

	Regina Open Door Society (RODS) April 1, 2026 – March 31, 2029 Strategy Map			
	Hope and Dream			
	A welcoming community enriched by the diversity and strength of newcomers to Canada.			
Mission				
Regina Open Door Society Inc. (RODS) is a non-profit charity that provides support and connection for newcomers through programs and services, partnerships with supporting organizations, and engagement with community members.				
Vision				
RODS is at the heart of the newcomer experience, a trusted partner and leader fostering a thriving, welcoming community.				
Values				
Diversity We connect people of many cultures and backgrounds together to strengthen our communities and workplaces, exchange ideas and perspectives, and generate new energy.		Dignity We treat one another with fairness, compassion, and honesty. We create an environment where all feel respected and valued.		Collaboration We build trusted partnerships grounded in shared responsibilities and ideas. We work together to enhance opportunities for all.
Inclusivity We foster a sense of belonging, ensuring all feel seen, heard, and welcome.				
Strategic Imperative				
Lives Positively Impacted				
Three-Year Deliverables	5.0 We meet our mission by accomplishing the following for those we serve:			
	5.1 Programs & Services 5.1.1 Expand programming to address core service and client gaps 5.1.2 Launch a pilot program incorporating non-newcomers 5.1.3 Perform a feasibility assessment for women-focused programming	5.2 Partnerships 5.2.1 Launch a partnership strategy 5.2.2 Launch an Indigenous partnership strategy		5.3 Community Engagement 5.3.1 Implement communication and brand activities 5.3.2 Launch a community engagement strategy
Clients	4.0 Our success comes from serving:			
	4.1 Newcomer “The RODS team communicates clearly, responds quickly, and provides dependable, high-quality support. I trust RODS.”		4.2 Community Partners “RODS is critical to building a welcoming and inclusive community. We trust their expertise, resourcefulness, and reliability in supporting our collective goals.”	
Financial Goals and Objectives	3.0 We ensure accountability and sustainability by:			
	3.1 Sustainability 3.1.1 Maintain core expenses within predictable means 3.1.2 Diversify funding sources for core expenses		3.2 Growth 3.2.1 Increase alternative revenue sources 3.2.2 Expand charitable giving 3.2.3 Build social entrepreneurship revenue sources	
Operational Goals and Objectives	2.0 We strive for operational excellence with specific emphasis in:			
	2.1 Communications Systems 2.1.1 Implement a client and partner relationship management system (CRM) 2.1.2 Enhance media, communications, and public relations for increased awareness of all RODS programs	2.2 Technology Modernization 2.2.1 Enhance IT supports (e.g., have IT support in main building) 2.2.2 Enhance cybersecurity processes 2.2.3 Launch internal website for information sharing (e.g., shared events calendar, increased collaboration)	2.3 Development Opportunities 2.3.1 Develop an investment strategy for managing reserves 2.3.2 Explore the creation of a foundation for receiving charitable giving 2.3.3 Develop a sponsorship strategy	2.4 Structure and Process Alignment 2.4.1 Centralize brand, community, and volunteer management 2.4.2 Formalize costing models for non-IRCC funded programs/services for newcomers 2.4.3 Streamline processes to align with cloud-based IT requirements
Organizational Goals and Objectives	1.0 We strive for organizational excellence with specific emphasis in:			
	1.1 Human Resources 1.1.1 Develop human resource strategy 1.1.2 Strengthen organizational culture and identity across all departments 1.1.3 Explore opportunities for capacity building in community engagement and partnership development	1.2 Structure 1.2.1 Explore alternative structures	1.3 Governance 1.3.1 Align board agendas and reporting to strategic priorities 1.3.2 Review and update governance policies on a regular cycle 1.3.3 Review and update board skills matrix and recruitment to align with strategic priorities 1.3.4 Build governance training processes 1.3.5 Build board succession plan	