

**2020-21**

# **Bissell Centre Business Plan**



**Bissell Centre**



We need places like  
Bissell Centre.

-VANESSA, BISSELL CENTRE CHILD CARE CLIENT

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# MESSAGE FROM THE CEO



Gary St. Amand, CEO

As we began the preparations for this year’s business plan, like much of the rest of the world, we had very little sense just how impactful something happening far away would be on our world, our lives and our work. As this pandemic began to spread, it became very apparent, however, that the public health challenge of homelessness would be compounded by this new threat. People experiencing homelessness don’t have homes to isolate in and often have underlying chronic medical conditions placing them at higher risk of severe complications of the disease. Add to this the loss of many supports in the community and it was clear that a perfect storm was on its way if left unaddressed.

Fortunately, with the support of the Government of Alberta and the City of Edmonton, the Expo Centre was designated to support those experiencing homelessness with access to safe shelter, medical services and many other supports that would normally have been available in the community. Homeward Trust was identified as the site lead and put out a call to community organizations to assess the available resources to support this initiative.

Bissell Centre decided that it would divert many of its resources to this initiative and, together with Boyle Street Community Services, was named co-lead of the day services component of the Expo Centre. Alberta Health Services and Boyle McCauley Health Centre would co-lead the isolation and medical aspects of the site. It was a total of four days from the time the site was announced until it was open and ready to receive those experiencing homelessness.

The Expo Centre is meant to be a temporary measure, and as the pandemic evolves, so will our response - what will not change is our commitment to those who are experiencing homelessness and poverty in our community. Bissell Centre remains resolute in our commitment to our vision of eliminating poverty in our community. If anything, this pandemic has served to highlight the importance of our work from a public health perspective, and the reality that the appropriate solution for someone experiencing the realities of homelessness is a home.

Thank you.



Gary St. Amand, Chief Executive Officer  
Bissell Centre

# 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.

*When I walked through Bissell Centre's doors the staff approached me, asked my name and introduced themselves. I told them a little about my situation and they said "Well Fred, you've come to the right place. Bissell Centre can help."*

**- FRED, BISSELL CENTRE CLIENT**



## 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.

### 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.

### 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.

# 2019-20 YEAR IN REVIEW

## Community Space

Our Community Space is designed to facilitate personal and community development.

Our program options help people to access housing supports, employment opportunities, skills training, and other vital programs necessary to address the challenges of poverty.

This past year, our Wicitowin room hosted, among many other programs, the following:

- Nehiyaw language classes, focusing on a traditional format of teaching, incorporating philosophy and cultural teachings
- Traditional Teachings, a positive and accessible reconnection to INdigenous culture including language, worldview systems, ceremonies and practices



- Kokum's Corner, learning Indigenous traditions and creating crafts
- Sacred Circle, a sharing and healing circle where one has the chance to speak, listen and work on individual artistic expressions
- Spiritual Minds, using craft, tools and paints to use creative ideas to express, support and manage mental and physical well-being

We are thankful for the Elders who helped facilitate programs in our Community Space this past year.

## Raising Awareness about the Issues and Complexities of Poverty

Engaging multiple facets of media has become crucial in spreading the word about the good works happening at Bissell Centre. The different media functions hold three different purposes:

- 1) Tell the story of the individual's experience of poverty
- 2) Advocate for the people we serve
- 3) Empower, engage and steward the public into becoming ambassadors of Bissell Centre or financial/in-kind donors. For example, a recent call out for baby formula led to a large donation from LaFarge for our new Child Care Centre and that same call out led to a broader public awareness of Bssell Centre's Child Care Centre.

Over the past year, Bissell Centre was featured 45 times in traditional print and video media and an additional 40 times throughout the year via various radio avenues. Up 99.3! included us in their regular programming during our annual Drop your Gonch campaign and Cruz provided us with free advertising during CNOY 2020, strengthening our reputation and broadening outreach in the community.

In 2019-20, our Fetal Alcohol Spectrum of Services program (FASS) started working with Unlimited Potential to facilitate monthly recreation groups. Through this initiative, we have been able to help create opportunities for community members to socialize and build relationships with each other. Our FASS team attends monthly community frontline meetings, where workers from various organizations can connect to strategize and share information to better work with people that have FASD in the community.

