

Focus on Nature

STRATEGIC PLAN
2021 - 2023

Contents

What is Strategic Planning?3

Our Vision.....3

Our Mission.....3

Our Values3

 Respect3

 Equity, Diversity and Inclusion3

 Passion.....4

 Responsibility4

 Creativity.....4

 Community4

 Collaboration4

 Accountability.....4

 Trustworthiness4

Domain 1: Human Resources and Succession Planning for the Executive Director5

 Strategic Goal 1.1:5

 Strategic Goal 1.2:5

 Strategic Goal 1.3:6

Domain 2: Operations: deepen, redefine and expand our reach as an organization ...7

 Strategic Goal 2.1:7

Domain 3: Financial Plan.....8

 Strategic Goal 3.1:8

 Strategic Goal 3.2:8

Domain 4: Fund Development, Marketing and Promotions (FDM&P)9

 Strategic Goal 4.1:9

 Strategic Goal 4.2:9

 Strategic Goal 4.3:9

 Strategic Goal 4.4:10

Domain 5: Succession Planning for Board Members11

 Strategic Goal 5.1:11

 Strategic Goal 5.2:11

APPENDIX I: ACTION TARGET DATES12

What is Strategic Planning?

Strategic planning is an organizational management activity that is used to **set priorities**, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward **common goals**, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the **actions needed** to make progress, but also how it will know if it is successful.

Focus on Nature Strategic Plan 2021-2023

Our Vision

We envision a world where our connections to nature create a healthy, flourishing planet. We see a critical role for the arts in fostering these connections.

Our Mission

We inspire young people to explore and connect with nature through photography.

Our Values

Respect

We value treating all things with respect: humans, animals and plants. We respect people's need for self-expression.

Equity, Diversity and Inclusion

We value equity, diversity and inclusion in our practices. We are committed to ensuring children and teachers from diverse communities have the opportunity to participate in our programs.

Passion

We are passionate about the environment and visual arts, and we will work to inspire this passion in others.

Responsibility

We will be environmentally responsible in our work, and strive to foster that responsibility in others. We will act responsibly to ensure the well-being of all participants in our programs.

Creativity

We believe that people are inherently creative, and we will provide opportunities for people to explore and express their creativity.

Community

We will foster a sense of community by connecting people to each other and to their environment.

Collaboration

We will develop partnerships with other organizations and individuals who share similar values in order to achieve a common vision.

Accountability

We will follow through on our commitments.

Trustworthiness

We value trustworthiness in our staff and volunteers as a critical attribute in working with young people.

Domain 1: Human Resources and Succession Planning for the Executive Director

Our HR needs continue to evolve in the context of the COVID-19 pandemic. As we move forward, we want to ensure our hiring practices continue to meet Employment Standards requirements. We want to ensure that the staff we hire serve the needs of an evolving organizational plan as roles change and develop. We want to ensure that the next Executive Director will have the skills needed to move Focus on Nature forward in the best way possible.

Strategic Goal 1.1:

Update the Human Resources Operational Plan

Action 1 | The HR Committee will review the Handbook and update as needed with respect to organizational structure, including descriptions of new staff roles (e.g. Operations Manager).

- *to be completed by June 2022*

Action 2 | The HR Committee will develop Employee Termination practices to ensure those practices meet the requirements of the Employment Standards Act and are reflected in the HR Handbook.

- *to be completed by June 2022*

Strategic Goal 1.2:

Develop an Emergency Continuity Plan for the Executive Director role

Action 1 | The ED will write an overview of the responsibilities of the ED including detailed description of: roles and responsibilities of the ED, roles and responsibilities of all staff, location of all equipment, and all other details as needed.

- *to be completed by September 2021*

Action 2 | Update the Operations Manual with an updated role description of the ED and all other aspects of Operations, and create an emergency continuity plan to be implemented if needed.

- *to be completed by the HR committee with the ED by November 2021*

Strategic Goal 1.3:

Establish a timeline and process for recruitment of a new Executive Director

Action 1 | Establish a process for hiring a new Executive Director, including: a four-month timeline for posting the opportunity, establishment of a hiring committee, creation of a job posting, creation of interview questions based on a developed skills matrix, creation of an evaluation rubric for candidates, creation of a new contract for the successful candidate, and development of a transition plan.

- *establish process by January 2022*

Domain 2: Operations: deepen, redefine and expand our reach as an organization

Giving as many children as possible the opportunity to connect with nature through photography has always been a core mandate of the organization. The pandemic has necessitated a redefinition of what we do and how we do it. Notably, we have developed online programming which will serve as an adjunct to in-person workshops once we are allowed back in schools. Our reach has retracted due to financial constraints, and as schools reopen across the province, Focus on Nature will return to schools across various regions.

Strategic Goal 2.1:

Explore post-pandemic opportunities to reopen in all regions where we have had school workshops pre-pandemic

Action 1 | Offer and promote Focus on Nature Online (FONO) in regions where we are not able to offer in-person workshops.

- *to be completed: ongoing*

Action 2 | Develop a hybrid model of the Focus on Nature program (in-person as well as FONO) in all regions.

