



Business Plan

2024-2025



Leadership Message

The work our incredible team accomplishes would not be possible without the larger community rallying behind us.

Water.

Water is critical to life. Without it, our ecosystems cannot survive. Our bodies are primarily made up of water and require constant hydration to thrive. Water from the rain nourishes our planet and nurtures our forests, fields, flora, and fauna. When frozen, water can preserve our food; when heated with some leaves, it warms our bodies and souls. Like land, water is vital, life-giving, and connects us and the world around us.

Water emerged as a central theme in our strategic framework revision of 2023. A teaching passed down by an Elder not only describes who we are but also guides us in who we should aspire to be as an organization, a community, and an ecosystem.

Water, however, can also be turbulent and unpredictable. Water in the form of tsunamis and floods can threaten

our sustainability as much as it can be life-giving in other forms.

Reflecting on the tsunami of challenges we have faced—COVID-19, rapid inflation, substance poisoning crises, shigella outbreaks, housing crisis, and resulting encampments—it often felt like we were weathering multiple storms simultaneously and for extended periods.

Just as a tsunami reshapes the landscape upon impact, our landscape, too, has changed due to these challenges. While we may have little control over such significant social, economic, and environmental impacts, we have the power to choose how we respond to adversity.

Our efforts this year are aligned with the teachings of water—to nourish, provide warmth, and support healthy environments as individuals, families,

and communities recover and move forward from the devastation they have experienced.

We will achieve this by continuing to unite with our partners, supporters, and the community, reflecting on how we can build and rebuild. We will participate in deep, intentional listening activities that will help us understand how these challenges have affected our community, allowing us to be flexible and responsive in allocating our resources where they are most needed.

Like a river whose banks define its path in the short term but whose constant and consistent flow shapes the landscape around it, we will stand together with our neighbours, friends, and communities to build a path toward vibrant, healthy communities for everyone, just as we have for the past 114 years.

Gary St. Amand
CHIEF EXECUTIVE OFFICER



“Thank you for being a part of our Bissell community.”



OUR VISION

To eliminate poverty in our community.

OUR MISSION

Working in community, we remove barriers and support people as they move out of poverty.

OUR CORE VALUES

Our values of Respect, Human-Centred, Equity, Collaboration, Integrity, and Accountability are reflected in all aspects of our work and within the culture of Bissell. They are our commitment to ensuring our participants, employees and stakeholders are involved with an organization that puts people first.



2023-24 Year in Review



Community Bridge

Being homeless means seldom being safe, both on the streets and in shelters. There are few safe spaces for the homeless. We believe that everyone deserves to have a safe place to call home. Our range of housing services includes our Homeless to Homes, Community Bridge and our Outreach Housing Team.

Community Bridge operates a unique financial empowerment-focused case management program that prevents housing loss through targeted interventions to avoid eviction, utility disconnection, and foreclosure. Through referrals and support with budgeting, accessing benefits, savings, and goal setting, we promote long term housing sustainability.

Bissell Centre's Community Bridge has a housing retention rate of 94%, which is an indicator that the program is effective in supporting households to sustain their housing long term.

Community Bridge case management includes financial coaching to create a budget and a financial action plan, assistance to find and apply for any benefits you may be eligible for, referrals for additional programs, support to negotiate with landlords and/or utility companies, and support to create a sustainable financial plan for the future.

In fiscal year 2023-2024, our Community Bridge program helped 566 individuals maintain their housing.



Hope Terrace Supportive Housing

Bissell Centre provides supportive housing for people with Fetal Alcohol Spectrum Disorder (FASD). This is the first such facility in Canada that offers 24 hour support services for people with FASD. The apartment complex is owned and operated by Homeward Trust Holdings Company with Bissell Centre providing in-house and outreach support for the people who live there.

Support Services Available

Bissell Centre staff provide support 24 hours a day/365 days a year and are trained and equipped to assist people with FASD by providing tenants with a stable home environment, opportunities to integrate into the community, goal-setting sessions, and assistance with attending medical appointments, court appearances, mental health supports, and other commitments.

Support staff also arrange for group outings, have on-site cultural support and offer off-site Indigenous supports for tenants. Additionally, an Occupational Therapist is on-site that offers a strengths-based Executive Function Performance Test in order to assess and assist tenants with daily living skills growth. The OT also offers Dialectical Behaviour Therapy for the implementation of change-oriented strategies. The staff members also provide mental health and harm reduction education and support for residents.

