



Swan Lake Christmas Hill Nature Sanctuary

3873 Swan Lake Road, Victoria, B.C. V8X 3W1

phone: (250) 479-0211

fax: (250) 479-0132

www.swanlake.bc.ca

The Swan Lake Christmas Hill Nature Sanctuary Society Strategic Plan

Revised 2009

Approved at the June 18, 2009 Board Meeting

Table of Contents

TABLE OF CONTENTS	2
VISION STATEMENT	3
MISSION STATEMENT	3
CORE VALUES	3
SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY STAFF ORGANIZATION CHART	4
ORGANIZATIONAL SWOT ANALYSIS	5
CURRENT FUNDING SOURCES	6
KEY GOALS BY STRATEGIC THEME	7
Ecosystem Development	7
Ecosystem SWOT.....	7
Key Strategic Goal.....	7
Short Term Goals (2009-2010).....	8
Long Term Goals (5 Years)	8
Facilities Development	8
Key Strategic Goal.....	8
Short Term Goals (2009-2010).....	8
Long Term Goal (5 years).....	9
Education Development	9
Education SWOT	9
Key Strategic Goal.....	10
Short Term Goals (2009-2010)	10
Long Term Goals	10
Board Development	10
Board SWOT	10
Key Strategic Goal.....	11
Short Term Goals (2009-2010).....	11
Human Resources Development	11
Human Resources SWOT	11
Key Strategic Goal.....	12
Financial Development	12
Financial Development SWOT	12
Key Strategic Goal.....	13
Short Term Goals (2009-2010).....	13
Long Term Goals (5 Year).....	13

Vision Statement

The Swan Lake Christmas Hill Nature Sanctuary will be a leader in the stewardship of functioning & diverse ecosystems and an urban refuge that provides opportunities to bring people and nature together.

Mission Statement

We provide a diverse and enriching experience with a focus on natural history, education and ecological restoration to inspire personal action in stewardship activities. We achieve this by:

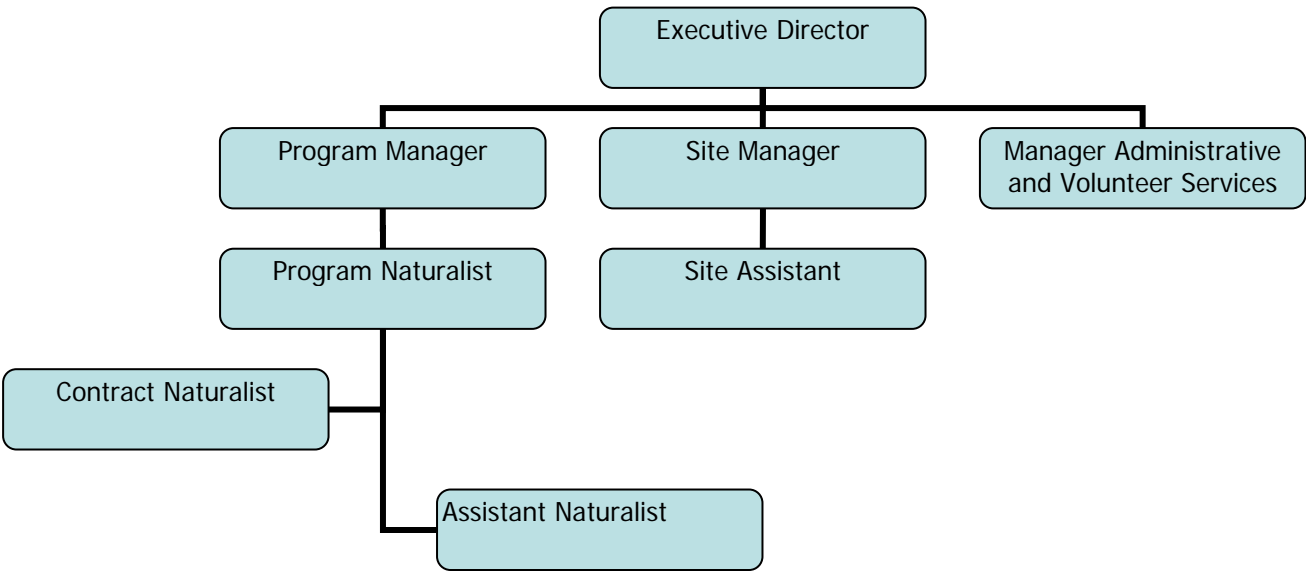
- Fostering an understanding and appreciation of nature through direct experiences
- Demonstrating responsible stewardship of our lands and ecosystems through sound ecological restoration and conservation
- Providing education that encourages personal responsibility for the care and protection of the natural environment.
- Developing and fostering community partnerships and providing rewarding opportunities for our staff and volunteers.