- *to be completed: ongoing*

Domain 3: Financial Plan

In the pandemic context our financial plans have needed careful examination each month. Government grants and subsidies, grant writing and various fundraising activities have supported the sustainability of Focus on Nature despite the fact we have had to lose of a number of key staff. As we plan ahead it will be important to continue to examine our financial statements and cash flow summaries each month to ensure we continue to be sustainable as an organization.

Strategic Goal 3.1:

Focus on finances in the present day and short-term for a minimum of one year

Action 1 | Treasurer will examine cash flow statements at monthly board meetings to ensure viability of the organization during the pandemic.

- *to be completed: monthly*

Action 2 | Human Resources Chair with the Treasurer and ED will strive to implement fair and equitable wages as soon as possible to encourage staff retention.

- *to be completed: annually*

Action 3 | Finance Committee will meet to review financial statements.

- *to be completed: three times annually*

Strategic Goal 3.2:

Restore our contingency fund and work to rebuild the expansion fund

Action 1 | Executive Director will work with the Finance committee to rebuild our financial reserves for further growth and security.

- *to be completed: ongoing; review annually*

Domain 4: Fund Development, Marketing and Promotions (FDM&P)

More than ever during the pandemic, the need to fundraise and access money through various grants continues to be a significant priority for Focus on Nature. Fund Development, Marketing and Promotions continues to be integral to support the organization as it re-establishes itself in schools in various regions.

Strategic Goal 4.1:

Revise the current FDM&P plan to expand brand recognition and marketing in Kitchener-Waterloo, Hamilton-Wentworth and Halton as programs reopen

Action 1 | We will update the current plan.

- *to be completed: October 2021*

Strategic Goal 4.2:

Engage with teachers and board staff to grow our program revenues in areas where we currently operate (Guelph-Wellington, Waterloo and Halton Regions, and Hamilton-Wentworth)

Action 1 | We will develop a marketing strategy to promote online programs where we are not offering in-person workshops.

- *to be completed: as soon as possible*

Strategic Goal 4.3:

Broaden our outreach strategy and develop concrete actions to increase revenues for programs

Action 1 | Explore actions for marketing and promotion of programs such as connections with various groups (e.g. Outdoor Education teacher organizations, organizations dedicated to

Nature, magazines, parent networks).

- *to be completed: ongoing*

Action 2 | Publish an article in a magazine dedicated to outdoors and nature to promote Focus on Nature.

- *to be completed: ongoing*

Strategic Goal 4.4:

Seek new opportunities to engage with new corporate sponsors in regions where we currently operate

Action 1 | A member of the board will volunteer to support the ED to reach out to identified potential sponsors.

- *to be completed October 2021*

Domain 5: Succession Planning for Board Members

The year 2021 brings significant change to our board composition. To ease transition and to ensure that all aspects of the Focus on Nature board continue to thrive, it is important that certain actions are taken.

Strategic Goal 5.1:

Recruit board members on an ongoing basis, to reflect the geographical range of the program and board skills needed

Action 1 | The Nomination Committee will continuously recruit from various regions with attention paid to equity, diversity, inclusion and the board skills matrix.

- *to be completed: ongoing*

Action 2 | The Nomination Committee will explore connections with volunteer centres in Kitchener-Waterloo, and Halton regions, particularly for board and committee recruitment.

- *to be completed: ongoing*

Strategic Goal 5.2:

Establish a Succession Plan for board members assuming new roles

Action 1 | Establish a succession plan for board members assuming new roles: President, Treasurer, Secretary, Package Distribution.

- *to be completed: ongoing*

Action 2 | Outgoing board members will mentor board members assuming new roles.

- *to be completed: May to September, 2021*

APPENDIX I: ACTION TARGET DATES

This chart provides a guideline for the Focus on Nature Board regarding specific actions to be taken, and by whom, to fulfill the goals of the Strategic Plan for 2021 – 2023.

Domain	Goal	Action	Who	Done By
Human Resources and Succession Planning for the Executive Director	1.1	1	HR Comm	June 2022
		2	HR Comm	June 2022
	1.2	1	E.D.	September 2021
		2	HR Comm / E.D.	November 2021
	1.3	1	Board	January 2022
Operations: Deepen, redefine and expand our reach as an organization	2.1	1	Board / E.D.	Ongoing
		2	Board / E.D.	Ongoing
Financial Plan	3.1	1	Treasurer	Monthly
		2	HR Comm / E.D.	Annually
		3	Finance Comm	3x / year
	3.2	1	Finance Comm / E.D.	Ongoing
Fund Development, Marketing and Promotions	4.1	1	FDM&P Comm	October 2021
	4.2	1	FDM&P Comm	ASAP
	4.3	1	FDM&P Comm	Ongoing
		2	FDM&P Comm	Ongoing
	4.4	1	Board Member / E.D.	October 2021
Succession Planning for Board Members	5.1	1	Nomination Comm	Ongoing
		2	Nomination Comm	Ongoing
	5.2	1	Nomination Comm	Ongoing
		2	Retiring Board Members	September 2021