



Yorklands Green Hub Strategic Plan 2024-27

Introduction

We are delighted to present the Yorklands Green Hub Strategic Plan for 2024-2027, our first comprehensive roadmap since 2018. This plan marks a significant milestone in our journey, reaffirming our commitment to environmental sustainability, conservation, reconciliation and education.

Since our inception in 2014, Yorklands Green Hub has been dedicated to transforming the historic Yorklands site into a vibrant community space that fosters learning, creativity, and a deep connection to nature. Over the past few years, we have achieved considerable progress, thanks to the tireless efforts of our staff, volunteers, partners, and supporters. However, the challenges posed by climate change, habitat loss, and the need for sustainable practices have only grown more urgent.

The 2024-2027 Strategic Plan is a response to these pressing environmental issues and a reflection of our renewed vision for the future. This plan is the result of extensive consultations, research, and collaborative efforts, ensuring that it aligns with the needs and aspirations of our community. It outlines clear goals, actionable strategies, and measurable outcomes, setting a definitive course for the next three years.

Our strategic priorities for 2024-2027 focus on:

1. **Enhancing Environmental Education:** Expanding our educational programs to reach more diverse audiences and fostering a culture of environmental stewardship.
2. **Strengthening Community Engagement:** Building deeper connections with our community through events, partnerships, and volunteer opportunities.
3. **Promoting Sustainable Business and Environmental Practices:** Implementing and advocating for sustainable practices within our operations and across the community.
4. **Conserving Natural Habitats:** Protecting and restoring the natural landscapes of the Yorklands site, ensuring biodiversity and ecological health.
5. **Securing Financial Sustainability:** Developing robust fundraising strategies and diversifying our funding sources to support our long-term goals.

This strategic plan is not just a document; it is a call to action for everyone involved with Yorklands Green Hub. Together, we will work towards creating a greener, more sustainable future. We invite you to join us on this transformative journey, as we continue to inspire and empower our community to protect and cherish our natural world.

Vision 2024-27

Our vision is to create a thriving and inclusive public green space at Yorklands that honours the site's cultural heritage, both Indigenous and non-Indigenous, embraces community engagement, and advances environmental stewardship.

Mission 2024-27

Our mission is to actively engage with Indigenous and non-Indigenous communities to create a welcoming green space that celebrates biodiversity, conservation of its cultural heritage and facilitates stewardship education programs.

Values

At the Yorklands Green Hub, our values guide everything we do.

1. We foster a deep connection to the land and its history, honouring Indigenous wisdom and embracing responsibility to promote reconciliation and healing.
2. We are committed to creating inclusive spaces and programs that inspire learning, action, and collaboration.
3. We strive to cultivate empathy through meaningful engagement and partnerships with our community and to cultivate mutual respect, and environmental stewardship.
4. We are dedicated to continually evolve and innovate, ensuring that our efforts have a lasting and positive impact on both people and the planet.

Summary of Strategic Plan resources

Board Executive: Chair, V-Chair, Treasurer, Secretary

Governance: Chair, 2 Board Members and 1 volunteer

Finance & Audit: Chair, Treasurer, 1 volunteer and Accountant

Nominating: Chair and 2 volunteers

Fundraising: Chair, 1 Staff (Resource Development Coordinator (RDC) or equivalent), 1 Board Member and 2 volunteers

Environmental Education Advisory Committee: 1 Staff (Community Development Lead (CDL) or equivalents), 4 volunteers

Community Engagement Committee: 2 Staff, 2 volunteers and SMC

Membership Secretary (MS)

Social Media Coordinator (SMC)

Goal Statements

The following are 5 goal statements and an implementation plan outlining the key action items, timelines, responsible parties, resources required, and metrics for success for Yorklands Green Hub's 2024-2027 Strategic Plan. This plan ensures that our strategic goals are translated into actionable steps and that progress is monitored and evaluated regularly.

#1. Organization Sustainability and Well-being

To cultivate a resilient organizational culture within the Yorklands Green Hub, prioritizing the development and well-being of our volunteers, Staff and members to ensure the longevity and effectiveness of our operations.

