

CaNOE

Canadian Network for Ocean Education

Strategic Plan 2016 - 2020

Approved by the Board of Directors

April 2016

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1. Introductory Statement

The purpose of this document is to provide an overview of the Canadian Network for Ocean Education (CaNOE) Strategic Plan for Board review and approval. The Strategic Plan was prepared by the Strategic Planning Working Group, in collaboration with CaNOE members and directors.

The Strategic Plan includes a description of the background, vision, mission and principles of CaNOE; and assessment of risks and opportunities currently facing the organization; an outline of immediate strategic priorities and objectives; and a description of an estimated operating budget to achieve the objectives outlined.

The Strategic Plan will be updated for Board review and approval on an annual basis.

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2. Board Authorization of Strategic Plan

Christopher Cameron	_____	_____
Isabelle Cote	_____	_____
Haley Guest	_____	_____
Jacqueline Hildering	_____	_____
Sonya Lee	_____	_____
Michelle Lloyd	_____	_____
Andrea Moore	_____	_____
Heather Murray	_____	_____
Jennifer Provencher	_____	_____
David Riddell	_____	_____
Maggie Romuld	_____	_____
Anne Stewart	_____	_____
Michelle Watts	_____	_____
Jody Wright	_____	_____

signature

date

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3. Organizational Description

Overview

Canadian Network for Ocean Education (CaNOE) is a non-profit organization for the advancement of ocean literacy in Canada. With links to the ocean education, research, and commerce communities, CaNOE is unique in Canada for its ability to convene stakeholders for the advancement of ocean literacy. This convening power presents an opportunity for CaNOE to emerge as a leading voice on ocean literacy and ocean health in Canada. CaNOE was registered in 2014 under the BC Society Act to advance ocean literacy in Canada. Since its inception, the organization has attracted high-caliber talent to the Board of Directors and has gained interest from a broad range of stakeholders.

History

CaNOE started at an EECOM conference in June 2013 after an ocean literacy workshop presented by Ocean Network Canada's Natasha Ewing and Rick Searle. This new non-profit organization, with the pan-Canadian aim of advancing ocean literacy, was registered by Anne Stewart in BC, in May of 2014. The interim board members, Melissa Frey, Haley Guest, Andrea Moore, Heather Murray, Rick Searle and Anne Stewart, pulled together to launch CaNOE and grow membership across the country. The interim board grew leading up to the first conference on Ocean Literacy and AGM held in June 2015, with the addition to the board of Matt Rockall in the fall of 2014 and Michelle Lloyd in May 2015.

From the start CaNOE worked with Northwest Aquatic & Marine Educators (NAME), National Marine & Aquatic Educators (NMEA - International Committee), and European Marine Science Educators Association (EMSEA), and participated in Transatlantic Ocean Literacy workshops and publications starting in 2013. CaNOE is also represented on the Galway Canadian Marine Working Group through the Ocean Literacy working group and is linked to the BG Horizon 2020 EU project Sea Change. As of January 2016, CaNOE counts more than 300 members across Canada and they work hard (while having fun) to advance ocean literacy. The 2015/2016 Board of Directors was elected at the June 2015 AGM and are doing great things under the leadership of the executive, composed of Michelle Lloyd, Jody Wright, Haley Guest and Andrea Moore. CaNOE is building a sustainable organization with purpose, vision and inclusive, welcoming values.

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Accomplishments and Highlights

Accomplishments and Highlights	Date
2nd Ocean Literacy in Canada Conference, and 2nd AGM	June 2016
Strategic Planning Phase 2: launched. Include development of strategic plan, based on summary report from Wazuku Advisory Group, and obtaining approval from Directors and members	January 2016
Strategic Planning: Phase 1 completed	December 2015
Strategic Planning: Phase 1 consultation. Included 1:1 directors interviews, 2nd member consultation, and stakeholder interviews	October 2015
Strategic Planning: Phase 1 launched, retained the assistance of Wazuku Advisory Group (in kind)	August 2015
Established 6 Working Groups: Strategic Planning, Communications, Governance Planning, Finance & Fundraising, 2015 Conference Wrap-up, 2016 Conference Planning, in addition to CaNOE's Executive team.	August 2015
Held 1st Ocean Literacy in Canada Conference, and 1st member consultation process (roundtable discussions), thanks to our sponsors: MEOPAR, Science World, Port Metro Vancouver, Takaya Tours, BCIT, Wild BC, Vancouver Aquarium, EEPSA (Environmental Educators Provincial Specialist Association)	June 2015
Held 1st AGM and elected 14 Board of Directors (Appendix A), and established an Executive team.	June 2015
Secured Conference Sponsorship from MEOPAR (Marine Environmental Observation, Prediction and Response Network)	March 2015
Officially Launched CaNOE, and its website (oceanliteracy.ca), SPLASHmail, and blog.	June 2014
Established CaNOE as BC Society	March 2014
Soft Launched CaNOE. Sent an invitation to 'Join' CaNOE to potential members, and launched CaNOE's website (cwf-fcf.org/canoe; provided by the Canadian Wildlife Federation)	December 2013
Established Interim Board Members of 6 members (Appendix B)	June 2013
Established CaNOE from a workshop at the 2013 Environmental Education	June 2013

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and Communication (EECOM) Conference	
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Looking Forward

CaNOE's members and directors have envisioned the future role and value of CaNOE in the following ways:

"To convene stakeholders, connect individuals and stakeholder groups across diverse communities, and act as an information and communication conduit to advance ocean literacy in Canada."

Convening Power

With links to the ocean education, research, conservation and commerce communities, CaNOE is unique in Canada for its ability to bring together stakeholders for the advancement of ocean literacy. This convening power presents an opportunity for CaNOE to emerge as a leading voice on ocean literacy in Canada, with a goal of promoting ocean health.

