

2018-19 Bissell Centre Business Plan



Bissell Centre

Enjoying a
hot meal with
friends helped
me feel hopeful
and less alone.

**-BISSELL CENTRE
COMMUNITY SPACE
PARTICIPANT**



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MESSAGE FROM THE CEO



Over the past decade, Bissell Centre has grown dramatically as an organization, effectively doubling in size, having added many programs and services for our participants. This growth has meant that we are now serving over 5,000 unique individuals annually across our city in housing, employment, basic needs, respite child care, Fetal Alcohol Spectrum Disorder services, financial empowerment, mental health, victim supports, and more. To deliver these services, we will continue to rely on the generosity of our supporters, for whom we are immensely grateful.

This past year, we made great strides with the addition of five new housing staff who, together with our existing housing staff, supported 379 people to find a place they can call home. Of those 379 people, 288 were adults who were housed along with their children.

We have also continued the implementation of our Financial Empowerment Champions partnership with E4C and the Institute for the Advancement of Aboriginal Women. This initiative makes key financial supports available to people in need across our organization. This coming year, we will be training 145 frontline staff to incorporate financial empowerment supports into their resource pool to make this work even more effective at supporting people to move out of poverty.

We recently completed the renovations to our community space (drop-in centre), which will allow us to implement our new service model developed by a joint taskforce of external and internal stakeholders. The new model builds on our existing provision of basic needs by ensuring those who come into our space have every opportunity to access all the resources Bissell Centre and the larger community has to offer. This further aligns our work with our mission of empowering people to move from poverty to social, cultural and economic prosperity.

This upcoming year, Bissell Centre is looking forward to participating in the development of the City of Edmonton's "Recover" initiative, a collaborative community development effort that is focused on the wellness of five neighbourhoods in the centre of Edmonton. Partnerships like this are vital to our work, as it will take all of us working together to realize a future where poverty is history.

Thank you.

A stylized, handwritten signature in dark ink, appearing to read "Gary St. Amand".

Gary St. Amand, CEO

OVERVIEW

Everything Bissell Centre does is grounded its vision of eliminating poverty. Together, our Vision and Mission articulate this commitment and outline how we work to make that vision a reality.

Vision

The elimination of poverty in our community

Mission

Working with communities, we empower people to move from poverty to cultural, social, and economic prosperity.

Values

Our values are reflected in all aspects of our work and within the culture of Bissell Centre. They are our commitment to ensuring our participants and our employees are involved with an organization that puts people first.

Respect

To recognize the value and dignity of all people including their values, rights, beliefs and property.

Compassion

To genuinely care about the well-being of others in a non-judgmental manner that is motivated by a desire to help.

Collaboration

To commit to working with others to increase effectiveness and efficiency.

Integrity

To base all actions on the principles of honesty and trustworthiness.

Diversity

To accept and respect everyone, recognizing and celebrating our individual differences and understanding that each person is unique.

Inclusion

To create an environment where all feel welcome.

Accountability

To be good stewards and accept responsibility for our actions and decisions as individuals and as an organization.

Empowerment

To respect people's capacity and ability to determine the direction of their lives and to help them remove barriers and reach toward their goals.

2017-18 YEAR IN REVIEW

Community Bridge Eviction Prevention

Our Community Bridge program is in its third year of providing interventions such as funding, employment, health or other supports to help people and families from losing their homes. Importantly, these supports are provided when they're most needed, so people don't have to wait through long application processes, during which time they would likely have been evicted. The Community Bridge program is Edmonton's first collaboration aiming to prevent homelessness by preventing evictions.

Unique in its mission, the Community Bridge provides financial resources to prevent homelessness but is about more than supplying a loan, in that its main focus is to address the root causes behind the eviction in order to make sure it doesn't reoccur and help make sure the client has stable housing options moving forward.

Fetal Alcohol Spectrum of Services - MedicAlert ID

The Medic Alert Bracelet for Fetal Alcohol Spectrum Disorder (FASD)-impacted persons was launched in Edmonton in October, 2017, and began as a project of the Edmonton Police Service's Indigenous Community Liaison Committee. Bissell's Fetal Alcohol Spectrum of Services staff were asked to join the committee to provide expertise and knowledge. Up to 70% of incarcerated people are impacted by FASD and the bracelet is a unique means to help prevent acceleration into the justice system, among other benefits.

