



Manitoba Eco-Network

2024 – 2028 Strategic Plan Report

Approved: Oct 24, 2024

Updated:

# 1 Introduction

The Manitoba Eco-Network (MbEN) began an in-depth strategic planning process in the spring of 2023. The initial step of the strategic planning included reaching out to Manitoba's environmental community to collect feedback on environmental issues in the province, the work that MbEN does, and how the organization can better serve them in the future. An overview of what was heard from the environmental community is presented in section 2, with the detailed survey summary in appendix A. The responses from the survey were used as a foundation for the subsequent strategic planning activities completed by the MbEN board and staff.

The internal strategic planning work began with reviewing and renewing the mission and vision statements. These statements along with an updated description of the organization's purpose and values are provided in section 3. The following step was to conduct a strength, weaknesses, opportunities, and threats (SWOT) analysis, presented in section 4. With the help of our external advisor, MbEN then identified five broad areas of activity under which progress should be made during the life of the strategic plan:

- Government influence
- Collaborative strength
- Community-based research
- Awareness and engagement
- Organizational health

Strategic goals were developed within these five areas with associated high-level objectives to realize these goals, as described in section 5 and appendix B. Priorities were assigned to each objective, as detailed in section 6, based on the needs of the organization and natural dependencies of some of the objectives. Finally, MbEN outlined the plans for maintaining the plan in section 7, to ensure its successful implementation throughout the prescribed period.

## 2 Community Survey

In mid-October 2023, MbEN distributed a short survey to members of Manitoba's environmental community, to inform the strategic planning process. The following sections review the survey questions and a high level summary of the corresponding responses. The survey was distributed to approximately 65 individuals/organizations, and 21 responses were received. For a complete report on the survey responses as well as a commentary on the observed themes, please see Appendix A.

### **Question 1: What do you consider the largest threats to Manitoba's environment and Climate?**

There were 20 responses to this question, which fit within the following overarching themes:

- Resource extraction - 7 responses
- Climate change / greenhouse gas emissions - 6 responses
- Weak legislation - 5 responses
- Government inaction/indifference - 5 responses
- Hydroelectric operations - 4 responses
- Lack of sustainable transportation - 3 responses
- Lack of protected areas - 1 response

### **Question 2: What are the threats to the environmental and climate community in Manitoba?**

A significant portion of the 18 responses to this question were related to funding challenges, as well as the lack of public awareness or support. The responses fell within the following main categories.

- Funding challenges - 12 responses
- Lack of public awareness/education/support - 8 responses
- Lack of government support - 6 responses
- Prioritization of development - 3 responses
- Corporate misinformation - 1 response

### **Question 3: What do you consider to be the greatest opportunities for the environmental and climate communities in Manitoba?**

There were 19 responses to this question, covering a wide range of potential opportunities, from collaboration to Indigenous empowerment to increased public and youth engagement. The main themes of the responses are provided below.

- Opportunities for collaboration (other ENGO's, gov etc.) - 6 responses
- Increased public awareness/support/education - 5 responses
- Indigenous engagement/empowerment - 3 responses
- Youth engagement - 3 responses
- New government, new gov priorities - 3 responses
- Strengthening environmental law/legislation - 3 responses
- New funding streams - 2 responses

- Increased media coverage - 1 response

**Question 4: How much do you interact with the Manitoba Eco-Network?**

There were 20 responses to this question, as follows.

- Weekly - 6 responses (30%)
- Monthly - 4 responses (25%)
- A few times a year - 6 responses (30%)
- Have in the past, but not much lately - 3 responses (15%)
- Not at all - 0 responses (0%)

**Question 5: What does the Manitoba Eco-Network currently do to support you or your work?**

Out of the 18 respondents, there were two that couldn't think of anything that MbEN did to support their work. The rest of the responses fell within the following broad themes.

- Knowledge sharing - 11 responses
- Provide resources / project support - 7 responses
- Collaboration / networking - 3 responses
- Advocacy - 3 responses

**Question 6: What could the Manitoba Eco-Network do to better support your work or the work of the broader community?**

The 19 responses had similar themes as those for the previous question, with the following suggestions for improvements the Manitoba Eco-Network can make.

- Fundraising assistance - 2
- Job/hiring support - 1
- Information development and sharing - 5
- Network communication, amplification and collaboration - 9
- Increased advocacy and government pressure - 3

There were 3 responses that indicated the current level of support was good.

**Question 7: Is there anything you think the Manitoba Eco-Network should not be doing or anything else you think we should know?**

There were 20 responses to this question. Out of these responses, 9 did not have any comments on things the organization should not be doing or any further suggestions. The other responses were mostly suggestions for improvement and fell into the following broad categories.

- Focus more on science, less on regulations - 1 for, 1 against
- Collaboration and relationship-building (government, youth) - 5
- Rural support - 2
- Media strategy - 1
- Knowledge sharing - 5

**Question 8: Do you receive our monthly bulletin?**

Out of the 20 responses, 18 said 'Yes'; while 2 said 'No'.

## 3 Our Mission, Vision, and Values

As a part of the strategic planning process, the MbEN board and staff reviewed our existing mission, vision, and 'about us' statements. These were updated to reflect the current work conducted by the organization as well as the input from Manitoba's environmental community. As part of this work, the organization's values were discussed and outlined to ensure that these are clear to our funders, partner organizations, and members.

### 3.1 Our Vision

A strong environmental community in Manitoba, bolstered by good governance processes, working together to protect our environment for the benefit of current and future generations.

### 3.2 Our Mission

To promote good environmental governance, support and build capacity, advocate for environmental justice, and act as a bridge between environmental organizations, the public, and all levels of government.

### 3.3 About Us

The Manitoba Eco-Network is a non-profit registered charity which seeks to strengthen Manitoba's environmental community with the goal of protecting our environment for the benefit of current and future generations. The Eco-Network facilitates connections, engages in advocacy opportunities, and undertakes community-based research that promotes meaningful public participation in environmental governance processes.

We serve as an umbrella for environmental non-governmental organizations across the province. We build capacity and support grassroots organization's participation in the environmental community, we celebrate positive environmental actions that happen within Manitoba, and work to elevate the voices of all those within our community.

### 3.4 Our Values

MbEN is proud of its contributions and achievements in its storied past and is committed to expanding its influence on environmental governance as Manitoba society faces increasing environmental challenges including the climate crisis. Although we draw essential lessons from the past, our focus is on the future of our province and of the globe.

We will continually seek to:

**Improve Environmental Justice** – The planet, flora, fauna and humans are all interconnected. When one suffers, we all suffer. As well, too often some humans thrive at the expense of others. Working towards a better world means leaving no one behind, especially those most vulnerable and those who do not have the opportunity to speak for themselves with an expectation of being heard.

**Amplify Indigenous Voices** – MbEN's interests are frequently consistent with those of Indigenous communities and governments. We seek to ensure Indigenous voices are heard, understood and that they guide our work.

**Promote Evidence-based Solutions** – there are many considerations that contribute to good decision-making. MbEN stresses solutions which are strongly supported by western science and Indigenous knowledge.

We are committed to the following approaches to doing our work:

**Collaboration and Inclusivity** – knowing that collaboration is much more powerful than competition, strength comes from diversity, and that in the best of all worlds, yesterday's foe can be convinced to be tomorrow's friend. We encourage local voices and invest in community capacity.

**Holistic Thinking** – we believe in an all-embracing approach that views every aspect of our environment as a cohesive whole rather than a collection of isolated elements. We focus on the big picture, and resist getting too caught up in the details.

**Excellence** – of the work we do. We take great pride in the quality of our work. We are reliable partners and always work towards mutual empowerment with our partners and the community.

**Accessibility** – to the information we develop and share and for opportunities to work with us. One of our greatest strengths is our ability to simplify complexity as a means of broadening understanding.

