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Bulkley Valley Centre for Natural Resources Research & Management


Strategic Plan 2010 to 2015


Prepared for:


Bulkley Valley Centre for Natural Resources
Research and Management
Smithers, BC


Prepared: June 2010

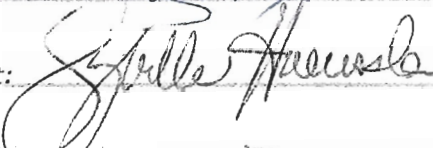
The undersigned members of the Board of Directors of the Bulkley Valley Centre for Natural Resources Research and Management approve and authorize this Strategic Plan for the period 2010 to 2015:


Phil Burton, Director:  Date Signed: Oct. 15, 2010.


Deborah Cichowski, Director:  Date Signed: June 14, 2010

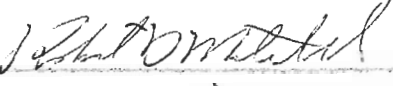
Brian Edmison, Treasurer:  Date Signed: June 14 2010


Rosemary Fox, Director:  Date Signed: June 14 2010

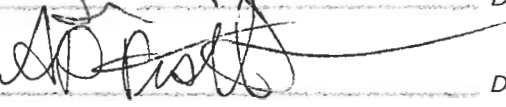
Sybille Haeussler, Past President:  Date Signed: July 28, 2010


Anne Harfenist, Director:  Date Signed: June 14 2010

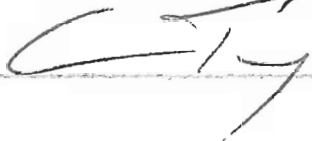
Andrea Kosalko, Director:  Date Signed: Sep 15/10.

Bob Mitchell, Director:  Date Signed: June 14, 2010

Don Morgan, Vice-president:  Date Signed: June 14, 2010

Tony Pesklevits, Director:  Date Signed: Sept 15, 2010.

Irene Ronalds, ^{Secretary}~~Treasurer~~:  Date Signed: July 28, 2010

Laurence Turney, President:  Date Signed: June 14/10

Executive Summary

The Bulkley Valley Centre for Natural Resources Research and Management (the Centre) is a registered not-for-profit society based in Smithers, British Columbia that conducts high quality interdisciplinary research on temperate, montane, and boreal ecosystems, including their human dimensions. The purpose of the Centre is to advance scientific and technical knowledge and to improve public understanding of ecosystems and managing for their sustainability.

The Strategic Plan of the Centre provides guidance to members, partners, and staff, as they conduct Centre projects and activities. The Strategic Plan focuses on the desired outcomes for the Centre, and has a five-year term (2010 to 2015).

The four main goals presented in the Strategic Plan for Centre activities are:

1. A vigorous and credible research program
2. Extension of research results to communities and resource managers
3. A sustainable and vibrant centre
4. Services that benefit Centre members

Objectives and strategies for accomplishing the goals are included in the Strategic Plan, along with timeframes to undertake the strategies.

Performance measures and targets are presented and will assist the Centre in determining how well it has met the goals and produced desired outcomes.

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1.0 The Bulkley Valley Research Centre

The Bulkley Valley Centre for Natural Resources Research and Management (the Centre) is a registered not-for-profit society based in Smithers, British Columbia that conducts high quality interdisciplinary research primarily on temperate, montane, and boreal ecosystems, including their human dimensions.

The purposes of the Centre are:

- to undertake high quality research to advance scientific knowledge on, primarily, temperate, montane and boreal ecosystems;
- to apply interdisciplinary research to the management of ecosystems, natural resources and cultural resources;
- to make available the results of its research; and,
- to raise funds to conduct and publish the results of the research referred to above.

The Centre has established a mission, vision, and values to guide activities and projects.

Mission

To undertake high quality research relating to natural and cultural resources.

Vision

To establish northwest B.C. as an internationally recognized Centre for excellence in research on natural and cultural resources.

Values

All Centre projects and programs will be consistent with the following principles:

Excellence: Research will meet or exceed accepted scientific and ethical standards in the relevant field.

Relevance: Knowledge obtained from research will be applicable to natural and cultural resource issues and accessible to communities and managers.

Objectivity: All research will be conducted without bias and will not be influenced by personal or organizational prejudice.