# 2019-20 YEAR IN REVIEW

## Financial Empowerment Champions

Financial Empowerment is an approach to poverty reduction that focuses on improving the financial security of people living on low incomes. It is an evidence-driven set of interventions that have proven successful at both eliminating systemic barriers to the full financial inclusion of people living on low incomes and providing supports that help them improve their financial outcomes and build their financial security.

In 2019-2020, our team offered what we call "Super Clinics," which included the following supports:

- Free Income Tax Filing
- Assistance to apply for Government Benefits
- Access to ID and SIN cards
- Opening Bank Accounts
- Registered Education Savings Plan Education
- Canada Learning Bond Education
- Money Management Education

## Housing through the Community Space

Melanie Fafard moved into her new home in February 2020. Melanie had been accessing our programs offered in the Community Space and told our housing staff that she was about to become homeless. Our staff member helped her by advocating to Alberta Health Services to obtain a health report, which confirmed that there were health and safety issues in her then-home. Our staff member worked closely with Melanie to help her secure safe housing.

Melanie reported that, once she had safe and stable housing, she was able to return to attending the programs at the Community Space.

Her favourite classes were Art and Cooking with the "Bare Knuckle Bakers." Melanie said she enjoyed attending the Spiritual Minds program as she felt able to speak about anything on her mind while doing crafts at the same time. Melanie told us that, because of these programs, she was able to change her life for the better, so much so that she was able to successfully obtain custody of her son and reports that she is enjoying building on their relationship.



Melanie, Housing Program Client

Melanie also connected with Bissell's mental health programs and trauma supports and she said this has also been a big positive step for her. Melanie told us she's very glad to be off the streets and feels thankful for her new-found stability. Melanie enjoys staying busy by making dream catchers and crafts in her home and watching the antics of her two cats.

Welcome home, Melanie!

# 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 community 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 to 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.
- 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.

# OUR BOARD

Bissell Centre is managed by its Board of Governors consisting of 9 to 16 individuals who volunteer their time as Board Governors.



Jill Matthew, Board Chair

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:

- Adequate practices are in place to reduce the risk of harm to its employees, volunteers 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 this objective.

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

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 reach.



# 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. The first three strategies address our programs, services and advocacy efforts, or “what we do,” and ensure that everything we do directly supports our mission and vision. The next three strategies refer to how we do what we do, and are focused on ensuring Bissell Centre achieves the highest standards of operational excellence.

*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 in this Business Plan are the strategies and annual initiatives necessary to work towards achieving the goals outlined in our Strategic Framework. Although we will this year continue our work within every area of our six strategic directions, we are including in this Business Plan only our larger strategic efforts.



Community Members in our Community Space)

# OUR STRATEGIES (CONTINUED)

## Bissell Centre will respond to the COVID-19 Pandemic by Adapting its Needed Services

Given the rapidly evolving realities related to the pandemic, Bissell Centre remains committed to making progress on its annual strategic initiatives, but will regularly evaluate and readjust its provision of services to adapt to changing conditions.

As the COVID-19 pandemic continues to physically separate people all over the world, we also see individuals, communities and organizations banding together in their efforts to look after one another. The new Isolation Shelter for COVID-19 relief and Drop-In Day Services at the Edmonton Expo Centre is an example of how organizations can work together to respond to public health needs.

### Provision of On-site Services at Expo Centre, Edmonton

Bissell Centre and our partners at Boyle Street Community Services are operating as co-leads designated by Homeward Trust Edmonton, the organization tasked with coordinating the non-medical services side of the Expo Centre supports.



Expo Centre, Edmonton (David Higgs, Photographer)

While the Expo Centre will offer a variety of services for struggling community members who are experiencing homelessness, there are two main areas to the centre: medical and nonmedical. The medical side is a 24/7 shelter for folks with symptoms who need to be tested and have a supported space where they can isolate and be treated as needed.