This program aims to achieve more equitable treatment for persons living with a Fetal Alcohol Spectrum Disorder by raising awareness among emergency first responders on how to approach these individuals as identified through their MedicAlert ID.

Financial Empowerment

Bissell Centre's Financial Empowerment Champions project is a partnership between e4c and the Institute for the Advancement of Aboriginal Women. Over the past year we have developed and piloted training for frontline staff to support clients through basic financial interventions including: accessing ID, opening a bank account and setting up direct deposit, tax filing and accessing benefits, budgeting, savings and debt management.

Over the past year, we have helped over 1,600 individuals file their taxes and access benefits available to them through tax clinics facilitated by Bissell Centre volunteers and our Make Tax Time Pay program. We also piloted two Superclinics that offered multiple financial intervention supports in one location, which allows clients easy access to the services they need to file taxes, apply for benefits, open bank accounts, apply for SINs and open RESP accounts.

Building a Culture of Learning and Reflection

Bissell Centre continued its work on its client reporting and evaluation information system to enhance our ability to better support clients, track outcomes and understand the effectiveness of our work. A core component of this work continues to be Starting Point, a process that helps us engage with all participants to ensure that we are able to understand the range of their needs and their strengths. Follow-up supports are provided to assess client outcomes, adjust referrals, and provide other supports as needed. At January, 2018, Bissell had completed 2,460 Starting Point Assessments to better help our clients.

In 2017-18, staff received Six Sigma White Belt and Collaborative Process Mapping training to help us better document our processes. Through this training process, we have gained more detailed insight into the volume and complexity of the work we do and are working to build consistency across our teams.

2017-18 YEAR IN REVIEW (CONTINUED)

Outreach Housing Team

At the outset of the 2017/18 fiscal year, Bissell Centre had set a strategic goal to expand its Outreach Housing Team by adding an assertive outreach function to the Outreach Housing Team and to assist 500 individuals to find housing. Through support from Homeward Trust Edmonton, this goal was realized in May, 2017 by adding 5 Assertive Housing Workers and a Team Lead.

Through this expansion, the Outreach Housing Team was able to provide city-wide support to homeless individuals. New partnerships were built with Amity House, Boyle McCauley Health Centre, the Street Outreach Team at Boyle Street Community Services, Cardinal Collins High school, Palliative End of Care team at Home Care and the Indigenous Wellness Centre.

In addition, the team is represented at collaborative tables such as the Heavy Users of Services (HUoS) committee and the Homeless on Public Land committee. The team has also built a relationship with Mint Health and Drugs, a for-profit pharmaceutical company that has an interest in working collaboratively with non-profits to provide housing options for formerly homeless individuals who have significant barriers with their physical health.

In 2017-18, we helped house 353 people, 83 of whom are children. This coming year, we intend to conduct an evaluation of the program to learn more about the impact we are having on participants and in what ways we can improve our services.

Fully-Accredited Child Care

In 2017-2018, we applied for our fifth year of Accreditation, which requires proof of a higher, ongoing standard of child care services. We have also begun training and implementation of the Play, Participation, and Possibilities framework.

In mid-2017, we were invited to partner with the Creating Healthy Eating and Active Environments Project (CHEERS) to pilot a self-assessment tool on nutrition and physical activity in child care settings. This partnership concluded in February 2018 and we expect to receive a final report on our program which will provide further guidance on how to continue to provide the highest level of nutrition and physical activity.

In 2017-18, we continued our collaboration with The Getting Ready for Inclusion Today program. Through the Access, Supports and Participation Project, we are able to access ongoing training, mentorship and implementation of evidence-based, professional practices. This helps support the creation of high-quality, responsive environments and intentional teaching of social and emotional development within our child care centre.

Raising Awareness about the Issues and Complexities of Poverty

We continue to reach out and engage the public through online and traditional media channels to raise awareness about and involve people in ending poverty in our community. This year, an average of 280 people visited our website each day to learn more about our services, get involved, or seek help. Of note, 49% more visitors—14,167 in total—chose to read stories about the people we serve, the complex issues around poverty, and to learn how they can contribute to the elimination of poverty.

