



Environmental Health  
Foundation of Canada

Fondation canadienne  
de l'hygiène du milieu

## Strategic Plan 2023-2026



## About Us

The Environmental Health Foundation of Canada (EHFC) operates as the independent Charitable Division of the Canadian Institute of Public Health Inspectors (CIPHI). Established in 1989, the Foundation works 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 2023 Board members gave their time and expertise to the administration of the Foundation and are key stakeholders in the development of the 2023-2026 Strategic Plan:

Dr. David Jones, Honorary Chair

Lena Parker (AB), Chair

Ralph Stanley (ON), Vice Chair

Mike LeBlanc (MB), Treasurer

Gordon Stewart (BC), Secretary

Pamela Scharfe (ON), Past Chair

Fatih Sekercioglu (ON), Trustee

Jamie Carbert (AB), Trustee

Victor Odele (ON), Trustee

Michelle Prendergast (NS), Trustee

Kevin Kapell (SK), CIPHI NEC Liaison

## Vision

Advancing 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 support environmental public health protection in Canada and internationally through the development of educational materials, research, and aid projects with partner organizations.

# Objectives

1. Support environmental public health research.
2. Develop and distribute environmental public health materials and educational products.
3. Acknowledge the outstanding work of CIPHI members through prestigious awards.
4. Sponsor environmental public health professional development.
5. Partner to support domestic and international aid projects.
6. Conduct fundraising activities.

# Goals

- 1. Strengthen and maintain the economic sustainability of the Foundation.**
- 2. Sustain a strong and fiscally responsible Board.**
- 3. Increase community engagement between the Foundation, CIPHI members, partners, and other stakeholders.**
- 4. Develop clear, consistent and 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 success by evaluating outcomes.**

# Strategic Plan

## GOAL #1 - Strengthen and maintain the economic sustainability of the Foundation

### 1.1 Develop a work plan with Priority Setting and Resource Allocation

- With finite resources it is essential that the Foundation's 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.

### 1.2 Develop an Annual Budget Process and Reporting System

- Develop and approve an annual budget that aligns with the strategic plan.
- Develop a plan to explore the feasibility of increasing the financial value of all awards.

### 1.3 Resource Allocation

- Resource allocations should be set at the Board's annual general meeting, followed by quarterly check-ins and updates at Board meetings.

### 1.4 Review of Current Foundation Regulations and Policies

- 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 to current policies and produce new policies, as needed, to benefit the Foundation.

**STRATEGY 1.1**  
**Develop a Work Plan with**  
**Priority Setting and Resource**  
**Allocation**

**STRATEGY 1.2**  
**Develop an Annual Budget**  
**Process and Reporting System**

**STRATEGY 1.3**  
**Resource Allocation**

**STRATEGY 1.4**  
**Review of Current Foundation**  
**Regulations and Policies**

# Strategic Plan

## GOAL #2 - Sustain a strong and fiscally responsible Board

### 2.1 Development of a Board Governance Guide

- Develop a resource guide that would include the following sections: Board Roles and Responsibilities; Governance Structures; The Board and Risk Management; Board Development; Effective Board Meetings; Board Evaluation; and Additional Tools and Resources.

### 2.2 Secure Financial Sustainability

- 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 five (5) years.
- Choose one (1) or two (2) annual fundraising cause(s) to profile the Foundation and raise money.

### 2.3 Strive to have a Full Board

- Encourage CIPHI members, academia and industry to volunteer as Board trustees by promoting vacant trustee positions up to 15 members.

### 2.4 Trustees Succession Planning

- Define terms of reference for board trustees and volunteers including completion of elected term.
- Create a culture that encourages board

**STRATEGY 2.1**  
Development of a Board Governance Guide

**STRATEGY 2.2**  
Secure Financial Sustainability

**STRATEGY 2.3**  
Strive to have a Full Board

**STRATEGY 2.4**  
Trustees Succession Planning

**STRATEGY 2.5**  
Friends of the Foundation

member personal development and advancement.

### 2.5 Friends of the Foundation

- 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.
- Investigate if former EHFC Trustees would be interested in being involved on an ad hoc basis. Send out invitations. Develop guidelines on completing projects.
- Create an ongoing communication plan to keep Friends of the Foundation up to date with the work of the board.

# Strategic Plan

**GOAL #3 - Increase community engagement between the Foundation, CIPHI members, partners, and other stakeholders**

## 3.1 CIPHI Community

- The Chair or alternate member of the Executive is to participate in quarterly meetings either in person or via teleconference, and a minimum of one CIPHI Branch meeting per year.
- Survey CIPHI members and students to establish the level of awareness of the charitable division of CIPHI within the profession.
- Advertise the Continuing Education Bursary and CIPHI Student Member Sponsorship to attend the CIPHI National AEC.

## 3.2 Academia

- Engage CIPHI accredited educational institutions.
- Support student environmental health research.

## 3.3 Industry and Organizations

- Sustain relationship with current partners for awards (NSF International, Lowry Group, Canadian Water and Wastewater Association, and Hedgerow Software Ltd.)
- Explore environmental public health funding opportunities.
- Expand the TempSafe products beyond environmental public health to the food industry and private food safety training companies.

