



Bengali Information and Employment Services (BIES)

Strategic Plan

2024 - 2027

Sharing Information Improving Lives

2897 Danforth Avenue, Toronto, ON M4C1M3
Tel. 647-945-8448, email: info@bies-canada.org, www.bies-canada.org

EXECUTIVE SUMMARY

Bengali Information and Employment Services (BIES) is a charity dedicated to providing information, employment, and other community support. To fortify its strategic position and enhance its impact, BIES has undertaken a comprehensive plan for the years 2024-2027 focusing on robust community development by providing income and employment support, improving health and wellness, addressing issues associated with youth, women, and seniors, and advocacy and community engagement.

BIES will also be establishing a knowledge hub, optimizing its resource mobilization, improving governance structures, and augmenting revenue generation streams to support its programs and services. BIES will foster the socio-economic development of the community it works for and empower our community. Our mission is to enable individuals by helping them access comprehensive information, advice, income, and employment opportunities tailored to their needs.

Through our programs and initiatives, we aim to address the diverse challenges faced by community members, particularly in the areas of income generation, health and wellness, support for women, youth, and seniors, as well as research and advocacy. In pursuit of our mission, BIES has developed strategic priorities and action plans focused on key areas of impact.

These include enhancing income and employment prospects for the community through appropriate information dissemination, skills training, and job placement services; promoting the community's health and wellness through access to healthcare and various support services, supporting and empowering women, youth, and seniors through targeted programs and resources, and conducting research and initiating advocacy campaigns to address systemic issues and bring positive change in the community.

Our success will be measured through a series of metrics and Service Level Agreements (SLAs) designed to track progress, evaluate outcomes, and ensure accountability. By providing tangible support and fostering collaboration across various sectors, BIES will strive to create a more inclusive and prosperous community where all individuals can grow and thrive.

BIES is committed to making a meaningful difference in the lives of community members by enabling access to information, resources, and opportunities that empower individuals to achieve their full potential and contribute to the collective well-being of our society. In conclusion, the proposed plan to strengthen strategic planning will position Bengali Information and Employment Services (BIES) as a leading advocate and resource provider for the Bengali community.

Through collaboration, innovation, and a commitment to excellence, BIES will continue to make meaningful contributions toward empowering individuals and fostering community development

INTRODUCTION

Bengali Information and Employment Services (BIES) stands as a steadfast advocate for the growth and enrichment of the Bengali community in Ontario. Guided by its unwavering commitment, BIES has become a cornerstone of support, offering vital services that encompass employment assistance, settlement aid, mental health promotion & support, and educational empowerment. In recognition of its pivotal role, this strategic plan has been meticulously crafted to chart a transformative course for BIES, ensuring its capacity to meet the evolving needs of the community it serves.

At its heart, this strategic plan is an embodiment of BIES's dedication to its mission. It is a roadmap that traverses the realms of recovery, capacity building, resilience, and sustainability. It envisions a future where BIES not only stands as a provider of essential services but also emerges as an agent of profound change and empowerment. By addressing BIES's needs through a multi-faceted approach, this plan not only safeguards the organization's stability but also amplifies its impact, allowing it to better serve its beneficiaries.

This strategic plan acknowledges the challenges faced by BIES and outlines strategies to rebuild and rebound. The focus on capacity building underscores the organization's commitment to enhancing its capabilities, allowing it to better meet the diverse needs of the community. The lens of resilience highlights BIES's determination to adapt and thrive in the face of adversity, ensuring its continuity and ability to navigate future uncertainties. Anchored in sustainability, this plan ensures that BIES's legacy endures, carrying forth its mission for generations to come.

BIES will review this plan every year, preferably in April, as the BIES financial year starts this month. Its yearly planning will also be prepared based on this strategic plan. Through collaborative efforts, a dedication to excellence, and an unwavering belief in the transformative power of community support, this strategic plan seeks to elevate BIES's impact to new heights. It is a guidepost for organizational growth, a testament to BIES's commitment to the community, and a promise of a brighter, more empowered future. As we embark on this transformative journey, BIES stands ready to rise, evolve, and empower, guided by the principles and strategies outlined in this comprehensive strategic plan.

STRATEGIC PRIORITIES AND ACTION PLAN

This strategic plan will guide BIES to grow and thrive, ensuring alignment with its mission adopted, and adapting to the changing environments it is working in. Strengthening this aspect within BIES involves a multi-step process aimed at creating a well-defined and adaptable roadmap for the organization's future.

