



# CaNOE

Canadian Network for Ocean Education

## STRATEGIC PLAN 2021 - 2025

*DRAFT: To be approved by the Board of Directors*

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Revised Draft August 2020

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# CaNOE

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# CaNOE

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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

To be approved by board in August, 2020

CaNOE Strategic Planning Working Group 2020:

Holly Neate - Co-Chair

Kiley Best - Co-Chair

Anne Stewart - ex Officio

Heather Murray - ex Officio

Nathan Bird - Director at Large

Maia Hoeberechts - Director at Large

Carol Amaratunga - ex Director at Large

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## 3. Organizational Description

### Overview

Canadian Network for Ocean Education (CaNOE) is the first registered non-profit society solely dedicated to the advancement of ocean literacy 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 and collaborators. With links to ocean education, research, government, commerce and Indigenous communities, CaNOE is known for its ability to convene stakeholders for the advancement of ocean literacy. This convening power has established CaNOE as a leading voice on ocean literacy in Canada.

### History

The inception of CaNOE began at the Canadian Network for Environmental Education and Communication (EECOM) conference in June, 2013 during an ocean literacy workshop presented by Ocean Network Canada (ONC). The idea continued developing at the Northwest Aquatic & Marine Educators (NAME) conference a month later (July, 2013), and in May, 2014, the non-profit society was officially registered in British Columbia. An interim CaNOE Board of Directors started to grow membership across the country and organized Canada's first national conference on Ocean Literacy in July, 2015. CaNOE also held its first Annual General Meeting (AGM) and election.

From the start, CaNOE has worked with NAME, National Marine Educators Association - International Committee (NMEA), European Marine Science Educators Association (EMSEA), and participated in Transatlantic Ocean Literacy workshops and publications starting with the Transatlantic Ocean Literacy Vision Statement in 2013. CaNOE has been represented on the Ocean Literacy working group of the Atlantic Ocean Research Alliance (ORCA), as well as advising for the BG Horizon 2020 EU project, Sea Change as well as the Canadian Ocean Literacy Coalition workshops, numerous Canadian workshops, meetings and conferences.

As of August, 2020, the CaNOE membership has grown from 6 Directors to more than 700 members across Canada. CaNOE is proud to be a grassroots volunteer

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organization that is propelled by the wisdom, passion and synergies of its members and their determination to include education as a powerful tool in the ocean sustainability movement. Since 2015, the Board of Directors is elected at the AGM, and directors and members volunteer to propel the work activities required to achieve CaNOE's Mission. The volunteer board continues to do great things under the leadership of their Executive Committee, building a sustainable organization with purpose, vision and inclusive values. CaNOE is also buoyed up by institutional and organizational members, collaborators and partners, with special mention to Ocean Networks Canada.

## Accomplishments and Highlights

This year, CaNOE has developed strong partnerships with Northwest Aquatic and Marine Educators (NAME), the Canadian Ocean Literacy Coalition (COLC), and Oceans Week HFX in order to further advance ocean literacy in Canada. Our membership is steadily growing and we are looking forward to hosting a conference in 2021.

Please refer to our [Accomplishments and Highlights](#) document for more details of CaNOE's history since its inception.

## 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 has a reputation in Canada for its ability to bring together stakeholders for the advancement of ocean literacy. This reflected in membership, sustained communication, support of ocean educators and a track record of excellent national conferences on Canadian Ocean Literacy, the only ones to date. This

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convening power presents CaNOE as a leading voice on ocean literacy in Canada and supports those who are advancing ocean literacy as part of their practice.

## **Canadian Community of Practice in Ocean Literacy**

CaNOE supports the advancement of ocean literacy in Canada by connecting individuals and stakeholder groups across diverse communities and serves as a virtual Community of Practice. As a 'network of networks', CaNOE acts as an information and communication conduit and assists collaborators with project design and implementation e.g. World Ocean Day, World Ocean Week. The Educators' Resource Library on [www.oceanliteracy.ca](http://www.oceanliteracy.ca) is a good example of the productive power of the synergies of the CaNOE network.

## **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 as members, volunteers and to sit as volunteer directors on its Board from across the country. Recruitment and succession plans will continue to play important roles in maintaining the right mix of experience, capacity and youthful energy.

## 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 a resource for ocean literacy practitioners."*

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

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- **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 and serve as a Virtual Community of Practice.
- **Build:** Increase CaNOE's internal capacity, build member engagement and form strategic relationships with like-minded Organizations.

## Core Values

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

## 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. We will put in place Letters of Agreement, Memorandum of Agreement, with like-minded partners.
- **Transparency:** We will be honest, ethical and transparent (source, agreement and/or outcomes).



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- **Flexibility:** We will establish a reserve fund to enable continued sustainability, freedom and flexibility. Our annual budget will also contain up to a 5% contingency budget line to accommodate unforeseen expenses.

## 5. Goals and Objectives (2021 - 2025)

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
<b>AMPLIFY</b>	1. Effectively demonstrate and promote the value of ocean literacy	a) Continue to 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, e.g. World Ocean Day
		b) Continue to facilitate the dissemination of new and existing ocean literacy research, events and best practices to ocean literacy associations, organisations and practitioners
		c) Continue to promote and recognise the contributions of ocean literacy associations, organisations and practitioners in formal, non-formal and informal learning sectors
		d) Continue to support women, indigenous and POC Canadians and members of the ocean literacy community
<b>CONNECT</b>	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). Working closely with the COLC and the implementation of their action plan
		b) Translate our resources and content into French, inuktitut and other indigenous languages as well as redefine the term “ocean literacy” to a more translatable term to reach more Canadians
<b>PROVIDE</b>	3. Build capacity of CaNOE members and all ocean	a) Support the ongoing development of programs, products and services that serve the needs of CaNOE's

