



Fierté
— dans la  **Capitale**
Pride

Strategic Plan
2021-2023



Dear friends,

Despite its challenges, 2020 was a momentous year for Capital Pride and the 2SLGBTQ+ communities in the National Capital Region. Hiring our first-ever Executive Director in January 2020 has allowed the organization to grow in a number of ways. Having a strong leader at the head of our Operations Team had a dual effect; on the one hand, Capital Pride was able to put on a record number of events throughout the year and on the other hand, it allowed the Board of Directors to shift its focus onto the strategic management of the organization.

In an effort to continue this momentum, the Board of Directors has been hard at work building out a comprehensive and ambitious plan to achieve Capital Pride's mission to create opportunities to **celebrate**, **advocate**, **educate** and **connect** people, respecting the full diversity of the 2SLGBTQ+ communities. As we look ahead, we are committed to challenging and deconstructing the systems of oppression and exclusion that create barriers to the full involvement of 2SLGBTQ+ persons, even within queer spaces, particularly for BIPOC members of our communities.

We are also committed to working tirelessly towards decolonization, recognizing that two-spirit persons have always been at the forefront of the Pride movement. Capital Pride acknowledges the historic and ongoing impacts of colonialism on Indigenous Peoples across Turtle Island. As an organization, we recognize that our Board members, staff, and volunteers are privileged to live and work on the traditional, unceded, and unsurrendered territories of the Algonquin Anishnaabeg, whose people have inhabited these lands since time immemorial.

We thank every single person who continues to play a large part in helping us realize our lofty goals and we look forward to continuing to serve the 2SLGBTQ+ communities in the National Capital Region.




To that end, it is with great Pride that we present to you Capital Pride's Strategic Plan for 2021-2023.

Yours in Pride,
**Geneviève Colverson, Chairperson
& Victoria Xiu Wang, Vice-Chair**



2021-2023 STRATEGY AT A GLANCE

THE FOLLOWING STRATEGIC OBJECTIVES AND ACTION AREAS WILL ADVANCE THE MISSION OF CAPITAL PRIDE TO CREATE OPPORTUNITIES TO CELEBRATE, ADVOCATE, EDUCATE AND CONNECT PEOPLE, RESPECTING THE FULL DIVERSITY OF THE 2SLGBTQ+ COMMUNITY IN THE NATIONAL CAPITAL REGION.

	Celebrate	Advocate	Educate
Objective	Create opportunities to celebrate the wins, big and small, of the broader 2SLGBTQ+ community in the National Capital Region in its full diversity.	Pursue tangible progress on critical issues affecting 2SLGBTQ+ communities; locally, nationally, and beyond.	Increase access to queer- and trans-sensitive educational content and opportunities to enable the broader 2SLGBTQ+ community to thrive.
Priority Connections	 <p>Members of 2SLGBTQ+ communities to each other</p>	 <p>2SLGBTQ+ organizations to decision-makers</p>	 <p>Learners to 2SLGBTQ+ friendly resources</p>
Action Areas	<ul style="list-style-type: none"> • Celebration of key dates throughout the year • Spotlight local movers and shakers across various platforms • Create spaces with and for marginalized groups within the community 	<ul style="list-style-type: none"> • Compile and disseminate data and knowledge on critical issues • Run and support major advocacy campaigns • Provide advocacy tools to promote 2SLGBTQ+ rights in Canada and abroad 	<ul style="list-style-type: none"> • Distill and distribute educational content tailored to 2SLGBTQ+ audiences at every stage of life • Support community members to advance their education • Promote queer- and trans- competency for all organizations
Funding & Staffing	<ul style="list-style-type: none"> \$ Bolster event-based funding • Hire a year-round coordinator 	<ul style="list-style-type: none"> \$ Raise funds from like-minded organizations and donors • Recruit advocacy expertise on Board and staff 	<ul style="list-style-type: none"> \$ Seek programming grants and revenue sources • Convene network of 2SLGBTQ+ educators

CELEBRATE

CREATE OPPORTUNITIES TO CELEBRATE THE WINS, BIG AND SMALL, OF THE BROADER 2SLGBTQ+ COMMUNITY IN THE NATIONAL CAPITAL REGION IN ITS FULL DIVERSITY.
CONNECTING MEMBERS OF THE 2SLGBTQ+ COMMUNITY TO EACH OTHER.

