



Environmental Health
Foundation of Canada

Fondation canadienne
de l'hygiène du milieu

2019-2021



Strategic planning is a disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it. (Bryson, 1995)

EDUCATION AND RESEARCH



Environmental Health Foundation of Canada
Fondation canadienne de l'hygiène du milieu

Charitable Division of



Canadian Institute of Public Health Inspection

"Protecting the Health of Canadians"

L'Institut canadien des inspecteurs en santé publique

"Protéger la santé des Canadiens"

Supporting environmental public
health education and research
through collaboration, connection,
and recognition with partners

www.ehfc.ca



Self directed donation options available

Invest In What You Believe In

The Environmental Health Foundation of Canada (EHFC) is the Charitable Division of the Canadian Institute of Public Health Inspectors. Established in 1989, to advance environmental public health in Canada and internationally through charitable, education and research initiatives.

The activities of the EHFC are coordinated by a Board of Trustees. Members come from the environmental public health profession, educational institutions, government and industry. The following 2018-2019 Board members give their time, experience and expertise to the administration of the Foundation and were key stakeholders in developing this draft 2019-2021 strategic plan:

Dr. David Jones, Honourary Chair

Pamela Scharfe (ON), Chair

Ralph Stanley (ON), Vice Chair

Jacqueline Schnider (AB), Secretary

Mike LeBlanc (MB), Treasurer

Klaus Seeger (ON), Past Chair

Tim Roark (BC), Trustee

Duncan Ellison (ON), Trustee

Melissa MacDonald (NS), Trustee

Lena Parker (AB), Trustee

Fran Gelder (ON), Trustee

Laurie Pike (NS), Trustee

VISION:

Supporting environmental public health education and research through collaboration, connection, and recognition with internal and external partners.

MISSION:

As the independent Charitable Division of the Canadian Institute of Public Health Inspectors we operate to advance environmental public health protection in Canada and internationally through the development and support of public education, research and aid projects.

PROGRAMS & PROJECTS:

- Develop and distribute environmental public health educational products
- Sponsor environmental public health professional development
- Support environmental public health research
- Provide awards that acknowledge the outstanding work of CIPHI members
- Carry out fundraising activities

2019-2021 GOALS:

1. Strengthen and maintain the economic sustainability of the Foundation
2. Sustain a strong and fiscally responsible Board
3. Strengthen the Foundation's engagement with the CIPHI community
4. Develop clear, consistent & compelling communications.
5. Collaborate with other charities and organizations with similar missions to increase partnerships
6. Increase public awareness of environmental public health issues
7. Measure our success

STRATEGIES:

The goals are an overview of more detailed strategies that have or will be developed to support the vision and mission. The strategies will guide the short and long-term activities of the Foundation over the next three years. As the EHFC Board implements the strategic plan, progress will also be measured annually to identify successes and challenges.

<p>GOAL 1</p> <p>Strengthen and maintain the economic sustainability of the Foundation</p>	<p>STRATEGY 1.1 Develop Workplan with Priority Setting & Resource Allocation</p> <p>STRATEGY 1.2 Develop a Budget Process & Reporting System</p> <p>STRATEGY 1.3 Foundation Regulations and Policy Review & Development</p> <p>STRATEGY 1.4 Review of Current Foundation Regulations & Policies</p>
<p>1.1 Develop Workplan with Priority Setting & Resource Allocation</p> <ul style="list-style-type: none"> • With finite resources it is essential that the EHFC program priorities be highly focused, checked and refreshed on a regular basis. • Ongoing identification of priorities must be undertaken, and the results discussed on an annual basis by the Board to keep expectations aligned. <p>1.2 Secure Financial Sustainability</p> <ul style="list-style-type: none"> • Develop and approve an annual budget that incorporates the directions of the strategic plan. • Develop a plan to explore the feasibility of increasing the financial value of all awards. • Advocate for the re-establishment of annual financial support from CIPHI National. • Continue to advocate for annual financial support from CIPHI Branches. • Increase the regular number of donors by 10% each year for the next 3 years (2019-2021). • Choose one (1) annual fund-raising cause to profile the Foundation and raise money. <p>1.3 Develop a Budget Process & Reporting System</p> <ul style="list-style-type: none"> • With finite resources it is essential that the Board have a budget process & reporting system that is clear and tied to the strategic plan. • Resource allocations should be set at the Board’s annual general meeting, followed by quarterly check-ins and updates at Board meetings. <p>1.4 Review of Current Foundation Regulations & Policies</p> <ul style="list-style-type: none"> • A review of the current EHFC Regulations and Board Policies should be undertaken taking into consideration the CIPHI Bylaws and Policies. • Provide any necessary edits and to produce any new policies that would be beneficial to the Foundation. 	

