



Saugeen Valley Conservation Authority
2023 - 2033 STRATEGIC PLAN



Saugeen Conservation Vision

A thriving watershed that supports a higher quality of life for our community now and in the future.

SVCA Mandate and Mission

Building climate resilient communities throughout our watershed by protecting people and property from natural and human-made flooding hazards; fostering connections with our natural environment.





ORGANIZATIONAL ASPIRATIONS

These aspirations are designed to guide the authority towards a future where it consistently delivers high-quality services, fosters strong relationships with stakeholders, and promotes a sustainable and resilient environment.

SVCA ORGANIZATIONAL ASPIRATIONS

Organizational aspirations provide a roadmap for achieving excellence, growth and long-term success.

ORGANIZATIONAL EXCELLENCE

Strive to continuously improve the quality of programs and services offered, ensuring a consistent and exceptional experience for the public, stakeholders, and partners.

EMPLOYEE EMPOWERMENT

Invest in the professional development of staff by providing training, educational opportunities, and a supportive work environment to enable employees to excel in their roles and contribute to the organization's success.

COLLABORATION

Cultivate strong relationships with stakeholders, community groups, and other organizations to leverage resources, and maximize the impact of initiatives.

ACCESSIBILITY & INCLUSIVITY

Work towards ensuring that programs, services, and facilities are accessible and inclusive to all members of the community.

FINANCIAL SUSTAINABILITY

Pursue responsible financial management, diverse funding sources, and strategic investments to ensure the long-term stability and sustainability of the organization.

ENVIRONMENTAL ENGAGEMENT

Promote responsible resource management to protect the natural environment, foster climate-resilient communities, and ensure a healthy watershed for future generations.



FOUR PRIORITIES OF THE STRATEGIC PLAN

ACCESS

CONNECTION

EXPERTISE

RESILIENCY



PRIORITIES

ACCESS

Through an access management plan, regulate employee and public access to SVCA programs and services striving for marked improvement annually.

EXPERTISE

Via a professional development strategy, elevate SVCA's excellence through staff training, educational support, and external knowledge utilization.

CONNECTION

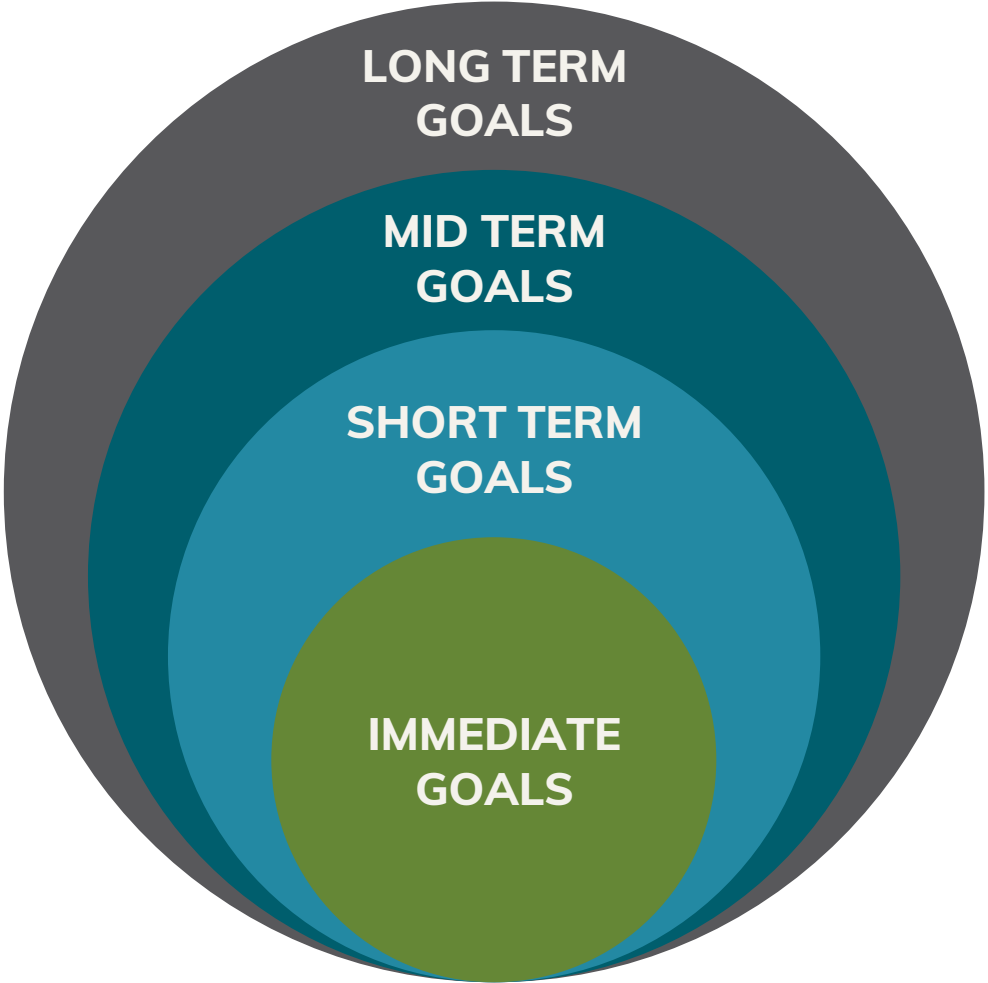
Using an outreach strategy, strengthen relationships with the community and stakeholders.