Our Fetal Alcohol Spectrum of Services program (FASS) delivered over 150 FASD education and prevention sessions to schools and other groups, and our Inner City Victim Services team provided over 50 public and agency presentations.

STRATEGIC FRAMEWORK

Strategic Framework

Bissell Centre's work is guided by a Strategic Framework, which highlights our Vision, Mission, and Values and defines six strategic areas of focus. Aligning ongoing and future projects to this Strategic Framework allows us to focus our work on the elimination of poverty in our community.

In creating our Strategic Framework in 2016-17, we engaged in an extensive process to examine the wide range of services we provide and clarify our core forward progress. Consultations were held with Bissell Centre's many internal and external communities, including Bissell Centre participants and its Board of Governors.

The success of the Strategic Framework depends on a carefully developed and executed annual Business Plan that meets the needs and objectives of Bissell Centre's participants, partners, communities and employees. The Strategic Framework provides for flexibility and simultaneously establishes measures, through the annual Business Plan, that will ensure our progress toward achievement of each outcome is monitored and reported upon regularly. This framework of an integrated planning and review cycle significantly assists Bissell Centre, in collaboration with our partners, to achieve our vision to end poverty in our community.

Through our consultative process and as set out in our Strategic Framework, we determined that in order to end poverty, it takes a focus at four key levels: families and individuals, communities, systems, and partnerships.

Families and Individuals

Our focus: As an agency, we support families and individuals to thrive and achieve their goals for moving out of poverty.

Our strategy: Bissell Centre will empower families and individuals move out of poverty.

Communities

Our focus: As a neighbour, we create spaces for communities to gather and connect with each other and use their resources to create equality for all.

Our strategy: Bissell Centre will engage in impactful community and economic development initiatives.

Systems

Our focus: As an advocate, we provide opportunities for people affected by poverty to have a stronger voice in society and to participate in making decisions that affect them. We engage with all orders of Government and sectors of society to develop policies and systems that are more just and equitable across our society.

Our strategy: Bissell Centre will influence systemic and societal change.

Partnerships

Our focus: As an organization, we invite the community to invest in the work of ending poverty as philanthropists, volunteers and partners.

Our strategy: Bissell Centre will engage in resource development to ensure sustainability of current needs and to support the growth required to meet its vision and mission.

OPERATIONAL PRINCIPLES

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 comply 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.
- 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.

OUR BOARD

Board Governance

Bissell Centre is managed by its Board of Governors consisting of 9 to 16 individuals who volunteer their time as Board Governors. All Board Governor positions are voting positions. The members of Bissell Centre are responsible for electing Board Governors annually at the agency's Annual General Meeting.

Bissell Centre's Board of Governors focuses on the following key accountabilities:

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

The Board currently has three subcommittees, which include: Human Resources, Nominating and Governance Committee; Audit, Finance and Risk Management Committee; and Community Engagement Committee.

Board Engagement

One of the key focal points for Bissell Centre's Board of Governors is to enhance Community Engagement. To that end, the Board of Governors has created a Community Engagement Committee who is currently in the process of creating its mandate, which is primarily focused on looking for ways in which our Board can participate internally and externally to expand the influence of and grow the organization.

OUR STRATEGIES

Bissell Centre is guided by our Vision to eliminate poverty in our community. Above all, our Vision challenges us to put first the needs and well-being of all the people who access our services. It also speaks to the responsibilities we have to our employees and to the communities in which we live and work. From our Vision, our Mission emerges – working with communities, we empower people to move from poverty to cultural, social and economic prosperity.

We build from this foundation a unique set of strategic goals. Bissell Centre's Strategic Framework "Toward a Poverty-Free Community" outlines six overarching strategic directions towards the realization of our Vision. Our goals for the next year and our measures of success to reaching those goals are directly tied to our six strategic directions:

1. Empower families and individuals to move out of poverty
2. Engage in impactful community and economic development initiatives
3. Influence systemic and societal change
4. Engage in resource development to ensure our sustainability and to support the growth required to meet our Vision and Mission
5. Establish Bissell Centre as an employer of choice in Edmonton
6. Develop a strategy for sustained growth

Set out below are the strategies and annual initiatives necessary to work towards achieving the goals outlined in our Strategic Framework.

