



2011–2013 STRATEGIC PLAN



2011–2013 STRATEGIC PLAN TABLE OF CONTENTS

Organizational Profile	4
History	4
Current Profile	6
End Game Vision	7
Core Initiative 1.	8
Core Initiative 2.	13
Core Initiative 3.	17
Core Initiative 4.	20
Core Initiative 5.	24
Monitoring & Evaluating	28
Appendices	29
Acknowledgements	35

EXECUTIVE SUMMARY

The Toronto Vegetarian Association was founded in 1945 by a small group of individuals who banded together to find common cause organizing social gatherings, lectures and letter-writing campaigns. Today's Toronto Vegetarian Association is a professional charitable organization delivering information and resources through a variety of programs including websites, a print directory and workshop events. Our flagship event, the Annual Vegetarian Food Fair, is attended by more than 20,000 people each year.

At the start of 2011 the Toronto Vegetarian Association is supported by more than a thousand members, hundreds of volunteers including dozens of program leaders, and committee and board members, and two full-time staff supported by part-time and contract positions.

Throughout its 65-year history, the leaders of the Toronto Vegetarian Association have worked to support Toronto's vegetarian and vegan communities and to inspire people to choose a healthier, greener, more peaceful lifestyle.

This document seeks to strengthen the organization so we can increase the impact of our efforts to support vegetarians and inspire others. The new plan is the result of 12 months spent soliciting input from members and volunteers, working with key individuals to prioritize our goals, and developing action plans with those responsible for carrying out the activities described within. This participatory approach is another healthy sign that the Toronto Vegetarian Association is well-equipped to achieve this plan over the next three years.

VISION

The Toronto Vegetarian Association is a broad coalition of individuals motivated by commitments to moral and personal concerns, including (but not limited to) compassion and advocacy for animals, personal and public health, and ecological sustainability. As we engage people with each of these important issues through our work, we advocate a common solution: to move away from the standard meat-centred North American diet in favour of healthy and delicious plant-based alternatives.

Over the next three years the Toronto Vegetarian Association will develop our funding model, our human resources and our status as an authority on plant-based living so we can increase our impact through outreach and community support. Success will mean stable and diversified funding for all activities; greater volunteer engagement; increased capacity to provide resources; larger and more diverse membership and volunteer base; and increased impact of our outreach programs and community initiatives.

PROCESS USED

In late 2007, the Toronto Vegetarian Association introduced its first strategic plan covering the period from 2008 to 2010. This plan helped us to align the Toronto Vegetarian Association's existing programs with the three pillars of the vegetarian movement: sustainability, healthy eating and compassion for animals. We also laid the groundwork for long-term strategies to increase our persuasiveness, grow our revenue and make the organization more inclusive. In late 2010, we reviewed the achievements of the previous plan in order to incorporate the lessons learned into this document.

The process of creating the 2011-13 Strategic Plan began in the spring of 2010. We started by consulting with our members about the importance of TVA's work and their aspirations for the organization. These results were further developed in a full-day strategic visioning session with board members, core volunteers and staff.

This session was coordinated by process consultant Mariam Hashemi, whose efforts were an integral part of this process. Working with the board's Ad Hoc Strategic Planning Committee, Hashemi designed a procedure for attendees to review TVA's history, to examine what's working and what could be improved, to consider the organization's implicit and explicit critical values, and to explore external trends, events and developments. In the second phase of the session, participants were invited to imagine TVA's position in 2015 and to work together in small groups to develop ways to move TVA from its position in 2010 toward a "preferred future."

The six core initiatives that emerged provided a starting point for developing this document. The initiatives were expanded and refined with input and assistance from board members, committees, staff and position-holders indicated as owners of action items specified in the implementation plans. This resulted in the five critical core initiatives found in this document

CORE INITIATIVES

The core initiatives of the 2011-13 Strategic Plan fall into two categories. The first three relate to strengthening the Toronto Vegetarian Association internally. The other two relate to the desired external results for the period of this plan.

1. **Stable diversified funding and self-sustaining events:** This initiative builds on TVA's core fundraising strengths to achieve stable, diversified funding. It sets achievable financial goals for growing TVA's program, events and membership revenue with a view toward overcoming TVA's structural deficit over the term of this strategic

plan and creates a framework to ensuring that events are revenue neutral and that the impact of new events on existing activities be assessed prior to being added to TVA's calendar of activities.

2. **Engaged staff and volunteers supported with ample resources:** We will strengthen and grow TVA's programs and initiatives by increasing our human skills, power and energy. This initiative will increase recruitment, training, recognition and support for TVA volunteers and create an environment where TVA staff are supported through professional development and other human resources best practices.
3. **Be an authority on plant-based living:** TVA will develop its resources and expertise on plant-based living so we are recognized as the go-to resource for those seeking information and support. We will dispense appropriate information through our programs and increase our ability to communicate in an effective and timely way to promote vegetarianism.
4. **Outreach is focused on gaining commitment to some level of plant-based living:** We will review and revise TVA's strategy for asking people to make commitments (to meat reduction, to veganism, to vegetarianism, etc.), improve our ability to measure how effective we are in generating commitment, and, ultimately, further develop our efficacy as an organization that encourages changing behaviour.
5. **Supporting existing vegetarian and vegan communities:** We will aim to ensure that TVA's programs effectively support vegetarians and vegans in maintaining a plant-based lifestyle. This initiative will build on successful programming, such as the Vegetarian Directory, Food Fair, Resource Centre and social groups in order to continue to support TVA's community of members and supporters while expanding our reach to support local vegetarians not yet involved with the organization.

TRACKING OUR SUCCESS

We will monitor our progress using key performance indicators that have been established in each of the core initiatives outlined above. Each year members of the board will be assigned to evaluate progress toward each initiative. Each board member will work with the owner of the initiative and the Programs Review Committee to develop ongoing milestones and report progress to the board. An annual review by the board will take place each year of the plan where progress will be reviewed and adjustments made as necessary.

CONCLUSION

The 2011-13 Strategic Plan builds on the strengths of the Toronto Vegetarian Association to sustain and build upon our existing activities so that our impact can be enhanced and our reach expanded. Together we will continue to do effective work to achieve our mission: to inspire people to choose a healthier, greener, more peaceful lifestyle.



ORGANIZATION PROFILE: HISTORY

THE FOUNDERS ERA

The Toronto Vegetarian Association (TVA) was founded on June 19, 1945 at a gathering of 18 people in Toronto. One of TVA's first campaigns involved sending soy grits and vegetable oil to war-torn Europe. Other early activities included holding dinners and lectures, writing to restaurant owners to request meatless dishes, and having letters and notices published in Toronto's daily newspapers. By July 1946, there were more than 100 members.

By 1954, TVA based most of its administrative operations out of the house of its longest-serving president, Barbara Jackson. In April of that year it published its first newsletter. The association became incorporated in November 1955.

Long-time members have described TVA as being a quiet organization in the 1960s and 1970s. Many of the activities during that period were simply social get-togethers. Nonetheless, forward-looking members obtained charitable status for TVA in 1976. But by the mid-1970s and early 1980s new recruits were rare.

THE SECOND WAVE

In 1983, Matthew Bates was elected the first new president of TVA in 31 years. A small group of younger people took over the leadership, instituting better record-keeping and board-meeting procedures. At the time, there were about 400 members, although many hadn't paid dues in some time.

In the 1980s and 1990s TVA focused on outreach through lectures, tabling and fact sheets. TVA hosted a one-day Vegetarian Information Fair in 1984, followed by its first Vegetarian Food Fair in 1985, which almost 500 people paid to attend. In 1986, the event moved to Harbourfront Centre where it attracted an estimated 3,000 people. In September 1986, TVA's newsletter was renamed *Lifelines* and gradually expanded in size and scope. TVA hosted a five-day North American vegetarian conference in 1987.

In 1989, as a result of a planning process, TVA moved out of Jackson's home and into the Bathurst Street Centre for Peace and Justice, just south of Bloor Street. It was here that TVA's Resource Centre was started, although there had been a library at Barbara Jackson's home since 1957.

In 1991, TVA published its first cookbook, *Eggplant and Beyond*. The first *Vegetarian Handbook* was published in 1992 and 4,500 copies were sold. In 1994, a second cookbook, *Vegetarian Tastes of Toronto*, was published and 45,000 copies of TVA's free Vegetarian Directory were distributed throughout the city, with similar numbers in subsequent years. In 1995 TVA launched its first website, which has since been expanded and revamped several times.

The annual Vegetarian Food Fair was at first entirely organized by volunteers. Later, a coordinator was paid an honorarium, then finally the coordinator was hired on contract. Attendance continued to grow as the event became two and then three days long and took up more space at Harbourfront Centre. The 10th Annual Vegetarian Food Fair in 1994 attracted more than 10,000 people. By 2000 and through the next few years, average annual attendance ranged between 12,000 and 15,000. In recent years attendance has reached 20,000 people. TVA's profile in the international vegetarian movement got a big boost when it hosted the 37th World Vegetarian Congress in July 2000, after a two-year planning effort.

Thanks in large part to the introduction of a discount program, TVA's membership grew considerably in the 1990s. In August 1993, it reached 1,000; by 1995 it was 1,400. Restructuring the membership fees (making the discount card an optional extra and eliminating special senior and student rates) resulted in a considerable drop in membership numbers for a few years. Increasing the membership became a strategic priority in 2008 and over the next three years numbers increased by almost 30 per cent, back to more than 1,400 people by 2010.