Core Values

The core values of SLCH are those which are consistent and upon which we perform work, conduct ourselves and interact with our stakeholders.

- Environmental, social and fiscal responsibility and sustainability
- Best practices
- Honesty
- Integrity
- Honouring and respecting staff, volunteers, members, visitors
- Quality experiential education
- Responsiveness
- Proactive approach
- Inspiration
- Communicative
- Responsible Stewardship
- Leadership
- Passion for nature
- Enjoyment

Swan Lake Christmas Hill Nature Sanctuary Staff Organization Chart



Organizational SWOT Analysis

Strengths

- People who know us/love us
- Quality of educational and community programs
- Contribution to community well-being
- Beautiful site with diverse ecosystems
- Free public access to site
- Saanich financial and advisory support
- Geographic location
- Excellent staff & volunteer support
- Have a niche market for native plant sales
- Multi-generational appeal

Weaknesses

- Limited parking
- Transit access limited
- Community confusion about ownership/management
- Minimal community/corporate partners
- Insufficient staff & volunteers for workload
- Funding challenges
- Aging infrastructure
- Lack of clear brand
- Poor workyard facilities and equipment
- Lack of Board development

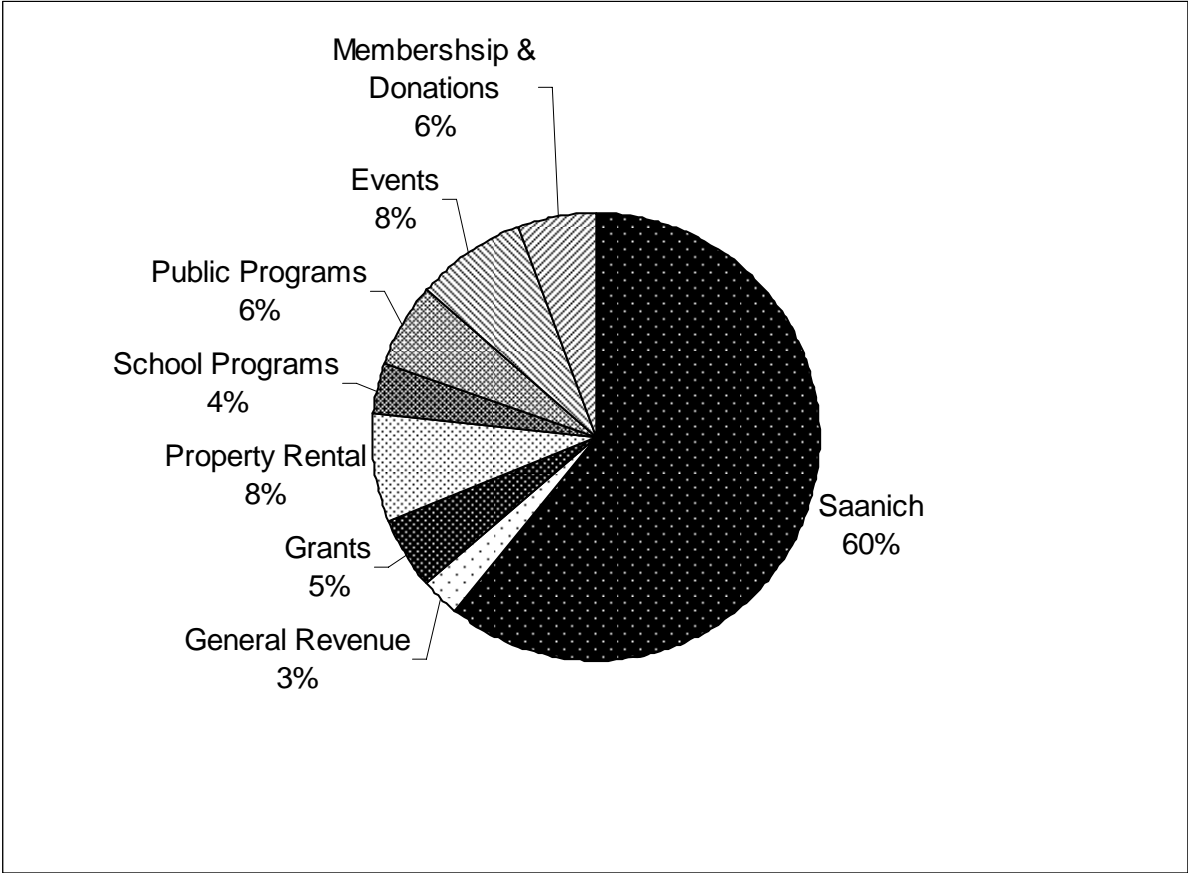
Opportunities

- Current environmental focus (carbon zero etc)
- Youth & adult programming
- Corporate/community/educational institution partnerships
- Fundraising/planned giving
- Membership growth

Threats

- Economic climate
- Invasive species
- Competition for philanthropic money
- Climate change
- Surrounding urban development
- Perceived lack of safety

Current Funding Sources



Key Goals by Strategic Theme

Ecosystem Development

Ecosystem SWOT

Strengths

- Diversity
- Accessibility
- Ability of lake to buffer other water systems
- Area is large enough to sustain varied populations (flora & fauna)
- Number of rare species
- One of few Garry oak ecosystems on lower Vancouver Island

Weaknesses

- Lack of specific ecological knowledge
- Lack of public awareness of environmental issues within the sanctuary and around its borders
 - Fragmented wildlife corridors
 - A legacy of environmental degradation

Opportunities

- Improved ecosystem management
- Changeover in staff
- Developing science
- Neighbours
-

Threats

- Lack of storm water management
- Upper watershed issues
- No covenant on land
- Neighbours
- Development in the watershed
- Lack of a buffer zone
- Future land use

Key Strategic Goal

To define, protect, maintain and enhance the natural features of the Sanctuary lands to ensure a functional modern ecosystem. To be positioned as a leader in restoration.

