

KEMPTVILLE PRIDE INC.

Strategic Plan 2022-2025



MARCH 5, 2022
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Executive Summary

i In early 2021, Women and Gender Equality Canada, awarded Kemptville Pride a grant with the objective of hiring an Executive Director to create a strategic plan that would help guide our organization over the next 3 years. The strategic planning process was led by the Kemptville Pride Board of Directors along with their newly appointed Executive Director. This strategic planning process took place over the course of 12 months. This document will mark the end of the strategic planning process and will outline the work that has been done, our findings and will build on the strategic priorities identified by our stakeholders.

Highlights - Priorities

i Throughout our many conversations and surveys three main priorities were identified by the majority of our stakeholders. Kemptville Pride will be focusing on Education, advocacy, celebration and reducing the social isolation that so many of our LGBTQ2S+ community are experiencing living in a rural Ontario community

EDUCATE	ADVOCATE/CELEBRATE	REDUCE SOCIAL ISOLATION
<ul style="list-style-type: none">• Education both online and in person is needed.• Having local in person and online resources is key for individuals and family members to turn to with questions and or for support when needed.	<ul style="list-style-type: none">• Many of our LGBTQ2S+ community members do not feel safe in their own communities.• Advocacy is needed to ensure inclusion and diversity continues to be a priority for the Municipality of North Grenville.• Our LGBTQ2S+ community needs to be celebrated	<ul style="list-style-type: none">• There is a significant need within the LGBTQ2S+ community to have a place to gather, be social and feel safe.

Objective



It is the goal of Kemptville Pride to use this Strategic plan to guide their work for the next three years. Each year an Annual Plan will be drafted with the guiding priorities outlined in this document.

Mission Statement



Mission - Kemptville Pride's goal is to build a can live without fear or judgement community that creates a sense of belonging and connection for our LGBTQ2S+ members so they.

Vision - An equitable community free from all forms of oppression.

Keys to Success



Community and Board of Directors engagement has been key to completing an in-depth analysis of Kemptville Prides overall capacity as well as understanding the needs of the LGBTQ2S+ community.

Description of Kemptville Pride



Kemptville Pride is a non-profit organization serving and supporting the LGBTQ2 community and their families in the Kemptville - Oxford Mills - Merrickville area in the Municipality of North Grenville and Leeds & Grenville County

History



Early 2018 a local Mom petitioned the municipality of North Grenville to raise the Pride flag for the month of June. This request was accepted and that was the start of Pride in Kemptville. Early in 2019 a group of approximately 15 volunteers came together to bring a parade to the municipality. Luckily one of the volunteers was a seasoned event planner and was able to guide the group through all the steps it takes to run a parade, and she did

not disappoint! At least 300 people walked in the parade and over 2000 were in attendance. Which made the first ever Pride parade in Kemptonville a resounding success!

Not wanting to end the momentum, several of the core members of the committee came together in November of 2019, along with a few new faces to formally create the not-for-profit board of directors now known as Kemptonville Pride. The goal of this board of directors was to create a foundation to ensure that Kemptonville Pride was more than just a parade, they wanted to ensure the answered the call of the LGBTQ2S+ community. The need for funding became apparent to them so they applied for funding through Women and Gender Equality Canada and were successful. In 2021 they hired an executive director who would help build a strategic plan and a solid foundation to ensure Kemptonville Pride continued to grow and evolve with the needs of the LGBTQ2S+ community.

Current State

 Currently, the primary focus of **Kemptonville Pride** is to support and provide education, promotion, and networking opportunities in support of the LGBTQ2+ and allies. Kemptonville Pride is currently offering a peer support program in partnership with Kemptonville Stress and Relief Center free of charge. It is being facilitated by a certified psychotherapist and is aiming to serve parents of queer/questioning kids and LGBTQ2S+ teens. Kemptonville Pride will also be leading Pride month celebrations, which will include a parade and a flotilla in June 2022.

Kemptonville Pride will perpetuate the spirit of pride in our community's identity throughout the year culminating in an entertaining, professional Pride Festival and other activities throughout the year.

Re-Brand

 Kemptonville Pride is in the beginning stages of a re-branding process. Since inception K.P has become so much more than an organization that celebrates Pride once a year. K.P has evolved into an organization that is now an incorporated non-profit, offering support 365 days a year and is serving a wider catchment area. K.P is ready for a fresh new name and look that encompass who they are and what they do.

Financial Management

 As we built board capacity this year, we recruited an accountant to take on the role of Director of Finance. In partnership with the E.D, they developed a budget template that

clearly outlines the goals of K.P with regard to fundraising as well as a clear picture of their day-to-day costs. The board receives a monthly financial statement at each board meeting.

Overall Capacity

i As the strategic planning process began it became apparent that there were some business-critical functions that needed to be addressed before K.P would be able to move forward thinking about the future. Being a volunteer organization meant that capacity would be limited but with structure and a solid foundation, it became clear that this organization will accomplish incredible things. This structure would come in the form of a strong governance process (**Appendix A**) the development of Board of Director job descriptions (**Appendix B**), board recruitment (**Appendix C**) increase and improve donor relations, create internal practices for strong financial management, the creation of diverse and stable funding and the development of a mission and vision statement that would guide K.P's every move.

Strategic Direction

Methodologies

i During this process we worked to develop methodologies to encourage participation from as many stakeholders as possible. We worked to engage and identify healthcare, business, community members and social service stakeholders. We also reviewed all current capabilities and services that are specifically for our local LGBTQ2S+ community members.

As a consequence of the pandemic, these connections were harder to create. Three primary modes of virtual discovery were used: interactive online community meetings with key stakeholders, the use of online electronic surveys (**Appendix D**), S.W.O.T analysis (**Appendix E**), Environmental Scan, and the use of video conferencing for interviewing key partners. We were also able to have one in person B.O.D retreat, when covid protocols allowed.

