

# **SOMENOS MARSH WILDLIFE SOCIETY**

## **5 YEAR STRATEGIC PLAN**

### **2012 - 2017**



*Stewards of the Somenos Marsh Conservation Area*  
Duncan, BC



# SOMENOS MARSH WILDLIFE SOCIETY

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## 1 INTRODUCTION

### 1.1 THE SOMENOS MARSH WILDLIFE SOCIETY

The Somenos March Wildlife Society (the Society) was incorporated in the province of British Columbia in 1989. The purposes of the Society, as documented in its constitution are:

- a) To operate, maintain, manage, and preserve areas for research, nature study, observance of flora and fauna, protection of wildlife habitat, instruction in natural history and other purposes of a like nature for the advancement of public education, including the establishment of a natural history interpretation center dedicated to the use of lands in the vicinity of Somenos Marsh and other places as may be decided from time to time.
- b) To use such means of communication as are deemed appropriate to create a deepened and broadened understanding of the wildlife habitat to ensure public support for its proper use and care.

### 1.2 ACCOMPLISHMENTS OF THE SOCIETY

The Society has achieved a long list of accomplishments over the last 19 years. Arguably the two most impressive accomplishments of all are:

1. Serving as tireless champions and watchdogs over the marsh. Without the efforts of the Society, the marsh would have fallen victim to development accruing from public apathy with the end result being the loss of this unique eco system.
2. Building a coalition of partners and stakeholders, The Society has been very successful in partnership building, bringing together a broad coalition of stakeholder groups including NGO's, government agencies, First Nations and property owners.

The Society has raised and expended approximately \$500,000 over the past 19 years on land acquisition, habitat restoration, studies and the preparation of a comprehensive management plans. All of these projects have assisted in taking the Society closer to its overall objectives, which as detailed in the Somenos Management Plan (August 2001) is to position the marsh as an ecological jewel for the benefit of all future generations.

While the Board of Directors are proud of their accomplishments, they are concerned about the future. They know that the Society must transition from a small society and board of friends to a more professional organization with all appropriate bylaws, policies, mission statement and goals and objectives; an organization that can act as the acknowledged leader (by all stakeholders) for the rehabilitation, protection and management of the Somenos Marsh Conservation Area (SMCA).

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## GOVERNANCE FRAMEWORK

Good Board governance is based on the trust of Board members to engage in discussion and debate offering different and differing perspectives. Key principles of trust include honour, respect and “*dignity*”. Behaviours consistent with these principles establish an environment of good governance and relationships between Board Members providing for a high level of quality of discussion, decision making and the effectiveness of the Board to govern. The following statements can be seen as guidelines for all Board interactions within its functions and with all interactions and discussions with our stakeholders and partners;

- Board meetings shall operate on the principles of “*honour*” and “*respect*” and all Board members will conduct themselves consistent with these principles.
- All Board members are expected to treat others with dignity and respect.
- All Board members have the right to engage in “*passionate*” debate however it is a debate on an opinion and not to be comments about or directed at another person or group.

## 2.1 VISION

The vision of the Somenos Marsh Wildlife Society has two related but distinct components. The vision states;

1. To enable the Somenos Marsh Conservation Area to become the key component of a mountaintop-to-ocean biodiversity corridor within the Somenos watershed by 2015; and
2. To foster respect for the Somenos Marsh Conservation Area to be regarded by the community as a natural treasure that:
  - Provides a sustainable protected habitat for wildlife;
  - Creates a love of conservation education in present and future generations;
  - Encourages positive partnerships with stakeholders and like-minded organizations;
  - Promotes the importance of agriculture and food security; and
  - Supports a love of nature and place.

## 2.2 MISSION

To be effective and conscientious stewards of the Somenos Marsh Conservation Area through beneficial activities that preserve, restore and renew the eco-system and through active community promotion, education and liaison with various like-minded groups with related stewardship roles.

## 2.3 GUIDING PRINCIPLES

We believe that it is important to document the key principles that will guide us in our behaviours and actions as a Society within the larger community. There are three types of principles that are important to the Society in achieving its strategic goals and objectives;

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1. Those that guide our relationships with others in the community;
2. Those that guide our roles as governors and stewards; and
3. Those that guide our activities as a Society and as individuals working together on common goals.

