

**NS UNITE**

LINKING OUR PAST TO OUR FUTURE

# Strategic Framework

ADOPTED 2024

## Who we are

NS Unite is a community organization that uses Arts, Culture, and Heritage to preserve the history, proactively shape the future, and strengthen the quality of life in the North Summit area.

**Our mission** is to empower North Summit communities (Wanship, Hoytsville, Coalville, Chalk Creek, Upton, Echo and Henefer ) to connect with and express their unique identities through arts, education, history, and shared experiences.

### We do this through:

- Leading grassroots community advocacy and engagement to shape the future in North Summit in alignment with our community's collective vision and values
- Supporting and hosting local programming and events
- Sharing and preserving local stories about the past, present, and future of our region
- Encouraging, inspiring, and supporting community thought leadership and ideas.

## Values

- **Respect:** We approach every scenario with respect. This includes respect for the citizens involved, and also for the history, culture, and heritage of the North Summit community.
- **Authenticity:** It is vital that everything we do stays true to the authentic identity of North Summit and who we are as a community.
- **Openness:** We are open to new ideas, perspectives, and ways of working even when they challenge us. We are willing to take risks to expand what is possible.
- **Active Listening:** We prioritize listening in all that we do. We are constantly asking questions and listening to the perspectives and needs of our community members.
- **Excellence:** We strive to deliver all programming and activities at top quality to ensure our audiences receive the best possible experience.
- **Perpetuating Storytelling:** We weave the stories of North Summit's past, present, and future into the heart of all that we do.

# Strategic Priorities



# Strategic Priorities

## 1. Championing the voices of the community

- 1.2 – Host community conversations about the history, present, and future of North Summit
- 1.3 – Promote opportunities for community members to connect
- 1.4 – Promote engagement and feedback opportunities for external projects (i.e. Rail Trail) – Rally the community to engage
- 1.5 – Work with the community to define the vision of North Summit and communicate/protect this vision
- 1.6 – Cultivate relationships with community leaders, county/town staff, and elected officials
- 1.7 – Create opportunities for stories about North Summit’s history to be shared and preserved
- 1.8 – Develop more ways for youth in North Summit to learn about and come to value the stories of North Summit

## 2. Events & Programming

- 2.1 – Host 1-2 core events or programs per year organized and managed by the NS Unite team
- 2.2 – Expand locally driven and created cultural offerings such as: music, dance, art, and theatrical performances
- 2.3 – Explore and consider opportunities to bring in programming from outside of North Summit with a careful sensitivity to community sensibilities and support
- 2.4 – Establish a process for community members and potential partners to bring forward ideas for programs that NS Unite can support
- 2.5 – Welcome new residents and visitors with opportunities to learn about and to discuss local history and also provide a platform for them to share their stories/histories.
- 2.6 – Create opportunities for residents throughout North Summit to tell their stories about past, present, and future