In 1999, TVA had to move when the Bathurst Street Centre for Peace and Justice was sold. Thanks to the efforts of a board member with family connections, Rogers Wireless AT&T provided TVA with free space at Yonge and Eglinton. After five years, Rogers moved out of the building and therefore so, once again, did TVA. Since 2004, TVA's office space has been sublet from Vegetarian Haven restaurant on the second floor of 17 Baldwin Street.

RECENT HISTORY

Until 2005, TVA was managed by its board of directors with staff support for major programs like the Food Fair and the Vegetarian Directory. In 2005, the TVA board decided to hire an executive director to handle day-to-day management, allowing the board to focus on governance and strategy. Since then, TVA has hired another full-time staff member and the board has launched five standing committees to support its major objectives.

One of the board's first major tasks during the transition phase was to review the organization's mission statement. To better reflect its audience, the scope of activities and the values the organization wished to communicate, the following was adopted: "To inspire people to choose a healthier, greener, more peaceful lifestyle." Accompanying values and vision statements were also drafted with input from members, volunteers and staff.

In late 2007, the TVA embarked on an ambitious, detailed three-year strategic plan, with each of the years focusing on a specific area — the environment in 2008, health in 2009 and compassion for animals in 2010. That plan was carefully reviewed and of 45 initiatives, 24 were considered clear successes and another 19 seen as partial successes (see sidebar for details).

THE WORK CONTINUES

The Toronto Vegetarian Association has come a long way since 1945 and we are proud of all that we've achieved so far. Together, we will continue the work done by passionate TVA volunteers over the past 66 years as we envision a world where people think critically about their food choices, where market forces drive food producers to provide healthy, sustainable plant-based foods, and where all animals are treated with compassion and kindness.

STRATEGIC PLAN 2008–2010

A strategic plan was launched in late 2007, covering a three-year period from 2008 through 2010.

During the planning process it was decided to define specific focus areas for TVA's resources and associated activities. Target audiences were identified and each of the three years was assigned a specific area of focus — environmental issues in 2008, health issues in 2009 and compassion for animals in 2010.

Four core initiatives were developed and associated implementation plans deployed. Here are the four initiatives and some highlights from them:

- 1. Align programs with strategic goals:** Program leaders developed and launched plans for integrating the annual strategic focus into existing activities and new initiatives. The new activities included:
 - a. Participation in environmental events.
 - b. Healthy eating talks.
 - c. Compassion year activities: SLFAS (Support Local Farmed Animal Sanctuaries) program, Compassion Week, educational talks.
- 2. Increase persuasiveness of TVA's messaging:** Updated materials for each focus area were developed and made available to volunteers who deliver programs. Training of volunteers was improved. New communication concepts were explored. Alliances with other organizations were developed.

- 3. Increase revenue:** More funds were raised by increasing the number of TVA members, by increasing the number of those members contributing as monthly donors, and by exploring new innovative fundraising programs.
- 4. Make TVA more inclusive:** Efforts to create an inclusive environment continued. Specialized training for volunteers was developed.

In addition, a Programs Review Committee was launched, to evaluate current programs and make recommendations to modify, improve or validate new and existing programs.

Success of the 2008-2010 plan was reviewed by the new planning team. The new planning team reviewed 45 "commitments" documented within the 2008-2010 plan and scored them as follows:

- 24 scored "green" (clear successes)
- 19 scored "yellow" (partial successes)
- 2 scored "red" (health writers group & KPIs) / (these were never launched)

The successes and challenges of the previous plan were considered during the new planning cycle. Improvements incorporated in the new plan include:

- More collaboration in developing the plan.
- Greater detail for years two and three of the plan.
- Improved tracking mechanisms for plan commitments.

ORGANIZATIONAL PROFILE: CURRENT

Founded in 1945, the Toronto Vegetarian Association (TVA) is Canada's largest and most active vegetarian organization. We are a registered charitable organization (11926 7532 RR0001).

Organization name:	Toronto Vegetarian Association
Address:	17 Baldwin Street, 2nd floor, Toronto, ON M5T 1L1
Telephone:	416-544-9800
Fax:	416-544-9094
First date of service:	19/06/1945
Date of incorporation:	17/11/1955
Charitable no.:	11926 7532 RR0001
Incorporation no.:	000079688
Number of members:	1,300+ (December 2010)
Number of staff:	2 FT
Executive Director:	David Alexander tel: 416-544-9800, email: dalexander@veg.ca
Number of volunteers:	250+

Programs:

The Toronto Vegetarian Association runs a variety of programs serving the Toronto community and beyond:

- **Annual Vegetarian Food Fair** – Held each year in early September, this free celebration of all things vegetarian has grown to attract more than 20,000 people annually.
- **Community Events** – Annual events include our Totally Fabulous Vegan Bake-off and Compassion Week, a series of events exploring compassion for animals. Other events throughout the year include healthy workshops and holiday cooking demonstrations.
- **Meatless Mondays** – Meatless Mondays is a growing, international movement of individuals, environmental, health and animal welfare associations, businesses and governments with a shared goal of reducing global meat consumption.
- **Veggie Challenge** – Open to anyone, this program provides support to people willing to challenge themselves to go vegetarian or vegan.
- **Vegetarian Directory** – This free publication lists Toronto-area vegetarian-friendly restaurants, stores, cooking classes and more. Updated annually and distributed citywide.
- **Website (veg.ca)** – Our comprehensive website offers a wide range of vegetarian information, including restaurant listings, events, articles, fact sheets, recipe links and much more.
- **Resource Centre** – Our downtown resource centre is open to the public and is staffed by friendly volunteers. We have more than 400 titles of books and cookbooks, magazines, DVDs and videos available for loan or purchase.
- **TVA Groups** – We host and support a range of vegetarian social groups across the Greater Toronto Area that share special interests or local activities: North York/York Region Group, Vegetarians in Their Twenties, Queer Veggie Dinner Social Group, Raw Vegan Group, Dinner Social Group, Veggies of Halton and Peel, Durham Lakeside Group, TVA Reading Group, Vegetarian Meetup Group.
- **Outreach** – We often staff tables and distribute materials at school, corporate and community events around the Greater Toronto Area. We also exhibit at trade shows and consumer expos. The Food for Thought: Ethics of Eating team holds lectures and workshops at post-secondary campuses and high schools.

Governance: The Toronto Vegetarian Association is governed by a Board of Directors made up of 11 elected members. The Board is supported by committees that assist the board in five areas: Audit & Finance, Nominating & Governance, Fundraising & Membership Development, Programs Review and Communications.

END GAME VISION

Successfully executing the 2011-13 Strategic Plan will strengthen the infrastructure of the Toronto Vegetarian Association so we can increase our impact through outreach and community support.

WE WILL STRENGTHEN THE ORGANIZATION THROUGH

1. Stable, diversified funding and self-sustaining events.
2. Engaged staff and volunteers with access to ample resources.

SO WE CAN

3. Be an authority on plant-based living.
4. Gain commitment to some level of plant-based living through outreach.
5. Support existing vegetarian and vegan communities.

SUCCESS WILL MEAN

- i. A balanced budget with room to develop reserve funds as needed.
- ii. Volunteers who are more engaged, as demonstrated by greater volunteer satisfaction and total volunteer hours committed.
- iii. Better organizational capacity to deal with growing numbers of people accessing TVA programs.
- iv. Evidence of growing impact of outreach programs.
- v. Evidence of growing support for those who are already vegetarian and vegan.
- vi. Growth and increased diversity of membership and volunteer base.

2011 Strategic Plan Framework

Perspectives to consider:
Internal leadership, members, volunteers, media, businesses, philanthropists, people open to vegetarianism.

Strengthen TVA

- i) Stable diversified funding and self-sustaining events.
- ii) Engaged staff and volunteers supported with ample resources

So we can...

- i) Be an authority on plant-based living.
- ii) Build commitment to some level of plant-based living through outreach.
- iii) Support existing vegetarian and vegan communities.



CORE INITIATIVE 1: STABLE DIVERSIFIED FUNDING & SELF-SUSTAINING EVENTS

THE INITIATIVE DEFINED

While the organization has made great strides in incubating and testing innovative fundraising initiatives, as of 2010 we still face an existing, though smaller, deficit budget.

This initiative focuses on increasing streams of funding by concentrating on things we have done well in the past.

We will implement best practices that we have observed in previous years, and focus on our core competencies to achieve stable and diversified funding, thus helping TVA to achieve a balanced budget. This initiative sets measurable and achievable financial goals with a view toward overcoming TVA's structural deficit over the length of this strategic plan.

We will continue events that were previously successful. We will emphasize making all events self-sustaining, such that revenue earned from each will be enough to offset direct associated expenses, staff time used, and the organizational focus required. We will plan events with sufficient lead time so as to consider potential overlap with existing initiatives. We will allocate resources such as employee time, organization focus and financial expenditures toward events in advance as directed by the TVA board of directors through the annual budgeting process. We will consider ad hoc events according to considerations spelled out in this initiative.