## **1. Relationship Principles**

- We will always thank and acknowledge our membership, our industry partners and other friends of Somenos for their generous contributions to the Society.
- We will develop potential project partners and “Friends of Somenos” with those who have a track record for, or commitment to, responsible environmental stewardship.

## **2. Governance Principles**

- We will promote respect, unity and inclusiveness among Board Members, society members, stakeholders and the general public.
- We will provide timely information to our membership.
- We will integrate, as appropriate, the culture, language and history of the Hul'qumi'num people in the development plans for Somenos Marsh and respect their role and responsibility. We will follow proper protocol in this regard.
- We will exercise discipline in establishing, refining, executing, measuring and completing all activities in support of agreed-upon goals and objectives.
- We will always be mindful of balancing our responsibility to the eco-system and our obligation to inform and educate future generations and the general public of the benefits of good environmental stewardship.

## **3. Action Principles**

- We will undertake projects that are sustainable, provide value to future generations and minimize any negative impact on the eco-system.
- We will endeavour to build development facilities that are, whenever possible, inclusive of all generations and abilities.
- We will strive to not use any pesticide-treated product in the construction of our facilities, nor will we allow the use of any pesticides within the SMCA.

## **2.4 BOARD OF DIRECTORS**

### **2.4.1 Roles & Responsibilities**

The Board of Directors play an important role in setting the direction for and monitoring the operations of the Society. The responsibilities of the Board of Directors fall into two categories - Functional and Legal.

#### **Functional Responsibilities**

1. Within the bounds of its mandate, establishes the Mission Statement.
2. Develop the Constitution and Bylaws.
3. Engage in annual Strategic Planning.
4. Develop policies and procedures to guide the operations of the Society.
5. Monitor and control the Society's operations.
6. Encourage and acknowledge community participation and support.
7. Develop an annual communications plan.
8. Evaluate the Performance of the Board and the Society.

#### **Legal Responsibilities**

1. Always act in the best interest of the Society.
2. Ensure that decisions are within the mandate as set out in the Societies legal documents.
3. Ensure that all Board decisions are lawful.
4. The Society's interests always come before personal interests.

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## **2.5 BOARD OF DIRECTORS COMPOSITION AND TERMS OF REFERENCE**

### **2.5.1 Composition of Board of Directors**

The Board of Directors should be comprised of people with a variety of backgrounds, experience and/or expertise drawing from the following general areas;

- Natural sciences, e.g. biology, ecology, limnology, environment
- Education
- Management
- Writing, editing, graphic design, e.g. newsletter, proposals
- Computer science, e.g. web page development and maintenance
- Construction
- Accounting & Finance
- Fund raising

### **2.5.2 Board Member – Terms of Reference**

All board members must be aware of their responsibilities as summarized in Section 2.4.1 and the following specific expectations of them:

1. Attendance at monthly meetings
2. Participating in project selection
3. Participating in planning
4. Generally advancing the affairs & business of the Society

### **2.5.3 Board Members – Terms**

The bylaws of the Society specify that board members serve one year terms. To ensure that the Society always has a core of experienced board members it is recommended that the Society revise its bylaws under the Constitution regarding membership at the next AGM.

- a. That the society will have a minimum of 7 and maximum of 10 directors
- b. That each board member position is numbered 1 through 10

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- c. That new board members are elected for a 1 year term, and then assuming they let their name stand and they are voted in, that their next term is for two years and then finally a three year term if voted in as shown in Table 1.
  
- d. Board members are asked to provide notice three months before the AGM if they do not intend to stand for the next term.

**Table 1: Board Member Terms**

<b>Board Position Number</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>#6</b>	<b>#7</b>	<b>#8</b>	<b>#9</b>	<b>#10</b>
<b>Initial Term (number of years)</b>	1	2	3	1	2	3	1	2	3	1
<b>Second Term (number of years)</b>	2	3	1	2	3	1	2	3	1	2
<b>Third Term (number of years)</b>	3	1	2	3	1	2	3	1	2	3

## **2.6 BOARD SELECTION PROCESS**

A three-person governance/nominating committee will be struck and will meet quarterly to identify potential candidates to fill the upcoming vacant board seats. The committee will seek to find candidates from the broad range of skills and experience associated with the general areas noted in section 2.5.1.