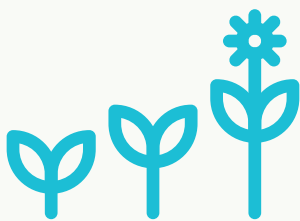
During the past year, our Hope Terrace Supportive Housing Program housed and supported 34 residents. We had 29 new residents move in from January 2023-December 2023. Our team provided 4,384 home visits and we had 1,099 touchpoints recorded for Community Programming. Hope Terrace also successfully supported 4 residents with individual move out plans and they have all moved into affordable housing.

Food security continued to be a program goal throughout 2023. We have consistently had 80% of residents participate in individual and communal grocery shopping trips on pay day and encourage residents to buy a little bit more each month. Hope Terrace currently offers 13 different programs that are related to food security.



Child Care Fieldtrip to Moonlight Bay Camp

AUGUST 2023



Early Learning and Child Care

Bissell Centre's Early Childhood Development Program provides full-time childcare as well as a drop-in/respice program that provides low-income families with free temporary childcare.

Our program is designed to foster improved early childhood development outcomes so children can get the best possible start in life.

Alberta's Curriculum Framework, FLIGHT, is embedded in every aspect that the Bissell Centre's Early Childhood Development Program practices. Our educators guide and nurture learning within a responsive environment where play forms the strong foundation for ongoing emotional, social, cognitive, and physical development.

In 2023-2024, Bissell Centre helped 122 children and 92 families with respice child care and provided a total of 189 children access to our child care.

An increased focus in 2023-2024 on increased integration between our Childcare and Family Supports programs ensured the whole family unit was supported in achieving their goals, not just the children in the Childcare Centre. Bissell's Indigenous Engagement team also increased access to Indigenous-based learnings and cultural teachings, which families have indicated has been an invaluable resource.

Our Strategic Plan

We are working towards the day when Bissell Centre no longer exists in its current form because there is no more poverty.

Eliminating poverty is a complex task that requires systemic change. Families and individuals are often trapped in the cycle of poverty because of social structures and systems that keep them at a disadvantage.

The experience of living in poverty is interwoven with different and distinct realities for each person depending on their race, culture, gender, sexuality, age, and ability.

Ending poverty requires combined efforts at all levels to transform our individual, communal, and social experience to include everyone, especially those who are most marginalized.

To that end, we centralize our organizational strategy using a cascading method, like a waterfall, that includes our core values, organizational approach, riverbanks, and practice philosophy to set a clear path towards a poverty-free community.

This way of conceptualizing our strategic plan allows for innovative changes as the river flows, changes speed, fills up, and sometimes dries out. The river guides the possibilities and limits of our work, so we remain focused and determined to reach our goals.



**ORGANIZATIONAL
STRATEGY**

**CORE
VALUES**

**ORGANIZATIONAL
APPROACH**

**PRACTICE
PHILOSOPHY**

RIVERBANKS

Our Organizational Strategy

“What we do and how we do it.”



1. High Quality Programs and Services

Bissell Centre develops and provides high quality programs and services and impactful community and economic development initiatives that benefit individuals, families, and neighbourhoods in poverty by:

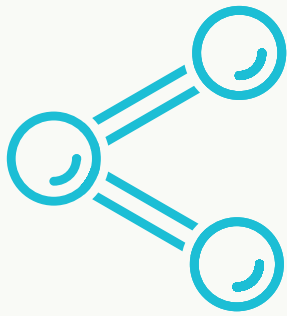
- Increasing involvement in, and advocacy for, appropriate and accessible housing options and supports.
- Continuing our commitment to providing supports that address systemic gaps and barriers.
- Enhancing alignment and collaboration with partners to increase effectiveness of supports.
- Engaging collaboratively with local neighbourhoods and stakeholders.
- Developing community-based social enterprise that will be sustainable and impactful for the community.



2. Truth and Reconciliation

Bissell Centre commits to participating in the large systems work required to implement the Truth and Reconciliation Commission Calls to Action and the National Report on Missing and Murdered Indigenous Women and Girls Calls for Justice by:

- Building honest, meaningful, and good relationships with Indigenous communities (Nations/Peoples), leadership, and organizations that support and act *with* them.
- Centering the lived experience of Indigenous participants and staff.
- Providing proper protocol to listen and learn with Elders, Knowledge Keepers, and Indigenous people to gain understandings of traditional knowledges of all Indigenous Nations in Treaty 6.
- Developing opportunities for staff to build understanding and capacity to work with Indigenous participants, colleagues, Nations, and organizations.



3. Systems Change

Bissell Centre aims to influence systems and societal change by:

- Engaging with all levels of government and other institutions to contribute to policy change and best practices that support families and individuals to move out of poverty.
- Ensuring the voices of people with lived experiences are heard in a meaningful way to them.
- Building an organizational culture based on learning, reflection, and a commitment to evidence-based practice.
- Educating and raising awareness about the issues and complexities of poverty and inviting the community to actively engage in the elimination of poverty.