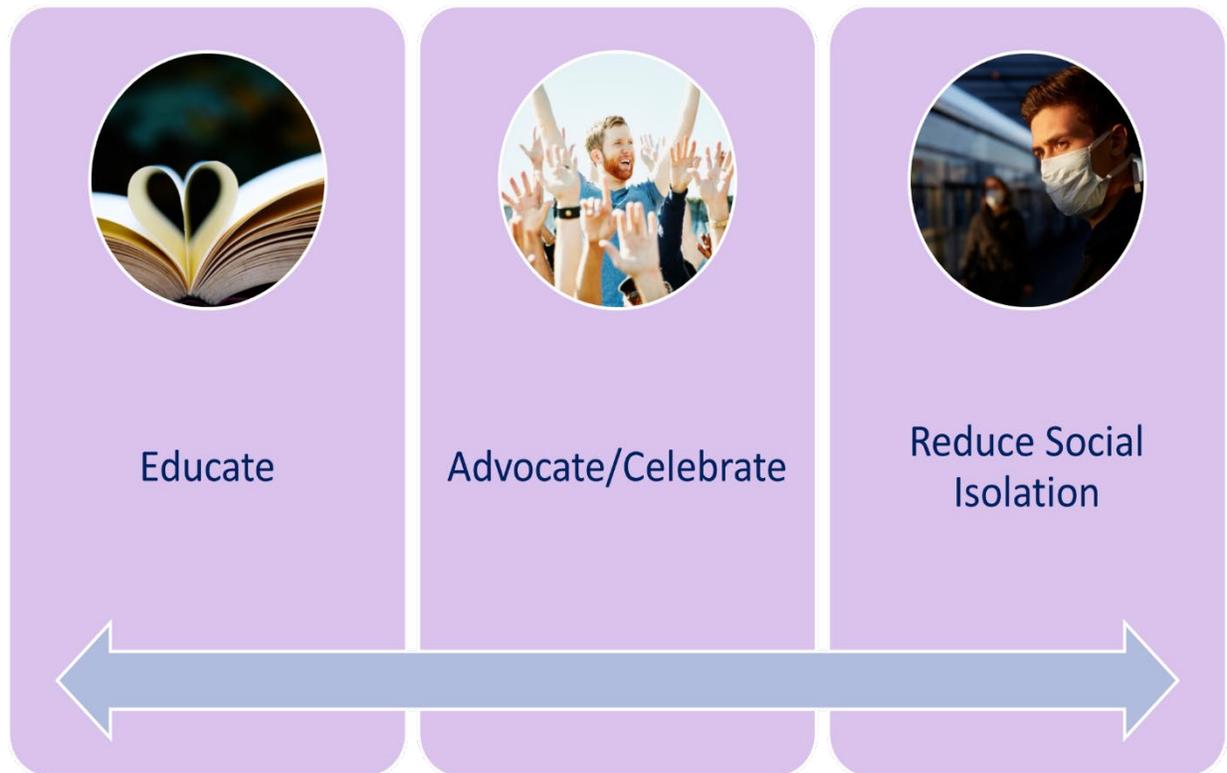
Consultation



Consultation took place with a variety of Stakeholders in the community;

- Lanark Leeds & Grenville Mental Health
- Kemptville Youth Centre
- Mayors Youth Advisory Committee
- Capital Pride
- North Grenville District High school
- Children's Mental Health of Leeds and Grenville
- Leeds and Grenville Health Unit
- Wellness Access for Youth (WAY)
- WestPort Pride
- SeaValley Community Health
- Minwashin Lodge
- Old Town Kemptville B.I.A
- North Grenville Chamber of Commerce
- Rainbow Union Dundas and Grenville
- Members of the Kemptville and surrounding areas LGBTQ2S+ community
- Municipal Council members and Mayor.

What We Heard...



Priority 1: Educate

- ✓ Facilitate connections and establish meaningful partnerships to help advance Kemptonville Prides strategic objectives
- ✓ Create Allies and help improve what is in place
- ✓ Continue to canvass locally for unmet educational needs and gaps in available resources

Annual Plan Educate Annual Plan - 2022

Year 1	Objectives	Actions	Timeline	Cost/Staffing
<p><i>Promote!</i></p> <p><i>Support what already exists!</i></p> <p><i>Distribute and Create!</i></p>	Connect beginners, experts, and everyone in between to friendly resources	Create and facilitate peer support programming both virtually and in person once a month.	Jan 2022 – Programming beginning in April 2022 and on going	In kind service – Facilitation by Kemptville Stress Relief Centre Online software for virtual meeting - \$16/month
	Research educational content tailored to LGBTQ2S+ audiences at every stage of life	Create an online resource the is accessible and up to date	April 2022 – June,2022	Summer student /E.D
	Create a network of LGBTQ2S+ educators that we can partner with.	Identify and reach out to community partners to create an educational committee consisting of individuals who are working with the LGBTQ2S+ to help create sustainability of programs and educational outlets.	April 2022 – Sept.2022	E.D, Directors of Youth Engagement, Peer support Liaison
	Seek programming grants and revenue sources	Work closely with other rural Pride organizations to identify opportunities	April 2022 – Mar.2023	Chair/ E.D

Priority 2 – Advocate and Celebrate



- ✓ Get involved and create change on critical issues affecting LGBTQ2S+ communities; locally, nationally, and beyond.
- ✓ Celebrate the wins, big and small of the LGBTQ2S+ community in the North Grenville.
- ✓ Re-Brand, as K.P’s work and leadership evolve, develop a brand for K.P that is true to who they are and the work they do.

Annual Plan Advocate and Celebrate - 2022

Year 1 – 2022	Objectives	Actions	Timeline	Cost/Staffing
<p><i>Get a seat at the table!</i></p> <p><i>Compile the stories of our LGBTQ2S+ folks!</i></p>	<p>Kemptonville Pride becomes connected to decision makers; we have a seat at the table.</p>	<ul style="list-style-type: none"> ✚ Compile data and knowledge on critical issues. ✚ Run and support advocacy campaigns. ✚ Provide advocacy tools to promote LGBTQ2S+ rights. ✚ Create a diversity table that will advise on issues of diversity and inclusion in North Grenville 	<p>April 2022– ongoing</p>	<ul style="list-style-type: none"> ✚ Raise funds from like-minded organizations and donors ✚ Recruit advocacy expertise on Board and staff ✚ Train existing B.O.D/staff on current matters affecting the LGBTQ2S+ community in North Grenville
	<p>Celebrate our LGBTQ2S+ community members together</p>	<ul style="list-style-type: none"> ✚ Celebrate key dates throughout the year (create a calendar of reminders) ✚ Spotlight local LGBTQ2S+ folks making things happen across various platforms 	<p>April. 2022 – Dec.2022</p>	<p>Director of Communications</p>

