Draft Copy for Community Consultation

January 1, 2020
Our Vision

A healthy Lake Scugog and Watershed.

Our Mission

Through effective research, engagement, communications and education, we will build awareness and participation with the community on focused efforts to enhance the lake and watershed environment.

Message from the President

“Our motivation is to preserve, protect and enhance Lake Scugog and its watershed environment. Our lake, like others, has challenges impacting its vitality and health long term. We are dedicated to working with partners to ensure the lake remains healthy, usable and attractive for future generations.”

Introduction

Scugog Lake Stewards Inc. is an incorporated, all volunteer, charitable organization dedicated to the health of Lake Scugog. While we received our charter in 2003, we began our mission in 1999 as the Scugog Shores Millennium Committee.

Lake Scugog is under pressure from many influences. Time and ongoing development are working against the lake. There are many pressures on the lake and watershed that include increased populations, watershed and shoreline development, invasive species, contaminant and sediment loadings, and climate change.

A healthy Lake Scugog is important to all of us, our environment and economy. Through our Strategic Planning process, the Scugog Lake Stewards ensures that its Vision, Mission, Goal and Objectives and related activities are carried out to protect and enhance this precious environment.

The Strategic Planning Process

Why a Strategic Plan?

- Brings credibility to our organization;
- Sets out clearly, for our Board and members, and for our external partners and organizations, residents, municipal councils and staff, grantors and media, who we are, our Vision and Mission statements, and what we stand for;
Scugog Lake Stewards 2020-2023 Strategic Plan

- Provides a blueprint for and a roadmap to a year over year destination. From this we can:
  o Set priority actions so we are directing and using our own resources, especially our most critical resource – people – in the most effective and efficient way possible
  o Establish an annual work plan and budget
  o Identify who we need to be partnering and collaborating with to achieve mutual goals
  o Evaluate our progress and measure our performance
  o Present an accountability framework for our external audiences
  o Attract members and financial support as a credible, positively-focused organization.

Strategic planning is an essential process in preparing to carry out your organization’s mission. An effective strategic planning process provides a framework to make decisions on how to allocate organizational resources, address challenges and take advantage of opportunities that arise along the way.

Resource: The Enterprise Foundation, Effective Strategic Planning

Scugog Lake Stewards Inc. has undertaken a Strategic Planning process to update its 2019 Strategic Plan. Following an effective planning resource guide, the Scugog Lake Stewards under the direction of the President and Board of Directors has undertaken an extensive consultative process in the development of an updated plan. Specifically, the Board of Directors attended a strategic planning workshop focused on review of its current (2019) Plan and updating its Vision, Mission and priorities. The three-year plan (2020-2023) presents a clear set of goals, objectives and activities that are designed to achieve our Mission.

The Stewards undertook a community consultation process to gather input in the development of the plan including ‘one on one’ discussion with key stakeholders, open house meetings and the use of the Stewards webpage.

Throughout the life of the strategic plan, the Board of Directors will review and adjust the goals, objectives and related activities to reflect any changes to the economic drivers and environment that each goal is based on.

Overview

Enhancing our Lake and Watershed Scugog Lake Stewards Strategic Plan 2020 – 2023 was developed to continue to support the work of the Stewards through effective scientific research, community engagement and education, effective communications and awareness in the development and implementation of projects with our partners in support of the lake and watershed environment. The updated strategic plan focuses on six (6) specific goals and related objectives.
Goals and Objectives

Through effective strategic planning, the Scugog Lake Stewards have identified the following priority goals and objectives that will focus the work of the Board of Directors throughout the life of the plan. All goals and objectives have equal priority and will be based on activities that are SMART goal driven (specific, measurable, achievable, relevant and time-based).

Alignment: we will develop activities in support of our strategic plan goals and objectives that integrate our efforts and actions with senior levels of government, the Regional Municipality of Durham, the Township of Scugog, Kawartha Conservation, Mississaugas of Scugog Island First Nations, local businesses and key stakeholder organizations.

Research & Monitoring: we will build on past research and monitoring initiatives with environmental key stakeholders and the lake communities.

Projects: we will help bring the Lake Scugog Enhancement Project to successful completion over the three-year plan and facilitate and support the undertaking of other enhancement projects with partners

Communications and Education Strategy: we will develop a communication and education plan that supports all organization goals throughout the three-year plan.

Governance Refinement: we will continue with the updating and implementation of governance administration of the organization.