4. Organizational Sustainability

Bissell Centre develops resources, capacity, and long-term organizational sustainability by:

- Organizational planning with a continued commitment to excellence that includes governance, risk management, infrastructure, and administrative capacity development to achieve our vision and mission.
- Ensuring our work is consistent with, and pays close attention to, environmental sustainability across the organization's operations.
- Raising funds to directly impact the people we serve and ensuring a high-quality donor experience.
- Increasing public awareness about Bissell Centre and the impact of our work in the community.
- Developing a healthy culture of employee engagement, accountability, celebration, and professional development that supports employees to understand their role in our vision and mission.
- Providing equal opportunity, competitive staff compensation and benefits, and pay equity for all employees.

Our Operational Principles

Ethical and Statutory Compliance

Guiding Bissell Centre are the ethical and statutory requirements for the responsible operation of a charity under the Alberta Societies Act, the Canada Revenue Agency's rules for charitable organizations registered under the Income Tax Act and the standards and practices prescribed by the Imagine Canada Standards.

The Imagine Canada Standards require Bissell Centre to demonstrate excellence and leadership in five key areas of operation:

- Board governance
- Financial accountability and transparency
- Fundraising
- Staff management
- Volunteer involvement

As a member of the Standards program, Bissell Centre complies with 73 Standards, including:

- A mission statement that is approved and revisited by the board at least every five years to assess its continuing relevance.
- Compliance with all legal requirements as a charitable organization and all relevant laws and statutes.
- Responsible conduct in all affairs of the organization and carrying out all legal and financial responsibilities in an ethical manner.
- Updated policies and procedures.
- Philanthropy and fundraising activities conducted in an ethical and responsible manner and a system of managing finances and assets in a responsible and accountable way.

Bissell Centre is committed to credibility and donor confidence.



Our Board

Bissell Centre is managed by its Board of Governors consisting of 9 to 16 individuals who volunteer their time as Board Governors. Bissell Centre's Board Governors are leaders in social services, business and the community.

Board Governors are elected annually at Bissell Centre's Annual General Meeting by the members of Bissell Centre.

The Board currently has three committees:

- Human Resources, Nominating and Governance Committee
- Finance, Audit and Risk Management Committee
- Community Engagement Committee

Bissell Centre's Board of Governors is responsible for the strategic direction for Bissell Centre and focuses on the following key accountabilities:

- Adequate practices are in place to reduce the risk of harm to its employees, volunteers, visitors and clients.
- Bissell Centre meets all legal, financial and regulatory requirements.
- Satisfactory progress is being made in achieving the objectives of the strategic framework and adequate resources are being provided to achieve the objectives.



Lee-Ann Leitch
BOARD CHAIR

Bissell Centre's Board of Governors are appointed based on their expertise, commitment, integrity and vision.

The Board's Human Resources, Nominating & Governance Committee is responsible for providing direction on Bissell's approach to governance issues; making recommendations regarding the Board's effectiveness; recommending individuals to the Board for nomination as Board members; and reviewing key compensation and human resources policies for Bissell.

The primary responsibilities of the Finance, Audit & Risk Management Committee include assessing the processes related to identification of risks to Bissell and effectiveness of its control environment; overseeing financial reporting; evaluating Bissell's internal control systems for financial reporting and material transactions; and evaluating audit processes.

The Board's Community Engagement Committee is primarily focused on looking for ways in which our Board and other community stakeholders can participate to expand the influence of and grow the organization's impact.

Capital Planning Framework

Bissell's Capital Plan is a two-part forecast of annual facilities capital and information technology needs.

Integral to Bissell's long-term service and financial planning, the Capital Plan's key objective is to strike a strategic balance among the following needs:

- Maintaining our infrastructure and facilities in an appropriate state of repair.
- Optimizing our network of amenities to best serve our participants, volunteers, employees, and visitors.
- Advancing Bissell Centre's mission priorities within its long term financial capacity.

Bissell Centre's Capital Plan is a current and future projection of capital needs. The plan helps place forward-thinking projects in context and gives an overall perspective on facilities needs.

The Bissell Board of Governors approves each year's capital funding costs.

The Capital Plan is presented to Bissell Centre's Board of Governors and its Finance, Audit and Risk Management Committee for review and discussion. After the Plan has been approved by the Board, Bissell Centre can then begin work to plan, design and implement facilities and information technology improvements.

For the 2024-25 Capital Plan, Bissell Centre will continue to build on its strategic procurement framework to drive significant cost savings and maximize value on facility projects.

