

# Friends of Wabakimi

## *Strategic Plan*

**2021-2024**

(October 25, 2020)

### **Introduction**

*Friends of Wabakimi* (FOW) is a not-for-profit organization incorporated in the Province of Ontario, Canada on October 2, 2014. FOW members in good standing annually elect a volunteer Board of Directors (BOD) to govern and manage the day-to-day affairs of the Corporation in order to achieve the purposes (See Objectives) and provisions set out in its original Letters Patent and in subsequent Supplementary Letters of Patent issued June 10, 2016

This three year *Strategic Plan* presents the Corporation's vision and mission statements, organizational principles, long term goals, and supporting strategies. It may be amended from time to time as required and will be reviewed and evaluated before a replacement plan is developed and adopted.

Short-term *targets* will be developed and incorporated into successive one-year *Operational Plans* to achieve the long-term goals and supporting strategies set out in this *Strategic Plan*. See *Organizational Chart* for listing of volunteers responsible for *targets*.

### **Vision Statement**

*The Wabakimi Area shall be an exceptional wilderness recreation destination for the benefit of the present and future generation of visitors.*

### **Mission Statement**

*Through volunteer stewardship and collaboration with other stakeholders, the Friends of Wabakimi will participate in the planning processes to advocate for protection and preservation of the diverse natural, cultural, recreational and historical resources of the Wabakimi Area.*

### **Objectives**

- “ *Advocate and actively campaign for the preservation and protection of the diverse ecological, cultural and historical resources of the Wabakimi Area.*
- “ *Develop programs to further public awareness, understanding and appreciation of the natural, cultural and historical resources of the Wabakimi Area.*
- “ *Encourage a broad-based membership that will support the objectives of the Friends of Wabakimi.*  
• *Promote the Wabakimi Area as a world-class wilderness recreation destination.*
- “ *Encourage and support volunteer stewardship initiatives to make self-propelled recreation opportunities in the Wabakimi Area safer, more inviting and user friendly.*
- “ *Produce printed and electronic literature, maps and other materials to help visitors safely plan and successfully execute self-propelled recreational activities within the Wabakimi Area.*
- “ *Raise funds and solicit donations, bequests, legacies, gifts and grants, and enter into agreements, contracts and undertakings incidental thereto in order to advance and support the purposes of Friends of Wabakimi.*

## Organizational Principles

FOW will embrace the following organizational principles in the conduct of its affairs:



Operate in an honest, open, constructive and respectful manner



Develop relationships in a spirit of collaboration and not of confrontation



Adopt positions and develop strategies based on sound evidence, science and research



Make decisions based upon consensus



Encourage the commitment and volunteer contributions of members



Engage all who respect and support the vision, mission and of the FOW



Acknowledge and respect traditional Treaty and Indigenous rights.



# Goals & Strategies

## 2021-2024

FOW will strive to achieve the following four (4) goals using the strategies and targets listed for each:

**Goal #1. FOW will actively advocate for the protection and preservation of the diverse natural, cultural and historical resources of the [Wabakimi Area](#).**

**1.1 Engage and collaborate with First Nations, government agencies, NGOs, tourism and resource-based industries, and other stakeholders;**

- A) Maintain participation in the Armstrong Forest Local Conservation Committee (LCC) **LCC Reps**
- B) Maintain communication and dialogue with the Wabakimi Park Superintendent **President**
- C) Build a relationship with MNR official responsible for the Armstrong Forest.
- D) Build a relationship(s) with the First Nations in the Wabakimi Area
- E) Build a relationships with other conservation organizations such as Canadian Wildlife Federation, Nature Conservancy, Ontario Nature, and local Land Trusts

**1.2 Develop partnerships with, or memberships in government agencies, NGOs and including private resource companies that share and respect the interests, vision, mission and values of FOW;**

- A) Maintain relationship with Thunder Bay Field Naturalist **Board Chair**
- B) Maintain relationship with Friends of Temagami (FOT) **Board Chair**
- C) Develop a relationship with Lakehead University
- D) Local logging companies

**1.3 Actively campaign for conservation of the ecological integrity of the [Wabakimi Area](#);**

- A) Research and maintain a list of conservation issues relative to [Wabakimi Area](#) **Conservation Chair**
- B) Issue news releases to address threats to the ecological integrity or wilderness recreational opportunities of the [Wabakimi Area](#); **Communication Director**

**1.4 Monitor and actively participate in land-use planning exercises that impact the ecological integrity or wilderness recreational opportunities of the [Wabakimi Area](#);**