## **2.7 FINANCIAL MANAGEMENT**

Good governance includes sound financial management to provide for the needs of the Society on annual and ongoing basis, to achieve strategic goals and to build/maintain infrastructure and other assets of the Society. Funds shall be from three main sources; membership fees, donations and grants. These monies will be used to establish an annual operating budget and a capital budget. Both budgets will be monitored monthly and reviewed annually.

### **2.7.1 Operating Budget**

The SMWS will establish an annual operating budget for each year along. Appropriate operational financial management policies and procedures will be developed and maintained. The Board is accountable collectively to ensure sound financial management of the costs and expenditures are managed throughout the year.

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## 2.7.2 Capital Project Development

The SMWS will establish a capital plan and budget with clear articulation of projects and funding limits associated with each project. Appropriate capital project financial management policies and procedures will be developed and maintained.

## 2.7.3 Society Products & Services

The products and services that will be the focus of the Society's financial management activities are many and diverse:

1. **Leadership** in ecological & watershed improvements, including control and eradication of invasive species.
2. **Partnering** with the members of the SMC to advance the conservation and rehabilitation of the SMCA.
3. **Facilitating education opportunities** for students, tourists and general public.
4. **Facilitating scientific research** in and around the marsh.
5. **Wildlife viewing opportunities** by establishing public viewing facilities & trails.
6. **Implementing invasive species control** and eradication efforts.
7. **Community outreach** through speaker services to service clubs, schools and other organizations as requested and generally promoting awareness of the SMCA.
8. **Visioning** for the marsh 20 to 30 years in the future.

## 3 SOCIETY KEY RELATIONSHIPS

The SMWS recognizes that the most important relationship that they must maintain is with their membership and the general public. The SMWS also recognizes that establishing and maintaining relationships with certain key organizations is also very important. Following are some of those organizations and a capsule of their potential;

1. **Universities;** the SMCA is in an unhealthy state and urgently needs targeted research and baseline data collection. It has much to offer post secondary institutions as a unique research location with potential for a variety of research options across a wide range of disciplines. The SMWS, with assistance from a natural science professional, will develop a "prospectus"

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of opportunities for distribution to the Vancouver Island University, University of British Columbia and the University of Victoria.

2. **Nature Trust;** is a major landowner in the SMCA and an important Non-Government Organization conservation agency. They have funds and staff to undertake remediation and management activities in the SMCA.
3. **Municipality of North Cowichan;** is also a landowner in the SMCA and the local government with administrative jurisdiction over the area. The Municipality is a valuable resource and supporter of the SMWS.
4. **Ducks Unlimited;** is a landowner of the SMCA and defines itself as a “world leader in wetlands & waterfowl conservation”; Ducks Unlimited also leases and manages the marsh land owned by the British Columbia Forest Discovery Centre.
5. **Nature Conservancy;** is defined as a “private, non-profit organization working for the direct protection of Canada's biodiversity through purchase, donation or conservation agreements on ecologically significant lands”.
6. **BC Hydro;** has identified energy conservation and environmental preservation as key priorities. As such, they promote and support initiatives that advance either of these priorities. BC Hydro is an active member of the World Business Council for Sustainable Development. Taken together these two organizations could be of great assistance in putting the SMCA on the international map of important eco-systems if SMWS is successful in gaining support for a World Business Council for Sustainable Development sanctioned “eco-system valuation”.
7. **Cowichan Tribes;** the First Nations people have lived in the Cowichan Valley for millennia. Somenos Lake and environs was very important to the lives and culture of the first peoples. In pre contact times, oral history records that there were several longhouses on the disputed Timbercrest land and where Peter Baljet GM is located.
8. **Cowichan Valley Regional District;** demonstrated their commitment to increasing the importance of environmental matters in their jurisdiction when they hired a Manager of the new Environment Department and established the CVRD Environmental Commission.