Key Performance Indicators

- Revenue from grants
- Revenue from membership donations
- Revenue from the Discount Card Program
- Program revenue (Food Fair, Directory, *Lifelines*, program sponsorships)
- Fundraising initiative revenue (special events, appeals and campaigns)
- Self-sustaining initiatives (breaking even or making a profit on project budgets)

Critical Considerations

- Lack of granting opportunities that match TVA's unique mission.
- Grantors often restrict funding for "new activities," which forces organizations to pursue non-priority activities in order to qualify.
- Retaining team members with experience in key resource development areas.
- Organizational focus for volunteers and staff often centres on short-term events and initiatives, drawing attention from long-term resource development planning.
- Still adjusting to its restructuring five years ago, TVA's organizational culture is still evolving as regards fundraising and resource development.

IMPLEMENTATION PLANS

1A – Ensure events are self-sustaining and new activities are appropriately prioritized

Definition: Develop new protocols to ensure that all TVA events are self-sustaining and prioritized according to existing calendar of activities.

Owner: Executive Director

Goal: Procedures in place to ensure that events are self-sustaining and that the impact of new events on existing activities is assessed before being added to TVA’s calendar of activities.

Completion: March 2011

Action Item	Desired Result	Owner	Due By
1. In consultation with key stakeholders, develop a core calendar of activities that will repeat over the 2011-2013 period.	Process for creating annual calendar recorded. Preliminary calendar presented to board.	Executive Director	January 2011
2. Incorporate project timelines into the calendar of core TVA activities and identify periods during which we will limit launching new programs and initiatives to ensure we are able to devote adequate resources to the core activities	Calendar presented to TVA board for approval.	Executive Director	February 2011
3. Review current process for initiating unplanned activities and develop process and guidelines for introducing new events into TVA’s core calendar of activities. (e.g., break-even budget, projected use of resources and \$\$, proximity to other activities, mission-related impacts, strength of the submitted plan, etc.)	Process and guidelines approved by TVA board of directors	Programs Review Committee Chair	March 2011

1B – Increase Program & Events Revenue

Definition: Identify and leverage opportunities for increased program revenue in all revenue generating programs and events.

Owner: Executive Director

Goal: Strengthen and streamline TVA's service offering to customers (typically small businesses who advertise with us).

Quantitative Goals:

- Increase Food Fair revenue by 5% to \$89,250
- Increase Directory advertising revenue by 4% to \$28,288
- Increase newsletter advertising revenue by 5% to \$3,360

Completion: June 2011

Action Item	Desired Result	Owner	Due By
1. Assess demand for our services and determine competitive price points which would maximize revenue. Ensure that competitive pricing does not interfere with the provision of affordable services, especially where conducive to our mission/vision and values	A report on the competitive landscape including environmental scan presented to Executive Director.	Fundraising & Membership Development Committee Chair	December 2010
2. Review existing program budgets to identify resource gaps and areas for potential program growth.	Report on the relative profitability of programs prepared for the TVA board.	Executive Director	December 2010
3. Develop a multi-year strategy to grow program revenue through competitive, yet fair, pricing.	Strategy document shared with the TVA board.	Fundraising & Membership Development Committee Chair	May 2011
4. Develop a plan to effectively market value offerings to corporate partners	Marketing plan developed and initiated by Executive Director.	Fundraising & Membership Development Committee Chair	June 2011

1C – Increase Revenue from Membership

Definition: Increase revenue from membership donations, discount card sales, monthly giving, direct response and major gifts fundraising.

Owner: Fundraising & Membership Development Committee Chair

Goal: Increased funding with an added emphasis on strengthening the relationships with all levels of donors.

Quantitative Goals:

- Increase overall membership to about 1,500 members (from about 1,400 currently)
- 75 Donors giving at the \$20 per annum level
- 10 to 25 Donors giving at higher annual levels (\$50-\$150)
- Increase monthly giving by about \$100 a month to a total of about \$1,000 a month (from \$900 currently)
- Increase discount card sales to about 880 cards sold annually (from 830 currently)
- Increase Direct Response funding (from Direct Response Campaign) to \$4,000 (from \$3,500 currently)
- Increase Major Gifts (from Major Gifts Campaign) to \$5,000 (from \$4,000 currently)

Completion: July 2011

Action Item	Desired Result	Owner	Due By
1. Develop campaign for membership recruitment to veg-friendly cultural groups and communities	Membership campaign plan approved by board and initiated by staff	Executive Director	December 2010
2. Develop TVA Major Gifts Campaign	Major Gifts campaign plan approved by Executive Director and initiated by board	Fundraising & Membership Development Committee Chair	February 2011
3. Strengthen TVA Discount Card program according to Program Review Committee's 2010 recommendations. a) Engage with stakeholders to identify critical considerations to ensure continued success. b) Increase resources and expand the program based on recommendations from key stakeholders	Discount Card program action plan completed and reviewed by Program Review Committee Chair	Executive Director	May 2011
4. Develop a direct response campaign based on best practices of previous direct response campaigns within TVA and within the nonprofit sector	Direct Response campaign plan document approved by Executive Director and initiated by staff.	Donor and Volunteer Resources Coordinator	July 2011

1D – Increase Sponsorships and Grants Revenue

Definition: Identify and pursue opportunities for corporate or foundation sponsorship of existing TVA activities.

Owner: Fundraising & Membership Development Committee Chair

Goal: Increased funding from development of long-term corporate / foundation supporters, strengthened relationships with funding partners.

Quantitative Goal:

- \$6,000 in funding for Compassion Week / Compassion Marketplace, or another event (assuming \$7,500 in costs for Compassion Marketplace).
- Application to at least three grant opportunities of more than \$5,000 per year

Completion: Ongoing.

Action Item	Desired Result	Owner	Due By
1. Identify and pursue sponsorship opportunities	Annual review of opportunities submitted to board and pursued by Fundraising & Membership Development Committee	Fundraising & Membership Development Committee Chair	Every January 2011, 2012, 2013
2. Identify and pursue grant opportunities	Annual review of opportunities submitted to board and pursued by Fundraising & Membership Development Committee	Fundraising & Membership Development Committee Chair	March 2011, 2012, 2013
3. Continue applications to Ontario Trillium Foundation	Applications submitted once per year as required	Executive Director	March 2011, 2012, 2013

CORE INITIATIVE #2: ENGAGED STAFF AND VOLUNTEERS SUPPORTED WITH AMPLE RESOURCES

INITIATIVE DEFINED

The purpose of this initiative is to strengthen and grow the Toronto Vegetarian Association's human resources by ensuring an engaging and supportive work environment for staff and volunteers.

Over the next three years, we will further develop TVA's reliable and skilled team of volunteers and staff by implementing best practices in volunteer and human resources management. Volunteers will be engaged and trained to ensure that new and existing organizational objectives are more easily met through key programs such as outreach. Volunteer efforts will be tracked and managed using professional practices and effective software. Appropriate time and resources will be devoted to evaluating progress, and succession plans will be developed to better manage turnover for key volunteer and staff positions. Clear lines of responsibility will be developed for all roles, including staff, the Board of Directors and all other volunteer positions. Staff will continue to receive the tools and resources required to hone and improve their capacity to support the organization's activities.

As vegetarianism becomes more mainstream, approaches to it continue to broaden, as do individuals' understanding of and reasoning behind their lifestyle choices. Our goal is to continue to foster a diverse support base while maintaining consistent and professional positions that align with the organization's values, mission and vision. With this aim, this initiative will also ensure that all staff and volunteers are familiar with the organization's mission, vision and values and are equipped with key messages as a flexible framework within which to work.

These activities will allow TVA to strengthen its core programs through increased people power, improved skills, renewed energy and a sense of shared commitment.

Key Performance Indicators

- When successful with this initiative:
 - Results from annual volunteer satisfaction surveys and feedback from staff will show that volunteers and staff feel increased support from the organization.
 - Turnover rates for volunteers and staff will match non-profit sector standards for high-performing organizations.
- Audits of our volunteer and staff programs at the start and end of the three-year period will show that planned improvements have been made.
- Greater organizational capacity as measured by stronger existing programs.
- Clear understanding by staff and volunteers of TVA's mission, vision and values.

- Core and key messages are clearly communicated through major TVA communications channels (outreach, veg.ca, *Lifelines*, e-newsletters, etc.).

Critical Considerations

To ensure that this initiative is successful, it must address the following:

- The initiative must be recognized as an important role of the Volunteer Coordinator so unforeseen projects do not redirect the focus of the position.
- The value of formal parts of our orientation, procedures and training need to be effectively communicated to volunteers so they feel comfortable with the administrative and training programs.
- It may be necessary to seek additional sources of funds or alternate avenues for supporting new and exciting volunteer recognition initiatives.
- Policies, procedures and roles need to be fully defined and documented.