## 4 Strengths, Weaknesses, Opportunities, and Threats

The SWOT analysis was conducted with insight from the previously conducted survey as well as input from the MbEN board, staff, and external advisor. This analysis provides a high-level overview; however, it's essential to dive deeper into each section to fully understand and strategize for MbEN's future. For example, how do we maximize the impacts of our strengths and take advantage of opportunities? How do we turn weaknesses into strengths and threats into opportunities? Where that is not possible, how do we mitigate any negative impacts?

The following recent accomplishments give us confidence that we can continue to make a difference and even magnify our impact:

- MbEN is now being recognized for its work in the legal/policy sphere.
- In addition to the work having an impact, the influence has also spread to over 50 university students who have been provided the opportunity to be involved in and assist with this work.
- The work on Navigating the Law is particularly well-received.
- MbEN can be very proud of the Healthy Environment; Healthy Neighbourhood work, its associated community research, and the resultant emphasis placed on lifestyle and liveability.
- MbEN has been active in building neighbourhood climate resilience. This is being done by few, if any, other organizations.
- There have been quite productive partnerships with the Green Action Centre, and a successful fundraising campaign, Seniors for the Environment.
- MbEN has had 40 years of success, a milestone that stands testament to the organization's durability and impact.

Given this, the strengths, weaknesses, opportunities, and threats of MbEN were identified and are provided below. Note that the presented SWOT analysis is an initial assessment; however, this should be a dynamic document that is regularly updated.

### 4.1 Strengths

**Comprehensive and Diverse Insights** – a product of the diverse expertise of our Board and Committee members.

**Brand Recognition** – MbEN has brand recognition as well as acknowledgement of a strong reputation within the environmental community.

**Strong Relationships and Ties** – with the legal and academic communities.

**Charitable Status** – an advantage for attracting donations and sponsorships.

**Diverse Membership** – A varied membership base broadens the scope of impact as well as of collaborative opportunities.

**Geographical Reach** – While primarily based in Winnipeg, MbEN's influence extends to rural Manitoba.



**Ties to the Next Generation** – the involvement of dozens of students in our policy and legal activities gives us access to the enthusiasm, energy and perspectives of the next generation.

**Recognized Engagement in Education** – MbEN is active in elements of the learning landscape which are typically under-served.

**Talent** – our in-house talent level is high.

## 4.2 Weaknesses

**Funding Uncertainty** – funding is currently largely project-based and, therefore, highly variable, making planning difficult.

**Union – Management Dynamics** – fostering a harmonious working relationship still poses challenges.

**Capacity Constraints** - limited staff capacity restricts the extent of projects undertaken.

**Volunteer Engagement** – There is no structured volunteer onboarding process and nor are there defined roles.

**Proximity to Community** – separation from other environmental community members means shared creative thought and spontaneous collaborations are occurring less frequently.

**Succession Planning** – the absence of a clear staffing and succession plan, especially with upcoming contract renewals, is a significant gap.

**Operational Planning** – MbEN lacks a comprehensive plan which aligns activities with goals.

**“Network” Meaning** – there is lack of clarity and common understanding of what is implied in our being titled a “network”.

**Governance** – Clarity and consistency in internal policies and procedures require improvement.

**Diversity** – Despite recent improvements, this remains an area in which we are still short of our goals.

**Board Retention and Continuity** – early resignations are affecting continuity and limiting the ability to share the workload.

## 4.3 Opportunities

**Engaged Community** – there is strong community involvement, underpinned by member groups, individuals, and an overarching concern for the environment and growth opportunities also exist.

**Environmental Awareness and Sense of Urgency** – there has been some improvement in public environmental consciousness and a sense of urgency around some issues.

**New Provincial Government** – the newly-elected government appears to be taking environmental responsibility more seriously.

**Policy and Influence** - MbEN's reputation for strong and trusted work positions it to play a pivotal role in shaping environmental policies. Our views are currently often sought by relevant orders of government.

**Influence on Legislation** – there is a thirst for more legal knowledge and advice for the environmental community in Manitoba, a need which MbEN could choose to fill.

**Core Funding?** – the new provincial government may be open to restoring some level of core funding.

**Digital Outreach** - Digital platforms continue to evolve and gain traction with our many of our audiences.

**Youth as an Environmental Resource** – this element of the Manitoba population has energy, interest and enthusiasm which can and should be tapped.

## 4.4 Threats

**Government Change** – Federal election is due no later than fall 2025; a change in government would likely mean decreasing emphasis on environment.

**Emerging Crises** – mining is emerging as a huge issue that will likely demand a disproportionate amount of MbEN time during the life of the strategic plan.

**Public Attitudes** – although progress is being made, public apathy remains too low for the public to significantly aid achievement of MbEN goals.

**Sector Capacity** – sector capacity lags the demands placed on it; MbEN is unable to rely on assistance from other sector members when most under stress.

**Sector Unity** – disparate voices in the environmental sector are still too prevalent for strong unified action on critical issues. MbEN's voice is thus weakened.

**Brand Recognition** – MbEN is still not well enough recognized in the general population.

## 5 Strategic Goals and Objectives for 2024-2028

This section describes the strategic goals set for the four-year period starting in 2024. The five broad areas that these goals fall into are provided below, along with the related high-level objectives for each goal. Visualization of the work clusters, goals, and objectives are provided in the 2024 Strategic Directions Diagram in Appendix B, as well as the Goals and Objectives table.

### 5.1 Work Clusters

Through the strategic planning process, MbEN identified five broad areas of activity under which progress should be made during the life of the strategic plan (2024 – 2028).

These work clusters are:

- Government influence
- Collaborative strength
- Community-based research
- Awareness and engagement
- Organizational health

The first four relate to the substantive outputs of MbEN efforts. The fifth is a means to the ends. That is, the organization must, itself, be healthy in order to perform and deliver the substantive elements of its mandate.

A vision was developed for each cluster. The vision in each case answered the question “what would this work area look like if we could be successful in influencing or affecting it in the way we wish to?” These visions are provided below.

**Government influence** – Government policy, legislation and programs are consistent with environmental sustainability and are current and evolving.

**Collaborative strength** – MbEN members and other environmental organizations have access to supports which increase their capacity. MbEN, along with other capable and complementary voices, collaborates on significant environmental issues.

**Community-based research** – MbEN is making measurable contributions to understanding of the environment and significant factors impacting it.

**Awareness and engagement** – A knowledgeable and vigilant public who cares for the environment and acts to preserve, protect and restore nature.

**Organizational health** – MbEN is governed and managed in a clear, accountable manner. Is administratively effective and efficient. Membership is growing. Funding is diverse and stable.

### 5.2 Overarching Goals

For each vision listed above, an inclusive overarching goal was identified. Together these overarching goals represent the MbEN’s strategic goals for 2024 - 2028. On the following pages, the vision, the related overarching goal and supporting objectives are elaborated.

A total of eight objectives have been developed in support of the five visions and overarching goals. Each objective includes a suggested timeframe for its development. However, it is acknowledged that those are notional only and very much subject to adjustment. The implementation of the plans developed for each objective is expected to begin immediately following the approval of the strategic plan and extend for its duration.

The development of the plans denoted in the objectives is, in each case, a significant task. However, once done, planning for the implementation of subsequent strategic plans should be less intensive.

### 5.2.1 Strategic Goal 1

Vision: Government policy, legislation and programs are consistent with environmental sustainability and are current and evolving.

#### **Overarching Goal**

MbEN works to strengthen environmental protection and the impacts of policy, legislation and programming of governments.

#### **Related Objectives**

1) Identify, describe fully, and prioritize environmental governance issues for MbEN. Develop advocacy approaches for the priority issues, all by 30 April 2025.

Purposes:

- To provide focus for MbEN's advocacy efforts.
- To maximize the effectiveness and efficiency of MbEN's advocacy efforts.
- To support other elements of the strategic plan.