Strategy: 2024 - 2027

This strategic plan has outlined some clear objectives, action plans, and performance indicators in line with its vision and mission.

Vision

Our vision is a community, where every member has equal access to resources and opportunities for growth and thriving.

Mission:

Our mission is to enable individuals in the community by helping them access appropriate information and resources available around them, fostering socio-economic development and empowerment, and improving wellness through awareness and advocacy.

Core Values:

Inclusivity: We believe in providing equitable access to information and employment resources regardless of background, gender, or socioeconomic status, ensuring no one is left behind.

Empowerment: We strive to empower individuals by equipping them with the knowledge, skills, and resources needed to make informed decisions about their careers and future aspirations.

Community Engagement: We are committed to actively engaging the community we work for, understanding their needs, and co-creating solutions to address employment challenges and information gaps.

Transparency: We maintain transparency in our operations, ensuring accountability to our stakeholders and fostering trust within the community.

Strategic Priorities and Action for Community Development – 4 Pillars

BIES will focus on four pillars — **Income and Employment, Health and Wellness, Women, Youth, and Seniors, and Research Advocacy and Community Engagement** — as strategic priorities for the next **three years** which reflects a holistic approach to address the diverse needs and challenges faced by the community. By focusing on these four strategic priorities, BIES adopts a comprehensive and integrated approach to community development, addressing key areas of impact while leveraging partnerships and resources to maximize effectiveness. These pillars reflect BIES's commitment to promoting holistic well-being, fostering social inclusion, and building a resilient and thriving community for all.

1. Income and Employment:

Economic stability is fundamental to individual and community well-being. By prioritizing income and employment, BIES aims to empower individuals with the resources and opportunities needed to achieve financial independence and security. Access to employment services, vocational training, and entrepreneurship support helps individuals build sustainable livelihoods, reducing poverty and promoting economic growth within the community.

2. Health and Wellness:

Health is a cornerstone of human flourishing, influencing every aspect of life. BIES recognizes the importance of promoting health and wellness to enhance the quality of life for community members. By prioritizing health and wellness initiatives, including access to healthcare services, health education, and support for mental health and well-being, BIES seeks to empower individuals to lead healthy and fulfilling lives.

3. Women, Youth, and Seniors:

Inclusive development requires special attention to the needs and aspirations of vulnerable groups within the community. Women, youth, and seniors often face unique challenges related to employment, education, health, and social inclusion. By prioritizing programs and services tailored to these demographics, BIES aims to empower women, support youth development, and enhance the well-being of seniors, fostering a more equitable and inclusive society for all.

4. Research Advocacy and Community Engagement:

Sustainable change requires a deep understanding of the root causes of social issues and effective advocacy for policy reforms and systemic improvements. By prioritizing research, advocacy, and community engagement, BIES seeks to address underlying social determinants of health and well-

being, advocate for equitable policies, and mobilize community members to participate in collective action for positive change.

Strategic Pillars	Priority	Action
<p>1. Income and Employment</p>	<p>Enhancing income opportunities and promoting sustainable employment within the community, improve accessibility to information and services for all members, especially those facing barriers such as language or digital literacy.</p>	<ul style="list-style-type: none"> • Provide information on employment opportunities, educational programs, social services, and community events. • Establish job placement services to connect community members with employment opportunities in various sectors. • Provide vocational training programs and skill development workshops to enhance employability. • Ensure access to wraparound support services, including childcare, transportation assistance, mental health counseling, and language interpretation, to address barriers to employment and economic self-sufficiency. • Foster collaboration between government agencies, community organizations, and service providers to coordinate service delivery and provide comprehensive support to individuals and families in need.
<p>2. Health and Wellness</p>	<p>Promoting physical, mental, and emotional well-being among community members. Address mental health stigma and provide accessible support services</p>	<ul style="list-style-type: none"> • Offer health education workshops and seminars on topics such as nutrition, preventive care, and mental health awareness.