IMPLEMENTATION PLANS

2A – Enhance our volunteer program

Definition: Strengthen our ability to implement existing and planned initiatives by continuing to enhance recruitment, training, recognition and support for volunteers that carry out the work of TVA

Owner: Volunteer Resources Coordinator

Goal: Successful completion of elements required to meet the Canadian Code for Volunteer Involvement

Completion date: June 15, 2012

Action Item	Desired Result	Owner	Due By
1. Create a standard volunteer procedure for engaging/orienting new volunteers	Documented standard procedure approved by Executive Director and in use	Volunteer Resources Coordinator	January 25, 2011
2. Improve and professionalize tracking and management of TVA volunteer program	New database software in place, volunteer data entered and documented procedure for inputting info approved by Executive Director	Volunteer Resources Coordinator	May 2011
3. Improve volunteer intake strategy and refine deployment strategy for Outreach Specialists	Revised position description and annual deployment strategy approved by board	Volunteer Resources Coordinator	May 15, 2011
4. Increase training within TVA's volunteer program Training sessions for Outreach Specialists developed In-person nutritional training introduced to supplement the on-line nutritional training. Calendar of training sessions created for all volunteers	Annual calendar of training sessions provided for all volunteers, including a minimum of two sessions scheduled for each position category	Volunteer Resources Coordinator	Introduced June 2011
5. Develop new positions based on scan of existing gaps and informal roles and recruit to fill these positions	Recruitment needs documented and recruitment initiated by Volunteer & Donor Resources Coordinator	Executive Director	November 20, 2011
6. Improve and formalize volunteer support and recognition program and involve the Board of Directors with an active role	Terms of reference for the Volunteer Recognition Team approved by board and expenditure line added to annual budget	President	January 15, 2012
7. Adopt the Canadian Code for Volunteer Involvement	Internal audit of our volunteer program based on CCVI guidelines confirms TVA complies with the code	Volunteer Resources Coordinator	June 15, 2012

2B – Deploy best practices for the workplace

- Definition:** To create an environment for TVA staff that maximizes self-directed activity, allows for ongoing development of skills and where each individual contributes actively in achieving the goals for the organization.
- Owner:** Vice-President
- Goal:** Comprehensive tool kit of policies, procedures, checklists and other management resources is documented and approved by the Board of Directors, covering hiring, staff training and engagement, setting objectives, reviewing performance, coaching, training, development and succession planning.
- Completion date:** December 15, 2011

Action Item	Desired Result	Owner	Due By
1. Identify existing tools and practices for management and engagement of employees and contractors, and determine which of these we would like to develop or improve	List of desired improvements approved by the Board	Nominating & Governance Committee Chair	April 2011
2. Establish how staff will directly support the organization to be “an authority” on plant-based living and understand the dynamics of the non-profit sector and event logistics.	Possibilities considered during budget cycle and incorporated in budget produced June 2011	President	June 2011
3. Develop required components identified above and incorporate with existing items in a Staff Manual (Include a definition of roles, responsibilities and authority)	Staff manual completed, approved by the Board and circulated to staff	Vice-President	November 2011
4. Establish mechanism for measuring effectiveness of our engagement initiatives (such as survey or feedback tools and turnover performance)	Mechanisms defined and successfully implemented	President	November 2011
5. Create succession plans for all key roles	Succession plan template in place and completed for existing roles	Vice-President	November 2011

2C – Clarify unifying values

Definition: We will establish how to accommodate a variety of personal viewpoints within the framework of TVA's mission, vision and values. We will help volunteers and staff members communicate core and key messages for the organization while allowing for them to express their personal passions behind their support for a plant-based diet.

Goal: The passion of volunteers and staff members is comfortably incorporated in the delivery of the organization's message.

Owner: President

Completion: July 2012

Action Item	Desired Result	Owner	Due By
1. Review the mission, vision, values and accompanying core and key messages and identify where there might be perceived conflicts with individual/personal viewpoints	Documented review is completed and a list of areas to address is created	Executive Director	February 2012
2. Establish how viewpoints identified above can support or coexist with TVA standardized core and key messages.	Documented plan approved by the board and presented to the Volunteer Resources Coordinator	Executive Director	April 2012
3. Incorporate information identified above in training for staff and volunteers so they feel their passion is accommodated while the organization is represented effectively through outreach and through volunteer-created content (e.g., in Lifelines, veg.ca, etc)	Staff and volunteer training revisions approved by the Executive Director	Volunteer Resources Coordinator	July 2012

CORE INITIATIVE #3: BE AN AUTHORITY ON PLANT-BASED LIVING

INITIATIVE DEFINED

By the end of 2013, TVA will have further strengthened its ability to support the community on information regarding plant-based living and will be recognized as the “go to” resource for individuals and organizations seeking information or support.

We will have developed the relationships, the supporting network of acknowledged experts and the visibility in the community to continue building our credibility as the premier resource in the Greater Toronto Area for vegetarian issues. TVA initiatives and resources will be designed with the expectations and experience of the target audience.

The TVA will be able to reach a wider audience, including existing vegetarians and vegans as well as others interested in adopting a more compassionate, healthy, sustainable lifestyle. The scope and breadth of the information shared by the TVA will grow.

TVA will become a leading source of information about plant-based living for media, businesses and members of the public. The TVA will be consulted on a regular basis regarding issues related to plant-based living and enhance its capacity to provide timely information that is reliable and accurate.

Key Performance Indicators

- Increased frequency that TVA is consulted as an expert on plant-based living.
 - Increased percentage of Toronto media articles about vegetarianism where TVA is mentioned.
- Increase in opportunities initiated by the TVA and at which the TVA has a role as an authority in plant-based living (e.g., conferences, community events, etc.).
- TVA's resources are being disseminated and are having an increased impact on the larger community.

Critical Considerations

To ensure that this initiative is successful, it must address the following.

- We consistently ensure that the material and information available through TVA vehicles such as the Resource Centre are accurate and up to date.
- We ensure that TVA materials and information provide value to the community and we commit to making these resources more widely available to the public.
- Some staff and volunteer resources are committed to the process of convening and knowledge sharing
- We ensure that positions taken by the organization are consistent with its mission, vision and values.
- We understand how to effectively use new tools for sharing information, such as social media and social networks, before we use them.



IMPLEMENTATION PLANS

3A – Increase availability of authoritative information

Definition: This plan will develop our resources and increase our ability to communicate effective and timely messages. We will have systems in place to assist in retrieving information and will expand the database of information and resources available for staff and volunteers.

Owner: Board Secretary

Goal: To have in place a catalogued, comprehensive and accessible database of in-house information, links to external sources and contact info for advisers and supportive experts.

Completion date: December 31, 2012

Action Item	Desired Result	Owner	Due By
1. Catalogue existing resources, including position statements, fact sheets, websites for other organizations and other information	Topic index in place, storage system established and populated with information and the system effectiveness verified by the Volunteer Resources Coordinator	Resource Centre Team Leader	August 31, 2011
2. Review needs for authoritative information to support TVA's initiatives, including those in the Strategic Plan (such as resources for training of volunteers/staff and activation tools for gaining commitment to plant-based living)	Listing of resource needs required to support our initiatives created and approved by Executive Director	Communication Committee Chair	August 31, 2011
3. Develop plan for researching, creating, acquiring or improving resources based on needs established through the review noted above, including creating a listing of advisers/experts available to support information requests	Documented plan approved by the Board of Directors	Executive Director	October 31, 2011
4. Implement the plan noted above	Plan completion verified by Executive Director	Resource Centre Team Leader	August 31, 2012
5. Create procedures to maintain catalogued resources, using scheduled reviews of slow-changing information and ongoing regular updates for rapidly changing info	Documented procedures incorporated in training materials for Resource Centre Team and approved by the Volunteer Resources Coordinator	Resource Centre Team Leader	December 31, 2012

3B – Deploy authoritative information through multiple channels

Definition: This plan will provide an effective way to share authoritative information with people interested in our work and with others we target to engage with our message.

Owner: Executive Director

Goal: Comprehensive strategy for sharing compelling and authoritative information with our targeted public developed and actively being pursued by June 2013

Completion date: June 2013

Action Item	Desired Result	Owner	Due By
1. Update design of TVA website, add new information to the site and create a plan for ongoing maintenance of site content, to make it a “go to” resource for people in the Toronto area seeking information on vegetarianism	Redesigned website with updated resources approved by the Communications Committee, live to the public and loaded with new resources	Executive Director	March 31, 2012
2. Develop training information for training of volunteers described in Implementation Plan #2A and provide examples of how staff might contribute to being seen as authorities on plant-based living to be used during its implementation	New training information incorporated in volunteer training materials And staff contributions to authoritative activity documented and approved by the Board of Directors	Volunteer Resources Coordinator	(TBD)
3. Establish how well our social networking strategy is working (e.g., impact of presence on Facebook, Twitter & YouTube) and develop an updated social marketing plan	Analysis and updated plan completed and approved by Board of Directors	Programs Review Committee Chair	April 30, 2012
4. Create a media engagement plan for both proactive and reactive interaction with traditional and new media, including consideration of the blogosphere.	Documented plan approved by Board of Directors	Communications Committee Chair	June 30, 2012
5. Implement plans noted above — maintenance of website resources, social networking strategy and media engagement.	Objectives identified in the plan effectively implemented and verified by the Programs Review Committee	Executive Director	June 30, 2013

CORE INITIATIVE #4. OUTREACH IS FOCUSED ON INCREASING COMMITMENT TO SOME LEVEL OF PLANT-BASED LIVING

INITIATIVE DEFINED

The mission of the Toronto Vegetarian Association is to inspire people to choose a healthier, greener, more peaceful lifestyle. Through face-to-face, voice-to-voice, print, online and mediated communications, we interact with thousands of people each year, many coming to vegetarianism for the first time. The purpose of this initiative is to improve TVA's capacity to gain commitment from individuals, groups and organizations to some level of plant-based living.

The levels of commitment we will ask for range from reducing consumption of animal products (such as through Meatless Mondays or the one-week Veggie Challenge) to becoming vegetarian or vegan altogether. We encourage these through face-to-face interactions (such as at the Food Fair and outreach events), print communications (*Lifelines*, *Vegetarian Directory*), online (through veg.ca, the Veggie Challenge, Meatless Mondays), and through media (such as highlighting actions people can take in TVA interviews).