Network of Networks

CaNOE is a 'network of networks' that brings diverse groups together in pursuit of raising ocean literacy and enhancing people's connection to the ocean. CaNOE has the opportunity to support the advancement of ocean literacy in Canada by connecting individuals and stakeholder groups across diverse communities. As a 'network of networks', CaNOE will act as an information and communication conduit.

Experience & Capability

CaNOE has attracted and retained some of the most experienced, capable, and respected professionals in the fields of ocean education, research, conservation and commerce to its Board.

4. Organizational Tenets

Vision

"An ocean-literate Canada, where Canadians understand and appreciate the ocean's influence on us, and our influence on the ocean."

Mission

"To support the advancement of ocean literacy in Canada by serving as a network and resource for ocean literacy practitioners."

We will advance our mission by focusing on the following four strategic priorities:

- **Amplify:** Effectively demonstrate and promote the value of ocean literacy
- **Connect:** Strengthen and expand a Canada-wide network for advancement of ocean literacy
- **Provide:** Build capacity of CaNOE members and all ocean literacy practitioners to engage Canadians in ocean literacy
- **Build:** Increase CaNOE's internal capacity

Core Values

- Respect
- Integrity
- Excellence
- Objectivity
- Collaboration
- Community
- Sustainability
- Empowerment
- Resilience
- Creativity
- Optimism

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Guiding Principles for Funding

CaNOE's Guiding Principles for Funding are criteria to take into account when the organization is considering specific funding opportunities and partnerships.

- **Independence:** We will operate at arm's length from all funding partners. Our strategic direction and activities will be informed by member input, and will be approved by the Board of Directors. We will retain editorial control over all publications and resources resulting from our activities.
- **Transparency:** We will be honest, ethical and transparent (source, agreement and/or outcomes).
- **Flexibility:** We will establish a reserve fund to enable continued sustainability, freedom and flexibility.

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5. Risks & Opportunities

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths	Weaknesses
<ul style="list-style-type: none">● National● Only organization in Canada with the mandate to advance ocean literacy in Canada● Links to ocean education, research and commerce communities● CaNOE has the ability to convene stakeholders for the advancement of ocean literacy● CaNOE has a passionate and engaged volunteer base	<ul style="list-style-type: none">● Lack of financial sustainability, driven by the need for operational stability● CaNOE lacks clarity of vision, we must have consensus and alignment around our vision● CaNOE is not in a position (human or capital) to create its own educational content
Opportunities	Threats
<ul style="list-style-type: none">● Have attracted interest from a broad range of stakeholders● Curate content from external sources● CaNOE's convening power presents an opportunity for CaNOE to emerge as leading voice on ocean education● Strategic partnerships with interested organizations can further our aims. Many are interested.	<ul style="list-style-type: none">● While CaNOE seeks to build its foundation, there is a risk of volunteer burnout● At the Board level, there are many strong opinions which can lead to polarization.● The current board size inhibits effective governance● Administrative aspects of CaNOE and the Board can overshadow more fun and rewarding aspects such as celebrating successes and showcasing good practice

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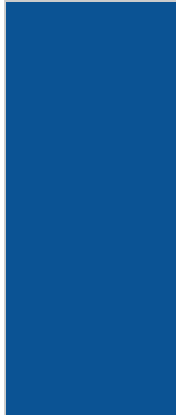
6. Goals and Objectives (2016 - 2021)

CaNOE will orient its activities towards achieving a set of strategic priorities, goals, and objectives that can be categorized as follows:

Strategic Priority	Goals	Objectives
AMPLIFY	1. Effectively demonstrate and promote the value of ocean literacy	a) Lead, coordinate or participate in national initiatives (programs, policies, campaigns) that position ocean literacy as an essential component of formal, non-formal and informal education across Canada
		b) Facilitate the dissemination of new and existing ocean literacy research, events and best practices to ocean literacy associations, organisations and practitioners
		c) Promote and recognise the contributions of ocean literacy associations, organisations and practitioners in formal, non-formal and informal learning sectors
CONNECT	2. Strengthen and expand a Canada-wide network for advancement of ocean literacy	a) Facilitate an increased level of dialogue, networking and collaboration among CaNOE members, regional chapters, and synergistic organisations and practitioners in Canada (including Indigenous groups, government and intergovernmental agencies, the marine industry, and NGOs)
PROVIDE	3. Build capacity of CaNOE members and all ocean literacy practitioners to engage Canadians in ocean literacy	a) Support the ongoing development of programs, products and services that serve the needs of CaNOE's members and ocean literacy practitioners in Canada
		b) Offer professional development (e.g. workshops, webinars, etc.) opportunities to individual ocean literacy practitioners
BUILD	4. Increase CaNOE's internal capacity	a) Build and maintain the internal capacity and structure needed for CaNOE to achieve its vision, mission and goals
		b) Diversify and further engage membership
		c) Secure a diversified and stable funding base sufficient to implement this strategic plan
		d) Brand/Identity: Develop a clear brand that resonates with Directors, Members, and Stakeholders

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	e) Communication and Engagement: Develop and implement a communication and engagement strategy that is consistent with CaNOE's brand
	f) Secure Resources: Human and Capital: Develop and implement a fundraising strategy
	g) Establish Governance Model: Develop and implement an effective governance model for CaNOE
	f) Establish Strategic Partnerships: Form mutually beneficial relationships with synergistic groups to advance ocean literacy

A draft **Annual Workplan for 2016** containing specific actions to accomplish these objectives has been initiated for discussion purposes. Collaborative completion of this Action Plan will follow upon Board approval of this Strategic Plan.