

*Steering the course for the future of the  
Lake Huron Centre for Coastal Conservation*

# 2017



## **Corporate Strategic Plan**



# Strategic Plan

*Reviewed and approved by the Board of Directors of the LHCCC May 12, 2017. Revised May 24, 2019. This plan intends to replace the previous Strategic Plan of 2003.*

The Lake Huron Centre for Coastal Conservation is governed by a Board of Directors made up of dedicated community volunteers who have a commitment to Great Lakes conservation. The Directors represent a diverse group of professionals who provide strong leadership and representation. The board of governance meets a minimum of quarterly to receive updates and provide direction to LHCCC staff.

## Board of Directors

Susan Ross, Chair	Jan Purvis, Director
Jim Roberts, Vice-Chair	Jo-Anne Harbinson, Director
Bruce Wenstrom, Treasurer	Bruce Wallace, Director
Bob Payne, Director	Lynne Archibald, Director
Alison Lobb, Director	Brian Kelly, Director
Patrick Donnelly, Director	

## Staff

Erinn Lawrie – Executive Director  
Hannah Cann – Coastal Stewardship Coordinator  
Daniela Klicper – Coastal Stewardship Coordinator  
Patrick Donnelly – Coastal Science and Stewardship Advisor

## Consultants, Advisors and Professional Partners

Dr. Allan S. Crowe, Research Hydrogeologist & Advisor	Martin Parker AMCT, Naturalist, Birder
Dr. Janice Gilbert, Wetland Ecologist	Jeff Robinson, Habitat Biologist
Dr. Robin Davidson-Arnott, Coastal Geomorphologist	Dr. Wayne Caldwell, PhD, RPP, Planner
Dr. Mary-Louise Byrne, Coastal Geomorphologist	Dr. Clare Robinson, Coastal Engineer
Brian Folmer BLA, Environmental Landscape Designer	Matt Pearson, RPP, Environmental Planner
Dr. Kevin Hall, PhD, Peng, Coastal Engineer	Murray Blackie, Water Quality Specialist
Dr. Patrick Lawrence, Coastal Geographer	The Ross Firm, Solicitors
David McLeish, Fisheries Biologist	BDO Wingham, Accountant





## ***Vision Statement***

***To inspire improvements in the health of Lake Huron by promoting coastal ecosystem resiliency.***

## ***Mission Statement***

***To guide and support sustainable environmental practices along Lake Huron's coastline. As a science-based organization, we participate in coastal research, promote education and awareness, and provide stewardship advice to stakeholders. We conduct our work in partnership with all levels of government, First Nations & Metis, research institutes, protected areas, coastal communities, recreational users, and landowners.***





## *Strategic Priorities*

**COASTAL PROCESSES** – with a focus on the understanding and preservation of such coastal ecosystems as beach and dune systems, coastal wetlands, cobble beaches, woodlands, alvars, gullies and bluffs.

**WATER QUALITY** – with a focus on issues affecting drinking water quality for the 2 million basin residents and the long term sustainable use of the lake as a shared public resource.

**CLIMATE CHANGE** – climate change will have and may already be impacting the Lake Huron coastline. Our focus will be on public education, and the delivery of stakeholder adaption advice and assistance.

**BIODIVERSITY** – with a focus on invasive species management, native species protection and natural habitat preservation.

**ORGANIZATIONAL STABILITY** – to ensure that the financial and human resources of the organization are sufficient to achieve the Vision and support the Mission over the long term.



## ***Long Term Consistency***

The objectives of the Lake Huron Centre for Coastal Conservation are defined by its Registered Letters patent:

- To preserve, protect, restore and improve the natural resources and environment of Lake Huron.
- To promote shoreline conservation through demonstration projects, education programs and local stewardship initiatives.
- To promote increased dialogue, communication and co-operation among levels of government, citizens and community groups in conserving the Lake Huron environment.
- To promote coastal related academic research to be carried out along the Lake Huron shoreline.

## ***Coastal Centre Methods***

- Communication using social media, webinars, informal gatherings, meetings, conferences, and workshops.
- Education and stewardship outreach.
- Research and planning.
- Advisory services to partnering organizations.
- Coordinating various types of collaborations amongst environmental organizations, governmental agencies, First Nations and Metis communities along the Lake Huron coastline.







## ***Supporting a Healthy Organization***

### **People Management**

Maintain a strong and diverse board of directors (full board is 13 members), including members with a vested interest in the Canadian coastline of Lake Huron. Recruiting potential board members will be identified through outreach and from individual enquiries. Community members interested in joining the Board of Directors must enquire through existing Board of Directors members and the Executive Director.

Ensure staffing levels are maintained to meet the needs of LHCCC programing, while also working within the constraints from funding provided by external sources.