Critical Requirements:

- Take into consideration each government's apparent and stated priorities.
- Consider other environmental groups and gaps in advocacy efforts, as well as the particular role that MbEN plays in different advocacy issues.
- Consider a broad range of advocacy tools and recommend appropriate tool applications for each priority and for each order of government.
- Integrate advocacy priorities and approach with environmental community needs and priorities (Vision 2, Objective 1), the availability of research results (Vision 3, Objective 1) and the engagement and communications strategy (Vision 3, Objective 1).
- Must include an adaptive management (monitoring and adjustment) plan.
- Workplan to be developed and approved by 15 January 2025.

### 5.2.2 Overarching Goal 2

Vision 2: MbEN members and other environmental organizations have access to supports which increase their capacity. MbEN, along with other capable and complementary voices, collaborates on significant environmental issues.

#### **Overarching Goal**

MbEN strengthens the voice and impact of the environmental community by:

- Creating and supporting broad collaboration on significant issues; and
- Contributing to an increase in the capacity of the environmental community.

### **Related Objectives**

1) Develop a living database of member characteristics, including areas of focus, needs, and opportunities for collaboration (i.e. who are potential partners) by 31 December 2024.

Purposes:

- A current and improved understanding of the community we serve which will support:
- The development of a member benefit and support program.
- Relevant, effective and practical service provision to the environmental community.
- A strategically focused research program (Vision 3).

Critical Requirements:

- Should include existing and obvious potential members.
- Needs to be interpreted broadly but also to include, specifically, legal services.
- Workplan to be developed and approved by 31 October 2024.

2) Develop and implement a practical and effective member benefit and support program ready for roll-out at the start of the 2025 – 2026 fiscal year.

Purposes:

- Support the growth and retention of MbEN membership.
- Provide a roadmap towards improvement in the capacity of Manitoba's environmental community.

Critical Requirements:

- To be built upon information developed in the database (Objective 1, above).
- Program must be effective, practical, and efficient in the use of internal resources.
- Identify the most attractive opportunities for collaboration. Include opportunities, also, for sponsorship.
- Program needs to accommodate processes for connecting member groups on advocacy opportunities and outcomes.
- Program must include an adaptive management (monitoring and adjustment) plan.
- Workplan to be developed and approved by 15 January 2025.

### **5.2.3 Overarching Goal 3**

Vision 3: MbEN is making measurable contributions to understanding of the environment and significant factors impacting it.

#### **Overarching Goal**

MbEN develops and supports community-based research that continually improves our understanding of the environment and the significant factors impacting it.

## **Related Objectives**

1) Develop and begin to implement a research plan for MbEN by April 2025.

Purposes:

- To fill significant gaps in the environmental community's and the public's knowledge and understanding of the environment and impacts upon it.
- To support other elements of the 2024 – 2028 strategic plan in a timely manner.
- To maintain and improve MbEN's place and reputation in the research community.

Critical requirements:

- Plan should consider at least the duration of the strategic plan.
- Plan should prioritize the gaps/needs and respond to those priorities to the extent possible.
- Plan should identify critical collaborators and assess the probability of that collaboration.
- Plan should propose a process for translating and sharing results with lay audiences.
- Plan should be strongly linked to information produced in the database project (Vision 2, Objective 1).
- Plan should be integrated with the fundraising plan (Vision 5, Objective 2).
- Plan should be consistent with approaches developed as part of the engagement plan (Vision 4, Objective 1).
- Workplan should be developed and approved by 15 January 2025.

## **5.2.4 Overarching Goal 4**

Vision 4: A knowledgeable and vigilant public who cares for the environment and acts to preserve, protect, and restore nature.

### **Overarching Goal**

MbEN contributes significantly to the knowledge, vigilance, and caring of the public, and its desire to engage to preserve, protect and restore nature.

### **Related Objectives**

1) Develop and implement a comprehensive engagement and communications plan within six months of the Board approval of the strategic plan.

Purposes:

- To support the achievement and dissemination of the results of all actions and needs implicit in the overarching goals of the strategic plan.
- To build public knowledge, interest in and caring for the environment.
- To demonstrate how engagement can make a difference in environmental governance.
- To inform MbEN of community interests and attitudes.
- To build community capacity and to support local initiatives.
- To enhance the reputation of MbEN.
- To encourage more public engagement with and support of MbEN.

#### Critical Requirements:

- Develop in more detail the purposes this plan will fulfill based on notes above.
- Include the identification and description of relevant audiences.
- Include audience-specific strategies, when general strategies will not be sufficient.
- Include volunteer engagement.
- Consistency with the member benefits program (Vision 2, Objective 2)
- Integration with and consistency with the fund-raising plan (Vision 5, Objective 2)
- Includes an adaptive management (monitoring and adjustment) plan.
- Workplan to be developed and approved within one month of Board approval of strategic plan.

### 5.2.5 Overarching Goal 5

Vision 5: MbEN is governed and managed in a clear, accountable manner. Is administratively effective and efficient. Membership is growing. Funding is diverse and stable.

#### **Overarching Goal**

MbEN governance continually improves in terms of effectiveness, efficiency, and accountability. MbEN is growing in terms of membership as well as in regard to diversity and stability of funding.

#### **Related Objectives**

1) Develop an operational plan for the implementation of the 2024 – 2028 strategic plan within three months of Board approval of the strategic plan.

#### Purposes:

- To maximize the probability of full implementation of the strategic plan and the achievement of MbEN's overarching goals

#### Critical Requirements:

- Practical – middle-of-the-road assumptions regarding resource availability.
- Adaptable – the operational plan can be adjusted in a predictable manner to accommodate new emerging priorities or emerging resource shortfalls.
- Is integrated with the fundraising plan in next objective.
- Propose MbEN structural adjustments to ensure fit with operational plan.
- Includes an adaptive management (monitoring and adjustment) plan.
- Workplan to be developed and approved within two weeks of Board approval of strategic plan.

2) Develop a fundraising plan for MbEN concurrent with the development of the operational plan (Objective 1, above) for roll-out four months after Board approval of strategic plan.

#### Purposes:

- Support the implementation of the operational plan in Objective 1.
- Reduce the amount of staff time required to fundraise to support their own salaries.

- To improve overall MbEN capacity.
- To improve budget predictability.

Critical Requirements:

- Significantly broadened fund-raising base for MbEN.
- Significant improvement of diversity of MbEN fund-raising base.
- Emphasis on continual (monthly) giving.
- Include a process for ongoing relationship-building/engagement with donors (consistent with Vision 4, Objective 1).
- Integrate efforts with member benefits program (Vision 2, Objective 2).
- Workplan to be developed and approved within two weeks of Board approval of strategic plan.

3) Review and update MbEN processes and procedures by 31 December 2024.

Purposes:

- Clarify authorities, responsibilities, accountabilities, and relationships among staff and between staff and Board.

Critical Requirements:

- Include processes for engagement of volunteers.
- Include job descriptions and competency requirements.
- Include human resource processes.
- Workplan to be developed by 31 October 2024.



## 6 Strategic Priorities

The objectives were reviewed to set priorities based on the current work of the Manitoba Eco-Network, as well as the logical order necessary to complete the associated actions. A value of 1 to 3 was assigned to each objective, with 1 representing an objective that must be started first. It is important to note that many of the actions associated with the objectives will be completed concurrently as many of them are related.