Sustainability: All work will be guided by the principle that ecological sustainability is a requirement for sustainability of social and economic systems, and contributes to the long-term health, integrity and vitality of social, economic and environmental systems.

Community: The work of the Centre will contribute to the vitality and diversity of the communities of northwest B.C.

Collaboration: The Centre will foster relationships between researchers, non-governmental organizations, governments, resource managers and other interested participants to create new opportunities, enhance creativity, and promote excellence.

2.0 Organizational Description

The Bulkley Valley Centre for Natural Resources Research and Management was incorporated on November 18, 2002. The Centre is a not-for-profit society, with charitable status. Any individual or organization with an interest in the advancement of knowledge on the sustainability of natural and/or cultural resources is invited to join the Centre.

A Board of Directors, elected by the membership, provides the Centre's strategic and policy direction, and a Research Program Manager oversees implementation of the research program. Priorities for the research program and opportunities for collaboration are developed with the input of interested members, through a variety of mechanisms.

Centre research projects are delivered by qualified staff and contracted researchers, often in partnership with other organizations.

3.0 Strategic Planning

The Board of Directors develops a strategic plan every 5 years. A more detailed Operating Plan is prepared annually that describes the specific activities and programs that will be implemented in order to achieve the Strategic Plan.

At the beginning of the strategic plan development process, the Board surveys current and potential members to obtain their input on current programs and priorities for new programs.

In February 2010, the Board engaged in a one-day strategic planning workshop to identify key issues for the Centre and to prepare an updated draft Strategic Plan.

This Strategic Plan has a five-year term (2010 to 2015), and will be reviewed biennially and revised when appropriate. The Strategic Plan provides high-level guidance to members, partners, and staff, and focuses on the desired outcomes for the Centre. The Strategic Plan was approved by the Board in June 2010.

4.0 Goals, Objectives, Strategies and Performance Measures

The Centre has set four main goals for its activities, and has developed objectives and strategies for achieving the goals. Performance measures based on the goals and objectives will be used to assess the Centre's achievements and outcomes. Effectiveness and relevance of objectives, strategies and targets will be reviewed as part of the Strategic Plan review process.

Goal 1: A Vigorous and Credible Research Program

Objective	Strategies	Performance Measure	
		Target	Evaluation Tool
Research priorities are developed with the assistance of members.	<ul style="list-style-type: none"> • Solicit members annually for input into identifying priorities and gaps in research in northwestern BC and emerging research needs. • Solicit members annually for input into priorities for provincial and national funding sources. • Conduct research planning workshops as required. 	<ul style="list-style-type: none"> • >25% of members provide input into shaping priorities and programs 	<ul style="list-style-type: none"> • Membership survey • Workshop summary
Research conducted by the Centre is guided by a research plan that identifies important research needs in northwest BC that are consistent with the Centre's Mission and Goals.	<ul style="list-style-type: none"> • Develop, maintain and annually update a research plan that characterizes the activities of the Centre, and identifies important research needs and funding sources. • Engage the Centre membership to identify important research needs and funding sources. 	<ul style="list-style-type: none"> • >75% of research projects conducted each year are identified as priorities in the research plan 	<ul style="list-style-type: none"> • Current Research Plan • Research Project list and budget
Research projects are funded by a diversity of funding sources.	<ul style="list-style-type: none"> • Maintain a funding calendar annually to target the best and a variety of funding opportunities. • Develop and maintain relationships with funders whose goals align with the Mission and Goals of the Centre, and are consistent with the Research Plan. • Encourage funders to fund identified research priorities. • Sponsor a biennial funding and research proposal workshop for researchers, managers, potential partners and members. • Increase and diversify research funding sources. • Host conferences, workshops or field sessions to identify research opportunities and to forge new relationships with potential funders. 	<ul style="list-style-type: none"> • A minimum annual research project budget of \$1,000,000 funded by at least 8 different funding sources 	<ul style="list-style-type: none"> • Annual budget summary
Research is credible, objective, and meets international standards.	<ul style="list-style-type: none"> • Maintain research quality and peer review procedures. • Review and maintain a First Nations engagement protocol. 	<ul style="list-style-type: none"> • 100% compliance with research quality and peer review procedures • 100% compliance with First Nations engagement protocol 	<ul style="list-style-type: none"> • Review of projects to determine if procedural requirements and First Nations engagement protocol are being followed as appropriate