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- 9. Royal BC Museum;** has put the “BC Environment on the map by showing two local produced films on the environment and First Nations people on their two-storey, three-dimensional map in the museum lobby”. They also have interactive models that present climate change scenarios for 2020, 2050 and beyond.
- 10. Landowners Adjacent To Somenos Lake;** what is done to or put on the land adjacent to Somenos Lake can either have a negative or positive impact. This key stakeholder group could play an important role in the restoration of the lake and surrounding uplands.
- 11. Cowichan Valley Naturalist Society;** have taken a lead role in the protection of the SMCA for decades, long before the formation of the SMWS. This is a large and active group of expert lay people who spend a lot of time in the field, year round, observing and caring for natural things.
- 12. Cowichan Valley Land Trust;** is “Dedicated to the conservation and protection of natural areas in the Cowichan Valley. One of the main activities of the CCLT is to help private landholders protect their land through the use of conservation covenants. A conservation covenant is a voluntary, written agreement between a landholder and a conservation organization such as CCLT. In such an agreement the landholder promises to protect the land in specified ways.”
- 13. City of Duncan;** like many other local governments the City of Duncan recognizes the need for a team effort to improve the environment and tackle climate change.
- 14. Duncan-Cowichan Chamber of Commerce;** The Chamber has long supported the efforts of the SMWS. The members recognize the importance that the SMCA has, not only as a valuable eco-system but as well to be a major hub and attraction for the growing nature tourism segment.
- 15. Quamichan Lake Stewardship Group;** this relatively new group of concerned citizens around Quamichan Lake have racked some impressive accomplishments in a few short years. The issues and challenges affecting their lake and eco-system largely mirror those of Somenos Lake. There are many reasons why the two groups should cement a formal working relationship on matters of mutual concern.

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## 4 5 YEAR STRATEGIC GOALS AND SUPPORTING OBJECTIVES

The Board of Directors since 2009 has established a number of goals along with objectives and an action plan that will increase their capacity to achieve these goals. There have been two previous draft plans produced that were used as a basis for this version of the Strategic Plan. What follows are the current Board’s five highest priority goals, objectives and expected outcomes.

### 4.1 GOAL #1 STRIVE TO BE AN EFFICIENT, EFFECTIVE AND SUSTAINABLE ORGANIZATION THAT MAKES BEST USE OF THE TALENTS OF ITS MEMBERS

Objectives	Activities	Expected Outcome
Establish a strategic planning portfolio and manage the strategic planning portfolio through an ongoing process of annual reviews and every three year AGM acceptance review of the plan.	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Establish annual review cycle process and identify accountabilities by named Board members.</li> <li>• Present revised plan at AGM every three years for Society approval.</li> </ul>	The Society will engage in planned activities to establish, review and modify an ongoing living strategic plan to ensure a future orientation to the Society’s key goals.
Identify the appropriate level of support, structure and process required to achieve the society’s strategic goals.	<ul style="list-style-type: none"> <li>• Develop governance and committee procedures for the Society.</li> <li>• Conduct open annual governance workshops for all board and committee members and interested society members.</li> </ul>	<p>The Society will establish key governance and working group/committee policies and procedures as required to facilitate activities of the groups and decision making within them.</p> <p>The Society will invest in sound governance and working group/committee approaches and additional governance training as required to continuously improving the board’s skills and abilities.</p>

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**GOAL #1 Strive to be an efficient, effective and sustainable organization that makes best use of the talents of its members continued;**

Objectives	Activities	Expected Outcome
Establish a financial management and planning portfolio to identify opportunities for short-term and long-term financial stability annually.	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Search out and apply for grants and funds to meet the strategic plan goals</li> <li>• Identify criteria for “ethical” evaluation of funding sources that the Society would endorse as acceptable sources.</li> <li>• Search out and apply for grants and funds to meet the strategic plan goal.</li> </ul>	<p>The Society will have a formal mechanism to apply for and acquire funds and grants.</p> <p>The Society will actively promote wildlife viewing as an economic generator for the Cowichan Valley.</p>
Establish a membership/volunteer coordination portfolio to maintain a core strength of members and volunteers by offering knowledge about the activities of the Board and opportunities for involvement in the use of the Marsh annually.	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Manage and coordinate membership</li> <li>• Manage and coordinate volunteers</li> <li>• Develop governance performance measurement criteria</li> <li>• Develop out the concept of a Society Alumni and posting lists of alumni on the website.</li> </ul>	<p>The Society will support good membership and volunteer management through maintaining open and transparent communications with its members and volunteers.</p>
Develop a marketing plan portfolio to focus on attracting tourists to the SMCA.	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Develop a market plan.</li> <li>• Continue the annual Cowichan Valley Wild Wings Festival but involve more local community groups in the Cowichan Valley Wild Wings Festival to broaden the base from a Society event to a community event.</li> </ul>	<p>The Society will promote wildlife preservation and viewing as benefits of what we do.</p>

