

Nova Scotia Rainbow Action Plan (NSRAP)

Strategic Plan Recap

Executive Summary

Throughout November and December, 2021 the Nova Scotia Rainbow Action Plan (NSRAP) strategic planning group, consisting of board members, met for a series of five virtual strategic planning sessions facilitated by SME Strategy. Throughout these sessions, the NSRAP team developed clarity and alignment around their one destination, 3-years from now (2024).

To get started, the team worked through a current state analysis that included a discussion of their successes, a SWOT analysis and PESTLE trend analysis. Following this initial session, the team worked through several critical conversations around developing a clear 3-year vision, defining their core customer group as a part of their mission, refining their organizational values and behaviors, prioritizing their areas of focus, developing SMART goals and KPIs, and action planning to move their strategy forward.

The three priorities identified during the sessions are:

- Board Recruitment & Development
- Funding to Increase Operational Capacity
- Communication With Our Communities (2-Way)

By accomplishing their goals within each of these strategic priorities, NSRAP aims to move towards their 3-year vision where: "NSRAP is supportive, inclusive, and active in the 2SLGBTQIA+ communities in Nova Scotia. Through advocacy and education, we raise awareness and seek to improve acceptance and equity for those with diverse, intersectional identities from 2SLGBTQIA+ communities, as well as underrepresented individuals. Additionally, we identify and respond to issues that are important and impactful to our communities".

Additionally, NSRAP aims to achieve their 3-year mission where: "NSRAP is supportive, inclusive, and active in the 2SLGBTQIA+ communities in Nova Scotia. Through advocacy and education, we raise awareness and seek to improve acceptance and equity for those with diverse, intersectional identities from 2SLGBTQIA+ communities, as well as underrepresented individuals. Additionally, we identify and respond to issues that are important and impactful to our communities".

Moving forward, SME Strategy has recommended that the NSRAP board continues to refine their goals and action plans, as well as monitor their strategic plan on an ongoing basis to track progress and make proactive adjustments as required.

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Celebrate

- We're continuing with outreach and education (source of funding)
- Had a 25th anniversary celebration with \$1,000 grant and community awards as a highlight
- Awareness of NSRAP has grown
- We're doing good advocacy work
- Positive feedback from Chiefs and Grand Council
- Interpersonal strife has improved to become a healthy atmosphere
- The Board is more inclusive and committed
- Overall growth
- Our scrappiness - people showing up wanting to make change
- Supporting part time staff and 2 full-time summer students who were a great help to take a load off the volunteer and board hours
- Obtained the Canada Summer Jobs Grant and Seniors funding from the Government for a project to help support these students in their term
- Education Program has made big progress in past 5 years - good feedback, awareness, and making a difference
- Various Chiefs and council members (Sagamaws aq Sagama'sgw aq unaqpemau) of various Mi'Kmaq communities (nnue'gati'l Mi'Kmaq) within Nova Scotia (weji Enmigtaqamu'g aq Unama'ki, Mi'kma'ki) who attended a "training" session
- In the last year, we edited our board manual for the first time since 2006 - did a terms of reference rewrite, looked at policies and updates things
- We identified historical achievement of NSRAP by looking at old documents
- Our actions and advocacy have helped lead towards the banning of conversion therapy in Canada

SWOT Scan

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> ● Passionate ● Resilient ● Scrappiness - the intersection of DIY ethos and being at peace with doing the best with what we have* ● At the forefront of critical change (getting rid of conversion therapy, working on legislation that was discriminatory, healthcare for trans individuals that wasn't previously covered such as gender confirming surgeries) ● Responsive - we address community concerns ● We work closely with the Government, and are often consulted on community development projects ● Board is committed to making change ● Board is diverse and committed to diversity (diverse and intersectional identities on the board) ● Trying our best to foster a healthy working culture ● We're critical thinkers (when looking into bylaws, advocacy, new policies, etc.) ● Our strong reputation ● NSRAP has high visibility in the community ● Work on important issues and engage around change and understanding, such as transphobia | <ul style="list-style-type: none"> ● We haven't yet established a healthy, compassionate work culture ● We're critical of each other ● High board turnover - sometimes followed by a period of low energy ● High opportunity cost of turnover (not doing other things ie: outreach)(repetitions of onboarding, developing a shared understanding, etc.) ● We aren't promoting our successes and initiatives we've been involved in (modest) ● 80/20 split of work (80% done by 20% of the people) ● Website is outdated and not user friendly ● Limited social media presence ● Recruitment relying on word of mouth ● We sometimes focus on personal perspectives and bias rather than best practices ● Limited breadth of diversity within various intersectional issues (socioeconomic/income, ability, geographical location in NS, community, backgrounds) ● Gaps in community inclusivity ● Gap in education and training processes and procedures for board training and orientation for new members ● Cultural gaps around generational differences ● Inefficiency - not getting things done ● Capacity & engagement (intermittent) ● General communication (accuracy issues, frequency issues, virtual issues, process issues, personal issues, etc.) |