<p><i>See changes being made local!</i></p> <p>CELEBRATE!</p>		<ul style="list-style-type: none"> ✚ Create safe spaces with and for marginalized groups within the community 		
	Launch a community poll regarding issues facing the local, like our environmental scan	Survey the community on the regular basis to ensure we are answering their calls for service	Oct. 2022 – Dec. 2022	<ul style="list-style-type: none"> ✚ Director of communications. ✚ Director of Technology
	Celebrate Pride 2022 BIGGER and BETTER than ever!	<ul style="list-style-type: none"> ✚ Advertise ✚ Fundraise ✚ Recruit volunteers ✚ Work with local BIA ✚ Connect with council members ✚ Communicate with other rural Pride organizations ✚ Work with Explore North Grenville 	Jan 2022 – July 2022	<ul style="list-style-type: none"> ✚ Director of Events ✚ Events committee ✚ Strengthen our event funding through a targeted fundraising campaign. ✚ Create fundraising campaign throughout the year not just pride month ✚ Raise funds for funding tools, such as online search programs
	Re- brand	<ul style="list-style-type: none"> ✚ Board/Community consultation ✚ Create a re-brand committee ✚ Board Retreat ✚ Increase visibility on social media, post at least 4 times a week 	July 2022 – October 2022	<ul style="list-style-type: none"> ✚ E.D ✚ Director of communications ✚ Board ✚ Community Members ✚ Search out grants to cover costs specifically for re-branding

Priority 3 – Reduce Social Isolation



- ✓ Assist with meaningful connection
- ✓ Create safe places for connection and socialization.
- ✓ Create Online resources
- ✓ Explore more deeply the possibility of a local space that is ours!!!!!!

Annual Plan Reduce Social Isolation Annual Plan – 2022

Year 1 – 2022	Objectives	Actions	Timeline	Cost/Staffing
	Develop a blog, perhaps written by members of the local LGBTQ2s+ community highlighting events and get together.	<ul style="list-style-type: none"> ✚ Identify and reach out to local LGBTQ2S+ and allies ✚ Create a story bank ✚ Submit blog to local new sources and partnering orgs. 	April 2022 – ongoing	<ul style="list-style-type: none"> ✚ Director of Communication ✚ Director of Technology
	Target a 10% increase in our social media presence.	<ul style="list-style-type: none"> ✚ Increase posting timelines ✚ Create post “bank” 	April 2022 – Dec,2022	<ul style="list-style-type: none"> ✚ Summer student ✚ Director of Communications

	Formalize partnerships with Downtown B.I. A's	<ul style="list-style-type: none">  Create M.O. U's with partnering business'  Become a member of the Local B.I.A 	April 2022 – Sept.2022	E.D/Chair
	Create drop in opportunities with youth at already existing local organizations	<ul style="list-style-type: none">  Create official partnership with KYC  Reach out to all school groups  Hold focus groups with LGBTQ2S+ youth twice a year 	April 2022 – Mar.2023	Directors of Youth Engagement
	Survey local LGBTQ2S+ folks as to what social events they would like to see happening in the community	<ul style="list-style-type: none">  Create survey  Assess events in the North Grenville areas that have been successful in the past 	April 2022 – Sept. 2022	<ul style="list-style-type: none">  E.D  Director of Communications  Director of Technology

Conclusion

Concluding this Strategic Plan for Kemptonville Pride, we must keep this in mind: the final plan is not where success stands. Strategic plans are less important than strategic planning, in a fluid, often unpredictable environment we need to have a very different understanding of plans and planning. It's in the planning process where we learn more about Kemptonville Pride, our Board of Directors, and our partners, too. It's in those hours, days, and months that we not only uncover our strengths and opportunities but the weaknesses and threats that could be detrimental to what K.P is trying to build. We must begin to think of the strategic plan as a living document. To be most effective in the delivery of this Strategic Plan, it should be considered a living document and not just something that is completed and stuck on a shelf. Much like the other types of business plans, the basic principles of the plan remain the same. What changes over time, is how we approach new challenges to those principles.

Kemptonville Pride would like to thank every individual that took part in making this process not only productive but also so inspiring. The support the community has shown for the growth and development of K.P has been outstanding, and it is our hope that the lines of communication will remain open and fluid so Kemptonville Pride will continue to evolve and grow with the needs of our LGBTQ2S+ community members top of mind!

Yours in Pride,

Jen Crawford

Appendix A – E

Appendix A – Governance Structure (Management Model, Terms of Reference & Executive Committee)

THE MANAGEMENT TEAM MODEL

Kemptville Pride operates under the Management Team Model of governance. With this model, instead of hiring people or teams to handle things like human resources, financing, fundraising, and public relations, the board forms itself into committees to do these things. The board makes decisions for K.P as a group of equals. It is a highly democratic model of non-profit governance because no member has a higher standing or more power on the board than another. Except for in cases in which time is an issue. K.P will have an Executive Committee that will make decisions in times when full board engagement is an impossibility. Board and Executive committee terms of reference describe the purpose and operating structure of K.P's board of directors. By setting clear expectations, terms of reference guide behavior and provide a framework for board decision-making.

Terms of Reference Kemptville Pride B.O.D

NUMBER OF DIRECTORS AND QUARUM

The affairs of Kemptville Pride shall be managed by its Board of Directors. The number of Directors shall be a minimum of three (3) and maximum total of ten (11), all of whom shall be elected by the members as hereinafter specified. Quorum for the transaction of business shall be by majority of the total number of Directors and Officers. Notwithstanding vacancies, the remaining Directors may act if constituting a quorum.

QUALIFICATION

No person shall be qualified as a Director unless he or she shall be eighteen or more years of age and shall be at the time of election

ELECTION AND TERM

Directors shall be elected to a minimum one-year term of office and a maximum of five- year term of office at the Annual Meeting. The Directors shall continue in office for a maximum of six years. The retiring directors shall be eligible for re-election after one year.

