

# PTS STRATEGIC PLAN

2010-2012

## INTRODUCTION

February 2010

In the past year, PTS volunteers, the Board of Directors, and the Executive Director have all worked diligently to meet the needs of our community while addressing agency changes. We proudly celebrated our 25<sup>th</sup> anniversary with the launch of a new logo and brand position for the agency.

While PTS has been evolving as an agency, so too has the GLBTQ landscape in Ottawa. There are more organizations serving our ever-changing and vibrant community. As PTS continues to reflect and thus to find a renewed and unique purpose, we need to ensure our services remain relevant to the people we serve. This goal inspires our journey in the strategic planning process, engaging our community in defining and positioning PTS.

Through a community-wide consultation commencing in the beginning of March 2010, we successfully engaged with our primary stakeholder groups. We will be able, with their feedback and guidance, to develop a three-year strategic plan, with a focus on capacity building, community engagement, and increased development of services.

A further intention of this planning process is to explore our existing mission, vision, and values. With direction from stakeholders, we will develop these reinvigorated guiding principles in tandem with our new strategic plan and priorities.

This planning process identifies many new and exciting opportunities for PTS, but it also identifies our current limitations. Our community is vast in its diversity, with needs that surpass the capacity of any one agency. Many respondents indicated a need for PTS to focus its efforts on providing up-to-date resources and community information, providing a high quality meeting space for community groups, and championing the well-being of all queer people. The most frequently cited needs emphasized supporting the transgender and transsexual people, the seniors, and the youth in our community

It is within this context PTS seeks to continue providing the essential services that our community has come to expect from this agency, and to add to those, new services to continue meeting community needs and priorities. Within the next three years, we will work toward our vision of empowering our vibrant and diverse community.

Thus, with great pride and pleasure that the PTS Board of Directors presents you with this document outlining a re-defined and re-positioned PTS.

## OUR MISSION

As a centre for the celebration of sexual orientation and gender diversity, PTS serves a vibrant and diverse community through support, education and advocacy services. We strive in our work to empower all Queer people in greater Ottawa, and to encourage their well-being and prosperity.

Or

As a centre for Ottawa's Queer community, PTS serves a vibrant and diverse population through support, education and advocacy services. We strive in our work to empower all Queer people in greater Ottawa, and to encourage their well-being and prosperity.

## OUR VISION

We are a champion for social change and social justice, embracing our community's past while working towards a bright future for all. Through our commitment to community development and celebrating diversity, PTS

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provides meaningful support services, actively educates in the greater Ottawa area about Queer issues, and advocates for fair and equal rights for everyone.

## PTS IN THREE YEARS

In three years PTS envisions being the community leader by working towards the following goals:

- We will expand our volunteer capacity of dedicated persons, active in PTS and working within the agency to deliver the services needed in our community.
- To increase our capacity to serve the community, we will increase our operating revenue stream to be doubled, with a third of the revenue composed of donations and corporate sponsorships. This increase will ensure the highest caliber of services delivered to PTS clients and the community-at-large.
- PTS needs dedicated, steady hands at the helm; with that in mind, we will work towards employing additional staff to address the needs of volunteer and program management, event and fundraising coordination, and in-house community counseling. With additional staff dedicated to delivering PTS services and administering agency resources, time, and effort, PTS will be able to extend its energy into the community and address the priorities the community has set forth.
- Education is a vital part of the work PTS does. As such, we will solidify PTS's reputation as the recognized centre for accessing Queer resources and community information, and enhance our own capacities in being that centre.
- Advocacy plays a pivotal role in our community's growth, history, and development. PTS will establish itself as a pre-eminent commentator on Queer issues in public life, the media, and the community.

## OUR VALUES

### **We strive to create and maintain a positive and empowering atmosphere**

The nature of what we do is inherently supportive of people; the space we create as a community at PTS is one where both communication and action bear in mind the need for a strong and cooperative spirit. By helping to empower people through their unique strengths and by promoting a positive attitude, we hope to help each and every person coming through our doors along their personal journey.

### **We aim to provide services that are inclusive, and to be an approachable source for support**

Our feelings about serving clients is that everyone who comes to us for help deserves to get that help. Through our training, our open minds, and our diverse group of staff and volunteers, we provide support to all who come to us, regardless of who they are or where they're from.