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	<p>literacy practitioners to engage Canadians in ocean literacy</p>	<p>members and ocean literacy practitioners in Canada, increasing use of the Wild Apricot platform benefits and connecting members</p>
<p><b>BUILD</b></p>	<p>4. Increase CaNOE's internal capacity</p>	<p>b) Offer professional development (e.g. workshops, webinars, etc.) opportunities to individual ocean literacy practitioners, promoting conference participation with financial supports</p>
		<p>a) Build and maintain the internal capacity and structure to achieve our mission and goals under the executive with a diverse board of directors and working group members through consolidating working groups, temporarily deactivating working groups when they are not needed, transferring effort where needed, establishing clear time requirements for WG members so the work can be spread evenly, establish timelines for goals and deliverables</p>
		<p>b) Diversify and further engage membership with goals to reach 1000 members by 2025</p>
		<p>c) Secure a diversified and stable funding base to cover salary for an ED to and implement this strategic plan and further secure significant funding</p>
		<p>d) Brand/Identity: Maintain the clear brand that resonates with Directors, Members, and Stakeholders</p>
		<p>e) Communication and Engagement: Maintain the communication and engagement strategy that is consistent with CaNOE's brand while evolving implement this strategic plan</p>
		<p>f) Secure Resources: Hiring a part/full-time Executive Director by the end of 2021 and establishing a fundraising plan in which the ED will be responsible for executing</p>
		<p>g) Establish Governance Model: Maintain the effective governance model for CaNOE</p>
<p>h) Establish Strategic Partnerships: Continue to form mutually beneficial relationships with synergistic groups to advance ocean literacy, provide follow-up with the signing of Letters of Agreement, in addition to MOUs with OCN, NAME and COLC</p>		

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## SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● National Community of Practice with over 700 members as of 2020</li> <li>● A founding organization in Canada with the mandate to advance ocean literacy in Canada</li> <li>● Links to ocean education, research, government and commerce communities</li> <li>● CaNOE has the ability to convene stakeholders for the advancement of ocean literacy</li> <li>● CaNOE has a passionate and engaged volunteer base</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of financial sustainability, driven by the need for operational stability</li> <li>● CaNOE is not in a position (human or capital) to always create its own educational content, but it can help other organizations to increase their reach and saturation through the dissemination of resources</li> <li>● Volunteer burnout/inactivity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Have attracted interest from a broad range of stakeholders</li> <li>● Curate content from external sources</li> <li>● CaNOE's convening power presents an opportunity for CaNOE to emerge as leading voice on ocean education</li> <li>● Strategic partnerships with Canadian Coalition on Ocean Literacy of COLC, ONC and NAME.</li> <li>● Establishment a paid Executive Director position</li> <li>● Participate on the international ocean literacy activities and the UNESCO Decade of ocean science for sustainability 2021-2030</li> </ul>	<ul style="list-style-type: none"> <li>● While CaNOE seeks to build its foundation, there is a risk of volunteer burnout</li> <li>● At the Board level, there are many strong opinions which can lead to polarization</li> <li>● Administrative aspects of CaNOE and the Board can overshadow the boots on the groundwork that fulfills the CaNOE mission</li> <li>● CaNOE can be easily overshadowed by other well-funded organizations that are doing similar work on a national scale</li> </ul>

## 6. Putting the Plan into Practice

Annual CaNOE work plans are developed to reflect the Strategic Plan, through SMART goal-setting activities at the Working Group level, early each year. By the first Board meeting, working group leadership and members are determined, and the first meetings are focused on defining annual objectives that support the Strategic Plan Goals and Objectives. Specific actions to accomplish these working group objectives are discussed, approved, initiated and reported on for discussion and support in the quarterly Board of Directors progress reports and meetings. Collaborative completion of work plans depend on Board approval, working group leadership and working group member volunteerism. Co-chairs and or other CaNOE executives are ex-officio on working groups. Progress on these SMART goals will be reported at each quarterly board meeting, and adjust where necessary. At least one of the executives will sit on each working group for transparency and accountability for these goals.

### **Key components of the annual work plans 2021-2025 include:**

1. CaNOE's further establishment of the **Ocean Week Canada** project in collaboration with Oceans Week HFX, ONC, Ocean Bridge, Science Literacy Canada, COLC, Students on Ice, Canadian Commission for UNESCO. Based on the model developed by Oceans Week HFX. Further developing and translating [www.oceansweekcanada.ca](http://www.oceansweekcanada.ca) launched for Oceans Week 2020 highlighting all Canadian Oceans Week activities and a national PSA. The larger project to recruit more Canadian groups to participate in oceans week in underrepresented regions of the country, put on hold till 2021 due to the COVID-19 pandemic.
2. Continue to engage its membership while increasing benefits of membership. Through the use of the Wild Apricot membership platform, discussion rooms and intermember communication. Consulting and involving our member base in project planning and executions. While also strengthening our collaborations with groups such as Ocean Networks Canada (ONC), The Canadian Network for Environmental Education and Communication (EECOM) and the Northwest Aquatic and Marine Educators (NAME) BC Chapter and the Canadian Ocean

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Literacy Coalition (COLC) in order to promote ocean literacy from sea to sea to sea - across Canada's diverse regions and cultures.

3. Be a strong participant in the roll out of the strategic and action plan of the Canadian Ocean Literacy Coalition (COLC) that will be released in the fall of 2020. As well as the opportunities that will come from the research done by COLC in 2020 for increasing Canadians ocean literacy levels. One fundamental thing being a deep dive into the term ocean literacy and how to better communicate to the public what it means and a better translatable term to use outside of the academic language it was created in.
4. Continuing to add to and translate the educational resources on our website, adding to it with an eventual CaNOE lead content development plan with members and partner organizations.