

Strategic Plan 2022-2032



Shaw) CENTRE FOR THE
SALISH SEA



<http://maps.stefanfreelan.com/salishsea>

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Data Sources:
SRTM (CGIAR-CSI), NOAA, Wa. DFW,
Wa. DNR, BC Digital Atlas, ESRI



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Nov 2021

1. INTRODUCTION

We live in a very special place on our planet - the lands and waters of the Salish Sea. For thousands of years, people have lived amidst the wonders of its shores. For decades, we have seen that the rich biodiversity that supports and defines this remarkable ecosystem faces serious challenges that can only be addressed by our collective commitment and action. Increasingly, we recognize that we all have important roles to play to support the sustainability of our Salish Sea bioregion.

The Shaw Centre for the Salish Sea opened in 2009 on the traditional territory of W̱SÁNEĆ Coast Salish people as a place to engage locals and visitors of all ages in stories about science, culture, and traditions of the Salish Sea with the aim of protecting it for future generations.

All of us who are engaged with the Centre—volunteers, Board members and staff—are tremendously excited about the potential for our second decade. We are proud of the contribution we have made thus far as part of a growing network of regional organizations dedicated to the sustainability of our unique Salish Sea bioregion—its wildlife, waters, land, culture, and people. But there is much more to do.

This *Plan* represents the rejuvenation of the Centre’s key directions as well as the goals we will strive to achieve over the next decade. The plan will serve as a “north star” to guide more detailed operational and financial planning. The Centre’s Board of Directors will review the plan annually to determine whether circumstances and opportunities warrant change in direction or adjustments to the priorities set out. We very much appreciate the extensive public input we have received in the development of this plan. We intend to invite further public input along the way.

2. KEY DIRECTIONS

We have identified several key directions – current and evolving themes and drivers – that we aspire to address through this Strategic Plan. These are all equally important and are summarized here:

- Enhance our role in *providing education and awareness* about the unique, incredible Salish Sea bioregion we call our home
- Continue the *development and delivery of innovative programs and services* that further our role as a respected source for community engagement and accurate information about the Salish Sea bioregion
- Provide a holistic environment that continues our *uncompromising commitment to quality animal welfare* for all marine life in our care
- Make a *growing contribution to the quality of life* in our diverse community by promoting opportunities we can act upon to conserve and restore the health of this unique bioregion
- In the spirit of collaboration and reconciliation, expand our ongoing commitment to *engage local First Nations communities* in our work
- Expand our role as a *trusted connector and catalyst for learning and community action*, building long-term institutional relationships with other groups aligned with our vision and mission; partnering with key organizations to ensure our efforts reflect community needs and support the work of others
- Provide a welcoming *environment that is inclusive* to all
- Ensure appropriate and deliberate *upkeep and renewal is prioritized for our facility* (building, amenities, and exhibits) and critical life support systems
- Develop a *robust and sustainable funding model* based on increased revenues from our visitors, community donations and granting partners

3. VALUES

Our team believes that success depends on both what we do and how we do it. These values form the basis of our beliefs about our organization and will guide our behavior and actions into the future — from hiring and supporting our team to fund development, animal care, exhibits, and activity development. These include a combination of long held values and emerging, aspirational values. The work ahead for us to live into these values is vital activating this Strategic Plan. It begins with honouring this place, the Salish Sea. Our first value underscores our passion about using our unique location and complex history as a powerful catalyst for learning.

<i>Core</i>	<ul style="list-style-type: none"> • Honouring Place • Environmental Sustainability • Animal Welfare • Learning
<i>Community</i>	<ul style="list-style-type: none"> • Inclusivity • Community Service
<i>Action Orientation</i>	<ul style="list-style-type: none"> • Stewardship • Innovation

4. PRINCIPLES

At the Shaw Centre for the Salish Sea, we pledge to conduct our work and our interactions with our patrons and the community we serve in a way that:

- Inspires individual and collective action to support stewardship, conservation, and restoration of the Salish Sea bioregion
- Is open, welcoming, inclusive, and accessible to all
- Is fun for all participants: visitors, volunteers, and staff
- Respects and supports the health and wellbeing of the marine life in our care without compromise
- Promotes all-ages learning through positive dialogue—using science-based information and, when guided by local Indigenous people, traditional ecological knowledge to better understand the wonders and challenges of the Salish Sea bioregion
- Provides a healthy and safe environment for our visitors, volunteers, and staff
- Supports and recognizes the profound value of our team of staff and volunteers in delivering our programs and services
- Reflects and is inclusive of the diverse community that we seek to serve
- Ignites wonder and curiosity

5. VISION – *the ideal future that the Shaw Centre for the Salish Sea wishes to attain over the term of the plan*

A healthy and diverse Salish Sea actively sustained by people inspired and informed by our Centre.