Short Term Goals (2009-2010)

- Allocate \$10,000 of the Habitat Management budget to complete the lake and hill management plans including: inventories of fish & wildlife; a complete literary review and annotated bibliography; tree inventory & planting plans; foot traffic control through sensitive areas
 - Pursue additional funding to complete inventories and GAP analysis
 - Continue removal of invasive species (flora & fauna) within the current budget and staff allocation
 - Amend native plant garden plantings
 - Explore methods of generating income from the site

Long Term Goals (5 Years)

- Implement the lake and hill management plans

Facilities Development

Key Strategic Goal

To support the achievement of the SLCH vision and mission by: ensuring the safety, sense of security and enjoyment of visitors; enhancing the efficiency of work being completed on the site; reflecting our commitment to “green” initiatives and by maximizing the revenue generating potential of the site.

To establish and maintain the organizational capacity that will support the strategic direction of SLCH and the ongoing changes to operations and facilities.

Short Term Goals (2009-2010)

- Seismic upgrade of the Nature House
- Develop conceptual plans for bridges and boardwalk
- Assess roofing, flooring, water management & lighting needs of the Nature House
 - Assess possibilities of using rental properties and reconfiguration of the Nature House to enhance work space and efficiency
 - Review all amenities (benches, paths, trails) with a view to future development
 - Approach Saanich regarding widening Ralph and top of Rainbow (Christmas Hill) to create additional parking. Review current parking facility for potential enlargement and efficient use of space

Long Term Goal (5 years)

- Create an overall land use plan which reflects land acquisitions, public & service buildings and parking and takes into account: office, storage, service, gift shop & teaching space in the Nature House; work yard requirements; and improved access for all populations
 - Repair, maintain and/or replace the boardwalk & bridges
 - Acquire the heavy machinery and equipment required for site maintenance

Education Development

Education SWOT

Strengths

- Programs & instructors have a good reputation
- Offerings are more extensive, varied and unique than other organizations
- We have some funding partners.. Ducks Unlimited, Evening Optimists
- Nature House and Teaching Shelter provide good teaching facilities
- Can deliver in-school programs
- Year round program delivery