Membership Increase: we will continue with strategies that build community awareness and increase membership and donations in support of the organization.
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<th>GOAL</th>
<th>OBJECTIVES</th>
<th>ACTIVITIES</th>
<th>TIMEFRAME</th>
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| maintain strong Alignments | - strengthening collaboration and engagement with all key stakeholders and agencies | - Work effectively with federal and provincial agencies, the Township, Region of Durham, Mississaugas of Scugog Island First Nations (MSIFN) Kawartha Conservation, local business, educational institutions agricultural sector, other Environmental Non-Government Organizations and watershed residents  
- Continue participation on local initiatives including the Healthy Lake Scugog Steering Committee (HLSSC) Waterfront Action Plan and municipal initiatives | 2020-2023 |
| coordinate Research and Monitoring | - Coordinate and support scientific research and monitoring programs with key stakeholders and residents  
- Foster community involvement in research and monitoring programs  
- Broaden public understanding of the health of the lake and watershed | - Effectively communicate results of scientific research to all key stakeholders in the public  
- Conclude Ontario Trillium Foundation (OTF) major project, evaluate results with a view to planning next steps in line with the original proposal’s goals.  
- Work with Kawartha Lake Stewards Association’s new OTF proposal, on dissolved oxygen measurements protocols.  
- Support the continuation of the tributaries work begun by Kawartha Conservation.  
- Establish a coordinating committee to undertake grant writing, communications, project work, and board liaison.  
- Continue Science Socials and Lake Week work to inform the communities around the lake of our activities, encouraging their participation.  
- Develop and enhance the “citizen science” concept of encouraging lake residents to become more directly involved in activities to promote the health of the lake.  
- Engage communities around the lake | 2020-2023 |
| move LSEP and other watershed Projects forward | - support implementation of the LSEP project within the mandate of the organization, support community engagement, enable fundraising and communicate progress | - lead fund raising through the HLSSC Fundraising Team and assist the Township and Kawartha Conservation with their respective grant applications  
- enable the provision of LSEP tax receipts where appropriate  
- work with the HLSSC to support project completion  
- collaborate with Township and Kawartha Conservation in developing and implementing a communication strategy | 2020-2022 |
## GOAL | OBJECTIVES | ACTIVITIES | TIMEFRAME
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Communicate and Educate effectively | - lead and or facilitate other lake and watershed projects through effective project management with partners fund raising initiatives and communications | - Identify, facilitate and support stewardship initiatives and activities to be undertaken by Kawartha Conservation, the Greenbelt Foundation and other partner agencies, focusing on shoreline naturalization, riparian corridor plantings and enhancements, tree planting, bluescaping projects, and Oak Ridges Moraine initiatives - Design and undertake walleye spawning bed rehabilitation projects within the lake and tributaries with the support of MNRF, TSW and Kawartha Conservation - Support the Township of Scugog and Kawartha Conservation in preparation of a report card on the status of the implementation of key recommendations within the Lake Scugog Environmental Management Plan and Port Perry Stormwater Management Plan and support implementation of priority new projects and actions - Support projects emanating from the Waterfront Action Plan that relate to our mandate | 2020-2023
Communicate and Educate effectively | - educate and foster widespread understanding of the condition of Lake Scugog and Watershed environment gain support for and participation in research and projects evaluate the success of our communications | - develop a 3-year communications plan - communicate successful projects and activities organize and hold Lake Week with partners analyze and choose optimal communication tools and technologies aggressively seek opportunities to educate and reach out to residents of the lake and watershed including seniors, high school students, recreational and fishing groups, boaters, cottager’s associations, and businesses implement effective marketing strategies attract and teach volunteers including high school students to assist in our activities | 2020
engage in strong Governance | - Ensure the organization has legal, financial and procedural integrity establish and regularly update policies and procedures to guide operations | - update policy/procedure manual - update organizational charter - develop master calendar - continue director education program - develop succession plan for Board of Directors - conduct an annual strategic plan review | 2020 and ongoing
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| make Membership attractive | - ensure a robust and dynamic Board  
- maintain effective operation through board familiarity and participation in SLS activities, operations, efforts | - review and update all contracts and agreements  
- conduct annual audits and financial tracking | 2020 |
| | - increase new membership by 300 people  
- retain current members  
- develop roster of members who would offer volunteer services | - establish a director to lead membership initiative  
- maintain a member / donor database  
- develop a membership/donation plan  
- develop a value approach to membership  
- survey members about their view of the organization’s value  
- pursue membership from communities all around the lake and watershed | 2020 - 2023 |