	<p>to promote well-being within the community.</p>	<ul style="list-style-type: none"> • Provide access to affordable healthcare services, including health screenings and wellness programs. • Establish support groups/helplines and counseling services to address mental health issues and promote resilience. • Organize recreational activities and fitness programs to encourage an active and healthy lifestyle among community members. • Organize workshops on stress management, mindfulness, and self-care. • Establish a helpline for individuals in crisis or seeking mental health resources.
<p>3.Women, Youth, and Seniors</p>	<p>Advocate for policies and initiatives that promote gender equality, youth empowerment, and senior welfare within the community.</p> <p>Empowering women, youth, and seniors through targeted programs and support services</p> <p>Provide social support and services to elderly community members, ensuring their well-being and inclusion in community activities.</p>	<ul style="list-style-type: none"> • Develop and implement educational campaigns and workshops to raise awareness about gender equality, women's rights, and the impact of gender-based violence. • Strengthen coordination and collaboration between different stakeholders to ensure a cohesive and effective response to gender-based violence at all levels of society. • Establish youth mentorship programs connecting students with professionals in various fields, • Partner with schools and community organizations to

		<p>provide after-school programs and extracurricular activities.</p> <ul style="list-style-type: none"> • Facilitate intergenerational events to promote social interaction and mutual support between older adults and younger generations.
<p>4. Research, Advocacy, and Community Engagement</p>	<p>Conducting research to address key issues impacting the community.</p> <p>Advocate for policies and initiatives that address the needs and concerns, while fostering a sense of belonging and solidarity.</p>	<ul style="list-style-type: none"> • Conduct research studies on topics such as employment trends, healthcare disparities, and social determinants of health within the community. • Advocate for policies and programs that address systemic barriers to income, employment, and healthcare access. • Raise awareness about community issues through public education campaigns, media outreach, and community forums. • Engage in coalition-building and partnerships with other organizations to amplify advocacy efforts and effect positive change.

The following matrices have provided a framework for measuring success in each area of focus for BIES, allowing BIES to track progress, identify areas for improvement, and demonstrate the impact of its programs and initiatives on the community. We will see the following progress after three years of the implementation of the plan.

Matrices for Strategic Priorities	Measure of Success – Annual Review
<p>1. Income and Employment</p> <ul style="list-style-type: none"> ❖ Employment Rate and Job placement ❖ Income Growth ❖ Employer Satisfaction 	<ul style="list-style-type: none"> • Job Placement: At least 150 individual participants are placed in suitable employment opportunities for three years. • Income Growth: Achieved an average income growth of at least 20% for employed individuals after participating in BIES programs. • Employer Satisfaction: A total of at least 85% or higher among employers who hire BIES-trained individuals are satisfied.
<p>Health and Wellness</p> <ul style="list-style-type: none"> ❖ Access to Healthcare ❖ Health Education Participation ❖ Wellness Improvement ❖ Use of Support Services 	<ul style="list-style-type: none"> • Access to Healthcare: At least 80% of community members have had access to affordable healthcare services within a specified geographic area. • Health Education Participation: Increased participation in health education programs by 20% annually. • Wellness Improvement: Achieved a self-reported wellness improvement rate of 60% among participants in BIES health and wellness programs. • Use of Support Services: Increased the utilization of support services by 15% annually.
<p>Women, Youth, and Seniors</p> <ul style="list-style-type: none"> ❖ Participation Rate ❖ Empowerment Levels ❖ Community Engagement ❖ Success Stories 	<ul style="list-style-type: none"> • Participation Rate: Increase participation of women, youth, and seniors in BIES programs by 15% annually. At least 150 youths, 60 vulnerable women including LGBT Q-plus, and 60 seniors will be empowered and supported. • Empowerment Levels: Achieve a minimum 10% improvement in self-reported empowerment levels among program participants each year. • Community Engagement: Organized at least one community event or activity quarterly specifically targeted toward women, youth, seniors, and the LGBTQ-plus community. • Success Stories: Collected and shared at least five success stories annually highlighting the achievements of women, youth, and seniors involved in BIES programs.
<p>Research and Advocacy</p> <ul style="list-style-type: none"> ❖ Research output. ❖ Policy Impact ❖ Community Awareness ❖ Partnerships 	<ul style="list-style-type: none"> • Research Output: Produced a minimum of 2 research studies or reports on relevant topics in the next three years. • Policy Impact: Influenced at least one policy change or initiative in the next three years through research and advocacy efforts. • Community Awareness: Increased community awareness and engagement on key advocacy issues by 20% annually.

