



Waterloo Region's
Rainbow Community Space

2024 - 2027 STRATEGIC PLAN

**“Knowing there’s a safe place where you can
be who you are makes all the difference.”**

Contents

We're pleased to share our new **Strategic Plan for 2023-2027**. This plan builds on the progress we made in **2021-2023**. Its development was informed by a variety of work, including: an environmental scan of similar organizations across the country, feedback from our program participants and volunteers, feedback from part-time and full-time employees, our community engagement project with members of Black, Indigenous, and racialized communities, our community engagement project with people living at the intersection of queerness and neurodiversity, and a survey of our Board members.

As you'll see, we have three new **Strategic Priorities: Sustainability and Stability, Accessibility and Inclusion in Programs and Personnel, and Community and Advocacy**. Each priority has between one and four goals, each with KPIs which the Executive Director will report on to the Board of Directors regularly. We also look forward to periodically sharing our progress with the community.

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Land Acknowledgement

Spectrum acknowledges the truth that we are situated on the Haldimand Tract, which is the land of Haudenosaunee and Mississauga Anishinaabe nations, and the traditional territory of the Chinonton Peoples, a people entirely eliminated by the colonisation of this land.

The land on which we meet, live, love, and work is land that was originally shared with open arms by the Indigenous peoples who have always called this place home with the settlers of this region. We recognise that our presence here has disrupted thousands of years of culture and belonging. The very land upon which the Spectrum space exists is at the edge of a great wetland that served as a hunting ground and overwintering space, and is no more than a short distance from villages, feast and ceremony grounds, and settlements.

We also acknowledge that the Indigenous Peoples of this land recognise Two-Spirit as a sacred way of being, an individual who carries in them the medicines and teaching of many genders and sexualities. We recognise that this traditional regard for Two-Spirit peoples has set them apart in their knowledge but also that they have been always regarded as important, respected, and fully accepted members of their communities. We recognise that the histories and teachings of Two Spirit peoples have always influenced and added to Indigenous ways of knowing.

This territorial acknowledgement alone cannot accomplish justice and we are committed to working towards reconciliation and ensuring that our programs, services, and practices are culturally relevant and accessible to Indigenous peoples in our community.

This territorial acknowledgment was drafted in consultation with a paid Indigenous Two Spirit consultant, Terre Chartrand.

Moving Spectrum Forward

and planning for a sustainable future

With this strategic plan, we focus on goals that will continue to stabilize our organization and ensure Spectrum is prepared to withstand anything the next four years may bring our way.

Spectrum has seen tremendous growth over the past five years. With increased funds and staff, that growth has been stable and well planned. We have transformed and adapted to the changed culture after the COVID-19 pandemic. We were extremely fortunate to have dedicated volunteers, supporters, partners, and donors to help us through those challenging years, and are excited to consider what comes next.

As each year passes, we look at where we are and celebrate the successes. We're a community leader, a resource, and are looked at to lead by many in the community. Along with this success comes the responsibility to constantly reevaluate our role and to be mindful not to stagnate, but to be willing to evolve in a world that is constantly and quickly changing.

Our growth needs to be supported and sustained, not only financially but through policy, collaboration and community.

We have set ambitious goals that we understand may be out of reach, or that we may not meet in the way we currently imagine. But with the support of our community, a strong leadership team, and a skilled Board of Directors, we are excited to continue on our mission of supporting, affirming, and serving 2SLGBTQIA+ individuals in Waterloo Region.



Tom Connelly, President

Mission, Purpose, Vision & Values

Values
Accountability & Transparency
Advocacy
Collaboration
Diversity, Equity, & Inclusion
Service & Volunteerism
Well-being

MISSION

SPECTRUM is an organization that serves, affirms, and supports the well-being of 2SLGBTQ+ individuals in Waterloo Region and the broader community through peer support, community partnerships, education and training, resources, and events.

VISION

An inclusive community where all 2SLGBTQ+ individuals are welcomed, celebrated, and supported as their authentic selves.

PURPOSE

To establish, maintain and operate a facility for the 2SLGBTQ+/Rainbow community that is inclusive to the general public.

To educate the general public in issues and better understanding of the 2SLGBTQ+/Rainbow community with a specific focus on positive level of engagement and relationships in the community.

To develop training and education programs for the 2SLGBTQ+/Rainbow community.

To liaise with other charitable, non-profit community and government agencies and organizations in developing training and educational programs for people in the community.

Our Priorities

For 2024-2027



Sustainability and Stability



**Accessibility and Inclusion in
Programs and Personnel**



Community and Advocacy



Sustainability and Stability

Spectrum is committed to becoming a more stable and sustainable organization. We will work to become an equitable employer of choice through fundraising and fund development, community collaboration, and partnerships. Being an equitable employer will give us the capacity to better meet the needs of 2SLGBTQIA+ people in Waterloo Region. Spectrum will continue to work towards an inclusive community where all 2SLGBTQIA+ individuals are welcomed, celebrated, and supported as their authentic selves.



Spectrum Will:

-  **Evaluate and stabilize Spectrum staff needs and capacity**
-  **Complete comprehensive risk management training and policy development**
-  **Review and revise financial policies and procedures**
-  **Increase, stabilize, and optimize revenues**

Accessibility and Inclusion in Programs and Personnel

Spectrum is committed to continuing our journey to becoming a more inclusive, equitable, and accessible organization that is welcoming and relevant to members of all 2SLGBTQIA+ communities. We will create programs and recruit personnel using an anti-oppressive and intersectional framework. We will prioritize accessibility, inclusivity, equity, and well-being – celebrating and affirming our diverse community.

Spectrum Will:

-  **Evaluate and take actions to improve the accessibility of Spectrum's physical space**
-  **Prioritize equitable and sustainable diversity in leadership**
-  **Evaluate and expand SPECTRUM's programs and services**
-  **Continue to develop and implement diverse training and learning opportunities for personnel**

Community and Advocacy

Spectrum is committed to continuing to build and maintain strong relationships and partnerships that increase capacity to serve 2SLGBTQIA+ people in Waterloo Region. Spectrum acknowledges the importance of public policy dialogue and development activities, where reasonable, to advocate for 2SLGBTQIA+ people having healthy and vibrant communities where they feel a sense of belonging.

Spectrum Will:



Review and articulate Spectrum's role and limitations as an advocate for Waterloo Region's 2SLGBTQIA+ communities



Build and maintain meaningful relationships with Waterloo Region's municipalities, social services, public sector officials, and community organizations



Strengthen Spectrum's brand and reputation as a centre of excellence for 2SLGBTQIA+ communities

Monitoring and Reporting

Spectrum's Board of Directors will develop a reporting and measurement template to track and report on our progress towards our goals. We will measure results with quantitative and qualitative data, as well as with financial and statistical information about our programs, services, membership, and leadership. Spectrum will report on the progress of our strategic plan commitments through our annual reports, website, and Annual General Meeting.

