

GROWING OUR ROOTS:

LAYING THE GROUNDWORK FOR 2SLGBTQI+ ORGANIZATIONS TO THRIVE



**The Enchanté Network
Strategic Plan – 2022-2025**



THE
Enchanté
NETWORK

LE
RÉSEAU
Enchanté

Land Acknowledgement



Throughout Canada, there is unceded and unsurrendered land that still hosts many different Indigenous nations and communities. We would like to acknowledge that our network includes member organizations that are located on the ancestral lands of many Indigenous nations and peoples.

The Enchanté Network's office is located on Treaty 6 territory, a gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway, Saulteaux, Anishinaabe, Inuit, and many others. Our Executive Director is based in unceded and unsurrendered Algonquin territory.

Our network is committed to creating space and amplifying 2 Spirit and Indigiqueer communities. This includes Indigenous, First Nation, Métis, and Inuit organizations, communities, and leaders. The Enchanté Network recognizes that colonization is still an active practice in Canada and around the world. We recognize how individually and systemically we participate and benefit from colonization. Acknowledgement is where we start, and to continue doing the work we must listen, amplify, and activate the calls to justice for Indigenous communities.



Tyler Boyce



Rachel Loewen Walker

Dear members, partners, and friends;

As recently as two years ago, it was difficult to locate 2SLGBTQI+ organizations outside of Canada's largest cities. This was not because they did not exist, but because there were few avenues connecting urban, rural, and remote 2SLGBTQI+ organizations on a national scale.

In 2018, a group of 2SLGBTQI+ leaders from every province and territory across Canada came together in Saskatoon, where they shared strengths and innovations, but also experiences of isolation and gaps in resources. This initial convening sparked further consultations with 2SLGBTQI+ communities throughout the country with an eye for community practices, intersectionality, and decolonization.

Building on the tradition of 2SLGBTQI+ communities providing essential frontline services in their local regions, the Enchanté Network was officially incorporated in 2020 with the mission of connecting and supporting 2SLGBTQI+ organizations on a national scale through knowledge sharing, collaboration, and capacity building.

This strategic plan is a roadmap that provides the flexibility for our network to respond to the evolving needs of 2SLGBTQI+ organizations. Our vision is to foster a uniquely queer and trans national ecosystem that is sustainable, vibrant, intersectional, Indigenized, and culturally competent in order to allow 2SLGBTQI+ communities to thrive.

In solidarity,

Tyler Boyce, Executive Director

Rachel Loewen Walker, Chair of the Board of Directors

Our Strategic Directions

1

**BUILDING CAPACITY IN
2SLGBTQI+ ORGANIZATIONS**

2

**STRENGTHENING
THE NETWORK**

3

**ADVOCATING FOR, AND
ALONGSIDE, OUR MEMBERS**

4

**INVESTING IN OUR TEAM
AND OUR ORGANIZATION**

About Us

The Enchanté Network is the largest network of 2SLGBTQI+ organizations in Canada, and our members span across every province and territory. Our members include 2 Spirit societies, pride centres, HIV/AIDS organizations, trans collectives, and countless other essential, frontline organizations.

Connecting:

We reduce silos by convening our members for discussions on key issues, opportunities to network, and to share best practices.

Supporting:

We support our members so they can grow their organizational capacity in order to better serve 2SLGBTQI+ communities.

Advocating:

We engage with funders, governments, and stakeholders to advocate for the resources, public policies, and legislation changes that our members need to serve their communities.



Why the Enchanté Network Was Created

When a lack of connection and collaboration across regions was limiting the sustainability and impact of 2SLGBTQI+ organizations, the vision for the Enchanté Network emerged as the collective response. The Enchanté Network was created to connect, support, and sustain a national ecosystem of thriving 2SLGBTQI+ organizations from coast to coast to coast.

2SLGBTQI+ organizations are often volunteer-led and chronically underfunded. Historically, these organizations have lacked the national infrastructure required to support and strengthen their frontline work. With the creation of the Enchanté Network, our members have gained a national champion advocating for the public policies that will ensure that their frontline work is resourced, innovative, and sustainable.