Bissell Centre's 2024-25 Capital Plan has been approved by the Bissell Centre Board of Governors and proposes \$912,312 of facilities capital investment priorities in the next year, including a kitchen renovation to advance our food services social enterprise initiatives.

Information Technology Capital Planning includes the equipment and technology that allows our employees to perform their daily functions to deliver services to our participants and the community.

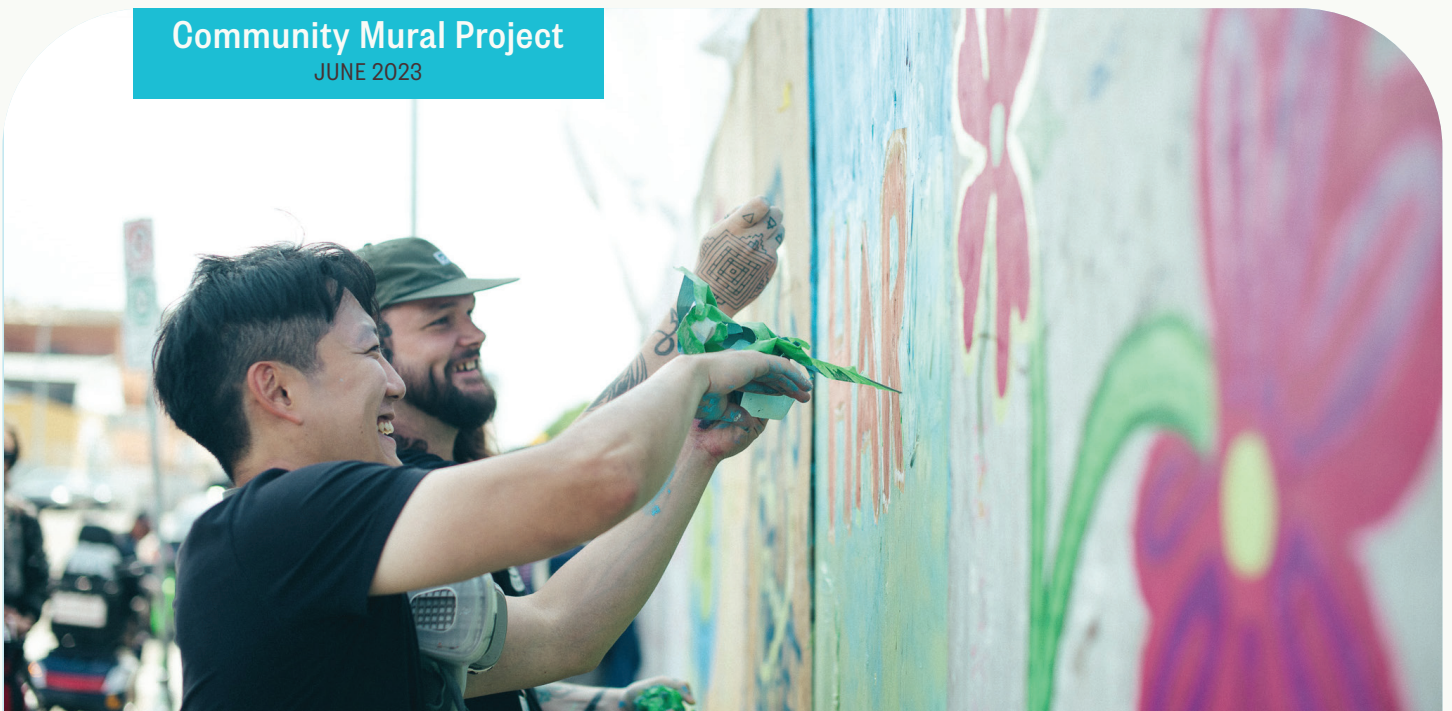
Total strategic capital investments in equipment and information technology for the 2024-25 fiscal year is estimated at \$324K, including \$48K for new equipment, \$164K in specialized applications, and \$112K in IT technical assistance services.

Equipment and information technology have short lifespans and require frequent replacement when compared to other types of capital assets.

Additionally, the world of information technology changes rapidly and is often accompanied by a change in the way work is done or a service is offered.

Community Mural Project

JUNE 2023



Enterprise Risk Management

Risk Mitigation

Bissell has committed to focus on prioritization, integration and communication of significant risks to management and the Board. In support of this, Bissell has implemented an enterprise risk register framework to provide guidance in managing risk across the agency.

Bissell Centre continues to mitigate enterprise risk through the maintenance of:

- Bissell Centre's risk register an annual strategic review process.
- Ongoing risk management assessments.
- Annual budgeting and business planning process.
- A tracking process for current contractual and funder reporting commitments.

Bissell's key risk categories are Reputational, Operational, Governance, Financial, and Compliance.

