



2022-2023 BUSINESS PLAN

Bissell is an inclusive, human-centered organization that recognizes the dignity and strengths of individuals and families and offers the supports they need to move out of poverty and homelessness and build a better future for themselves.

Our work is guided by evidence-based methods to achieve its vision.

Bissell seeks to reframe the conversation around poverty, why it exists, and how we can all WORK TOGETHER to end it FOREVER.



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MESSAGE FROM THE CEO

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



Sometimes, when you are in the thick of things, you don't get a chance to truly step back and look at how much you have achieved. As I write this Chief Executive Officer message, I am awed to think of everything that has been accomplished over the past year. Our commitment to those experiencing poverty and homelessness in Edmonton has only grown stronger, and we are so thankful for the support and love shown by the entire community in a time of seemingly unending turmoil.

Since this time last year, our Community Space has reopened to support our community members with both basic needs and longer term supports including housing, employment, cultural supports, and medical supports. Being nimble and responsive to the needs of those experiencing poverty and homelessness has required us to adjust some services and expand others, as you will soon get to learn more about.

While we are still feeling the effects of COVID-19, it feels more every day like we are settling into a 'new normal'. Our program spaces are getting back to

larger capacities, we are welcoming volunteers once again to our spaces, and we have been able to have in person meetings with our teams again. The feeling of rejuvenation and excitement is palpable in the air.

A repeating, heartwarming theme over the past year is that of partnership; the impact we have when we work together as a community is truly incredible. I keep thinking of the quote from Shawnee chief, Tecumseh: "a single twig breaks, but the bundle of twigs is strong." With our combined strength, we will achieve our common goal: **the elimination of poverty in our community.**

The strength of our work is underpinned by the dedication and grace of our team of staff and volunteers. Our team shows up every day with steadfast work ethic and unfaltering compassion for our community members. Words cannot convey the depth of my gratitude for all that they do.

I am also deeply thankful for the support and passion of our Board of Governors. Their flexibility and

the trust they have in our team have allowed us to respond quickly to the rapidly changing needs of our community. Their guidance through the past year allowed us to hold strong when we needed to, or to pivot when required. I thank them for their leadership and wisdom.

The work our incredible team accomplishes would not be possible without the larger community rallying behind us. We are thankful for all levels of government, Community-Based organizations, foundations, corporations, and individuals who have invested in our work. Your thoughtfulness allows us to continue to provide critical supports to those experiencing poverty and homelessness.

I am so grateful for each of you that lends your strength to our work. No matter what inevitable changes the next year brings, I know that we will continue to evolve to better serve those experiencing poverty and homelessness.

Thank you for being a part of our Bissell community.

VISION & MISSION

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



OUR VISION

The elimination of poverty in our community.

OUR MISSION

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

OUR VALUES

Our values 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.

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.

2021-2022 YEAR IN REVIEW

Tipinawâw Emergency Response

Tipinawâw, at the Edmonton Convention Centre, closed its doors on April 30, 2021, after opening in October, 2020. Tipinawâw, translated to “sheltered from the outside elements” in Cree, was a safe space that provided compassionate support for vulnerable individuals experiencing homelessness.

The activation was a collaboration between Bent Arrow Traditional Healing Society, Bissell Centre, Boyle Street Community Services, Homeward Trust, The Mustard Seed Edmonton, the City of Edmonton and the Edmonton Convention Centre. Tipinawâw provided a warm space to sleep, three nutritious meals a day and access to cultural and essential services.

The positive impact of community collaboration was highlighted through this activation. Tipinawâw successfully facilitated more than 90,000 check-ins for access to day services and over 35,000 check-ins for overnight access. 649 unique individuals were engaged for housing at Tipinawâw with a total of 2,857 support efforts recorded



220

Unique people filed 321 years of income tax returns which resulted in a total of \$283,573.83 in tax returns, GST, CCB payments.