1. EMPOWER FAMILIES AND INDIVIDUALS TO MOVE OUT OF POVERTY

1.1 INCREASED INVOLVEMENT IN, AND ADVOCACY FOR, APPROPRIATE AND ACCESSIBLE HOUSING OPTIONS AND SUPPORTS

Bissell Centre will assist 400 individuals to find housing in 2018-19*.

In 2017-18, Bissell Centre expanded the Outreach Housing Team's services to include a team focused exclusively on street outreach targeting Edmontonians sleeping rough whose sole goal is to help individuals connect to housing. The team uses an assertive engagement approach, which means that it works with individuals where they are at in order to help them find housing that is affordable and to help them meet their goals and aspirations. Staff use their interpersonal skills, evidence based practices, and creativity to connect with supports people who are homeless and/or have barriers.

This coming year, we intend to conduct an evaluation of the program to learn more about the impact we are having on participants and in what ways we can improve our services.

*This figure does not take into consideration the number of children who are housed along with their parent(s).

1.2 A CONTINUED COMMITMENT TO PROVIDING SUPPORTS THAT ADDRESS SYSTEM GAPS AND BARRIERS

Bissell Centre, in partnership with E4C and the Institute for the Advancement of Aboriginal Women, will expand the Financial Empowerment Champions program to train 70 frontline Bissell Centre staff to incorporate basic financial interventions into the existing support they provide clients.

Bissell Centre, in partnership with E4C and the Institute for the Advancement of Aboriginal Women, will expand the Financial Empowerment Champions program to assist 1,500 individuals file their taxes and access government benefits.

OUR STRATEGIES (CONTINUED)

Bissell Centre will actualize the new service delivery model within our new Community Space (formerly the Drop In Centre) that will create intentional pathways for 550 people to connect with the services needed to move out of poverty.

We are actualizing a new community services delivery model in our Community Space this year, following the facility renovation in 2017-18. The model will change staff functions to increase opportunities for community members to access services. This will result in more prospects for community members to improve their situation through basic needs, community development and systems navigation.

In 2018-19, the number of opportunities we will offer through organizational programs and services will increase by 75%, and we will intentionally focus on growing the number of clients involved in our community participation activities by 25%. Additionally, we will grow our network of partners by 20%.

After raising sufficient funds, Bissell Centre will expand its Children and Family Resources program to accommodate an increase of 30 full or part time \$25/day childcare spots.

Bissell Centre's expansion of our Child and Family Services program to enhance supports to families, will include hiring additional staff members, relocating the program to a larger space, and improving accessibility to child care as a central foundation for supporting families towards success.

Bissell Centre will complete implementation of its Starting Point intake process to better meet client needs.

The Starting Point intake process originally began in August 2016 to provide a common access point for individuals seeking services. All staff providing case management are now trained and utilizing the assessment tool created and are providing supported referrals (internal and external to Bissell) to meet the needs and requests of participants.

Starting Point also provides important data about the people we serve and an opportunity to understand the outcomes they are achieving. All of this information helps us evaluate our work and continue to improve on the steps we are taking to eliminate poverty.

In 2018-19, we will complete implementation of a streamlined, consistent intake process that provides a holistic, person-centred interaction with individuals interested in programs and resources at Bissell Center while ensuring stakeholders' needs are satisfied and the data collected is reliable. Our goal is that, as an agency, we can better speak to our participants' journey through Bissell Centre, shed light on their movement out of poverty, and take steps that facilitate both.

1.3 ENHANCED ALIGNMENT AND COLLABORATION WITH PARTNERS TO INCREASE EFFECTIVENESS OF SUPPORTS

Bissell Centre will participate in the Built for Zero initiative to end homelessness in our community.

The Canadian Alliance to End Homelessness (CAEH) and eight 20,000 Homes Campaign Communities partnered with Community Solution's Built for Zero to test a structured, collaborative, learning/action approach to ending chronic homelessness. This year, Bissell Centre will work to align its outreach strategies with the Built for Zero model of practice and coordinate efforts with existing outreach teams in the City of Edmonton.

OUR STRATEGIES (CONTINUED)

2. ENGAGE IN IMPACTFUL COMMUNITY AND ECONOMIC DEVELOPMENT INITIATIVES

2.1 COLLABORATIVE ENGAGEMENT WITH LOCAL NEIGHBOURHOODS AND STAKEHOLDERS

Bissell Centre will engage in a minimum of two prototypes in the City of Edmonton Recover Initiative.