RESILIENCY

Foster organizational resiliency by implementing strategies for efficient information transfer and financial sustainability.

Timeline Progression

Ensures a well-defined, progressive timeline that allows for gradual and measurable improvements, while keeping the organization adaptable and focused on achieving its overarching objectives throughout the entire ten-year period.



IMMEDIATE GOALS

To be achieved by the end of 2023.

SHORT TERM GOALS

To be completed between 2024 and 2025.

MID TERM GOALS

These goals are to be completed between 2026 and 2028.

LONG TERM GOALS

Long term planning starts immediately by identifying key priorities and establishing actionable steps that build the foundation for future growth and progress. This proactive approach will allow SVCA to allocate resources, align efforts, and develop strategies that will guide us towards achieving the long-term vision and goals over the next decade.

INTERNAL FEEDBACK - PRIORITIES

ACCESS

“Protection of sensitive land and providing a sustainable opportunity for people to come and enjoy the land and the benefits it provides.”

EXPERTISE

“I would like to be the person that people come to when they have a tricky question. I want to maintain my professionalism and grow into a leadership role.”

CONNECTION

“Reach as many people as possible with the message of the importance of working together to help the environment and manage our watershed resources. We are literally all in this together.”

RESILIENCY

“To provide high quality data and deliverables long term, that meet and exceed expectations and standards.”

INTERNAL FEEDBACK - ACCESS

ACCESS

- Invest in resources and support for upgrading infrastructure to maintain safe places for people to enjoy the natural environment.
- Become a leader in accessible best practices amongst Conservation Authorities.
- Conduct regular internal accessibility audits of SVCA programs, services and facilities.
- Work to ensure SVCA attracts a wide pool of applicants and overcomes unconscious bias in the hiring process.

INTERNAL FEEDBACK - EXPERTISE

EXPERTISE

- Offer training and professional development opportunities for staff, such as corporate fundraising courses, technical training, or RPF status acquisition.
- Encourage cross-departmental learning and knowledge exchange through educational sessions and one-on-ones.
- Provide access to consultants with expertise in flooding, coastal, geotechnical, and fluvial processes, as well as watershed-wide floodplain and regulation mapping.
- Hire experienced water resources engineers to review technical documents and contribute to overall organizational expertise.

INTERNAL FEEDBACK - CONNECTION

CONNECTION

- Actively engage with the public and stakeholders, promoting the importance of working together to protect the environment and manage watershed resources.
- Educate the public on SVCA's role and EPR's work to improve public understanding and foster community value in conservation and protection.
- Increase dialogue with municipal partners and attend public functions to provide information outside of typical venues, such as the CA website and social media.
- Focus on building strong relationships with municipal partners to gain support for funding requests and major capital improvements.

