



2012-2013

Clean Annapolis River Project

Strategic Planning



Public Version

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Executive Summary

The Clean Annapolis River Project Society (CARP) is an expert organization in watershed enhancement and management. As such it has a vision of all watersheds returning to their natural state of health. The Society believes that by, concentrating on the ecological health of the Annapolis River Watershed, it can maximize its contribution to it and other watershed systems. The Society has designed a strategy that emphasizes science, leadership, and community engagement. This allows them to provide objective advice about the health of the system and the issues that affect that health. In support of these three strategic priorities, the Society has established five (5) strategic goals and three (3) operating goals. The strategic goals form the foundations of an operating plan encompassing scientific assessment, issue and program prioritization, knowledge sharing and collaboration with stakeholders, and the engagement of the entire community. The operating goals create an internal environment that maximizes staff and board contribution to the cause and strives for financial sustainability.

CARP's board is composed of members who make a direct contribution to the success of the strategic plan. Their governance model encourages board members to contribute directly as board acting together on strategic and policy issues as well as managerial oversight, as part of select committees in the management of CARP's affairs, and as individuals promoting the society and its cause in the community.

Governance

CARP was incorporated under the Societies Act of Nova Scotia in March of 1990. It is governed by its memorandum of Association and Bylaws.

The fifteen member board is composed of community members with varied background related to the goals of the society.

In addition to its legal and fiduciary responsibilities' the board has agreed to assume direct roles and responsibilities in the management of the Society. The board operates under a governance model that is best described as a hybrid of the Policy and management models. The board, acting either as a unit during its monthly meetings or through committee participation, assumes managerial roles in the areas of financial administration and human resource management.

Vision

Ecologically Healthy Watersheds

Mission

To enhance the ecological health of the Annapolis River watershed through science, leadership, and community engagement.



Strategic Priorities

Science, Leadership, and Community Engagement

Strategic Goals

While these five (5) goals are characterized under each of the three strategic priorities, it is recognized that they are multi-contributory and interdependent.

Strategic Goal 1 (Science):

To continuously assess the ecological health and environmental stressors of the Annapolis River watershed.

Strategic Goal 2 (Science):

To identify and establish priorities and projects to enhance the ecological integrity of the Annapolis River watershed.

Strategic Goal 3 (Leadership):

To empower all decision-makers with the knowledge, tools, and research to make ecologically sound decisions with respect to the Annapolis River watershed.



Strategic Goal 4 (Leadership):

To facilitate collaboration among all stakeholders to address the environmental challenges facing the Annapolis River watershed

Strategic Goal 5 (Community Engagement):

To engage local community members in the restoration and protection of the Annapolis River watershed in ways that are meaningful, relevant, and fun.



Operational Goals

In addition to the five strategic goals the Society established three operational goals. These goals addressed the importance of sustaining and enhancing CARP's human, physical and financial capacity. While the three goals are listed separately they too are seen as interdependent and mutually supportive.

Operational Goal 1 (Human):

To attract and retain the best possible staff and board relative to the short, medium, and long-term needs of the Society.

Operational Goal 2 (Physical):

To acquire appropriate physical facilities, space, and location to best serve the needs of CARP in the short, medium and long-term.

Operational Goal 3 (Financial):

To develop and implement a mission related revenue generation strategy.