Since our founding AGM in 2020, just shy of 200 members have joined the Enchanté Network. It's clear that the days of working in silos are over and that 2SLGBTQI+ organizations are actively seeking ways to connect with one another and access the tailored supports that drive lasting impact.

2SLGBTQI+ organizations are not just here to stay, but are here to thrive. And we are just getting started!

A stylized illustration of a large, leafy green tree with a thick, dark blue trunk. A person with red hair, wearing a blue shirt and yellow pants, is swinging on a swing set that hangs from a branch of the tree. The background is white.

Our Strategic Plan Development Process

Being a member-driven organization is at the core of all our work, including this strategic plan.

This plan was developed through rigorous consultation with our members, partner organizations, and key stakeholders. Beginning in mid 2020, we met with our members to better understand their perspectives and learn what they hope to see from the network in the years to come. From May to June 2021, members were invited to participate in one-on-one conversations with our strategic planning consultant, and we reached out to key member organizations to ensure that our strategic plan was reflective of the diversity of needs and recommendations of our membership. We reviewed key documents, including reports from consultations with Black, Indigenous and People of Colour (BIPOC) communities, people with lived experience of sex work, and trans and gender diverse communities, as well as external reports such as the Final Report of the Truth and Reconciliation Commission and the 2SLGBTQQIA+ Sub-Working Group MMIWG2SLGBTQQIA+ National Action Plan Final Report. Alongside a working group of board members, we synthesized what we heard to create a strategic plan reflective of our members' needs and priorities.

Where We Want to be in Three Years

Our network has bold dreams for the future. 2SLGBTQI+ organizations have long struggled to access the support and resources they need to serve their communities. We know that our members are under-resourced, want more opportunities to connect with one another, and deserve access to more capacity building supports.

Our work is urgent. When 2SLGBTQI+ people have nowhere to turn, they know that 2SLGBTQI+ organizations will be there for them.



We are committed to responding to the needs of our members with the same urgency with which they respond to the needs in their communities.



Over the next three years, we will focus on connecting and supporting our network of 2SLGBTQI+ organizations, with an eye for sustainable longevity. We will primarily do this by focusing on capacity building, networking, and strategic advocacy initiatives. Through our programs and services, our member organizations will have tools and knowledge to better support their communities. Through our network, members will be more able than ever to connect, learn, and share with one another, while building strong and reciprocal relationships. Through our advocacy, we will advance policy solutions to the most pressing issues facing our members and 2SLGBTQI+ communities.

Our vision for the future is grounded in a commitment to our members, in recognition of the integral services they provide. We are guided by their voices, needs, and priorities. By supporting our members, and grounding ourselves in their needs, we will support them to better serve their communities in the ways that work best for their own regional realities.

Back to our Community's Roots:

Our Commitment to Anti-Racism, Anti-Oppression, and Decolonization

2SLGBTQI+ organizations emerged out of radical movements resisting state-sponsored discrimination and pervasive violence against our communities.



These early moments of courage and vision were spearheaded by Black and Latinx trans women. The realities of our communities are fundamentally shaped by homophobia and transphobia, and are interconnected with systemic racism, colonialism, ableism, sexism, and other forms of oppression. The histories of our movements have shaped the current context of 2SLGBTQI+ community organizations, but our sector has not always stayed true to its roots. We are committed to responding to the needs of our members through an intentional and intersectional approach.