EX OFFICIO DIRECTOR

The members of the Board of Directors may, from time to time, appoint members of the Corporation to serve as ex officio members of the Board of Directors. An ex officio member is a non-voting position.

Such ex officio members appointed by the Board of Directors shall, ex officio, participate in the matters of K.P and shall serve until the subsequent Annual Meeting, or until otherwise replaced by the Board of Directors.

REMOVAL OF DIRECTORS

The failure to participate in four (4) board meetings or three (3) consecutive board meetings, in one (1) board year, may result in an automatic removal of the respective Director without the meeting of the membership for such a purpose. In order to be reinstated, a quorum of the Board of Directors must vote in favour of reinstatement by a two thirds (2/3) vote at the meeting following the attendance failures.

VACATION OF OFFICE

The office of a Director shall be vacated upon the occurrence of any of the following events:

- a) If a receiving order is made against the Director or if the Director makes an assignment under the Bankruptcy Act.

- b) If an order is made declaring the director to be a mentally incompetent person or incapable of managing their affairs.
- c) The Director shall be removed from office as provided in section 4.5; or
- d) If by notice in writing to the Corporation if the Director resigns their office and such resignation, if not effective immediately, becomes effective in accordance with its terms: or
- e) If the Director dies.

VACANCIES

In the case of any vacancy, however caused, among the Directors elected pursuant to paragraph 4.3 hereof or their successors (unless a replacement has been elected by the members as permitted in paragraph 4.5 hereof), the remaining Directors entitled to the vote pursuant to this by-law or any other by-law of the Corporation shall use reasonable efforts to appoint replacements within 60 days of the occurrence of the vacancy, unless the vacancy occurs within 60 days before the Annual Meeting, in which event the replacement Director will be elected by the membership. The term of office of Appointed Directors shall end at the next Annual Meeting.

CALLING OF MEETING

Meetings of the board shall be held monthly at the call of the board or the Chair or any two (2) Directors. Notice of the time and place of every meeting so called shall be emailed or via phone call to each Director not less than two (2) days before the time when the meeting is to take place. No notice of a meeting shall be required if all the Directors are present or if those absent waive notice or otherwise signify their consent to such meeting being held. The statutory declaration of the Secretary or Chair that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The board may appoint a day or days in any month or months for regular meetings at an hour to be named and of such regular meeting no notice need be sent.

ERRORS IN NOTICE

No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

FIRST MEETING OF NEW BOARD MEMBER

Provided a quorum of Directors is present, each newly elected Board may without notice hold its first meeting immediately following the meeting of members at which such board is elected.

PLACE OF MEETING

Meetings of the Board shall be held at such place as the board may from time to time determine.

VOTING

All duly elected Directors except the Chair of the meeting shall be entitled to one (1) vote on each question to be decided by the Board. In the case of an equality of votes, the Chair of the meeting shall have the deciding vote. At all meetings of the board every question shall be decided by a majority of the votes cast upon the question, unless these by-laws require a special resolution in which case two-thirds (2/3) of the votes cast shall be required. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but if no demand were made, the vote shall be taken the usual way by assent or dissent. A declaration by the Chair that a resolution has been carried and an entry to the effect in the minutes shall be admissible evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour or against such resolution.

Executive Committee – Terms of Reference

MANDATE

The Executive Committee conducts business between board meetings, when needed, to ensure the needs of Kemptonville Pride are being met and contributes to the development of the overall strategic plan of Kemptonville Pride

POWERS

Between meetings of the Board of Directors, the Executive Committee has all the powers of the B.O.D with respect to any matter that, in the Committee’s opinion, requires immediate attention, other than the power to make, amend or revoke a regulation or by-law.

If the Executive Committee exercises a power of the B.O.D as outlined above, it shall report on its actions to the B.O.D at the B.O. D’s next meeting.

RESPONSIBILITIES

Governance

- 1) Ensure that the B.O.D can govern K.P effectively through development and periodic revision of governance policies and procedures
- 2) Make annual Committee recommendations to B.O.D
- 3) Establish and administer a process for assessing the effectiveness of the B.O.D, its committees, and each B.O.D member
- 5) To conduct an annual assessment of skills and attributes to determine gaps in the composition of the B.O.D. Participate in the process for the selection of individuals to fill identified gaps.
- 6) To conduct the evaluation of staff performance in accordance with agreed upon strategic priorities and review and decide on compensation.

Finance

- 1) Advise B.O.D on the financial affairs of K.P and to make recommendations to the B.O.D on financial matters.
- 2) Oversee the financial reporting process and monitor the integrity of the financial statements of K.P.
- 4) Review and evaluate the critical areas of financial risk and exposure as determined for K.P, including but not limited to insurance protection, environmental risk, political factors, assets/credit and other areas as determined from time-to-time.
- 6) Review the budget annually and financial statements quarterly.

Risk Oversight

- 1) Oversee the implementation and maintenance of the K.P overall risk management framework and its risk threshold to ensure they are in line with emerging trends and best practice
- 2) Report to the B.O.D on identified risks to K.P, recommending areas where improvement is needed and making recommendations as appropriate.

ADMINISTRATIVE DUTIES

- 1) Meet at regular intervals, as needed, to ensure the proper functioning of the Committee.
- 2) Maintain minutes of its meetings in which shall be recorded all decisions and actions taken by it.
- 3) Report its actions to B.O.D at each B.O.D meeting or more frequently if needed.

MEMBERSHIP

The Executive Committee shall be comprised of at least three (3) members of the B.O.D, at least two (2) of whom are elected by B.O.D, the Chair and two others (elected), plus a senior staff member when applicable.

Appendix B – Board of Directors Job Descriptions

KEMPTVILLE PRIDE – B.O.D (GENERIC)

The mission of the Kemptonville Pride Inc. is to support and provide education, promotion, networking opportunities and outreach in support of the Lesbian, Gay, Bisexual, Trans, Queer, 2- spirited (LGBTQ2+) and allies. Kemptonville Pride will perpetuate the spirit of Pride in our community's identity throughout the year culminating in an entertaining, professional Pride Festival and other activities throughout the year, which provides positive economic impact to theregion through tourism.