| Opportunities | Threats |
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| <ul style="list-style-type: none"> ● Implementing our seniors program (It's ready to go) ● Expanding education work & making it more visible so that NSRAP can educate orgs versus individuals within it ● Expanding our follow up for our education programs with orgs we've worked with who may need a refresher ● Improve our website ● Improve our social media presence ● Develop a system for board development and a system for training (set it and forget it) ● Values development for board members, especially around DEI internally ● Hire a new part time coordinator and possibly expand their hours to 40 hrs/mo ● Develop partnerships relative to the intersection of housing, living wage, etc. ● Securing funding | <ul style="list-style-type: none"> ● Political atmospheres makes it difficult to secure long term funding ● Board burnout ● Other orgs (as well as partners) are competing for the same government funding ● Disharmony between our partners when competing for funding ● Past board members gaslighting and sharing anti-NSRAP sentiment when they leave ● Political division within the community when NSRAP takes a stand on certain issues ● Reputations can be smeared quickly |

PESTLE Trend Analysis

What is happening in the world around us that is going to shape the future environment of our organization?

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| Political | <ul style="list-style-type: none"> Decreased recognition of different communities and intersectionality of issues Decrease in political parties speaking out against Conservatives government with respect to racial, gender issues because they are playing a political game vs. addressing the issue Increase in political fragmentation during party changes | <ul style="list-style-type: none"> Conservative government is increasingly unsupportive of our issues Decreased recognition and understanding equity. For example, not in political platform Decreasing diversity among ruling cabinets of the various ruling parties |
| Economic | <ul style="list-style-type: none"> Increasing influx on new community members from outside the region Increased economic boosts for post-secondary institutions increase on the burden of resources in schools Increasing inequity and disproportionate impact(s) this has on 2SLGBTQIA+ Increased desire for net zero carbon emissions increase in social programs to support low SEC communities and a lot of other marginalized communities | <ul style="list-style-type: none"> Increase in Extended periods of not working + anti-vax / anti-mask and impacted employment (Due to Covid) Increasing shift to e commerce translates to less support of local business (service industry, arts, film, retail) Increase in Housing issues - Marginalized communities are suffering because of inter-provincial moves and insufficient housing stock Increase in people who are housing insecure Increased poverty |
| Social | <ul style="list-style-type: none"> Increase in social programs to support low SEC communities and a lot of other marginalized communities Increased acceptance and openness to non-binary identities Increased instances of identifying with non-binary, trans and gender fluid | <ul style="list-style-type: none"> Increasingly changing landscape of what it means to be a Canadian as our population becomes more diverse Increase in right-wing ideologies mimicking trends in the U.S. i.e anti vaxers increase in understanding of BLM movement, Missing and murdered |