Goal	Objective	Priority	Related Actions
1	Identify, describe fully and prioritize environmental governance issues for MbEN. Develop advocacy approaches for the priority issues, by 30 April 2025.	2	This information is necessary for establishing research and communications plans, and supports fundraising work.
2	Develop a living database of member characteristics, including areas of focus, needs, and opportunities for collaboration by 30 April 2025.	2	This is necessary for developing a member benefit program.
2	Develop and implement a practical and effective member benefit and support program ready for roll-out at the start of the 2025-2026 fiscal year.	3	Requires prior knowledge of members and our advocacy approaches.
3	Develop and being to implement a research plan for MbEN by April 2025.	3	This relates to the operational and fundraising planning, and prioritized governance issues.
4	Develop and implement a comprehensive engagement and communications plan within six months of the Board approval of the strategic plan.	3	The communications plan would draw information from many other objectives, including the fundraising plan, internal procedures, priority governance issues, and member benefits.
5	Develop an operational plan for the implementation of the 2024-2028 strategic plan within three months of Board approval of the strategic plan.	1	This is the initial task required to enact the strategic plan.
5	Develop a fundraising plan for MbEN concurrent with the development of the operational plan (above) for roll-out four months after Board approval of strategic plan.	1	A fundraising plan must be associated with the operational plan to ensure the funds required to enact the plan are obtained.
5	Review and update MbEN processes and procedures by 31 December 2024.	1	Internal procedures must be in place to ensure the successful implementation of the strategic and operational plans.



## 7 Maintaining the Strategic Plan

Maximum value is realized from a strategic plan when it is applied consistently and effectively, and when the plan is maintained and kept current. The following is an elaboration of but consistent with, part 4C of the Strategic and Operational Planning Procedure located in Appendix C.

### 7.1 Application

The most important value in having developed a strategic plan derives from the organization's decision-makers having the critical elements of the plan always in their minds when they are making choices for the organization. Familiarity with the Vision, Mission, Values, the Over-arching Goals as well as the supporting Objectives is a huge benefit of having participated in the strategic planning process. The challenge, however, is for the organization to ensure that such familiarity is not short-lived but that it persists. It is accomplished in the following manner.

The 2024 Strategic Directions Diagram (Appendix B) – MbEN has developed the diagram with one primary and a potential secondary purpose in mind. The primary purpose is that it serves as a simple reminder to members and decision-makers of why they are at the decision-making table and what they must honour during their deliberations. To meet this need, MbEN could consider replicating the diagram and laminating it to use as placemats for Board meetings. A potential secondary purpose of the diagram is that may serve as a communication tool to convey to collaborators, partners and potentially other interested parties, what MbEN is about and what it stands for.

The on-the-ground reflection of the strategic plan will be found in the relevance of the objectives, their related workplans and the persistence with which those are pursued.

### 7.2 Maintenance and Currency

Firstly, the strategic plan is a simple document and plan. This facilitates frequent and regular updating of the plan, thus ensuring its currency. The following is a recommended process for maintaining the currency of the plan.

- MbEN needs to commit to confirming the correctness of critical elements of the plan on frequent intervals. The MbEN will confirm the following, no less frequently than annually and more frequently when possible or required by significant events:
  - Assumptions that are part of the 2024 Strategic Directions Diagram remain correct. That is, the Clusters, the Factors to be Influenced, the Visions and Over-arching Goals for each Cluster and the Values remain unchanged. This diagram will be quite durable and is likely to remain unchanged unless and until MbEN alters its primary activities. If a needed change to the diagram is identified, the diagram should be updated, replaced in this document and shared with the Board and staff as soon as possible after the diagram is altered. Further, if a change is made to the diagram, the related assessment tool (Appendix D) may also require updating.

- The Strengths, Weaknesses, Opportunities and Threats (SWOT) found in Section 4 are briefly revisited, also at least annually, with the intention of confirming that the societal, political and practical context within which the MbEN operates remains the same. Should a change be required to the SWOT, then the listing is updated and replaced in this document.
- If there is no change to either the diagram or the SWOT analysis, then it is unlikely that Over-arching Goals would require alteration.
- However, if either the diagram or the SWOT analysis requires updating, then a close examination of the current Goals, Objectives and related work plans will be required to ascertain if related adjustments need to be made to the specifics of the Objectives or if resources which support MbEN activities need to be adjusted. If a change occurs to any Goal or Objective, then it is to be revised and replaced in this document.
- When an Objective is completed, or if for any other reason, MbEN determines that an Objective needs to be changed:
  - The simple assessment tool provided in Appendix D is used to assist decision-makers in determining the value of any proposed replacement initiative.
- Whenever a change to the planning document is made, a change is also made to the footer to identify the month and year of alteration and the version number is updated so that the reader can be confident they are using the most current documents. If MbEN adds an appendix that tracks the process, then the review date is entered in that table and the changes made are summarized.

It is anticipated that the entire plan would be revised through a simple but comprehensive process no less frequently than once every five years and each revision should be documented using the template provided in Appendix E.

# Appendix A: Community Survey Responses

In mid-October 2023, MbEN distributed a short survey with a view to informing its fall 2023 strategic planning process. The following is documentation of that survey and the results stemming from it. The survey was distributed to approximately 65 individuals/organizations. Twenty-one responses were received.

In the following reflections, the format utilized is:

- A restatement of the question in **bolded font**.
- A verbatim copy of the responses in regular font.
- A summary of the responses with the main themes identified at a level which should be more helpful to the planning process provided in *italicized font*.

## **Question 1 – What do you consider the largest threats to Manitoba’s environment and climate?**

### Responses:

- The inadequate approvals process and weak environment act
- Lack of protected areas and seemingly no political will to increase Pas
- government inaction, unsustainable resource extraction, lack of options such as public transportation, and bike paths etc.
- Rising global temperatures
- Hydroelectric operations
- Resource extraction, GHG emissions from fossil fuels
- fossil fuel mining, industries poisoning lakes, water tables, lack of supports for citizens to transition to climate friendly energy (solar, wind)
- industrial agriculture and resource extraction projects
- The lack of strong environmental protection (legislation)
- Impacts from forestry, mining and agriculture; slow progress on water treatment upgrades in Winnipeg; high per capita GHG emissions; cumulative effects of hydroelectric development in the north
- Corporate agriculture, Urban sprawl driven gas vehicle reliance, government ongoing conservative fiscal policy, lack of vision or know how for just transition, ongoing jobs vs environment thinking and politics.
- Economic development without proper environmental assessment, action by the government without consultation with the environmental experts in our community, economic development without taking the future value of the land and water into account.
- Threats to environment: pollution of lake Winnipeg, silica sand mining, extractive industries, lack of environmental protections, lack of action to protect environment and act on climate adaptation and resilience.
- Storms, temperature extremes esp heat, forest fires, floods, droughts, declining green space
- Lack of a plan regarding Climate Change GHG reduction. Needs all hands to be in focus and dedicated to each person doing as much as able and possible to care for our environment, it's the first thing everyone needs to be able to survive. This includes keeping Habitat for wildlife

and all native plants. Weeds are invasive and need to be controlled, it is mostly humans that spread weeds and invasive organisms. Runoff water is being helped along with excessive drainage, this causes loss of Habitat as well as flooding and lack of water during drought. -The largest threat is the sad performance of Manitoba Hydro to address climate change. Instead of embracing wind, solar and DSM, they are offering to generate new electricity to power our electric vehicles and homes with gas-fired boilers! Insanity. The Dunsky Report lays out a comprehensive framework of increasing DSM by 7 times investment to reduce our carbon and energy footprint. We need to listen to this report.

-Pollution in every possible form.