Job Description

The Kemptonville Pride Inc. Board of Directors advises, governs, oversees policy and direction, and assists with the leadership and general promotion of the organization as to support its mission and needs. The Board of Directors has a governance mandate and is responsible for ensuring Kemptonville Pride’s goals and strategic plan are achieved. Board members are responsible for:

- Providing strategic leadership to Kemptonville Pride Inc., including but not limited to establishing the long-term direction and vision.
- Monitoring and evaluating the implementation of the strategic plan.
- Overseeing the financial health of the organization.
- Providing business and personal insights to inform major organizational decisions.
- Acting as a positive and passionate ambassador for Kemptonville Pride Inc. both in the board room and out in the community.
- Keeping informed about the organization, its issues, and its connection to the community through active participation.
- Supporting activities within the annual fundraising strategy

Although applications are welcome from all interested individuals, we particularly welcome applications from individuals with the following attributes:

- Lived experience as a member of the LGBTQ2+ community.
- Individuals who live and/or work in Kemptonville, Leeds & Grenville
- Strategic Planning experience.
- Board leadership experience.
- Those that are interested in taking on a leadership role in the future (Treasurer, Vice-President, and President).
- Grant writing experience is a plus.

Time Commitment

- Board members shall be elected to a minimum one-year term of office and a maximum of five- year term of office.
Attend monthly board meetings. Meetings take place once a month. Currently board meetings are virtual but once it is safe to do so, meetings will be held in person but the option to participate virtually.
- Attend Kemptonville Pride Inc. special events and fundraisers and represent Kemptonville Pride Inc. at community events.
- Total time commitment of approximately 4-6 hours a month plus meeting preparation time.

Job Description – Chair of the Board

The Chair of the Board is responsible for leading the Board to carry out its governance functions and ensuring the Board has approved policies to help ensure sound and compliant governance and management of the organization.

Roles of the Chair of the Board include:

- Motivating other members to actively participate in and attend meetings.
 - Ensuring any actions taken are in line with the organization’s bylaws, goals, and mission.
 - Serving as a primary point of contact for the organization’s key executives and staff members.
 - Providing insight as needed and ensuring other members are on the appropriate committees and projects.
 - Assisting in welcoming and onboarding new Board members.
 - Ensuring the Board has approved policies to help ensure sound and compliant governance and management of the organization.
 - Partnering with the Executive Director (when staffed) to lead the development and impact of organisation.
 - Assessing the performance of the Board and its committees.
 - Assuring ongoing recruitment, development, and contributions of Board members.
 - Working with the Executive Director (when staffed) in cultivating and soliciting major foundation grants and individual gifts.
 - Coordinating an annual performance review of the Executive Director (when staffed).
 - Setting priorities and creating agendas for meetings of the Board.
 - Presiding over meetings of the Board.
 - Serving as an ambassador of the organization and advocating its mission to internal and external stakeholders.
 - Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
-

Job Description – Administrative Director

The Administrative Director will be responsible for a number of administrative and communication related tasks.

Roles of the Administrative Director include:

- Ensuring the safekeeping and accuracy of all records of decisions that take place.
- Managing all Board of Director meetings which includes booking meetings, recording meetings, documenting and distributing meeting minutes.
- Keeping track of the organization's activities to ensure all actions are in accordance with the written bylaws.
- Notifying members and stakeholders of all regularly scheduled and special meetings.
- Providing strategic leadership including but not limited to establishing the long-term direction and vision.

- Monitoring and evaluating the implementation of strategic plans.
 - Providing business and personal insights to inform major organizational decisions.
 - Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
 - Keeping informed about the organization, its issues, and its connection to the community through active participation.
 - Supporting activities within the annual fundraising strategy.
-

Job Description – Director of Events

The Event Director will be the lead for all events hosted by Kemptonville Pride. This includes all Pride month activities that take place in June each year as well as any other events that take place throughout the year.

Roles of the Director of Events include:

- Leading all Pride Month activities.
 - Planning and managing all the logistics for any Pride related activities – i.e. parade route, bylaw applications, volunteers, signage etc.
 - Managing sponsorship for events including being an active member of the sponsorship committee which will seek donations from local businesses.
 - Managing and coordinating all activities of the events committee.
 - Participating in the fundraising committee.
 - Producing reports for the Board of Directors that outlines any costs associated to events and seeks approval for any expenditures.
 - Tracking sponsors and ensures a thank you is sent out to all sponsors regardless of amount of donation.
 - Coordinating with the municipality for the flag raising ceremony annually – i.e. write and submit motions as well as delivering and picking up flags.
 - Providing press release info to the Communications Director or events with dates, locations etc. Providing strategic leadership., including but not limited to establishing the long-term direction and vision.
 - Monitoring and evaluating the implementation of strategic plans.
 - Providing business and personal insights to inform major organizational decisions.
 - Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
 - Keeping informed about the organization, its issues, and its connection to the community through active participation.
 - Supporting activities within the annual fundraising strategy.
-

Job Description – Finance Director

The Finance Director will be responsible for the management and oversight of all fiscal matters related to Kemptville Pride Inc.

Roles of the Finance Director include:

- Managing all financial records of the organization.
 - Administrating all financial transaction on behalf of the organization. This includes:
 - Preparation of biweekly payroll.
 - Preparation and submission of CRA monthly remittance vouchers.
 - Monthly bank reconciliations
 - Payment of all invoices within service delivery standard.
 - Preparation and presentation of the annual budget report for review and approval by Board of Directors.
 - Developing and implementing financial policies and procedures approved by the Board of Directors.
 - Preparation and presentation of monthly financial reports at Board of Directors meetings.
 - Preparation and presentation of fundraising summary for any fundraising events.
 - Renewing annual corporation status with Industry Canada. Providing strategic leadership including but not limited to establishing the long-term direction and vision of the organization.
 - Monitoring and evaluating the implementation of strategic plans.
 - Overseeing the financial health of the organization.
 - Providing business and personal insights to inform major organizational decisions.
 - Acting as a positive and passionate ambassador for Kemptville Pride Inc.
 - Keeping informed about the organization, its issues, and its connection to the community through active participation.
 - Supporting activities within the annual fundraising strategy.
-

Job Description – Program/Training Director

The Program/Training Director will be responsible for developing unique training material and programs for Board members as well as community members that would help further the mandate of Kemptville Pride.

