

ACEE Strategic Plan, 2008-2011

Approved by the ACEE Board on June 25, 2008

About the Alberta Council for Environmental Education (ACEE)

ACEE is a non-profit organization with charitable status, incorporated in Alberta in 2005. Our Charitable Number is 83043 5079 RR0001. The ACEE Board represents a broad cross-section of different environmental education stakeholders, and it calls upon a 28 member Advisory Committee to provide advice on strategic direction.

Vision

Alberta is a leader in environmental education, with citizens that are informed and motivated to live more sustainably, be responsible stewards of the environment, and help ensure future generations' quality of life.

Mission

To work collaboratively to advance environmental education in Alberta.

Core Values

These core values guide ACEE as it works to accomplish its vision and mission. ACEE will be...

- **Strategic.** ACEE will consult and engage practitioners in activities that support and complement efforts of other environmental education organizations in Alberta, and will develop strategic initiatives based on the community's needs.
- **Transparent.** ACEE will be transparent and inclusive in its dealings with the EE community, making relevant policies, budgets, and other documents available to all.
- **Inclusive.** ACEE's activities will be inclusive of all stakeholders and includes formal, non-formal, and informal education. ACEE board members will have a wide range of relevant competencies, and will be drawn from a diversity of groups within the environmental education community.
- **Respectful.** ACEE will work in a collegial manner to add value to the efforts of the environmental education community. ACEE will NOT duplicate, compete with, or attempt to represent others in the community.

Roles

The following roles reflect the implementation of the ACEE vision, mission and core values.

- **Champion environmental education.** ACEE will be a voice for the advancement of environmental education, speaking in support of the need for EE and its role in a changing society.
- **Convene stakeholders.** ACEE will convene the EE community, encouraging a variety of strategic conversations, liaisons, networking, actions, and synergistic collaborations between EE groups.
- **Facilitate leadership.** ACEE will help create, clarify, and coordinate leadership within the environmental education community.
- **Build networks.** ACEE will develop, encourage and support networks that facilitate the exchange of information and provide opportunities for collaboration within the Albertan EE community.
- **Increase capacity.** ACEE will develop partnerships and mechanisms to build capacity for, and help ensure, the continual improvement of environmental education groups.
- **Connect the community.** ACEE will work with all interested EE providers to promote EE resources, services, and events to the widest possible audience of Albertan educators; and connect Albertan environmental education efforts to relevant national and international networks, resources, and activities.

What guides our work: about the Framework to Advance Environmental Education in Alberta

This initiative merits specific mention here, as it informs much of this strategic plan. Since 2005 the Alberta Council for Environmental Education (ACEE) has engaged over 440 individuals, representing 180 environmental education stakeholder organizations, through a series of consultation workshops, needs assessments, and Summits on Environmental Education. One product of these meetings is a 'Framework to Advance Environmental Education in Alberta,' co-created by ACEE, its Multi-Stakeholder Steering Committee, and the individuals contacted through this consultation. ACEE serves as the secretariat to the Multi-Stakeholder Steering Committee in matters pertaining to the Summit and the Framework. ACEE's vision, mission, core values, and roles were all developed in consultation with this committee.

Organized as a logic model, the Framework represents the collective vision of the environmental education stakeholders, suggesting thirty-two short-term outcomes and six medium-term outcomes to achieve the ultimate goal of protecting our natural environment and Albertan's health and quality of life. The final version of this document was launched at the May 2007 Summit and is available on-line at <http://abcee.org/framework/download>. At this Summit, ACEE received 46 commitments from environmental education stakeholders to help implement parts of this Framework.

The ACEE strategic plan and supporting documents

The ACEE strategic plan for 2008-2011 derives most of its activities, outputs, and outcomes from the Framework, and represents the contribution ACEE will make to delivering on the Framework. In brief, ACEE proposes to create the following strategic outcomes, or "impacts," in Alberta:

Impact #1: Society increasingly values, supports, and implements environmental education. ACEE will use polling and policy analysis to create a case for change to public policy, and then communicate what we learn to all stakeholders, including decision-makers and Alberta Education. Media support and outreach to selected audiences will improve support for environmental education.

