



# RESILIENCE 2:1 Voices of RESILIENCE

## Bussines Plan

Prepared February 24, 2023 [draft #01]

### Contact Information

**Cheryl Bradbee**, President

[Info@resilience2to1.com](mailto:Info@resilience2to1.com)

[Resilience2to1.com](http://Resilience2to1.com)

### Business Address

90 Munner Drive

Fredericton, NB E3A 9M9

CANADA

## Table of Contents

Project objectives	2	Competitive advantage and differentiator	8
Business description	2	Customers	8
Services	2	Advertising and promotion	8
Financing need	3	Pricing and distribution	9
Key people	3	Customer service policy and warranties	9
Risk assessment and assumptions	3	Business location	9
Business description	4	Technology requirements	
Mission, vision, values	4	and investment needs	10
Overview and trends	5	Accesibility	10
Technological trends	5	Sustainability	10
Government regulations	6	Description of the	
The market	6	management team	10
Overview of market trends	6	Description of advisory team	10
Target market	6	Key employees	11
Services	7	Project objectives	11
The competition	7	Resources required	11
Competitors and types of competition	8	Action plan	12
Competitors' strengths and weaknesses	8	Risk assessment and contingencies	12

## Executive summary

**Voices of Resilience (VOR)** is a site run by **Resilience 2:1 (R2:1)** for the exchange of ideas by people concerned about climate change and how to address all the challenges that brings. It is a site for community content creators to share, learn, and gain hope. **R2:1** is a federally incorporated Canadian non-profit focused on the issue of resilience for Canada through a changing climate. It is volunteer driven and includes a diverse group of disciplines and interests.

## Project objectives

---

- Provide a space for community participants to share content on climate change and how to be resilient in the face of climate change
- Provide for the exchange of ideas, sharing, and learning around resilience and climate change

## Business description

---

- **VOR** is a platform for community members to upload content on climate change and climate change resilience
- Currently there are no such community member platforms for this topic
- **VOR** is a project of **R2:1**, which has a website dedicated to providing articles to academics on climate change and climate change resilience
- **VOR** is geared toward university and college students in Canada but is open to content provided by creators of any age
- **VOR** and **R2:1** are completely online/remote businesses
- **R2:1** is a non-profit registered in Canada

## Services

---

- **VOR** is about the sharing of information
- **VOR** is a conversation and the discovery of resilience



# RESILIENCE 2:1 ♦ Voices of RESILIENCE

## Financing need

---

- **R2:1** is a non-profit run solely by volunteers
- **VOR** is a project of R2:1 and run solely by volunteers
- Grants are being applied for to cover the costs of the platform and moderators
- Membership on the site is a possibility to cover these costs

## Key people

---

Dr. **Cheryl Bradbee**, President & Chair of the Board

- Ten plus years as a professor, teaching climate change planning, etc. at several universities and colleges
- Instructional designer
- Main responsibilities: designing and launching **R2:1** and **VOR**, developing other projects

Dipl. Ing. Arch. **Aleksandar Janicijevic**, Multimedia Specialist, Webmaster

- Ten plus years in media production in the Center for New Technologies at Seneca College
- Owner of a business doing graphic and web design, photography, and illustration
- Main responsibilities: design and maintain **R2:1** and **VOR** websites

## Risk assessment and assumptions

---

- The greatest issues for **R2:1** and thus **VOR** are:
- Lack of financing
- Lack of time for those who are volunteering

Lack of financing is being addressed by the pursuit of grants and a possible voluntary membership plan for participants. Lack of time for those who are volunteering is being addressed by pursuing more volunteers and eventual paid positions to spread the workload.

### Assumptions are:

- There is a lack of a common space for people to share positive news about what is going on to address climate change and a place for people to share ideas.
- That Canadians, especially those around the age of post-secondary students would want such a site and use it.
- That such a site may be useful for other demographics.

## Business overview

### Business description

---

- **VOR** is a platform for community members to upload content on climate change and climate change resilience
- Currently there are no such community member platforms for this topic
- **VOR** is a project of **Resilience 2:1 (R2:1)**, which has a website dedicated to providing articles to academics on climate change and climate change resilience
- **VOR** is geared toward university and college students in Canada but is open to content provided by creators of any age
- **VOR** and **R2:1** are completely online/remote businesses
- **R2:1** is a non-profit registered in Canada

### Mission, vision, values

---

- **Mission statement:** To increase awareness of climate change resilience, mitigation, and adaptation with an emphasis on biodiversity. To connect people from different sectors to share information and research into climate resilience, mitigation, and adaptation. To provide information and education to the public on climate change resilience, mitigation, and adaptation.
- **Vision:** To create a well-informed, change-making, and hopeful populace that pursues resilience and solutions to the problems inherent in climate change.
- **Values:** Community, Sharing, Learning, Hope
- Resilience can only be achieved through community. We want to build a community of people who are involved in finding resilience in the face of climate change.
- Sharing is how we build community and find solutions to individual problems. These pages are for sharing with each other and those outside these pages. Inclusivity is important – no one should be left out.
- Learning is something we all need to do in order to move forward into resilient living and providing solutions to our outside communities and the world.