Action Item	Time to perform	Resources	Timeline	Measurable KPI
Expand our volunteer base 50% by Sept. 2025	1 year	CEC &MS	Year 1	32 x1.5 = 48 (23080)
Volunteer needs assessment	6 months	RDC & Executive	Year 1	Identify all needs for volunteers
Job descriptions for all volunteer roles	2 months	RDC	Year 1	All roles defined
Recruit devoted, (engaged) inclusive and diverse board <ul style="list-style-type: none"> Recruit at least 1 board member with a diverse background 	3-4 years	Nominating Committee	2025 AGM 2027 AGM	Increase Board diversity by 10% Increase to 25%
Complete a Board Skills matrix, circulate, review and make recommendations to Nominating Committee	3 month	Board & Nominating	Year 1	Identification of skills sets and any deficiencies.
Recruit devoted, inclusive and diverse Staff	2 months	Chair	Year 2	New Staff for Sept 25
Create feedback mechanism for staff/volunteers (i.e. survey) to capture input from our communities. Post on website and share in promotions inc social media and eblasts.	3 months	Staff	Year 2	Survey created and shared
Increase in social media contacts, posts, other by 50%	2 years	CEC	Year 2	Established baselines x 1.5
Provide bi-annual Professional Development Opportunities i.e. <ul style="list-style-type: none"> Financial literacy Board governance Cultural sensitivity Assigned mentors 	Ongoing	Governance	Year 2	PD Training in place

Review and update onboarding and orientation for new Board Members and staff	1 month	Nominating	Year 1	Procedure reviewed and updated.
Create volunteer acknowledgement policy	3 months	CEC	Year 1	Annual presentation at AGM and on socials
Schedule quarterly in person Board meetings.	Ongoing	Executive	Year 1	
Explore EAP options for future staffing	3 months	Executive	Year 3	Employee Assistance Program
Improve Infrastructure (website) and resource in budget <ul style="list-style-type: none"> Exploring sources of revenue for infrastructure improvements 	6 month	Finance	Year 2	New software to enhance efficiencies.

#2. Yorklands Site Access

To promote and increase access to the Yorklands site.

Action Item	Time to perform	Resources	Timeline	Measurable KPI
Develop relationship with City Staff to advocate for improved access (Parking, bike rack, crosswalk)	3-4 years	Executive	Year 3	Access to site parking for YGH guests
promoting alternative modes of transit	Ongoing	SMC	Year 2	All comms promotes AT
Create Map for bike routes onto the site	1 month	SMC	Year 1	Mapping created.
Publicizing to the community about the Yorklands use is open to the public	Ongoing	SMC	Year 1	Create promotion campaign

#3. Governance and Financial Management

To establish governance and financial management processes that are transparent, accountable, and sustainable to support all of Yorklands Green Hub operational endeavors.

Action Item	Time to perform	Resource	Timeline	Measurable KPI
Create code of conduct for Board, staff and volunteers	3 months	Governance	Year 3	Policies reviewed and updated. New policies inc CCVI

Review Board manual and share with Board	6 months	Governance	Year 2	Manual updated and shared
Implement sales processing and cash handling policy. Consider new tech.	2 months	Fundraising	Year 1	New policy
Review revenue streams and improve non-government sources	3 years	Fundraising	Year 3	Funding from other non-government sources to 25%
Create annual forecasting budget	1 month	Finance	Year 1	Budget for '25 AGM
Organizational risk assessment. <ul style="list-style-type: none"> • Ensure first aid on walks/events • Waivers • Loss of site access, need to offsite programming 	6 months	Governance	Year 3	Risk assessment completed.
Ensure Regulatory Compliance i.e. statutory compliance and policy updates – need more specifics on what this is referring to. <ul style="list-style-type: none"> • Establish a checklist of what regulatory compliance is required of us • Taxes, WSIB, corporate filings, EI, from treasurer > declaration that all payments are up to date at board meetings • Consult others ie lawyer 	3 months	Finance & Governance	Year 1	New policy
Establish budget for hiring of part-time bookkeeper to ensure accountable and sustainable financial management is in place. 10-15 hours a month	3 months	Finance	Year 1	Budget created and bookkeeper hired

#4. Partnerships and Collaborations

- To foster dynamic partnerships and collaborations that amplify the impact of the Yorklands Green Hub, leveraging diverse expertise and resources to drive sustainable environmental stewardship

