



1600 Riverside Road
Jamestown, NY 14701

auduboncnc.org
(716) 569-2345

2019-2022 Strategic Plan

Updated 6-10-19

Strategic Plan Defined

A Strategic Plan is a document used to communicate an organization's goals, and the actions required to achieve those goals. The plan is traditionally broken down into three levels which include: goals, objectives, and tactics. Each goal is assigned an outcome measurement which identifies how the organization's success will be measured for that particular goal.

The goals and outcome measurements are identified and approved by the organization's board of directors, and the objectives and tactics are identified by the staff who are primarily responsible for seeing them through to fruition.

The organization's Executive Director is responsible for carrying out the goals outlined in the strategic plan, and tracks progress throughout the year to be reported to the board of directors on a quarterly basis.

Timeline

This strategic plan pertains to the next three years (2019-2022). The plan is set to begin September of 2020, and it expires in September of 2022. Revisions of the plan for 2023-2025 should begin in January of 2022.

Organizational History

Jamestown Audubon Society was founded as a chapter of National Audubon in 1957. After incorporation in 1960, the Bentley Sanctuary (located off Fluvanna Avenue) was donated. In 1963 the Society bought the 189-acre Riverside Swamp, the current location of the Nature Center and grounds. The original Nature Center building was dedicated in 1976 and the addition was dedicated in 1992. Plots of adjacent land were acquired through the years, bringing the current acreage to approximately 600. The Bentley property was deeded over to the Chautauqua Watershed Conservancy during the 2016-2017 year. In 2017, Jamestown Audubon Society successfully rebranded itself as Audubon Community Nature Center.

ACNC Mission

Audubon Community Nature Center builds and nurtures connections between people and nature by providing positive outdoor experiences, opportunities to learn about and understand the natural world, and knowledge to act in environmentally responsible ways.

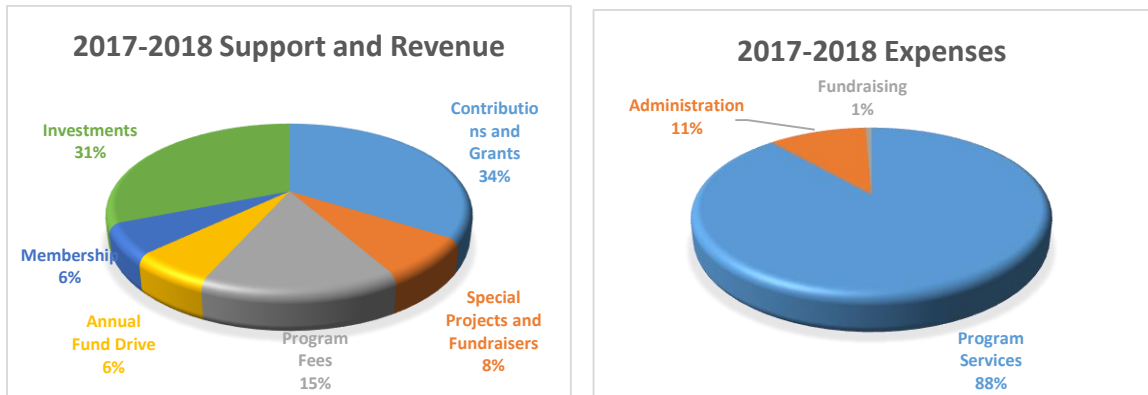
ACNC Vision

ACNC envisions a future where every child within our community has a real and healthy connection to nature.

ACNC Statement of Beliefs

- We believe that a positive relationship with nature strengthens and enriches us physically, mentally, emotionally, and spiritually.
- We believe that all forms of life are interdependent and the diversity of nature is essential to our well-being.
- We believe that learning is a lifelong endeavor and we dedicate ourselves to opening our eyes to the natural world.
- We believe in sharing our passion with others so that they may be inspired to become stewards of the natural world.

Current Financial Standing (Summary of 2017-18 Audit)



ACNC’s support and revenue comes from grants, program fees, our on-site nature store, fundraisers, ACNC membership, and individual gifts. The endowment distributions and investments make up approximately 31% of the total revenue. 88% of ACNC’s expenses are directly related to program services including the maintenance and care of the Nature Center Building and Grounds, and 11% of expenses are related to Administration. The remaining 1% of expenses are related to fundraising activities.

SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis listed below includes input from both the ACNC staff and board of directors. Each group was asked to participate in a SWOT brainstorming session separate from one another. All of the responses from each group were recorded. The strategic planning committee then compared the results from each group, and selected the items that were most commonly noted to come up with the following summary.

<p>Strengths</p> <ul style="list-style-type: none"> - Volunteers - Staff - Reputation - Programming 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Marketing - Aging Facilities - Balancing Income and Expenses - Staff Spread too Thin
<p>Opportunities</p> <ul style="list-style-type: none"> - Increased awareness that nature makes people happy and healthy - Lack of other local activities for kids - Community revitalization efforts (Jamestown and Warren) - Emphasis in schools on inquiry based learning 	<p>Threats</p> <ul style="list-style-type: none"> - Unclear identity to outside community - Competition for local funding - Aging community - Increase of minimum wage

2020 – 2022 Strategic Plan Goals and Outcome Measurements

Goal 1: Develop new and improve existing spaces to better facilitate scheduled learning for our primary audience (kids ages 3-12).

Outcome Measurements: Increased demand for the number of programs requested and increased program income. Secondary result- an increased demand and income from facility rentals.

Goal 2: Increase walk-in visitation to ACNC’s trails and Nature Center.

Outcome measurements: Walk-in visits to ACNC increase by 10 percent annually. Trail and Building visitation to be measured separately. First year will collect baseline



1600 Riverside Road
Jamestown, NY 14701

auduboncnc.org
(716) 569-2345

data for trails, and then expect to increase visitation by 10% for trails starting the second year.

Goal 3: Increase access to and awareness of healthy natural spaces for people of all comfort levels and abilities.

Outcome measurements: Increased health/quality and biodiversity of specified habitats within the community and increased use of them by community members.

Goal 4: Improve the Overall Financial Sustainability for the Organization

Outcome Measurement: Incremental improvement of the ACNC Balance Sheet.

Goal 5: Develop a strategy to retain the knowledge, skill sets, and human assets of ACNC.

Outcome Measurement: Completed succession plan, ideal organizational chart and job descriptions.