Weaknesses

- Lack of information on current market program pricing
- Poor self guided tour information
- No youth programs
- Not enough adult programs
- Fewer program volunteers
- Education takes a disproportionate amount of expense budget
- Perception we are a CRD park and funded by taxes
- Lack of marketing
- Saanich doesn't recognize the value of programs or provide sufficient funding
- Staff too involved in delivery to do program design & planning
- The Board is not engaged in the education programs

Opportunities

- Engage youth in restoration programs
- Sustainability programs in high schools
- Outside facilitation of adult programs
- More community sponsorship of programs

- Board members as a resource base
- Creation of an Education Committee

Threats

- Car seat legislation
- Economic climate
- Lack of funding for schools
- Liability concerns of schools
- Teachers are not aware of what we do
- New Sidney Marine Centre
- Lack of funding

Key Strategic Goal

To be the leader in the delivery of natural history and environmental programming in Victoria by reviewing, developing and improving the quality, revenues and delivery of SLCH educational programs that meet the current and future needs of the school system and community.

Short Term Goals (2009-2010)

- Improve the revenue/cost ratio for education programs by: reviewing and amending the pricing, sponsorship & donation structure for all programs; improving marketing and administrative procedures for all programs; expanding program offerings for youth and adults; maximizing space usage; and restructuring staff positions if required.

Long Term Goals

- Broaden the demographic of those attending educational programs

Board Development

Board SWOT

Strengths

- Ecosystem group
- Long term members with historical information about the site

Weaknesses

- Not enough turnover/new blood

- Board members don't know staff or membership
- Not connected to the community in a way that supports our needs
- No financial expertise
- Not all members are engaged
- Board members don't have enough time to commit any further

Opportunities

- Vacancies on the Board
- Potential to have a student on the Board
- Infrastructure Funding

Key Strategic Goal

To be an effective & responsible governance Board that reflects the core values of the society while ensuring the fulfillment of the Vision and Mission through the development and implementation of a Strategic Plan.

Short Term Goals (2009-2010)

- Allocate funds for a review of current Board structure and the development of a governance model
- Recruitment, orientation and training of new members
- Take a more active role in policy development
- Get current members more engaged with committees, community, members and staff
- Establish a Board review process

Human Resources Development

Human Resources SWOT

Strengths

- New energy, enthusiasm and ideas
- Dedicated staff and volunteers
- Historical legacy

- Funding from Saanich
- Good synergy in staff group

Weaknesses

- One person in each job.. no back up
- Wage and benefit levels
- Too reliant on Saanich for funding
- Lack of HR expertise on the Board

Opportunities

- New staff
- Diversify programming

Threats

- Saanich funds being pulled
- Anyone leaving

Key Strategic Goal

To ensure a well trained, professional workforce of staff and volunteers can meet the needs of the organization as outlined in the Strategic Plan.

Short Term Goals (2009-2010)

- Develop an evaluation process for the Executive Director
- Succession planning for the Executive Director's position
- Increase staffing and volunteer levels to ensure the continuity and quality of programs (educational and environmental)
- Improve the staff compensation package

Financial Development

Financial Development SWOT

Strengths

- Saanich ownership of the land

Weaknesses

- Too much reliance on Saanich for funding
- Very few known planned gifts
- Few large donations

- Poor track record of funding through grants
- Low community profile
- Perception that we are a CRD or municipal park
-

Opportunities

- Corporate sponsorship
- 3 levels of government funding
- Infrastructure funding
- Community support
- Development Officer
- Higher program fees, facility rentals, gift shop sales

Threats

- Economic climate
- Saanich reduces or pulls funding
- Competition for donor dollars

Key Strategic Goal

To develop diversified fundraising capabilities to support the goals and objectives of the strategic plan.

Short Term Goals (2009-2010)

- Review branding and develop a marketing plan that will: improve visibility, incorporate planned giving, donation and membership support
- Redesign the website and logo
- Hire a Development Officer
- Approach Saanich re: infrastructure funding
- Develop a Business Plan in support of the Strategic Plan

Long Term Goals (5 Year)

- Diversify funding sources
- Have the ability to easily raise funds
- Have sufficient funding to provide for optimum resource levels (staff, equipment, materials, research etc)