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## 4.2 GOAL #2      PRESERVE, PROTECT, AND RESTORE THE ECOLOGICAL INTEGRITY OF THE SMCA

Objectives	Activities	Expected Outcome
<p>Establish the Society as a trusted leader in the management of the SMCA</p> <p>Establish the Society in a broader governance leadership role for management of the properties, e.g. Chair of the Somenos Management Committee</p>	<ul style="list-style-type: none"> <li>• Advocate for the acquisition of critical habitat and ecologically significant properties</li> <li>• Monitor and respond to land use issues that could have a negative impact on the SMCA</li> <li>• Participate on the Somenos Management Committee</li> <li>• Raise awareness to governments and advocate for the establishment of a biodiversity corridor from Mount Prevost/ Mount Richards to Cowichan Bay and the need to preserve it over time</li> </ul>	<p>The Society through the activities described establish itself as a sought out partner that is a trusted leader in preserving, protecting and restoring the ecological; integrity of the SMCA.</p>
<p>Achieve legal protection of lands for conservation purposes</p>	<ul style="list-style-type: none"> <li>• Obtain conservation zoning by Municipality of North Cowichan as a first step</li> <li>• Publically encouraging designation as Wildlife Management Area</li> <li>• Pursue conservation covenant agreements with neighbours to the Somenos Marsh Conservation Area</li> </ul>	<p>The Society will ensure the legal status of the SMCA ensuring the ecological integrity of the area is protected for current and future generations.</p>
<p>Restore the lands to near-historical levels</p>	<ul style="list-style-type: none"> <li>• Encourage and promote agriculture that benefits wildlife, in particular migratory birds</li> <li>• Control and eradicate invasive species</li> <li>• Maintain ditch drainage</li> <li>• Restore Richards Creek as a salmon habitat</li> </ul>	<p>The Society through active advocacy and support will encourage and promote restoration of land and water that will benefit the wildlife of the SMCA.</p>

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## 4.3 GOAL #3 CONDUCT GENERAL RESEARCH, COLLECTION OF BASELINE DATA AND ONGOING MONITORING PROGRAMS

*NOTE PORTFOLIO LEAD/DIRECTOR CAN BE ONE PERSON FOR ALL OBJECTIVES.*

Objectives	Activities	Expected Outcome
Develop ongoing research relationship portfolio.	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Get a formal memorandum of support from the Vancouver Island University.</li> <li>• Expand the Open Air Classroom concept to encompass the entire SMCA for graduate student research.</li> <li>• Identify and develop relationships with other research partners</li> <li>• Encourage and engage in defining types of data to be collected on the ecosystem of the SMCA.</li> </ul>	The Society will be responsible for ongoing collection of baseline data to establish a record of changes within the SMCA.
Develop a formal mechanism to store and share information and data that is collected.	<ul style="list-style-type: none"> <li>• Develop an accessible library of Somenos Marsh and Society literature and data.</li> <li>• Establish a formal place to store and maintain a SMCA literature collection.</li> <li>• Establish various channels of access to the Society’s materials.</li> <li>• Develop a portfolio for a director or member to be accountable for regarding information and data collection.</li> </ul>	The Society will establish a literature legacy of materials for the community about and in direct relationship to the Society’s activities and the SMCA.