INTERNAL FEEDBACK - RESILIENCY

RESILIENCY

- Foster a culture of innovation and flexibility, encouraging new ideas and a willingness to move away from the "we've always done it this way" mindset.
- Provide staff with resources, such as access to up-to-date data management and interpretation tools, monitoring equipment, and vehicles, to enable them to make science-based watershed management decisions.
- Ensure staff retention and satisfaction by providing support in their roles, acknowledging their workload.
- Improve file management systems to provide a higher caliber of service to clientele and decrease internal frustration.

SOAR ANALYSIS - STRENGTHS

- *Comprehensive approach to accessibility:* The strategic plan addresses various aspects of accessibility, including access to facilities, communications, technology, and staff training.
- *Commitment to employee development:* The plan emphasizes the importance of employee development, offering opportunities for training, professional certifications, and mentorship.
- *Focus on stakeholder engagement and connection:* The plan includes initiatives to engage stakeholders and build connections with member municipalities, community groups, and the public.
- *Resiliency and preparedness:* The plan addresses multiple dimensions of organizational resilience, including emergency preparedness, risk management, business continuity, and succession planning.



SOAR ANALYSIS - OPPORTUNITIES

- *Increase public awareness and support:* By improving accessibility and engaging with stakeholders, SVCA has the opportunity to raise public awareness of its programs and services and garner increased support.
- *Leverage partnerships and collaborations:* By fostering collaboration with member municipalities and other professionals, SVCA can enhance its resources, expertise, and reach.
- *Diversify funding sources:* The strategic plan provides an opportunity for SVCA to explore alternative funding sources, reducing reliance on any single source and ensuring financial stability.
- *Strengthen organizational knowledge management:* By capturing and sharing organizational knowledge, SVCA can improve its processes, decision-making, and overall effectiveness.



SOAR ANALYSIS - ASPIRATIONS

- *Become a leader in accessibility:* By focusing on accessibility, SVCA aspires to become an exemplary organization in terms of inclusivity and access for all individuals.
- *Cultivate a highly skilled and engaged workforce:* By investing in employee development and fostering a culture of learning and growth, SVCA aims to create an engaged, high-performing workforce.
- *Enhance stakeholder satisfaction and connection:* Through targeted outreach and engagement efforts, SVCA aspires to build strong relationships with stakeholders and the public, ultimately increasing satisfaction with its programs and services.
- *Build a resilient and adaptable organization:* SVCA strives to create an organization that is well-prepared for emergencies, risks, and disruptions, ensuring the ongoing fulfillment of its mandate.



SOAR ANALYSIS - RESULTS

- *Improved accessibility:* SVCA will track KPIs related to accessibility, such as the number of accessible property features and the percentage of communications meeting accessibility standards.
- *Enhanced expertise and employee development:* SVCA will measure the success of its employee development initiatives by tracking the percentage of employees participating in training and development activities, the number of staff obtaining professional certifications, and the number of staff involved in mentorship relationships.
- *Stronger connections and stakeholder satisfaction:* SVCA will monitor KPIs related to stakeholder engagement and satisfaction, such as the number of collaborations with member municipalities, and stakeholder satisfaction rates.
- *Increased organizational resilience:* SVCA will evaluate its progress in building resilience by tracking KPIs such as the percentage of essential operations covered by SOPs, the number of positions with a succession plan in place, and satisfaction with data management systems.



Change Management Principles

Change management fundamentals are distilled down to four critical functions. These are understanding change, planning change, implementing change and communicating change.

01

UNDERSTAND

Clear communication: As the strategic plan is implemented, it's essential to communicate the vision, objectives, and desired outcomes to all stakeholders and employees within the SVCA. This involves providing updates on progress, addressing concerns, and ensuring that everyone understands their role in the plan's success.

02

PLAN

Empowerment and involvement: For the strategic plan to succeed, SVCA employees and stakeholders need to feel empowered and involved in the process. This can be achieved by soliciting their input during planning stages, providing opportunities for professional development, and creating an environment that supports innovation.

03

IMPLEMENT

Continuous monitoring and adjustment: The strategic plan should be regularly monitored to evaluate its effectiveness and progress. By gathering feedback and tracking performance metrics, SVCA can make data-driven decisions and adjust strategies as needed to ensure the plan stays on track and adapts to changing circumstances.