As the Enchanté Network moves forward, we are committed to building the capacity of both our team and our members to work with a deep commitment to anti-oppression, anti-racism and decoloniality. While the Enchanté Network will weave anti-oppression, anti-racism, and decoloniality into every aspect of our work, some of our specific commitments include:

- **Centering Those Most Impacted by Oppression:** Centering our members and communities experiencing compounding oppressions through a focus on QTBIPOC (queer and trans Black, Indigenous and People of Colour), northern, Indigenous, rural, remote, trans and gender diverse, and minority francophone organizations within our programs and advocacy.
- **Advancing Intersectional Advocacy and Solidarity Work:** Uplifting calls to action and justice from within and beyond our membership, including but not limited to calls for action and justice on police brutality and sex work decriminalization. As a network, we have a responsibility to work in solidarity within and beyond our membership to advance justice.
- **Creating Community through Member Engagement:** We will ground our work in a commitment to consistently engage and support our members who experience compounding oppressions. By actively ensuring that diverse voices are listened to and amplified, we can best respond to their needs. We will build an inclusive community of 2SLGBTQI+ community organizations that cultivates community, creativity, knowledge exchange, and relationship building.
- **Indigenization:** Recognizing that Indigenization is a core value of the Enchanté Network, we will strive to embed Indigenous ways of knowing into our organizational structure through centering and amplifying 2 Spirit and Indigiqueer communities. Further, we will advance the recommendations of the MMIWG 2SLGBTQQIA Calls to Action, including the Calls to Action that are relevant to our role as a national network of 2SLGBTQI+ organizations.
- **Building our Anti-Racist and Anti-Opressive Capacities:** We will strengthen anti-racist and anti-oppressive practices and approaches across all aspects of our work, including our programs, networking, and advocacy. This will include reviewing and refining our commitment to accessibility. Moreover, we will offer initiatives to help our members build their capacity on anti-racism, anti-oppression, and Indigenization in their organizations and communities.



Strategic Direction #1:

Building Capacity in 2SLGBTQI+ Organizations

WHY THIS IS A PRIORITY:

2SLGBTQI+ organizations have persisted and innovated through decades of underfunding, despite facing significant needs from their local communities. Through it all, 2SLGBTQI+ organizations have provided essential services that protect and promote the human rights of 2SLGBTQI+ communities. However, without sustainable and long term funding, many of our members have lacked the resources and opportunities to build their organizational capacity in core areas like fiscal management, leadership training, anti-oppression, and healthy governance.

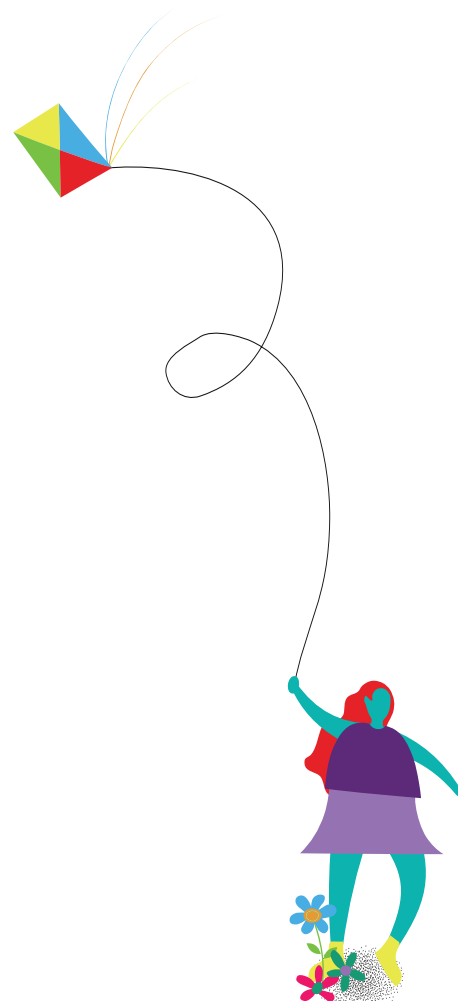
By helping our members build their capacity, we are setting organizations up for success, longevity, and empowering our membership to meet the diverse needs of the communities they serve.

Building capacity within our network rests at the very core of our mandate and purpose.