Impact #2: Environmental educators more effectively mobilize learners to practice environmental stewardship. A variety of training and capacity-building programs will enhance the professional development and organizational competencies of both formal and non-formal educators and education groups.

Impact #3: A coordinated network of stakeholders collaborate to advance environmental education in Alberta. ACEE will support high-potential networks, further develop our on-line environmental education resource centre, and ensure the collaborative implementation of the Framework to Advance Environmental Education in Alberta.

A logic model (below) describes activities, outputs, and outcomes designed to create each of these impacts. This strategic plan is complemented and supported by the following:

Project-specific communication plans: each key initiative of ACEE will be accompanied by a plan to effectively communicate and leverage these initiatives.

An annual Program Plan: Board-approved Program Plans detail ACEE's commitment to delivering on certain elements of this strategic plan.

Evaluation Plan: this describes how ACEE will identify and measure indicators of success for key outputs and outcomes. This evaluation will be formative and developmental, providing ongoing and regular information on the results of ACEE's activities that can readily be used to assure continual improvement of ACEE's internal competencies and external programs.

Commitment to continual improvement: ACEE will steadily increase its capacity to advance environmental education in Alberta. We will ensure that a strategic fundraising plan, continuous improvement in administrative management and function, on-going staff training and development, and a dynamic Board means that ACEE is a well-managed, credible, and financially sustainable organization.

Impact #1: Society increasingly values, supports, and implements environmental education.			
INPUTS <i>resources we need</i>	ACTIVITIES <i>what we do to create change</i>	OUTPUTS <i>deliverables that create the potential for change</i>	OUTCOMES <i>changes that occur as a result of this initiative</i>
ACEE Board and staff time, meeting venues, EE groups' donation of time and expertise, partnership with Alberta Education, expertise from polling firm, research intern, and communications expert, funding	1. Create a case for changes to public policy. <ul style="list-style-type: none"> Poll Albertans' environmental literacy and readiness for environmental stewardship: <ul style="list-style-type: none"> Create advisory committee Consult with decision-makers re: the benefits of EE Contract pollster, conduct poll Commission an analysis of formal EE policy framework. Contract policy intern: identify gaps, and create recommendations 	<ul style="list-style-type: none"> advisory committee membership list Polling report Gap analysis Recommendations 	EE stakeholders report success in engaging decision-makers EE considered at all levels of decision making within educational organizations. ACEE is viewed as a champion of EE in Alberta. Political support for EE increases.
	2. Outreach to decision-makers and policy-makers <ul style="list-style-type: none"> Create action plan. Committee creates an action plan and a communications plan Identify roles for all EE stakeholders to influence policy Work directly with decision-makers 	<ul style="list-style-type: none"> Action plan Communications plan Media releases and coverage re: polling results Workshops to engage and educate EE stakeholders Meetings with decision-makers Changes to policy that support EE 	
	3. EE in new curricula <ul style="list-style-type: none"> Track emerging opportunities Engage Alberta Education and EE stakeholders in relevant discussions Organize meetings and consultations Facilitate EE stakeholders in development of learning outcomes relevant to EE 	<ul style="list-style-type: none"> EE groups construct 'framework of learning outcomes for EE' curriculum advisory meetings and written feedback between EE groups and Ab. Education EE content in new curriculum increases 	Knowledge, value, and skill concepts relevant to environmental stewardship are covered in new curricula.
	4. Broaden outreach to stakeholders <ul style="list-style-type: none"> Identify target audiences and potential partners (e.g. ARPA, OHV community, teacher groups, etc.) Prepare and deliver presentations highlighting EE best practices 	<ul style="list-style-type: none"> List of relevant audiences and potential partners Presentations and communications material 	More groups and individuals understand the potential and the characteristics of excellent EE, develop and deliver EE programs and lessons

Impact #2: Environmental educators more effectively mobilize learners to practice environmental stewardship.