Through this initiative we will review and revise TVA's strategy for asking people to make commitments, improve our ability to measure our effectiveness in generating commitment and, ultimately, further develop our efficacy as an organization that encourages behaviour change.

Key Performance Indicators

- Program evaluation shows that participants have greater commitment to plant-based eating.
- More sign-ups for Veggie Challenge, Meatless Mondays.
- Greater number of vegetarians in Toronto.
- Membership retention and acquisition.
- Media coverage and editorial value.

Critical Considerations

- Highlight the benefits of plant-based eating and minimize common barriers to action.
- Take advantage of timely opportunities to engage media and public.
- Volunteer training and management highlight the goal of generating commitments from individuals.
- Ensure that TVA is represented in a professional, consistent manner.
- Adequate evaluation is necessary to determine each program's effectiveness at generating commitment.



IMPLEMENTATION PLANS

4A – Review effectiveness of commitment vehicles

Definition: Review program effectiveness at gaining commitments from individuals to make vegetarian and vegan choices.

Owner: Programs Review Committee Chair

Goal: Programs are tweaked to inspire and support individual commitments to plant-based living.

Completion date: March 31, 2012

Action Item	Desired Result (Specific, measurable)	Owner	Due By
1. Programs Review Committee, with input from the Communications Committee, looks at existing program effectiveness at gaining some level of commitment to plant-based living (e.g., does participation in programs encourage and sustain behaviour change?) and recommends improvements to evaluation process and/or effectiveness at gaining commitment	List of recommendations proposed to the board	Programs Review Committee Chair	November 2011
2. Results communicated to relevant program leaders and plans for program improvement created	Plans for program improvement submitted to PRC Chair	Executive Director	November 2011
3. Review existing and potential activation tools to sustain commitment to being a vegetarian or vegan (Vegetarian Starter Kits, books, email support list, a pledge, etc.) and suggest improvements	Recommendations submitted to board for decision-making	Executive Director	January 2012
4. Review progress and suggest adjustments	Progress Report submitted to board	Programs Review Committee Chair	March 2012

4B – Review opportunities for gaining commitment and make improvements

Definition: Reviewing how we use existing opportunities to deploy our commitment vehicles (at the Food Fair, outreach, events; through online channels, mass marketing, media, etc.)

Owner: Executive Director

Goal: Outreach is used effectively to generate commitment from individuals and organizations to support and/or adopt Meatless Mondays, the Veggie Challenge, veganism or vegetarianism.

Completion date: June 1, 2013

Goal: In-person outreach is used effectively to gain individuals' commitment to plant-based living

Owner: Volunteer & Donor Resources Coordinator

Completion Date: November 30, 2011

Action Item	Desired Result (Specific & measurable)	Owner	Due By
1. Review best practices for gaining commitment at Food Fair & Outreach and develop a set of goals to be used for outreach program planning	Set of goals with annual targets submitted to board	Volunteer & Donor Resources Coordinator	February 2011
2. Develop content for annual online training and FAQ cheat sheets	Training modules and FAQ sheets submitted to Executive Director	Volunteer & Donor Resources Coordinator	April 2011
3. Consult effective outreach volunteers to suggest improvements to outreach program	Action plan for improving outreach submitted to Executive Director	Volunteer & Donor Resources Coordinator	July 2011
4. Review progress and suggest adjustments	Progress Report submitted to the board	Executive Director	November 2011

Goal: Like-minded organizations become advocates for some level of plant-based living.

Owner: Communications Committee Chair

Completion Date: December 1, 2012

Action Item	Desired Result (Specific & measurable)	Owner	Due By
1. Select organizations that could be approached to encourage commitment to Meatless Mondays, meat reduction, vegetarianism or veganism (Greenpeace, Toronto City Council, Lick's, Loblaws, etc.)	List of most promising opportunities submitted to executive director	Communications Committee Chair	November 2011
2. Make improvements to processes for gaining organizational commitment	Action plan for gaining organizational commitment submitted to board	Executive Director	January 2012
3. Review progress and suggest adjustments	Progress Report submitted to the board	Executive Director	December 2012

Goal: Online, mass marketing and media outreach are used effectively to gain individuals' commitment to plant-based living

Owner: Executive Director

Completion Date: June 1, 2013

Action Item	Desired Result (Specific & measurable)	Owner	Due By
1. Review how online opportunities are currently being used to activate commitment and suggest improvements	Action plan for activating commitment online submitted to the board	Communications Committee Chair	March 2012
2. Initiate action plan to improve opportunities to gain commitment online	First step of online action plan initiated	Executive Director	July 2012
3. Review how mass marketing and media opportunities are currently being used to activate commitment and suggest improvements	Action plan for gaining commitment through mass marketing & media submitted to board	Communications Committee Chair	November 2012
4. Initiate action plan to enhance opportunities to gain commitment through mass marketing and media	First step of mass marketing & media action plan initiated	Executive Director	January 2013
5. Review progress and suggest adjustments	Progress report submitted to the board	Communications Committee Chair	June 2013

CORE INITIATIVE 5: SUPPORTING EXISTING VEGETARIAN AND VEGAN COMMUNITIES

THE INITIATIVE DEFINED

The aim of this initiative is to ensure that a key focus of the TVA's programs is supporting the vegetarian/vegan community in their choice of adopting and maintaining a plant-based lifestyle.

A community is defined as a group of people with characteristics, interests or values in common. Toronto is a large and diverse metropolis, so all those who identify as being part of a vegetarian/vegan community may not necessarily live in the same locale or share other traits, such as culture, language, religion, age, race, socio-economic status or gender.

A sense of belonging, sharing and contributing are all critical in ensuring that individuals feel they are part of a community. The diversity of the GTA places the TVA in a key position to bring together a broad spectrum of individuals, centred on their choice of a plant-based lifestyle, and support them in feeling and remaining a part of such a community.

The TVA has done a remarkable job at engaging and connecting local vegetarians over the past half century and the broad range of programming places the organization in an ideal position to support them. By ensuring that a community-focussed lens is applied to all our programming, we can increase our ability to connect vegetarians/vegans with one another in ways that they would like to give to and receive from their community, namely social interactions and support, professional services and expertise, and other information supporting a plant-based lifestyle.

This initiative will build on current successful programming, such as the Vegetarian Directory, Food Fair Resource Centre, and vegetarian groups that will ensure that the TVA continues to support the both the current community of members and supporters while expanding its reach to include vegetarians not yet involved with the organization.

Key Performance Indicators

- Vegetarian Directory and Discount Card programs updates made. Positive feedback on changes.
- Increased distribution of Directory (print and web) and increased Discount Card purchases.
- Greater attendance at social, event and educational programming.
- Increased Resource Centre traffic (virtual and physical).
- More community members becoming involved with served by the TVA, demonstrated by membership and volunteer numbers.
- Increase in the diversity of TVA membership, measured by demographic and neighbourhood information.

Critical Considerations

To ensure that this initiative is successful, it must address the following:

- The vegetarian community is one of diverse backgrounds and motivations.
- Given this diversity, preferred communication methods and access vary greatly.
- TVA members and volunteers represent a subset of the vegetarian community at large; success may require us to cut across cultural, religious, racial and neighbourhood lines to bring people together to expand TVA's role as a hub for the vegetarian community.
- Plant-based living encompasses many different choices, and community initiatives have the opportunity to focus on commonalities to ensure inclusiveness.
- Our membership tends to centre on downtown Toronto, which presents an opportunity to ensure that we're including more neighbourhoods in the GTA
- Focusing on the accessibility of vegetarianism might enable TVA to engage low-income and new Canadian communities in the GTA and open new possibilities for partnerships and advocacy.
- As a grassroots, volunteer-driven organization, strengthening the vegetarian community is an essential ingredient to strengthening the loyalty of our supporters which in turn improve our ability to focus on other priorities (such as financial stability).



IMPLEMENTATION PLANS

5A – Strengthen Vegetarian Directory and Discount Card programs

Definition: The Vegetarian Directory and TVA Discount Card are long-established, successful TVA programs. As the use of technology for information sharing evolves, these programs need to be reviewed continuously to ensure that they remain relevant and vital. Building on recommendations already made by the Programs Review Committee and Directory Program Chair, both programs will be updated and revitalized.

Owner: Directory Chair

Goal: Updated, relevant, user-friendly and popular programs

Completion: December 2011

Action Item	Desired Result	Owner	Due By
1. Using Program Review data for the Directory, identify the appropriate role for this program in supporting the community while supporting TVA, while keeping the resource as comprehensive as possible. (note: this will be done in conjunction with Discount Card improvements mentioned in CCI1)	Report on how the Directory supports the community and TVA submitted to the Executive Director	Directory Coordinator	February 2011
2. Connect with consumer and business community to determine how they can best be served by the Directory and DC programs and develop a plan of action to update them. This includes consideration of how the programs can reach out into currently underserved communities.	Action Plan approved by Executive Director	Directory Coordinator	June 2011
3. Implement identified changes according to Action Plan.	Progress report submitted to the Board of Directors	Executive Director	December 2011
4. Continued communication with consumer and business communities to ensure ongoing relevancy of the programs.	Annual communication plan developed and approved by Executive Director	Directory Coordinator	December 2011

5B – Expand available Community Resources

Definition: The TVA already acts as a go-to resource for many within the vegetarian community. By identifying further resources that the community is looking for, we will enhance the ability we have to connect community members with each other and their needs.

