



1600 Riverside Road
Jamestown, NY 14701

auduboncnc.org
(716) 569-2345

2022-2025 Strategic Plan

Updated 10/4/2022

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 (2022-2025). The plan is set to begin September of 2022, and it expires in September of 2025. Revisions of the plan for 2025-2028 should begin in January of 2025.

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.



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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.

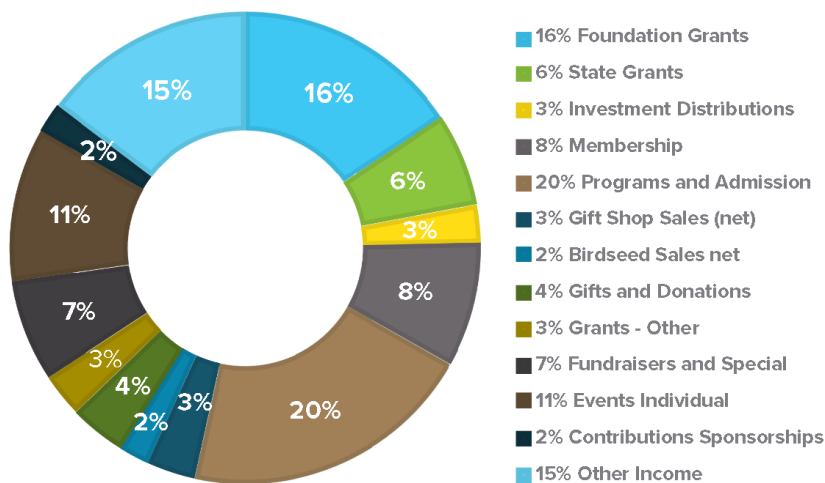
ACNC Statement of Beliefs

- 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 2020-21 Audited Financials)

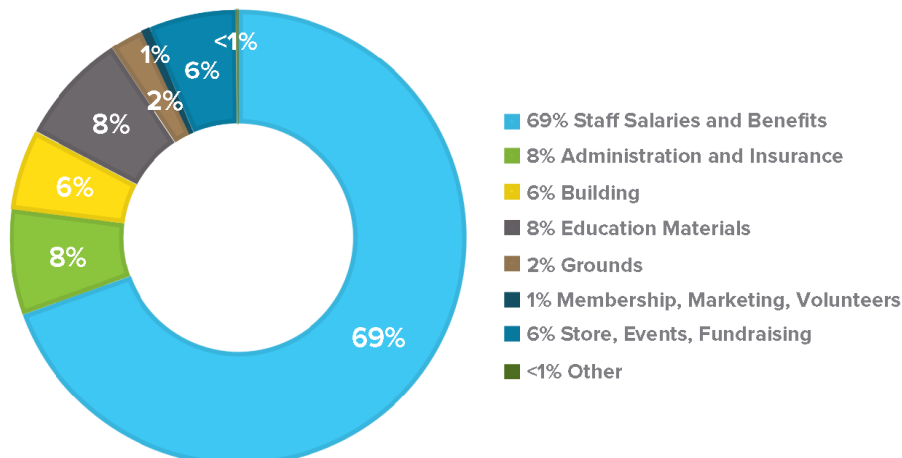
2020-2021 Support and Revenue

ACNC is unique in that no more than 20% of its total operating income comes from any one source. The organization recognizes that in order for a non-profit to be financially sustainable it must develop new ways to generate income that fit within its mission. Note: the 15% labeled as “other income” included the PPP Loan funds (\$82,160) ACNC received in 2021.



2020 - 2021 Expenses

Close to 70% of ACNC’s annual expenses include staff salaries and benefits. Over the past three years, ACNC has worked to adjust its salary ranges based on increased job responsibilities and the increase in minimum wage.



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.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Reputation and Relevance - Staff and Volunteers - Property - Educational Resources and Programming 	<ul style="list-style-type: none"> - Aging and insufficient infrastructure and equipment - Lack of reliable, secure income; inconsistent revenue stream - Lack of (people) diversity and (internal) accessibility - Time and resources for board and staff development
Opportunities	Threats
<ul style="list-style-type: none"> - Higher demand for educational programs - Reach diverse communities that are underserved by ACNC - Expand and strengthen business and non-profit partnerships - Post-COVID Community revitalization efforts - Increased donor development 	<ul style="list-style-type: none"> - Competition for local funding - Aging Community - Increased cost of living and increased cost of doing business - Ecological threats - Accessibility/transportation to site



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2022 – 2025 Strategic Plan Goals

1. Upgrade aging infrastructure and equipment to ensure overall efficiency and reduce conflict of use.
2. Improve the accessibility and design of the main building and immediate grounds to provide a more inclusive and welcoming visitor experience.
3. Maintain and improve financial sustainability.
4. Develop and implement strategies to retain the knowledge, skill sets, and human assets of ACNC.
5. Expand and strengthen existing programs and resources to improve the overall visitor experience.
6. Increase internal efficiency through the coordination of plans to increase staff effectiveness.