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**GOAL #3 Conduct general research, collection of baseline data and ongoing monitoring programs continued;**

Objectives	Activities	Expected Outcome
<p>Assign a member as a water quality monitoring portfolio lead to establish and be responsible for the program and an ongoing schedule of monitoring activities.</p>	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Establish a program of ongoing water quality monitoring and storm sewer effluent measurements</li> <li>• Solicit additional members to support the lead and ensure the schedule of monitoring is carried out and documented.</li> <li>• Access training funds to train volunteers in appropriate methods of baseline data collection</li> <li>• Train 4 volunteers in appropriate methods of baseline data collection.</li> <li>• Identify other opportunities and activities for research partnerships.</li> </ul>	<p>The Society will establish a sustainable quality monitoring program to ensure ongoing and routine monitoring and reporting occurs.</p> <p>The Society will collect and disseminate data.</p>

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## 4.4 GOAL #4 BROADEN THE AWARENESS AND UNDERSTANDING OF THE SMCA IN THE COMMUNITY AND BEYOND

Objectives	Activities	Expected Outcome
<p>Develop a communication plan portfolio to include a stakeholder relationship strategy and approach.</p>	<ul style="list-style-type: none"> <li>• Identify a portfolio director.</li> <li>• Develop a communication plan.</li> <li>• Make the website more functional, informative and user friendly</li> <li>• Identify 4 active communications initiatives for 2012.</li> <li>• Identify key messages the Society wishes to enshrine in the minds of citizens when they think about the SMCA.</li> <li>• Develop quarterly reports or news releases to be distributed to local media, e.g. bird counts.</li> <li>• Conduct an online user survey for suggestions to improve communications through various media channels.</li> <li>• Transition to electronic distribution by encouraging all members to share their e-mail address for communications purposes.</li> <li>• Continue preparing and distributing newsletters using electronic media more to reduce dependence on paper based media distribution.</li> <li>• Create a 25<sup>th</sup> anniversary publication about the marsh and the Society.</li> </ul>	<p>The Society will improve its communications strategy to include both passive and active means to get out information and key messages.</p> <p>The Society will have use formal mechanisms through a range of activities to communicate more effectively within the local community and more broadly, to include the following 4 measures;</p> <ul style="list-style-type: none"> <li>• Improving the website</li> <li>• Identifying key messages</li> <li>• Developing quarterly reports</li> <li>• Conducting an online survey.</li> </ul>

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## **GOAL #4 Broaden the awareness and understanding of the SMCA in the community and beyond continued**

<b>Objectives</b>	<b>Activities</b>	<b>Expected Outcome</b>
Encouraging/sponsoring more site visits	<ul style="list-style-type: none"><li>• Inform the community about the scientific and historic nuances of the SMCA</li><li>• Create opportunities to sponsor interpretative hikes, e.g. Lead up to the annual Wild Wings Festival</li><li>• Make open invitations to the broader community to participate in work bees</li><li>• Evolve the annual Christmas Bird Count into a major valley/community event</li><li>• Encourage and participate in seasonal projects or on an opportunity basis</li></ul>	The Society will develop a variety of means to engage the broader public through encouraging more visits to the SMCA.

