

*A Five-Year Strategic Plan  
2007-2012*

*Saskatchewan Dutch Elm Disease Association  
November 2006*





*Report compiled from the discussions from the Saskatchewan Dutch Elm  
Disease Associations Strategic Planning Meeting, November 2, 2006.*

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## **Background**

Saskatchewan Dutch Elm Disease Association (SDEDA) was first established in 1980, and was formally incorporated in 1998. Since 1994, SDEDA has been an advisor to the Government of Saskatchewan's Dutch Elm Disease (DED) Program.

SDEDA has many successes over the years, most notably, working with the Government of Saskatchewan to enact Dutch Elm Disease Regulations in 2005. With this success, it appears that SDEDA needed their role with respect to Dutch Elm Disease Management in Saskatchewan.

This report was compiled from SDEDA's Strategic Planning Meeting, held November 2, 2006. The objective of this meeting was to revisit the role of the SDEDA; it's Board of Directors, Committees, Executive Director/Office Manager, and Members so that SDEDA remains relevant at present and for the next 5 years.

## **SDEDA's Mandate, Vision Statement and Mission Statement**

It was discussed whether or not the mandate should be expanded to include all urban trees, rural/urban forest, climate change and other pests and diseases or to remain focused on the American elm. By consensus, it was decided that SDEDA should remain focused on elm, but not exclusively American elm (*Ulmus americana*). This is also reflected in the current DED Regulations, which does not differentiate between different types of elms within the legislation. By remaining focused on the elm, SDEDA continues to be an effective voice in DED advocacy in Saskatchewan, and will be subject to possible erosion of resources if it was to expand its role.

### **Mandate**

"To preserve the elm in Saskatchewan"

### **Vision Statement**

The Saskatchewan Dutch Elm Disease Association (SDEDA) strives to be the lead advocate and coordinator for Dutch Elm Disease (DED) related services and information dissemination to its members, regional partners, and the Saskatchewan public. The Association fosters a culture of innovations and continuous improvement as it works strategically with other organizations to effectively management DED to maintain healthy forests.



## **Mission Statement**

The Saskatchewan Dutch Elm Disease Association (SDEDA) is a leader in promoting integrated Dutch Elm Disease (DED) management techniques. The Association operates autonomously yet co-operatively, as part of a regional network as it focuses on its role as a major advocate of DED management.

The SDEDA concentrates on awareness, training, lobbying and advising government, facilitating leading edge research, and providing education to the public and private sector. The Association continually seeks to improve the understanding and management of DED.

## ***SDEDA's Role in Dutch Elm Disease Management in Saskatchewan***

- To provide advice to Saskatchewan Environment (SE) regarding direction of the province DED program.
- To lobby the government and the opposition parties for staff and resources for the DED program.
- To identify and facilitate DED research projects and funding opportunities.
- To provide communications for Dutch Elm Disease Management in Saskatchewan.

The role of SDEDA has remained constant, however, it is no longer the key contact within the DED program. SE is now the key regulatory body governing the DED program and the associated regulations. SE implements and funds the program through communities who qualify for cost-share agreements. SDEDA remains relevant to the DED program through its strength as an autonomous, non-profit organization. Through its autonomy, SDEDA can complement SE's DED program by:

- Being more cost efficient in delivering DED information (advertising, website development, information sheets etc).
- Representing all constituencies and being more visible.
- Raising funds from other sources, including broadcasting companies, to bring the program to the public.
- Raising funds/developing partnerships with other organizations for various projects including but not restricted to research, urban forest diversification, and public awareness.
- Getting DED information to more people through more means.



## **SDEDA's Structure & Services**

### **SDEDA's Organizational Structure**

Currently, SDEDA has 12 Board members and 3 Ex-Officio Board members and 80 members. Board members represent:

- City of Regina;
- City of Saskatoon;
- City of Moose Jaw;
- City of Yorkton
- City of Prince Albert
- City of Swift Current
- Saskatchewan Urban Municipalities Association;
- Saskatchewan Rural Municipalities Association;
- University of Saskatchewan;
- Woodland Tree Service Ltd.;
- and the Association of Saskatchewan Urban Parks and Conservation Areas (ASUPCA).
- Private Citizens
- Wascana Center

Ex-Officio Board members represent:

- Saskatchewan Environment;
- SaskPower;
- and Sask. Ag & Food.

Members represent:

- municipalities;
- private citizens;
- arborist/pruning companies; and
- educational institutions.

### **Membership**

As a member, these organizations are provided with easy access to SDEDA newsletter, and its annual workshop, which includes presentations and field trips from DED experts. One step further, SDEDA provides opportunities to access to the most up-to-date information/resources, to develop partnerships/funding opportunities and to invest in your communities green spaces by preserving the elm. By joining SDEDA, a member will join a DED network of information and expertise to help SK battle DED.