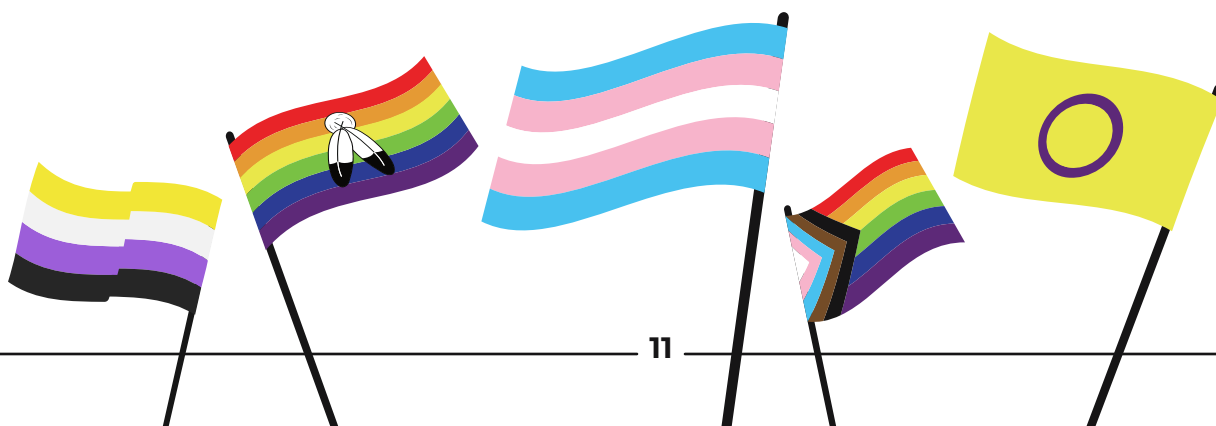
WHAT WILL WE DO NEXT?

1. **Building Core Capacities:** Through offering capacity building initiatives in key areas, including fundraising, financial management, human resources, and governance, the Enchanté Network will support our members in their efforts to build organizational sustainability and thrive as healthy and responsive 2SLGBTQI+ community organizations.
2. **Supporting Anti-Racism, Anti-Oppression, and Decolonization in our Member Organizations:** We will develop supports to help our members strengthen their commitment to anti-racism, anti-oppression, and decolonization. 2SLGBTQI+ organizations must do more to support community members impacted by colonialism, anti-Black racism, and other forms of oppression. By strengthening our members' capacity in these areas, our members will be better equipped to serve 2SLGBTQI+ communities in all their diversity.
3. **Investing in Executive Leadership:** The network will create and implement training programs for executive directors and senior leaders within 2SLGBTQI+ community organizations. Will will focus on senior leaders' ability to build core operational competencies, such as fiscal management, staff management, governance, and conflict management.



WHAT WE HOPE TO ACHIEVE:

Through delivering capacity building programs, we hope to establish a clear baseline of core operational competence across our member organizations. We will enable our members to deepen their capacity and competence within key areas based on their unique organizational context and the needs of the communities they serve. By building their capacity and sustainability, the Enchanté Network will help our members to better serve 2SLGBTQI+ communities from coast to coast to coast.



Strategic Direction #2:

Strengthening the Network



WHY THIS IS A PRIORITY:

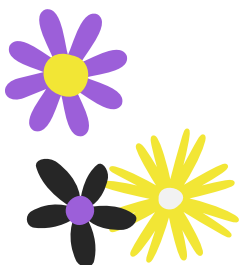
2SLGBTQI+ community organizations have long worked in isolation while responding to their local community needs without support from a national network. By enabling our members to foster stronger relationships, 2SLGBTQI+ organizations can now learn from the successes and challenges faced by their peers. Through the network, members can share best practices, support one another through tumultuous times, and leverage their respective expertise towards our collective success.

WHAT WILL WE DO NEXT?