Ensure employment contracts are provided to LHCCC staff and consultants to meet the requirements of programing and within funding budgets. Annual/ semi-annual contracts will be renewed within one month of contract maturity date.

Semi-annual performance reviews will be performed with each staff member to review performance, set goals and review educational and advancement opportunities. Ensure payroll and training meet all Provincial and Federal requirements.

Weekly staff meetings will occur to ensure staff are current on day-to-day activities and upcoming organizational expectations.

Continue participation with high school and university student co-op programs to provide a cost-effective work force and provide experience and education by mentoring future environmental professionals.

While the LHCCC office remains in Goderich, take advantage of the high profile and prominent position of the office to advance the Centre's community spirit in support of other local businesses and grass roots environmental organizations (e.g. John Hindmarsh Society, Maitland Trail Association).

Explore any opportunity to foster local community coastal champions and advocates (e.g. former Board Members) who can promote the Lake Huron Centre for Coastal Conservation in other coastal communities.







## Financial

Maintain strong relationships with existing funders such as Bruce Power, Enbridge, and OPG.

Create new relationships with at least one corporate partner and funder annually with a goal of increasing corporate funding by a minimum of 10% annually.

Continue and expand upon relationships with retail businesses that share our environmental mission, promote the sale of products with a portion of sales contributed to the LHCCC. Create a relationship with two new retailers per year, with a minimum additional income of \$1,000.

Continue regular application for funding from community and corporate and foundations to meet or exceed 10 % of annual administrative costs and program requirements in order to build a surplus for future LHCCC needs. A minimum of one contact made to external funders monthly and correspondence with existing funders on a quarterly basis.

Explore new opportunities to solicit new sources of funding through legacy donations, will, and estate planning. Create a relationship with 5 new law firms or financial planning advisors each year.

Maintain a fiscally responsible organization to ensure the future of the LHCCC.

Provide regular financial status and reports to the LHCCC Board of Directors to ensure transparency of all financial matters relating to the organization's expenditures and operations.



## *Achievable Activities to Support a Healthy Coastline*

Activity	Water Quality	Coastal Processes	Climate Change	Biodiversity	Organization Stability
Maintain a citizen science program to provide an early warning system for ecological change. Grow the program by adding 10 participants per year.	✓	✓	✓	✓	
Host and present at 10 beach cleanups to reduce shoreline litter with a focus on plastic per year	✓	✓	✓	✓	
Continue the Butt Free Beach program to reduce cigarette litter and educate the public at 10 public beaches with a goal to affect a measurable reduction of cigarette butts within the coastal environment.	✓	✓	✓	✓	
Expand and improve the environmental stewardship of beaches and dunes through outreach to each of the 14 local governments. Deliver a coastal stewardship guide tailored to the individual needs of each municipality, with a goal of providing one guide every two years.	✓	✓	✓	✓	✓
Host 5 educational events for the general public annually to increase knowledge of the stressors and threats to coastal health.	✓	✓	✓	✓	
Offer educational kits to each school board along the lakeshore annually.	✓	✓	✓		
Have a presence at a minimum of 5 lakeshore community events annually.	✓	✓	✓	✓	✓
Present to a minimum of 5 community groups and partner organizations annually.	✓	✓	✓	✓	✓
Continue the biennial conference for the shoreline environmental community.	✓	✓	✓	✓	✓
Maintain monthly newsletter, reaching agencies and the public. Increase subscriber base to include 1000 individuals.	✓	✓	✓	✓	

Host an annual Municipal Forum for the 14 municipalities along the lakefront. Continued financial support from those agencies that currently provided annual funding, while adding a minimum of one of the 14 municipalities along the lakeshore as individual contributors annually.	✓	✓	✓	✓	✓
Meet with the head of each Lake Huron shoreline Conservation Authority annually.					✓
Maintain all LHCCC stewardship plans and environmental documentation on the website and hard copy in office.	✓	✓	✓	✓	✓
Collect relevant educational material from external sources and house within the LHCCC.					✓
Create and maintain a minimum of one plan such as the Habitat Stewardship Program for Species at Risk and the Coastal Action Plan to the roster of programs managed per year.			✓	✓	
Provide ongoing advice to property owners, environmental organizations and Municipalities on coastal management strategies.	✓	✓	✓	✓	
Maintain communication and a working relationship with First Nations and Metis.					✓



## *Conclusion*

This plan will be updated every 3 years to ensure priorities remain consistent with the direction of the Lake Huron Centre for Coastal Conservation.

This plan will be reviewed in the third quarter annually to ensure it continues to align with the organizations' priorities.

An operating plan will be created to support the strategic plan and will contain more details to make our goals achievable and relevant to the organizations' mission.



**The Lake Huron Centre for Coastal Conservation**