Goal 2: Extension of Research Results

Objective	Strategies	Performance Measure	
		Target	Evaluation Tool
<p>Make results from Centre projects available to relevant decision-makers, the scientific community, the public, First Nations, and stakeholders.</p>	<ul style="list-style-type: none"> Require researchers to develop extension plans for all major projects and report on completion of extension targets. Formalize tracking of extension delivery. Develop a contact database of potential decision-makers, resource managers, First Nations, stakeholders and individuals who may be interested in research conducted by the Centre. Using the database, annually contact local and regional government and private sector resource managers to inform them of research projects and where to find the results on the Centre webpage. Promote the Centre to other research organizations, local government, and NGO's by contacting them and providing them with information about the Centre. Promote the Centre by encouraging publication of reports and presentations at workshops, conferences, and other events with a minimum of 4 regional presentations and 2 national or international publications or presentations each year. 	<ul style="list-style-type: none"> 100% of projects have extension plans and report extension activities 100% of Centre reports are available on the website 	<ul style="list-style-type: none"> Tracking of extension activities Tracking of attendance lists at seminars # website visits
<p>Facilitate the transfer of new scientific knowledge in northwest BC.</p>	<ul style="list-style-type: none"> Continue to sponsor a regular seminar series in Smithers. Expand seminar series beyond Smithers to other local communities. Host or co-host conferences, workshops or field sessions. 	<ul style="list-style-type: none"> 10 seminars per year in Smithers 1 seminar per year outside of Smithers 1 conference, 2 workshops, and 1-2 other events sponsored or co-sponsored per year 	<ul style="list-style-type: none"> Tracking of seminars conducted in Smithers and other communities Tracking of conferences, workshops, or field sessions sponsored or co-sponsored Tracking of Contact database conversations

Goal 3: A Sustainable and Vibrant Centre

Objective	Strategies	Performance Measure	
		Target	Evaluation Tool
A membership which represents the range of perspectives involved in sustainable resource management consistent with the Centre's goals, and which includes members from communities across northwest BC.	<ul style="list-style-type: none"> Recruit members from a wide range of relevant interests, such as social sciences or services, tourism, mineral exploration and development, fisheries, environment, forestry and wildlife. Encourage participation of First Nations in the Centre membership Increase the geographic distribution of members across northwest BC. 	<ul style="list-style-type: none"> >5% membership representation in each identified sector and discipline >20% of members based outside of the Smithers/ Telkwa area 	<ul style="list-style-type: none"> Membership list
Consistent funding for core services.	<ul style="list-style-type: none"> Seek consistent funding for core administrative services. Establish research programs and multi-year projects. Improve relationships with existing and potential supporting membership. Develop relationships with foundations and not-for-profits interested in natural and cultural resource research and management. 	<ul style="list-style-type: none"> >30% of funding for core services from non-project related revenue 	<ul style="list-style-type: none"> Annual budget summary
Sound governance, and efficient and effective administration.	<ul style="list-style-type: none"> Review Centre governance biennially and revise if necessary. Review and, if deemed necessary, revise strategic plan biennially. Review Centre Policies and Procedures annually and amend as necessary. Review Strategic and Operating Plan performance. Provide quarterly financial and operational reports, and annual Strategic Plan reports to the Board. 	<ul style="list-style-type: none"> 75% of members are satisfied with the Centre's governance and administration 100% of Board meetings and the AGM are conducted according to the Centre's Governance, Constitution and Bylaws 	<ul style="list-style-type: none"> Membership survey Tracking of AGM and Board meeting effectiveness
Collaboration with organizations that have complementary mandates.	<ul style="list-style-type: none"> Increase collaboration with researchers at other research and educational institutions with an interest in northwest BC. Continue development of a First Nations Partnership Strategy. Increase multi-funded projects with organizations that have complementary mandates. Increase multi-disciplinary collaboration with communities, 	<ul style="list-style-type: none"> >4 multi-funder projects each year 	<ul style="list-style-type: none"> Research project list

	First Nations, social scientists and research and education organizations.		
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Goal 4: Services that benefit Centre members.