04

COMMUNICATE

Reinforcing and celebrating success: By acknowledging the hard work and dedication of employees and stakeholders, SVCA can create a sense of ownership and pride in the organization's accomplishments, further motivating them to support the long-term vision and goals.

Change Management Questions

Change management is the process of guiding an organization through the transition from its current state to a desired future state, which is essential for ensuring that strategic goals are met effectively, and that people, processes, and culture are aligned with the new vision.

01

WHAT ARE THE ORGANIZATIONS KEY OBJECTIVES?

02

WHAT WILL THE BENEFITS OF THE CHANGE BE TO THE ORGANIZATION?

03

HOW WILL IT IMPACT PEOPLE POSITIVELY?

04

HOW WILL IT AFFECT THE WAY THAT PEOPLE WORK?

CHANGE

01

WHAT ARE THE ORGANIZATIONS KEY OBJECTIVES?

The need for change within SVCA arises from the desire to achieve organizational excellence, adapt to evolving regulations, and address emerging challenges such as climate change. The key objectives include improving access to SVCA programs and services, enhancing expertise among staff, fostering connections with stakeholders and the community, and building resiliency within the organization.

BENEFITS

02

WHAT WILL THE BENEFITS OF THE CHANGE BE TO THE ORGANIZATION?

The benefits of the change to the organization will include improved public perception, more efficient management, better-educated staff, and stronger relationships with stakeholders. It will also enable SVCA to better protect and conserve natural resources, support climate-resilient communities, and foster a deeper connection with the natural environment.

IMPACT

03

HOW WILL IT IMPACT PEOPLE POSITIVELY?

The strategic plan will impact people positively by providing more accessible services and programs, increasing public awareness of SVCA's mission, and creating a better understanding of the importance of environmental conservation. As SVCA employees develop professionally and gain new expertise, they will be better equipped to address complex issues and provide valuable services to the community.

DOING THE WORK

04

HOW WILL IT AFFECT THE WAY THAT PEOPLE WORK?

The implementation of the strategic plan will affect the way people work by promoting cross-departmental collaboration, encouraging innovation, and providing opportunities for professional development. Employees will be empowered to pursue educational opportunities, share knowledge, and contribute to the overall success of the organization. The plan will also promote efficient management practices, streamlined processes, and the use of data-driven decision-making to ensure the organization's goals are met effectively.

Getting started, and staying on track through deliverables and key performance indicators



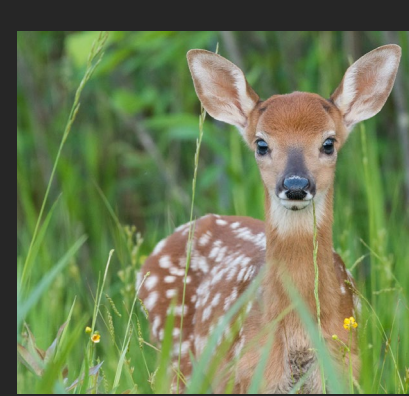
ACCESS DELIVERABLES

*Corporate Services (CS)



	IMMEDIATE	SHORT TERM	MID TERM	LONG TERM
Corporate Services	<ul style="list-style-type: none"> Public consultation: accessibility Accessibility and accommodation policy Event safety plan Equity and diversity policy 	<ul style="list-style-type: none"> Access management plan Accommodation plan for workplace and hiring practices AODA compliance for website Civic address assignment 	<ul style="list-style-type: none"> Remediate removed documents for AODA compliance and return to website Examine funding opportunities for external property access evaluation 	<ul style="list-style-type: none"> All SVCA communication to be AODA compliant, including signage Property access evaluation underway
Environmental Planning and Regulation	<ul style="list-style-type: none"> Communication revisions on outgoing letters to public Update to permit language AODA compliance and readability for policy, hearing and admin guidelines 	<ul style="list-style-type: none"> AODA compliance for all forms Website updates (CS) Further communications upgrades for professionals, partners 	<ul style="list-style-type: none"> Initiate AODA compliance review for regulatory mapping 	<ul style="list-style-type: none"> Begin updates to regulatory mapping Review and revise all communications as appropriate
Forestry and Lands	<ul style="list-style-type: none"> Permitted use campaign (CS) AODA improvements to communication and signage (CS) Begin updating GoogleMaps and Google MyBusiness (CS) 	<ul style="list-style-type: none"> Internal property access assessment Website updates (CS) 	<ul style="list-style-type: none"> Improve access at CAs and other properties where possible, based on geography, funding opportunities 	<ul style="list-style-type: none"> Signage at all Conservation Areas to be accessible (CS) Accessible features present at as many properties as possible; ideally 1-2 fully accessible parks
Water Resources	<ul style="list-style-type: none"> Investigate data accessibility Website updates (CS) Annual Water Quality Report Flood communication upgraded Pursue public data access 	<ul style="list-style-type: none"> QA/QC data plan Accountability plan research Begin internal evaluation of accessibility of F and E structures Publicly accessible data 	<ul style="list-style-type: none"> Data accessibility in practice Accountability plan in place Investigate watershed management planning Consultation to remediate accessibility of structures 	<ul style="list-style-type: none"> Flood and erosion control structures either address accessibility concerns or are inaccessible to the public Begin review of data accessibility