Bissell Community Space Reopening

Our Community Space reopened in May, 2021, after months of pandemic lockdowns and restrictions. We are so grateful to have been able to partner with Bent Arrow Traditional Healing Society, who helped address many spiritual and mental health needs, and facilitated cultural activities in our Community Space.

In addition to being a support for people accessing Bissell’s services, Bent Arrow’s team offered training to Bissell Staff that helped bring a deeper understanding of the Indigenous people accessing our services. Incorporating traditional knowledge into support programs for people experiencing houselessness is critical to acknowledging the unique experiences of Indigenous people, and to help us provide appropriate resources to create community support and a sense of belonging.

Housing Outreach Team

In 2021, Bissell’s Housing Outreach Team continued to use Bridge Housing to house individuals experiencing chronic houselessness. Bridge Housing offered individuals stabilization with the consistent ability to contact their workers, which helped secure and maintain their housing.

Bissell Centre increased collaboration efforts with EPS, the City of Edmonton and Park Rangers to address encampments in the downtown core and offer further housing supports in the Community Space, as shelters across the city closed down.

“Overall, the pandemic provided new opportunities and partnerships for the team.”

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2021-2022 YEAR IN REVIEW

Bissell Thrift Shop Opened in Hermitage Area of Edmonton

In June, 2021, Bissell opened a second Thrift Shop in the Hermitage area of Edmonton. Both our new Hermitage location and our original location on 118 Avenue offer high quality, gently used clothing, accessories, art, furniture and housewares at affordable prices.

Bissell has been operating a Thrift Shop for over 70 years, and the revenue from the shop has been reinvested into funding critical programs that help move people out of poverty. The goal of our second store is to increase our reach and impact in our community.



Fetal Alcohol Spectrum of Services

The FASS team works with individuals and families affected by Fetal Alcohol Syndrome. Our team is comprised of system navigators, advocates, and parent child assistance program advocates who work towards increasing the community’s capacity for prevention.

The mental health support services team works with individuals in distress by providing supportive listening, relevant information, supported referrals, and community resources.

During the pandemic, our team served the community with a hybrid model of remote service delivery and in-person outreach. We continued to transport participants using enhanced health safety protocols.

Community Bridge Program

Our Community Bridge program provides holistic housing-loss prevention supports with a supplementary loan component. Our goal is to prevent houselessness before it happens, as the repercussions of an eviction can be devastating.

In 2021 Bissell Centre’s Community Bridge program provided 201 loans totalling \$276,713.75 for utility and rental arrears for families and individuals in Edmonton, supporting 476 people including children. We were able to redirect \$43,072.06 to other eviction preventions supports and with a little financial coaching, families were able to pay off \$75,904.52 independently.

Family Support Services

Many families were unable to access resources because of the pandemic, so our Family Services team immediately started curb-side pick-ups and deliveries of essential items. The team offered support over the phone and, where possible, video calls. When more was needed, support workers met with families in (or outside) their homes to deliver such items as diapers, formula, emergency clothing, baby supplies, cleaning supplies, and food hampers.

This shift to an outreach model provided support workers with new insights, like how people were clearly more comfortable in their own settings, which fostered deeper conversations and connections.

OUR BOARD OF GOVERNORS

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:

- 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.

The Board currently has three committees, which include the Human Resources, Nominating & Governance Committee, the Finance, Audit & Risk Management Committee, and the 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 impact.



Jill Matthew, Board Chair

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 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.

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.

Strategic Focal Points:

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.