<p style="text-align: center;">GOAL 2</p> <p style="text-align: center;">Sustain a strong and fiscally responsible Board</p>	<p>STRATEGY 2.2 Strive to have a full Board</p> <p>STRATEGY 2.3 Secure Financial Sustainability</p> <p>STRATEGY 2.4 Trustees Succession Planning</p> <p>STRATEGY 2.5 Friends of the Foundation</p>
<p>2.1 Development of a Board Governance Guide</p> <ul style="list-style-type: none"> • Develop a resource guide that would include sections on: Board Roles and Responsibilities; Governance Structures; The Board and Risk Management; Board Development; Effective Board Meetings; Board Evaluation; and Additional Tools and Resources. <p>2.2 Secure Financial Sustainability</p> <ul style="list-style-type: none"> • Develop and approve an annual budget that incorporates the directions of the strategic plan. • Develop a plan to explore the feasibility of increasing the financial value of all awards. • Advocate for the re-establishment of annual financial support from CIPHI National. • Continue to advocate for annual financial support from CIPHI Branches. • Increase the regular number of donors by 10% each year for the next 3 years (2019-2021). • Choose one (1) annual fund-raising cause to profile the Foundation and raise money. <p>2.3 Strive to have a full Board</p> <ul style="list-style-type: none"> • Promote the opportunity to sit on the Board with CIPHI members, academia and corporations. <p>2.4 Trustees Succession Planning</p> <ul style="list-style-type: none"> • Develop and incorporate a clear definition of term on board including a sunset. • Create of culture that encourages board members moving up into an executive position. <p>2.5 Friends of the Foundation</p> <ul style="list-style-type: none"> • Encourage CIPHI members and former EHFC Trustees to support the work of the Foundation by becoming a “Friend of the Foundation” and establish a Terms of Reference. • Identify former EHFC Trustees with contact information to inquire if they would be interested in being involved on an ad hoc basis. Send out letters of invitations. Develop guidelines on completing projects. 	

<p style="text-align: center;">GOAL 3</p> <p style="text-align: center;">Strengthen the Foundation’s engagement with the CIPHI community</p>	<p>STRATEGY 3.1 CIPHI</p> <p>STRATEGY 3.2 Academia</p> <p>STRATEGY 3.3 Corporations and Organizations</p>
<p>3.1 CIPHI Community</p> <ul style="list-style-type: none"> • The Chair or alternate member of the Executive to participate either in person or via teleconference in monthly NEC meetings and a minimum of one CIPHI Branch meeting per year. • Develop a survey of CIPHI members and students to establish the level of awareness within the profession of the charitable division of CIPHI. • Student Financial Support to attend CIPHI National AEC <p>3.2 Academia</p> <ul style="list-style-type: none"> • Discuss with Directors of the six schools about the value of continuing Len Hiebert award – what are the barriers to lack of interest. • Support student research. <p>3.3 Corporations and Organizations</p> <ul style="list-style-type: none"> • Sustain relationship with current partners for awards (NSF, Lowry, & Hedgerow) • Explore water aid project funding opportunities • Board members 	

<p>GOAL 4</p> <p>Develop clear, consistent & compelling communications</p>	<p>STRATEGY 4.1 Social Media Tools</p> <p>STRATEGY 4.2 Marketing</p> <p>STRATEGY 4.3 Fund Raising Strategies</p> <p>STRATEGY 4.4 Awards</p> <p>STRATEGY 4.5 Products</p>
<p>4.1 Social Media Tools</p> <ul style="list-style-type: none"> • Develop regular promotion to membership via social media <ul style="list-style-type: none"> ○ Website ○ Facebook Page ○ Twitter Account ○ Create an Instagram Page ○ Create a LinkedIn Page – professional image <p>Note: One message/photo can automatically be shared across all social media tools with one request. Information needs to be current and excellent way to send information in real time from events such as conferences.</p> <p>4.2 Marketing</p> <ul style="list-style-type: none"> • Determine subject focus & promotion/marketing methods • Develop and distribute annual newsletter for CIPHI National, Branches, parallel organizations such as CPHA, EHPA, IEAH, CNA, HER • Have a section at least annually in each of the Branch newsletters. • EHFC displays, brochure & bookmark distribution <ul style="list-style-type: none"> • National & Branch AEC, other professional meetings & social events, students, donors <p>4.3 Fund Raising Strategies</p> <ul style="list-style-type: none"> • Survey current CIPHI members and non-members to gauge level of awareness of EHFC as CIPHI's charity • Explore the various ways for donors to donate (PayPal, e-transfer, etc.). • Create a plan to recognize ongoing donors • Promote donations to award recipients. • Develop and maintain a fundraising strategy to be implemented in stages over the 3 years of the strategic plan that includes fund raising activities (events, appeals, major gift fundraising, etc.) • Contact the Branches to explore if they have social gatherings such as golf tournaments, baseball games, curling, etc. that could also be used an opportunity to fund raise for the Foundation such as raffle ticket sales, 50/50 draw. • Host silent auction as part of the CIPHI National AEC <ul style="list-style-type: none"> • Donations for Branches of items or cash to purchase items, Trustees donate items or cash. <p>4.4 Awards</p> <ul style="list-style-type: none"> • Collaborate & review all EHFC/CIPHI awards (including Branch Awards) with intent to establish a coordinated approach to promoting, evaluating applicants & presenting at CIPHI AEC. • Explore the feasibility of increasing the financial value of EHFC awards. • Create effective education/promotion campaign to increase earlier nominations & number of candidates. <p>4.5 Products (for promotion & revenue generation)</p> <ul style="list-style-type: none"> • Develop and implement a multi-prong Temp-Safe product marketing strategy 	