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| | <ul style="list-style-type: none"> • Increased acceptance of different sexual identities • Increased social isolation | Indigenous women, children and two-spirit folks |
| Technological | <ul style="list-style-type: none"> • Decreased reach of messaging because of algorithmic driven business models • Increased presence of trolls, gaslight and personal attack to distract from the substantive conversation • decreased access to resources as a result of shift to work from home • Decrease in clear communication and a deeper understanding of each other • Decreased ethical consideration for data stewardship and rights | <ul style="list-style-type: none"> • Decrease in power of social media • Increase in social and security re social awareness • Increase awareness of negative aspects of social media • Increase awareness of negative aspects of social media • increase in the discovery renewable energy sources • Increase in technology available • Increase in fast and accessible information • Increased social isolation |
| Legal | <ul style="list-style-type: none"> • Increase of data collection to inform legal action • Increase in governments including gender expression laws • increased legal/political environment has potential for volatility • Increased acknowledgement and recognition of gender identity and sexual orientation (e.g. asking about pronouns) • Increased changes in how assisted suicide is carried out | <ul style="list-style-type: none"> • Increase in employers requiring NDAs • Decreased interest and engagement in all the ways that laws discriminate • increase in changing legislation affecting individual communities • Increasing legal issues for marginalized communities (ex: expulsions of homeless camps based on locations) |
| Environmental | <ul style="list-style-type: none"> • Increased desire for net zero carbon emissions • Increase in global warming • Increase in Indigenous rights re: land, fisheries etc. | <ul style="list-style-type: none"> • Increase in environmental racism i.e "something in the water" • Increased interest in sustainable living • Increase in Zero emission goals |

3 Year Vision

Where do we want to go?

Aligned Team Vision November 2024:

NSRAP has a full and engaged board, core staff members, and a healthy membership. Committed to diversity and equity, NSRAP's board and staff members capture a wide range of diversity across the communities we serve, including those who have been historically excluded. We have core funding to work with programming and securing grants, and we are soliciting the needs of our community and actively engaging with our stakeholders so that we can address important and impactful issues.

Aligned Vision Points

- *We have core funding to support 2 staff minimum (1 ED, 1 trainer)/Full time staff and enough members for our committees/small core staff working with managing grant programs (proposals, etc)
- *Our board is a full board and we have full staff to meet the needs of our population
- *We have board solidarity with a shared expectations, and we're working towards the same outcomes, and everyone feels that they are an integral part of NSRAP
- *NSRAP is actively soliciting the needs of our community and taking action
- *We have a healthy membership + stakeholders are consulted and engaged, board & volunteers are active and in touch with the communities we work within
- *We have as many people involved as possible from every community
- *NSRAP has captured full the diversity of our community within our board and our membership including voices that have historically been excluded (Diverse and inclusive and weighted board with community member voices at the center)

Other Vision Points

- Central office space for board members & volunteers
- The board is able to address 2SLGBTQIA+ issues (mental, physical, sexual, and spiritual health related)
- Accountable and compassionate board culture
- We are consulted by government and other decision making bodies re: issues affecting 2SLGBTQIA+ community
- NSRAP has a good relationship with government, NGOs and industries
- We are the most respected and engaged 2SLGBTQIA+ group in Nova Scotia
- New board working on an updated version of the strategic plan
- We have a clear pathway to communicate with community groups

3 Year Mission

What is our purpose?

Aligned Team Mission 2024:

NSRAP is supportive, inclusive, and active in the 2SLGBTQIA+ communities in Nova Scotia. Through advocacy and education, we raise awareness and seek to improve acceptance and equity for those with diverse, intersectional identities from 2SLGBTQIA+ communities, as well as underrepresented individuals.

Additionally, we identify and respond to issues that are important and impactful to our communities.

Who are we? (Adjectives used to describe ourselves)

(Community) supportive, Inclusive, Active, Knowledgeable, Accountable, Relevant, Effective, Informed, Engaged, Politically active, Diverse, Responsive, Compassionate, Representative, Reliable, Passionate

What do we do? (Benefits versus Features)

- Raise awareness and change people's understanding and views re: 2SLGBTQIA+ and Trans community members through advocacy and education
- Seek to improve acceptance and equity for diverse identities and lives (intersectional identities, all people, points of view, honoring and accepting diversity in our world)
- Identifying community issues and responding to them: Important issues are given high consideration
- Impact law changes and legislation - Raising issues for law reform
- Make community members feel respected
- Shifting government policy to better serve our community
- Better health outcomes and access to health care for the community
- Improving lives and removing or reducing the stresses of life

Who do we do it for? (Our main customer)

- 2SLGBTQIA+ community
- BIPOC, trans individuals, underrepresented folks, including those within the 2SLGBTQIA+ communities
- Individuals reaching out to NSRAP for specific help or advice
- Businesses - workplaces
- Straight & cis people
- Governments
- Universities
- Our board/our people within NSRAP
- Nova Scotians!