Roles of the Program/Training Director include:

- Designing and developing training programs or other awareness materials including content, visual aids, etc.
- Leading and facilitating working groups related to the design and development, of training materials.
- Delivering training to community stakeholders.
- Designing and developing of train-the-trainer material for all training sessions.
- Organizing all logistics for the delivery of training sessions with businesses and organizations.
- Tracking which businesses, community organizations, etc. have completed training.
- Providing monthly updates to the Board of Directors.
- Providing strategic leadership, including but not limited to establishing the long-term direction and vision.

- Monitoring and evaluating the implementation of strategic plans.
 - Providing business and personal insights to inform major organizational decisions.
 - Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
 - Keeping informed about the organization, its issues, and its connection to the community through active participation.
 - Supporting activities within the annual fundraising strategy.
-

Job Description Communications Director

The Communication Director will oversee and produce high-quality content that engages the LGBTQ2S+ community and its allies. The main duties of this role will also include creating informative content, press releases, articles, and media opportunities to share Kemptonville Prides work in the community

Roles of the Communication Director include:

- Creating informative and interesting press releases, press kits, newsletters, and related marketing materials.
 - Developing and implementing effective communication strategies that share Kemptonville Pride's mission and progress.
 - Preparing detailed media activity reports.
 - Planning and managing the design, content, and production of all marketing materials.
 - Working with the Board and staff to generate new ideas and strategies.
 - Supervising projects to guarantee all content is publication ready.
 - Creating communication and marketing strategies for new events, and promotions.
 - Responding to communication-related issues in a timely manner.
 - Managing all social media/posts/requests.
 - Providing strategic leadership including but not limited to establishing the long-term direction and vision of the organization.
 - Monitoring and evaluating the implementation of strategic plans.
 - Providing business and personal insights to inform major organizational decisions.
 - Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
 - Keeping informed about the organization, its issues, and its connection to the community through active participation.
 - Supporting activities within the annual fundraising strategy.
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Job Description – Technology Director

The Technology Director will be responsible for technology you will be supporting the other members of the board with implementation of technical tools and solutions. The position is responsible for increasing the tech literacy of the organization through discovering new solutions and educating the Board members on how to apply them and how they can assist the organization.

Roles of the Technology Director include:

- Assisting the board by researching, suggesting, and implementing tech solutions to better the organization.
- Researching and calculating cost-benefit analysis on solutions that would assist the organization.
- Staying up to date on the tech industry and what trends exist in the industry that may enrich the organization.
- Increasing the technical literacy of the Board, in order for the organization to remain up to date and familiar with modern day technological methods and solutions across all aspects of the organization. This may include tasks such as:
 - administrative work (file sharing and version tracking)
 - marketing solutions
 - social media enhancements
 - communications enhancements
- Training board members and other Pride organization members on how to use applications and software i.e. walk throughs, tutorials, presentations, how-to guides
- Providing advice and recommendations to Board of Directors based on tech solutions available for a given objective.
- Providing strategic leadership including but not limited to establishing the long-term direction and vision.
- Monitoring and evaluating the implementation of strategic plans.
- Providing business and personal insights to inform major organizational decisions.
- Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
- Keeping informed about the organization, its issues, and its connection to the community through active participation.
- Supporting activities within the annual fundraising strategy.

Job Description – Youth Liaison Director

The Youth Liaison Director will act as the primary liaison between Kemptonville Pride, youth services, schools and colleges and a range of agencies and professionals working with young LGBTQ2S+ people. This position will establish and maintain relationships with youth in our area as well as supervise the activities of youth who volunteer with Kemptonville Pride.

Roles of the Youth Liaison Director include:

- Responsible for all outreach, with schools, colleges, universities, youth clubs.

- Acting as the primary liaison between Kemptonville Pride and other services and professionals in Kemptonville to support the well-being of young people.
- Engaging in community development activities to ensure young people's development and well-being needs are being met.
- Creating and supporting partnerships with local stakeholders that are effective and robust. Creating a link for local networks for LGBTQ2S+ youth.
- Manage the Kemptonville Pride youth volunteers which includes signing timesheets, encouraging participation in committees.
- Presenting issues and solutions to the Board of Directors that impact youth within the community.
- Provide strategic leadership including but not limited to establishing the long-term direction and vision
- Monitoring and evaluating the implementation of strategic plans.
- Providing business and personal insights to inform major organizational decisions.
- Acting as a positive and passionate ambassador for Kemptonville Pride Inc.
- Keeping informed about the organization, its issues, and its connection to the community through active participation.
- Supporting activities within the annual fundraising strategy.

Appendix C – Board of Directors Skills Matrix

This Board Skills Matrix of skills provides a guide as to the skills, knowledge, experience, personal attributes, and other criteria appropriate that Kemptonville Pride has or is looking to achieve in its Board of Directors membership.

This template is designed to capture the skills of the current Board, assist in the recruitment of future Directors if necessary and provide guidance for the Board in its succession planning.

Kemptonville Pride’s Board is a skills-based board comprising Directors who collectively have the skills, knowledge, and experience to effectively govern and direct Kemptonville Pride.

The skills and attributes required of each Director can be broadly categorised as follows:

- ✓ **Governance skills (that is, skills directly relevant to performing the Board’s key functions)**
- ✓ **Industry skills (that is, skills relevant to the non-profit, LGBTQ2S+ in which K.P predominantly operates)**
- ✓ **Personal attributes or qualities that are generally considered desirable to be an effective Director.**

In addition, the Board should encompass desirable diversity in aspects such as gender, age, or different perspectives relative to the skills and attributes noted above.

Use of Matrix

Prior to initiating a search for a new Board member, these areas of capability are reviewed considering Kemptonville Pride’s strategy. The collective capability of the current Board is assessed against requirements and the search then focuses on finding a Board member who will best complement the current mix of capability on the Board. The skill areas in this Matrix will be reviewed at least annually to ensure that they remain aligned with the Kemptonville Pride’s stage of development and strategic direction.