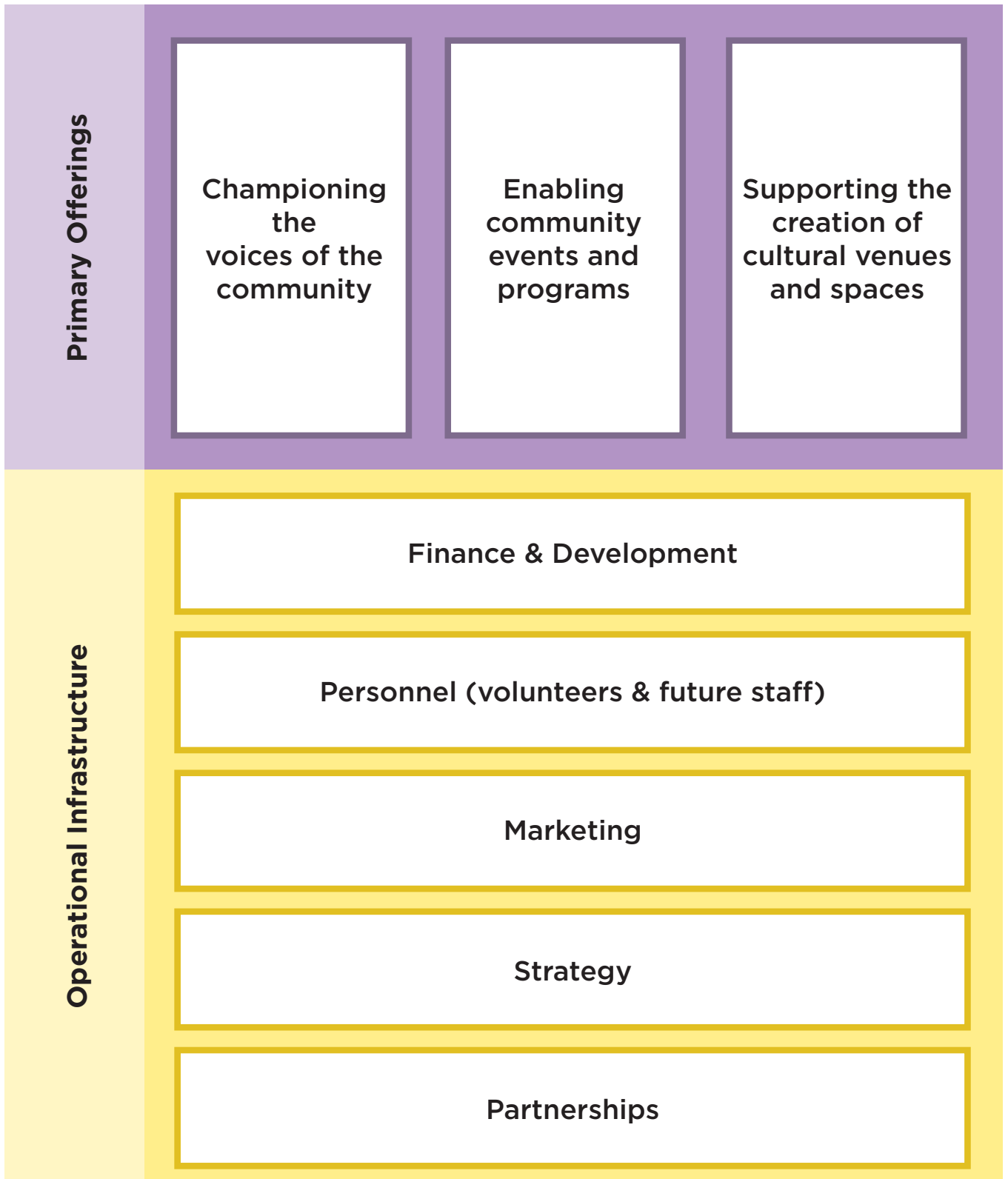
### **3. Venues & Spaces**

- 3.1 – Establish a physical home for NS Unite
- 3.2 – Help to create a youth/community theater in North Summit
- 3.3 – Support and guide the creation of more gathering places and public spaces throughout North Summit
- 3.4 – Inform the revitalization of Main St. in Coalville

### **4. Organizational Growth & Sustainability**

- 4.1 – Solidify a funding pipeline of diverse funding mechanisms
- 4.2 – Develop a volunteer pool
- 4.3 – Hire staff
- 4.4 – Create a partnership / incubator model
- 4.5 – Transition the board from a working board to a governing board