- A) Monitor and participate in the Wabakimi Park Management Plan process **President**
- B) Monitor and participate in Forest Management Planning in surrounding forest units **LCC Reps**

**1.5 Support sustainable economic development that does not disturb or threaten the ecological integrity or wilderness recreational opportunities of the Wabakimi Area;**

- A) Support business that operate in the Wabakimi Area **Editor**
- B) Encourage visitors to the [Wabakimi Area](#) practice sustainable land-use principles such as Leave No Trace, Pack In--Carry Out, and No Can--No Bottle. **Editor & Webmaster**

**1.6 Identify strategies to mitigate the impact of threats to the ecological integrity, cultural heritage or wilderness recreational opportunities of the [Wabakimi Area](#)**

- A) Work with park and forest management to identify ecologically fragile zones and cultural sites and protect these zones through education and route management. **Cons Chair**
- B) Advocate for “wilderness” designation of the expansion area of Wabakimi Provincial Park **President**

**Goal #2. FOW will strive to ensure that existing canoe routes and related land-based values in the Wabakimi Area are identified, recognized, maintained and improved.**

**2.1 Mount or support volunteer reconnaissance expeditions to confirm and document the existence of identified canoe routes and improve their condition as needed;**

- A) Create an Expedition (Exp) Committee to outline procedures and policy BOD
  - Developing a funding model
  - Identify necessary insurance coverage
  - Create a trip outline & training guide
  - Address the issue of acquiring gear (assets) vs self-guided trips
  - Work with existing programs: Lakehead, Earlham or Stratten colleges
- B) Conduct Risk Management Analysis and review bi-annually Board Chair
- C) Coordinate with park management & Crown Land foresters President
- E) Pursue trips lead by women for women

**2.2 Identify potential canoe routes through the research of existing maps, reports and journals;**

- A) Create a list of potential routes to be researched and explored Committee
- B) Post the results of reconnaissance expeditions and evaluate feasibility of route Exp Com

**2.3 Document the locations and measured lengths of portages and the locations and capacities of backcountry campsites on confirmed canoe routes;**

- A) Identify routes that need review and create a schedule Exp Com
- B) Recruit, train and coordinate self-guided reconnaissance expedition leaders Exp Com

**2.4 Collect current canoe route data contributed by visitors to the Wabakimi Area;**

- A) Solicit, catalogue and post trip reports on FOW website Webmaster

**2.5 Collaborate with Ontario Parks (Ministry of Environment, Conservation and Parks) and the Ontario Ministry of Natural Resources and Forestry (MNRF) to ensure accurate and complete canoe route information is registered in the MNRF Natural Resources Values Information System (NRVIS) data base and included in all future Ontario Parks and MNRF publications;**

- A) Cross reference FOW maps with current data in system Guide Editor
- B) Make list of omissions & errors and share with managing agency Guide Editor
- C. Build line of communication with Armstrong Forest MNRF manager (Leona) President
- D. Build line of communication with other the four MNRF units President

**2.6 Develop stewardship initiatives in co-operation with Ontario Parks (MECP) and MNRF to rehabilitate, maintain and improve canoe routes identified in NRVIS;**

- A) Develop formal and non-formal partnership agreements Park Superintendent President
- B) Develop formal and not-formal partnership agreements with MNRF for Crown Land President
- C) Create a schedule of potential projects Exp Com
- D) Recruit, train and coordinate portage crew leaders and volunteers Exp. Com

**2.7 Report impacts of human use and threats to the ecological integrity of the Wabakimi Area (e.g., poaching, trash sites, pollution, forest fires, etc.) to appropriate authorities.**

- A) Solicit reports and create an inventory of impacted sites Exp Com
- B) Share inventory of sites within the park(s) with the Park Superintendent President
- C) Share inventory of sites on Crown Land with Forest Managers President
- D) Help raise money and provide labor to clean up impacted sites

**Goal #3. FOW will be a leading source of current, accurate information about sustainable wilderness recreation opportunities in the Wabakimi Area.**

**3.1 Update and publish Wabakimi Canoe Route Maps as verifiable route data becomes available**

- A) Set prices to make a reasonable profit BOD
- B) Maintain sufficient inventory to sustain sales from website store Store Manager
- C) Maintain sufficient inventory for sales at regional or local paddle expos Store Manager
- D) Coordinate with Distribution Managers to deliver products in timely manner Store Manager
- E) Identify “gaps” in current coverage and make recommendation(s) for future volumes Exp. Manager

**3.2 Develop and publish a Wabakimi Canoe Routes Planning Map;**

- A) Set prices to make a reasonable profit BOD
- B) Maintain sufficient inventory to sustain sales from website store Store Manager
- C) Maintain sufficient inventory for sales at regional or local paddle expos Store Manager
- D) Coordinate with Distribution Managers to deliver products in timely manner Store Manager
- E) Review current map and make recommendation(s) for improvements Exp. Manager
- F) Find a cartographer/volunteer to update planning map: ???

