism, building a national volunteer strategy, and championing comprehensive, accessible pathways for everyone to volunteer, participate, and contribute to individual and community wellbeing.

*Lisa Mort-Putland,
Board Chair*

*Megan Conway,
President and CEO*



Commitment to Social Justice, Equity, Diversity, Inclusion, and Reconciliation

Volunteer Canada's aim is to contribute meaningfully to social justice, equity, diversity, inclusion, and reconciliation within and between communities.

Our focus is on volunteerism and, ultimately, participation in the issues, causes, passions, and movements that hold meaning for people and communities.

And we know that volunteerism and participation must adapt and build new infrastructure to become more accessible.

Commitment to Social Justice, Equity, Diversity, Inclusion, and Reconciliation

(continued)

We also know that organizations, networks, movements, and communities are at many stages in their journeys towards social justice, equity, diversity, inclusion, and reconciliation, as are we.

That's why we're committing, as a core priority in our strategic plan, to utilize a JAIDE (Justice Access Inclusion Diversity and Equity) approach in all that we do, to centre equity in all of work - in our efforts to grow our work, as well as our contributions to advance diverse, accessible movements of volunteerism and participation.

As part of this commitment, we are updating current practices and prioritizing actions that will have impact across all that we do.



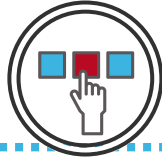
Planning Process

1



We considered sector trends, both present and future, to identify their impacts for our work and those we work with.

2



We framed our organization's essential work to focus, measure, and communicate our efforts.

3



We engaged the input of those around us for critical insights and reflections for our direction.

4



We discerned the key issues before us.

5



We revitalized our organization's Vision, Mission, and Values.

6



We defined and framed Strategic Priorities and intended results for the impact we seek to create.

7



We forecasted the milestones along our path for 2023-2026.

Meeting the Moment

All nonprofits and charities are in an environment of nearly unprecedented change.

This includes drivers that existed prior to the COVID-19 Pandemic (e.g. shifts in participation, the complexity of social issues, the need to foster justice, diversity, equity, inclusion, and reconciliation) and pressing current and post-pandemic realities (e.g. reengaging participants and volunteers, lack of housing, inflation, and rebuilding community and voluntary services).

Against this backdrop, our work is informed with the knowledge that:

- Engagement – centered around tangible vision, causes, and issues – is paramount
- Diversity is a fact, equity is a choice, inclusion is an action, and belonging is the outcome we desire
- Financial capacity will continue to be fragile in the coming years

Meeting the Moment *(continued)*

- People are looking for community, connection, belonging, purpose, and diverse and accessible ways to get involved and participate
- Our society and communities are experiencing increasing polarization, exclusion, and disengagement – and increasing participation and belonging are avenues to reversing these trends
- Our communities and society are facing complex and entrenched needs and issues; volunteerism and participation, along with robust organizations, networks, and movements focused on volunteerism and participation, are building blocks for advancing change





The Path Forward

Since its inception Volunteer Canada has been a leading voice on volunteering and participation, always recognizing the multitude of ways that individuals contribute.

This recognition is firmly rooted in the knowledge that people want to contribute through their organizations, their networks, and their communities.

Yet Canada's volunteer infrastructure has lacked the broad recognition and resourcing necessary to adequately support, strengthen, and encourage diverse forms of volunteerism and involvement, and to support inclusive, accessible pathways to participation.

In response, we're being purposeful, courageous, and invitational. We're stepping up and stepping in. We know that what worked in the past won't work in the future.

We'll work in partnership to elevate and develop the investments, methods, and pathways to build and enhance accessible movements of volunteerism and participation.

Vision, Mission, and Values, Reinvigorated to Meet the Moment

VISION

The value of one,
the power of
many

MISSION

We advance
volunteerism to
grow connection,
community, and
belonging

VALUES

Volunteer Canada
acts with integrity
and is socially just,
collaborative,
courageous, and
results-focused





STRATEGIC PRIORITIES

The impact we want to deliver for our stakeholders

We will advance diverse movements of volunteerism and participation, where everyone belongs...

So that growing and diverse movements of volunteerism and participation are anchored in every province and territory.

The work we most need to do to create the impact we seek

We will steward a national action strategy on volunteerism...

So that Canada invests at a scale that meets its volunteerism and participation needs.

We will continue our journey to make JAIDE foundational in all that we do...

So that equity is centered in all of our work, and there are inclusive pathways to participation.

We will curate and amplify narratives on volunteerism and participation...

So that the value of volunteering is understood and seen.

We will strengthen infrastructure for volunteerism and participation...

So that individuals, organizations, grassroots groups, and networks have greater access to what they need to enable volunteerism and participation.

The human resources, capabilities, and culture that underpin it all

We will invest in the culture, team, and capacity to drive our mission...

So that we increase our impact with a team reflective of the communities we serve, and modernized processes, systems, and capacities.