6. MISSION - *the purpose/reason to be of the Centre for the Salish Sea*

We create vibrant experiences that inspire learning, exploration, and protection of the unique Salish Sea bioregion.

7. GOALS AND OBJECTIVES – *the broad, desired end-results (“Goals”) that the Shaw Centre for the Salish Sea seeks to achieve in this Plan and the key initiatives/actions (“Objectives”) that we intend to pursue to fulfill them*

GOAL 1: An acknowledged education leader—Working with our local schools and through a variety of programs focused on child and adult education, the Centre is an acknowledged hub of excellence for education and information on the Salish Sea bioregion.

Objectives:

- i. Become a regular destination for annual educational outings for all local schools, with program offerings supported by in-class outreach sessions and online curricula
- ii. Expand our intergenerational educational reach by including offerings for teens, adults, and seniors featuring topical research on the Salish Sea bioregion and sustainability issues
- iii. Increase our focus on promoting concrete, tangible actions individuals can take to improve the health of our bioregion – including hosting and promotion of community efforts such as beach clean-ups and shoreline restoration
- iv. Expand the range of programs offered outside of the Centre – taking the Centre to the public through enhanced digital presence (i.e., connections to established community-based science initiatives via live video links/feeds) and/or mobile and satellite activities across the Capital Regional District and the Gulf islands.
- v. Enhance the offerings available in the Salish Sea Store to support continued personal engagement and understanding of the bioregion
- vi. Promote our professional staff as community facilitators, connectors, and subject-matter experts for information about the Salish Sea bioregion and its marine life

GOAL 2: A highly reputable, leading community aquarium—Through focused promotion across southern Vancouver Island, the Centre earns its reputation as a vibrant place for community learning across the region.

Objectives:

- i. Exemplify professional excellence in animal care and welfare
- ii. Enhance our offerings of exciting, innovative programs—demonstrating commitment and agility in refreshing and renewing our physical space, exhibits, and programs to align with emerging themes of interest regarding the Salish Sea bioregion
- iii. As Sidney’s leading attraction, remain an integral component of Sidney’s tourist appeal by being regularly recognized as one of the “*Top Things to Do in Greater Victoria*”—through stronger branding, expanded marketing efforts, and enhanced collaboration with other attractions and community resources
- iv. Play a strong role in the well-being of our community, its people, and its environment

GOAL 3: Expanded outreach and engagement—provide a place to grow ideas with the diverse community we serve and the partners with whom we collaborate.

Objectives:

- i. Expand our capacity to welcome all learners by continuing to make the Centre more inclusive and physically accessible
- ii. Actively consult with local First Nations to make our Centre more welcoming and relevant to their community members and, under their guidance, to enhance the incorporation of traditional ecological knowledge where appropriate
- iii. Reflect the multi-cultural diversity of the communities we serve
- iv. Serve as an active connector for partnerships with like-minded organizations who share our vision – showcasing the work of research organizations, community aquariums, regional conservation groups
- v. Maintain the Centre as an “anchor tenant” in Sidney’s vision as a maritime centre by promoting more visible, community connections through collaborations with local businesses, artists, schools, and service agencies
- vi. Continue to offer ways to reduce barriers to entry for guests with financial challenges
- vii. Expand our physical outreach and collaboration with groups throughout the Salish Sea bioregion (including the Gulf islands)
- viii. Enhance the experience and offerings presented in the Salish Sea store to further support local community action efforts, partner groups, and local artisans

GOAL 4: A strong and sustainable organization—that can support our ambition over the next decade

Objectives:

- i. Support a committed, professional culture with dedicated staff and an extensive network of committed, local volunteers—a great and well-managed place to work
- ii. Develop diversified revenue sources to increase the financial resources available to advance our goals.
- iii. Develop a robust and comprehensive, long-range financial plan including a capital investment plan
- iv. Create and maintain a robust donor development plan and launch a substantive fundraising campaign to increase support for our operational and long-term capital requirements