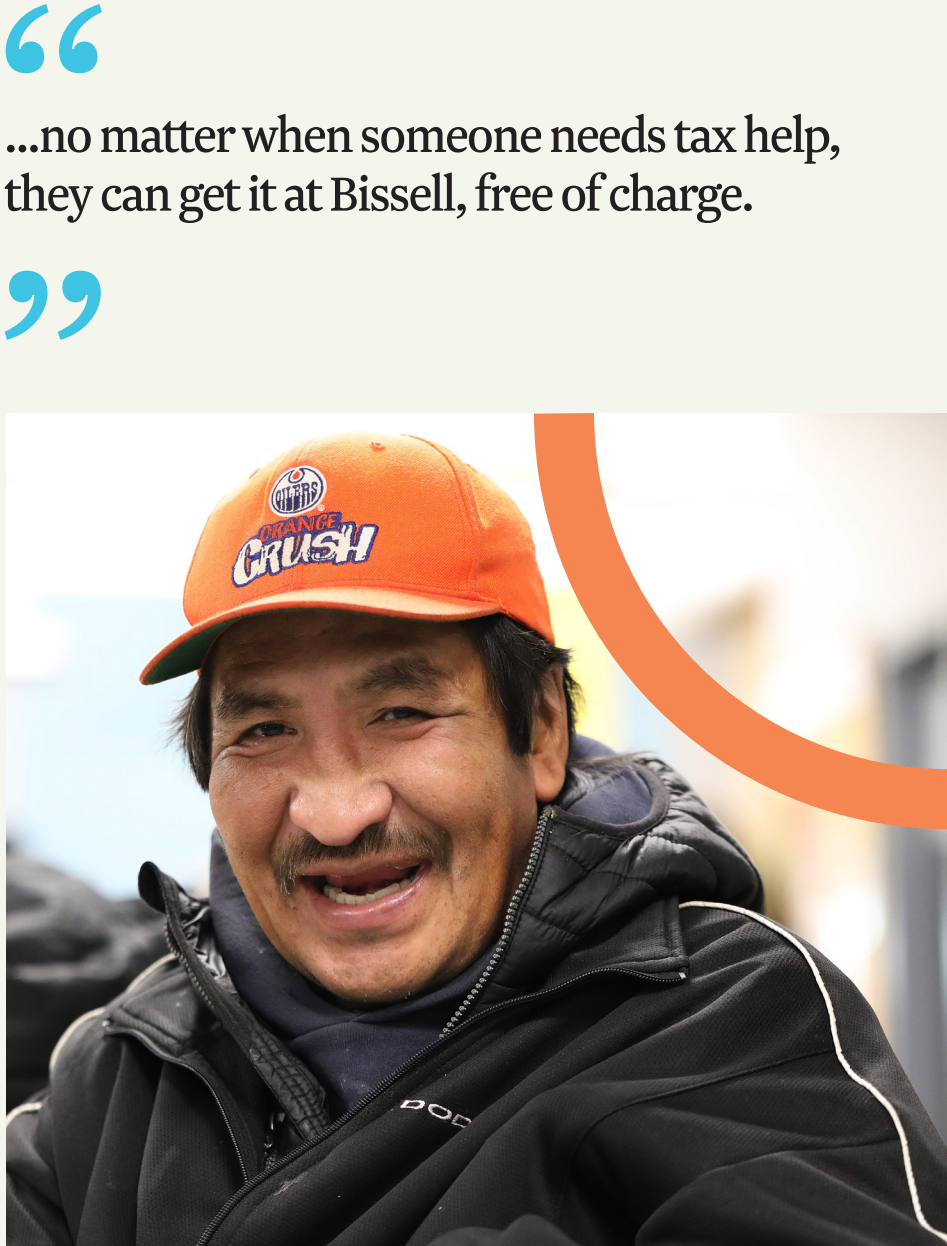
OPERATIONAL PRINCIPLES

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 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.



“...no matter when someone needs tax help, they can get it at Bissell, free of charge.

2022-2023 OUR STRATEGIES

Employment Initiatives

Bissell takes a comprehensive approach to ending poverty in Edmonton by addressing the physical, emotional, and mental barriers that keep individuals and families trapped in a cycle of poverty.

Workforce Development

In 2022-23, Bissell will launch a Workforce Development initiative to provide career and employment supports to Albertans experiencing multiple barriers to employment. This initiative will ensure that a holistic approach is taken to improve sustainability in individuals' lives, which provides a higher likelihood of an individual's success.