1. **Deepening Relationships Within the Network:** Over the next three years, we will create targeted networking opportunities for organizations of similar sizes, mandates, and scopes. We will connect similar organizations such as 2SLGBTQI+ service providers serving rural, QTBIPOC, Indigenous, and trans communities. By strengthening relationships and creating more opportunities for our members to connect with each other, we will create a more collaborative and supportive network.
2. **Building our Membership Strategy:** We will continue to invest in our membership engagement strategy to intentionally and strategically grow our membership while streamlining and refining our membership processes. Recognizing the unique needs of rural, remote, northern, and QTBIPOC organizations, we will undertake targeted relationship building and outreach to bring more under-represented organizations into our network.
3. **Supporting QTBIPOC Service Providers Within the Network:** Given the impact of systemic oppression, white supremacy, and colonialism, and recognizing that BIPOC service providers face particular barriers within 2SLGBTQI+ community organizations, the Enchanté Network will implement circles of support and other initiatives to provide opportunities for QTBIPOC service providers to connect, learn, and support one another.
4. **Investing in a Trauma-Informed Network:** Recognizing that some 2SLGBTQI+ community organizations have caused harm to people in our communities, the Enchanté Network will embed a trauma-informed approach within our network, alongside offering capacity building supports in conflict management and inclusive facilitation. Fostering trauma-informed spaces is integral to building trusting and healthy relationships with the full diversity of our membership.

WHAT WE HOPE TO ACHIEVE:

By investing in our network, we will strengthen relationships between and across 2SLGBTQI+ community organizations, enabling greater access to relevant expertise; opportunities to learn about the success, struggles and lessons of other organizations; and increased collaboration across the 2SLGBTQI+ services sector.



Strategic Direction #3:

Advocating for, and Alongside, our Members

Organizations providing frontline services to 2SLGBTQI+ communities deserve strong, relevant legislation and public policy that foster the conditions required to sustainably deliver life changing, frontline services.

WHY IS THIS A PRIORITY?

In order to implement strong, relevant legislation and robust public policies, our members need the infrastructure to amplify 2SLGBTQI+ needs and priorities on a national stage. By amplifying and championing our member organizations, our network will advance bold public policy solutions to pressing issues and promote the conditions required for 2SLGBTQI+ organizations and the communities they serve to thrive.

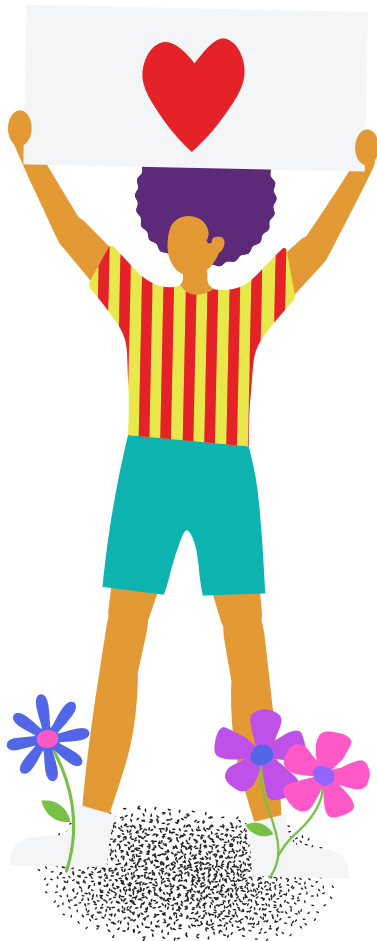
We do not speak for 2SLGBTQI+ communities, because no single organization ever can. Rather, we strive to ground our advocacy and government relations efforts in the needs of our members, and the urgency we hear from them as they respond to the multiple crises impacting 2SLGBTQI+ communities from coast to coast to coast.

WHAT WILL WE DO NEXT?

1. **Building an Advocacy Agenda and Research Strategy to Drive Change:** Through using evidence-based data collection and impact measurement tools, the Enchanté Network will work with our member organizations to better understand the state of our sector and the needs of our members. We will utilize our research strategy to inform effective, responsive and anti-oppressive advocacy to strengthen the 2SLGBTQI+ service sector as a whole.



