



PETERBOROUGH FIELD NATURALISTS

2024-2029

# STRATEGIC PLAN

*"Looking Forward"*





## Introduction

This Strategic Plan, approved by the Board of Directors (Board) on May 22, 2024, will be used to focus our core functions, align our resources and structures, and guide our decision-making over the next five years. Our priorities are outlined at a high level and will provide clarity to the Board and members of the Peterborough Field Naturalists (PFN) while remaining broad enough to allow the Board to respond to changing needs.

### Implementing the Strategic Plan

To ensure the successful implementation of our strategic priorities, the Board commits to the following actions:

1. Create annual operational plans that identify annual goals, objectives, key measures, and roles and responsibilities.
2. Use the operational plan as a tool to monitor and measure progress of strategic priority areas.
3. Communicate progress of the plan to our members on an annual basis.
4. Complete an annual review of the strategic plan. Discuss external and internal changes that may impact the plan and amend objectives and strategies as needed.

### Our Governance Structure

The Peterborough Field Naturalists is a registered charity governed by a volunteer Board that provides strategic and financial oversight of PFN operations on behalf of its membership. As such, the Board must comply with various federal (Revenue Canada) and provincial (*Ontario Not-for-Profit Corporations Act*) requirements as well as the PFN's charter, by-law, and policies and procedures. As a working Board, Board volunteers provide organizational leadership and are actively engaged in daily operational activities and participate on PFN committees. In addition, PFN members volunteer substantial time in carrying out club activities. The PFN has no paid staff.

## Land Acknowledgement

The Peterborough Field Naturalists is based in Nogojiwanong, "the place at the end of the rapids". The land on which we meet and walk has for thousands of years been the traditional and treaty lands of the Michi Saagiig (Mississauga) Anishnaabeg confirmed by the Rice Lake Treaty (Treaty 20) of 1818 and the Williams Treaties of 1923.

We respectfully acknowledge that the Michi Saagiig Anishnaabeg are the stewards and caretakers of these lands and waters in perpetuity. We are grateful to the Michi Saagiig Anishnaabeg for their care for, and teachings about our earth and our relations and are mindful of broken covenants and promises.

As treaty people, we are committed to deepening our knowledge of the Michi Saagiig Anishnaabeg wisdom, and to cherish the land they have shared with us.

*Photo Credits: Sandy Garvey - Front cover (Upland Sandpiper), Back Cover (Monarch Butterfly), and Inside Spread pp 6-7 (Pink Lady's Slipper); Steve Paul - Inside spreads pp 2-3 (Monarch Butterfly) & 4-5 (Turkey Tail Fungus).*

## Our Vision, Mission, and Values

An outcome of the strategic planning process is a new vision statement, a refined mission statement, and values to guide our work.

**Our Vision** An engaged community that is inspired to learn about, appreciate, and conserve nature in all its forms.

**Our Mission** To instill in our members and the broader Peterborough community, the fundamental importance and value of the natural environment. We achieve this primarily through nature outings, guest speakers at monthly member meetings, special events, and *The Orchid* newsletter. We welcome everyone who is curious and wants to share and learn together about nature.

**Our Values** Our values reflect the shared beliefs and principles that shape our relationships and guide our work. We will use them to guide decision making and interactions with our members and partners.

**Environmental Stewardship.** Inspired by nature in all its forms, we are committed to learning about, caring for, and tending the environment for the benefit of current and future generations.

**Engaged Membership.** We recognize the importance of building an engaged and connected membership through activities, meetings, outings, and events. We will strive to provide a welcoming space that is accessible to all members of the Peterborough community and where members feel welcome to participate.

**Inclusivity.** We recognize the strength of celebrating diverse knowledge, skills, identities, and perspectives. We value inclusivity by identifying and addressing barriers to participation and by intentionally providing offerings that represent the flourishing diversity of the Peterborough community.

**Knowledge Sharing.** We value and encourage knowledge sharing, with each other and the broader community, to build our collective understanding of the natural environment.



Red Chokeberry



Green Frog

(All Credits: Steve Paul)



Bronze Copper



Monarch Caterpillar



## Our Strategic Priorities

### Priority 1: Activities, Outings, and Events

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**Goal:** Build a community that appreciates the value of a healthy natural environment and inspires a love of nature.