The proposed project is expected to achieve direct and indirect outcomes that will improve clients' employability and ability to maintain employment. Through training, individualized supports and work experience opportunities, clients will be able to participate more fully in their community and reach their individual potential. Through this access, individuals and families will become more resilient and have a greater sense of belonging.

Bissell Centre will work with numerous internal and external partners to contribute to the success of this program and those individuals within it.

The Workforce Development Initiative's three main goals are to:

- support Albertans to participate in their communities through employment
- help Albertans reach their individual potential
- help ensure Albertans are stable and safe.

Through helping clients in achieving their personal potential, building resilience, and fostering a sense of belonging in the community, clients are able to increase their ability to participate in the workforce and communities through increased self-sufficiency.



“Working with the Bissell Centre’s general labourer department has been a wonderful experience.”

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2022-2023 OUR STRATEGIES

Social Enterprise Initiatives

One of the sustainable ways Bissell helps achieve its goals is through social enterprise initiatives.

A social enterprise is an activity that employs entrepreneurial, market-driven strategies for earned income in support of our mission.

Bissell Thrift Shops

In 2022-23, Bissell will institute a clothing voucher program facilitated by the Thrift Shop that enables access to clothing vouchers and free essential clothing for Bissell Centre clients. Each Bissell program will have their own unique voucher curated to their participants' specific needs.

Bissell will use its current point of sale software to track voucher usage by program, enabling Bissell to make impactful reports on voucher usage by program and the types of essential goods our participants are in need of procuring.

In 2022-23, Bissell will open a sorting centre to streamline our donation processing operations. We expect that opening the new sorting centre will enable wider and faster access to products for sale and increase internal program partnerships..

In 2022-23, Bissell Thrift Shop will proceed with commissioning a local artist group to paint murals on our Alberta Avenue location. We expect the new murals and updated look to improve the customer experience at the Thrift Shop and contribute to the City of Edmonton’s Alberta Avenue Revitalization initiative.



The Bissell Thrift Shop contributes to Bissell Centre’s mission by:

- **Building Strengths:** All profits from revenue earned at the Thrift Shop goes back to supporting our community with life changing services.
- **Providing Free Clothing to Adults and Children:** Each year, we provide tens of thousands of free pieces of clothing and accessories through our Community Closets and Programs. This includes essential items for job requirements.
- **Reducing Waste:** We work extensively to divert items that would otherwise go to the landfills. Each year this is over 810,000 lbs of textiles and small household items.

Community Meals Program.

In 2022-23, Bissell Centre will launch a customer feedback initiative. This project will solicit feedback from our clients, staff and customers. and will assist our team in its continuous quality improvement efforts.

After analyzing the results of the customer feedback initiative, Bissell Centre will implement improvements and efficiencies.

Our goal is to understand the customer experience and gather insight into our customer’s thinking. We are interested in leveraging this type of feedback to better reach our program objectives, which include client, staff and customer satisfaction, and the promotion of new program offerings.

BISSELL CENTRE OUTCOMES

2019-2022

For over 100 years Bissell Centre has worked with Edmonton’s diverse communities to move people from poverty to cultural, social and economic prosperity. Bissell Centre has a wide continuum of care across its 20 programs which include housing, basic needs, social integration, financial connection, eviction prevention, childcare, employment, mental health, and FASD services.

People Served
17,808
People accessed Bissell's Services



386
Children visited Bissell's childcare program
536
People diagnosed with FASD received specialized care

Housing
1237
people housed
707
homelessness prevention interventions



Bissell Centre's outreach housing, supported referrals, homeless to homes, and programs house Edmonton's houseless communities.

Bissell's Community Bridge program works to prevent homelessness among individuals and families. 1775 people maintained housing because of this program.

Other Services
\$8,500,000
Returned to the community
38,000
Employment placements



The Financial Empowerment team provides financial education, runs tax clinics, and works to ensure participants have the financial support necessary to thrive.

The Employment program provides training and job placements for participants. This program has been part of a path to prosperity for thousands of Edmontonians.