The non-medical side is a large space where folks can access vital services throughout the day such as, showers, meals, coffee, clothing, hygiene products etc. The site also offers help with housing, cultural, mental health, and a number of other relevant supports,

Boyle McCauley Health Centre has been identified as co-leads with Alberta Health Services to provide the medical services at the site. The City of Edmonton together with the Expo Centre team are providing logistical supports. Other partners include, The Mustard Seed, George Spady Society, The Salvation Army & more.

All of these groups are coming together to support and serve those individuals in greatest need in our community; individuals who don’t have a home to isolate in, and are at risk of experiencing greater complications from COVID-19 due to an increase in compromised immune systems.



# OUR STRATEGIES (CONTINUED)

## Bissell Centre will respond to the COVID-19 Pandemic by Adapting its Needed Services (cont'd)

### *Bissell Centre will Continue to Meet Changing Needs*

We are in an environment of constant, rapid change and Bissell Centre team members have shown incredible resilience in their ability to shift into crisis care. Our vital housing programs remain operational, both in the community reaching those who are sleeping rough, as well as at Expo Centre to reach those who are in need of housing options. Bissell Centre has responded quickly to the pandemic and offers the following programming options, both at Expo Centre and within the Edmonton community:

Our **Community Development** staff continue to offer basic needs support with a focus on housing those who are experiencing homelessness. We continue to offer hot shower services, laundry facilities, serving three meals per day, and providing emergency clothing. Our Fetal Alcohol Spectrum Services staff members are working at Expo Centre as shelter support workers.

Our range of housing services include our **Homeless to Homes, Community Bridge and our Outreach Housing Team**. Our Outreach Housing Team continues to locate, engage, and house people who are homeless. The team works in under-served and unreached areas of the city where people experiencing homelessness congregate. In addition, the team provides follow-up support to those housed. These supports exist to troubleshoot challenges that have arisen with housed community members, and offer additional resources and services as needed. Our Housing team members are working out of the Expo Centre's isolation unit as well as the day drop in to provide housing advice and housing support services.



*Bissell Centre Team Members*

Weekly, a **Fetal Alcohol Spectrum Services** advocate connects with those on their caseload and responds to inquiries.

**Mental Health** services are offered by Alberta Health Services and our Mental Health Support Worker acts as a liaison and as a shelter support worker.

Our **Inner City Victim Services** support worker acts as a liaison for the Crime and Trauma-Informed Support Services section of Edmonton Police Services (formerly the Victim Services Unit). The mission of the CTSS is to provide timely intervention, prevention and supports to individuals, families and all our communities affected by crime, trauma and tragic events.

Our **Family Support Services** staff members are working at Expo Centre as shelter support staff. Our Family Support Services staff members provide information and resources to families working to raise healthy, happy children. Many families we serve are coping with issues associated with poverty, isolation and lack of extended family or other supports. Engaging with our Family Support staff members gives parents an opportunity to talk and work through issues. Family Services is offering basic needs such as diapers and formula via curbside pick up and home drop-off. Our support staff are also offering phone support to families needing income support services and other resource supports.

# OUR STRATEGIES (CONTINUED)

## Bissell Centre will respond to the COVID-19 Pandemic by Adapting its Needed Services (cont'd)

### *Bissell Centre will Continue to Meet Changing Needs (cont'd)*

Our **Early Learning and Child Care** centre is open and services are being provided in compliance with public health and licensing guidelines.



*Vanessa, Child Care Client*

Our Child Care centre provides child care services during the pandemic to frontline workers deemed essential workers, and is offering vacant child care spots to vulnerable families.

Bissell Centre's Early Learning and Child Care Centre aims to provide a warm caring environment which will develop a child's potential creative, intellectual, emotional, social, and physical literacy skills. Guided by the Play, Participation, and Possibilities – An Early Learning and Child Care Curriculum Framework for Alberta, our team of Early Childhood Educators plan activities that are fun and enhance development of the whole child.

Registered Bissell Centre community members seeking short-term employment can access our **Casual Labour** placement program, where Bissell Centre connects them with employers through a variety of job placements opportunities. Our Casual Labour program is operating at Expo Centre providing day labor opportunities as well as employment support services.