Objective	Strategies	Performance Measure	
		Target	Evaluation Tool
Members are aware of and satisfied with Centre services, programs and opportunities.	<ul style="list-style-type: none"> • Prepare an electronic newsletter semi-annually. • Provide a showcase of Centre projects for members at the AGM. • Inform members of upcoming Centre programs (seminar series, workshops, conferences, submissions to the newsletter, etc.) by e-mail as required and via the Centre website. • Inform members of Centre opportunities (employment, contract opportunities, research funding sources, etc.) by e-mail and via the Centre website. • Undertake a member satisfaction survey periodically. • Focus the member satisfaction survey on one or more aspects of Centre business each year. • Solicit ideas from associate, not-for-profit/educational and supporting members on how our member services can be improved. 	<ul style="list-style-type: none"> • >80% of respondents satisfied with Centre services, programs and opportunities 	<ul style="list-style-type: none"> • Member satisfaction survey
Member services support collaboration among researchers and resource managers.	<ul style="list-style-type: none"> • Explore and implement on-line technology to support collaboration. • Sponsor workshops to identify ways to encourage and increase collaboration between researchers, resource managers and the Centre. • Expand research collaboration opportunities. 	<ul style="list-style-type: none"> • >80% of respondents satisfied with collaboration support services 	<ul style="list-style-type: none"> • Member satisfaction survey

5.0 Plan Implementation

Once the plan is approved, the Board of Directors of the Centre is responsible for its implementation and monitoring.

The Research Program Manager is responsible for preparing an annual Operating Plan and annual budget that describes the activities required to achieve the plan in each year. Once the Operating Plan and budget are approved by the Board, the Research Program Manager is responsible for implementing the Operating Plan.

The Board is responsible for reviewing progress on meeting the Strategic Plan quarterly, with a full review undertaken annually.

The approved Strategic Plan will be placed on the Centre website, to fully inform current and prospective members and potential funders of the direction of the Centre.

Objective	Target	Accomplished by March 20XX				
		2011	2012	2013	2014	2015
GOAL: A VIGOROUS AND CREDIBLE RESEARCH PROGRAM						
Members help shape future research priorities.	<ul style="list-style-type: none"> >25% of members providing input into shaping priorities and programs 		X	X	X	X
Research conducted by the Centre is guided by a research plan that identifies important research needs in northwest BC.	<ul style="list-style-type: none"> >75% of research projects conducted each year are identified as priorities in the research plan 			X	X	X
Research projects are funded by a diversity of funding sources.	<ul style="list-style-type: none"> A minimum annual research project budget of \$1,000,000 funded by at least 8 different funding sources 				X	X
Research projects are credible, objective, and meet international standards.	<ul style="list-style-type: none"> 100% compliance with research quality and peer review procedures 	X	X	X	X	X
	<ul style="list-style-type: none"> 100% compliance with First Nations engagement protocol 		X	X	X	X
GOAL: EXTENSION OF RESEARCH RESULTS						
Results from Centre projects are made available to relevant decision-makers, the scientific community, the public, First Nations, and stakeholders.	<ul style="list-style-type: none"> 100% of projects have extension plans and report extension activities 100% of Centre reports are available on the website 	X	X	X	X	X
Transfer of new scientific knowledge is facilitated in northwest BC.	<ul style="list-style-type: none"> 10 seminars per year in Smithers 	X	X	X	X	X
	<ul style="list-style-type: none"> 1 seminar per year outside of Smithers 	X	X	X	X	X
	<ul style="list-style-type: none"> 1 conference, 2 workshops, and 1-2 other events sponsored or co-sponsored per year 	X	X	X	X	X
GOAL: A SUSTAINABLE AND VIBRANT CENTRE						
A membership that represents the range of perspectives involved in sustainable resource management and includes members from communities across northwest BC.	<ul style="list-style-type: none"> >5% membership representation in each identified sector and discipline 		X	X	X	X
	<ul style="list-style-type: none"> >20% of members based outside of the Smithers/Telkwa area 		X	X	X	X
Consistent funding for core services.	<ul style="list-style-type: none"> >30% of funding for core services from non-project related revenue 			X	X	X
Sound governance, and efficient and effective administration.	<ul style="list-style-type: none"> 75% of members are satisfied with the Centre's governance and administration 100% of Board meetings and the AGM are conducted according to the Centre's Governance, Constitution and Bylaws 	X	X	X	X	X
Collaboration with organizations that have complementary mandates.	<ul style="list-style-type: none"> >4 multi-funder projects each year 			X	X	X