The City of Edmonton instigated an initiative called Recover: An Urban Wellness Strategy intended to increase the wellness of the city beginning in five neighbourhoods in the core of the city. Bissell Centre's main facilities are located in one of the five neighbourhoods, and the approach being taken reflects the community and economic development lens in our Strategic Framework. As such, this is a great opportunity to work collectively with the City, our partners, community stakeholders and residents to strengthen the well-being of the neighbourhoods and in particular those facing poverty and homelessness.

2.2 DEVELOPMENT OF SOCIAL ENTERPRISES AND OTHER COMMUNITY BASED INITIATIVES

Bissell Centre will perform an environmental scan and create an improved Business Plan for its Moonlight Bay Centre property.

Bissell Centre offers four-day summer camps to give adults and families the chance to get away from the city and their daily stresses. Camps are free to our participants and are facilitated by our staff and volunteers.

Moonlight Bay Centre is available for private bookings when the facility is not being used by Bissell Centre. All revenue from rental fees goes toward operational expenses and to cover costs associated with sending children and families to summer camps. In 2018-19, Bissell Centre will perform an environmental scan to assist us in the creation of an improved Business Plan to ensure our facility matches the needs of our clients and potential clients.

Bissell Centre will improve customer and donor experiences at its Thrift Shoppe through the rebranding and updating of its Thrift Shoppe.

In 2018-19, Bissell Centre will improve the Thrift Shoppe's exterior facade and signage, and will implement a rebranding and communications strategy, to better communicate with its donors, customers and potential customers.

3. INFLUENCE SYSTEMIC AND SOCIETAL CHANGE

3.1 ENSURE THE VOICES OF PEOPLE WITH LIVED EXPERIENCES ARE HEARD IN A MEANINGFUL, EMPOWERING MANNER

Bissell Centre will develop and implement a standardized client consent and information sharing form for participants. We will engage with our participants to ensure that their needs are met by both the form and its implementation process.

In 2018-19, Bissell Centre will implement restorative practices into our work within our Community Space. Taking a restorative practices approach recognizes that when harm occurs, there is an impact on the victim, the offender, and the community and that all three require healing. Under this philosophy, when a harm takes place, a meeting or decision must follow, involving victim reparation, offender responsibility, and community reconciliation. We will work to identify opportunities to implement restorative practices into our Community Space programming, and will explore implementation possibilities for other Bissell Centre departments.

OUR STRATEGIES (CONTINUED)

3.2 BUILD A CULTURE OF LEARNING AND REFLECTION, AND A COMMITMENT TO EVIDENCE-BASED PRACTICE

Bissell Centre will implement a dashboard reporting system using the data we collect through our unified, organization-wide intake and data collection system (CLIOS), to both inform the analysis of our delivery of programs and services and to improve stakeholder communications.

CLIOS is a system that tracks all interactions with our participants to help them achieve their goals, and has reformed the way in which we interact with and better understand our participants' circumstances using advance statistical techniques. We will analyze the data mined through CLIOS to improve upon our delivery of programs and services.

Using Bissell Centre's formal process of data reporting and evaluation supported by the data mined using CLIOS, we continue to improve our holistic understanding of our participants' situations, and are able to better track their journey toward self-sufficiency. In 2018-19, we will implement a dashboard reporting system using data mined directly from CLIOS, which we will use to track client journeys through Bissell Centre, and to ensure our stakeholders receive informative data in a timely manner.

3.3 EDUCATE AND RAISE AWARENESS ABOUT THE ISSUES AND COMPLEXITIES OF POVERTY AND INVITE THE COMMUNITY TO ACTIVELY ENGAGE IN THE ELIMINATION OF POVERTY

Bissell Centre will implement an engaging public awareness campaign.

To inspire the community to join Bissell Centre in believing we can end poverty in our community, Bissell Centre will launch a public awareness campaign aimed at improving community engagement and understanding of poverty issues.

3.4 ENGAGE WITH GOVERNMENT AND OTHER INSTITUTIONS TO INFLUENCE POLICY AND PRACTICES TO BEST ENABLE FAMILIES AND INDIVIDUALS TO MOVE OUT OF POVERTY

Bissell Centre will explore a partnership with the City of Edmonton and other partners to look at a collaborative data initiative to advance our understanding of issues and solutions surrounding poverty.