2022-2023

OUR STRATEGIES

Data Analysis and Strategic Data Collaboration

To help us achieve our mission, Bissell collects and analyzes our operational, client self-sufficiency and program-specific outcome data. Bissell uses this data and its resultant analysis in order to inform program and service improvement, and to provide learning and advocacy opportunities for the wider sector.

Pathfinder Pilot Program

In 2022-23, Bissell Centre will participate, alongside various Edmonton-based social services agencies, in the Pathfinder project, to collectively explore shared data opportunities and goals.

The project will examine whether using shared and specific impact measurements will be more effective and relevant to participating organizations and those they serve.

Bissell Self-Sufficiency Matrix

In 2022-23, Bissell will use the data from its Self-Sufficiency Matrix to assess and report on client outcomes who move through the organization's continuum of care.

In 2022-23, Bissell will explore options for sharing its Self-Sufficiency Matrix with other social services and non-profit agencies within our community.

Incident Reporting

In 2022-23, Bissell will work to increase safety of our clients and employees, specifically within our Community Space. Our incident reporting system will:

- produce consistent data on critical incidents;
- support effective data analysis; and
- enable data-driven decision-making and planning to avoid or reduce the risk of future incidents.

Data Coordination Group

Bissell has joined an Edmonton-based working group with the common goal of working to ensure that communication within the sector facilitates the connection of participants to needed services in a timely manner.

Evaluation Community of Practice

Bissell has joined an Edmonton-based Social Services Evaluation Community of Practice group, which exists to provide learning and professional growth opportunities to evaluation and measurement practitioners who work within the Edmonton social services sector. The group's vision is to "foster excitement and expertise for reflective learning within social service provision."

“Our work is guided by evidence-based methods to achieve our vision.”

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2022-2023 OUR STRATEGIES

Inclusion, Diversity, Equity and Accessibility

Inclusion, Diversity, Equity and Accessibility Taskforce

In 2022-23, the Inclusion, Diversity, Equity and Accessibility (IDEA) Taskforce will develop a framework that will ensure that equity, diversity, inclusion and accessibility remain a central and intentional component at all levels of our organization.

The IDEA Taskforce membership will be comprised of both internal employees and external consultants, and will include an Advisory Group of community experts, elders and external voices with lived experience, who will be consulted for advice and guidance.

Cultural competency is one of Bissell’s Key Practice Philosophies:

“Bissell Centre will seek to be knowledgeable about and representative of the communities and cultures within which it serves.”

Bissell’s defines Cultural Competency as “understanding and appropriately responding to the unique combination of cultural variables that both the professional and the client bring to interactions.”

The IDEA Taskforce will develop a comprehensive IDEA strategy that encompasses all aspects of the organization.

Although not restricted to the following, the IDEA Taskforce will focus primarily on the following four areas:

- Gender
- Race
- LGBTQ2+
- Knowledge and Experience

The IDEA Taskforce will drive the implementation of Bissell’s past Cultural Competency and Representation Committee recommendations and will review and update the work of Bissell’s past LGBTQ+ Inclusivity Committee.

2022-2023 OUR STRATEGIES

Resource Development and Marketing

Donor Stewardship Plan

To retain donors and make long-lasting connections, Bissell Centre will update and implement a new donor stewardship plan which will outline communication opportunities and strategies for keeping donors engaged with Bissell Centre’s mission and vision.

The goals of this project will be to redefine our stewardship strategy and to create a comprehensive plan that will develop a culture that supports purpose and strategy while also supporting best practices in stewardship.

Ethical Storytelling

Bissell Centre will adopt an ethical storytelling framework to engage participants in meaningful and empowering processes. The framework will be aligned with anti-oppressive practice.

The ethical storytelling framework will contain a set of tools and practices that will help us improve our relationships with the communities and people we serve while cultivating more equitable, inclusive, and non-exploitative relationships.



Strategic Advocacy Plan

Develop our Advocacy Plan to identify and create awareness around systemic gaps that negatively impact the recovery and social mobility of individuals living in poverty in our community.