Objective	Target	Accomplished by March 20XX				
		2011	2012	2013	2014	2015
GOAL: SERVICES THAT BENEFIT CENTRE MEMBERS						
Members are aware of and satisfied with Centre services, programs and opportunities.	<ul style="list-style-type: none"> >80% of respondents satisfied with Centre services, programs and opportunities 	X	X	X	X	X
Member services support collaboration among researchers and resource managers.	<ul style="list-style-type: none"> >80% of respondents satisfied with collaboration support services 	X	X	X	X	X

Appendix 1. Implementation schedule for strategies.

Goals, Objectives, Targets and Strategies	Year ending March 20XX				
	2011	2012	2013	2014	2015
GOAL 1: A VIGOROUS AND CREDIBLE RESEARCH PROGRAM					
Objective: Members help shape future research priorities.					
Target: >25% of members providing input into shaping priorities and programs		X	X	X	X
• Solicit members annually for input into identifying priorities and gaps in research in northwestern BC and emerging research needs.	X	X	X	X	X
• Solicit members annually for input into priorities for provincial and national funding sources.	X	X	X	X	X
• Conduct a research planning workshop as required.	X				
Objective: Research conducted by the Centre is guided by a research plan that identifies important research needs in northwest BC.					
Target: >75% of research projects conducted each year are identified as priorities in the research plan			X	X	X
• Develop, maintain and annually update a research plan that characterizes the activities of the Centre, to identify important research needs and funding sources.	X	X	X	X	X
• Engage the Centre membership to identify important research needs and funding sources.					
Objective: Research projects are funded by a diversity of funding sources.					
Target: A minimum annual research project budget of \$1,000,000 funded by at least 8 different funding sources				X	X
• Maintain a funding calendar annually to target the best and a variety of funding opportunities.	X	X	X	X	X
• Develop and maintain relationships with funders whose goals align with the Mission and Goals of the Centre, and are consistent with the Research Plan.	X	X	X	X	X
• Persuade funders to fund identified research priorities.	X	X	X	X	X
• Sponsor a biennial funding and research proposal workshop for researchers, managers, potential partners and members.	X		X		X
• Host conferences, workshops, or field sessions to identify research opportunities and to forge new relationships with potential funders.	X	X	X	X	X
• Increase and diversify research funding sources.	X	X	X	X	X
Objective: Research projects are credible, objective, and meet international standards.					
Target: 100% compliance with research quality and peer review procedures	X	X	X	X	X
Target: 100% compliance with First Nations engagement protocol		X	X	X	X
• Maintain research quality and peer review procedures.	X	X	X	X	X
• Review and maintain a First Nations engagement protocol.	X				

Goals, Objectives, Targets and Strategies	Year ending March 20XX				
	2011	2012	2013	2014	2015
GOAL 2: EXTENSION OF RESEARCH RESULTS					
Objective: Results from Centre projects are made available to relevant decision-makers, the scientific community, the public, First Nations, and stakeholders.					
Target: 100% of projects have extension plans and report extension activities	X	X	X	X	X
Target: 100% of Centre reports are available on the website	X	X	X	X	X
• Require researchers to develop extension plans for all major projects and report on completion of extension targets.	X	X	X	X	X
• Formalize tracking of extension delivery.	X				
• Develop a contact database of potential decision-makers, resource managers, First Nations, stakeholders and individuals who may be interested in research conducted by the Centre. Using the database, annually contact local and regional government and private sector resource managers informing them of research projects and where the results can be found on the Centre webpage.	X	X	X	X	X
• Promote the Centre to other research organizations, local government, and NGO's by contacting them and providing them with information about the Centre.	X	X	X	X	X
• Promote the Centre by encouraging publication of reports and presentations at workshops, conferences, and other events with a minimum of 4 regional presentations and 2 national or international publications or presentations each year.	X	X	X	X	X
Objective: Transfer of new scientific knowledge is facilitated in northwest BC.					
Target: 10 seminars/year in Smithers; 1 seminar per year outside of Smithers; 1 conference, 2 workshops, and 1-2 other events sponsored or co-sponsored per year	X	X	X	X	X
• Continue to sponsor a regular seminar series in Smithers.	X	X	X	X	X
• Expand seminar series beyond Smithers to other local communities.	X	X	X	X	X
• Host or co-host conferences, workshops or field sessions.	X	X	X	X	X