Using ethnographic research methods, together with the data infrastructure being developed by Bissell Centre and the data capacity of other community stakeholders, the partnership would work towards creating a framework that would enable a better understanding of the reality of poverty in our community and highlight opportunities for service and systems change.

4. ENGAGE IN RESOURCE DEVELOPMENT TO ENSURE OUR SUSTAINABILITY AND TO SUPPORT THE GROWTH REQUIRED TO MEET OUR VISION AND MISSION

4.1 RAISE FUNDS TO BENEFIT THE PEOPLE WE SERVE

Bissell Centre will develop, implement and promote a legacy giving program to increase awareness of planned giving.

In 2018-19, Bissell Centre will aim to improve its stewardship of donors who have committed to a legacy gift. We will create and promote a legacy giving program through a variety of channels and develop recognition opportunities for legacy donors.

OUR STRATEGIES (CONTINUED)

4.2 RAISE AWARENESS ABOUT BISSELL CENTRE AND THE IMPACT OF ITS WORK IN THE COMMUNITY

Bissell Centre will formalize a plan to achieve consistent and pervasive visibility in, and understanding of, our work. Bissell Centre will develop and implement an improved messaging platform in alignment with an enhanced image and reputation strategy.

4.3 ENSURE THAT DONORS HAVE POSITIVE EXPERIENCES INVESTING IN OUR WORK

Bissell Centre will develop a robust stewardship plan of increased reporting to the community.

Our goal is to improve our donor retention rate to 60% by developing stronger relationships with our donors. We will develop and implement an improved stewardship plan including donor recognition, feedback gathering and follow-up strategies, using a variety of communication channels, in order to be accountable, transparent and an effective steward of donors.

5. ESTABLISH BISSELL CENTRE AS AN EMPLOYER OF CHOICE IN EDMONTON

5.1 ESTABLISH CLEAR AND CONSISTENT INTERNAL COMMUNICATIONS SYSTEMS

Bissell Centre will develop and implement a strategy for improving internal communications.

We will strengthen our internal communications practices, and channels, including an enhanced intranet, a clearly defined employee engagement framework, revised meeting structures, and an enhanced departmental reporting structure.

5.2 ENSURE EQUAL OPPORTUNITY FOR ALL EMPLOYEES

Bissell Centre will create and implement a strategy to enhance racial and ethnic equality and social inclusion at Bissell Centre and in the delivery of its programs and services.

We strive to create a community free from bias where diversity is both embraced and valued. Inclusion is the active, intentional, and ongoing engagement with diversity. Bissell Centre will create an Inclusivity Committee to work on this key area. Specifically, the Committee will perform an internal review, research best practices, develop recommendations for improvement, and assist in their implementation as appropriate.

Bissell Centre will perform an evaluation of its new employee orientation process. In 2018-19, Bissell Centre will gather information and data in order to evaluate the effectiveness of its new hire orientation process and ensure it meets the needs of the organization and its onboarded employees.

5.3 PROVIDE MEANINGFUL OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

Bissell Centre will develop an improved system of core training and a framework for its communication to employees.

In 2018-19, we will create and implement an internal Core Training program for employees, including a core training matrix and departmental budgeting tool. Included in the program will be an employee core training communications plan.

OUR STRATEGIES (CONTINUED)

5.4 ENSURE A BALANCE OF SUPPORT AND ACCOUNTABILITY

Bissell Centre will develop an employee retention strategy.

In 2018-19, we will focus on developing a robust employee retention strategy through the analysis of employment metrics, employee interviews, and the research of current best practices.

5.5 CONTINUE TO INCREASE ITS COMPETITIVENESS RELATIVE TO TOTAL COMPENSATION

Bissell Centre will update its employee compensation structure.

Bissell Centre's formalized compensation program includes a written Compensation Philosophy, employee compensation structure, and active performance management. In 2018-19, Bissell Centre will update its employee compensation structure to empower us to make more efficient and informed compensation decisions.