-1) politicians don't see climate change as a priority 2) governments flip-flop between indifference and regressive actions 3) damage from a permissive critical mineral strategy that threatens aquifers and traditional ways of life 4) slow progress on new protected areas, 5) a lack of transfer payments from the province to cities which limit their ability to take on major projects and expensive retrofits

-Industrial Agriculture( 28%) and Transportation ( 33%) according to Climate Change Connections Graph

-lack of regulation, legislation, use of unenforceable guidelines, MB open for business policies

### Strategic Themes:

*Although there were 21 respondents, there were several times that number of responses as many provided multiple ideas. Those who provided multiple comments conveyed no idea of priorities amongst them. One or two items identified under Question 2 more properly belonged under this question, I was conscious of those as I put together the following:*

*The comments appear to break down into a handful of categories:*

- *Substantive*
  - *Climate change*
    - *fossil fuel usage*
      - *Transportation*
        - *Inability to get off fossil fuels*
        - *New road construction*
      - *Urban design and sprawl*
  - *Industrial/corporate agriculture*
  - *Mining, forestry*
  - *Pollution in all its forms but water highlighted*
  
- *Process-related*
  - *Governance*
    - *General erosion of government institutions*
    - *Weak legislation*
    - *Permissive permitting/approvals*
    - *Lack of political will*
    - *Poor consultation/engagement*

- *Inadequate planning*
- *Economics-first mindset*
- *Dissonance between publicly-stated values/priorities and those reflected in the decisions made*

## **Question 2 – What are the threats to the environmental and climate community in Manitoba?**

### Responses:

- development is prioritized over environmental protection and there is no planned transition away from fossil fuels including phasing out of natural gas
- Funding insecurity
- competition for funding, lack of government support,
- Limited budgets, ambivalence or burnout on environmental issues by general public
- Lack of funding, political support, public awareness
- Political will, the extent to which the political environment is enabling under-funding, reliant too much on volunteers . unpaid workforce, governments who make development a priority
- A lack of dependable funding and fragmentation of interests that dilutes impact.
- Public apathy; dissonance between stated values/beliefs and actual values/beliefs/behaviour; lack of long-term secure funding for ENGOS
- Corporate misinformation like Ag in the Classroom, conservative funded court action like striking down the EIA act by Supreme Court, limited access to funding, lack of systems analysis in the sector. lack of civic engagement by a public who deal with climate anxiety by distraction and avoiding rather than activism.
- The very real possibility that the focus will be on health care, education and safety and there will be little or no resources left to invest in protecting the environment or mitigating the climate crisis. We need to illustrate how the climate crisis will affect everything and the cost of ignoring it is too great. We need to ensure the government understands it is cost effective to act now and economically foolish to postpone action.
- lack of capacity to educate, organize and mobilize. Very thin "bench strength" - few organizers, few funds, need for next generation to learn skills and lessons from retiring organizers.
- Perceived economic priorities overriding the climate and environmental agenda Insufficient public awareness and outrage Declining volunteerism
- Not acting and not caring for our environment humans are the only animal capable of either destroying our environment or caring for our environment.
- Lack of funding and visibility....hopefully the new NDP government will re-install funding as promised.
- Pollution, water air and soil
- As I see it, 1) We need as much communication as possible between environmental and climate change organizations and as much collective action as possible. It has been great to see progress here over the last few years. 2) We need ways to bring new people in and re-energize folks who are burned out. 3) We need to find ways to amplify the voices of everyday Manitobans who care about climate change to build popular support for actions. Our biggest threats are political indifference and burnout. Interpersonal conflict in the movement requires

thoughtfulness and care. I am always happy when people collaborate despite these challenges. Very proud of the hard work that is being done in this area, but there is certainly more to do.

-Lack of human and financial resources

-lack of funding, counsel, lack of transparency and communication from govt agencies

### Strategic Themes:

*In the lexicon of strategic planning, Threats are those conditions external to the organization which could be expected to be troublesome to the organization. The respondents provided those but also some which were internal. The latter would normally be referred to as Weaknesses. However, because of the wording of the question, I have listed them all as Threats which are either internal or external. In broad terms, the following lists tend to be in descending order of frequency of mention.*

#### *Internal:*

- *Environment and climate community has “lost its voice”; narrative has been taken over by conservative voices*
- *Capacity to educate, mobilize, organize*
- *Fragmentation of Interests*
- *Overly heavy reliance on volunteers*
- *Burn-out*
- *Lack of succession plans*

#### *External:*

- *Funding insecurity (government support for)*
- *Lack of public awareness and caring; lack of visibility of organizations; public apathy*
- *Dominant government focus on health care, education, economic priorities*
- *Decrease in volunteerism*
- *Misinformation*

### **Question 3 – What do you consider to be the greatest opportunities for the environmental and climate communities in Manitoba?**

#### Responses:

-Updated Environment Act and an EIS required for projects independently managed through an independent third party agency funded at arms length by the proponent

-Re-establishing core funding with the new provincial government; focusing on working with municipalities to make cities greener

-collaboration on campaigns and actions

-Federal funding for climate resilience projects

-Change in government as per latest election

-Engagement of Indigenous communities and partners, addressing environmental racism

-collaboration for collective impact, influencing laws and regulations, public education and mobilization



- Indigenous and youth involvement
- The need to find a receptive ear in the new government.
- Working in concert to develop high profile and focused programming to address the threats
- Youth learning about climate change in schools and organizing youth. Building youth capacity for systems change and strong political analysis. The bad economic conditions are an opportunity for people to abandon capitalism for a new sustainable economic model not creeping fascism.
- The greatest opportunities for the community are the commitment from our government to commit to take meaningful climate action to protect Manitoba's lands and waters and work towards net zero targets, and having 75% of MB list the climate crisis as a priority. If the community unites to hold the government accountable and we work to engage the citizenry in a campaign to demand the environment and climate crisis be an urgent priority we might actually seem some positive action.
- Incredible public support for climate action and protecting the climate, particularly among young people; the provincial NDP's commitment to 30 by 30 and the opportunity for a Manitoba carbon tax.
- Increasing public awareness and outrage especially from youth New government Indigenous leadership and power
- Education about how all living creatures work together to naturally cycle the needed CO<sub>2</sub>, it is the fossil Carbon burning which is not in cycle Carbon that is GHG and a threat to our Earth.
- Working cooperatively with government towards climate initiatives programs that deliver positive change. For so many years, government has defunded and worked to shut down independent climate voices....and yet despite it all, Road to Resilience was produced as an excellent roadmap to follow. What a nice change if the new government actually invited R2R organizations to become partners in a coalition of change! Crazy thoughts....
- Cleaning up the environment and preventing future pollution
- Collaboration on key initiatives, ongoing dialogue between groups
- Increased media interest in climate change. Increased public acceptance of the reality of climate change.
- strengthen environmental law, direct policy towards green tech and sustainable action not the open for business mentality

### Strategic Themes:

*The ideas that emerged in the responses could be clustered in three areas – 1) governments, 2) the public, including young people, Indigenous communities and the media 3) like-minded organizations.*

### *Governments:*

- *Current federal government preparedness to fund action to counter climate change.*
- *The new provincial government*
  - *Possible restoration of core funding*
  - *Stated commitments to protected area and climate action targets; receptive ears?*
  - *Hoped-for improvements to legislation and related government processes*

- o *Potential for a stronger and collaborative relationship with the government, new policy agendas, perhaps a coalition for change*

*Public, Young People, Indigenous Communities, Media:*

- *Increasing public awareness and support for action against climate change*
- *Indigenous leadership strength; more opportunity to work with Indigenous governments and communities*
- *Thirst for knowledge; chance to build youth capacity*
- *Media interest in climate change*

*Like-minded Organizations:*

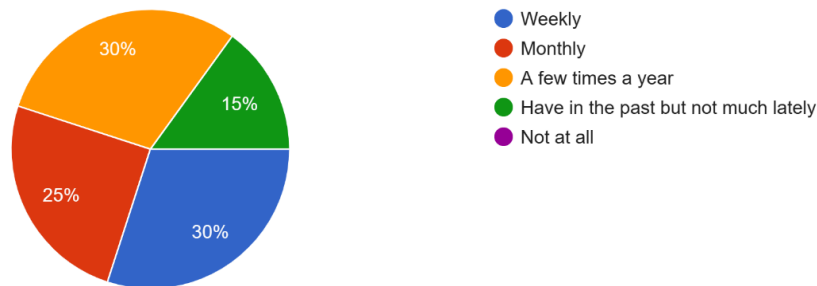
- *Strength of collective voice*
- *Shared focus and collaboration on the focus areas*
  - o *Multiple areas suggested for this focus*

**Question 4 – How much do you interact with the Manitoba Eco Network?**

Responses:

How much do you interact with the Manitoba Eco Network?