Action Item	Time to perform	resource	Timeline	Measurable KPI
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Identify and Engage Potential partnerships, volunteers and Board Members: <ul style="list-style-type: none"> • Not for profits • Business's • Social communities • Cultural communities • First nation communities (Connections with Yorklands & environmental stewardship, education) 	3 months	CEC	Year 1 and ongoing	Map & strategy complete
Develop Clear Partnership Objectives for each partnership community and ensure they align with our MVV.	6 months	CEC	Year 2 (ongoing)	Objectives created
Evaluate and Celebrate Partnerships	4 months	CEC	Year 3 (ongoing)	Acknowledgement of partnerships (website, events, socials etc.)

#5. Decolonization and Ecological Education and Cultural Preservation

To lead the Yorklands Green Hub in decolonizing environmental and cultural narratives, promoting ecological preservation, and advancing education for sustainable development through inclusive and innovative approaches.

Action Item	Time to perform	Resource	Timeline	Measurables KPI
Consult with local Indigenous groups and incorporate their feedback in our guiding documents and educational materials		CEC	Year 3	Line item in budget
Review and revise our history and nature walk materials and other educational presentation materials to ensure the narrative used includes an Indigenous lens.	6 – 8 months	EEAC	Year 2	New materials developed
Implement using the revised materials in all of our walks, presentations, events, etc.	1 year	RDC or equivalent	Year 2	Materials used ongoingly
Engage with Environmental/ Conservation and Indigenous communities to invite members to be Yorklands Ambassadors for speaking engagements	2 years	CEC	Year 2	New contacts
Create Open invitation mechanism for Enviro Series Speakers on website	2 months	SMC & Staff	Year 1	

Communications Strategy:

The communications strategy for Yorklands Green Hub's 2024-2027 Strategic Plan aims to effectively convey our vision, mission and goal initiatives to our stakeholders. This strategy will engage our community, attract new supporters, and ensure transparency and accountability. The plan will utilize various communication channels and tactics to maximize our reach and impact.

Objectives

1. **Raise Awareness:** Increase public awareness of Yorklands Green Hub's mission, vision, and strategic goals for 2024-2027.
2. **Engage Stakeholders:** Foster deeper engagement with our existing supporters, volunteers, partners, and the broader community.
3. **Attract New Supporters:** Reach new audiences and expand our supporter base.
4. **Demonstrate Impact:** Highlight the progress and achievements of our strategic initiatives.
5. **Enhance Transparency:** Ensure clear and consistent communication regarding our activities, outcomes, and financials.

Key Messages

1. **Vision and Mission:** "Transforming the Yorklands site into a thriving community hub for environmental education, conservation, reconciliation and sustainable living."
2. **Strategic Goals:** Emphasize our five strategic priorities— Organizational Sustainability and well being, Site access, Governance and financial management, Partnerships and collaborations and Decolonization and Ecological Education and Cultural Preservation.
3. **Community Involvement:** "Your involvement is crucial to our success. Together, we can make a difference."
4. **Impact Stories:** Share success stories and testimonials from our community to illustrate the tangible impact of our work.
5. **Call to Action:** Encourage people to get involved through volunteering, donations, attending events, and spreading the word.

Target Audiences

1. **Internal Stakeholders:** Staff, board members, and volunteers.
2. **Supporters:** Donors, members, and existing followers.
3. **Partners:** Local businesses, schools, environmental organizations, cultural communities including First Nations and government agencies.
4. **General Public:** Residents of the surrounding community and potential new supporters.
5. **Media:** Local newspapers, radio stations, online platforms, and environmental publications.

Communication Channels

1. **Website:** Publish and provide regular updates on our strategic plan as well as feedback mechanism such as surveys or comments.
2. **Social Media:** Engage audiences on platforms like Facebook, X, YouTube, and Instagram, with regular posts, videos, and other updates. Seek feedback.
3. **E-Blasts & Newsletters:** Bi-weekly e-blasts and quarterly newsletters to provide updates, highlight achievements, and share upcoming events.

4. **Press Releases:** Announce launch and major milestones and initiatives to local media outlets.
5. **Community Events:** Host and participate in events to engage directly with the community.
6. **Printed Materials:** Have printed copies of Strategic Plan or QR Code posters at selected events such as AGM and Enviro Series.
7. **Annual Reports:** Include launch and progress updates as part of Chair Report at AGM.
8. **Quarterly Reports:** Provide quarterly report to the Board with progress dashboard.