# Organizational Structure



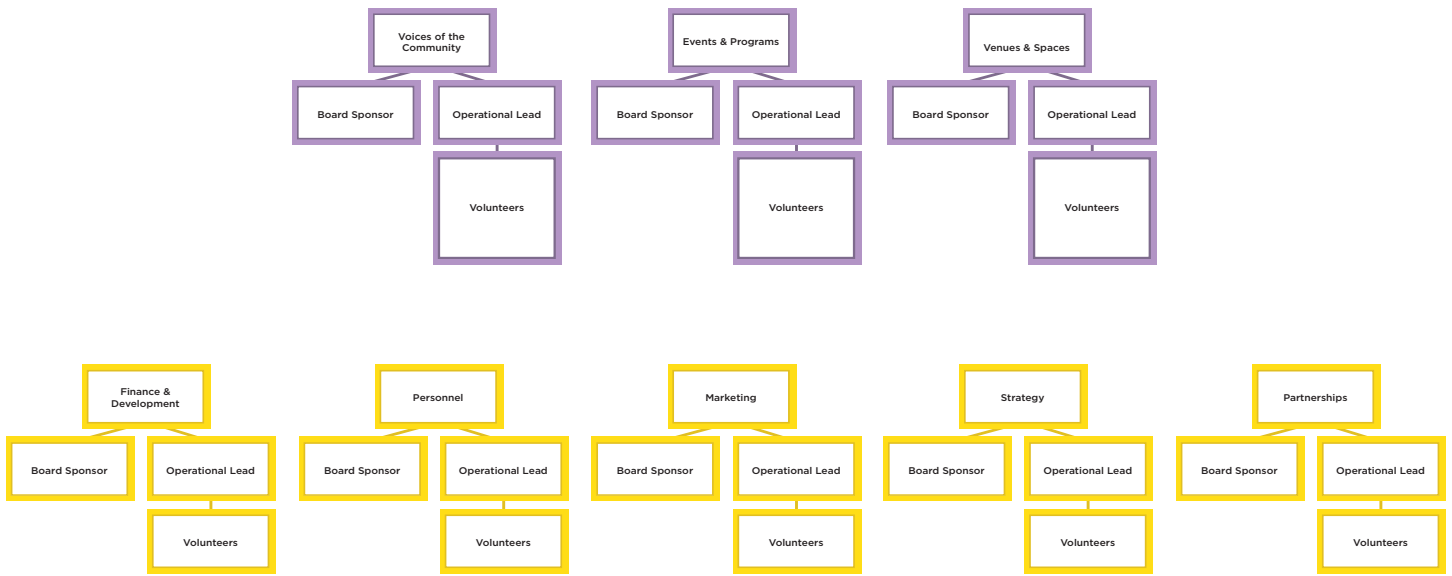
# Organizational Structure

NS Unite operates through a combination of board member contributions and volunteerism. At current, NS Unite's board is a working board, and will transition to a governing board in the coming years. The Organizational Structure above illustrates the two key functional areas of NS Unite: Primary Offerings and Operational Infrastructure. Primary Offerings represents the external work while Operational Infrastructure represents the internal work. Each functional area is made up of subcategories. Each of these subcategories will have an assigned Board Sponsor, Operational Lead, and set of volunteer supporters.

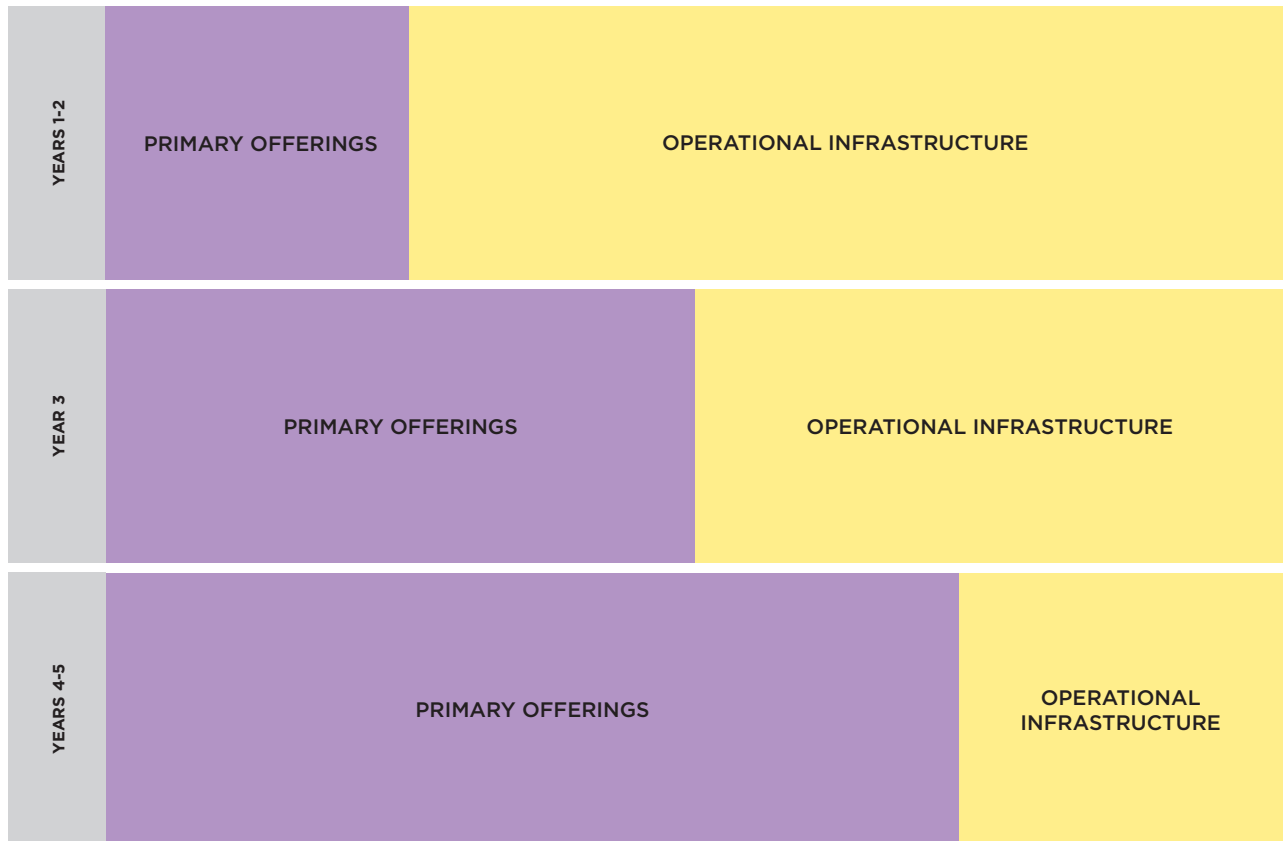
- The **Board Sponsor** will be a member of the board who volunteers to oversee and steward that section. Each Board member will lead at least one section and may lead multiple. The Board Sponsor is responsible for ensuring that NS Unite is moving in the right direction related to their section, seeking partnership opportunities, monitoring quality, and communicating progress to the rest of the Board.
- The **Operational Lead** may be a future staff member, volunteer, or board member. The Operational Lead is responsible for implementing, project managing, and delegating the work to be done within the section. They will be the boots on the ground and will work closely with volunteers and other Board members. In some cases, particularly early on, the Operational Lead and Board Sponsor may be the same person, but ideally they will be held by separate individuals.
- **Volunteers** will help implement and support all aspects of the organization and will be organized by section according to their interests, capacities, and skill sets. Volunteers will be managed directly by the Operational Lead for each section. The Personnel Board Sponsor and Operational Lead will build the volunteer pool for NS Unite and help assign volunteers appropriately throughout the sections.