20 responses



Strategic Themes:

*Question: How does this compare to MbEN’s hopes? For those who answered in the green or the orange, is the infrequent connection their choice? If so, why? Should they be asked questions about how their connection with MbEN could be improved?*

**Question 5 – What does the Manitoba Eco Network currently do to support you or your work?**

Responses:

- this survey
- Knowledge sharing through webinars, etc.
- Nothing that I can think of

- Funding and project support
- Provides resources via newsletter
- Supports SDGs in the community, in line with our own mission, a resource for potential events or other activities related to sustainable development
- inspires me and helps keep me informed
- Helps set up Zoom meetings
- Provides information on Manitoba's environment to groups and the public that can be used in their advocacy. - Works with other climate/environment groups on issues of common interest.
- I have appreciated the legal and policy advocacy the organization has done in recent years.
- Not much. I have asked looked for a list of ENGOs. I have offered to do some capacity building workshops.
- Supports MEJC's work. Acts as a resource.
- We supported a research project. We are in some meetings together and talk.
- Brings stakeholders together, identifies priorities for action and policy windows, provides background and information Policy advocacy and lobbying government
- Information and action regarding how to care for our environment on many topics. Challenging people who may not care for the environment above money as a priority.
- Part of a network of people committed to speak out on necessary change in climate initiatives.... so important to have positive voices in paper and media.
- Providing relevant info, especially in regards to the state of Lake Winnipeg.
- Tons! hosting Eco-drinks is a crucial asset to relationship-building in Manitoba. Glen often connects me with folks I am hoping to talk to and brings new folks into collaborations. The Eco-network played a pivotal role in the success of the Provincial forum on Climate and the Environment, providing a ton of support. The monthly newsletter for events and actions is extremely helpful. Glen also often provides insights and political savvy. I often see other members of the team at events. Arielle is a Gem and I hope you can keep her on!
- Glen offers information about resources and references in the industrial agriculture sector info, support, helped secure legal rep for hearing

### Strategic Themes:

*Responses ranged widely. Some believe that MbEN has done little of benefit to them or their organization. One might infer from that that they hoped for more. However, those hopes were not explicitly stated nor were the areas in which they might be hoping for improvement. For that, see responses to Question 6.*

*The bulk of the responses noted considerable assistance from MbEN.*

- *Most commonly the respondents referred to MbEN acting as a resource for them. "Resource" can have several meanings. The exact meaning was seldom provided by the respondents. One might surmise that it could include knowledge about certain subject areas, awareness of who is working on what, or on-the-ground support for specific initiatives. The newsletter was specifically noted as was assistance in obtaining funding.*
- *The practice of bringing common interests together either in-person or virtually was clearly valued – helps to identify shared interests and resources*

- *Can be the organization which provides briefings to government and be a leader for change*
- *Specific kudos were stated for:*
  - o *The work on legal and policy advocacy*
  - o *The contributions of Arielle and Glen*

**Question 6 – What could the Manitoba Eco Network do to better support your work or the work of the broader community?**

Responses:

- Raise funds for a judicial review of Projects such as the Sio Slica extraction and processing operations and the Wanipigow sand extraction project
- Publishing short, op-ed style info pieces that break down important/complex environmental issues in Manitoba; data analysis projects that do the same (like investigative journalism)
- provide more opportunities for networking/collaborating, passing on funding opportunities
- Current level of support is excellent
- Populate Green Jobs webpage more
- Convene discussions/events/activities in partnership with members; amplify messages or resources coming from the network participants
- Your newsletter is awesome, community convening great, making the most of your resources through use of students amazing, fostering collaboration is strong. hard for me to think of how you could improve. I think I would need to be more involved to have any ideas on that. Maybe more broad / large community surveys to help politicians and policy makers and know how important these issues are to citizens?
- help co-ordinate community actions with other environmental groups. Help bring groups together to develop a common strategy.
- It would be helpful if there was a central place to locate current research being done in Manitoba on the environment or climate change
- Reinvigorate the networking function the organization used to do, bringing groups together and facilitating collaboration among organizations.
- The ENGOS need to organize geographically in Neighbourhoods. Focus on government budgets. Organize for a participatory budgets at all levels of government. Organize for just transitions joint committees in each industry - Work with the sector councils on this. Work with union workplace safety and health committees in unions for a just transition law and plan. Use my Change Matrix.
- N/A
- Is there an opportunity to the MB Eco Network to work with and advocate on behalf of environmental groups for the sector's needs? How can the Eco Network raise the public profile of environmental issues in MB? I do appreciate the policy briefs you do, it all looks excellent.
- Continuing to do what it's doing. Put pressure on new government to follow through on climate commitments and go beyond to place higher priority on climate
- Keep up with the issues and pressing government and public with better actions in regards to our environment, thus means it's a big topic delving right into what is the meaning of life, and

how all life is interconnected right down to the insects even the bees ants and mosquitoes, all have their reasons to be protected.

-More positive case studies of what other jurisdictions are doing across the country and world. We need more positive stories to bring hope.

-Provide links with other groups interested in and focussed on fresh water issues.

-I think the Eco Network can play a role as a convener.

-Promote our social media and any events we may be putting on.

-putting your name behind citizen grassroots work, liaison w/govt, funding

### Strategic Themes:

*The answers to this question ranged from the generic to the very specific. I have not attempted to capture the specifics in the following items. The suggestions fall into a small handful of categories:*

#### *Networking:*

- *Bringing groups together for joint action on pressing issues; facilitating collaboration*
- *Convening community meetings/events/activities*
- *Connect with other interested parties, such as the sector councils, or union OH&S committees*

#### *Information Development and Provision:*

- *Op-eds which break down and render more digestible critical and complex issues; data analysis*
- *Community surveys to inform policy-makers and decision-makers*
- *Positive cases studies from other jurisdictions*
- *Be a repository for or connector to current research*
- *Keep the web pages current, e.g., green jobs*

#### *Advocacy:*

- *Assist in raising funds for specific interventions*
- *For broad sector needs*
- *Pressing government to follow through on commitments*
- *Be a leader for change*

*A couple of respondents were quite happy with the supports currently on offer.*

### **Question 7 – Is there anything you think the Manitoba Eco Network should not be doing or anything else you think we should know?**

#### Responses:

-Mb Eco is preoccupied with regulations and process rather than environmental science. MB Eco needs to consult environmental experts such as Dr. Eva Pip and University departments

-Building relationships with individuals in different levels of government is, I think, one of the best ways to get results. Including both political people and civil servants - make MBEN the org that people in positions of power turn to when they need a quick take/guidance on environmental issues. I also wonder whether there is an opportunity to engage the business community. That's always tricky of course but there is value there.

-Nothing that I can think of

-Keep up the good work. Find new ways to engage with young people on climate issues.

-Try to minimize redundancies in the environmental community (organizational overlap)

-Can't think of anything; mainly working in a way that is not polarizing but rather finding ways to bring more and diverse people/groups on board with initiatives to have the biggest impact on environmental issues.

-can't think of anything

-Need to find ways to support rural actions.

-The Manitoba Eco Network have my full support for their activities

-Not that I can think of.

-Develop a comprehensive media strategy and hire me to develop a capacity building strategy with communities.