Tactics and Timeline

1. **Launch Campaign (Oct. 2024):**
 - Host a launch event to unveil the 2024-2027 Strategic Plan. (Possible Nov. 24 event?)
 - Issue a press release to local media.
 - Update the website with detailed information about the strategic plan.
 - Kick off a social media campaign introducing the strategic goals and key messages.
2. **Ongoing Engagement (2024-2027):**
 - Monthly email newsletters with updates and impact stories.
 - Regular social media posts, including live updates from events and initiatives.
 - Collaboration with partners on joint events and initiatives.
3. **Milestone Celebrations (Annually at AGM):**
 - Celebrate key milestones and achievements.
 - Publish an annual report and distribute it to stakeholders and the media.
4. **Feedback and Adjustment (Ongoing):**
 - Conduct surveys and gather feedback from stakeholders to assess the effectiveness of our communications.
 - Adjust strategies and tactics based on feedback and performance metrics.

Evaluation Metrics

- **Reach and Engagement:** Track website traffic, social media engagement, and newsletter open rates.
- **Audience Growth:** Measure the increase in social media followers, newsletter subscribers, and event attendees.
- **Media Coverage:** Monitor the quantity and quality of media mentions and press coverage.
- **Stakeholder Feedback:** Collect and analyze feedback from surveys and events.
- **Impact Reports:** Evaluate the progress of our strategic initiatives quarterly.

By implementing this comprehensive communications strategy, Yorklands Green Hub will effectively engage its community, enhance its visibility, and drive support for its 2024-2027 Strategic Plan.

Monitoring and Evaluation Statement

Effective monitoring and evaluation (M&E) are critical components of Yorklands Green Hub's 2024-2027 Strategic Plan. This M&E framework will ensure that we stay on track with our strategic priorities, make informed decisions, and continuously improve our efforts to achieve our vision and mission. The following statement outlines our approach to monitoring and evaluating the progress and impact of our strategic initiatives.

Purpose of Monitoring and Evaluation

The purpose of our monitoring and evaluation efforts is to:

1. **Track Progress:** Regularly measure the implementation of action items and milestones to ensure alignment with our strategic goals.

2. **Assess Impact:** Evaluate the outcomes and effectiveness of our initiatives to understand their impact on the community and the environment.
3. **Inform Decision-Making:** Provide data-driven insights to guide strategic adjustments and resource allocation.
4. **Ensure Accountability:** Maintain transparency with stakeholders by regularly reporting on progress and outcomes.
5. **Facilitate Learning:** Identify successes and areas for improvement to enhance future planning and implementation.

Celebrating Milestones and Successes

At Yorklands Green Hub, we believe in recognizing and celebrating the milestones and successes that mark our journey towards achieving our mission. Each accomplishment is a testament to the collective effort, dedication, and passion of our staff, volunteers, partners, and supporters. As we progress through our 2024-2027 Strategic Plan, it is essential to acknowledge these achievements and reflect on their significance.

Conclusion

The Yorklands Green Hub 2024-2027 Strategic Plan represents a bold and ambitious roadmap for the future. It reflects our unwavering commitment to promoting environmental sustainability, conserving natural habitats, and fostering community engagement through education and action. This plan is not just a guide but a call to action for everyone involved with Yorklands Green Hub.

As we embark on this new chapter, we are excited about the opportunities that lie ahead and the positive impact we will create together. The success of this strategic plan depends on the collective efforts of our dedicated staff, passionate volunteers, supportive partners, and engaged community members. We are confident that, with your continued support and involvement, we can achieve our goals and make significant strides towards a greener, more sustainable future.

Throughout this journey, we will remain committed to transparency, accountability, and continuous improvement. We will regularly monitor our progress, celebrate our successes, and adapt to challenges as they arise. By doing so, we ensure that our actions are aligned with our mission and that our impact is both meaningful and lasting.

Thank you for being an essential part of Yorklands Green Hub. Together, we will create a thriving community hub that inspires and empowers individuals to protect and cherish our natural environment. Let's work hand in hand to make the vision outlined in this strategic plan a reality.