EXPERTISE DELIVERABLES



	IMMEDIATE	SHORT TERM	MID TERM	LONG TERM
Corporate Services	<ul style="list-style-type: none"> Professional development strategy research and internal consultation AODA, gift planning, grant writing training 	<ul style="list-style-type: none"> Professional development strategy development Conflict resolution plan and policy Payroll practitioner Pension and benefits training 	<ul style="list-style-type: none"> Professional development strategy completion Internal information technology support Conflict resolution training Internal mentoring program development 	<ul style="list-style-type: none"> Human resources and accounting designation on staff Internal mentoring program in action Evaluate professional development plan for all depts Floodplain mapping for urban centres
Environmental Planning and Regulation	<ul style="list-style-type: none"> Professional development strategy internal consultation Begin access to technical expertise Re-establish mapping working group 	<ul style="list-style-type: none"> Work with CS on professional development strategy Develop and trial external training programs for public, partners and professionals Full coverage regulations mapping 	<ul style="list-style-type: none"> Implement external training plan and assess usage Technical expertise on board Investigate university co-op partnership opportunities 	<ul style="list-style-type: none"> Floodplain mapping for urban centres Evaluation of professional development, internal and external training
Forestry and Lands	<ul style="list-style-type: none"> Professional development internal consultation 	<ul style="list-style-type: none"> Investigate trade and maintenance certification for staff Work with CS on professional development strategy 	<ul style="list-style-type: none"> Implement trade and maintenance certification; assess usage 	<ul style="list-style-type: none"> Evaluation of professional development
Water Resources	<ul style="list-style-type: none"> Professional development internal consultation Internal Floodwatch training Initiate liability assessment plan WISKI, Cabin training 	<ul style="list-style-type: none"> Work with CS on PD strategy Floodwatch training to public and professionals Liability assessment with subsequent communication plan Legal training for staff, board, EPR as it relates to WR 	<ul style="list-style-type: none"> Easement communication plan to public, professionals, partners RAGBOS information packages Risk and structure campaigns Easement investigation on secondary structures 	<ul style="list-style-type: none"> Investigate university co-op partnership opportunities Floodplain mapping for urban centres Evaluation of professional development