<p style="text-align: center;">GOAL 5</p> <p style="text-align: center;">Collaborate with other charities and organizations with similar missions to increase partnerships</p>	<p>STRATEGY 5.1 Research potential partnerships</p> <p>STRATEGY 5.2 Identify an annual aid project</p>
<p>5.1 Research potential partnerships</p> <ul style="list-style-type: none">• Seek like minded organizations that could become potential short term or long-term partners with the Foundation• Strengthen relationships with current and potential partners• Encourage collaboration <p>5.2 Identify an annual aid project</p> <ul style="list-style-type: none">• Identify applicable contacts and meet or call to discuss possible collaboration on a water project that has already been established:<ul style="list-style-type: none">○ Rotary Club Water Project in Nicaragua○ Wells of Hope Project in Guatemala○ WaterAid Canada (formerly WaterCan)○ Clinica Verde• Research possible aid projects for upcoming years based on new partnerships• Identify project goals, outcome objectives, and resources required <p>5.3 Assess and evaluate aid projects</p> <ul style="list-style-type: none">• Develop a means of reporting and communicating the outcome of a project• Evaluate the impact of projects• Present the findings of the collaboration to the Board for review	

<p>GOAL 6</p> <p>Increase public awareness of environmental public health issues</p>	<p>STRATEGY 6.1 Communicate environmental public health topics that align with the vision and mission of the Foundation</p> <p>STRATEGY 6.2 Evaluate current means of advocacy and public awareness</p> <p>STRATEGY 6.3 Explore and respond to new opportunities that arise</p> <p>STRATEGY 6.4 Engage the audience in the activities of the Foundation</p>
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STRATEGY 6.1 Communicate environmental public health topics that align with the vision and mission of the Foundation

- Identify the audience (i.e., members, stakeholders, public)
- Establish consistent communication with the audience
- Identify environmental public health topics that are relevant to the audience
- Become a leader in the communication and promotion of environmental public health topics

STRATEGY 6.2 Evaluate current means of advocacy and public awareness

- Determine if the audience is engaged in current communications

STRATEGY 6.3 Explore and respond to new opportunities that arise

- Explore new channels of communication including webinars, poster presentations, presentations, newsletters
- Respond to communication requests

STRATEGY 6.4 Engage the audience in the activities of the Foundation

- Increase the use of visual aids and graphical representation in publications and documents
- Involve the audience in the meaningful work of the Foundation through communication
- Further develop, implement and advertise Friends of the Foundation

<p style="text-align: center;">GOAL 7</p> <p style="text-align: center;">Measure our success</p>	<p>STRATEGY 7.1 Identification & Regular Reporting to the Board on Key Benchmarks & Indicators</p> <p>STRATEGY 7.2 Gap Analysis</p> <p>STRATEGY 7.3 SWOT Analysis</p> <p>STRATEGY 7.4 Benchmarking</p> <p>STRATEGY 7.5 Strategic Control</p>
<p>7.1 Identification and regular reporting to the Board on key benchmarks and indicators.</p> <p>7.2 Gap Analysis</p> <ul style="list-style-type: none"> • Evaluate the gap between the current position and the desired position. <p>7.3 S.W.O.T. Analysis</p> <ul style="list-style-type: none"> • Conduct an annual SWOT analysis to evaluate the Foundation’s strengths, weaknesses, opportunities & threats. • Strengths & weaknesses are internal factors, while opportunities & threats are external factors. • It is essential to identify these to determine how best to focus resources to take advantage of strengths & opportunities & combat weaknesses & threats. <p>7.4 Benchmarking</p> <ul style="list-style-type: none"> • Strategic evaluation technique to evaluate how close the Foundation has come to annual objectives, as well as how far we have left to go. • Benchmark against how other similar charities perform, as well as comparing to past performance within the Foundation. • Policies & procedures should be reviewed regularly to determine if any adjustments are necessary. <p>7.5 Strategic Control</p> <ul style="list-style-type: none"> • Two questions to ask on an annual basis are: <ol style="list-style-type: none"> (1) Is the strategy being implemented as intended; and (2) Are the results produced by the strategy are those intended? 	

REFERENCE

Bryson, J. M. (1995). *Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. Rev. Ed.* San Francisco: Josey-Bass