Risks are analyzed, considering impact rating, likelihood and inherent risk, to determine how they should be managed.

Role of the Board of Governors in Risk Management

Our Board of Governors provides oversight of senior leadership's management of the various risks the agency faces. The Board meets regularly with key risk management functional leaders. It also receives annual reports from senior representatives of the agency's independent auditor.

The Finance, Audit & Risk Management Committee members have regular risk management discussions with senior leadership of the agency.

Ultimately, oversight of our risk management activities is one of the most important roles of the Board of Governors. The Board is dedicated and fully committed to its role in ensuring quality, compliance and effective risk management.



Our Practice Philosophy

Our community-work practice is guided by these key philosophies that represent the leading practices of the human- services sector and our commitment to ensuring our participants are served with accessible, high-quality, informed, evidence-based, and culturally appropriate programs and services.

Cultural Responsiveness

Bissell Centre will seek to provide programs and services that are culturally safe at their core. Our culturally responsive practice includes empathy and caring, reflectivity about our own beliefs about people from other cultures, our own cultural frame, and that we seek knowledge about other cultures.

Restorative Justice

Bissell Centre will support individuals and families in a manner consistent with the values of restorative justice. Restorative justice strives to repair harm and restore relationships by focusing on the impact on, and wellbeing of, the victim, offenders, and the larger community.

Trauma-Informed

Bissell Centre will provide services that are consistent with the principles of trauma-informed practice including safety, trust, choice and control, and compassion.

Childhood, personal, and historic, intergenerational trauma is pervasive among our participants, particularly those who self-identify as Indigenous. Trauma overwhelms an individual's and a community's ability to cope. It forces fight, flight, or freeze responses that help protect individual and community survival.

Strengths-Based

Bissell Centre will seek to find, affirm, and encourage people to build and apply their strengths, assets, and supports to move out of poverty and prosper. All communities, families, and individuals have strengths, assets, and supports they can develop to make change.

Anti-Oppressive

Bissell Centre will ensure staff work in an anti-oppressive way to ensure participants and colleagues experience equity in our interactions and service delivery. Each staff member has a responsibility to anti-oppressive engagement.

Harm Reduction

Bissell Centre will practice harm reduction by involving a range of support services and strategies to enhance the knowledge, skills, resources, and supports for individuals, families, and communities to be safer and healthier.

Harm reduction aims to keep people safe and minimize death, disease, and injury from high-risk behaviour, especially psychoactive substance use. This approach recognizes that this behaviour may continue, despite individual knowledge about risks.

Evidence-Based

Bissell Centre will make decisions based on evidence-based practice and produces evidence-based program evaluation to guide decision-making and program supports.

Evidence-based practice acknowledges the importance of robust research, analysis, participant feedback, and demonstrated outcomes to effective.

Fetal Alcohol Spectrum Disorder (FASD) Informed

Bissell Centre will be informed about the nature of FASD and the needs of those with FASD to help them be part of the community.

FASD is prevalent among Bissells participants and affects each person differently. It happens when a fetus is exposed to alcohol in utero.

Our 2024-2025 Strategies

1.

High Quality Programs and Services

Strategy: *Bissell Centre develops and provides high quality programs and services and impactful community and economic development initiatives that benefit individuals, families, and neighbourhoods in poverty by increasing involvement in, and advocacy for, appropriate and accessible housing options and supports.*

Keeping in line with our mission to remove barriers and support people moving out of poverty, over 20 percent of our workforce are members of our Housing teams. Their primary focus is supporting people in securing and sustaining housing stability. In addition to the high quality, housing focused programs offered by the team, the following strategic projects are a key focus for fiscal year 2024-2025 :

Housing 100

The Housing 100 Pilot was created in 2023 in response to the encampment crisis in Edmonton. We were successful in housing 100 individuals from encampments in just seven months. Going forward in fiscal year 2024-2025, we will build on the learnings from this pilot and apply them within all Bissell Housing Teams to continue to decrease the amount of time it takes to secure housing.

Community Bridge

Bissell's Community Bridge program is a rapid response intervention providing support to stop an eviction, disconnection or foreclosure.

Over the next fiscal year, this program will continue to provides supports to individuals and families such as financial coaching to create a budget and a financial action plan, assistance to find and apply for eligible benefits, referrals for additional programs, support to negotiate with a landlord/utility company, and support to create a sustainable financial plan.

Community Bridge will support households, if they are not sustainable in their current housing, to move into housing that better fits their budget.

