



THE OUTDOOR CIRCLE
5-YEAR STRATEGIC PLAN
2019 - 2024

Approved by the Board of Directors
May 15, 2019

EXECUTIVE SUMMARY

The Outdoor Circle was founded in Honolulu in 1912 by seven women inspired by the tree-lined streets and urban gardens they found while visiting the cities of Europe. For more than 100 years the Outdoor Circle has worked to beautify Hawai'i through direct civic engagement. It has successfully protected the islands from the visual blight of billboards, preserved culturally significant landscapes from destruction, curtailed litter along public roadways, and established state and county mechanisms for planting and protecting trees throughout the islands.

Today, the Outdoor Circle has branches across the State, from Kaua'i to Hawai'i Island. We work to cultivate people's respect and appreciation for our urban and wild forests, and our fragile natural resources. Through our network of community-based branches, we educate people about the value of trees, rehabilitate and preserve native forests and ecosystems, maintain public nature parks and green spaces, protect and promote wetlands and watersheds, and advocate for sound public policies that ensure the protection of Hawai'i's natural resources and environment.

We are Hawai'i's oldest, most effective, independent grassroots group providing public education, advocacy and action to protect our unique environment.



Left: First banyan tree being planted on the Ala Wai in 1937. Right: Lady Bird Johnson helping The Outdoor Circle plant Singapore plumeria trees on the grounds of the East-West Center at the University of Hawai'i in 1966.

OUR GUIDING PRINCIPLES

Hawai'i is our home and we cherish our unique environment. We have a duty to protect these amazing islands to ensure that our communities are livable, our families are healthy, and our spirits are nourished.

By planting and protecting trees and engaging in responsible environmental stewardship, we will enhance the quality of life for all of Hawai'i's residents and visitors alike.

We have a responsibility to future generations to engage in thoughtful planning and principled advocacy now that protects our environment.

Working together across our diverse communities, we are responsive to their unique needs, and able to leverage our collective strengths to establish lasting protections for Hawai'i's environment and people.

We seek to act as the environmental conscience of Hawai'i, as a leader in addressing climate change mitigation, and a valued community resource.

We are one Circle. As a 100-year-old organization, we have a unique responsibility to continue the work of our predecessors.



In 1912 The Outdoor Circle planted hundreds of Coconut Palms on Kalakaua Avenue.

OUR MISSION

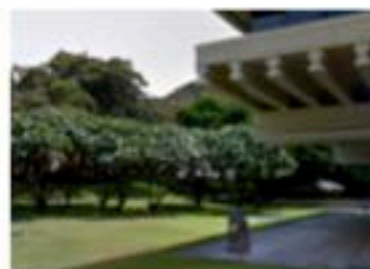


To keep Hawai'i clean, green, and beautiful by preserving, protecting, and enhancing our environment.

OUR VISION



Hawai'i is recognized as a model of effective environmental sustainability. A lei of green encircles each island. Parks, greenways, and bikeways are plentiful; our streets are lined with appropriate and well-maintained trees. Wiring is placed underground and signage is at a minimum. The Outdoor Circle is the essential resource in matters relating to our mission.



Top: In 1983 TOC sponsored the formation of a foundation to preserve and protect Kawainui Marsh, Oahu. Middle: Since 1999 Waimea Nature Park Ulu La'au has been restored and maintained by the Waimea Branch, Hawai'i Island. Bottom Left to Right: The preservation of Waimea Falls Park, Oahu, 2006; TOC helped preserve the pristine view plane of Wa'ahila Ridge, Oahu, 1991; Singapore plumeria trees planted at the East-West Center in honor of Lady Bird Johnson in 1966, Oahu.

I. GROW OUR ORGANIZATION

Purpose: Continually clarify and strengthen our goals and relationships with the branches.

Rationale: By strengthening our unique branch and governing board organizational structure, we can better deliver on our mission to keep Hawai'i clean, green and beautiful.

Action Items

A. Enhance our membership and donor base

- Cultivate new and more diverse membership, including millennials and kupuna.
- Pursue activities that “add value” to being a member or donor, including outreach events and rewards that will engage all ages of our supporters.
- Build capacity of the membership through skills-development, such as leadership, advocacy, and tree-related skills training.
- Establish a robust volunteer and internship program.

B. Invigorate the Branches

- Improve communication and outreach within TOC and the branches, as well as the wider community, including enhanced neighbor island branch support.
- Cultivate at least one new branch.

C. The 2019 Programmatic Goal of the Circle:

Fulfill our mission through environmental education, advocacy, and action in support of environmentally sustainable land use practices.

- Implement programs, expand membership, and seek financing consistent with the overriding direction chosen by the branches.
- Cultivate strategic partnerships with peer-organizations with complementary goals, to further our mission.
- Reshape and invigorate the governing board and its committee structure to involve a diverse segment of the community.
- Mentor new leadership within branches and the organization as a whole and cultivate and diversify skills amongst the Board and Staff.
- Seek specialized expert advice on how to solve long-standing financial challenges, including a Development Director.



TOC planted over 160 trees on Magic Island, Oahu, 2000-2004.

II. SUSTAIN THE EFFORT

Purpose: Secure diversified financing for the whole organization

Rationale: By cultivating new revenue streams, we will be more durable and flexible from the main trunk to the branches.

