

2022-2024 Strategic Plan

Board of Directors' Meeting

June 25, 2021

Melissa Rosato

Communications Specialist



Lake Simcoe Region
conservation authority



Member of Conservation Ontario

Agenda

- Introduce the Project Team
- Goals + Project Steps
- What We've Accomplished To Date
- Board of Directors Involvement

Strategic Planning Project Team



- **Project Lead, Melissa Rosato**
Communications Specialist



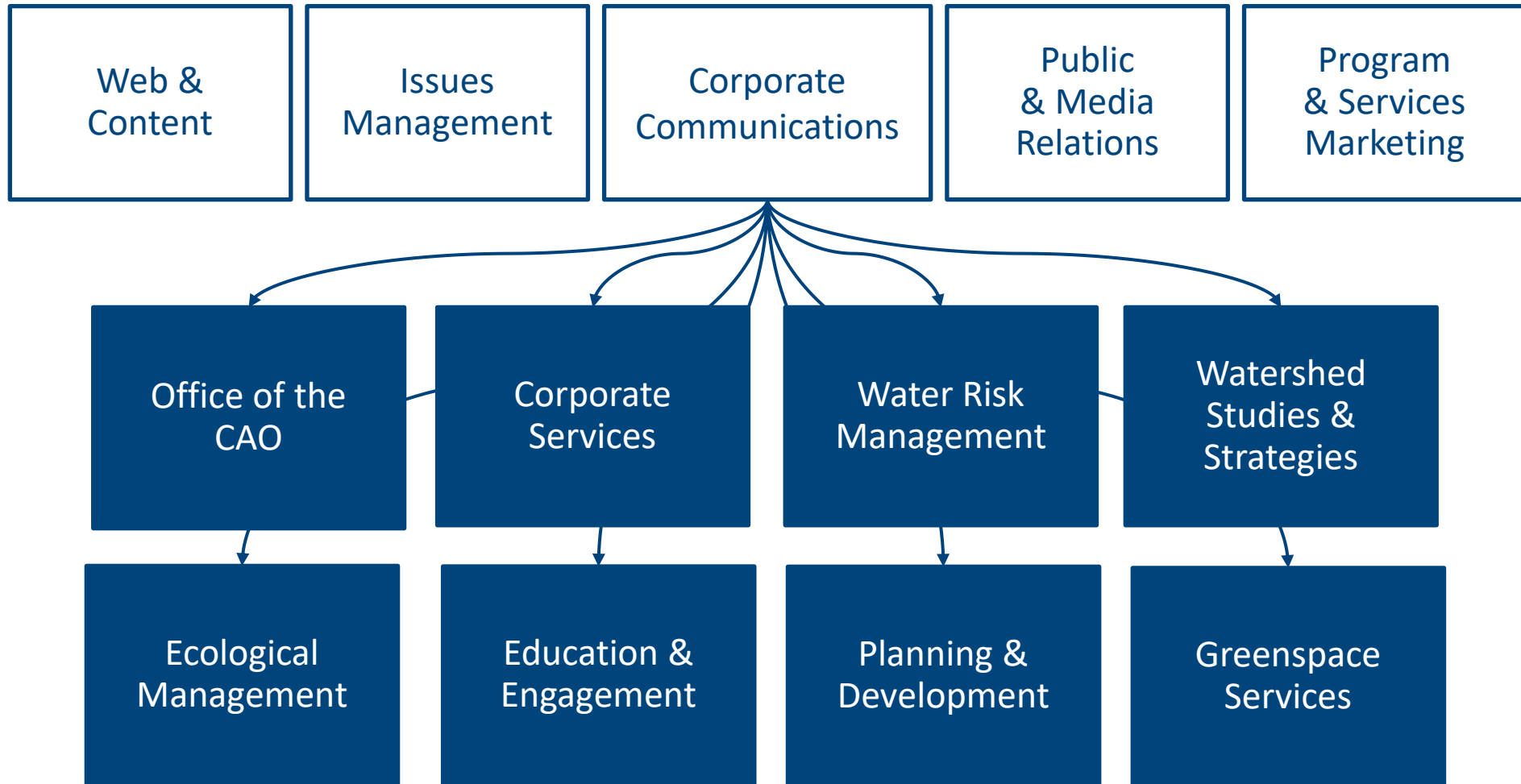
- **Project Consultant, Susan Jagminas**
Senior Communications Advisor



