



WELLS GRAY
COMMUNITY FOREST

SOCIETY

STRATEGIC PLAN – 2024-28

Update – February 2026

2024-2028 Strategic Plan – Overview

▶ What is a Strategic Plan?

- ✓ The creation of a thoughtful, practical and achievable strategic plan is one of the most important undertakings of an organization.
- ✓ A strategic plan document provides high-level, strategic direction to keep the Board focused on priorities, guides the development of sound financial plans, and offers a means to measure progress and success.
- ✓ A strategic plan is not intended to be an exhaustive list of projects.

▶ Benefits of strategic Planning:

- ✓ Promoting strategic thinking and acting
- ✓ Improved decision-making
- ✓ Organizational effectiveness, responsiveness and resilience
- ✓ Enhanced organizational legitimacy, public confidence

▶ What a strategic plan is not:

- ✓ Strategic planning is **not driven by one goal, one idea, or one set of demands**,
- ✓ A plan that is all things to all people.
- ✓ The plan does not detail the ongoing core operations of the Community Forest.

Vision

Where are we going?

- ▶ *A **vision statement** describes the **organization’s aspirations for the future**. It creates a picture of a future state and answers the question, “Where do we see ourselves in 3 to 5 years?”*
- ▶ **What Board members said..... It was felt that the statement was still relevant**

“A healthy community supported by a resilient forest.”

Mission Statement

- ▶ *A **mission statement** describes the **fundamental purpose of the organization**. It answers the question, “**Why does the organization exist?**”*

“The Wells Gray Community Forest Society endeavors to provide social and economic benefits to the residents of TNRD Area A, and the District of Clearwater.”

Values

What the Board values.....

Values describe enduring, collective beliefs that guide the work of the Society Board.

- Transparent
- Accountable
- Inclusive
- Respectful



STRATEGIC GOALS (PRIORITIES & ACTION)

1. Community values are core to decisions
 2. Proactive shareholder of the Wells Gray Community Forest Corporation
 3. Distribution of available funds through a fair and equitable grant process
- Ensure the long term financial health of the Society

Goal #1: Community values are core to decisions			
<i>- All decisions will be based on community values by:</i>			
Objectives	Actions	Who	Timeline
Maintaining engagement with First Nations and community stakeholders	On an annual basis contact Simpcw Band Council for a representative appointed by Band Council to the Corporation Board Ensure an ongoing communication channel with Simpcw Communicate granting cycle to community groups	President to President secretary	Soon Spring and fall
Maintaining public engagement on community value topics, through various mediums	Continue building database via community survey Representative on the Community Interagency Committee.	Rep from board	Quarterly
Reporting annually on the strategic plan, granting and yearly achievements	Present annual report each April to the public	Board	March

Goal #2: Proactive Shareholder of the the Wells Gray Community Forest Corporation			
<i>- As shareholder of the Wells Gray Community Forest Corporation the Society's role is to safeguard the benefits of the Community Forest for the community by:</i>			
Objectives	Actions	Who	Timeline
Maintaining the role of the Shareholder of the Corporation	Executing on the responsibilities of the shareholder in accordance with the Articles of Incorporation	Board	ongoing
Maintaining effective, open communications with the Corporation	Present at annual public information session Quarterly meeting of Corporation and Society executive directors	Board Executive of Board	quarterly
Ensuring the Corporation Board has the skills and competencies	Recruitment of board members to align with the Society Director Selection Policy	Director Selection Committee	Annually or as needed

Goal #3: Distribution of available funds through a fair and equitable grant process			
Objectives	Actions	Who	Timeline

Ensure the grant distribution meets the diverse needs of resident of TNRD Area A and District of Clearwater	<p>Maintain a relevant and transparent granting criterion and process for charitable and non-profit organizations</p> <p>Adhere to the CRA rules and requirements in accordance with the Society Charitable status approval</p> <p>Confirm with Charities Directorate identifying characteristics of eligible grantees</p>	<p>Board</p> <p>Board</p>	Spring and fall cycle and as funds are available
Increase awareness of the granting opportunities through various mediums	Build a distribution database and communication plan	Board	Ongoing

Goal #4: Ensure the long term Financial Health of the Society			
Objectives	Actions	Who	Timeline
Investigate other revenue streams	Confirm with Charities directorate guidelines to identify eligible donors to increase revenues	Treasurer	ongoing
Create opportunity for community input on legacy projects	Survey community for input into legacy projects		
Build opportunities for community contribution to projects through donation	Draft a communique to raise awareness of the Society's goals	Board	
Fund viable long-term project utilizing a decision model process	Review the current decision model	Board	Spring 2026

Appendix “A” – Core Values

An exercise to identify what the Board as a whole feels is important values to ensure a functioning and sustainable organization going forward.

*Core values are **the basis upon which the members of an organization make decisions, plan strategies, and interact with each other and their stakeholders.** A stakeholder is any person or organization that is impacted in some way by the Society. Core values reflect what is important to the organization and its members.*

Values - the Board felt that the values identified in the original Strategic Plan were still reflective of the organization with only one change - removed Honest and replaced with Transparent.

Appendix “B”

SWOT Analysis

“SWOT stands for **Strengths, Weaknesses, Opportunities, and Threats**. **Strengths and weaknesses** are internal to your organization—things that you have some control over and can change. Examples include who is on your team, finances, and current economic situation, and **opportunities and threats** are external—things that are going on outside our organization, in the larger market. We can take advantage of opportunities and protect against threats, but you can't change them. Examples include member growth, and member business challenges.”

Board members to provide input into what they feel are the strengths, weaknesses, opportunities and threats:

Strengths	Weaknesses
▶ Strong diverse board	No sSecure, committed ongoing funding
▶ Directors commitment to communities well being	succession planning for board members
▶ Strong governance model	Volunteer recruitment
▶	
▶	
Opportunity	Threats
● Ability to accept donations	Corporation no longer provides dividends transfers profits
● Recruitment of good candidates	Lack of committed volunteers
● Support significant community projects	Corporation does not continue to donate profits to Society

Measures and Reporting:

- Report on how the community values align to the decisions
- Report periodically on the status of the financial health to the public
- Annual reporting on grants awarded and highlighting the benefits to the community