Through research and collaboration with internal programs and services and other external agencies and organizations, we plan not just to increase awareness around these barriers but also demonstrate through data and storytelling the impact our programs and services have in breaking these barriers, thus leading to the success of our community members and the community at large.





2022-2023 OUR STRATEGIES

Indigenous Inclusion Initiatives

Cultural Support

The Indigenous population we serve faces multiple intersecting barriers, and often struggles with present or historical traumas. At Bissell Centre, we define Indigenous as an individual self-identifying as either status or non-status, and as First Nations, Metis, or Inuit.

Our Indigenous Cultural Support programs will be guided by the suggestions and knowledge of an Elder/Knowledge Keeper, and facilitated by staff who have previous teachings, learnings, and education. The activities of the Indigenous Cultural Support program will include ceremony preparedness, smudging, sharing circles, family reunification, reconciliation, grieving ceremony, and protocols. The program will also incorporate peer support and gathering, as that is a traditional method of healing and resilience-building in the Indigenous community that we serve.

We will incorporate Indigenous programming within our childcare to all those in our care. For parents attending supportive programming, we provide free respite childcare. For Indigenous caregivers requiring permanent, full- or part-time childcare, we will waive a portion of the fees to ensure that Indigenous children are able to access the child-specific cultural program.

Many people who come to Bissell Centre struggle with poverty, intergenerational trauma, systemic racism, addictions, disabilities, literacy barriers, and loss of cultural history. Despite these obstacles, our community members show resilience and strength. Spiritual connection is often credited as the source of this fortitude. By offering culturally sensitive programming, we will expand on this tenacity and promote a sense of belonging, community, and individual growth.

Indigenous Inclusion Working Group

Bissell is committed to the development of an exemplary workplace alignment with the principles and characteristics of Indigenous inclusion.

In 2022-23, Bissell will form an employee-based Indigenous Inclusion Working Group to help strengthen Bissell's Indigenous workplace engagement and inclusion. We will monitor, measure, and model continuous improvement of workplace and Indigenous inclusion strategies and practices.

The Working Group will work to adopt purposeful strategies to build solid partnerships with Indigenous people, businesses, and communities.

“
National
Indigenous
Peoples’ Day is a
day to celebrate
and feel proud.
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2022-2023 OUR STRATEGIES

Environmental Sustainability Initiatives

In 2022-23, Bissell will continue its efforts to reduce harmful greenhouse gases and improve its environmental sustainability through the following initiatives.

Solar Array Installation

In 2022-23, Bissell will install a rooftop solar array on each of its Alberta Avenue Thrift Shop and its Bissell Downtown West location.

Roof Improvements

In 2022-23, Bissell will install a new roof on its Alberta Avenue Thrift Shop, including installation of additional insulation.

Siding Improvements

In 2022-23, Bissell will install new siding on its Alberta Avenue Thrift Shop, including installation of additional insulation.

Waste Diversion

In 2022-23, Bissell will work to explore improvements to its waste diversion methods at all of its locations, including recycling and refurbishment of electronics, food waste reduction, organic composting options, and textile recycling/repurposing.

Electronic Payments

Bissell will reduce paper usage by signing up vendors/suppliers for EFT payments, and is exploring the further implementation of business e-transfer payments to decrease our reliance on paper cheques. Internal controls will be implemented to mitigate risk.



Building Envelope Improvements

In 2022-23, Bissell will replace the existing stucco on the exterior of its Bissell West building. The new stucco system will be installed complete with vapour permeable air barrier, board insulation, reinforcing mesh and finish stucco coats.

“Bissell is committed to environmentally-sustainable operations.”

2022-2023 OUR STRATEGIES

Strategic Improvement Initiatives



Early Childhood Development and Family Support Services

In 2022-23, Bissell will build a framework for holistic, wrap-around support services for families accessing Bissell child care. The framework will be built in consultation with Indigenous community members and participants.