Owner: Community Animator supported by the Programs Review Committee

Goal: TVA is the go-to resource for the plant-based community

Completion: December 2012

Action Item	Desired Result	Owner	Due By
1. Recruit volunteer Community Animator, responsible for ensuring TVA is in the best position to support community.	Community Animator who will work closely with the Events Coordinator, Directory Chair and Program Review Committee	Executive Director	December 2011
2. Determine the resources community members are looking for to support their plant-based lifestyle — such as professional services and expertise, lifestyle, health, nutrition, product and travel information, and social opportunities— and improving tools available to vegetarians interested in conducting their own outreach.	List of desired community resources submitted to Programs Review Committee	Community Animator	March 2012
3. Review ways that TVA's current resources, such as the Resource Centre, succeed at connecting community members with desired resources, identified above, and recommend opportunities for improvement.	Community resource review and recommendations submitted to board of directors for consideration	Community Animator	April 2012
4. Develop plan to offer new community resources through existing programs and new initiatives.	Action plan submitted to Executive Director	Community Animator	May 2012
5. Implement plan and review changes on an ongoing basis.	Progress Report submitted to Executive Director	Community Animator	December 2012

5C – Enhance Social, Event and Educational Programming

Definition: The TVA supports many venues for social interaction within the community, ranging from the large and successful Annual Food Fair to local vegetarian meet-up groups and community cooking classes. Because of this broad range, the TVA is in an ideal position to act as a central social hub of the vegetarian and vegan community. By ensuring that the TVA supports the vegetarian community in connecting to the TVA's mission as well as to each other, it will continue to strengthen its support for vegetarians and vegans in Toronto.

Owner: Programs Review Committee Chair

Goal: Relevant social, event and educational programming that engages a broad vegetarian and vegan community in the realization of TVA's mission and vision

Completion: December 2013

ACTION ITEM	DESIRED RESULT	OWNER	DUE BY
1. Working for priorities identified in 5C, review of current social, event and educational programming offered by the TVA, identifying strengths, areas for improvement and possibilities for new initiatives/expansion, supporting diverse communities, including new groups as well as those currently served.	Recommendations document submitted to the board of directors	Community Animator	February 2013
2. Create prioritized action plan to improve social, event and educational programming and ensure that all programming, including those currently aimed at non-vegetarians, such as the Veggie Challenge and Meatless Monday, engage existing vegetarians.	Actionable plan approved by Executive Director	Community Animator	March 2013
3. Implement plan	Progress report submitted to the board of directors	Executive Director	December 2013
4. Continued communication with communities to monitor success of programming.	Communication schedule approved by the Executive Director	Community Animator	December 2013

MONITORING AND EVALUATION

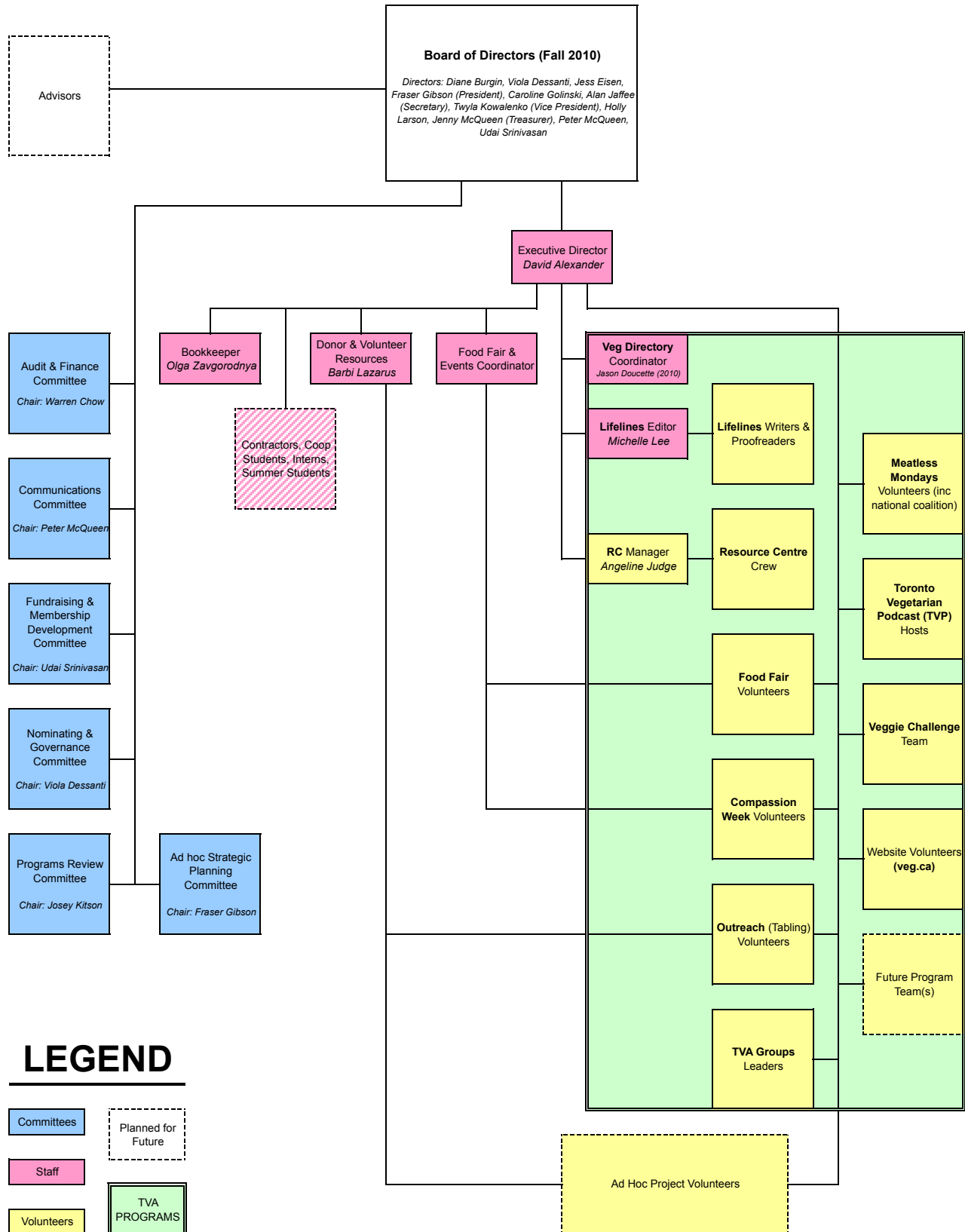
To ensure the success of the Strategic Plan, we will use certain mechanisms for ongoing monitoring —allowing for adjustments as necessary — as well as for overall evaluation.

These include:

- Key performance indicators (KPIs) have been set for each of the core initiatives, indicating measurable targets where possible and indicating areas where such benchmarking points are to be set once the initiative's plans have been further clarified by its owner,
- To measure the overall success of the plan in furthering TVA's mission, broad level KPIs have also been set, which include:
 - Consumption of plant-based foods in the GTA. b2
 - Meat consumption in the GTA.
 - Activity of Toronto veg communities.
 - Number of TVA members.
 - Number of volunteer hours contributed.
 - Number of people reached, etc.
- "Traffic Light" system of ongoing review:
 - Individual board members, committee chairs and staff have been set as owners of each of the core initiatives and implementation plans.
 - Owners will work with the Programs Review Committee to develop quarterly milestones for each initiative.
 - Owners to report progress (red/amber/green) on specific milestones to Board of Directors quarterly.
- Annual review of Strategic Plan by Board of Directors under the guidance of the Programs Review Committee.