Values

Important questions for value reshaping:

- What are the impacts if we reward non-ideal values?
- What are the impacts when people live our ideal values?
- What specific behaviors can be demonstrated to ensure your values move from implicit to explicit?
- What are the benefits of reshaping your values in your organization?
- How can we reshape the values throughout our organization?

| Current Values & Behaviors Good, not-so-good, or neutral | Desired Values & Behaviors What do we want to replicate throughout our organizations to help us reach our vision? |
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| <ul style="list-style-type: none"> ● Supportive ● Encouraging ● Passionate ● Empathetic ● Fragile/Entitled ● Disrespectful ● Critical ● Assuming ● Conflict avoidant ● Non-communicative ● Fractured ● Mis-understanding each other ● Reactive ● Caring ● Compassionate ● committed ● Dedicated | <p>Aligned Values:</p> <ul style="list-style-type: none"> ● Accountable <ul style="list-style-type: none"> ○ Committing & following through on agreed upon tasks ○ Communicating information to the group ○ Do what we say & say what we do ○ Own our mistakes ● Responsive <ul style="list-style-type: none"> ○ Actionable on issues and inquiries ○ Making plans ○ Responding to emails in a timely manner - to be agreed upon by the board (ex: 24-48 business hours/3-days max) ○ Fast responses to urgent matters ● Committed <ul style="list-style-type: none"> ○ Once you agree to do something, see it through to the end ○ Show up for board meetings/meetings ● Respectful <ul style="list-style-type: none"> ○ Choosing our words carefully ○ No name calling/nastiness ○ Be kind ○ Give land acknowledgements ● Progressive |

- Ability to learn and unlearn information
- Adapt to new ways of thinking
- Moving away from oppressive language, thinking, and colonialism
- Adaptable
- Staying current with our changing world and understanding impacts on the 2SLGBTQIA+ communities

Other discussed values:

- Seek to understand
- Transparent
- Curiosity
- Empathetic
- Open-minded
- Coachable/Teachable
- Humility
- Adaptable
- Integrous

Risks

What risks and uncertainties exist in your organization?

- What is the impact and likelihood of them happening, and what can you do about them?
- Rate these risks on a scale of 1-5 for both IMPACT & LIKELIHOOD

Impact = If it happens how severe will it be?

Likelihood = What are the chances of this occurring?

| Risks | Impact | Likelihood |
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| Unsustainable/non-scalable funding sources that are not in alignment with our long-term vision | 4.5 | 5 |
| Non-scalable/adaptable funding model (based on project funding) | 5 | 4 |
| Insufficient board capacity | 5 | 4 |
| Insufficient staff capacity | 5 | 5 |
| Volunteer burnout/disengagement | 5 | 4 |
| Board turnover/revolving board members | 4 | 4 |
| We take on too much work (not enough capacity) | 4 | 4 |
| We don't discuss difficult issues openly | 4 | 4 |
| We don't have a consistent board-run onboarding process for new board members | 4.5 | 4.5 |
| Younger generations don't know what NSRAP does | 4.5 | 3.5 |
| 2SLGBTQIA+ community members in Nova Scotia don't know what NSRAP does | 5 | 3.5 |
| No clear responsibilities for tasks and important work | 5 | 4 |
| Not keeping up with needs/balancing the needs of our diverse and intersectional communities | 5 | 4 |
| A key staff member leaves NSRAP | 4 | 4 |
| Misalignment within the board | 5 | 3.5 |
| Under responding to core stakeholder needs | 4 | 3 |
| We don't get the grants we need (provincial, municipal, or federal) | 4 | 3 |
| Admin requirements for funding are too intensive | 3 | 3 |
| We experience mission drift (to check the boxes for funding eligibility) | 4 | 3 |
| We don't meet the raised expectations of our community | 5 | 3 |
| Past board members/past members speak negatively about NSRAP | 4 | 3 |
| We don't have adequate accounting acumen and processes | 4 | 3 |
| Misunderstanding among board members | 3.5 | 4 |
| Historical information/institutional knowledge is lost | 4.5 | 3 |
| A key board member leaves or resigns | 4 | 3 |
| We are not relevant and up to date with our community needs | 5 | 3 |

Priorities & Goal Setting

What are the areas of strategic focus for the next time period that can help mitigate some of the above risks and help you reach your 3-year vision? How are you going to measure success?