**3.3 Develop and publish the Wabakimi Canoe Routes Guidebook**

- A) Recruit an editor & develop a list of commonly paddled routes President
- B) Provide the information necessary for a first time paddler to plan a 6-7 day trip. Editor
- C) Compile list of resource-based business and their services, equipment and supplies Editor
- D) Set prices to cover cost, make a reasonable profit BOD
- E) Publish in the spring 2021 President
- F) Maintain sufficient inventory to sustain sales from website store Store Manager
- G) Maintain sufficient inventory for sales at regional or local paddle expos Store Manager

**3.4 Compile and publish a comprehensive list of canoe route launch sites;**

- A) Consult with park managers, foresters and outfitters to generate a list Exp. Manager
- B) Post list on FOW website Webmaster
- C) Use list to update Planning Map
- D. Legalize/advocate for road access on primarily logging roads for recreation canoeing Cons Chair

**3.5 Publish printed and electronic educational materials to enhance visitor experiences;**

- A) Maintain an interactive FOW website with current information & events Webmaster
- B) Maintain a log of trip reports Webmaster
- C) Produce a seasonal series of newsletters
- D) Increase presence on paddling forms such as bwca.com & myccr.com & YouTube

**3.6 Participate in paddling events, symposia and expositions to promote the Wabakimi Area, grow the FOW membership and recruit volunteer participants for future reconnaissance expeditions;**

- A) Identify one major USA event and one Canadian event in which to participate in 2021 BOD
- B) Organize and recruit volunteers to host FOW display and make presentations President
- C) Recruit volunteers to host display & make presentations at local paddling events President

**3.7 Submit articles to promote sustainable wilderness recreation in the Wabakimi Area;**

- A) Recruit volunteer(s) to write and submit article to Boundary Waters Journal Board Chair
- B) Identify other Canadian media sources for articles and recruit writers Board Chair

### **3.8 Provide complementary canoe route & trip planning advice to potential & current FOW members**

- A) Use website as vehicle to receive and answer questions Webmaster
- B) Use paddling events as a vehicle to receive and answer questions President
- C) Write and publish article(s) on how to research and plan Wabakimi trip ??????
- D) Encourage diverse membership and participation
- E) Encourage trip participation for non-members to grow membership

### **Goal #4. FOW will strengthen its operational capacity to successfully deliver its mission.**

#### **4.1 Develop a sustainable revenue stream from membership fees, the sale of goods, sponsorships, partnerships, fundraising activities, grants, donations, gifts and bequests to govern & achieve goals.**

- A) Complete the annual budget and submit to the BOD by December. President
- B) Maintain a \$8,000 (CAD) carry over balance to insure financial sustainability President
- C) By 2024 recruit 200 members and maintaining balance between Canada/USA Membership Manager
- D) Sell 100 Wabakimi Canoe Route Map Volumes in 2021 Store Manager
- E) Sell 50 Planning Maps in 2021 Store Manager
- F) Sell 100 Wabakimi Canoe Route Guidebooks in 2021 Store Manager
- G) Recruit 5 corporate sponsorships by the end of 2021 Board Chair
- H) Create a charity or foundation to solicit tax-exempt grants, donations or bequeaths President  
(Create an endowment fund at a Thunder Bay Community Foundation by 2024)
- I) Develop and implement a marketing plan. Board Chair

#### **4.2 Develop strong, productive and respectful partnerships with First Nations, government agencies; NGOs, tourism and resource-based industries, and other stakeholders to promote protection and preservation of the diverse natural, cultural and historical resources of the Wabakimi Area**

- A) Negotiate a partnership agreement(s) with Wabakimi Park. President
- B) Negotiate a partnership agreement(s) with Armstrong Forest President
- C) Build a partnership(s) with Whitesand First Nation and other First Nations ????
- D) Negotiate a partnership with outside party(s) to sell Planning Maps & products Board Chair

#### **4.3 Improve knowledge of natural resource management and conservation biology;**

- A) Maintain a line of communication with Wabakimi Park Biologist Con. Chair
- B) Provide semi-annual updates on FMP for the Armstrong Forest LLC Representatives
- C) Annually publish one article on resource management or conservation biology Conservation Chair

#### **4.4 Improve knowledge of local cultural and history**

- A) Build partnerships with Whitesand and other First Nations to share their cultural history. ????