Action Items

A. Develop and implement a phased marketing plan to increase revenue, under the direction of a dedicated Development Committee.

- Develop strategies for increasing community awareness about TOC's work, including improved visibility through social media, our website, public and private media outlets, partnerships with other for profit and non-profits organizations.
- Strengthen TOC's existing membership and donor programs by developing strategies for cultivating and retaining new members and donors, including major donors and those of retirement age.
- Establish a Bequest Program.

Goal: raise \$5,000/Year from Major Donors, \$1,000/Year from new donors

B. Pursue robust fundraising opportunities for the whole organization.

- Includes 'green'-oriented special events such as tree tours, plant sales, private and botanical garden tours, farm-to-table event tours.
- Strengthen our community relationships with corporations and other organizations via sponsorship opportunities, corporate donor appeals, campaign initiatives, crowd funding.

Goal: raise \$50,000/year in mixed fundraising income.

C. Pursue co-venture opportunities with funding entities.

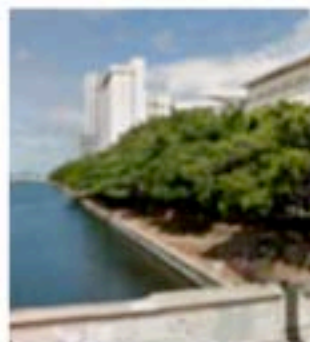
- Includes shared profit events such as Foodland's Give Aloha Program, Giving Tuesday.

Goal: raise \$5,000/year from multiple co-venture events.

D. Pursue state, federal, private grant funding opportunities for programs and capacity building.

- Pursue grants from state, federal, and private sources, including foundations.

Goal: raise \$10,000-100,000/year from grants.



Banyan trees planted on the Ala Wai by The Outdoor Circle in 1937.

III. BUILDING ON OUR LEGACY

Purpose: Develop strategies to build on our 100-year legacy of environmental advocacy, educational outreach, and stewardship.

Rationale: TOC has worked to enhance our environment and improve the aesthetic beauty and quality of life for Hawai'i's residents and visitors. Because of our work to "keep Hawai'i clean, green, and beautiful," we now enjoy a statewide billboard-free environment, street tree programs, urban park systems, and a statewide network of branches and volunteers invested in maintaining public green spaces. By leveraging our legacy of environmental protection, we can build for the future.

Action Items

A. Further our long-standing Advocacy efforts aimed at environmental protection.

- Continue to advocate for sustainable land use practices at the state and local level, strengthening and enforcing our sign laws, protecting scenic view planes and lands in conservation.
- Develop a statement of our guiding principles and policies that support our legislative and advocacy efforts.
- Develop a reliable process for improving our Public Affairs Committee activity and operation, including strategies to involve the branches in setting TOC policy.
- Advocate for and collaborate on climate change mitigation efforts.
- Develop a set of best practices for effectively advocating our positions with state and county agencies.

B. Strengthen our long-standing Education/Outreach efforts aimed at educating the public about the importance of protecting our environment.

- Partner with like-minded organizations, schools, in-service learning activities, environmental education and awareness programs, STEAM (Science, Technology, Engineering, Arts and Mathematics), and community events.
- Develop strategies to keep our organization's leaders on the leading edge of new developments regarding environmental challenges and their solutions, including implementing a guest speaker program for periodic board meetings.

C. Further our long-standing Stewardship and tree planting efforts.

- Enhance the State Exceptional Tree (ET) Program by working to reestablish and invigorate ET Arborists Councils and increase the ET inventory on all islands.
- Partner with like-minded organizations and government entities to increase our tree canopy across the state, including the Citizen Forester Project, Tree Keeper Program, Trees for Hawai'i's Future, and the UH Carbon Neutrality Challenge.
- Develop long-term TOC initiatives aimed at protecting established trees, including "best practices maintenance," planting new trees and native specimens, improving our public parks and green spaces, and promoting sustainable urban area designs that incorporates trees and green space.

STEPPING INTO THE NEXT 100 YEARS



Thanks to the generous support of those who care for the Hawaiian Islands, the Circle has worked to protect Hawai'i's natural resources and enhance its natural beauty for over 100 years. Today, as we experience unprecedented growth and development, and the wealth of our natural resources dwindles, we are prepared to confront the immense challenges ahead to keeping Hawai'i clean, green and beautiful.

We must do more to ensure that the basic resources that all life in Hawai'i depends on are protected for future generations. With your help we can step up to the challenges facing our beloved islands. Our education and outreach programs cultivate an appreciation and respect for Hawai'i's environment, thus informing and influencing decisions to be made that affect the quality of those resources, and our lives in the islands. Our planning and advocacy programs encourage robust oversight, true accountability, and sustainable planning to ensure our resources are healthy for future generations.

From freshwater to native ecosystems, from urban landscapes to breathtaking view planes, The Outdoor Circle is committed to protecting our resources and improving our quality of life. We are proud to be a part of the movement for responsible and sustainable progress and growth in Hawai'i.



The Outdoor Circle

1314 S. King Street #306, Honolulu, Hawai'i 96814

www.outdoorcircle.org | 808-593-0300 | mail@outdoorcircle.org

Cover Image: Kapok Tree, an Exceptional Tree on South King Street, Honolulu