	<ul style="list-style-type: none"> Partnerships: Fostered at least two new partnerships or collaborations each year with organizations and stakeholders involved in research and advocacy work.
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Strategic Priorities and Action for Core Organization – 5 Pillars

Strategy	Priority	Action
Capacity Building and Organizational Development	Strengthen the capacity and effectiveness of BIES as an organization to better serve the community and achieve its mission.	<ul style="list-style-type: none"> Invest in staff training and development, improve internal communication and collaboration processes, and enhance organizational infrastructure and technology systems. Conduct regular performance evaluations and strategic planning sessions to ensure alignment with organizational goals.
Sustainability and Resource Mobilization	Ensure the long-term sustainability of BIES by diversifying funding sources and optimizing resource utilization.	<ul style="list-style-type: none"> Develop a fundraising strategy that includes grant writing, corporate sponsorships, individual donations, and revenue-generating initiatives. Enhance financial management practices to improve transparency, accountability, and efficiency. Explore partnerships and collaborations with other organizations to leverage resources and maximize impact.
Continuous Program Evaluation and Improvement	Monitor and evaluate the effectiveness of BIES programs and services to ensure they are meeting the evolving needs of the community.	<ul style="list-style-type: none"> Establish monitoring and evaluation frameworks for each program, including key performance indicators and feedback mechanisms. Collect data on program outcomes and impact to inform decision-making and identify areas for improvement. Regularly review and update program offerings based on community feedback and changing circumstances.
Stakeholder Engagement and Collaboration	Foster strong relationships and collaborations with stakeholders, including community members, partner organizations, government agencies, and donors.	<ul style="list-style-type: none"> Maintain open lines of communication with stakeholders through regular meetings, forums, and newsletters. Seek input and feedback from stakeholders on program design, implementation, and evaluation. Explore opportunities for joint initiatives and resource-sharing to maximize collective impact and sustainability.
Communication and Public Relations	Enhance BIES's visibility and reputation within the community and beyond, effectively communicating its mission, impact, and value proposition	<ul style="list-style-type: none"> Develop a comprehensive communication strategy that includes branding, marketing, and media outreach efforts. Utilize social media platforms, newsletters, and press releases to share success stories, highlight community achievements, and promote upcoming events.

		<ul style="list-style-type: none"> • Cultivate relationships with media outlets and influencers to amplify BIES's message and reach new audiences.
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Steps to Ensure Successful Implementation of the Strategic Plan

Organizational Policies & Procedures are required for effective governance, guiding decision-making processes, and ensuring accountability within the organization. Each policy plays a crucial role in maintaining transparency, promoting efficiency, and mitigating risks. The following policies will be formulated and implemented in the next three years to effectively implement the strategic plan:

GOVERNANCE POLICIES

These policies will help BIES outline the structures, processes, and responsibilities that will govern the organization's operations. They will establish clear lines of authority and accountability, ensuring that decisions are made in the best interest of stakeholders and aligned with the organization's mission and values. The following governance policies and procedures will be reviewed or newly formulated and practiced in the initial years of this strategic plan.

Board of Directors (BoD) Role and Responsibility: BIES's Governance policies will delineate the role and responsibilities of its Board of Directors in overseeing its organizational affairs, including strategic planning, financial oversight, risk management, and stakeholder engagement. They will ensure that the Board operates effectively, ethically, and by its fiduciary duties to the organization and its stakeholders.

Succession Plan: There will be a succession plan of BIES that will identify key leadership positions within the organization and outline strategies for filling these roles in the event of planned or unplanned vacancies. By grooming and developing internal talent, the succession plan will ensure continuity of operations and minimize disruptions during leadership transitions.

Organogram: BIES's organogram or organizational chart should be reviewed and finalized which will provide a visual representation of the organizational structure, illustrating reporting relationships and lines of communication. It will help clarify roles and responsibilities, improve coordination, and facilitate decision-making across different levels of BIES as an organization.

HR Policy: In the next year, BIES will review/formulate its human resources policies that will clearly define the organization's approach to recruitment, hiring, training, performance management, and employee

relations. They will promote fairness, consistency, and compliance with legal and ethical standards, while also fostering a positive work environment and supporting employee development and well-being.

FINANCIAL & BUDGET POLICY

BIES's Financial & Budget policies shall be reviewed/formulated in the next year that will properly set guidelines for financial planning, allocation, and management. It will also help BIES as an organization prioritize resources, monitor expenditures, and achieve financial sustainability. A well-defined finance and budget policy will ensure transparency and accountability in financial decision-making, fostering trust among stakeholders.