#### **4.5 Develop public outreach educational programs;**

- A) Annually organize at least one webinar on trip planning or boreal natural history Con. Chair
- B) Annually present at least one program on the FOW or Wabakimi at a major paddling expo President
- C) Annually present at least one program on the FOW or Wabakimi at local paddling expo President
- E) Annually present at least one program at a Canadian paddling expo President

- 4.6 Instill a culture of continuous evaluation and improvement in all corporate affairs;**
- A) Organize a board retreat to review/update strategy plan every three years President
  - B) Conduct annual SWOT analysis for the FOW every three years President
  - C) Report regularly to FOW members regarding strategic planning results and outcomes. President
  - D) Conduct regular risk management reviews and update the Risk Register as required President
- 4.7 Develop a succession plan to recruit future Board members and Officers;**
- A) Develop and maintain a “potential” board member recruitment list Board Chair
  - B) Develop a skills and diversity matrix to insure a diverse board Board Chair
- 4.8 Design effective induction training programs for new Directors and Officers;**
- A) Annually update and digitally post a New Directors Handbook ????
  - B) Web-based informational and training programs for Directors and Officers; ????
- 4.9. Store all corporate and historical documents in an accessible and secure location** Secretary
- A) Present a plan to the Board of Directors for their approval.
- 4.10. Hire a part-time Executive Director/Manager to manage the activities of the FOW** Board Chair
- A. Conduct a SWOT exercise to confirm the need
  - B. Confirm funding model
  - C. Appoint a committee to write job description and manage hiring process

# Operational Plan

## 2020 - 2021

### Introduction

An Operational Plan is a tactical tool consisting of short-term targets designed to support the strategies and achieve the goals set out in the current long-term (three year) Strategic Plan. Once approved by the Board of Directors (BOD), it will be modified from time to time as new opportunities arise and circumstances change.

Each target is developed by using **SMART** approach that stipulates each must be

- \***Specific** – a target for improvement in an area of corporate development or management
- \***Measurable** – progress and success in achieving satisfactory result(s) can be quantified
- \***Assignable** – responsibility for implementation can be assigned to specific individual
- \***Realist** – satisfactory results(s) can be achieved using available human and financial resources
- \***Timely** – satisfactory result(s) can be achieved within a specific timeframe

This Operational Plan will be maintained and regularly updated by the President in consultation with the executive committee. The President will monitor each current activity and report progress to the BOD as required. The BOD will conduct a year-end evaluation to measure the success of each objective of this Operational Plan toward achieving the long-term goals set out in the current Strategic Plan.

The activities listed below are sorted by their current status:

Activities already completed

Currently underway

Yet to be implemented during the remainder of the fiscal year

As each “pending activity” is implemented by the authority of the BOD, it will be transferred to the “current activity” list. When it is completed, it will be moved to the “completed” list. Any activity not completed or implemented at the conclusion of the current fiscal year will be considered for inclusion in the next year’s Operational Plan.

### Completed Activities

2021 Annual Budget

2020 Income Statement

Renew annual registration of FOW website domain names

Purchase one-year membership with Ontario Nonprofit Network

Purchased Director & Officers liability insurance from HUB for 2021

Prepare and digital version of the 2020 Spring & Summer Newsletter and post on FOW website

Update the Register of Directors, Officers and Agents



Acquire a new booth display to replace existing table top display  
Update and publish existing Wabakimi Canoe Route Map volumes  
Publish the second edition of the Wabakimi Canoe Routes Planning Map, including 24 lb. version

Held 2020 virtual annual meeting of the FOW

Review and revise 2021-2024 Strategic Plan

Updated FOW website and Facebook pages (ongoing)

Implemented online membership and map store program

Completed first two Business/Sponsor membership agreements

(Canoeing.com - sell Planning maps/ volumes & Paddleplanner.com - promote Wabakimi & FOW maps) (Goal 4.2)

Advertised 2020 Trip Program services.

Submit a completed Initial Return/Notice of Change by an Ontario Corporation – Form 1

Submit a completed T2 Corporation Income Tax Return for 2019

Acknowledge each new FOW membership with an attractive e-card

Update the Register of Members as new and renewal memberships are received

### **Develop 2021 Operational Plan**

Complete the annual budget and submit to the BOD by December (2020-2021). (Goal 4.1)

Fundraising effort to help raise money & provide labor to clean up boat caches & LUP sites; wildlife monitoring cameras (Goal 2.7)

Create an Expedition Committee to explore FOW sponsored expeditions (Goal 2.1)

Identify one major USA and one Canadian event in which to participate in 2021 (Goal 3.6)

Annually organize at least one webinar on trip planning or natural history (See Goal 4.5)

Recruit new Directors to be appointed or elected in 2021 (See Goal 4.7)

Plan the 2021 annual meeting of the FOW in March 2021 for April 4, 2021 (By-laws)

Establish advertising/outreach goals, methods & budget.