**STRATEGY 3.1  
CIPHI Community**

**STRATEGY 3.2  
Academia**

**STRATEGY 3.3  
Industry and Organizations**



# Strategic Plan

## GOAL #4 - Develop clear, consistent and compelling communications

### 4.1 Social Media Tools

- Develop regular campaigns via the EHFC website and social media.

### 4.2 Marketing

- Determine subject focus and promotion/marketing methods.
- Develop and distribute annual newsletter to CIPHI National, Branches, and parallel organizations such as CPHA, EHPA, IEAH, CNA, EHR.
- Publish a minimum of annually in current Branch newsletters.
- Disseminate EHFC display, brochures, bookmarks or other promotional items.
- Advertise at CIPHI events, professional meetings, and social events.

### 4.3 Fundraising

- Explore electronic options for donation payment (PayPal, e-transfer, etc.).
- Recognize recurring donors annually.
- Promote donations to award recipients.
- Develop and maintain a five (5) year fundraising strategy including events, appeals, major gift fundraising, etc.
- Contact CIPHI Branches to explore if they have social gatherings such as golf tournaments, baseball games, curling, etc. that could also be a fundraising opportunity.
- Host an annual fundraising event at the CIPHI AEC, if permitted by provincial statutes.
- Suggest to the CIPHI NEC and branches that conference speaker gifts be a donation in their name to CIPHI's charity.



### 4.4 Awards

- Review all EHFC/CIPHI awards (including Branch Awards) with intent to establish a coordinated approach to promoting, evaluating applicants and presenting at CIPHI AEC.
- Create an effective campaign to increase nominations and prevent last minute nominations and extension of deadlines.

### 4.5 Products and Project Promotion

- Develop and implement a multi-prong Temp-Safe product marketing strategy.
- Promote the Foundation by providing progress updates for domestic and international aid projects.

# Strategic Plan

**GOAL #5 - Collaborate with other charities and organizations with similar missions to increase partnerships**

## 5.1 Research Potential Partnerships

- Seek like minded organizations that could become potential short term or long-term partners with the Foundation.
- Strengthen relationships with current partners.
- Encourage networking to discover new partnerships

## 5.2 Identify an Annual Aid Project(s)

- Identify main contacts for already established partner agencies and connect to discuss possible collaboration on additional projects:
  - Rotary Club of Stratford Charitable Foundation public health projects in Nicaragua
  - Wells of Hope project in Guatemala
  - WaterAid Canada (formerly WaterCan)
  - The Against Malaria Foundation Canada
  - Ryan's Well
- Research possible aid projects for upcoming years based on new partnerships.
- Identify project goals, outcome objectives, and resources required.

## 5.3 Assess and Evaluate Aid Projects

- 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.

### STRATEGY 5.1

Research Potential Partnerships

### STRATEGY 5.2

Identify an Annual Aid Project(s)

### STRATEGY 5.3

Assess and Evaluate Aid Projects

# Strategic Plan

## GOAL #6 - Increase public awareness of environmental public health issues

### 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.

### 6.2 Evaluate Current means of Advocacy and Public Awareness

- Determine if the audience is engaged in current communications.

### 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.

### 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 ongoing communication.
- Further develop, implement and advertise Friends of the Foundation.
- Promote relevant material including national

#### STRATEGY 6.1

Communicate Environmental Public Health Topics that Align with the Vision and Mission of the Foundation

#### STRATEGY 6.2

Evaluate Current Means of Advocacy and Public Awareness

#### STRATEGY 6.3

Explore and Respond to New Opportunities that Arise

#### STRATEGY 6.4

Engage the Audience in the Activities of the Foundation

or international public health events as well as holidays on EHFC social media platforms and website.

- Improve brand recognition and utilize the EHFC logo on marketing materials.

# Strategic Plan

## GOAL #7- Measure success by evaluating outcomes

### 7.1 Identification and Regular Reporting to the Board on Key Benchmarks and Indicators

- Utilize committee and board meetings to update trustees on the work being done.

### 7.2 Gap Analysis

- Evaluate the gap between the current position and the desired position of the Foundation.

### 7.3 SWOT Analysis

- Conduct an annual SWOT analysis to evaluate the Foundation's strengths, weaknesses, opportunities and threats.
- Strengths and weaknesses are evaluated as internal factors, while opportunities and threats are external factors.
- It is essential to identify internal and external factors to determine how to best focus resources to take advantage of strengths and opportunities, and combat weaknesses and threats.

### 7.4 Benchmarking

- Utilize strategic evaluation to determine 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 and procedures should be reviewed regularly to determine if any adjustments are necessary.

### STRATEGY 7.1 Identification and Regular Reporting to the Board on Key Benchmarks and Indicators

### STRATEGY 7.2 Gap Analysis

### STRATEGY 7.3 SWOT Analysis

### STRATEGY 7.4 Benchmarking

### STRATEGY 7.5 Strategic Control

### 7.5 Strategic Control

- Two questions to ask on an annual basis are: (1) Is the strategy being implemented as intended; and (2) Are the results produced by the strategy are those intended?

# References

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