-N/A

-While I appreciate the Eco Net taking the lead on drafting the questions for the environmental debate, I had some trouble inserting the Climate Action Team's work into those questions. I do respect the policy expertise of the Eco Network, however I felt that there was a lack of understanding or respect back to the Climate Action Team's work in the Road to Resilience. I hope we can resolve this. Feedback to CAT is welcome.

-Very much value your work and role

-Do more as able.

-Amazing organization!

-Ecology is a big field and it is difficult to focus on any particular aspect or ignore an issue.

-I think there are ways to build a stronger coalitions on the mining work the Eco Network is doing by bringing in more organizations into a working group (or something). I think the Eco Network could play a stronger role in pushing forward the Urban National Park Conversation (which I think is stalled somewhat?). I would love to see the Eco Network play a larger role in province-wide collaborations and building collective power between organizations. I am more than happy to help with this.

-I think it would be helpful to have semi-annual in person meetings with other environmental organizations to ensure that we are all well informed on the work being done by various groups.

-focus on the environment and regulation, help grassroots orgs navigate the system, it took some time to understand the many twists and turns, diff legislation and the roles each level of government has pertaining to the environment, the legal aspect of environmental law and acts and regs that pertain to a situation, the online learning seminars are helpful, be mindful of those in rural areas without tech/service, eco bulletin came a couple of times and then stopped.

Strategic Themes:

Responses could be expected to fit under two headings – What MbEN should not do, and Suggestions for Improvement. However, almost all suggestions fit into the latter category. Those who did not appear to be content that MbEN was operating within the appropriate sphere.

*Suggestions for Improvement:*

*Substantive:*

- *Develop a comprehensive media strategy*
- *Focus less on regulations and more on science; however, the opposite view was also stated.*

*Process-related:*

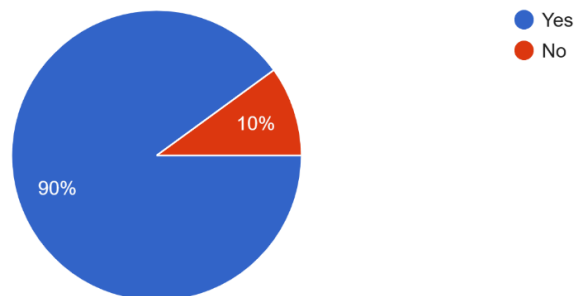
- *Improve diversity on the Board; put more emphasis on non-polarizing approaches*
- *Strengthen relationships with all orders of government; become the sought-after voice on environmental issues. There is no time to be lost in taking advantage of opportunities with the new government.*
- *Support rural initiatives*
- *Help to minimize redundancies in the environmental sector*
- *Engage more with young people*
- *Develop better understanding of work of collaborators*
- *Play a stronger leadership role on specific issues, e.g., mining, urban parks)*
- *Convene semi-annual in-person meetings among the sector organizations*

### **Question 8 – Do you receive our monthly bulletin?**

Responses:

Do you receive our monthly Eco-Bulletin?

20 responses



Strategic Themes:

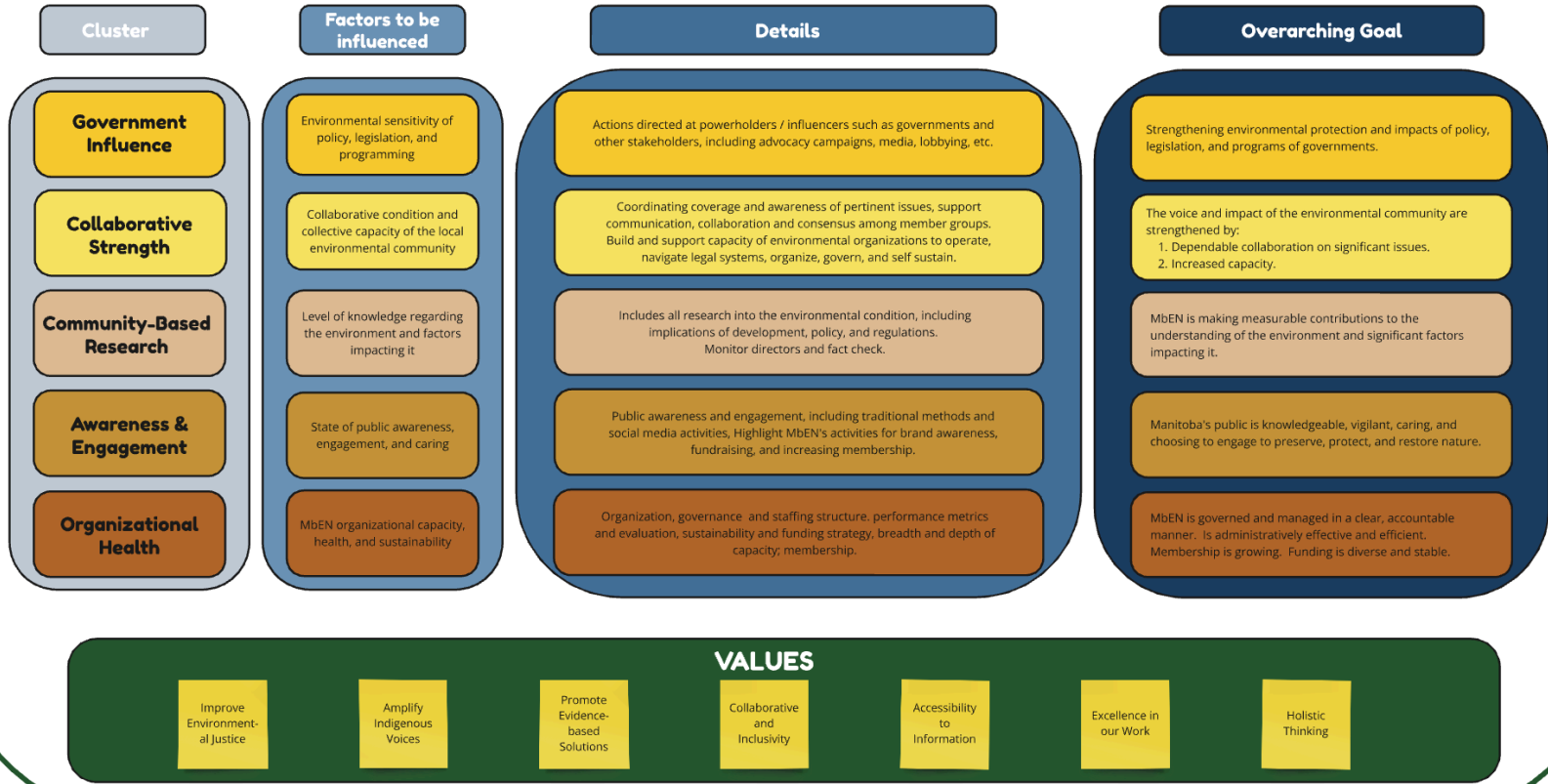
*It may be helpful to understand who the ten percent are and why they are not receiving the newsletter. Is there a systemic issue?*

## Appendix B: 2024 Strategic Directions Diagram and Goals+Objectives Table

This section provides the visual representation of the five work clusters, along with the associated factors to be influenced, details, overarching goals, and high-level objectives.



# MANITOBA ECO-NETWORK STRATEGIC DIRECTIONS 2024



CLUSTER	FACTORS TO BE INFLUENCED	VISION	OVER-ARCHING GOAL	OBJECTIVES
Government Influence	Environmental sensitivity of policy, legislation, and programming	Government policy, legislation and programs are consistent with environmental sustainability and are current and evolving.	MbEN works to strengthen environmental protection and impacts of policy, legislation, and government programming.	Identify, describe fully, and prioritize environmental governance issues for MbEN. Develop advocacy approaches for the priority issues by <b>30 April 2025</b> .