Formula 1: Go from BASELINE to TARGET by DATE

Example: Increase revenue from \$1mil to \$4mil by Dec 31, 20XX

Formula 2: Do X ITEM to extent of TARGET by DATE

Example: Contact 60 potential funders by Aug 30, 20XX

| Strategic Priority #1 | Strategic Priority #2 | Strategic Priority #3 |
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| <p>Board Recruitment & Development</p> <p>Champion: Tam Support(s): TBD</p> | <p>Funding to Increase Operational Capacity</p> <p>Champion: Susanne Support(s): TBD</p> | <p>Communication With Our Communities (2-Way)</p> <p>Champion: Terri Support(s): Jen</p> |
| <p>Objectives & Goals</p> <ul style="list-style-type: none"> 1. Board diversity Members from different communities of 2SLGBTQIA+ representing different letters within the spectrum (2Spirit, Trans, Non-binary and intersex, BIPOC, or disabled individuals) Have at least 5 board members who identify as 2S, Trans, Non-binary, BIPOC, disabled, or Intersex by Aug 30, 2022 2. Strong communication, feels like a team, respectful, compassionate (metric?) | <p>Objectives & Goals</p> <ul style="list-style-type: none"> 1. Number of hired staff (ex: 1 or 2 peops exec director, coordinator & trainer) Have 1 staff member hired by Jan 30, 2022 2. Number of grant completions to fulfill grants per year (x3 existing by date) 2a. Complete & fulfill 2 existing grants (Enchanté & HRM) with reports completed by Jan 1, 2022 2b. Complete seniors project grant by Dec 31, 2022 3. Amount of funds that | <p>Objectives & Goals</p> <ul style="list-style-type: none"> 1. Website launch date Launch website by Mar 1, 2022 2. Number of events NSRAP is present at per year (visibility) Have NSRAP present at XNumber of public (in person/online) events in 2022 by Dec 31, 2022 3. Number of social media posts (On FB, Instagram, Twitter, LinkedIn, etc.) 2 quality social media posts (specific posts sharing events, important information, or relevant news posts) per week |

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| <p>100% of board members are onboarded and understand how to use Slack by Jan 30, 2022</p> <ul style="list-style-type: none"> 3. Number/percent of board members who are onboarded with clear expectations 100% of new & current board members are onboarded with clear expectations by Jan 30, 2022 4. Board engagement (meeting attendance, responsiveness, follow through) Each board member is participating in 75% of meetings we have per term throughout the 2022 year by Dec 31, 2022 5. Number of board members Have 15 board members by Dec 31, 2023 <p>Other Draft Goals:</p> <ul style="list-style-type: none"> Average board tenure Efficiency of decisions made by the board (time/unanimous/but share opinion) Everyone on the board is demonstrating NSRAP core values & culture Percentage/number of board members receiving professional development training | <p>come in from NSRAP trainings per year Have \$12,000 annual funds from NSRAP trainings in 2022 by Dec 31, 2022</p> <ul style="list-style-type: none"> 4. Revenue (annual) Have \$75,000 total annual revenue in 2022 by Dec 31, 2022 <p>Other Draft Goals:</p> <ul style="list-style-type: none"> Number of physical work locations (ex: 1) Contacting x number of possible funding sources Number of promotional activities undertaken Number of educational trainings that NSRAP delivers per year (ex: amount to pay for a full time position TBD) Increase NSRAP training fees from x to y by z Diversification metric (grants, donations, trainings ratio) Number of sustainable repeat government grants awarded per year Number of grant collaborations with community stakeholders | <p>between Jan 1 - June 30, 2022</p> <ul style="list-style-type: none"> 4. Number of people in the organization to curate a relationship with key community members (ex: 1 person) Have 1 internal NSRAP member designated to curate relationships with key community members by Dec 31, 2021 <p>Other Draft Goals:</p> <ul style="list-style-type: none"> Our board is aware of issues that are at the forefront of underrepresented communities (measure through survey?) Number of pages on our website that have been updated to current branding and standards Diverse intersectional needs - Number of website visits Number of government contacts that we can regularly reach out to Number of contact requests on website |
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| <ul style="list-style-type: none">● Number of board members with bios onsite● Number of volunteer appreciation events● Number of positions on an org chart with associated skills (or number of skills associated with each board member) | | |
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Implementation Plan