### **We recognize and support persons striving to overcome intersections of oppression**

All people are multi-faceted, and many suffer oppression from several angles. We at PTS seek to challenge the causes of oppression and helping people in their struggles with these disparities. We root our services in the idea of strength through diversity. Whatever the intersections of oppression – the crossing of multiple factors causing people's marginalization – we strive to remedy the causes and serve the people affected.

### **We support people's desires to educate themselves and others**

Knowledge is power, and we support people's desire to empower themselves; as well, we encourage and support them in sharing what they've learned to help others.

### **We exemplify a judgment-free zone at PTS**

We acknowledge that personal judgment is a part of the human condition; we provide a community space where that judgment will not affect the way people are treated, looked-upon, or served. We support people in keeping their personal judgment personal.

### **We are sex-positive, and support all people in exploring and expressing their sexualities**

Sexuality is another part of the human condition, and we support all people who strive to find healthy, pleasurable outlets for their sexuality. We actively promote safer sexuality and being informed to make choices,

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and we encourage any person uncertain about any facet of sex and sexuality to ask questions and seek answers.

## OUR ORIGINS

In January of 1984, the Gays of Ottawa (GO), an organization working towards equal rights and fair treatment for Ottawa's gay and lesbian community, had reached a pivotal point. GO's primary focus had become political activism, advocacy and action; its charitable activities, serving the community it represented, had taken a secondary role. Thus, the directors of GO established an organization with charitable goals, intended to serve the community as a service provider: PTS.

The social conditions of 1984 in the greater Ottawa area were such that identifying as gay or lesbian was a social taboo—and significantly further marginalizing to identify as bisexual, transsexual, transgender, two-spirit or queer. There was an evident need for a safe space where the community could find opportunities to network, access resources and connect with supports.

In March 1984, PTS was granted status as a registered charity under the Income Tax Act, the first organization openly serving gays and lesbians to be granted that status in Canada. This allowed PTS to collect funds as a recognized charitable organization, providing much-needed resources, support lines and discussion groups for the gay and lesbian community.

When PTS first began, it focused mainly on issues related to homosexuality; its services included providing the community with information about counseling as well as sponsoring and conducting research. In the time since, PTS has expanded to working with people who identify anywhere along the spectra of gender identity, gender expression or sexual orientation, advocating for their needs and aiming to bring together the Queer community to celebrate its own diversity.

## SUMMARY OF

# STRATEGIC PRIORITIES

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1

Establish PTS as the centre in Ottawa for queer resources and community information

By pairing new technology with excellent programming, PTS will establish itself as the nexus for Ottawa's Queer community. Through social networking sites (facebook, twitter, etc.) and diverse online resources, PTS will ensure information about its services is easily accessed by all people interested in them.

It will also undertake a dual effort to create a Queer-friendly Ottawa: first, PTS will develop a fresh directory of resources, ensuring that any organization or group listed in the directory is knowledgeable, culturally competent, inclusive, and sensitive to Queer issues. The second aspect of this effort will be educational workshops given to those businesses interested in being included, but as yet not fitting some criteria for the directory.

2

Strengthen PTS corporate profile through visibility initiatives, community engagement and increased participation in community events

PTS recognizes the importance of working with community partners. As such, PTS will ensure representation on community networks, info fairs, and events both in the Queer community and in the larger Ottawa community where the interests of GLBTTQ people need to be represented.

Moreover, we will pursue a closer relationship with fellow service providers (in an ex-officio, advisory capacity), and with political representatives in a position to boost the community's status.

In tandem with these initiatives, PTS will endeavour to participate through partnership in delivering events to our community. We will boost the visibility both of the agency and of the community through a mixture of new media (online presence), conventional publicity (flags/signs), and tried-and-true grassroots initiatives.

**3** Capacity building through improved volunteer engagement, retention and appreciation

PTS will enhance its volunteer core while keeping the entire volunteer body active and growing. By recognizing the need for engagement and appreciation to volunteers, and committing to an effective and meaningful volunteer appreciation initiative, PTS aims to be recognized as a leader in volunteer satisfaction and retention by bodies like Volunteer Ottawa.

