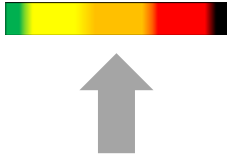
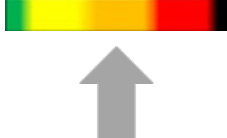


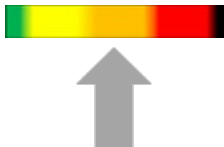


Strategy and Risk Report

2023-2026 Strategic Plan

Presented to the Finance & Risk Committee and Board of Directors: Feb/March 2023

| Strategic Principle | Strategic Objective | Risk Assessment Rigour (RAR) <i>On a scale of 0 – 3, how much time do we want to invest in assessing risks to the objective?</i> | Objective Certainty* <i>How confident are we that objective will be achieved?</i> | Key Milestones <i>What have we achieved that signals our success?</i> | Key Risks <i>What may accelerate or impede achieving our objective?</i> |
|---|--|---|--|--|--|
| <p>SERVICES: BE THE PROVIDER OF CHOICE</p> | <p>Continue the evolution and growth of DeafBlind Ontario Services</p> | <p>2</p> |  | <ul style="list-style-type: none"> • Growth Committee implemented in June 2022 – aligned with Accommodation & Housing Work Group. • Certified Deafblind Intervenor Specialist (CDBIS) Certification process continues to move ahead. | <ul style="list-style-type: none"> • Funding • Labour market (retention, recruitment) • Ongoing education to Ministry about Intervenor Services, and the uniqueness of Deaf, hard of hearing and non-verbal, and required resources |
| <p>OUR EMPLOYEES: SUPPORT TO THRIVE</p> | <p>Continue to enhance our employee engagement</p> | <p>2</p> |  | <ul style="list-style-type: none"> • Investigating the implementation of an employee engagement & communication platform to improve culture & communication. • Mental Health & Wellness Workshops completed • Coaching Based Leadership completed | <ul style="list-style-type: none"> • Turnover • Labour market challenges • Financial limitations related to platform - digital transformation and resources limitations (financial + HR) |

| Strategic Principle | Strategic Objective | Risk Assessment Rigour (RAR) <i>On a scale of 0 – 3, how much time do we want to invest in assessing risks to the objective?</i> | Objective Certainty* <i>How confident are we that objective will be achieved?</i> | Key Milestones <i>What have we achieved that signals our success?</i> | Key Risks <i>What may accelerate or impede achieving our objective?</i> |
|---------------------|---|---|--|---|---|
| | | | | <ul style="list-style-type: none"> College leadership courses for ERCAs – ongoing EAP Communication Restructured HR and Communications Team to support employee engagement | <ul style="list-style-type: none"> Choosing the right tool to meet needs and integrate the organization – training strategy will be key. |
| | Create and implement a succession planning strategy | 2 |  | <ul style="list-style-type: none"> Succession planning strategy developed and in progress | <ul style="list-style-type: none"> Knowledge & leadership loss |

Risk Assessment Rigour (RAR) Levels

How much time & effort do we want to invest in assessing risks to the objective?

| LEVEL | DESCRIPTION |
|-------|---|
| 0 | No assessment of risk or Objective Certainty is required at this time. This level is typically assigned to Objectives that have low importance and no regulatory requirements. |
| 1 | Assessment of significant risks and Objective Certainty is required because the Objective has some importance, or a regulatory requirement exists. |
| 2 | Level 1 Rigour plus further assessment of risks and Objective Certainty is required because the Objective is important, or a regulatory requirement exists. This level of Rigour includes an assessment of risk (Low/Medium/High) and further Risk Treatments may be required. |
| 3 | Level 2 Rigour plus in-depth assessment of risks and Objective Certainty is required because the Objective is critical, or a regulatory requirement exists. At this level, the Objective Owner/Sponsor typically engages a reviewer to perform quality assurance to validate their Rigour assessment. |

Objective Certainty Ratings

How confident are we that objective will be achieved?