2023

2022

2021

Celebrate Key Dates

- Create **calendar of key dates** of significance from research and input from community
- Formulate **potential celebration opportunities and partnerships** for virtual & in-person activities for priority dates
- Celebrate the **30th anniversary of the We Demand protest** on Parliament Hill

- Organize **3-6 celebration occasions additional** to Summer and Winter Pride Festivals
- Host **renewed in-person Summer Pride Festival**

- **Expand the number, size, and scope** of celebratory activities

Spotlight Local

- **Expand contact roster** of local movers and shakers, categorized by industry
- Devise **plan for regularly highlighting accomplishments** of members of community

- Implement **monthly local spotlight series** across various platforms
- Explore **new partnerships to showcase local artists** in the community

- **Document points of entry** for local artists and entrepreneurs to collaborate and promote their work within the 2SLGBTQ+ community

Diversify Spaces

- Devise and implement **Diversity, Inclusion, and Equity policy** with input from implicated groups
- **Increase Board and Staff diversity** in terms of race, identities, and abilities by 50%

- **Deliver events and activities** tailored to and in concert with marginalized groups within the community
- **Gather feedback** on Diversity, Inclusion, and Equity policy and activities

- Develop **guidance on Diversity, Inclusion, and Equity** for 2SLGBTQ+ spaces

ADVOCATE

PURSUE TANGIBLE PROGRESS ON CRITICAL ISSUES AFFECTING 2SLGBTQ+ COMMUNITIES; LOCALLY, NATIONALLY, AND BEYOND.
CONNECTING 2SLGBTQ+ ORGANIZATIONS TO DECISION-MAKERS.

2023

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2021

Compile & Disseminate Data

- Build **knowledge of issues** critical to the 2SLGBTQ+ community through research and consultations
- Launch a **community poll** regarding issues facing the local 2SLGBTQ+ community
- Conduct **outreach to potential advocacy partners**

- Compose **issue reports** in a range of formats
- **Disseminate findings** to partners and decision-makers
- Determine **key metrics and measures** of community well-being

- Conduct **on-going needs assessment** of local 2SLGBTQ+ community
- Develop **data visualization capabilities** to track measures of well-being over time

Run & Support Campaigns

- Successfully conclude **All Blood is Equal** campaign
- Devise strategy and roadmap for **municipal advocacy**
- Plan an outreach strategy to **lobby foreign embassies**

- Formulate **concrete campaign(s)** of prioritized issue(s), secure funding & partnerships
- Form roster of **supporters and spokespeople**
- Consider registering with the **lobby commissioner**

- Run **1-3 advocacy campaigns** in coalition with other interest groups

Provide Tools

- Develop **profile and knowledge** to become advocacy experts (e.g., parliament committee hearings, advisory committees, etc.).
- **Draft issue and policy stances** to support advocacy campaigns
- **Gather & share lessons learned** from All Blood is Equal campaign

- Document advocacy **processes and learnings**
- Build **advocacy coalition** including terms and structure

- Publish **2SLGBTQ+ advocacy toolkit** based on campaign experiences
- Acquire **capability to advise** other 2SLGBTQ+ organizations on advocacy efforts

EDUCATE

INCREASE ACCESS TO QUEER- AND TRANS-SENSITIVE EDUCATIONAL CONTENT AND OPPORTUNITIES TO ENABLE THE BROADER 2SLGBTQ+ COMMUNITY TO THRIVE.
CONNECTING LEARNERS TO 2SLGBTQ+ FRIENDLY RESOURCES.

2023

2022

2021

Distill & Distribute Content

- Gather & **distill educational content** for local communities (resource handbook and/or other formats)
- Bring additional focus to **health & mental health** resources
- Canvass locally for **unmet educational needs and gaps** in available resources

- Develop **materials in additional languages** for newcomers / refugees
- Host 2SLGBTQ+ **professional development** seminars & networking events with appropriate partners

- Provide **incubator services** to 2SLGBTQ+ groups & organizations, with e.g. professional skills, best practices, development tools

Support Education

- Conduct **outreach to education donors**, existing funders, and potential programming partners
- Design **gender affirming support program for youth**
- Support educational institution in identifying gaps in **sex education**, and adopting more queer & trans friendly policies & curriculum

- Secure **education-specific funding**
- Carry out **educational programs**
- Design **support mechanisms** for students, e.g. scholarships, youth-grants, bursary for persecuted international students etc.

