



# STRATEGIC PLAN

2025 - 2027



## OUR PURPOSE

### **Vision**

To sustain and enhance the cottage experience for generations.

### **Mission**

We empower and enable our members by being the leading provider of advocacy, resources, education, programs and services for Ontario cottagers.

### **Values**

- Member-focused
- Collaborative
- Advocate
- Responsible Leader
- Knowledgeable
- Evidence-based

# INTRODUCTION

FOCA's previous strategic plan successfully guided the organization through the challenges of the global pandemic from 2020 to 2023. Recognizing the significant changes the organization has experienced over the past year, alongside the evolving political and economic landscape emerging post-pandemic, the board decided to take a step back. This pause allowed for a thorough review of FOCA's operations and an in-depth exploration of the socio-economic and demographic factors that will shape the organization's direction during the next strategic plan period.

To ensure we approached this strategic review thoroughly and objectively, FOCA issued a request for proposals (RFP) to engage a third-party facilitator. We wanted to do this 'right'—professionally and with a fresh perspective.

With the guidance of our facilitator, we embarked on an extensive strategic assessment. This process involved significant contributions from our volunteer board, surveys, interviews, regular meetings, and detailed analysis.

This plan is measurable, actionable, and achievable—with your continued support. Together, we'll ensure FOCA is well-positioned to thrive over the next three years.



The effort culminated in an intensive in-person weekend retreat, where FOCA's board and staff, under expert facilitation, reviewed the assessment findings, reflected on the results, and essentially deconstructed FOCA. Piece by piece, we reevaluated and reshaped the organization with fresh insights and deeply researched information.

A heartfelt thank-you goes out to every member, partner, funder, sponsor, and cottager who participated in surveys and interviews. Your valuable input helped shape the decisions and rethinking of our organization.

The result? A new three-year Strategic Plan designed to guide the FOCA Board and Leadership Team in their decision-making. This includes:

- **A purpose-led Vision and Mission** to inspire our work.
- **Defined core values** with clear behaviors—what's expected and what's not accepted.
- **Strategic priorities and key initiatives** that outline how we will achieve our vision.



## WHAT WE'VE HEARD

Over the past year, we've conducted surveys, interviews, round-table discussions and phone calls to members, cottagers, partners, sponsors and funders across the province to better understand where we excel and flourish, and where you would like to see FOCA's presence grow.

We heard you. You want FOCA to be an **innovative leader**, strategically focused with more **staff expertise, and productivity**. You envision an **integrated, membership-driven portal** offering real value and deeper connections.

At our core, FOCA is about **community**—we are community builders, and there is strength in our collective voice. As we look ahead, your vision for us is clear: we aim to **preserve the cottage experience for future generations** by delivering high-quality **education, information, membership services, programs, and advocacy** that address the evolving needs of our members.

Your vision includes FOCA as **THE go-to resource**, providing tailored solutions for small associations—like **social media, website support, and webinars**—while expanding our reach to **new cottage markets** and strategic partners.

We aim to enhance **awareness and engagement**, leveraging **digital marketing and social media** to attract a broader audience of **cottage enthusiasts**, ensuring FOCA is inclusive and digitally forward.

You want FOCA as the **first stop** for the provincial government and their partners on waterfront issues, proactively tracking concerns and developing resources. Through **strategic sponsorships**, we'll strengthen our ability to serve and support our membership community while expanding our impact.

Together, we will lead with **action, innovation, and commitment**, shaping the future of waterfront living in Ontario. Thank you for your insights—let's make it happen.

**“At our core, FOCA is about building community. There is strength in our collective voice.”**



## WHAT DOES “PRESERVING THE COTTAGE EXPERIENCE” MEAN TO US?

It’s about safeguarding the elements that make this way of life special:

- 01 Environmental Protection**  
ensuring the natural surroundings continue to thrive
- 02 Clean Water and Fresh Air**  
vital for recreation, the ecosystem and human health
- 03 Protecting Biodiversity**  
maintaining the rich variety of plant and animal life
- 04 Friends and Family Time**  
creating lasting memories with loved ones
- 05 Fun and Safety on the Water**  
balancing enjoyment with responsibility
- 06 Rural Roads**  
supporting safety, access and infrastructure for our communities
- 07 Legacy**  
preserving the cottage experience for future generations
- 08 Sustainable Development**  
encouraging environmental responsibility while navigating growth
- 09 A Happy Place**  
the retreat we look forward to
- 10 Night Skies**  
embracing the magic of star-filled nights through dark-sky initiatives

These are the building blocks of the cottage experience. They remind us why FOCA exists and why our work is so important for Ontario’s waterfront communities.



# STRATEGIC PRIORITIES AND KEY INITIATIVES

FOCA is a dedicated champion for cottagers, advocating for the interests of Lake and Road Associations and their members while stewarding Ontario's lakes, rivers, roads, and lands.

As a forward-looking leader, FOCA provides essential information and resources, helping both seasonal and year-round residents build sustainable, thriving communities for generations to come.

**“Championing cottagers,  
stewarding lakes, and  
supporting thriving  
communities”**

1

## **Create Impact through Thought Leadership and Advocacy**

FOCA will lead advocacy on key member issues by developing strategic government relations initiatives, collaborating with advocacy organizations, engaging policymakers, and mobilizing our members to drive meaningful change, particularly on environmental issues.

2

### **Offer Highly Relevant Content, Programs, and Services**

Through new partnerships, enhanced programs, and resource development, FOCA will expand and diversify membership, increase net revenue streams, and establish environmental leadership by offering relevant content and strategic initiatives that align with member priorities.

3

### **Deliver a Meaningful Member Experience**

By optimizing our website, enhancing communication strategies, and introducing new tools and programs, FOCA will create a more meaningful member experience, grow and diversify our audience, and increase value for money through highly relevant content and services.

4

### **Build Operational Excellence**

FOCA will build operational excellence by implementing a digital transformation plan, optimizing financial systems, and enhancing grant-funded programs. These efforts will enhance efficiency, reduce costs, improve service quality, while driving sustainable growth.





# A BRIGHT FUTURE FOR COTTAGERS

FOCA is the only go-to provincial advocacy organization committed to sustaining and enhancing the Ontario cottage experience.

We work collaboratively to identify and address key issues by providing credible expertise, environmental stewardship, targeted programs and services, and a robust network of strategic partners.



[www.FOCA.on.ca](http://www.FOCA.on.ca)  
[info@foca.on.ca](mailto:info@foca.on.ca)  
[@ontariocottagers](https://www.instagram.com/ontariocottagers)



705-749-3622  
#201-159 King Street, Peterborough, ON K9J2R8