1. Governance Skills

Skill Area	Description	Importance of Skill (essential, desirable, able to rely on external advice)	Director Strengths							
			Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Chair
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies for the Company.									
Financial Oversight	Qualifications and experience in accounting and/or finance and the ability to:									

	<ul style="list-style-type: none"> • analyse key financial statements • critically assess financial viability and performance • contribute to strategic financial planning • oversee budgets and the efficient use of resources • oversee funding arrangements and accountability 									
<p>Risk and compliance oversight</p>	<p>Ability to identify key risks in a wide range of areas including on-line, legal, and regulatory compliance.</p>									

2. LGBTQ2S+ Non- Profit Leadership Skills

Skill Area	Description	Importance of Skill (essential, desirable, able to rely on external advice)	Director Strengths								
			Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Chair	
Communication Skills	The ability to communicate clearly and thoughtfully, Bilingual is an asset										
Understanding of mission/Vision	Familiarity with the LGBTQ2S+ community and LGBTQ2S+ human rights more generally										

Team Work	The ability to interact and work with a diverse group of stakeholders.									
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3. Personal Attributes

Attribute	Description
Integrity (Ethics)	<p>A commitment to:</p> <ul style="list-style-type: none"> ✓ understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development ✓ putting K. P's interests before any personal interests ✓ being transparent and declaring any activities or conduct that might be a potential conflict ✓ maintaining Board confidentiality

Influencer/Negotiator	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain broad stakeholder support for the Board’s decisions
Innovative/Creative	The ability to critically analyse complex and detailed information, readily understand key issues, and develop innovative approaches and solutions to problems
Leader	<p>Leadership skills including the ability to:</p> <ul style="list-style-type: none"> ✓ appropriately represent the organisation ✓ set appropriate Board culture ✓ make and take responsibility for decisions and actions

4. Diversity and non-skills-based criteria

Criteria	Description
Gender	Work to create gender sensitive and inclusive environment for Board members to be authentically themselves.

Invested interest as part of or as an ally to LGBTQ2S+ community	Where possible, diversity on the Board should be reflective of the LGBTQ2S+ community in North Grenville
Age	Some age diversity should be sought among directors to bring different generational perspectives to the Board's deliberations.

Appendix D – Online Survey & Electronic Survey

Service Provider Survey - Sample

Kemptonville Pride Inc. is conducting an Environmental Scan to identify gaps in existing services and to assess resource capacity already in place and currently supporting the LGBTQ2+ community in Kemptonville and surrounding areas. Our goal is to engage stakeholders, families and youth and allies who reflect the diversity of our LGBTQ2+ community at the local level.

Please respond to each question in 250 words or less. If there is more information you feel would be important to communicate with Kemptonville Pride Inc., please email KemptonvillePrideED@outlook.com

Name:

Position:

Organization (please include address):

Service Catchment area:

1. Do you have LGBTQ2+ specific programming? If so, please include link.
2. Respond to this question if the answer to question 1 was yes. How many individuals have accessed those services in the last 2 years?
3. Does your organization have a staff member trained in LGBTQ2+ topics specifically?
4. Does your organization have an equality and diversity policy/statement? If so, is it on display or publicized?

5. Where do you refer LGBTQ2+ community members to if you do not have the service capacity to meet their needs?

6. What needs, in your professional opinion, of the LGBTQ2+ community are not being met in our area?

Electronic Survey to LGBTQ2S+ Community

For a more detailed analysis of K.P’s online survey please click on link [KPonlinesurvey](#)

Kemptonville Pride Inc. conducted an Environmental Scan to identify gaps in existing services and to assess resource capacity already in place and currently supporting the LGBTQ2+ community in Kemptonville and surrounding areas. The goal was to engage and learn more about what it like living in North Grenville as a member of the LGBTQ2+ community.

1. How would you rate the availability of LGBTQ2+ resources in North Grenville out of 5?

41 Responses
2.59 Average Rating

2. How do you usually locate LGBTQ2+ resources?

School	1
Community Organization	1
Social Club	0
Friends	6
Online	33
Other	3

3. My close friends and family in North Grenville are accepting of LGBTQ2+ people

Slightly Agree	3
Moderately Agree	17
Strongly Agree	17
I don't know	1
Slightly Disagree	2
Moderately Disagree	1
Strongly Disagree	3

4. My local community, including my neighbors and people I interact with occasionally, are accepting of LGBTQ2+ people

Slightly Agree	6
Moderately Agree	19
Strongly Agree	2
I don't know	5
Slightly Disagree	7

Moderately Disagree	3
Strongly Disagree	2

5. The broader community in North Grenville (including public spaces and institutions like schools, doctor's offices, libraries) is accepting of LGBTQ2+ people

Slightly Agree	5
Moderately Agree	19
Strongly Agree	6
I don't know	5
Slightly Disagree	6
Moderately Disagree	1
Strongly Disagree	2

6. I feel safe living as an openly LGBTQ2+ person in North Grenville

Slightly Agree	3
Moderately Agree	12
Strongly Agree	5

Neutral	13
Slightly Disagree	4
Moderately Disagree	5
Strongly Disagree	0

7. Are there particular places in your community where you don't feel safe? If so, where?

21 Responses

Latest Responses

"Sometimes people will stare while my partner and I are walking together on the sidewalk while holding hands."

"Michael Barrett's Office"

8. How would you describe your gender identity? (or write your own description in the text box below)

Woman	19
Man	9
Transgender	6
Cisgender	2
Genderfluid	1

	Genderqueer	0
	Agender	0
	Two Spirit	1
	Non-Binary	6
9. How would you describe your sexuality?		
	Lesbian	8
	Gay	6
	Bi-Sexual	6
	Pansexual	12
	Asexual	2
	Straight/Heterosexual	5
	Fluid	2
	Two-Spirited	0
	Unsure/Questioning	3

10. How old are you?

43 Responses

16- 65 years of age

11. How many km's are you from the nearest town?

I live in town	16
Line within 30 km's of Kemptville	25
Further than 30 km's of Kemptville	3

12. How would you describe your current housing situation?

I am homeless	1
I generally have housing but it is unstable or I am in transition	1
I have stable housing and pay more than 30% of my income to housing	9
I have stable housing and pay less than 30% of my income to housing	10
I have stable housing	11
I have stable housing and do not pay for housing (youth, student living at home)	12

13. Are there other aspects of your identity or who you are that you'd like to share so we can understand where you're coming from? (ex. your occupation, if you're a parent, etc.)