2. **Mobilizing Resources for 2SLGBTQI+ Communities:** The Enchanté Network will advocate for additional and sustainable funding for 2SLGBTQI+ communities and organizations. We will work with relevant funders — including government as well as private and public funding bodies — to increase the inclusivity and accessibility of existing funding programs.
3. **Building Our Members' Capacity for Advocacy:** The Enchanté Network will develop resources and programs to help our members build their capacity in government relations, sectoral engagement, and advocacy. By helping our member organizations strengthen their advocacy efforts, our members will be better positioned to advocate for the change they need to support their local 2SLGBTQI+ communities. Moreover, we will continue to help our member organizations build stronger relationships with relevant national partners, government entities, and other key stakeholders.
4. **Coalition Building:** We will continue in our role as a national convenor while focussing on co-creating a flexible sectoral strategy built to support 2SLGBTQI+ organizations across Canada. Through co-creation, our national strategy will deepen the impact of public policy advocacy and intentionally prioritize sectoral sustainability. Beyond our sector, we will also build bridges across movements for social, racial, and gender justice while promoting intersectoral collaboration and resource sharing.



WHAT WE HOPE TO ACHIEVE:

Through our advocacy, we will strengthen relationships between our member organizations and key stakeholders while advancing policy solutions aiming to support a vibrant, sustainable, and impactful 2SLGBTQI+ services sector. As we recognize the immense privilege and opportunity afforded to us as a national network, our advocacy will always be grounded in meeting the needs of our communities and members. We are deeply committed to amplifying our members' voices and growing our members' capacity to engage in advocacy.

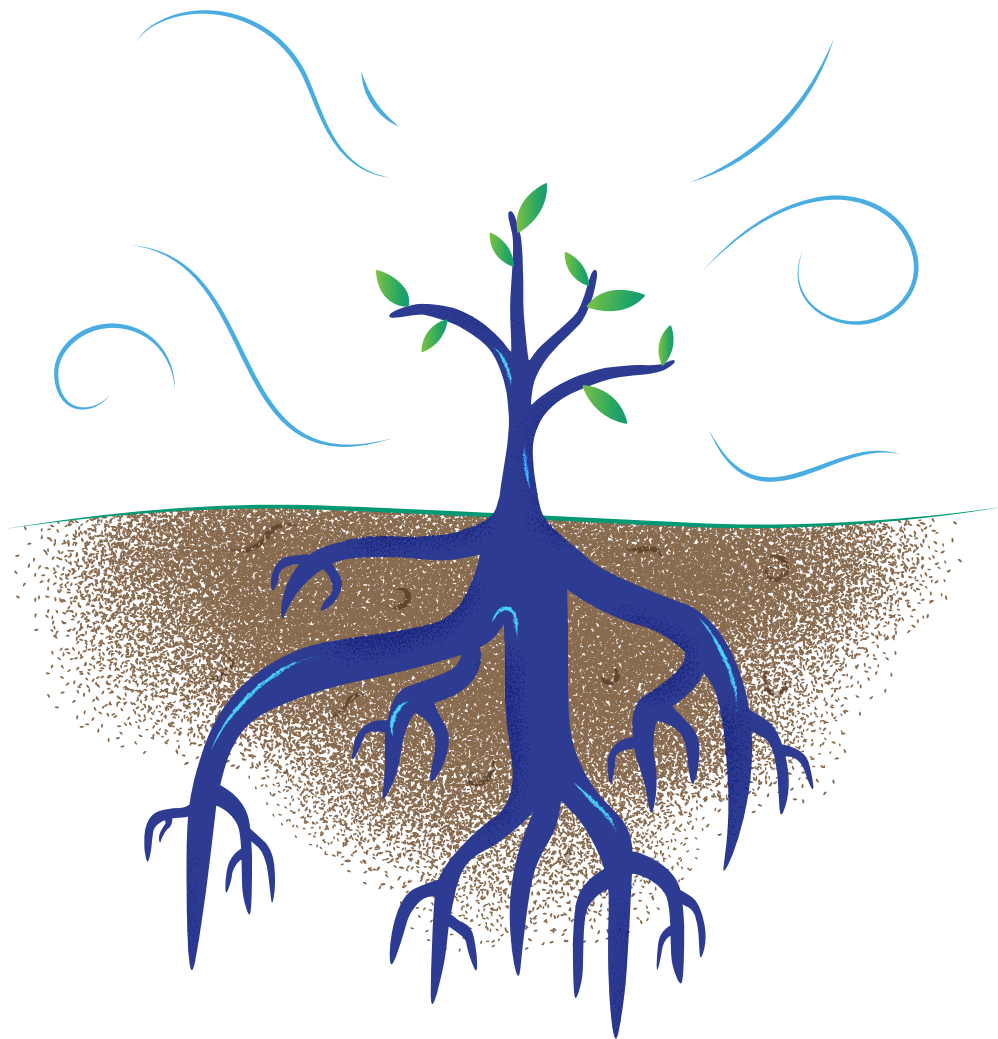
Strategic Direction #4:

Investing in our Team and Organization

WHY IS THIS A PRIORITY?

As a relatively new organization, the Enchanté Network has an opportunity to do things differently—to embed a deep commitment to anti-racism, anti-oppression, and decolonization in every aspect of our programs, workplace, and culture. We also have a responsibility to demonstrate our unique value and impact to our members. To achieve these objectives, we must create a healthy, anti-oppressive, responsive, and community-driven organization.

What are we doing now? Since our founding, we have been hard at work developing our organizational structure, formalizing policies and procedures, and putting the infrastructure in place to serve our members.



WHAT WILL WE DO NEXT?

1. **Documenting our Processes and Building Internal Expertise:** By documenting our processes and building our institutional knowledge, we will be best equipped to refine our approach and learn from our mistakes. We will develop a strong evaluation plan to capture our impact and demonstrate the value we bring to our members and the 2SLGBTQI+ services sector.
2. **Deepening Our Internal Commitment to Anti-Racism, Anti-Oppression, and Decolonization:** Across all aspects of our work, within our team, our board, our programs, and our policies, the Enchanté Network will embed an approach grounded in anti-racism, anti-oppression, and decolonization. We will build the capacity of our team to support the diverse needs of our member organizations while we support member organizations in building their own capacity in this regard. We are committed to centering those most marginalized by compounding systems of oppression.
3. **Building Organizational Sustainability and Diversifying our Funding:** The Enchanté Network will invest in our long-term organizational stability. By exploring additional funding sources, including through both opportunities in and out of government, we will expand our programs and supports to member organizations while ensuring we are well-positioned to grow and thrive as a network.
4. **Fostering a Healthy Workplace:** The Enchanté Network has a responsibility to create a healthy workplace with clear financial, human resources, and accountability processes. There are particular burdens placed on 2SLGBTQI+ employees working on issues relevant to their own identities. Through supporting our team in every aspect of their work, we will review our policies, procedures, and practices to ensure that our workplace is a healthy, vibrant, and supportive environment.
5. **Strengthening Governance and Accountability Structures:** The Enchanté Network will continue to invest in healthy relationships between staff members and the board of directors. We will do this while implementing clear policies to ensure transparency and accountability across all levels of our work, including within our financial and human resources infrastructure.

WHAT WE HOPE TO ACHIEVE:

An inclusive, healthy, and uniquely queer workplace and organization that is responsive to the needs of our members and built on a deep commitment to anti-racism, anti-oppression, and decolonialization.



Acknowledgements

Throughout the strategic planning process, we engaged a wide range of member organizations, board members, the Enchanté Network employees, partner organizations and key stakeholders. We would like to thank everyone who participated in this process to help inform our direction for the next three years.

Thank you to our nearly 200 member organizations and those who contributed to the strategic planning process.

We would also like to give a resounding thank you to Katie Wilson for her work designing this beautiful document. Katie is a queer Indigenous creative living in Treaty Four territory.

Our journey has just begun. We have bold dreams for the future of our network, and we will continue to support our members, whose services are integral to the health, safety and human rights of 2SLGBTQI+ communities from coast to coast to coast.

Thank you for reading our strategic plan!