Enhancing Revenue Generation

To ensure the financial stability and sustainability of BIES, BIES's key objective will be to identify and diversify funding sources. This will involve a strategic exploration of various avenues through which BIES can secure the necessary resources to support its programs and initiatives. This includes but is not limited to, **Grant Opportunities, Corporate Partnerships, Individual Donors, Community Engagement, Develop Targeted Fundraising Campaigns, Research and Segmentation, Craft Compelling Messages, Leverage Multi-Channel Approach, Storytelling, Launch a Donor Engagement Program, Personalized Communication, Exclusive Events, Impact Reports**. By implementing these strategies, BIES will be able to significantly enhance its revenue generation capabilities, ensuring the availability of resources necessary to fulfill its mission and provide valuable services to the community.

Accountability of Funds' Usage: BIES will review/ formulate its policies related to financial accountability and establish procedures for managing and tracking funds, ensuring that resources are used responsibly, ethically, and by donor requirements and regulatory standards. They will help prevent fraud, waste, and mismanagement of funds, safeguarding the organization's reputation and integrity.

Annual Calendar (Programs and Activities)

BIES will be maintaining an annual calendar from this year that will serve as a roadmap for the year ahead. This annual calendar will provide clarity, structure, and direction for all stakeholders involved by ensuring strategic alignment with organizational goals and priorities, facilitating efficient resource allocation, and coordination of activities. Additionally, this annual calendar will foster transparency and accountability and keep stakeholders informed of planned initiatives and events. Moreover, it will promote consistency and continuity in program delivery, enabling BIES to build upon past successes and lessons learned. Ultimately, an annual calendar will serve BIES as a cornerstone for effective planning, execution, and evaluation, enabling organizations to maximize their impact and achieve their mission with purpose and precision.

Establish Regular Review Mechanisms

BIES will be undertaking regular reviews of this strategic plan and adjusting to remain responsive to changing community needs and external factors. BIES will set up a schedule for reviewing the strategic plan at regular intervals annually, especially in April each year. During these reviews, BIES will assess the progress made toward objectives, evaluate the effectiveness of action plans, and consider any changes in the organization's environment.

BIES shall use review meetings to evaluate whether BIES's strategic goals remain relevant and aligned with the evolving needs of the community it serves. If necessary, BIES will adjust objectives, action plans, or KPIs to reflect new priorities and involve stakeholders in the review process to ensure diverse perspectives are considered. Their input can provide valuable insights into the plan's effectiveness and relevance.

Building a Knowledge Hub

Building a knowledge hub is instrumental in empowering the community through the exchange of information, resources, and best practices. This objective focuses on creating a platform that serves as a central repository of valuable knowledge, fosters continuous learning, and strengthens community engagement. Curating and disseminating relevant information ensures that the knowledge hub becomes a trusted source of valuable resources for the community. BIES will be paying attention to building knowledge in its space.

Enhancing Internal Resource Sharing

Enhancing internal resource sharing within BIES is critical for optimizing collaboration, boosting productivity, and leveraging the collective expertise of staff and volunteers. This objective focuses on creating an environment where information, ideas, and resources flow seamlessly across the organization. BIES will aim to *Implement a Cloud-Based Data Management System, Establish Regular Cross-Functional Meetings, Design Incentives for Recognition and Rewards and Skill Enhancement Opportunities, and Encourage Open Communication Channels.*

Conclusion: In crafting this comprehensive strategic plan, BIES has set forth a visionary roadmap that promises transformation and empowerment for the community. This plan envisions a future where BIES stands as a resilient and unwavering beacon of support, driving positive change and holistic growth. By embracing the strategies outlined in this plan, BIES is poised to achieve sustainability, elevate its services, and make a profound impact on the well-being of the community it dedicates itself to.

The journey ahead is illuminated by several core objectives. Through the pursuit of sustainable funding models, BIES aspires to secure the resources necessary to fuel its mission for years to come. By continuously refining its strategies through research and development, BIES aims to remain at the forefront of innovation, consistently offering cutting-edge services that address evolving community needs. The establishment of a robust monitoring and evaluation framework ensures accountability, adaptability, and ongoing improvement in the organization's efforts. Moreover, broadened external collaborations will enable BIES to tap into the collective strength of partners, multiplying its reach and influence.

As this strategic plan takes root, BIES envisions a future where its impact is magnified, where community members experience enhanced support, and where the organization stands as a model of adaptability and excellence. By staying true to its mission and embracing the strategies outlined herein, BIES is committed to realizing its vision of a thriving and empowered community. The journey ahead is one of growth, partnership, and continuous improvement, and with this strategic plan as a guiding light, BIES is poised to achieve remarkable milestones and contribute significantly to the betterment of the lives it touches.

Adopted in a special meeting held on April 5,2024.