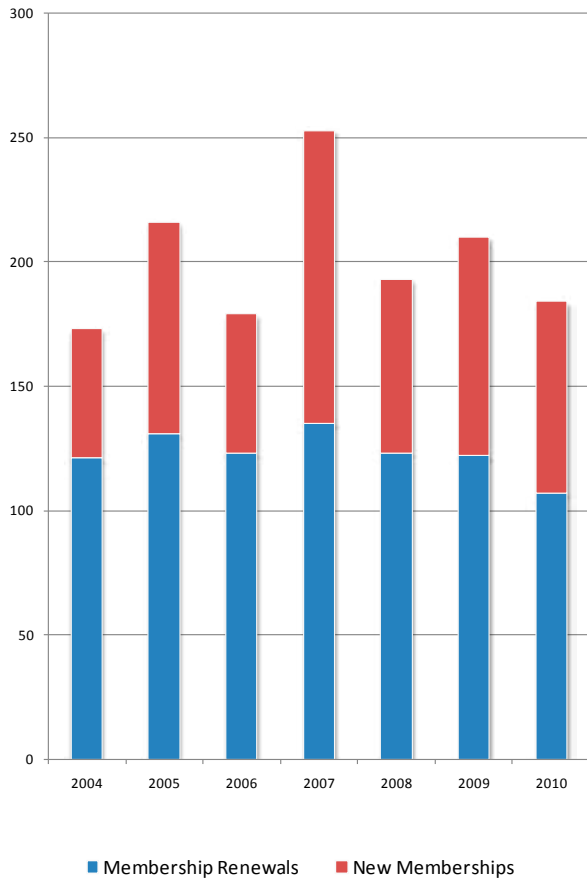
APPENDICES

APPENDIX 1: ORGANIZATIONAL STRUCTURE CHART

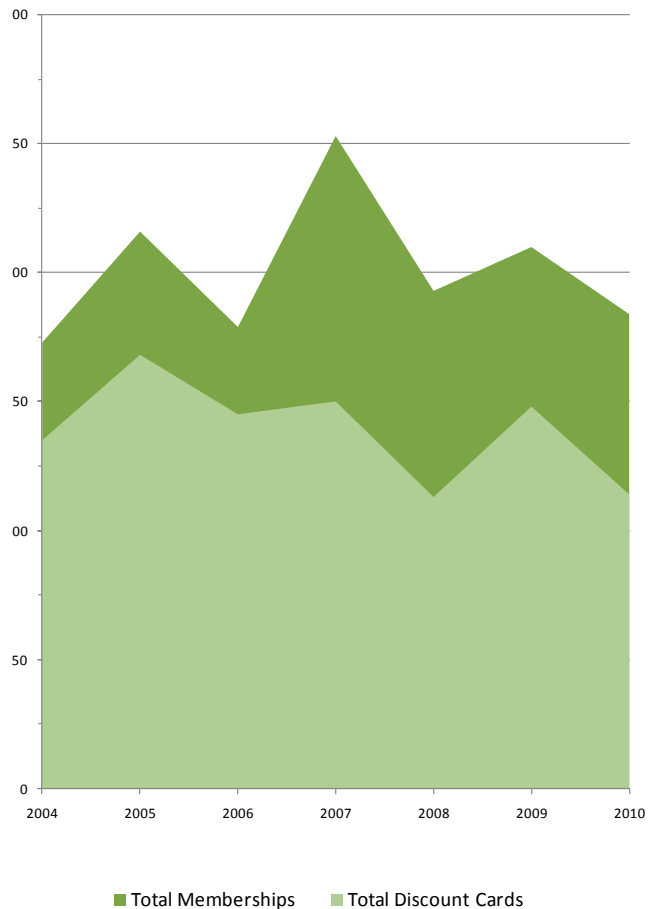


**APPENDIX 2:
TORONTO VEGETARIAN ASSOCIATION MEMBERSHIP AND DISCOUNT CARD HISTORY**

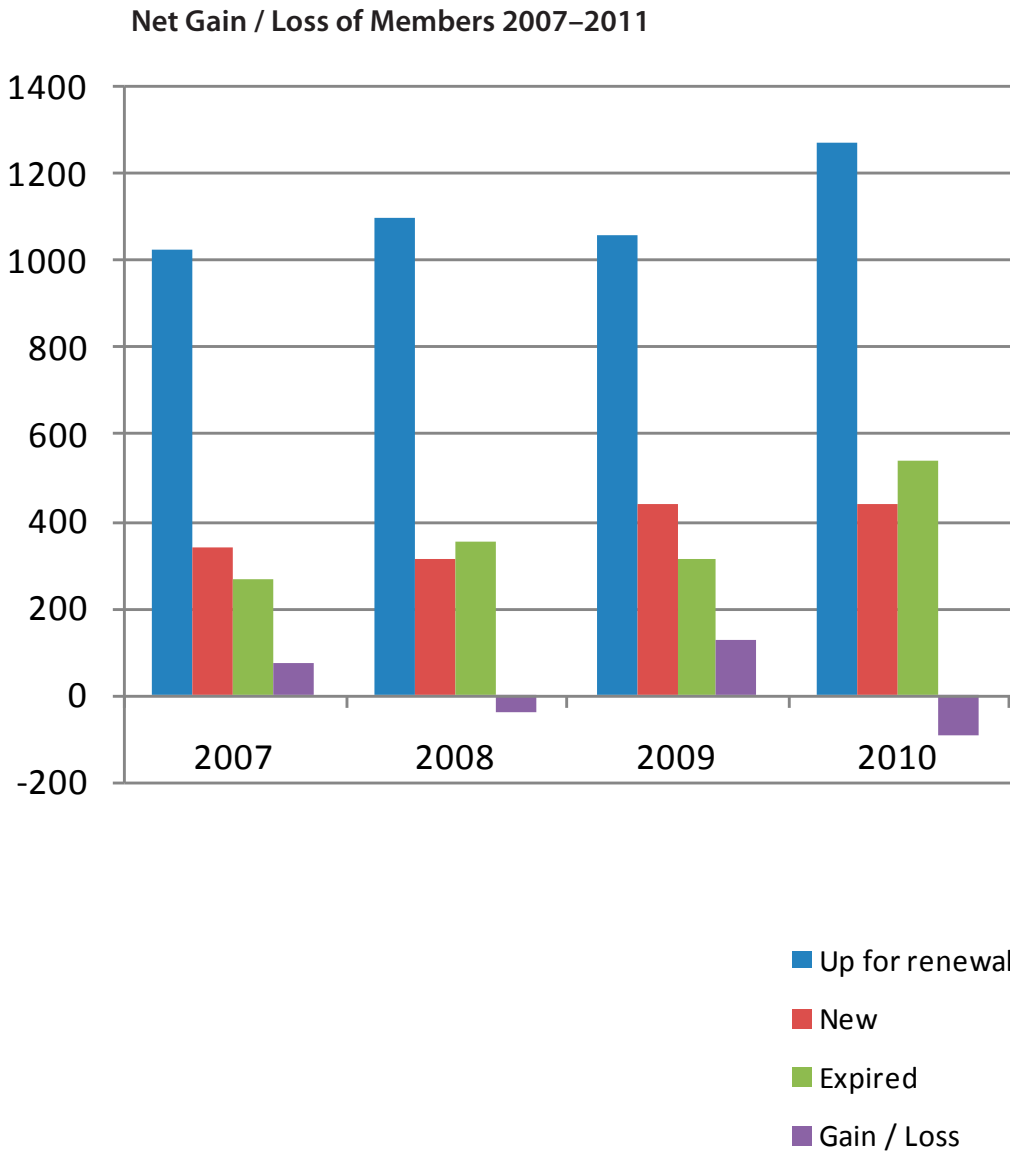
Food Fair – New & Renewing Memberships



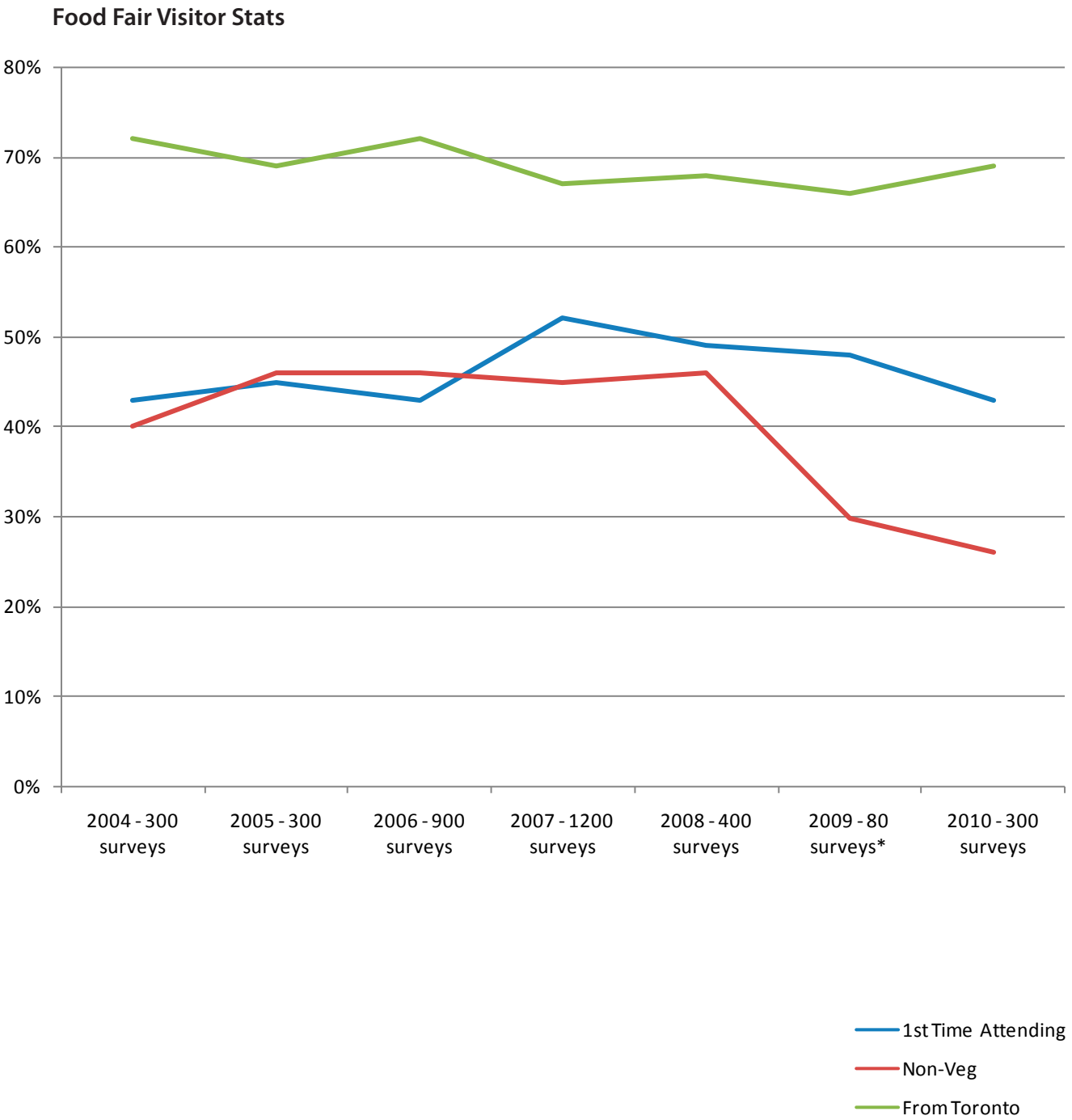
Food Fair – Memberships & Discount Card Sales