CONNECTION DELIVERABLES



	IMMEDIATE	SHORT TERM	MID TERM	LONG TERM
Corporate Services	<ul style="list-style-type: none"> • Outreach strategy research • Begin public consultation • Agricultural Advisory Committee • Emergency contact plan • Signage strategy • Strategic plan engagement 	<ul style="list-style-type: none"> • Complete outreach strategy • Include indigenous outreach • Customer service standards review • Volunteer capacity assessment • Stewardship of past gifts 	<ul style="list-style-type: none"> • Volunteer strategy in place • Increased CO connection • Public fundraising for large gifts • Annual open house 	<ul style="list-style-type: none"> • Begin consultation for next strategic plan; internal and external
Environmental Planning and Regulation	<ul style="list-style-type: none"> • Social campaign • Landowner recognition brainstorm • Amish/Menno outreach strategy • Complete application checklist • MOU w/planning services • Ag committee engagement 	<ul style="list-style-type: none"> • Begin Amish/Menno outreach • Implement landowner recognition • Increased CO engagement • Creation of Developers Guide to Permits, et al (CS) 	<ul style="list-style-type: none"> • Landowner recognition established • Assess upper and lower tier relationships • Decrease to violations & permit times • Evaluate outreach 	<ul style="list-style-type: none"> • Evaluate landowner recognition program
Forestry and Lands	<ul style="list-style-type: none"> • Provincial offenses enforcement • Provincial offenses campaign (CS) 	<ul style="list-style-type: none"> • Marketing strategy for campgrounds, CAs and forestry services (CS) • New property guide (CS) • Increase connection to neighbouring CAs and CO 	<ul style="list-style-type: none"> • Initiate “friends of” groups for primary CAs (CS) • Virtual guided property tours and plant identification (CS) 	<ul style="list-style-type: none"> • Cultural heritage recognition plan (CS) • Established “friends of” groups
Water Resources	<ul style="list-style-type: none"> • Watershed report card • Annual WQ report • Risk campaign plan • Flood watch campaign plan • Easement investigation • FAQ resource, internal 	<ul style="list-style-type: none"> • Easement communication plan for public, professionals and staff • RAGBOS information package • Flood structure comm plan • Risk campaign assessment • Secondary easement investigation 	<ul style="list-style-type: none"> • Annual public information sessions • Working relationship with SON • Increased CO connection • Risk campaign complete 	<ul style="list-style-type: none"> • Evaluate success of easement communication and risk campaigns

RESILIENCY DELIVERABLES



	IMMEDIATE	SHORT TERM	MID TERM	LONG TERM
Corporate Services	<ul style="list-style-type: none"> • CMS acquisition • Revenue generation brainstorming • Fee policy and schedules • Document retention development • Critical failure IT plan • Payment processing policy 	<ul style="list-style-type: none"> • Organizational resilience strategy • Complete revenue generation strategy • Document retention strategy • Refine payroll process • Internal lunch and learn for all depts • SOPs major tasks, all depts • Asset management plan • Investigate onboarding software for all depts • Exit procedure for all depts • Grant procurement resource for all depts 	<ul style="list-style-type: none"> • Complete organizational resilience strategy • Refine payroll software • SOPs integrated into onboarding • SOP review and inclusion of minor tasks 	<ul style="list-style-type: none"> • Review of CMS, onboarding, grant resource, fundraising & investment strategies
Environmental Planning and Regulation	<ul style="list-style-type: none"> • Onboard to new CMS • Policy manual update • Support Bill 23 transition • Client service standards commitment 	<ul style="list-style-type: none"> • Evaluate employee confidence and retention • New files into CMS • Goal of SVCA being seen as an extension of municipal services 	<ul style="list-style-type: none"> • 2006+ files into CMS • Implement changes from confidence evaluation 	<ul style="list-style-type: none"> • All files into CMS
Forestry and Lands	<ul style="list-style-type: none"> • Fleet management plan • Communication system for staff 	<ul style="list-style-type: none"> • Lands inventory • Forest management plan • CA strategy 	<ul style="list-style-type: none"> • Bluffs, Durham, Brucedale master plans • Invasive species strategy for conservation lands • Develop endangered species tracking plan 	<ul style="list-style-type: none"> • Master plans for all CAs • Control invasives and track endangered species on conservation lands
Water Resources	<ul style="list-style-type: none"> • WECl • FHIMP • Internal flood watch training, templates and program development 	<ul style="list-style-type: none"> • Plans: capital, ice management, operational, maintenance, asset management for flood and erosion control structure 	<ul style="list-style-type: none"> • Regular engagement with CBOs/Works on structures • Climate resiliency plan creation 	<ul style="list-style-type: none"> • Initiate climate resiliency plan

ACCESS KEY PERFORMANCE INDICATORS

Accessibility Audit

Conduct regular internal accessibility audits of SVCA programs, services, and facilities. Track the number of identified barriers to accessibility that are addressed over time.

Accessible Communication

Monitor the readability and accessibility of SVCA communications, including websites, brochures, and other materials, and track the percentage of communications that meet accessibility standards.