High Quality Programs and Services *Continued*

Strategy: *Bissell Centre develops and provides high quality programs and services and impactful community and economic development initiatives that benefit individuals, families, and neighbourhoods in poverty by continuing our commitment to providing supports that address systemic gaps and barriers.*

Community Space

The Community Space is a zero-barrier day services program aimed at supporting individuals experiencing homelessness and poverty in their journey to greater wellbeing.

In fiscal year 2024-2025, the Community Space program will be operating under a new volunteer-supported model that will take a more active approach to helping participants achieve their self-identified care goals related to housing, community development and health well being.

Additionally, in fiscal year 2024-2025, the Community Space program staff will work even closer with Bissell's housing programs to connect even more Community Space participants with appropriate housing solutions.

Mental Health

Bissell Centre's Mental Health program supports individuals experiencing poverty, houselessness, and mental health struggles. This program is able to provide community members with mental health First Aid, non-counselling active listening support, and mental-health specific referrals.

Working primarily out of the Bissell West building and focusing on service integration within the city's mental health continuum, the mental health program will become an even more integral part of Bissell's services under the new Community Space program model in fiscal year 2024-2025.

High Quality Programs and Services *Continued*

Strategy: *Bissell Centre develops and provides high quality programs and services and impactful community and economic development initiatives that benefit individuals, families, and neighbourhoods in poverty by developing community-based social enterprise that will be sustainable and impactful for the community.*

Food Services

In fiscal year 2024-2025, Bissell Centre will upgrade its commercial kitchen and develop and execute a marketing plan for Bissell Centre's Food Services social enterprise.

Bissell Centre's Food Services department currently provides nutritious meals to people experiencing poverty and homelessness and will expand its services to provide catering services to the Edmonton area community.

The Food Service social enterprise will undertake to provide employment opportunities for people experiencing barriers to employment in partnership with Bissell Centre's programs and services and intentional recruitment of people with lived experience of poverty and homelessness. Revenues generated through the Food Services social enterprise will provide sustainable funding for Bissell Centre's programs and services.

In fiscal year 2023-2024, Bissell Centre purchased industrial pantry and cold food storage systems together with upgraded commercial kitchen appliances. In fiscal year 2024-2025, Bissell will engage with external contractors to perform the mechanical, design, electrical and engineering work required to complete this project.

Of significant benefit to Bissell is that we are able to expand our social enterprise model of catering into existing space that is currently being used as storage by our Food Services team. Bissell's marketing team will build a catering and event booking website and app, together with fresh branding and logo for the food services social enterprise.

2.

Truth and Reconciliation

Strategy: *Bissell Centre commits to participating in the large systems work required to implement the Truth and Reconciliation Commission Calls to Action and the National Report on Missing and Murdered Indigenous Women and Girls Calls for Justice by building honest, meaningful, and good relationships with Indigenous communities (Nations/Peoples), leadership, and organizations that support and act with them.*

Moonlight Bay Centre

In fiscal year 2024-2025, Bissell Centre will develop and implement a process to explore the future use of its Moonlight Bay Centre property.

Moonlight Bay Centre (MBC) is owned and operated by Bissell Centre as a social enterprise. All revenue from facility rentals goes toward Bissell Centre programs and services. Bissell will create an engagement plan, including decision-making milestones and recommendations.

MBC is a waterfront retreat facility located on Wabamun lake and has been a part of Bissell Centre's operations since 1929. Historically, MBC has been used as a place for children and families experiencing poverty to come and enjoy a camp experience. In 2011 Moonlight Bay Centre began its transition into a social enterprise.

Bissell Centre continues to take steps to further welcome and include Indigenous peoples and cultures in ways that authentically builds upon its institutional memory and core mission. This strategic goal will include authentic collaboration with Indigenous nations, organizations and communities. The first phase of this project consists of the development of this support and securing partnerships to implement this vision. We are seeking advice and guidance from Indigenous communities at a leadership level.

Bissell is currently working with Treaty 8 Polytechnic in Alberta to provide two camp session bookings at Moonlight Bay Centre. We have booked one 4-day camp for up to 100 adults and one 2-day camp for up to 50 youths. The focus for both camps we're told is on health and healing through cultural connections.

Truth and Reconciliation *Continued*

Strategy: *Bissell Centre commits to providing proper protocol to listen and learn with Elders, Knowledge Keepers, and Indigenous people to gain understandings of traditional knowledges of all Indigenous Nations in Treaty 6.*

Indigenous Core Training Program

In fiscal year 2024-2025, Bissell Centre will develop and implement a core training program for all employees with the goal of increasing awareness of cultural differences, beliefs, values and traditions of Indigenous Peoples in Canada.

The importance of this training is stated as a necessary measure in the Calls to Action in the Truth and Reconciliation Commission Report. Through this training, Bissell Centre intends to provide to its employees skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Bissell Centre will develop its training program in collaboration with, among others, Elders and Knowledge Keepers.

