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OMC Vision and Strategy Statement

BACKGROUND

In 2012, the Ontario Multifaith Council (OMC) was informed by the Ministry of Community and Social Services (MCSS) that its contract to ensure adequate and appropriate spiritual and religious care for people in care by the Province of Ontario was ending on March 31, 2013. As this contract comprises the core funding for the organization, the OMC Board of Directors took immediate action to ensure the continuation of the organization and its work to provide a valuable service to public, not-for-profit, academic and private sectors and the general public. A transition team was formed with the mandate to define operations for the next year and to set the stage for refocusing the organization. The scope of work for the organization for 2013 - 2014 will be driven by the objectives outlined in this document. These objective also inform the future vision of the organization.

APPROACH

The approach to achieving the objectives will be guided by a short and long term plan. The short term plan will be for one year and it will address the strategy to maintain the function of the organization until March 31, 2014. This plan will be based on a very limited staff structure, new office space, and the use of approximately \$100,000 of OMC's reserve funds.

The long term plan will be for three years and it will address the transformation of the organization to a business model that includes revenue streams from various sources such as product sales, service provision, and funding from public and foundation sectors. The OMC will develop the following documents as part of this plan: One Year Budget and Action Plan; brainstorming meeting; Strategic Three Year Plan; and Financial Strategy.

OMC GOALS

1. to provide products and services as it relates to information about the different faith groups that constitute its membership
2. to maintain the relationship with the Regional Multifaith Committee's, correctional facilities, hospitals and other institutions where spiritual and religious care services may be required within the Province of Ontario.

OMC OBJECTIVES

- to expand its scope to a national level and to establish regional representatives for the province and territories of Canada.
- to reflect in the mission statement the intention to include all faith groups in OMC membership
- to advocate for a better understanding of the need for religion and spirituality in Canadian society
- to be an advisory body to public, private, not-for-profit, academic and voluntary sectors and the general public on matters related to the provision of spiritual care and protection of religious rights
- to be a credible source for all information on faith and religious diversity
- to develop partnership relations with like-minded organizations and other related organizations; and to create a platform for information sharing
- to develop relations with all levels of government and related government agencies to further the goals and objectives of the organization
- to advocate for faith communities within the Canadian context on matters of mutual interest and consensus
- to promote access to adequate and appropriate spiritual and religious care for people in care of government institutions
- to provide professional assessment of spiritual and religious care services in government institutions
- to provide screening of spiritual and religious care providers in the area of competency to work in a multifaith context
- to develop and conduct religious sensitivity training
- to expand the organization's service to provide direct services in the area of spiritual and religious care, e.g. brokerage of chaplaincy services
- to develop relevant publications, offer resource facilities and engage in research
- to engage in charitable activities and social service initiatives with a focus on youth

OMC Action Plan 2013 - 2014

The following chart is a draft action plan for the organization for the next year. The action plan will be updated as the new OMC staff have been hired and sub-committees have been established at the OMC Board of Directors level.

Category	Activities	Timing	Assigned	Status
Corporate Objectives	Review changes to corporate objectives and reflect in organizational by-laws, project charters	Q2 - Q4	Executive	50%
Operations	Hire Manager - Operations & Regions and Information Specialist positions for OMC office, write job descriptions	Q2	Executive	☑
	Move into new office space, storage of OMC archives	Q2	OMC staff	☑
	Develop an operational budget	Q2 - Q3	Executive	☑
Projects & Revenue Streams	Complete MCSS requirements for 2012-2013 contract	Q2 - Q3	Executive	75%
	Confirm funding from Ministry of Education for Phase 2 of Religious Accommodation Project	Q2 - Q4	OMC staff	☑
	Fee-for-service model for consultative advice	Q2 - Q4	Executive	25%
	Brokerage of Toronto Homes for the Aged Chaplains	Q1 - Q4	OMC staff	☑
	Expand brokerage services for spiritual & religious services	Q2 - Q4	OMC staff	25%
	Develop religious sensitivity training program	Q2 - Q4	OMC staff	25%
	Marketing of Multifaith Information Manuals and other publications (e.g. calendars, posters, etc) to new markets	Q1 - Q4	OMC staff Executive	50%
	Identify and promote OMC members as speakers for fee	Q1 - Q4	OMC staff	25%
	Promote individual, faith group, and corporate donations	Q2 - Q4	Executive	25%
	Hold a fundraising gala	Q2 - Q4	Executive	25%
	Hold annual educational conference	Q3	OMC staff	25%
	Hold Spiritual & Religious Care Awareness Week	Q3	OMC staff	50%
	Identify foundations, grants for core funding	Q2 - Q4	Executive	25%
	Certification of Competency to Work in a Multifaith Context	Q1 - Q4	OMC staff	75%
	Revise tools for assessment of spiritual care in institutions	Q3 - Q4	OMC staff	25%
	Explore the introduction of a membership fee	Q2 - Q3	Executive	25%

Transition Committee Action Plan 2012 - 2013

The Transition team met over the course of a year to manage the shift to new operations and staff structure for the organization. The transition team was comprised of Imam Abdul Hai Patel, Rev. Kevin Rogers, Dianne Algerra, Pandit Roopnauth Sharma.