# RESILIENCE 2:1 ♦ Voices of RESILIENCE

- We all need hope to be resilient and to continue living and working on solutions to the problems that climate change will challenge us with.
- This site is building a community that provides hope to each other as they share and learn together.

## Overview and trends

---

- Climate change is a foregone conclusion
- Cities, regions, nations and the world must adapt to changing ecosystems
- Adaptation is required ultimately for the survival of humans and other species
- This shift involves everything we do from what we eat, to what we wear, how we travel to work, shop, live, raise children and educate
- Humans have adapted to every ecosystem on earth and will continue to do so as ecosystems change
- People are endlessly creative in finding solutions, but these often don't get the press they need to spread
- People working together can solve whatever problems present themselves through sharing, bouncing ideas off each other, innovating, designing, producing
- Hope enables us to move forward rather than sink in depression – actions are needed
- People are ready to act – we just need direction, and communication is key to leading the way
- Government must make new policies and enforce old ones to enable mitigation, adaptation, and resilience – those moving into government service can make this happen

## Technological trends

---

- Platforms can now be designed to enable community content and engagement – that is what **VOR** is
- Creative commons enable content to be shared without fear of legal ramifications
- Social media can be used to increase engagement and build the community
- Short pieces are important in order to engage with young people, as well as:
- Visuals should be prominent
- Videos are needed
- Inclusivity needs to be real

- 5 -



We are a non-profit, volunteer driven organization incorporated federally. Members represent a diverse group of disciplines and interests, all focused on the issue of resilience for Canada through a changing climate.

## Government regulations

---

### Data stewardship

- Laws in Canada and abroad about collection of content creator information have become stricter – these laws must be adhered to, especially regarding members
- International regulations regarding the storage and protection of members data will need to be adhered to, including the General Data Protection Regulation (GDPR) of the European Union, for members and/or content creators outside of Canada

## The market

---

### Overview of market trends

- **VOR** is geared to reaching young people attending colleges and universities in Canada; however, content will be accepted from anyone in Canada and, as we get established, in the world
- In 2021, there were approximately 2.17 million students enrolled in postsecondary institutions in Canada (<https://www.statista.com/statistics/447739/enrollment-of-postsecondary-students-in-canada/>)
- Students are often less informed than they need to be or are clearly worried about climate changes. They need information, communication, and hope
- We have not found any platform that allows for sharing as conceived for **VOR** on the internet around climate change resilience
- Action for the Climate Emergency (ACE) in the United States, at <https://acespace.org/> is the closest we have found, but it is not the type of community content sharing site that we envision **VOR** to be

## Target market

---

- We literally wish to reach everyone affected by climate change
- However, our focus is on people in their 20s and 30s attending Canadian colleges and universities whether Indigenous, immigrant or Canadians and those concerned about the future of their kids growing up in an Eco-Anxiety world



# RESILIENCE 2:1 ♦ Voices of RESILIENCE

- These students need information, need to contribute, need community, need to be empowered, and need to understand how to be resilient
- Students and people of Canada are hungry for information on how to make the changes needed, and solutions to the issues climate change brings – they need resilience implemented

## Services

---

- **VOR** is about the sharing of information
- **VOR** is a conversation and the discovery of resilience
- **VOR** is a platform for building community around climate change resilience, a community of sharing and learning and hope
- **VOR** is first open to students in Canadian colleges and universities, then other Canadians and Indigenous peoples in the territories and reserves, then other peoples in the world
- **VOR** will invite community members to share content with other community members to build a foundation of knowledge and to explore innovative ideas for building resilience in Canada and beyond
- **VOR** is a place of engagement for those who wish to engage around climate change resilience

## The competition

---

### Competitors and types of competition

- We have not found any other platforms that are working as we envision **VOR** to work on the topic of climate change resilience
- There really should be no competition in the engagement of students and people on the subject of climate change resilience – it is an everyone is needed situation
- There is the ACESpace site in the United States that has a blog, but it is not a community driven site
- The closest model we have found is Kos Media's Daily Kos, which is a news site not specifically focused on climate change resilience
- Clearly the fossil fuel industry and those industries contributing to climate change are undermining the changes needed and lobbying governments to stop policies that meet the needs of this time – that is why citizen engagement is essential, and knowledge is the foundation of this engagement

– 7 –



We are a non-profit, volunteer driven organization incorporated federally. Members represent a diverse group of disciplines and interests, all focused on the issue of resilience for Canada through a changing climate.