Our **Thrift Shop** will remain closed to the public per public health guidelines, but is accepting in-kind donations to support the ongoing needs of those accessing our services at Expo Centre.

Together with our partner agencies, we will be constantly reviewing and assessing the impact of the changes we make to ensure we are best supporting our community members in this rapidly changing situation.

### *Aligns with the following Bissell Centre strategic directions:*

- *Empower families and individuals to move out of poverty*
- *Engage in impactful community and economic development initiatives*
- *Influence systemic and societal change*

# OUR STRATEGIES (CONTINUED)

## Bissell Centre will open up its New Early Learning Child Care Centre

Bissell Centre has provided Early Childhood Development programming since 1972. Our Child Care Centre has at its core a fully accredited and licensed childcare facility that implements a “learning through play” model encouraging learning in a safe, supportive and educational environment. Children in our childcare, from newborn to six years of age, are provided with healthy and nutritious meals vital to their health and wellbeing.

To meet the growing need for quality, affordable child care and to better meet the needs of the families we serve, Bissell Centre is expanding our accredited child care services by creating, in our new Child Care Centre, 30 full and part time paid child care spots, in addition to the 40 free respite spots already available. These new spots will be for children who will attend 5 days a week while parents work or attend school.

Our Child & Family Services program will be expanded by adding weekday childcare services for parents who are either working or going to school on a full time basis.



Artist Mock-up of Child Care Centre

Bissell Centre uses a “Family Support” model that provides an array of support services to facilitate our client families to move out of poverty and into prosperity. Expanding education and employment opportunities is a foundational component of this transition. The availability of affordable child care is a critical element in the pursuit of both education and full time employment. By expanding our services for low-income families, we will be addressing the need for affordable and high quality child care so that we can help these families take steps toward moving out of poverty.

The new location for our expanded Early Learning Child Care Centre is in the Boyle Street community, a low-income residential neighbourhood in Edmonton. The resource centre will be a short walk or bus-ride away for many of the families we serve. All the supports they need will be in one, accessible location. As part of the expansion we will increase our hours of operation with an additional 4 hours a day.

Aligns with the following Bissell Centre strategic directions:

- Empower families and individuals to move out of poverty
- Engage in impactful and economic development initiatives
- Influence systemic and societal change

# OUR STRATEGIES (CONTINUED)

## Further Strategic Initiatives for 2020-21

Like many others, the COVID-19 outbreak has caused us to rapidly shift gears to be in the best position to support our clients, team members, supporters, and communities while still keeping our goals and momentum going. In just a matter of weeks, we adapted many of our programs and services to respond quickly and collaboratively to the changing needs of the community and its members. Our plans for improving our service delivery remain essential to our strategic goals, but we recognize that adjustments may be necessary in the current and future landscape.

### Fetal Alcohol Spectrum of Services



Bissell Centre Client

**FASS will implement an agency-wide FASD-informed approach and community education strategy.** Based on research and best practice, our Fetal Alcohol Spectrum Disorder (FASD) Task Force will develop an FASD-informed approach and a community education strategy for supporting individuals across the agency. Bissell Centre will create and implement an agency-wide FASD-informed approach during fiscal year 2020-21. The FASD Task Force will have completed its research and developed its recommendations for a community FASD education strategy during fiscal year 2020-21.

FASD is a diagnostic term. The two diagnostic terms include: Fetal alcohol spectrum disorder with sentinel facial findings (i.e. short palpebral fissures, smooth philtrum, and thin upper lip, as associated with prenatal alcohol exposure); Fetal alcohol spectrum disorder with no sentinel facial findings. FASD-informed services promote health and wellness for individuals, families, and communities. An FASD informed approach uses knowledge about how FASD may affect a person in various and likely multiple facets of life, including physically, behaviourally, cognitively, socially, emotionally, and spiritually.

### Family Services Program

**Bissell Centre will transition its Family Services Program to include an outreach model of home visitation.**

Our Family Services support workers will meet regularly with families through home visits to provide support and services, such as parenting and prenatal education, early intervention and education services during pregnancy and throughout the child’s earliest years.

We believe that home visiting is an effective method of supporting the needs of individual families by offering information, guidance, and support to families within their home environment.