### **Roles within the SDEDA**

Over time, the role of each component of an organization evolves. To remain relevant and properly functioning, these roles were revisited:

Board of Directors

- Meets a minimum of three times per year.
- Provide direction to committees.



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- |                                     |   |
|-------------------------------------|---|
|                                     | <ul style="list-style-type: none"><li>• Review By-Laws at Annual General Meeting</li><li>• Inquire about alternate funding.</li><li>• Maintain autonomy.</li></ul>  |
| Committee                           | <ul style="list-style-type: none"><li>• Ensures continuity of administrative function through appropriate committee (i.e., public relations, finance, personnel).</li><li>• Will meet at a minimum of once each year in order to address any issues that might develop.</li></ul>   |
| Executive Director / Office Manager | <ul style="list-style-type: none"><li>• Summarizes the activities of the committees in a timely manner.</li><li>• Duties as outlined in job description and contract with the SDEDA.</li><li>• Outline communications plan, yearly for the board.</li></ul>   |
| Members                             | <ul style="list-style-type: none"><li>• Take information on Dutch elm disease and act accordingly.</li><li>• Provide information to the board.</li><li>• Encouraged to attend AGM and inform other groups of information coming forward from the SDEDA.</li><li>• Support SDEDA fundraising and lobbying efforts.</li></ul> |



Roles of each individual committee are as follows:

- |   |  |
|---|--|
| Finance Committee                             | <ul style="list-style-type: none"><li>• Assisting with budget preparation.</li><li>• Determining additional expenditures over and above budget.</li></ul>  |
| Research Committee                            | <ul style="list-style-type: none"><li>• Determining research projects to be funded.</li><li>• Identifying needs and areas where research is required.</li><li>• Providing input into fundraising and grant applications when appropriate.</li></ul>  |
| Provincial Program Advisory Committee         | <ul style="list-style-type: none"><li>• Assisting with regulation changes.</li><li>• Determining implementation strategy</li><li>• Providing advice on provincial program including cost-shares, legislation, budget, and tree removals.</li></ul>   |
| Fundraising/Grants Committee                  | <ul style="list-style-type: none"><li>• Assisting with grant applications</li><li>• Determining projects that funding will be applied for.</li><li>• Corporate fundraising, grant applications, marketing (membership drive).</li><li>• Identifying potential funders.</li></ul>   |
| Public Relations/Workshop/Education Committee | <ul style="list-style-type: none"><li>• Approving location of annual workshop.</li><li>• Identifying possible presenters for workshop.</li><li>• Contacting potential presenters for workshop.</li><li>• Implementing annual communication plan.</li><li>• Approving education units</li><li>• Newsletter ideas, workshop, communications (print material, advertising, etc.).</li></ul> |
| Training Committee                            | <ul style="list-style-type: none"><li>• Approving course content to comply</li></ul>   |



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	<ul style="list-style-type: none"><li>with regulations.</li><li>• Reviewing existing courses for tree education.</li></ul>
Personnel Committee	<ul style="list-style-type: none"><li>• Interviewing potential staff.</li><li>• Benefits for employees.</li><li>• Reviewing &amp; determining wages.</li><li>• Providing Executive Director with an annual evaluation.</li></ul>
Executive Committee	
President	<ul style="list-style-type: none"><li>• Chairs meetings, using the agenda and adhering to such.</li><li>• Needs to be familiar with bylaws and standing rules for meeting procedures.</li><li>• Ensures that motions are clear and concise.</li><li>• Is a signing authority for the organization.</li></ul>
Vice-President	<ul style="list-style-type: none"><li>• Is a member of all committees.</li><li>• Chairs meetings in the President's absence.</li><li>• Is a signing authority for the organization.</li></ul>
Secretary/Treasurer	<ul style="list-style-type: none"><li>• Is a signing authority for the organization.</li><li>• Reviews monthly income and expense report.</li></ul>

### **SDEDA's Services**

As an active non-profit association, SDEDA has key functions and services within the DED program. Below is a table outlining SDEDA services, target audiences, responsibility, and improvements.

Table 1: Services provided by SDEDA including target audience, responsibility and improvements.