Activities	Timing	Assigned	Status
Draft Letter to OMC Employees to inform them of MCSS contract termination	Q2	Algerra Sharma	☑
Investigate alternate office space being offered by current landlord	Q2	Williams	☑
Develop a one-year operational plan 2013 - 2014 based on minimal staffing and office space. Consideration for Toronto Homes for the Aged contract, book sales & revenue, reserve fund, and other revenue streams	Q2 - Q3	Vesuna Sharma Williams	☑
Reduction of services and disposition of fixed assets	Q3	Executive	☑
The Transition Committee to meet as per schedule for phone & telemeetings	Q2 - Q4	All	☑
Present proposed budget and work plan to the OMC Board of Directors for mode of operations, and use of \$100,000 reserve funds	Q3	All	☑
Final notice to all vendors, suppliers, utilities, etc	Q3	All	☑
Arrange for movers and storage of office inventory and equipment	Q4	OMC Staff	☑
Dispose of excess inventory and furniture	Q4	OMC Staff	☑
Move library materials and shelves	Q4	OMC Staff	☑
Review with funding agency MCSS	Q4	All	☑
Prepare final employee separation documents and payroll expenses	Q4	All	☑
Final review with Regional Managers	Q4	All	☑

OMC Core Services

BACKGROUND

The Ontario Multifaith Council is the representative body of the faith communities across the province of Ontario with the following vision and mission statements.

Vision Statement

The Ontario Multifaith Council is committed to effective multifaith cooperation, dialogue, and research to promote the provision of the highest quality of spiritual and religious care for Ontario citizens including those in government-operated or funded institutions.

Mission Statement

The Ontario Multifaith Council is dedicated to working with related agencies and organizations in Ontario in order to promote timely provision of adequate and appropriate spiritual and religious care for persons in care.

Regional Multifaith Committees

Over the past forty years, the OMC has offered services through a structured group of regional bodies called Regional Multifaith Committees (RMC). These committees seek to preserve and improve the high quality of religious services and spiritual care in government facilities, community-based programs and transfer payment agencies. This is accomplished by:

- authoritative information on religious practices and traditions
- advocate for appropriate spiritual care and religious services for Ontario citizens
- sourcing and distribution of authentic religious materials
- chaplaincy services
- education
- community development

These services were focused on provincially-operated correctional facilities, health care institutions, long term care facilities and youth ministries. Historically, the majority of these services were based on a formal agreement, called the *Memorandum of Agreement*, between the faith communities of Ontario and the Government of Ontario.

SERVICES

Authoritative information on religious practices and traditions

- developed the Multifaith Information Manual publication
- facilitated the development of the first guide for Religious Accommodation for the Toronto District School Board (1990s)
- developed a report on the *Ritual Use of Wine by Ontario Faith Groups*
- developed a universal/multifaith prayer document for the Ontario Legislature
- researched dietary requirements, religious ritual hygiene, and time of death practices & rituals

Advocate for appropriate spiritual care & religious services for Ontarians

- advocated for special sites to be designated for disposal of cremated ashes for members of the Hindu community
- advised and provided guidance in the design of worship centres in the Central East Correctional Centre and Brookside Youth Centre
- held discussions with Registrar of Funeral Board of Directors to provide cultural and religious sensitivity training for owners of funeral homes and for staff in the office of the Children Advocate
- researched a Ramadan information kit including Ramadan observances, accommodation for diet needs and education of staff
- developed a non-proselytization code of conduct

Authentic religious services

- provide access to prayer mats, sacred writings, text and religious attire

Spiritual and Religious Care Services

- provide the employment of chaplains for City of Toronto Long Term Care facilities
- provide certification of chaplains in competency to work in a multifaith context
- provide assessment of spiritual and religious care services in institutions

Education

- facilitate research on faith-related matters based on individual requests
- host an annual educational conference for spiritual and religious care providers and other related sector professionals
- host an annual Spiritual and Religious Care Awareness week along with resources
- provide multifaith sensitivity training