- Objectives:**
1. Continue to deliver a wide range of activities including monthly meetings, local outings, programs, and special projects.
  2. Consider member interests, age-appropriate activities, casual versus expert activities, Diversity, Equity, Inclusion (DEI), and accessibility when creating activities.
  3. Continue to provide informative communications to members through *The Orchid*, the website, and social media.
  4. Build community by connecting members through social events and by acknowledging and celebrating volunteers.
  5. Evaluate monthly meetings to improve and diversify participation. Consider enhancing technology and social time.
  6. Work to ensure PFN leadership and speakers reflect the flourishing diversity of the Peterborough community.



PFN Outing: Migrating Birds of the Pigeon Lake Area (Steve Paul)



Top: Northern Maidenhair Fern & Bottom: Orange Mycena (Steve Paul)





Left: Tree Swallow (top), Green Heron (bottom) (Sandy Garvey)  
 Right: Beaver (Steve Paul)

## Our Strategic Priorities

### Priority 2: Engaged Members

**Goal:** Foster an engaged and diverse membership through strong governance to support the long-term sustainability of PFN.

- Objectives:**
1. Evaluate the governance framework and program delivery structure to encourage new and different volunteer and leadership opportunities and to support current and/or a growing membership.
  2. Undertake succession planning of key volunteer roles.
  3. Invest in DEI training for the Board and volunteers.
  4. Review and develop new policies and practices that will strengthen Diversity, Equity, and Inclusion within PFN.
  5. Conduct an annual membership survey to better understand member interests, experiences, and demographics. Incorporate information into the member database.
  6. Actively recruit and invite members by identifying and connecting with groups who may experience barriers to accessing nature.
  7. Develop a fundraising strategy that includes grants, charitable donations, and sponsorships.



## Our Strategic Priorities

### Priority 3: Collaboration and Partnership

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**Goal:** Work collaboratively with like-minded community organizations to steward nature through outreach, joint projects, knowledge sharing, and advocacy.

- Objectives:**
1. Define PFN's role and focus in environmental advocacy, local stewardship, climate change and education. Work to nurture relationships and undertake projects with aligned organizations on these matters.
  2. Work to understand PFN's treaty responsibilities and role in Truth and Reconciliation, including connecting with and initiating relationships with Williams Treaties First Nations.
  3. Continue to support science projects and provide awards to support youth and individuals engaged with science, research, and stewardship activities in the Peterborough region.
  4. Create an outreach team to mobilize knowledge in the community through presentations and information booths at community events.
  5. Continue with advocacy efforts that fit within PFN's mandate and strategic priorities.
  6. Investigate opportunities to share resources with other organizations.



*Northern Saw-whet Owl (Steve Paul)*



*Hummingbird Clearwing Moth (Sandy Garvey)*

## Appendix A: Strategic Planning Process

The PFN initiated a strategic plan exercise in 2023 with financial support from the Government of Canada's Community Services Recovery Fund. The project team consisted of PFN directors Sue Paradis, Anda Rungis, Fiona McKay, Ted Vale, Rene Gareau, and Shelley King and PFN member Alan Sippel. Arising Collective Strategic Consulting Services facilitated the process.

With the goal of creating a dynamic strategic plan, grounded in the long history of the PFN and relevant to the work needed to move forward, the Board determined that engagement with members and representatives of community partner organizations should be a meaningful part of the planning process.

### Engagement

A total of 142 individuals participated in the engagement process (with some overlap between methodologies).



### Process

**A Reflection & Visioning session** was held with the Board and members of the strategic planning project team (10 participants) to kick off the project and to explore current strengths, opportunities, and challenges facing PFN.

**Three focus group sessions** were held: two with current members and one with representatives from community partner organizations.

**Eight key informant interviews with participation from 11 individuals** were held with PFN members and representatives of community organizations. The purpose of these interviews was to collect detailed information from individuals who — with their particular knowledge, experience, and understanding — were able to provide insight on trends, challenges, and opportunities for the PFN.

**One online survey** was developed to ensure broad community input. There were 109 responses to the survey.

**Two three-hour strategic planning retreats** were held with the Board and strategic planning project team to consider the engagement findings and to build alignment on a vision, mission, and values for PFN and to identify strategic themes and objectives for the new strategic plan.





**Community  
Foundation**  
of Greater Peterborough

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