**APPENDIX 3:
TVA MEMBERSHIP RENEWALS, 2007-2011**

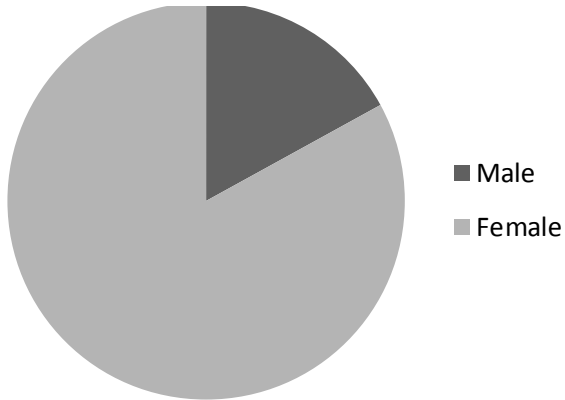


**APPENDIX 4:
FOOD FAIR VISITOR DEMOGRAPHICS, 2004–2010**

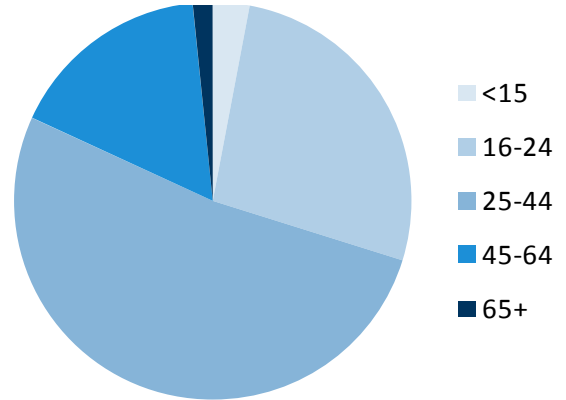


**APPENDIX 5:
VEGGIE CHALLENGE PARTICIPANT DEMOGRAPHICS AND SELECTED SURVEY DATA, 2007**

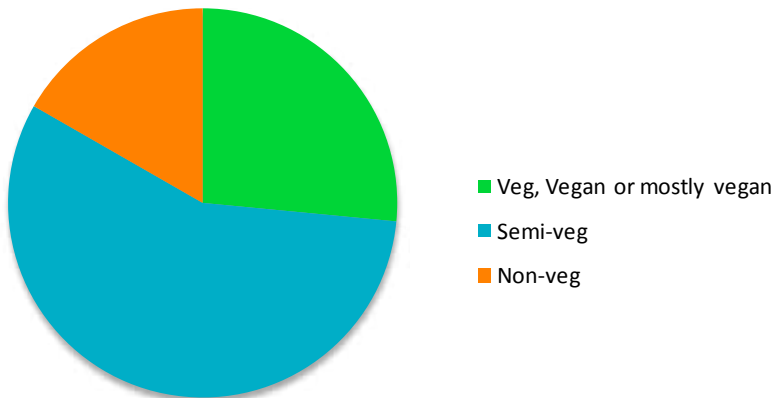
Veggie Challenge Participants – M/F



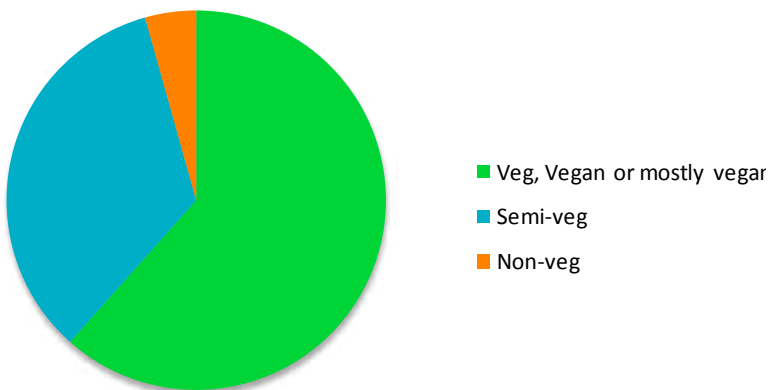
Veggie Challenge Participants – Age



Pre-survey – Veg'n, Semi-Veg, Non-Veg

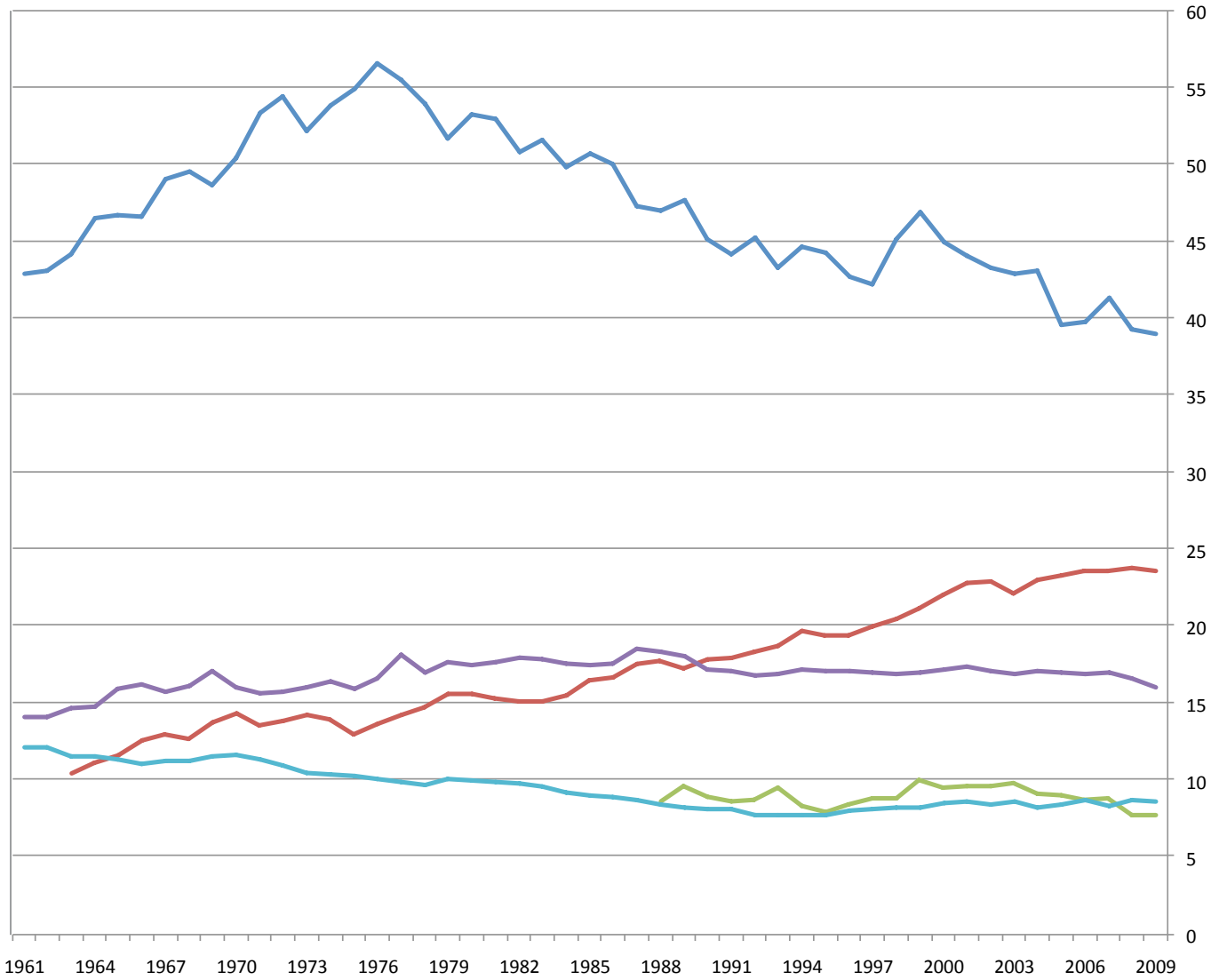


Post-Challenge – Veg'n, Semi-Veg, Non-Veg



FRUITS & VEG CONSUMPTION

Food Consumed Per Person in Canada by Major Group in Kilograms



- Red Meats (boneless weight)
- Poultry (boneless weight)
- Fish
- Dairy products (in solid milk equivalent)
- Eggs

ACKNOWLEDGEMENTS

The Toronto Vegetarian Association extends sincere appreciation to the following for their contributions to the development of its 2011–2013 Strategic Plan:

The board of directors, committees and staff of the Toronto Vegetarian Association

Fraser Gibson and Twyla Kowalenko for their leadership of the strategic planning process

Miriam Hashemi, Strategic Visioning Process Consultant

Roman Pawlyshyn, Editor

Carol Tsang, Graphic Designer

The many members, volunteers and others who participated in the process formally through our strategic planning survey and visioning session, and informally by sharing their vision, ideal and feedback.





17 Baldwin Street, 2nd Floor
Toronto, Ontario M5T 1L1
416-544-9800

veg.ca