28 Responses

14. What is your annual income?

33 Responses

\$25000 - \$150000

15. Have you ever been given misinformation or made to feel ashamed by a healthcare provider?

Never	19
A few times	19
Occasionally	4
Somewhat frequently	0
Frequently	2

16. Have you ever felt like you had to move out of the area to meet your needs or live a good life?

Never	15
A few times	8
Occasionally	9

Somewhat Frequently	2
Frequently	10

17. Have you ever felt unwelcome at a public event or in a public space because of your sexuality, gender, or appearance

Never	14
A few times	15
Occasionally	9
Somewhat Frequently	2
Frequently	4

18. Have you ever been harassed or bullied because of your sexuality, gender, or appearance

Never	11
A few times	18
Occasionally	8
Somewhat Frequently	4
Frequently	3

19. Have you ever been threatened with or experiencing physical violence because of your sexuality, gender, or appearance

Never	27
A few times	12
Occasionally	5
Somewhat Frequently	0
Frequently	0

20. Is there an experience you think should be added to this list, or that you've experienced and you want people to know about?

11 Responses

"Staring and leering is one I experience often when I'm out in public holding my partners hand"

21. Where do you connect with the local LGBTQ2+ community?

37 Responses

"I don't and I don't know where to do that. "

"Through friends"

22. How would you describe the LGBTQ2+ community where you live?

36 Responses

"Quiet and not publicly available. "

"Quiet except for the Pride events by Kemptonville Pride"

23. What local LGBTQ2+ resources would you like others to know about? (This could include services, social groups, people, affirming doctors or therapists, projects, events, history, online resources, etc.)

18 Responses

"I want people to know about the supportive groups we have in Kemptonville"

24. What new LGBTQ2+ resources would you like to see in our area? (What do you need in order to thrive?)

27 Responses

"Events to meet other LGBTQ2+ community members "

"A virtual chatroom where volunteers can be available to LGBTQ2+ people to anonymously connect with someone and ask questions and get some guidance "

25. Please add anything else you think we should know about your experience living in North Grenville as a member of the LGBTQ2+ community

12 Responses

"I worked for a local charity, and they didn't want to participate in Pride in Kemptonville because they were concerned about alienating homophobic donors"

Appendix E – S.W.O.T Analysis

The S.W.O.T analysis was completed at a one-day retreat with B.O.D as well as taking into account the results of our community survey results.

Strengths	Findings
What do we do well?	Advocacy/ Courageous in our support for the LGBTQ2S+ community. Creating an inclusive and welcoming community. Building a strong foundation for our organisation. Strong leadership in the community. Financial Management/no debt. Brainstorm new innovative ways to serve the LGBTQ2S+ community.
What resources can we draw on?	Support at the Municipal level. Support from local businesses. Support from our LGBTQ2S+ community members. Support from other rural Pride orgs.
What do others see as our strengths?	Strong committed B.O.D. We have the attention of our community/Strong platform. We are building a strong foundation for years to come. Local non-profits see a gap in service to the LGBTQ2S+ community members and see K.P as the agency that could address these gaps. We are the only organisation supporting the LGBTQ2S+ community in the area.

Weakness	Findings
What could we improve?	Increase our B.O.D capacity through training and recruitment. Diversifying funding sources. Increase our fundraising activities. Create a reserve covering at least 12 months cash flow. Create a more succinct and clear mission/vision. Begin to have our financial audited beyond the B.O.D/ E.D. Education in the community. Become more proactive rather than reactive.
Where do we have fewer resources than others?	Less staff capacity. Less financial resources. No physical space.

<p>What are others likely to see as our weaknesses?</p>	<p>No physical space to gather. Lack of presence on social media. Lack of presence in the community. i.e., community events. Lack of capacity.</p>
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<p>Opportunities</p>	<p>Findings</p>
<p>What opportunities are open to us?</p>	<p>Availability of municipal/federal funding. Amalgamating with Rainbow Union Dundas and Grenville. Working/merging with other rural pride orgs in surrounding areas. Possibility of teaming up with other non- profits to share space. Strong local business support. Meet the unmet needs of the LGBTQ2S+ in our community.</p>
<p>What trends could we take advantage of?</p>	<p>Funding available for new innovative programming for LGBTQ2S+ folks Community focus on inclusivity and diversity. Using research being done by advocacy agencies in Canada to inform our programming. Online meetings, events increase. E-commerce and online stores. The convergence of for profit and non-profit agencies.</p>
<p>How can we turn our strengths into opportunities?</p>	<p>Apply for funding for a grant writer to help access different streams of funding from diverse sources. Encourage our B.O.D to be in the community working on establishing Kemptville Pride as a leader in the areas of inclusivity and diversity. Establish best practices based on relevant research and findings. Increase online presence, creating safe places for LGBTQ2S+ community members to meet/support. Begin to think creatively about forming new partnerships and relationships that can drive greater impact for our LGBTQ2S+ folks and create sustainable improvements within our organisation, as well as the community. Create an online store and start selling branded merchandise such as t-shirts, caps, and hoodies to augment our revenue.</p>

Threats	Findings
<p>What threats could harm us?</p>	<p>No renewable funding. Loss of current staff due to lack of finances. Lack of liability insurance in case of being sued. No technology back up. Lack of donor support. Another Covid wave/shutdowns. B.O.D departures.</p>
<p>What is our competition doing? (Other rural Pride Orgs.)</p>	<p>Searching for new streams of funding. Increasing donor base. Increasing online presence. Increasing in person social gatherings (covid protocols in place) Advocacy on key issues. Partnering with other for profit and non-profits to increase finding and presence.</p>
<p>What threats do your weaknesses expose us to?</p>	<p>Lack of funding means no staff, programming. Not having a clear mission/vision could lead to focusing on the wrong priorities. Complete reliance on volunteers, leaves us vulnerable. Not having a clear plan could decrease public faith in Kemptonville Pride's ability to be advocates. Not having a physical space to work out of can make it more difficult for members of the LGBTQ2S+ community to reach out for assistance.</p>