## Competitors' strengths and weaknesses

---

- Governments are not doing enough. This is born out by The Lancet Planetary Health survey regarding climate anxiety in children and young people. It is found here: [https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196\(21\)00278-3/fulltext](https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196(21)00278-3/fulltext)
- Young people believe that governments have failed them by not responding to the climate crisis in a sufficient manner. This has led to increased anxiety and distress among the younger generations
- The education system in Canada has failed its students, especially secondary education
- Students feel powerless because they don't know what they can do
- **R2:1** is working to change that by working to change the education system in Canada and by educating students on resilience

## Competitive advantage and differentiator

---

- The government, federal and provincial, control the curriculum; therefore, **R2:1** must work within the government's system to effect change

## Sales and marketing

### Customers

---

- Currently, we have not launched and, therefore, have no community members

### Advertising and promotion

---

- Marketing will be done through social media campaigns, campus campaigns and word of mouth
- We are a volunteer organization, so these campaigns will be volunteer led
- We will encourage users to share the site with others
- The **VOR** website will be the main platform for launching these campaigns and will be linked to the **R2:1** website





## Pricing and distribution

---

- Currently there is no discussion regarding a membership price, as we would like the **VOR** platform to be open to all people who wish to contribute and be part of the community
- An advanced membership with a small monthly or annual fee may be needed to ensure the viability and sustainability of the site

## Customer service policy and warranties

---

- **VOR** is supposed to be a safe space to exchange ideas; however, **R2:1** cannot guarantee that feelings will not be hurt or that trolls will not appear in the comments – **R2:1** will endeavor not to allow trolls or bots to remain on the site, but cannot guarantee freedom from them
- **R2:1** is not an internet service provider and is not responsible for and does not necessarily hold the opinions expressed by content contributors
- **R2:1** has no obligation to monitor the site for inappropriate or unlawful content and has no responsibility or liability from community-produced content
- **VOR** is available “as is.” Sometimes there will be feature breaks or the servers will go down or a fact will be inaccurately reported – things happen, and **R2:1** cannot be held responsible for such actions
- **R2:1** and **VOR** are not responsible for sites linked by community users

## Operating plan

### Business location

---

- **R2:1** and **VOR** exist solely on the web and have no physical location; therefore, it is open 24/7 for content-creators and readers
- **VOR** is located at: a yet unpublished website however appropriate domain names have been secured such as Voices of Resilience. This URL will be added into this plan when the site is made public
- **R2:1** is located at: <https://www.resilience2to1.com>

## Technology requirements and investment needs

---

- **VOR** will use SquareSpace as a site provider. Other than the annual fee of over \$350 there is no other monetary investment required at this time.

## Accessibility

---

The Canadian standards of accessibility will be followed so that the website and blog will be inclusive of all within the confines of the SquareSpace platform.

## Sustainability

---

**R2:1** plans on being sustainable by first depending on grants and then setting up a voluntary membership platform.

## People

### Description of the management team

---

Dr. **Cheryl Bradbee**, President & Chair of the Board

- Ten plus years as a professor, teaching climate change planning, etc. at several universities and colleges
- Instructional designer
- Main responsibilities: designing and launching **R2:1** and **VOR**, developing other projects

Dipl. Ing. Arch. **Aleksandar Janicijevic**, Multi-Media Specialist, Webmaster

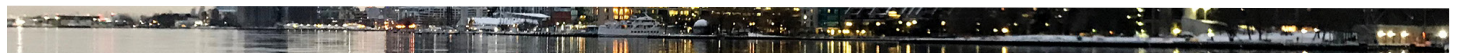
- Ten plus years in media production in the Center for New Technologies at Seneca College
- Owner of a business doing [graphic and web design](#), photography and [illustration](#)
- Main responsibilities: design and maintain **R2:1** and **VOR** websites

### Description of advisory team

---

Laura Dunkley – [Acorn Studio Marketing & Co. Inc.](#)

Emily Watson – [Acorn Studio Marketing & Co. Inc.](#)



## Key employees

---

- **R2:1** and **VOR** are currently run by volunteers – all of whom are key

## Action plan

### Project objectives

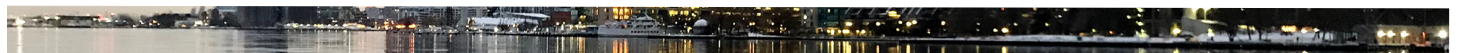
---

- Provide a space for community participants to share content on climate change and how to be resilient in face of climate change
- Provide for the exchange of ideas, sharing, and learning around resilience and climate change
- Survey high school and university students to determine what they know and what is being taught to them in school
- Partner with organizations that promote empowerment to post-secondary students

### Resources required

---

- Total cost of project is \$ -----
- \$358 for platform/website/ year
- \$ ----- for social media consultant - TBD
- \$ ----- for moderators - TBD
- \$ ----- for website designer/webmaster - TBD
- Total in grants needed: \$TBD
- Intention is not to hire anyone new but to begin to pay current volunteers



## Action plan

	Action	Key milestone/metrics	Person responsible
1	Establish website	begun	Cheryl
2	Begin social media campaigns	?	?
3	Begin campus campaigns	?	?
4	Begin consultations with student leaders	begun	Cheryl
	Additional information		

## Risk assessment and contingencies

The greatest issues for **R2:1** and thus **VOR** are:

- Lack of financing
- Lack of time for those who are volunteering

Lack of financing is being addressed by the pursuit of grants and a possible voluntary paid membership plan for participants.

Lack of time for those who are volunteering is being addressed by pursuing more volunteers and eventual paid positions to spread the workload.