<b>Service</b>		<b>To Whom? (target audience)</b>	<b>Who is Responsible?</b>	<b>Improvements</b>
<b>What?</b>	<b>How</b>			
Inform/ Communicate	<ul style="list-style-type: none"> <li>- Brochures</li> <li>- Newsletter</li> <li>- Training programs (SIAST)</li> <li>- Mail-outs</li> <li>- Website</li> <li>- SE's Info-line</li> <li>- Fridge Magnets(SE)</li> <li>- Presentations</li> <li>- Trade Shows/Displays</li> <li>- Television</li> <li>- Newspaper (PSA)</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Members</li> <li>- Public</li> <li>- Golf Course Superintendents</li> <li>- Public</li> <li>- Government Agencies /Departments</li> <li>- NGO'S</li> <li>- Professional Associations</li> </ul>	<ul style="list-style-type: none"> <li>- Exec. Director, Board, through other organizations (SIAST, Regional Parks and Municipal Offices</li> </ul>	<ul style="list-style-type: none"> <li>- Fundraising targeted at developing communications.</li> <li>- Communications / Partnership with other organizations who are facing DED management (Turf Grass Association, Provincial Association of Resort Communities etc.)</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>- Lobby politicians</li> </ul>	<ul style="list-style-type: none"> <li>- Government</li> </ul>	<ul style="list-style-type: none"> <li>- Exec. Committee or Board Members</li> </ul>	<ul style="list-style-type: none"> <li>- Detailed outline of outcomes of increased funding for DED program.</li> </ul>
Advise Government Department/ Agencies	<ul style="list-style-type: none"> <li>- Presentations,</li> <li>- Workshops,</li> <li>- Meetings with Department/Agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Saskatchewan Environment</li> <li>- SaskPower</li> <li>- Industry</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Committee and Executive Director based on board direction</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen partnerships with SE, and SaskPower, while building partnerships with other organizations that need guidance.</li> </ul>
Educate	<ul style="list-style-type: none"> <li>- "There's a Fungus Among Us" Teaching Unit</li> <li>- Presentations/ Visits to Schools</li> </ul>	<ul style="list-style-type: none"> <li>- Schools</li> </ul>	<ul style="list-style-type: none"> <li>- Exec. Director, through organizations (SFA)</li> </ul>	
Facilitate Research	<ul style="list-style-type: none"> <li>- Fundraising,</li> <li>- Administrating Funds, when</li> </ul>	<ul style="list-style-type: none"> <li>- Members,</li> <li>- Public,</li> <li>- Government</li> </ul>	<ul style="list-style-type: none"> <li>- Research committee</li> <li>- Board</li> <li>- Fundraising Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Fundraising targeted towards research.</li> <li>- Identify target areas for</li> </ul>

needed.

- Universities

research.



## ***Improvements to Services***

Improvements to our services are outlined in Table 1. However, other areas of improvement have been specified.

- **Fundraising:** A weakness of SDEDA is the lack of diversity in its funding. Although it is difficult to raise funds for an advocacy group, this should not discourage the association to explore new and inventive ways of funding.
- **Research:** Although SDEDA has had a limited role in research to date; the association plans to actively seek funds for projects that will aid in DED management in Saskatchewan. Project topics will be SDEDA approved.
- **Education/Training:** The focus of SDEDA training/education has been organizations such as SaskPower, and pruning companies. However, there are other organizations that would benefit for SDEDA's knowledge including large property owners and the associated organizations (i.e., Golf courses, parks, etc.)
- **Communications/Partner Development:** SDEDA needs to expand its partnership to a larger audience in order to improve its public awareness/communications program.
- **Increasing Membership Numbers:** SDEDA membership has been fairly constant over the past few years. There are still organizations and individuals that are not represented in our membership and these groups needed to be targeted in upcoming membership drives. Groups and organizations that should be targeted in upcoming membership drives: resort communities, nurseries, tree pruners, golf courses, landscape companies, cemeteries, SPRA, rentalsmen, SK Research Council, Real Estate Boards, Provincial Highways Department, welcome wagons and large property owners. New members incentives need to be explored.

The appropriate committee will be responsible for developing an action plan for each area. For instance, steps to improve fundraising will be discussed by the fundraising committee. (See roles of individual committees, page 3)

## **Performance Indicators**

As with any business, there needs to be a measure on how successful the organization is. Ideas suggested at the November 2, 2006 meeting include surveys, tallies and membership numbers. At the end of each fiscal year, there will be an annual report from each committee and the Executive Director to speak to the past year's success and areas for continued improvements.

**Appendix**  
Action Plan Template

# SAMPLE

Key Area of Service	Communication
<b>Strategic Action Required</b>	Increase scope of membership.
<b>Action Description</b>	Explore ways of increasing the variety of organizations that are members of the SDEDA.
<b>Action Plan</b>	<ol style="list-style-type: none"><li>1. Review list of current members.</li><li>2. Brainstorm groups to target.</li><li>3. Send recruitment packages to selected groups.</li></ol>
<b>Person(s) Responsible</b>	<ol style="list-style-type: none"><li>1. PR/Workshop Committee - review list and brainstorm target groups</li><li>2. Sheri - Prepare recruitment package.</li><li>3. Sheri - Send package to targeted groups along with regular Spring membership drive.</li></ol>
<b>Due Date</b>	March/April 2007/08
<b>Actual Completion Date</b>	
<b>Key Success Factors</b>	<ol style="list-style-type: none"><li>1. Membership will grow by 10% annually.</li></ol>

**Key Area of Service**

Strategic Action Required

Action Description

Action Plan

Person (s) Responsible

Due Date

Actual Completion Date

Key Success Factors