The home visitation service delivery model will be developed and implemented during fiscal year 2020-21.



Bissell Centre's Family Holiday Party 2019



# OUR STRATEGIES (CONTINUED)

## Further Strategic Initiatives for 2020-21 (cont'd)

### Bissell Centre Thrift Shop



Bissell Centre's Thrift Shop

**Bissell Centre will develop and implement a comprehensive marketing and engagement plan to raise awareness of the Thrift Shop and how it contributes to Bissell Centre's mission and vision.**

The marketing and engagement plan will include strategies, methods and tools intended to increase the community's engagement and raise public awareness about Bissell Centre's Thrift Shop. We intend to share information with the community on how the proceeds from sales at our Thrift Shop directly fund Bissell Centre's programs and services to support the people in our community who experience homelessness and poverty.

The new Thrift Shop marketing and engagement plan will be created and implemented during fiscal year 2020-21.

### Community Partnership

**Bissell Centre will continue its partnership with the City of Edmonton on its Edmonton Emergency Encampment Response Team.** An Encampment Response Team (ERT) has been created to address the issue of clusters of encampments sheltering individuals experiencing homelessness in the Edmonton core. The ERT is currently comprised of The City of Edmonton, Edmonton Police Services, PeaceOfficer/Bylaw Enforcement Teams, Alberta Health Services, Boyle Street Community Services, Bissell Centre and Homeward Trust Edmonton.

The Encampment Response Team is working towards a sustainable resolution of the encampment issue with a highly focused coordination and collaboration with community stakeholders. Bissell Centre will continue its work in this area as a member of the Emergency Response Team during fiscal 2020-21.

### Casual Labour Program

**Bissell Centre will explore the opening of a satellite Casual Labour site in collaboration with a Community Partner.** In alignment with our commitment to working with community partners, Bissell Centre intends to locate a smaller branch of its Casual Labour Workforce program to assist more community members seeking short-term employment get connected with employers through a variety of job placements opportunities.

### Inner City Victim Services

**Our Inner City Victim Services program will increase accessibility of services to persons with disabilities.** In order to improve our Inner City Victim service delivery and to reduce barriers, we will add to our current service model an accessibility element, incorporating sensory bags and/or kits for use during appointments or when attending court alongside clients. Additionally, we intend to create and use pictorial depictions of our services, improve access to ASL interpreters, and make court orientation material more easily accessible for persons with disabilities. The model will be developed and mplemented during fiscal year 2020-21.



Casual Labour Clients



The kitchen is a great place to learn new recipes!

-BISSELL CENTRE COMMUNITY KITCHEN CLIENT



# 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;
- ongoing risk management assessments;
- 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 2020-21, risk management practices will continue to be strengthened, pandemic response and business continuity measures will be a main focus area for improvement, 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 Finance, Audit and Risk Management Committee meets quarterly to provide oversight of our financial compliance. That Committee, together with our CEO Board Liaisons, 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.

# 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 CONT’D

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 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 construct facilities improvements.

Bissell Centre’s 2020-21 Facilities Capital Plan has been approved by the Bissell Centre Board of Governors and proposes \$1,710,000 of capital investment priorities in the next year across the following program areas:

Relocation of Early Childhood Development child care facility:	\$1,495,000
Community Space – Exterior Modification:	25,000
Relocation of Employment Services:	70,000
Thrift Shoppe exterior revitalization:	120,000
\$1,710,000	

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 2020-21 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 applications, and technical assistance services.

Total strategic capital investments in equipment and information technology for the 2020-21 fiscal year is estimated at \$171,350, including \$17,680 for new equipment, \$153,670 in specialized applications, and \$81,300 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.





Cooking at Bissell  
brings joy and laughter  
to me. When people  
come together to share,  
wonderful things happen.

**-ROCKY, BISSELL CENTRE  
COMMUNITY SPACE PARTICIPANT**

BISSELL CENTRE 10527 - 96 Street Edmonton, AB T5H 2H6 780.423.2285  
Mon-Fri 8:00am to 4:30pm Registered Canadian Charity: 118810829RR0001

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