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ACEE Board and staff time, partner organizations, training resources, on-line survey tools, funds	1. Annual training for teams from EE organizations. <ul style="list-style-type: none"> Conduct a needs assessment of EE groups to determine need planning, using leadership clinic model delivery of training 	<ul style="list-style-type: none"> Online needs assessment summary of findings Multi-day team-based trainings for high-potential EE groups 	EE groups learn about best practices and document increased effectiveness; and learners report greater readiness to practice stewardship.
	2. Annual workshop series. <ul style="list-style-type: none"> access the needs assessment, and existing on-line resources Solicit content area specialists (e.g. communications and marketing) Obtain hosts and sponsoring organizations 	<ul style="list-style-type: none"> Series of workshops throughout Alberta for both established and beginning EE groups 	
	3. Enhance EE at conferences. <ul style="list-style-type: none"> Create partnerships with conference-planning organizations Build committee capacity through advice (i.e. on marketing or timelines) and services (i.e. serve as EE Program Chair) 	<ul style="list-style-type: none"> EE streams (workshops, speakers, etc.) at conferences 	Audiences learn about and practice more EE; EE groups and speakers gain greater exposure to, and more interest from, new audiences.
	4. Co-host and co-sponsor a conference. <ul style="list-style-type: none"> Identify opportunity to create a unique conference with a key co-host Organize capacity-building services in conjunction with this event 	<ul style="list-style-type: none"> A co-hosted EE conference in which ACEE takes a lead role (occurs no more than once within 2008-2011) 	
	5. Support Alberta teachers. <ul style="list-style-type: none"> EE organizations list PD services on ACEE website Engage and work with relevant partner organizations: colleges and universities, ATA, convention associations, etc 	<ul style="list-style-type: none"> List of PD opportunities on ACEE website: upcoming conferences, relevant services Partner organizations develop more pre-service and in-service professional development offerings, focusing on EE 	Alberta teachers receive more quality professional development in EE, and integrate more EE into their teaching.

Impact #3: A coordinated network of stakeholders collaborate to advance environmental education in Alberta.			
INPUTS <i>resources we need</i>	ACTIVITIES <i>what we do to create change</i>	OUTPUTS <i>deliverables that create the potential for change</i>	OUTCOMES <i>changes that occur as a result of this initiative</i>
ACEE Board and staff time, support and advice from EE groups, specialists (e.g. Pone database specialists), participating teachers, meeting venues, funds.	1. Encourage and support high-potential EE networks. <ul style="list-style-type: none"> Support regional or topical networks that strategically advance EE Attend meetings and prepare information for meeting participants Needs assessment of participants 	<ul style="list-style-type: none"> ACEE attendance and involvement in networks Distribution of information about ACEE and its initiatives Memorandum documenting partnership Documentation of how roles will be communicated 	Coordinated networks of stakeholders collaborate to advance EE and share their learnings. Involved groups feel networked and linked to others and to ACEE, and are more involved in collaborative work.
	2. Develop and promote the use of the EE Resource Centre. <ul style="list-style-type: none"> Promote this to EE groups Support EE groups' efforts to list their services on-line Engage volunteers to improve content advertise to teachers through the ATA professional development system identify and advertise to key non-formal audiences 	<ul style="list-style-type: none"> A highly functional database/ website platform contains current information from over 80 EE organizations communications plan for ATA representatives communications plan for key non-formal audiences 	Educators learn more about the services offered by EE groups, and use more of these services. Website becomes the go-to 'hub' for EE resources in Alberta.
	3. Support 'Framework to Advance EE in Alberta.' <ul style="list-style-type: none"> Create an Advisory Committee to provide strategic direction to ACEE on this initiative Engage with, collaborate with, and provide relevant support to this committee and EE stakeholders to ensure the implementation of the Framework create on-line mechanisms of support, engagement, and documentation of progress 	<ul style="list-style-type: none"> On-line presence List of committee and engaged EE stakeholders annual progress reports to EE stakeholders 	Advisory Committee improves the outcomes envisaged by the Framework and ACEE. EE is advanced as groups work collaboratively to deliver on specific Framework outcomes.