



Strategic Framework – 2022 - 2025

Our Vision:

“A welcoming community enriched by the diversity and strength of newcomers to Canada”

Our Mission:

Regina Open Door Society Inc. (RODS) is a non-profit organization that provides settlement and integration services to refugees and immigrants.

Our Values:

Diversity, Respect & Dignity, Service Excellence, Partnership, and Collaboration

Our Bold Ambition ... to become the national leader in settlement services.

Rethinking our potential ... we need to reset our expectations of what innovative settlement can achieve. To counter emerging trends, we need to redefine what and how settlement can be delivered. We need to set and achieve higher standards, which requires a far-reaching vision and pacesetting partnerships.

We envision...

All Newcomers regardless of their status, receive the appropriate services they need. Integrated client systems have optimized and expanded services for clients. Newcomers in Saskatchewan have Canada's strongest settlement outcomes, with services at the local and provincial and federal levels working in harmony in a coordinated, streamlined system.

RODS is a leading force in the settlement sector, influencing innovation and decisions at all levels. As a leader, they have taken on the commitment to tackle the most complex settlement issues supporting and guiding other agencies throughout the province and Canada.

RODS has become the employer of choice and the human resource model of envy within the sector. Stable long-term contracts with job security, a positive thriving work culture, and competitive remuneration have resulted in a committed talented workforce. Multi-year funding has enabled long-term planning and continuity of services, with community donations and innovative revenue streams fueling innovated services and improved options for newcomers.

Our Strategic Priorities

1. Successful newcomer settlement and community integration

C.1. Improve the client experience through customer relationship management (CRM)

- Enhancing the client service through introducing an organization-wide CRM system with centralized client profiles and referral systems.
- Strengthen client intake/referral process (from department to department)

C.2. Establish a welcoming community for newcomers

- Education, cultural awareness training, indigenous education, and community outreach, communications strategy
- Increase brand recognition and community awareness

2. Service excellence through process efficiency and collaboration

I.1. Maximize internal capacities and process efficiency

- IT, HR, Communications, finance
- Strengthen client intake/referral process (from department to department)
- Strengthen internal communication
- Enhance on collaboration between departments
- Enhance on capacity building for interpreters/translators

I.2. Strengthen relationships with partners and community stakeholders

- Improve collaboration and reduce competition within the settlement sector
- Establish relationships with community partners such as employers, community partners (health, social services, housing, education), municipal government, airport authority etc.
- Establish relationship with organizations/communities including cultural, Indigenous, LGBTQ+, etc. groups

3. Stable workforce with committed knowledgeable staff and volunteers

P.1. Strengthen recruitment and onboarding capability to meet growing demand

P.2. Improve workplace experience and employee retention

- Develop an action plan to address HR challenges
- Analysis of current retention rate – identifying challenges
- Resolve job security issues
- Improve non-financial benefits (work-life balance)
- Looking at flexible work arrangements (internally/externally)

P.3. Increase volunteer experience and retention

- Increase volunteer recognition programs.
- Provide meaningful volunteer experience.

4. Sustainable resources and funding

S.1. Improve relationships with funders for long term funding

- Provincial
- Federal IRCC

S.2. Strengthen proposal management and grant acquisition

S.3. Explore non-government sources of funding

- Corporate sponsorship
- Social enterprise



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Our Priorities 2022/25

Successful newcomer settlement and community integration



Service excellence through process efficiency and collaboration



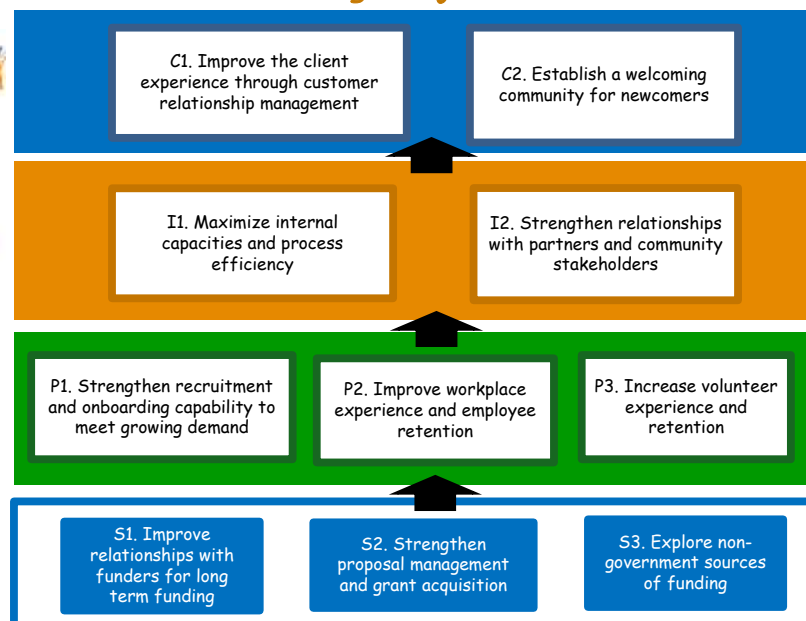
Stable workforce with committed knowledgeable staff and volunteers



Sustainable resources and funding



Our strategic objectives



RODS 2022 - 2025