

SPEC Strategic Plan 2018-2023

PREAMBLE

The Society Promoting Environmental Conservation provides practical solutions for urban sustainability, primarily in the Metro Vancouver region of British Columbia.

SPEC's Strategic Plan 2018-2023 sets out a vision for SPEC's next five years and identifies actions needed to turn that vision into reality. The Strategic Plan is both a map and a compass, guiding SPEC's priorities and allocation of resources. It is a "living document"; the SPEC Board will re-visit the plan annually and adjust as needed.

VISION

A healthy, just and vibrant urban life that enhances local and global eco-systems

MISSION

To provide our community with practical solutions for urban sustainability

CORE VALUES

- **Rooted in Community:** We are local, grassroots and volunteer-driven. We collaborate with other community members and organizations as a way to strengthen community and increase our impact.
- **Respectful:** We work with integrity and an open mindset. We listen to others and work to include other perspectives.
- **Empowering:** Through a positive and fun environment we strive to support, nurture, enable and educate community members for action.
- **Purposeful:** We value clarity, focus and a resilient structure that can make our work more effective and productive.

STRATEGIC PILLARS

A. Build organizational capacity and resilience.

1. Ensure financial sustainability.

- a. Invest in the development and implementation of a fundraising strategy.
- b. Increase core/unrestricted operational funding.
- c. Increase monthly donations.
- d. Increase income through fee-for-service.

2. Support the diversity and development of our people.

- a. Hire a volunteer co-ordinator.
- b. Attract, retain, and appreciate volunteers.
- c. Support Board development.
- d. Reflect principles of diversity, equity, and decolonization in all our work.
- e. Develop skills for engaging in “dialogue across difference.”

3. Build on SPEC’s organizational resilience, assets and structure.

- a. Ensure overall resilience, including planning for: succession of Board and senior staff, facility needs, and risk mitigation.
- b. Map talents and assets of the organization to be used as a resource.
- c. Assess and strengthen internal structure and communication.

B. Cultivate organizational relationships.

1. Inventory current relationships, partnerships and alliances.

2. Map the sustainability sector and SPEC’s place within it.

3. Establish criteria for alignment with potential partners and allies (those with similar Mission/Vision/Values).

4. Strengthen relationships as appropriate, including across differences.

- a. Explore enhanced partnerships with key organizations such as City of Vancouver, Kitsilano Neighbourhood House, UBC, and the Vancouver School Board.
- b. Develop respectful and long-term relationships with Indigenous organizations (being aware of their context and priorities).

C. Strengthen SPEC's external communication and engagement.

1. Invest in the development and implementation of a professional communications and branding strategy to enhance SPEC's profile, raise funds, and recruit volunteers.

- a. Provide communications training and tools for all SPEC staff, members and volunteers.
- b. Develop fluency with the SPEC Vision, Mission, Values, "brand," and other communications tools.

2. Enhance SPEC's community engagement.

- a. Hold and participate in community events that include dialogue, skill-sharing, and fun.
- b. Establish criteria to guide our decisions about participating in community events.

D. Develop SPEC services and programs for high impact.

1. Support for impact.

- a. Develop SPEC Theory of Change.
- b. Develop SPEC Toolbox.
- c. Enhance all programs and services to achieve greater impact.

2. Evaluate for impact.

- a. Enhance SPEC's evaluative capacity.
- b. Develop evaluation processes and criteria (including Key Performance Indicators) for current and potential programs.
- c. Evaluate programs and services for impact, including subtle and broad impacts.

3. Integrate for impact.

- a. Increase integration of SPEC's programs and services (without limiting development of new programs).
- b. Enhance relationship between SPEC and its programs, including SPEC Elders Circle and SPEC Field School.

4. Expand for impact.

- a. Extend SPEC's reach in the Metro Vancouver region.
- b. Share our successes with other organizations, exploring opportunities for replication, scaling up, etc.
- c. Enhance SPEC's role in the policy arena.