- **Project Manager, Kristen Yemm**
Director, Communications and Engagement

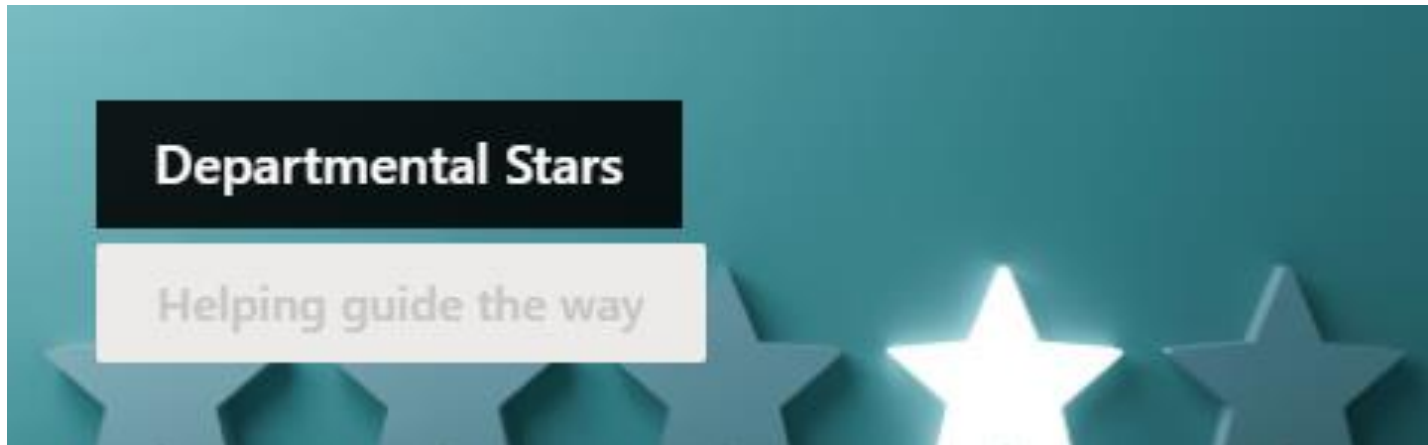


Context



Project Goals

- A guiding framework for future actions and decisions
- Significant staff engagement to inform development



Project Overview Step 1



Planning + Step 1 Accomplishments

Plan Step	Details	Engagement
Project Planning	Research, plan, setup internal interface (website, teams), internal champions (“Stars”) logistics	CAO, Executive Leadership
1: Situation Analysis	Worksheet filled out by 12 departments. 653 total comments. Outcome: Summary of strengths, challenges, threats, opportunities	All Staff

Situation Analysis Synopsis

All Departmental Input, 653 Total Comments



Threats

Covid-19 <ul style="list-style-type: none">• Economic implications• Maintaining staff complement	Funding <ul style="list-style-type: none">• Volatility as tied to politics + changing priorities	Legislation <ul style="list-style-type: none">• Changes!• MZO's, Bill 108, LSPP...	Political <ul style="list-style-type: none">• Unsupportive stakeholders	Partners, sector agencies <ul style="list-style-type: none">• Weak / ineffective partnerships with First Nations, Municipal staffers, Board, other agencies	IT <ul style="list-style-type: none">• Insufficient infrastructure + services
Communications <ul style="list-style-type: none">• Fast-paced changes• Digital, virtual tech• Narrowing public perspectives• Rise of anti gov/fake news, media conglomerates	Climate Change <ul style="list-style-type: none">• Biophysical + political effects on workplans, operations, assets, programs and funding	Ecological <ul style="list-style-type: none">• Complex challenging problems like salt, phosphorus, invasive species, climate change	Risk + Legal <ul style="list-style-type: none">• Increased liability: hacking, fraud, increasing CA visitors with insufficient mgmt. resources, lawsuits, enforcement costs	Demographics <ul style="list-style-type: none">• Urban growth, development impacts, extra pressure on lands, increasing wealth gap in society, new residents to watershed	