AODA Compliance

Ensure that SVCA is compliant with the *Accessibility for Ontarians with Disabilities Act (AODA)* requirements and track progress towards compliance.

Accessible Features

Develop and implement accessible property features on SVCA properties and track the percentage of features that meet accessibility standards.

Customer Feedback

Collect feedback from clients and visitors on the accessibility of SVCA programs, services, and facilities, and track their ratings.

Equitable Hiring

Ensure SVCA attracts a wide pool of applicants, overcomes unconscious bias in candidate review, and creates an equitable interview and hiring process. Track progress using an equitable employment rubric.

Public Data Access

Review, implement quality control measures, and transfer water resources data to a publicly accessible digital platform. Track progress through the uptake of data, and facilitation of feedback.

EXPERTISE KEY PERFORMANCE INDICATORS

Employee Development

Prepare and implement an employee development plan and track the percentage of employees who participate in training and development.

Professional Certification

Encourage and support SVCA staff to obtain relevant professional certifications and track the number of staff members who obtain certifications.

External Training

Provide training to SVCA stakeholders on relevant topics related to conservation and track the number of training sessions and attendees.

Mentorship

Implement a mentorship program for SVCA staff and track the number of staff members who participate in mentorship relationships.

Professional Development

Monitor the professional development uptake and budget to ensure that adequate resources are available for staff development and track the percentage of the budget that is used, and the number of programs completed.

Information System Improvement

Pursue upgrades to internal information technology support, GIS mapping and to floodplain mapping. Track increases of coverage and/or updates to floodplain mapping and to GIS mapping.

CONNECTION KEY PERFORMANCE INDICATORS

Stakeholder Outreach

This KPI measures the number of opportunities SVCA provides for stakeholders to learn, provide feedback, or participate in decision-making.

Stakeholder Satisfaction

Measure the satisfaction rate of stakeholders who have participated in engagement opportunities provided by the Conservation Authority. It can be measured through surveys or feedback forms.

Collaboration with Municipalities

Engage in joint projects, shared funding opportunities. Track the number of opportunities and satisfaction of participants.

Landowner Engagement

Invest in a landowner engagement and recognition program through EPR. Aim to increase number of landowners annually and monitor the success through feedback.

Guided Tours

Collaborate with other Conservation Authorities on software that supports forest walks and guided tours. Examine the success of the tours by reviewing usage and visitor satisfaction.

Easement Communication

Identify and solidify the number of easements and agreements required as they relate to water and erosion control infrastructure. Evaluate success through percentage resolved over time and landowners reached directly.

Conservation Ontario

Increase connection and relationship with Conservation Ontario, for each department and for the organization. Track progress through collaborative efforts, consultation, and other interactions.

RESILIENCY KEY PERFORMANCE INDICATORS

Funding Diversity

Track the amount of funds brought in through fundraising and grant procurement. Develop and implement a grant calendar to ensure SVCA applies for relevant funding and track the number of successful applications.

Standard Operating Procedures

Develop and implement standard operating procedures for key SVCA operations and track the percentage of essential operations covered by SOPs.

Business Continuity

Ensure that SVCA operations can continue in the event of disruption (critical IT failure, technological changes, public demands) through the regular maintenance of data and human resources. Track the changes and upgrades.

Emergency Preparedness

Develop and implement an emergency preparedness plan for SVCA properties and services and track the percentage of staff trained in emergency response.

Risk Management

Develop and implement a risk management plan to identify and mitigate potential risks to SVCA operations and assets and track the number of identified risks and risk reduction measures taken. Regularly conduct risk assessments and develop risk management plans for key organizational functions. Measure the percentage of key functions with a risk management plan in place.

Financial Stability

Monitor the organization's financial stability by tracking key financial indicators such as budget surplus/deficit, cash flow, and debt-to-equity ratio.

Employee Retention

Measure the percentage of employees who stay with the organization for at least three years. Aim for a retention rate of 80% or higher.

Infrastructure Maintenance

Measure the percentage of infrastructure assets that are properly maintained and in good condition. Aim to see marked improvement annually of infrastructure assets.



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