What do you need to do first (urgent & important) to begin to move forward on your goals and priorities? You can continue to build on this action plan as you move forward with implementation.

| SP1: Board Recruitment & Development Champion: Tam (+ TBD) | | |
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| Milestone/Deliverable | Responsibility | Target Completion Date |
| Goal 1: Have at least 5 board members who identify as 2S, Trans, Non-binary, BIPOC, disabled, or Intersex by Aug 30, 2022 | | Aug 30/22 |
| Reach out (one-on-one) to community members via Messenger | Tam/Jen | Feb 28/22 |
| Social media post about finishing our strategic plan TO raise awareness about open board positions | Riley R. | Dec 17/21 |
| Assess our current board member diversity by having a Google Survey | Tam | Dec 31/21 |
| Define a date as a team when we can have a meeting re: start time for new board members | Susanne | Feb 14/22 |
| Reach out to Mi'kmaq group to find a 2S person interested in the board | Riley/Susanne | Dec 31/21 |
| Goal 2: 100% of board members understand how to use Slack by Jan 30, 2022 | | Jan 30/22 |
| Teach current board members to use Slack | Jen | Jan 14/2022 |
| Send out an email to gauge how people would like to learn about Slack | Jen | Dec 10/21 |
| Send email to Jen re: Slack info | Aubrie | Dec 2/21 |
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| Goal 3: 100% of new & current board members are onboarded with clear expectations by Jan 30, 2022 | | Jan 30/22 |
| Make sure all board members have read strategic plan recap | Tam | Dec 31/21 |
| Send out onboarding chart to all board members to review (make sure it's up to date first) | Susanne/Tam | Dec 14/21 |
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| Goal 4: Each board member is participating in 75% of meetings we have per term throughout the 2022 year by Dec 31, 2022 | | Dec 31/22 |
| Share expectations for board attendance at the next board meetings (Send with onboarding chart) | Susanne/Tam | Dec 14/21 |
| Have a person identified who will reach out to people who miss meetings (and provide recap) | Aubrie | Dec 14/21 |
| Identification and board agreement on documentation and where docs are going to live | Aubrie | Dec 14/21 |
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| Goal 5: Have 15 board members by Dec 31, 2023 | | Dec 31/23 |
| Have board members fill out a skills matrix to ID skills we have and need (send with onboarding package and give people permission to open) | Susanne | Dec 14/21 |
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| SP2: Operational Capacity & Funding Champion: Susanne (+ TBD) | | |
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| Milestone/Deliverable | Responsibility | Target Completion Date |
| Goal 1: Have 1 staff member hired by Jan 30, 2022 | | Jan 30/22 |
| Decide on number of hours | Susanne (with committee) | Dec 9/21 |
| Have hiring committee meeting | Susanne (with Tam, Terri, Aubrie) | Dec 9/21 |
| Develop job description (tweak existing) | Susanne (with | Dec 9/21 |

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| | Tam, Terri, Aubrie) | |
| Share/post job description (with application deadline of Jan 15) | Susanne (with Tam, Terri, Aubrie) | Dec 14/21 |
| Interview applicants | Susanne (with Tam, Terri, Aubrie) | Jan 15/22 |
| Goal 2a: Complete & fulfill 2 existing grants (Enchanté & HRM) with reports completed by Jan 14, 2022 | | Jan 14/22 |
| Go shopping for HRM Grant - buy what we need | Riley R. | Dec 31/21 |
| Engage a consultant for board training | Tam/Susanne (with Board) | Dec 14/21 |
| Request extension time for grants | Susanne | Dec 6/21 |
| Write report for Enchanté grant (strat plan & board training) | Aubrie | (draft by) Jan 4/22 |
| Write report for HRM grant | Riley R. | (draft by) Jan 4/22 |
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| Goal 2b: Complete seniors project grant by Dec 31, 2022 | | Dec 31/22 |
| Review, copy edit and launch report from 2021 summer Senior's Project | Susanne & Jen (with Board) | Feb 15/22 |
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| Goal 3: Have \$12,000 annual funds from NSRAP trainings in 2022 by Dec 31, 2022 | | Dec 31/22 |
| Work on proposal for NSRAP training costs (to assess alongside going rates) | Riley R. /Susanne | Jan 30/22 |
| Assess our people & capacity to ensure we can deliver the training | Susanne (Education) | Jan 15/22 |