Use of Indigenous Protocol

In fiscal year 2024-2025, Bissell Centre will develop a framework for the use of Indigenous Protocol within Bissell Centre's programs and services.

The term "Protocol" in relation to working with Indigenous people refers to ways of interacting with Indigenous people in a manner that respects traditional ways of being. Protocols are a representation of a culture's deeply held ethical system. Bissell Centre will develop a framework for the use of Indigenous Protocol to be implemented organization-wide.

Bissell Centre believes that Protocols have become an important tool for changing attitudes and behaviour around Indigenous knowledge access, use and management. The goal of building this framework for cultural protocols is to help determine what Protocols are and create guidance on how Bissell Centre will use and develop them.

Bissell Centre will develop its framework for use of Indigenous Protocol in collaboration with, among others, Elders and Knowledge Keepers.

3.

Systems Change

Strategy: *Bissell Centre aims to influence systems and societal change by engaging with all levels of government and other institutions to contribute to policy change and best practices that support families and individuals to move out of poverty.*

Organizational Advocacy Strategy

In fiscal year 2024-2025, Bissell Centre will develop and implement an organizational Advocacy Strategy.

Advocacy plays a critical role in creating a lasting impact and is a way to amplify the voices of the community, create sustainable change in communities, engage supporters and raise awareness about our Mission and Vision. This strategy will weave together our advocacy approaches, messaging and tools related to Government Relations, Fund Development and increased public awareness. All programmatic and service areas of Bissell Centre are affected by and play a role in successful advocacy. We will build into the Advocacy Strategy a metrics measurement and evaluation framework to determine the effectiveness of our advocacy strategies and make informed decisions about future initiatives.

Bissell's Advocacy Strategy will encompass multiple key goals and outcomes. We will work to build a trusting and mutually beneficial relationship with all levels of government. Bissell Centre will develop and implement a Government Relations Strategy with specific objectives and strategic initiatives to strengthen relationships and ensure that all orders of government understand and support our Vision and priorities. The fundamental goal of this strategy is that Bissell Centre will be recognized as a key player and trusted partner in the sector.

Bissell Centre will intentionally deepen engagement and relationship development with Indigenous and Métis communities. Through these relationships we will learn how to better support the needs of those we serve and partner together to advance reconciliation and healing.

Bissell Centre will build the advocacy capacity of our employees, volunteers and Board Governors through training and other measures to ensure alignment with our Advocacy Strategy and present a unified, coherent front with consistent messaging. The strength of employees as ambassadors cannot be underestimated and we will work to ensure our team members have the understanding and the tools to be effective in this role.

Bissell centre will also broaden its fund development approach to help grow and diversify funding sources. Targeted efforts will be put in place to ensure increased strategic understanding and alignment with current and prospective donors and funders.

Systems Change *Continued*

Strategy: Bissell Centre aims to influence systems and societal change by ensuring the voices of people with lived experiences are heard in a meaningful way to them.

Courageous Voices

In fiscal year 2024-2025, Bissell Centre will engage in conversation with impacted communities to hear their insights on, and inform decisions about, how to effect transformational change.

Bissell Centre and Boyle Street Service Society are inviting community on a radical co-exploration to determine the shifts that are required to affect sector change that more justly and equitably creates a shorter trajectory for people to come out of poverty and homelessness.

In response to the results of a comprehensive feasibility study, the boards and leadership teams of the two organizations affirmed that transformational change must emerge from the people who are at the core of our work: the community who access services, the hundreds of dedicated, passionate staff, the Nations we are in relationship with, and a host of funders, donors, partners, sponsors, and supporters.

Rooted in relationships with community and with the capability of our organizations, this work will yield more than incremental benefits—it will result in transformational, structural social change that lasts.

Ethical Storytelling

In fiscal year 2024-2025, Bissell Centre plans to establish an Ethical Storytelling taskforce.

The role of this taskforce will be to work collaboratively with staff and community members to start developing a framework for ethical storytelling. The ultimate goal is to ensure that our communication aligns with Bissell's mission and vision while respecting the dignity and rights of individuals.

The taskforce will focus on creating recommendations, considerations, and action plans for implementing ethical storytelling practices within Bissell Centre. This framework will be integrated into Bissell Centre's Advocacy Strategy for effective and respectful communication.

Systems Change *Continued*

Strategy: *Bissell Centre aims to influence systems and societal change by building an organizational culture based on learning, reflecting, and a commitment to evidence-based practice.*

Client Data Software Solution

In fiscal year 2024-2025, Bissell Centre will develop and implement a database software solution that will be used to administer and manage our client data, and automate engagement with those accessing our programs and services.