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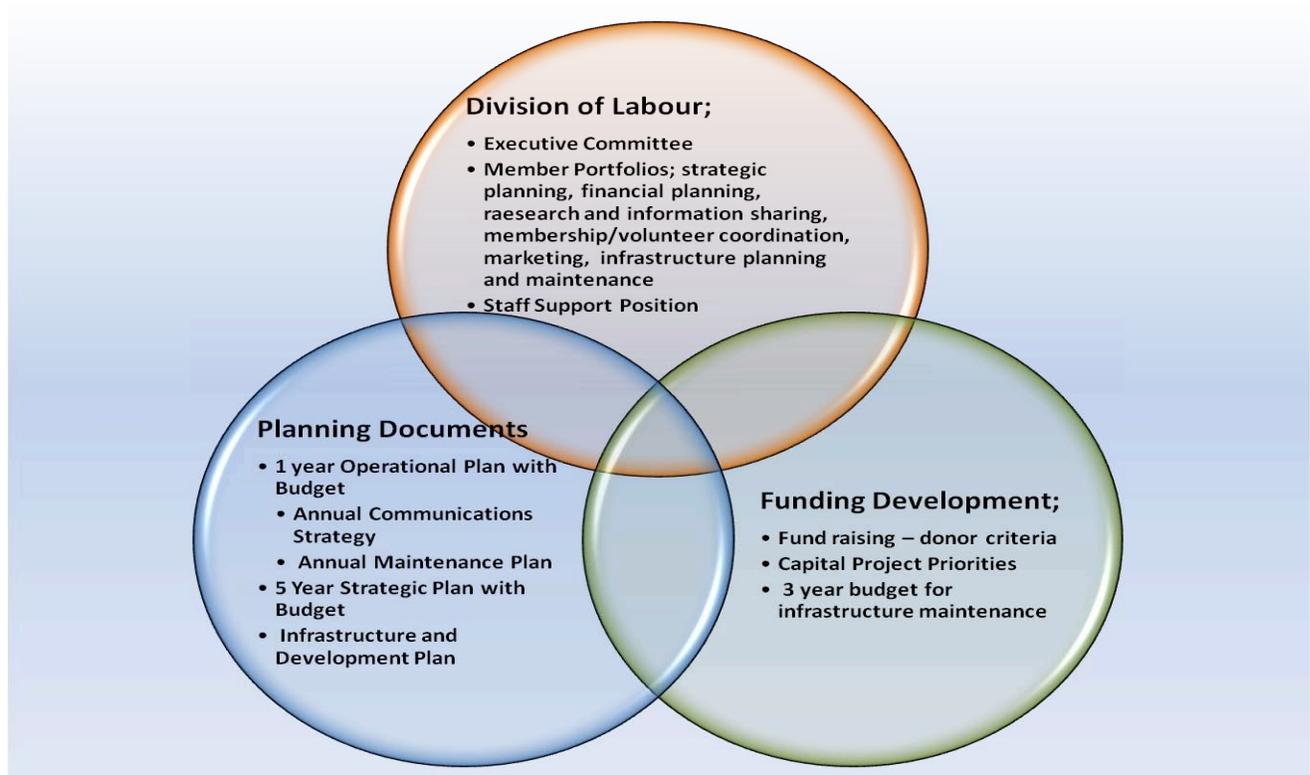
## 4.5 GOAL #5 PLAN FOR, BUILD AND MAINTAIN WILDLIFE VIEWING INFRASTRUCTURE WITHIN THE SMCA.

Objectives	Activities	Expected Outcome
Build public access and wildlife viewing infrastructure that is safe and effective in managing visitors of all capability levels.	<ul style="list-style-type: none"> <li>• Identify a portfolio director for the oversight of the infrastructure review, planning and building.</li> <li>• Develop an infrastructure and development plan.</li> <li>• Establish a semi-annual review cycle process to evaluate the current plans for new infrastructure.</li> </ul>	The Society will establish a lead person to ensure appropriate infrastructure is built.
Invest in assuring the ongoing viability of the Society’s assets throughout the year.	<ul style="list-style-type: none"> <li>• Establish a 3 year budget for infrastructure maintenance and upkeep.</li> <li>• Review existing facilities semi-annually and establish priorities to address deficiencies in a timely manner.</li> <li>• Identify a portfolio director or responsible member for maintenance.</li> <li>• Develop an annual maintenance plan.</li> </ul>	The Society will ensure budget is routinely available on a planned basis for small and large infrastructure maintenance projects.

## 5 ENABLERS TO IMPLEMENT THE STRATEGIC GOALS AND SUPPORTING OBJECTIVES

The diagram below shows three main areas of enablers to assist in the implementation of the strategic goals and objectives identified in section 4. The three key areas are; division of labour e.g., between board members, possible staff and volunteers; ongoing financial viability and good planning processes and documentation.

### Strategic Goal Enablers



### 5.1 Suggestions to begin the implementation

1. Strike and empower an Executive Committee to undertake or to assign tasks and to act as the Board nominating committee.
2. Identify the need for and as appropriate apply to viable funding sources for a full time/part time manager

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## 3. Develop a priority list of projects for SMWS

SMWS has reached a stage in their growth where they should consider the need for a staff position to keep the momentum going. The work load associated with maintaining all of the Society's laudable and necessary initiatives is beyond the scope of a volunteer board.

To facilitate the implementation of the strategic goals and objectives it is suggested the SMWS should establish portfolios. One or more directors will be appointed to head up each portfolio, suggested portfolio areas are;

1. Administrative Agencies & Landowners (within the SMCA)
2. School system/education
3. Corporate relations
4. General Public
5. Facilities development & maintenance
6. Land acquisition
7. Restoration & Invasive species control & eradication



*The New Beginning*