**4** Improve the quality of space at PTS and the quality of our existing programs

PTS seeks constantly to improve the level of services it delivers to the Queer community. As a part of this, PTS will improve the quality of meeting rooms and casual areas, either through leasehold improvements, or through acquiring a more suitable space. With the improvement in space will come enhancements in computer technology and internet access, both for clients and for volunteers.

Hand in hand with higher-quality resources, PTS will increase the frequency of meetings for existing programs, as well as the quality of programming; for the Dr. Kelly McGinnis library, PTS aims to extend its operating hours, and to acquire a higher quality of books and electronic resources for the library.

**5** Diversify revenue streams earmarked for general (core) funds

For PTS to increase its service delivery capacity and become a leader and centre for the community, it needs to revitalize and diversify its revenue strategies. It will do this by pursuing corporate sponsorship to help defray program costs and increase core revenue, while at the same time implementing a value-added membership program to encourage greater involvement and engagement from the community with PTS.

In addition to this internal development, PTS will partner with other service providers in select fundraising events/campaigns.

Finally, the PTS Resource Directory will provide a service for businesses and community groups interested in increasing their visibility.

## STRATEGIC PRIORITY#1

Establish PTS as the centre in Ottawa for queer resources and community information

Timeline	Actions
Jun2011	-improve online presence with a new website and integrated social networking tools (facebook, twitter, blogs, etc..)
Aug2011	-relaunch an online calendar to promote PTS events/meetings and events/meetings of community groups
Sep2011-ongoing	-re-develop the online resource directory (take an active role to ensure businesses and groups listed in directory provide knowledgeable, culturally competent, inclusive and

sensitive services – if not, offer educational workshops)

## STRATEGIC PRIORITY#2

Strengthen PTS corporate profile through visibility initiatives, community engagement and increased participation in community events

Timeline	Actions
ongoing	-establish a volunteer group to ensure PTS is present at community network meetings, community events/info fairs and has ex-officio seats with a number of other community agencies
Sep2011	-develop an integrated awareness campaign using traditional advertising mediums, viral marketing and grassroots initiatives (parliament kiss-in, flash mob, etc...)
Aug2011	-establish street level visibility with flags and/or signs
ongoing	-increase participation in delivering partnered community events, solicit partnerships to deliver PTS specific events
ongoing	-develop relationships with politicians through a political action initiative
ongoing	-strategically represent PTS at meetings and events/info fairs for the Ottawa community at large

## STRATEGIC PRIORITY#3

Capacity building through improved volunteer engagement, retention and appreciation

Timeline	Actions
Jun2010	-develop the infrastructure needed to support a large volunteer corps (200-250 active volunteers)
Jul2010	-implement a volunteer appreciation program to include regular social opportunities for volunteer mingling, a formal volunteer appreciation party and volunteer of the month
Dec2012	-increase overall number of volunteers involved in outreach, education and advocacy positions by 100 -increase the number of volunteers involved in support programming by 50
Dec2012	-become recognized as a leader in volunteer satisfaction by Volunteer Ottawa and other similar bodies

## STRATEGIC PRIORITY#4

Improve the quality of space at PTS and the quality of our existing programs

Timeline	Actions
Apr2010	-Hire a cleaning service to maintain PTS space
Oct2011	-improve quality of computer technology and access to internet for clients and volunteers
ongoing	-improve quality of meeting/lounge space through leasehold improvements and/or find a more suitable space
Sep2011	-increase frequency of meetings for existing programs, operating hours for the library
ongoing	-improve quality of programming for meetings and quality of books in library

## STRATEGIC PRIORITY#5

Diversify revenue streams earmarked for general (core) funds

Timeline	Actions
Sep2010	-pursue corporate sponsorships -establish a corporate sponsorship package
ongoing	-implement a highly valued membership program

	-contact community businesses for involvement in adding value to PTS membership (i.e., PTS members receive a discount for product/service purchase)
Sep2011	-pursue a fee for service (educational workshop series) -establish a rate chart
Sep2010-Dec2012	-pursue a fee for service (business resource directory)
ongoing	-participate in partnership fundraising events