- Establish **educational granting** structure and processes

Promote queer- & trans- competency

- **Assemble and publish list** of local competency training providers
- Begin **outreach** to businesses, schools, and other institutions
- Host **learning events** to highlight experiences of marginalized groups within the community

- Design and **pilot training sessions and seminars** in various formats (online webinars, multi-day workshops, etc.)

- Expand queer- and trans- competency **training curriculum** offerings, tailored to specific audiences and settings

CONNECT

FACILITATE CONNECTIONS AND ESTABLISH MEANINGFUL PARTNERSHIPS TO ADVANCE CAPITAL PRIDE'S STRATEGIC OBJECTIVES.

2023

2022

2021

Increase Footprint

- Pilot select **additional channels** e.g. newsletters, blog, podcast
- Develop **method to measure and expand** social media engagement
- Target **20% increase** in social media audience from 2020

- Explore **engagement in youth** and other sub-group led channels
- Expand **data collection and Business Intelligence** capabilities
- Target **50% increase** in social media audience from 2020

- Target **100% increase** in social media audience from 2020
- Increase **geographic coverage** of constituency

Advance Partnerships

- Connect and **partner with more queer organizations** in Ottawa and beyond
- Develop plan for **reaching rural** communities
- Formalize partnership with provincial GL **chamber of commerce**
- Outreach to queer-friendly **feminist and BIPOC** organizations

- Establish key partnerships to advance **advocacy and education** agendas
- Expand organizational footprint **beyond downtown core**

- Organize **partners forum** to highlight progress and further collaboration across strategic pillars

Facilitate Connections

- Establish '**Community mental health hub**' in partnership with Royal Ottawa
- Pursue **pandemic recovery opportunities** with Ottawa Board of Trade and Invest Ottawa

- Host **open forum** to break isolation
- Provide **drop-in** services and resources
- Create **digital community** spaces

- Explore establishment of physical **community centre**

ORGANIZATIONAL CAPACITY

DIVERSIFY FUNDING, INCREASE STAFFING, AND EVOLVE ORGANIZATIONAL STRUCTURE TO ADVANCE CAPITAL PRIDE'S STRATEGIC OBJECTIVES.

REPRESENTATIVE OPPORTUNITIES

	2021	2022	2023
Financing	<ul style="list-style-type: none">Secure multi-year sponsorship agreementsOutreach to philanthropic sources of fundingCompile catalogue of advocacy and education funding opportunities	<ul style="list-style-type: none">Conduct fundraising campaigns and eventsBegin to offer sponsored servicesSecure project funding for education	<ul style="list-style-type: none">Host sponsored conferenceReach \$1M operational budgetSecure year-round community fund
Staffing	<ul style="list-style-type: none">Conduct Board recruitment to fill gaps in knowledge and capacityHire a development officer	<ul style="list-style-type: none">Employ staff specifically for advocacy and educationInstitute full-time communications position	<ul style="list-style-type: none">Build out teams by strategic pillar
Structure	<ul style="list-style-type: none">Conduct review of organisational bylaws, policies, and structureDraft plan of phased membership modelImplement new policies, including privacy, information management, sustainability, and EDI	<ul style="list-style-type: none">Expand membership in phase approachBegin preparations to establish separate entities as needed to advance strategic objectives	<ul style="list-style-type: none">Launch Capital Pride foundationEstablish LGBTQ2+-owned business association or chamber



It's incredible how far we've come.

After months of work with our Board of Directors, I too am excited to announce our 2021-2023 Strategic Plan and share it with our community. The new plan continues the great work that Capital Pride is well known for.

We will continue to provide services, support and a voice to the disenfranchised and marginalized folx within our community. We look forward to the possibilities that will emerge from this strategic direction which will incorporate themes of addressing anti-racism, equity and inclusion at the forefront of all our work.

**Yours in Pride,
Osmel B. Guerra Maynes, Executive Director**