Community Development

- developed a network of Regional Multifaith Committees
- operated a province-wide Reintegration Program to assist ex-offenders returning to society post-incarceration
- operated Restorative Justice program that certified people in family group conferencing models and alternative justice system models.
- developed and operated religious accommodation training for school boards across Ontario in partnership with the Ministry of Education

Past Partners

- Greater Toronto Area Airport Authority
- Emergency Management Ontario
- Ontario Public Health
- Ministry of Education
- Ministry of Health
- Toronto District School Board
- Children's Advocate Office
- Law enforcement agencies

Mode of Operations

OPERATIONAL PHILOSOPHY

OMC is a charitable organization and, as such, every effort must be made to engage volunteers to provide some of the vital services of the organization. It is standard practice that all board members and executive committee members will volunteer time toward the operations of the organization where appropriate and as designated by the Board of Directors.

OPERATIONS

The hours of business operations will be maintained from 8:30 a.m. to 5:00 p.m. daily on a weekly basis. Staff will be scheduled in the office in such a manner so as to provide five full days of office reception coverage.

- Executive Committee meetings will be held monthly with conference technology to be used at all times when practical to reduce operational costs
- Internet telephone & cable company phones to be used that provide national service at a fixed monthly cost
- Board of Directors meeting will be held quarterly and hosted at alternating sites by an OMC member faith group. Every effort must be made to reduce transportation cost by use of internet conferencing technology. Also, the timing of board meetings must be in such a manner to not impact the members' normal meal times to reduce operational costs
- Visits to Regional Multifaith Committee meetings must be held at a minimum by the Manager - Operations & Regions with no more than twelve trips per year. Extensive use of conference technology must be implemented for this functionality.

FUNCTIONAL ROLES & RESPONSIBILITIES

Manager - Operations & Regions

Reports to: OMC Executive Committee

Hours: 30 hours per week

- provides overall management of OMC operations as directed
- responsible for official records of the organization
- responsible for the recording and maintaining of all financial records of the organization (banking, etc)
- responsible for the collection, maintaining and distribution of faith-related information and materials
- liaison with all agencies as relates to providing information and fostering the goals and objectives of the organization
- manages special programs, projects and other related business transactions with agencies and partners
- coordinates all activities related to OMC business as it relates to the Regional Multifaith Committees
- provides support and guidance to the RMCs on matters of membership, policies and procedures
- acts as the hub of network for all of the regional RMCs
- facilitates access to correctional facilities and meetings with related authorities in the institutions on matters of faith and the religious rights of inmates
- support the OMC Executive Committee as needed

Information Specialist

Reports to: Manager - Operations & Regions, OMC Executive Committee

Hours: 25 hours per week

- responsible for reception, answering calls and correspondence
- responsible for clerical functions including record keeping, filing, and preparation of reports
- review and record all expense vouchers
- prepare all invoices for payment
- record invoices in the accounting system
- present invoices for approval
- print cheques and mail to vendors
- organize meetings
- arrange catering for all functions
- maintain information services and multifaith library resources
- supports Manager and OMC Executive Committee as needed

Appendix A - Faith Groups of Ontario

Aboriginal Spirituality

Christianity

Anglican Church of Canada
Baptist Convention of Ontario & Quebec
Brethren of Christ Church
Christian Church (Disciples of Christ)
Christian Reformed Church
Church of Jesus Christ of Latter-day Saints
Church of the Nazarene
Doukhobors
Eastern Orthodox
Evangelical Free Church
Evangelical Missionary Church of Canada
Evangelical Lutheran Church of Canada
Free Methodist Church
Jehovah's Witness
Lutheran Church of Canada
Mennonite Church of Canada
Pentecostal Assemblies of Canada
Religious Society of Friends (Quakers)
Roman Catholic Church
Salvation Army
Seventh-day Adventist Church
Ukrainian Catholic Church
United Church of Canada
Wesleyan Church
Worldwide Church of God

Baha'ism

Buddhism

Theravada Buddhism
Mahayana Buddhism
Vajrayana Buddhism

Hinduism

Vaishnavism
Shaivism
Shaktism
Smartism

Islam

Sunni Islam
Shia Islam
Sufism
Ahmadiyya

Judaism

Alternative
Classical Reform
Conservative
Humanistic
Haymanot
Karaite
Liberal
Orthodox
Progressive
Reconstructionist
Reform
Renewal
Traditional

Rastafarianism

Sikhism

Unitarian Universalist

Wicca

Zoroastrianism