While NS Unite will operate through multiple Operational and Board Sponsors across sections it is imperative that the Board Sponsors and Operational Leads communicate with each other within their section and also across sections. Sections are not intended as siloes but as interconnected areas of focus that support and rely on each other.

# Org Chart



## Resource Focus for years 1-5



# Resource Focus for years 1-5

In the 5 years following adoption of this Strategic Framework, NS Unite will work to implement the work outlined in the Strategic Priorities section of this document. In pursuit of that goal, the table on the previous page approximates how resources will be focused over the 5-year period. In the first 2 years, NS Unite will focus years 1 and 2 on developing and stabilizing the operational infrastructure that will make NS Unite sustainable and maximize our impact. During this time, Primary Offerings will be secondary and will be developed in keeping with an emphasis on Operational Infrastructure. During Year 3, Primary Offerings and Operational Infrastructure will balance, with NS Unite driving both equally. During Years 4 and 5 Primary Offerings will become the resource emphasis given that Operational Infrastructure should be well established.

The graphic below overviews how several of the items in the Strategic Priorities section of this document will be generally dispersed through the Operational Infrastructure components over the coming 5 years. This graphic is intended to illustrate how resources will generally be allocated and which items should be considered priority at different time periods but is not fully representative of the work to be done and does not mean that the items should not be considered or worked on outside of when they are identified here. This graphic also does not include all items from the Strategic Priorities section because many are programmatic and fall into the Primary Offerings category. Only items that are directly linked to Operational Infrastructure appear here.

		Years 1-2	Year 3	Years 4-5
Operational Infrastructure	Finance & Development	2.4 - Establish a process for community members and potential partners to bring forward ideas for programs that NS Unite can support 4.1 - Solidify a funding pipeline of diverse funding mechanisms 4.5 - Transition the board from a working board to a governing board		3.1 - Establish a physical home for NS Unite
	Personnel	4.2 - Develop a volunteer pool	4.3 - Hire staff	
	Marketing	1.3 - Promote opportunities for community members to connect 1.4 - Promote engagement and feedback opportunities for external projects (i.e. Rail Trail) - Rally the community to engage		
	Strategy	4.4 - Create a partnership / incubator model		
		4.5 - Transition the board from a working board to a governing board		3.1 - Establish a physical home for NS Unite
	Partnerships	2.4 - Establish a process for community members and potential partners to bring forward ideas for programs that NS Unite can support	4.4 - Create a partnership / incubator model	
		1.6 - Cultivate relationships with community leaders, county/town staff, and elected officials		

# DECISION MAKING TOOL

Use this tool when considering a new project, program, or opportunity

Describe the project, program, or opportunity to be considered:

## THE DETAILS

Who are the Board Sponsor and Operational Lead?

When will this happen?

Who else will work on this (partners, volunteers, board members, etc.)

Where will this happen?

How will this be funded?

How long will this last?

What resources will it demand?

Financial \_\_\_\_\_

Time \_\_\_\_\_

Staff \_\_\_\_\_

Volunteer \_\_\_\_\_

Other \_\_\_\_\_

Extra Notes:

# Scoring Matrix

	Score (1 low/no.....5 med/unsure..... 10 high/yes)
<b>Organizational Health and Sustainability</b>	
This will generate money that can support our organization (including general operations)	
We have the capacity to take this on	
We have someone to run and champion this	
We understand our role clearly	
We have funding identified (5) or secured (10) for this project	
Will this be a ongoing core program(1), one off event (5), or incubated program to be implemented by a partner (10)	
What is our excitement level for this?	
Is now the right time for us to take this on?	
<b>Championing the voice of the community</b>	
This will help residents tell their story	
This will feature locally produced cultural offerings	
This will help youth in our community connect to the stories of NS	
This will create opportunities for stories about North Summit's history to be shared and preserved	
<b>Partnerships</b>	
To what extent will partners be involved in this (High if partners will predominately run. Low if partners will provide minimal support)	
<b>TOTAL SCORE</b>	