In 2022-23, Bissell will be intentional in providing a myriad of support services for families and caregivers raising children from 0 to 6 years of age. The feedback solicited during the program participant surveys in 2022-23 will be incorporated into a coordinated work plan for implementation of additional services.

Starting in July 2022, an Indigenous Elder will provide monthly support services to families. Additionally, plans are underway to engage subject matter experts to provide monthly informational workshops at the childcare centre on a variety of topics, including pre-and post-natal care, healthy diet, and presentations about other pertinent community resources.

These services will be based on a team-based planning process intended to provide individualized, coordinated, family-driven care that will meet the complex needs of children and their families.

Reserve Fund Planning

In 2022-23, Bissell will complete an external building condition assessment of each of its properties. The results of these assessments will assist in our development of a Reserve Fund Study/ Report to help manage, conserve, and improve our building property assets and to maintain our property in an efficient, functional and structurally sound condition.

Alongside the Reserve Fund Study/ Report, Bissell will complete a strategic and programmatic needs space allocation study and prepare space allocation guidelines to define the efficient and effective allocation of space at Bissell properties.

Internal Communications

In 2022-23, Bissell will complete an audit of its current internal communication tools, workflows and strategies. We will assess the audit results and update our communication strategy in order to better leverage collaboration software and tools, balance synchronous vs. asynchronous communication, and re-set our internal communication standards.

Cybersecurity

In 2022-23, Bissell will complete a cybersecurity risk assessment of its current cybersecurity systems, controls, and ability to remediate cybersecurity vulnerabilities.

ENTERPRISE RISK MANAGEMENT

Bissell is committed to the management of risk in its business operations and decision-making.

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;
- an annual budgeting and business planning process; and
- a tracking process for current contractual and funder reporting commitments.

Bissell’s key risk categories:

- Reputational
- Operational
- Governance
- Financial
- Compliance

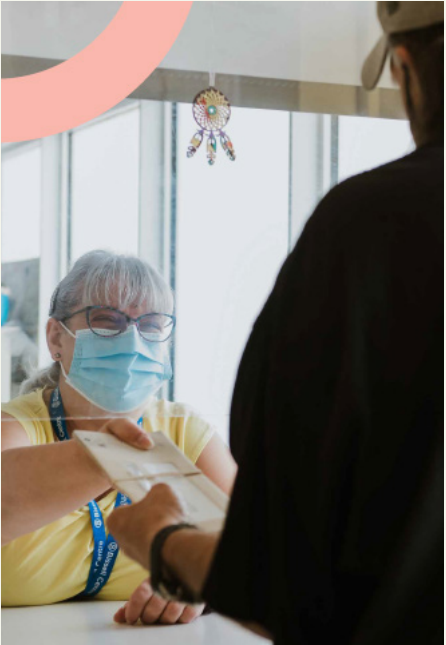
Risks are analyzed, considering impact rating, likelihood and inherent risk, to determine how they should be managed.

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.



During 2022-2023, risk management practices will continue to be strengthened, cybersecurity and business continuity measures will be our main focus areas for improvement, and we will continue to improve on Bissell Centre’s formal enterprise risk management plan.

CAPITAL PLANNING



Facilities Capital Planning

Integral to Bissell’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.

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.

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

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.

Going into the 2022-23 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.

Bissell Centre’s 2022-23 Facilities Capital Plan has been approved by the Bissell Centre Board of Governors and proposes \$1,379,000 of capital investment priorities in the next year as set out below.

Bissell West facility building envelope repairs	\$ 1,080,000
Moonlight Bay Centre roof replacements:	117,000
Thrift Shop roof replacement and solar array installation:	182,000
	\$1,379,000

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

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 2022-23 fiscal year is estimated at \$209K, including \$41K for new equipment, \$168K 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.

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

Gary St. Amand
Chief Executive Officer
gary@bissellcentre.org

Kelly Hoskins
Director of Resource Development
khoskins@bissellcentre.org

Bissellcentre.org