(i.e., advertising in Canadian digital publications, BWJ.) (Goal 4.1)

### **Current Activities**

Store corporate & historical documents in an accessible & secure location (Goal 4.9)

#### **Conservation-**

Participate in the Armstrong Forest Local Conservation Committee (Goal 1.1)

Maintain a line of communication with Wabakimi Park Biologist (Goal 4.3)

Schedule and promoted Conservation Committees meetings (Goal 4.3)

#### **Provincial Parks-**

Maintain communication and dialogue with the Wabakimi Park Superintendent (Goal 1.1)

Develop formal and non-formal partnership agreements Park Superintendent Goal 2.6)

Trips-

Outreach-

Newsletters: Fall 2020 & Winter, Spring, Summer, Fall, Winter 2021 (Goal 3.5)

Build up Trip Report Forum on our website (Goal 3.5)

Increase our presence on bwca.com/myccr.com/etc. forums and various YouTube sites

Grow FOW membership to achieve 20 new one-year memberships (Goal 4.1)

Sell 100 Wabakimi Canoe Routes Map volumes (Goal 4.1)

Sell 50 Wabakimi Canoe Routes Planning Maps (Goal 4.1)

### **Pending Activities**

File a completed and signed Consent to Act form each new Director elected in 2021 (Bylaws)

Annually update and digitally post a New Directors Handbook (Goal 4.8)

Build a relationship with MNR official responsible for the Armstrong Forest (Goal 1.1)

Recruit volunteers to participate in Wabakimi reconnaissance expeditions; (Goal 2.1)

Monitor and participate in the Wabakimi Park Management Plan process (Goal 1.4)

Advocate for “wilderness” designation for all of Wabakimi Provincial Park (Goal 1.6)

Create an endowment fund at a Thunder Bay Community Foundation by 2024 (Goal 4.1)

Expand on Business/Sponsor outreach (Goal 4.1)

Conceive a 2<sup>nd</sup> round fundraising effort for specific projects. (Goal 2.7)



# Organizational Chart\*

\*See Register of Directors for complete listing of directors, officers and agents. 4/4/21

**Ontario Corporations Act (1990)**  
 This law regulates how the Board of Directors of a not-for-profit corporation registered in the Province of Ontario is expected to govern and manage its day-to-day affairs. This law will "eventually" be replaced by the Ontario Nonprofit Corporations Act (ONCA). *The law requires that 25% of the Board be citizens of Canada.*



**Board Chair**  
 Dave McTeague  
 Chosen from amongst the Directors during the first Board meeting after each annual meeting of the members. Sets agenda and chairs Board of Directors meetings.

**Board of Directors\***  
 Elect or re-elected at each annual meeting of the members by those eligible to vote who are present or represented by proxy.  
*\*Each Director must complete and sign a Consent to Act form within 10 days of election to office*

**Officers\* & Executive Committee**  
 Appointed or re-appointed during the first meeting of each newly elected Board include:

President**	Vern Fish
Vice-President	Doug Blout
Secretary/ Treasurer***	John Holmes

*\*See by-laws for job descriptions  
 \*\*May serve as President & Chair  
 \*\*\*May serve as Secretary-Treasurer*

**Volunteers**

**Members**  
 At each annual meeting the members may approve the Agenda, Minutes of the previous meeting, Financial Statement, elect Directors, confirm with or without variation or reject the current By-laws, and consider any other items of business.

**Distribution Manager(s)**  
 Debbie Sargent (Canada)  
 Bill Pyle (USA)  
 Mails products to customers

**Store Manager – (Randy Trudeau)** Tracks orders for FOW products  
**Editor – (Laurence Mills)** Writes & updates Wabakimi Canoe Routes Guidebook  
**Webmaster – (Dave McTeague)** Manages social media  
**Membership – (Mary Blaisdell)** Manages membership  
**Fiscal Agent – (Debbie Sargent)** Makes bank deposits in a Canadian bank.  
**Local Community Committee – (Vern Fish & Shawn Bell)** Forest Management Plan  
**Expedition Committee Chair – (Mary Blaisdell)** Plans & coordinates trips  
**Cartography Committee Co-Chairs – (Victoria Steeves & Ian Curran)** Map updates  
**Conservation Committee Chair – (Ray Tallent)** Tracks conservation issues