Goals, Objectives, Targets and Strategies	Year ending March 20XX				
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	2011	2012	2013	2014	2015
GOAL 3: A SUSTAINABLE AND VIBRANT CENTRE					
Objective: A membership that represents the range of perspectives involved in sustainable resource management and includes members from communities across northwest BC.					
Target: >5% membership representation in identified sectors and disciplines		X	X	X	X
Target: >20% of members based outside of Smithers/Telkwa area		X	X	X	X
• Recruit members from a wide range of interests, such as social sciences and services, tourism, mineral exploration and development, fisheries, environment, forestry and wildlife.	X	X	X	X	X
• Encourage participation of First Nations in the Centre membership.	X	X	X	X	X
• Increase the geographic distribution of members across northwest BC.	X	X	X	X	X
Objective: Consistent funding for core services.					
Target: >30% of funding for core services from non-project related revenue			X	X	X
• Seek consistent funding for core administrative services.	X	X	X	X	X
• Establish research programs and multi-year projects.		X	X	X	X
• Improve relationships with existing and potential supporting membership.	X	X	X	X	X
• Develop relationships with foundations and not-for-profits interested in natural and cultural resources research and management.	X	X	X	X	X
Objective: Sound governance, and efficient and effective administration.					
Target: 75% of members are satisfied with the Centre's governance and administration	X	X	X	X	X
Target: 100% of Board meetings and the AGM are conducted according to the Centre's Governance, Constitution and Bylaws	X	X	X	X	X
• Review Centre governance biennially and revise if necessary.	X		X		X
• Review and revise strategic plan biennially.		X		X	
• Review Centre Policies and Procedures annually and update as necessary.	X	X	X	X	X
• Review Strategic and Operating Plan performance.	X	X	X	X	X
• Provide quarterly financial and operational reports, and annual Strategic Plan reports to the Board.	X	X	X	X	X
Objective: Collaboration with organizations that have complementary mandates.					
Target: >4 multi-funder projects each year					
• Increase collaboration with researchers at other research and educational institutions with an interest in northwest BC.	X	X	X	X	X
• Continue development of a First Nations Partnership Strategy.	X	X			
• Increase multi-funded projects with other organizations that have complementary mandates.	X	X	X	X	X
• Increase multi-disciplinary collaborations with communities, First Nations, social scientist and research and education organizations.	X	X	X	X	X

Goals, Objectives, Targets and Strategies	Year ending March 20XX				
	2011	2012	2013	2014	2015
GOAL 4: SERVICES THAT BENEFIT CENTRE MEMBERS					
Objective: Members are aware of and satisfied with Centre programs and opportunities.					
Target: >80% of respondents satisfied with Centre services	X	X	X	X	X
• prepare an electronic newsletter semi-annually.	X	X	X	X	X
• provide a showcase of Centre projects for members at the AGM.	X	X	X	X	X
• inform members of upcoming Centre programs (seminar series, workshops, submissions to the newsletter, etc.) by e-mail as required, and on website.	X	X	X	X	X
• inform members of Centre opportunities (employment, contract opportunities, research funding sources, etc.) by e-mail and on the Centre website.	X	X	X	X	X
• undertake a member satisfaction survey periodically.	X	X	X	X	X
• focus the member satisfaction survey on one or more aspects of Centre business each year.	X	X	X	X	X
• solicit ideas from associate, not-for-profit/educational and supporting members on how our member services can be improved.	X		X		X
Objective: Member services support collaboration among researchers and resource managers.					
Target: >80% of respondents satisfied with collaboration support services	X	X	X	X	X
• explore and implement on-line technology to support collaboration.	X	X			
• sponsor a workshop(s) to identify means of and encourage increasing collaboration between researchers, resource managers and the Centre.	X				
• expand research collaboration opportunities.	X	X	X	X	X