Bissell Centre will analyze the data received through use of the software to better monitor program performance, track outcomes, and make evidence-based decisions with advanced data insights.

Bissell Centre will work with a developer to build a database solution that is more economical, better reflects the nature of how Bissell Centre operates, and allows for better control over both the customization and cost of the database over time.

The data collected through our new database will ensure accurate reporting to the Bissell Self-Sufficiency Matrix to allow us to better assess outcomes for clients who move through Bissell's continuum of care. These results will be a significant piece of evidence for the efficacy of Bissell Centre's programs and services as well as an important tool for identifying opportunities for improvement.

4.

Organizational Sustainability

Strategy: Bissell Centre develops resources, capacity, and long-term organizational sustainability by organizational planning with a continued commitment to excellence that includes governance, risk management, infrastructure, and administrative capacity development to achieve our vision and mission.

Sage Accounts Payable Software

In fiscal year 2024-2025, Finance will finalize the rollout of the Sage Accounts Payable Automation Software (SageAPA) across the organization. Fiscal year 2023-2024 marked the successful implementation, training, and deployment of the software for invoiced expenditures. This year, Bissell aims to extend this deployment to encompass expense claims and non-invoiced expenditures such as Honorariums, Community Bridge Loans, Rent Payments, and Damage Deposits.

This comprehensive automation initiative streamlines Finance operations by eliminating manual data entry, mitigating invoice payment duplication risks, and enhancing the submission and approval process for invoices electronically. Additionally, Bissell's Finance department will enhance the credit card claim process to conclude the Accounts Payable improvement project. SageAPA is currently developing interfaces that we will assess for their capabilities, while other platforms are under evaluation and trial. These efforts aim to introduce a new system for all staff, further enhancing efficiency and reducing risk.

Strategy: Bissell Centre develops resources, capacity, and long-term organizational sustainability by ensuring our work is consistent with, and pays close attention to, environmental sustainability across the organization's operations.

Environmental Sustainability

Environmental Sustainability is an important conversation topic and action item in today's society and in our sector. In recognition of Bissell Centre's strategic pillar of Organizational Sustainability and through the fiscal initiatives listed, Bissell will be contributing to its longer term greening plan.

In fiscal year 2024-2025, Bissell Centre will improve its organizational environmental sustainability data and impact capture. Bissell will establish membership with Green Economy Canada, establish portfolio targets with the Corporate Climate Leaders Program and Green Economy Canada, execute regular data reporting through EPA Energy Star or other software, and secure relevant grant funding for organizational environmental sustainability projects.

Organizational Sustainability *Continued*

Strategy: Bissell Centre aims to influence systems and societal change by raising funds to directly impact the people we serve and ensuring a high-quality donor experience.

Major Gifts Program

In fiscal year 2024-2025, Bissell Centre will rebuild its Major Gifts fundraising program. Major donors have the capacity to make significant contributions that can have a transformative impact on Bissell Centre's mission and goals. Investing in the Major Giving program will lead to increased financial support for Bissell Centre, which in turn translates to increased stability for our programs and initiatives.

Hiring a consultant that specializes in Major Giving allows us to better leverage Bissell's resources as they will bring a wealth of knowledge and proven methodologies to identify, cultivate, and solicit major donors more effectively. Through their tailored support, they will help us tap into new sources of funding, secure larger gifts, and cultivate relationships with high-net-worth individuals. The consultant will first audit our Major Giving program, then support with the creation of an updated Major Giving framework, data mining, prospect research program development, and developing a strong donor pipeline.

Strategy: Bissell Centre develops resources, capacity, and long-term organizational sustainability by developing a healthy culture of employee engagement, accountability, celebration, and professional development that supports employees to understand their role in our vision and mission.

Indigenous Engagement Integration into People & Culture Department

In fiscal year 2024-2025, Bissell Centre will develop and implement a plan to identify priorities and integrate Indigenous Engagement into its People & Culture departmental strategy, policies, practices and procedures.

Bissell's People & Culture department will work closely with Bissell's Indigenous Engagement department and Inclusion, Diversity, Equity and Accessibility Taskforce to inform changes to its strategy, policies, practices and procedures. Our People & Culture department will update its practices, policies and procedures in the areas of conflict management, performance management, and hiring and onboarding. Human resources is a collaborative profession and our People & Culture department will continue to expand its collaboration with individuals from diverse backgrounds to fulfil their mission and professional responsibilities.

Thanksgiving Feast
OCTOBER 2023





GET INVOLVED

For more information about how to
get involved with Bissell Centre through
volunteering, partnership, or to donate, please reach out to:

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