



Community Nature Connection (CNC)

STRATEGIC PLANNING DOCUMENT



VISION

All communities in Los Angeles County have physical and institutional access to all local public lands, are included in all environmental programs and recreation, and are represented in outdoor careers and political decision making.



MISSION

To increase access to the outdoors for communities impacted by racial, socio-economic, and disability injustices by eliminating existing barriers through advocacy, community centered programming, and workforce development.



VALUES STATEMENT

We envision a world where all communities impacted by systems of injustice and oppression have access to public spaces outdoors and are supported by an unwavering commitment to accessibility, community, equity, inclusion, justice, and shared leadership.

VALUES

Accessibility

The quality of being able to be reached or accessed. This includes physical access to parks and open space, access to communications technologies, access to language and information, and access to programs and resources.

Justice

Justice involves dismantling systems of oppression and privilege that create systemic disadvantages and barriers to people's ability to access resources and opportunities (e.g., the "isms") or based on which people experience systematic mistreatment. Adopted from The Avarna Group

Equity

An approach based in fairness to ensuring everyone has access to the same opportunities and resources. In practice, it ensures everyone is given equal opportunity; this means that resources may be divided and shared unequally to make sure that each person can access an opportunity. Equity is therefore not the same thing as equality. Equity takes into account that people have different access to resources because of systems of oppression and privilege. Equity seeks to balance that disparity. Adopted from The Avarna Group

Community Centered

The centering of community throughout the development and implementation processes of locally based partnerships and programs to instill a sense of belonging.

Inclusion

Celebrating, centering, and amplifying the perspectives, voices, values, and needs of people who experience systemic barriers, mistreatment, or disadvantages based on their intersecting identities in order to ensure they feel a sense of belonging. Inclusion is not merely tolerating or accommodating differences; it's about actively valuing and honoring those differences. Inclusion is also about surmounting, overcoming, or transcending differences to focus on "our common humanity." Adopted from The Avarna Group

Shared Leadership

Distribution of the responsibility of leadership among a team where the processes, decisions, and actions associated with leading an idea or group are shared and recognized for the betterment of the whole group.





STRATEGIC DIRECTIONS/ PRIORITIES

1. Develop diverse streams of revenue to generate consistent funding for long term sustainability of the organization.

There has traditionally been a dependence on government grants. However, government grants take time to reimburse creating cash flow issues and may become scarce in times of social and economic instability as demonstrated by the recent pandemic. Diversified funding would allow the organization to sustain itself through these times by relying on multiple streams of revenue including government, individual donations, and foundations.

- » CNC's fundraising efforts will have resulted in \$200,000 annually in unrestricted revenue outside of government funding from one of the following streams of revenue: individual donors, foundation donors, and revenue generating sources.

Year 1: \$75,000, Year 2: \$100,000, Year 3: \$200,000

- » CNC Training Institute will generate \$30,000 annually to cover the partial cost of hosting the CNC Training Institute and develop a CNC Training Institute development plan.

Year 2: \$15,000, Year 3: \$30,000

- » CNC will hire a Development Consultant or Director

Year 3: \$200,000: CNC hires a Development Consultant or Director to assist with all development efforts.

Strategic Priorities define CNC's overall direction, drive resource allocation, and provide focus to the organization's goals and day-to-day work.



2. We will work towards becoming a thought leader in outdoor access and equity issues through communication efforts and training to address this.

In addition, CNC will serve as a practical resource for the outdoor recreation and education field through the delivery and the sharing of innovative, community centered programming, and resource sharing.

- » CNC will increase their listserv subscription numbers incrementally by 75%.
Year 1: 850, Year 2: 1,000, Year 3: 1,150
- » CNC will increase social media followers cumulatively by 100%.
Year 1: 4,500, Year 2: 5,500, Year 3: 7,000
- » CNC will be a recognized name and referenced as a model organization for outdoor equity work in various communication outlets such as local news networks, partner organization newsletters, newspapers, print magazines...etc.
Year 1: 2 publications/article features
Year 2: 4 publications/article features
Year 3: 6 publications/article features
- » CNC will collaborate with organizations that currently do not include outdoor recreation as part of their youth programming activities.
Year 1: 1 new partnership
Year 2: 2 new partnerships
Year 3: 3 new partnerships
- » CNC will engage more electeds around CNC programs and encourage elected participation.
Year 1: 1 elected promotes CNC programs
Year 2: 2 electeds promote CNC programs
Year 3: 3 electeds promote CNC programs



3. Each CNC program would benefit from clearly articulated goals, an improved and fully developed curriculum, a standardized evaluation, and relevant staff training for successful implementation of each program.

These programs must cohesively work towards achieving the CNC mission and support newly emerging leaders in policy advocacy and program delivery.

- » By Year 1, CNC will have developed relationships with 10 potential employers to create a pathway to careers outside of CNC.
- » By Year 1, all programs will implement a system of tracking participant involvement and post program involvement.
- » By Year 2, all CNC programs will have safety policies and guidelines for in-person programming.
- » By Year 2, all CNC programs will implement a standardized, culturally relevant evaluation.
- » By Year 3, all CNC programs will be organized into individual curriculum binders to aid staff through partnership development, planning, implementation, evaluation, and organizational transitions.

4. Provide training to staff to support accessible and inclusive programs and provide staff with specific skill training.

We recognize that in order to continue our work on the path towards justice, to be considered thought leaders and serve as a model in outdoor equity work and outdoor education fields, we must continually strive to provide accessible and inclusive programming and model expertise in natural and cultural resource interpretation.

- » Develop an annual training curriculum and provide and/or secure training to staff in the following topic areas: Anti-Racism, Cultural Relevance, Disability Justice, Community Engagement, Justice Equity Diversity Inclusion, Language Justice, and Mental Health.

By Year 1, develop a set of internal goals for working towards justice in our work that can be addressed through training efforts.

By Year 1, develop a training curriculum.

By Year 2, implement a training program and document lessons learned from assessment results and staff input.

By Year 3, finalize a training curriculum.

- » Develop an annual training curriculum and provide and/or secure training to staff in the following topic areas: CPR/First Aid, Curriculum Development, Evaluation, Leadership Development, Natural and Cultural Resource Interpretation, and Risk Management.

By Year 1, develop a set of internal goals for technical skills training that can be addressed through training efforts.

By Year 1, develop a training curriculum.

By Year 2, implement a training program and document lessons learned from assessment results and staff input.

By Year 3, finalize a training curriculum.

