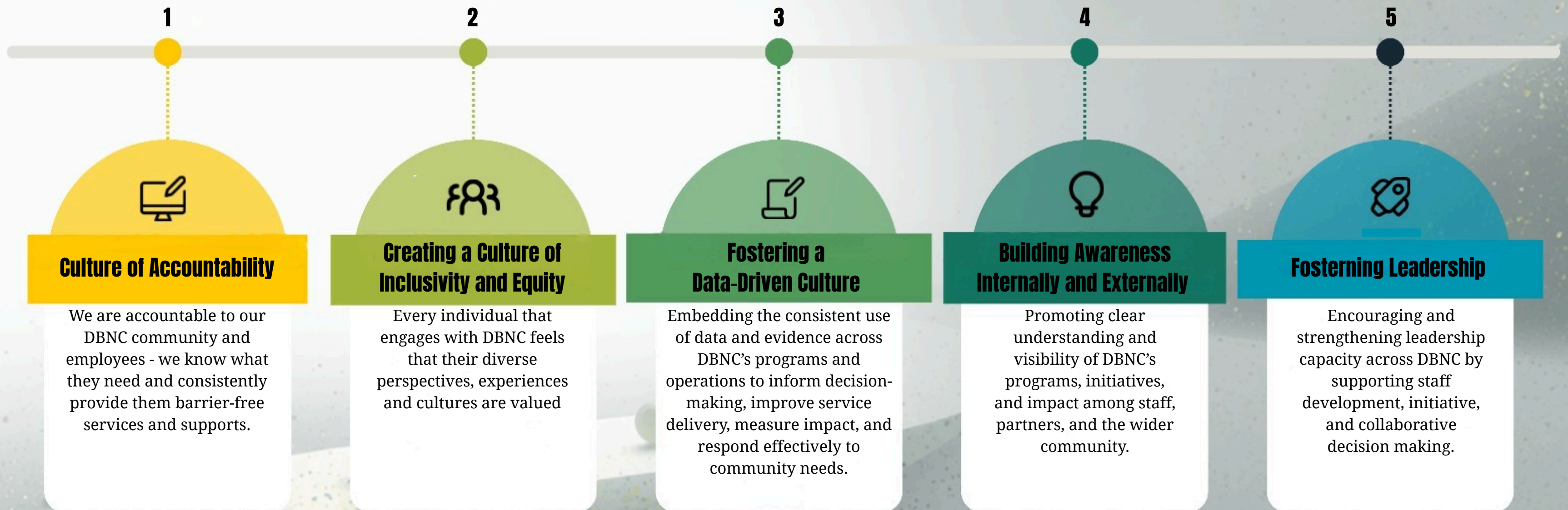


Strategic Plan 2022-2026 Implementation Report



Strategic Pillars



Internal

1

Establishing Hybrid Workplaces

2

Focus on Funding, Resources that supported the internal work

3

Focus on Renewed partnerships through a recovery lens

COVID YEAR PRIORITIES

Examined services that support the community through COVID recovery mental health

Food provision, rental supports, senior supports

External

Hybrid services

4

Both Internal and External

New Employee Contract

Developed new DBNC Employee Contract template and created new contracts for all DBNC employees

Revamped Volunteer Student Placement process

Revamped the Volunteer and Student Placement processes . This helped shape our youth talent and strengthen relationships with local educational institutions.

Pay Grid

Reviewed salaries with respect to comparatives and established new pay grid

Conducted Several Community Surveys

Identified community needs. The development of survey questions were led By Program Managers and the Outreach team conducted the survey

Job Description

Reexamined and rewrote current job descriptions to reflect current, exact job responsibilities by each Department Manager

Reviewed Policies and Procedures

Completed Review of all Major DBNC Policies and Procedures

PILLAR 1 CULTURE OF ACCOUNTABILITY

Continued.....

Childcare Services

Reviewed the feasibility of providing Childcare services.
Childcare services to be established December 2026

Business Continuity Plan

Re-Developed Business Continuity Plan for unplanned disruptions

PILLAR 1 CULTURE OF ACCOUNTABILITY

Key operational and program improvements

- Implementation of Mental Health First Aid training for staff,
- Expansion of mental wellness services for families through EarlyON,
- Development of a Purchasing, Assets and Inventory System, digitization of Community Health documents, creation of a Department Operations Manual for EarlyON
- Launch of Itinerant Settlement Services in partnership with other nonprofit organizations.

Portfolio Based Language Assessment

Implemented Portfolio Based Language Assessment (PBLA)
Training for instructors in LINC program

PILLAR 2 CREATING A CULTURE OF INCLUSIVITY AND EQUITY

DEI Trainings

- All DBNC staff participated in several agency- wide DEI training Program
- All DBNC staff participated in Disability Justice training
- All DBNC staff participated in Gender Base Violence Training
- Leadership Training on DEI and HR policies
- Leadership Training on Indigenous cultural competency

Inclusion Diversity Equity Accessibility and Learning (IDEAL) Committee Re-constituted

- Moved from DEI framework to IDEAL Framework. adding A=Accessibility. L= Learning
- DBNC IDEAL Framework and Model developed

Leadership DEI Training

- Leadership Training on DEI and HR Policies
- Indigenous cultural competency training

Embed IDEAL to Programming

- Committee developed plan to embed IDEAL in to service delivery

New System

- Finance implementing a New Accounting System, including Financial Dashboard which will give department managers real time information on department budgets, spending and variances
- Established an ecommerce platform for payment logistics. Completed deployment of the Square one technology

Improved Data Management System

Conducted feasibility study for CRM system. DBNC has won a grant from Ontario Trillium to build our own Customized CRM system to have a fully integrated data collection enterprise wide solution

Internal Stats Revamped

Employment Services revamped DBNC Internal Stats for Employment department to accurately capture Contractual Targets and other Demographic Data to integrate into the Agency wide CRM

Responding to Change

Collaborate with IT to design updates to In house CRM to capture IRCC and WCG activities/KPIs

Continuous Improvement

Operations department implemented a new Purchasing and Inventory System to keep track of what, how and when we order

Community and staff Surveys

Community and staff surveys conducted to inform decisions and identify areas of improvement

PILLAR 3 FOSTERING A DATA- DRIVEN CULTURE

**PILLAR 4
BUILDING
AWARENESS
INTERNALLY AND
EXTERNALLY OF
DBNC**

01

Employment and Settlement established a cross functional team, Set up a formal referral process between the departments to further assist clients

02

Outreach Department increased Donor prospecting and established 10 new leads which are aligned with CRS

03

Community Health offered enhanced services to several different communities. Established a partnership with East Mississauga Community Centre with a focus on Refugee Health

04

To build internal awareness of each department a formal process for doing cross functional presentations on sharing knowledge about programs across the agency was implemented Also All Staff meetings had each department conduct an info session on how and what departments do.

05

Expanded Community Volunteer Program

PILLAR 5 FOSTERING LEADERS

LINC, Employment Services and Settlement identified successors for the Department Managers' role. A Co- Manager framework was established and piloted

Developed plans or programs to identify and gain valuable on-the-job training for identified successor candidates, that equips them for future advancement.

DBNC Org. Chart was reviewed. There have been several iterations to more clearly define Roles & Responsibilities

Executive Director established a DBNC succession plan

01

02

03

04



Thank You!