6. DEVELOP A STRATEGY FOR SUSTAINED GROWTH

6.1 LONG-TERM PLANNING FOR EFFECTIVE RISK MANAGEMENT, INFRASTRUCTURE AND ADMINISTRATIVE CAPACITY REQUIRED TO ACHIEVE OUR MISSION STRATEGIES

Bissell Centre will assess and evaluate its facility needs in relation to our goals and outcomes, and will develop a comprehensive plan to accommodate long-term growth projections.

Bissell Centre will focus on improving and mitigating existing areas of risk, with a focus on attrition, cybersecurity and emergency preparedness.

6.2 CONTINUED COMMITMENT TO GOVERNANCE EXCELLENCE

As part of Bissell Centre's commitment to governance excellence, the Board is continuing to support and evolve with the growth of the organization.

Our Community Engagement Committee will develop Terms of Reference and start its work to connect the Board and the organization with our community and to connect our community with Bissell Centre. The Board will also continue to oversee the ongoing development of our organization's Risk Management Plan and the revision of our Human Resources Policy Framework. Recruitment efforts this year will focus on developing capacity in the areas of media and public relations, community engagement, and philanthropy.

ENTERPRISE RISK MANAGEMENT

Bissell Centre is committed to the management of risk in its business operations and decision-making. The agency has also committed to focus on prioritization, integration and communication of significant risks to management and the Board. In support of this, the agency 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;
- an annual budgeting and business planning process;
- a tracking process for current contractual and funder reporting commitments.

Key areas of Bissell Centre risk are categorized as: reputational; operational; governance; financial; and compliance. Risks are analyzed, considering impact rating, likelihood and inherent risk, to determine how they should be managed.

During 2018-19, existing tools will be refined and improved, risk management practices will continue to be strengthened, crisis management and business continuity measures will be integrated into the budgeting and business planning process, and we will continue to improve on Bissell Centre's formal enterprise risk management plan.

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 Audit, Finance and Risk Management Committee meets quarterly to provide oversight of our financial compliance, as well as 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.

CAPITAL PLANNING FRAMEWORK

A major focus of Bissell Centre's annual planning is our Capital Plan, an annual forecast of capital needs for Bissell Centre. It is a two-part plan including a Facilities Capital Plan and an Information Technology Capital Plan.

Facilities Capital Planning

Integral to Bissell Centre's long-term service and financial planning, the Facilities 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.

CAPITAL PLANNING FRAMEWORK (CONTINUED)

Bissell Centre's Facilities 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. However, the Board of Governors approves only one year's funding at a time.

The Facilities Capital Plan is presented to Bissell Centre's Board of Governors and its Audit, Finance & 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 construct facilities improvements.

Bissell Centre's 2018-19 Facilities Capital Plan has been approved by the Bissell Centre Board of Governors and proposes \$2,505,000 of capital investment priorities in the next year across the following program areas:

Community Space – Expansion of Services:	\$333,000
Relocation of Early Childhood Development child care facility:	1,100,000
Relocation of Employment Services:	70,000
Elevator Repair	40,000
Thrift Shoppe exterior revitalization:	60,000
\$1,603,000	

Bissell Centre's Administration Department is responsible for facilities information management and capital planning. The staff, headed by Bissell Centre's Chief Financial Officer, works with the Facilities Department to implement plans in a way that is sustainable, cost-effective, and consistent with the context and history of Bissell Centre.

A key challenge for Bissell Centre is to balance capital and operating needs within its fiscal capacity. Bissell Centre intends to use previously obtained funding or to seek funding for the above-noted projects. Going into the 2018-2019 Facilities Capital Plan, Bissell Centre will continue to build on its strategic procurement framework to drive significant cost savings and maximize value on major facility projects.

Information Technology Capital Planning

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: computers and hardware, specialized software applications, and technical assistance services.

Total strategic capital investments in equipment and information technology for the 2018-2019 fiscal year is estimated at \$234,000, including \$28,000 for new computers and hardware, \$123,000 in specialized software applications, and \$83,000 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. In 2017-2018, Bissell Centre implemented a new customer relationship management (CRM) software to replace our previous donor management software. In 2018-19, Bissell Centre intends to continue its exploration into the potential value of information and workflow management software.



Bissell Centre's Family
Camp is a great place
for families to bond
and come together!

**- BISSELL CENTRE FAMILY CAMP
PARTICIPANT**

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