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| | committee) | |
| Have an Education Committee meeting | Susanne (Education committee) | Jan 15/22 |
| Develop a promotion plan for our education programs | Susanne (Education committee) | March 31/22 |
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| Goal 4: Have \$75,000 total annual revenue in 2022 by Dec 31, 2022 | | Dec 31/22 |
| Identify sources for (non grant) funding - Gov, Corporations) | Riley R. | Feb 28/22 |
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| SP3: Communication with our Communities (2-Way) Champion: Terri (+ Jen) | | |
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| Milestone/Deliverable | Responsibility | Target Completion Date |
| Goal 1: Launch website by Mar 1, 2022 | | Mar 1/22 |
| Reconnect with Lan to see if he's still working with us/helping with our site | Tam | Jan 4/22 |
| Finalize what content is missing and what we have for website | Terri | Feb 1/22 |
| Susanne share website info with Terri | Susanne | Dec 3/21 |
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| Goal 2: Have NSRAP present at XNumber of events in 2022 by Dec 31, 2022 | | Dec 31/22 |
| Have discussion as a board to determine which events (organizing or attending) and how many we'd like to attend | Board | Jan 21/22 (in |

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| | | Jan board meeting) |
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| Goal 3: 2 quality social media posts (specific posts sharing events, important information, or relevant news posts) per week between Jan 1 - June 30, 2022 | | Jun 30/22 |
| Identify someone to review our daily emails to ID what we want to share on our social media | Terri/Jen | Jan 21/22 |
| Identify someone to monitor our media accounts & make posts (Twitter, etc.) | Terri/Jen | Jan 21/22 |
| Decide where we want our messages posted (Various social media, LinkedIn, etc.) | Terri/Jen | Jan 14/22 |
| Get list of social media accounts and passwords | Terri | Jan 21/22 |
| Jen to connect with Susanne to take on interim email monitoring & sharing role | Jen | Dec 15/21 |
| Goal 4: Have 1 internal NSRAP member designated to curate relationships with key community members by Feb 28, 2022 | | Feb 28/22 |
| Meet as a board to determine the needs/areas of expertise (ex: legal, media, etc.) for curating relationships | Board | Feb 28/22 (During Feb board meeting) |
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Communication of the Strategic Plan

What are you going to do to communicate and share your strategic plan throughout your organization?

- Who needs to know what, by when and to what extent?

- What communication structures do you need to put in place internally to be successful (ex: strategy meeting cadences, strategy review cycles)
- Where can you incorporate strategy discussions into existing communications?

| Milestone/Deliverable | Responsibility | Target Completion Date |
|---|----------------|------------------------|
| Meet as a strategy team to debrief and follow up on strategic plan | | |
| Ensure all current board members are aware of this work, where to access it, who to approach and what is expected of them/shared expectations | | |
| Modularize our strategic plan to make it more digestible | | |
| Let our membership (including stakeholders) know what our plan is | | |
| Meet as a board in person with a blended social element to discuss strategic plan | | |
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Appendix

Parking Lot

What was left un-discussed that needs to be revisited?

- Discussing the strategic plan and fostering alignment with board members who were absent from the planning sessions
- Incorporating land acknowledgements into all board meetings and events
- Discussing difficult and controversial subjects and aligning perspectives around them as an organization
- Reflecting on how we will orient the new board while implementing the strategic plan (and maintaining alignment)
- Determining how we will track, monitor, report & discuss strategic plan progress (including discussion around goals and actions)