

# SIVET

The cover features several thick, parallel blue stripes that curve from the bottom left towards the top right, creating a sense of movement and direction.

## STRATEGIC PLAN 2018-2021

Daniel Lapointe, Consultant, Focus OSBL  
February 4th, 2018  
Approved by the Board of Directors  
February 20th, 2018



# INTRODUCTION

The SIVET Board of Directors began a process last summer to develop a strategic plan, in order to review the organization's mission, vision and values as well as define its main strategic directions for the next few years.

The SIVET Board of Directors established an ad hoc committee responsible to manage the project. Members of the committee were : Chantal Turcotte, President, Patrick Beauchamp, Vice President, Louis Desbiens, Director and Suzanne Laforest, Executive Director.

The committee hired Daniel Lapointe as a consultant.

## During the project, the ad hoc committee completed the following :

- An online survey for SIVET [clients](#) ;
- An online survey for SIVET [employees](#) ;
- [Interviews](#) with 20 people involved with the organization (clients, employees, partners, etc.);
- [Analysis of the organization's](#) strengths and weaknesses as well as opportunities and challenges it faces ;
- [Identification](#) of challenges the organization is facing ;
- [A first draft of the strategic plan](#) to present during a workshop ;
- A strategic plan workshop held on January 20th, 2018. More than 20 people participated in the workshop and shared their [feedback on the first draft](#) ;
- Preparation of a [new version of the strategic plan](#) to present to the SIVET Board of Directors for approval.



# MISSION

Offer interpretation services in the areas it serves to Deaf, hard of hearing and Deaf-blind francophones in the following three modes of communication: Quebec Sign Language (LSQ), oralism and tactile.

# VISION

## Le SIVET :

1. **Is a key player** in LSQ interpretation services for Deaf and hard of hearing francophones in Canada ;
  2. **Meet** most types of customer **needs** ;
  3. **Have a sufficient pool of motivated and competent interpreters** to meet the demand ;
  4. **Benefit from various funding sources** and support from many individuals and corporate donors ;
  5. **Maintains strong and productive relationships** with leaders of the Deaf community in Quebec.
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# VALUES

## **Excellent Customer Service**

The SIVET exists first and foremost for its clients and aims to offer them exceptional service.

## **Quality of life at Work**

The SIVET cannot fulfill its mission without motivated and satisfied employees.

## **Collaboration with Partners**

The SIVET has positive and productive relationships with its partners, including funders and Deaf organizations to help fulfill its mission.

## **Efficiency in the Management of Resources**

The SIVET is able to accomplish more with less by managing its human, financial and material resources efficiently.





# CHALLENGES

## **The SIVET must ensure to have enough interpreters to meet the demand.**

Due to an insufficient number of interpreters the SIVET is unable to fully meet the demand. This situation is a challenge as the SIVET is unable to meet approximately 8% of the requests of services.

## **The SIVET must vary and increase its sources of funding, in order to respond to the current orphan needs of its customers and ensure its financial viability.**

Due to a lack of payers, clients of the SIVET don't have access to interpreters for some of their needs. By mobilizing more payers the SIVET would be in a better position to meet orphan needs, and as a result overcome the financial precariousness it had to deal with historically, especially in community-based services.

## **The SIVET must ensure that leaders of the Deaf community continue to show solidarity towards the organization.**

The SIVET has worked hard in the last few years to earn the support from leaders of the Deaf community and Deaf organizations in Montreal and surrounding areas. Keeping the support from the Deaf community is a challenge as the SIVET's credibility and ability to act is partially dependent on it.

## The SIVET must renew the agreement with the Canadian Administrator of Video Relay Service (CAV) when it expires.

The SIVET has recently been given the mandate to provide a Video Relay Service (VRS) for Deaf francophone customers across Canada. Success and a potential renewal of this agreement is a priority since this service doubles the volume of the activities at the SIVET.

# STRATEGIC DIRECTIONS

## # 1

### To increase the number of interpreters

- [Improve working conditions](#) and professional development for interpreters.
- [Promote the profession](#) of interpreter for young people in schools and guidance counselors.
- Encourage [greater collaboration among the educational community](#) to produce more qualified interpreters.
- Offer [supervised internships](#) for students.
- [Refund evaluations](#) to prospective interpreters.



## # 2

### Diversify and increase income

- Intensify discussions [with certain ministries and public organizations](#) to conclude [new funding agreements](#).
- [Develop fundraising campaigns](#) with organizations in the Deaf community to raise funds, in order to cover the cost of orphan needs due to a lack of payers (i.e. Deaf interpreter, leisure activities, etc.).
- Develop stronger external communications to increase awareness about the SIVET with health care professionals, potential private funders and the public.
- Develop a distance interpretation service.

## # 3

### Better meet the expectations of corporate clients and Deaf community leaders

- Create a [team of senior interpreters](#) specializing, particularly in demanding assignments (conferences, symposia, assemblies, etc.).
- Create an [advisory committee](#) formed of leaders of the Deaf community to maintain regular exchanges.
- Implement [effective communications](#) for corporate clients and leaders of the Deaf community to help them understand better the complexity of the interpreter's work and how the SIVET operates.

## # 4

### Ensure the success and sustainability of the new VRS

- Ensure the achievement of [strategic direction #1](#) to meet the needs of the VRS interpreters.
  - Maintain a [consistent and positive relationships](#) with the CAV authorities.
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# SIGN THE MOVEMENT

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