<p><b>Collaborative Strength</b></p>	<p>Collaborative condition and collective capacity of the local environmental community</p>	<p>MbEN members and other environmental organizations have access to supports which increase their capacity. MbEN, along with other capable and complementary voices, collaborates on significant environmental issues.</p>	<p>The voice and impact of the environmental community are strengthened by:</p> <ol style="list-style-type: none"> <li>1. Dependable collaboration on significant issues.</li> <li>2. Increased capacity of the environmental community.</li> </ol>	<p>Develop a living database of member characteristics, including areas of focus, needs, and opportunities for collaboration (i.e. potential partners) by <b>31 December 2024</b>.</p> <p>Develop and implement a practical and effective member benefit and support program ready for roll-out at the start of the <b>2025 – 2026 fiscal year</b>.</p>
<p><b>Community Based Research</b></p>	<p>Level of knowledge regarding the environment and factors impacting it</p>	<p>Ongoing community-based research to continuously improve understanding of the environment and the significant factors impacting it.</p>	<p>MbEN is making measurable contributions to the understanding of the environment and the significant factors impacting it.</p>	<p>Develop and being to implement a research plan for MbEN by <b>30 April 2025</b>.</p>
<p><b>Awareness &amp; Engagement</b></p>	<p>State of public awareness, engagement and caring</p>	<p>A knowledgeable and vigilant public who cares for the environment and acts to preserve, protect, and restore nature.</p>	<p>Manitoba's public is knowledgeable, vigilant, caring, and choosing to engage to preserve, protect, and restore nature.</p>	<p>Develop and implement a comprehensive engagement and communications plan <b>within six months</b> of the Board approval of the strategic plan.</p>
<p><b>Organizational Health</b></p>	<p>MbEN organizational capacity, health, and sustainability</p>	<p>MbEN is governed and managed in a clear, accountable manner, and is administratively effective and efficient. Supporter base and membership are growing. Funding is diverse and stable.</p>	<p>MbEN is governed and managed in a clear, accountable manner, and is administratively effective and efficient. Supporter base and membership are growing. Funding is diverse and stable.</p>	<p>Develop an operation plan for the implementation of the 2024 – 2028 strategic plan <b>within three months</b> of Board approval of the strategic plan.</p> <p>Develop a fundraising plan for MbEN concurrent with the development of the operational plan for roll-out four months after Board approval of the strategic plan.</p> <p>Review and update MbEN processes and procedures by <b>30 December 2024</b>.</p>

# Appendix C: Manitoba Eco-Network Procedure for Strategic and Operational Planning

## 1. Purpose

This procedure is aimed at ensuring a strong and predictable process for the development, operationalizing and maintenance of currency of Manitoba Eco-Network's strategic plans.

## 2. General

Normally, full renewal of Manitoba Eco-Network's strategic plans will be undertaken no less frequently than every five years.

The period of application of the strategic plan is measured from the date of the Board approval of the new plan.

## 3. Application

This procedure applies to the *Ad Hoc* Strategic Planning Committee of the Board (SPC), to the members of the MbEN Board (Board) and to the staff, normally represented by the Executive Director (ED).

## 4. Procedure

The following procedural steps also identify those responsible for each step employing the short forms as noted under "Application" above.

### a. Development and Approval of the Strategic Plan

The development process for a new strategic plan will begin no later than one year before the expiration of the existing plan. (ED and Board)

An *ad hoc* Strategic Planning Committee will be formed of Board members. A Board member will chair the committee. (Board)

The Committee may invite others outside the Board to be members of the committee or to advise or assist the Committee.

A staff member will be identified to assist the Strategic Planning Committee in its work and will participate in the committee meetings. (ED)

An initial meeting of the Committee will be held to plan the details of the plan development process. (SPC)

Meetings will be held as necessary to develop the plan. (SPC)

The committee may involve the Board at any point in the process as deemed necessary or advisable, but at a minimum, will involve Board members in the priority-setting process. (SPC)

The Committee will present a draft strategic plan to the Board no later than three months before the expiration date of the current strategic plan. (SPC)

The Board will either approve the draft plan or provide clear guidance to the Committee on adjustments to be made. (Board)

The Strategic Planning Committee will be sunsetted upon final approval by the Board of the new strategic plan. (Board)

## **b. Development of the Operational Plan for Implementing the Strategic Plan**

An operational plan will be developed by staff for the implementation of the new strategic plan. (ED)

The operational plan will be presented to the Board no later than one month before the expiration of the existing strategic plan. (ED)

Upon Board approval of the operational plan, the operational plan will be implemented (ED) and monitored (ED and Board) and adjusted (Board and ED) as necessary.

## **c. Keeping the Plan Current**

No less frequently than annually, the “place mat” will be reviewed and confirmed as correct or it will be altered to reflect significant changes in MbEN’s lines of business. (Board)

No less frequently than annually, the SWOT analysis will be reviewed and updated as necessary. (Board)

The operational plan and related action plans will be monitored and adjusted as necessary but particularly if there are changes in the SWOT analysis which require consequential changes to operational plans. (monitoring – ED and Board; adjustments – Board)

Should new initiatives or objectives be required or recommended during the life of an active strategic plan, the assessment tool appended to this procedure will be used to assess the proposed initiative or objective to ensure its effect on the all work clusters is known and understood, or mitigated if necessary, before the approval of the change. (ED and Board)

The final annual review of any existing strategic plan will take place even if work on the replacement strategic plan has begun. (Board)

## **5. Record of Planning Activities**

Form SP-01 will be used to record all activities in the strategic planning process. (ED) The form can be found in Appendix E.

## **6. Responsibilities**

Staff are responsible for ensuring this procedure is kept current. The procedure will normally be reviewed every two years or, at a minimum, twice during the life of any strategic plan and particularly before the development of a replacement strategic plan begins. (ED)

Prepared by:

Approved by:

Date Approved:

## Appendix D: Tool for Assessing New or Replacement Objectives or Initiatives

This tool is to be used to assess the fit and relative contribution of a proposal. Note that the Negative and Positive Considerations will often mirror elements of the SWOT analysis.

<b>Description of Proposed New Objective or Initiative:</b>					
<b>Goal(s) to which the Objective or Initiative Contributes:</b>					
<b>Cluster Considerations</b>	<b>Government Influence</b>	<b>Collaborative Strength</b>	<b>Research</b>	<b>Awareness and Engagement</b>	<b>Organizational Health</b>
<b>Negative Considerations</b>	Insert comments in each cell that identify how and to what degree the initiative might detract from the Vision of the factor				
<b>Positive Considerations</b>	Insert comments in each cell that identify how and to what degree the initiative might contribute to the Vision of the factor.				
<b>Summary Effect</b>	Summarize the net impact on each factor				
<b>Are any of MbENs Values Offended?</b>					
<b>Recommendation for Approval or Alteration and Rationale:</b>					
<b>Board Decision, Date and Conditions of Approval:</b>					

## Appendix E: Strategic Planning Record

Activity	Description/Summary	Date
<b>Development and Approval</b>		
Strategic Planning Committee (SPC)	Re-established and membership confirmed to be: <ul style="list-style-type: none"> <li>● Glen Koroluk (MbEN ED)</li> <li>● Kathryn Dompierre (SPC chair)</li> <li>● Laura Tyler</li> <li>● Lindsay Robinson</li> <li>● Harrison Briand</li> <li>● Sheldon McLeod (external advisor)</li> </ul>	June 2023
SPC Mtg. 1		
SPC Mtg. 2		
Etc.		
SPC/Board Workshop		
Draft Plan presented to Board		
Board approves Final Plan		
SPC Sunsetting		
<b>Operational Planning</b>		
Staff develop Operational Plan		
Draft Operational Plan presented to Board		
Board approves Operational Plan		
Implementation of Operational Plan begins		
<b>Keeping the Plan Current</b>		
Periodic Review 1		

Periodic Review 2		
Periodic Review 3		
Periodic Review 4		
Etc.		