Opportunities: Political, Economic, Social

Political

- Improve alignment of corporate priorities + community needs within political context
- Showcase our unique skills + role
- Demonstrate our good value for money

Economic

- Better leverage skilled staff, experience and relationships with partner agencies
- Take advantage of new funding + staffing opportunities (i.e. pandemic stimulus)

Social

- Increase / Improve Conservation Areas Landholdings, public programs/services offered. Generate funds by charging access or other arrangement(s)
- Improved public engagement with under-represented groups
- Improved internal workplace culture



Opportunities: Environmental, Technology, Legal

Environmental

- Science program leadership: Lake Simcoe as the “Test case”
- Improve regulations mapping accuracy for legislative consistency
- Undertake necessary studies to delineate hazard limits

Technology

- E-commerce (online payment); online applications w/ real-time status
- Continue to develop modelling + tools to assess impacts on natural systems
- Open Data; Cloud-based IT infrastructure

Legal

- Organizational changes = new possibilities, review policies: i.e. remote work
- Consistency across external asks + internal work to reduces risks



Opportunities: Climate Change, Collaboration, Public Image

Leaders in Climate Change

- Education + Action on Climate Change: for municipalities, residents
- Climate change can be a lens to accomplish ALL our goals
- Human health / wellness angle, opportunity to expand into urban context

Collaboration

- Enhanced collaboration solutions, increased internal engagement
- Streamlined processes, decision-making + overall direction

Public Image Science Leader

- Take advantage of less and less “legacy” development; instead
- Showcase how our work supports industry
- Maintain/ grow our science leadership

Project Overview Step 2



Steps 2 Accomplishments

Plan Step	Details	Engagement
2: Vision, Mission, Values	3 one-hour long interactive sessions (91% staff participation), Survey option, Follow-up survey for draft statements. Outcome: A new Vision statement, modified Mission statement and modified Values Statements	All Staff, Executive Leadership

Final (New) Vision Statement

**Healthy lake, healthy land, healthy life...
for generations to come.**

Formerly: We envision a thriving environment that inspires and sustains us for generations to come.



Final (Modified) Mission Statement

We collaborate to protect and restore the Lake Simcoe watershed with innovative research, policy and action.

Formerly: Our mission is to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.



Final (Modified) Values Statements

- **Integrity.** We are consistent and honest; we use fair and equitable principles as part of our decision making.
- **Accountability.** We take ownership for our actions, and we measure our success so that we know if we're doing the right things, in the right way.
- **Innovation.** We encourage and pursue advancements in science, technology, education and communications because these are integral to success.
- **Inclusivity.** We value and respect the importance of a diversity of perspectives, knowledge and experience.
- **Optimism.** We are confident that the work we do is having a positive impact now and for the future.



Project Overview Steps 3+4 In Progress



Steps 3 + 4 Accomplishments

Plan Step	Details	Engagement
3 + 4: Goals, Objectives, Indicators	Instructional video, 3 staff workshops, 1 Management workshop just completed. Worksheet to gather input closes July 5.	All Staff, Executive Leadership

Board of Directors Involvement



Steps 5 & 6



August Consultation Details

- List of draft goals and strategic objectives to be circulated
- Independent survey
- Optional interactive workshop
- Tentative dates:
 - Survey launch in mid-august
 - Interactive Workshop week of Aug. 23

Questions?

Melissa Rosato

Communications

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