

Strategic Plan 2005 to 2010

Prepared for:

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

Prepared: April 2005

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Executive Summary

The Bulkley Valley Centre for Natural Resources Research and Management (the BV Research 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 as well as improve public understanding of the sustainable management of natural resources.

The Strategic Plan of the BV Research 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 (2005 to 2010).

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

1. A vigorous and credible research program
2. Extend research results to communities and resource managers
3. A sustainable and vibrant Centre
4. Provide Member services

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

Performance measurement and targets are presented and will assist the Centre in determining where it has successfully met the goals and produced desired outcomes.

1.0 Board Authorization of Strategic Plan

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 2005 to 2010:

Tom Buri, Director: _____ *Date Signed:* _____

Frank Doyle, Director: _____ *Date Signed:* _____

Brian Edmison, Treasurer: _____ *Date Signed:* _____

Rosemary Fox, Director: _____ *Date Signed:* _____

Steve Gordon, Director: _____ *Date Signed:* _____

Sybille Haeussler, President: _____ *Date Signed:* _____

Anne Harfenist, Secretary: _____ *Date Signed:* _____

Kevin Kriese, Vice President: _____ *Date Signed:* _____

Don Morgan, Director: _____ *Date Signed:* _____

Paul Sanborn, Director: _____ *Date Signed:* _____

Carl Vandermark, Director: _____ *Date Signed:* _____

Dave Wilford, Director: _____ *Date Signed:* _____

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 research into sustainability of natural resources can join the Centre.

A Board of Directors, elected by the membership, provides the Centre's strategic and policy direction, and oversees implementation of the research program. Priorities for the research program and opportunities for collaboration are developed by a Research Planning Committee comprised of representatives of the membership.

In its first year, the Centre recruited members, prepared internal policies and governance structures, developed communications tools, such as a website, and submitted 11 research funding proposals. Within 18 months of its establishment, the Centre had more than sixty members and had received over \$600,000 in grants or contracts for fourteen research projects. In June 2004, the Centre hired two part-time staff, an Executive Director and an Administrative Assistant.

Centre research projects are delivered through sub-contracts with qualified researchers. A competitive process is used to select contractors for all major contracts. Researchers who are members of the Centre are given preference in award of contracts.

3.0 Strategic Planning

Recognizing the need for strategic planning, the Board of Directors developed a plan in March of 2003 to guide BV Research Centre activities for the ensuing year. By the summer of 2004, the major goals of that plan had been accomplished, and the Board initiated a process to develop a new, longer term, Strategic Plan.

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

In December 2004, the Board engaged in a one-day strategic planning retreat, to identify key issues for the Centre and to prepare a draft Strategic Plan.

The Strategic Plan will have a five-year term (2005 to 2010), and will be reviewed annually and revised when appropriate. The Strategic Plan will provide high-level guidance to members, partners, and staff, and will focus on the desired outcomes for the Centre. The Strategic Plan was submitted to members in March 2005 for their input, before being approved by the Board in April 2005.

A more detailed Operating Plan will be prepared annually that describes the specific activities and programs that will be implemented in order to achieve the Strategic Plan.

In May 2004, the Centre engaged Impacs (a not-for-profit communications organization) to assist in developing a Communications and Marketing Plan. The Communications and Marketing Plan provides direction on the most appropriate communications methods for the Centre to use, identifies key audiences, and defines key messages. The Board referred to the Communications and Marketing Plan when preparing the Strategic Plan. Information from the Communications and Marketing Plan is also included in the Operating Plan.

4.0 Mission, Vision, and Values

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

Mission

To undertake high quality natural resources research.

Vision

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

Values

All BV Research Centre projects and programs will be consistent with the following values:

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

Relevance: Knowledge obtained from research can be applied to natural resource issues and is accessible to communities and managers.

Objectivity: All research is conducted with an absence of bias and is not influenced by personal or organizational prejudice.

Sustainability: All work must contribute to the long term health, integrity and vitality of social, economic and environmental systems. Ecological sustainability is a requirement for sustainability of social and economic systems.

Community: The work of the Centre contributes to the vitality and diversity of the communities of northwest BC.

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

5.0 Goals, Objectives, Strategies and Performance Measures

The Centre has set four main goals for its activities, and developed objectives and strategies for achieving the goals. Performance measures based on the goals, objectives, and strategies will be used to assess Centre achievements and outcomes.

1. **Goal:** A Vigorous and Credible Research Program

1.1 **Objective:** *A research plan that identifies important research areas in northwest BC.*

Strategies	Time Frame
<ul style="list-style-type: none">• Complete initial Research Plan with a focus on natural sciences	2005
<ul style="list-style-type: none">• Incorporate Social Sciences and Humanities priorities into Research Plan	2006
<ul style="list-style-type: none">• Update Research Plan	Annually
<ul style="list-style-type: none">• Seek member input on Research Plan through on-line survey	Annually
<ul style="list-style-type: none">• Complete a "Proposal Bank" that allows the center to prepare high-quality proposals quickly in response to funding opportunities	2006
Performance Measures	Targets
Updated Research Plan	1 per year

1.2 Objective: *Increase and diversify research funding sources.*

Strategies	Time Frame
<ul style="list-style-type: none"> Assess new and emerging funding sources for best opportunities 	Annually
<ul style="list-style-type: none"> Develop relationships with funders whose goals align with the Mission and Goals of the BV Research Centre 	Annually
<ul style="list-style-type: none"> Assess provincial and federal government funding sources 	Annually
<ul style="list-style-type: none"> Prepare a funding calendar to target best funding opportunities 	Annually
<ul style="list-style-type: none"> Develop and implement an NSERC partnership model 	2005
<ul style="list-style-type: none"> Sponsor a funding and research proposal workshop for researchers, managers and potential partners 	2005
Performance Measures	Targets
New projects funded from non-government sources	1 in 2005 2 per year in 2006 to 2010
New projects funded by the federal government	1 per year
Annual Research Funding	\$400,000 in 2006 Minimum of \$500,000 in 2007 and beyond

1.3 Objective: *Deliver research projects that are credible, objective, and meet international standards.*

Strategies	Time Frame
<ul style="list-style-type: none"> • Approve research quality procedures 	2005
<ul style="list-style-type: none"> • Implement peer review system 	2005
<ul style="list-style-type: none"> • Develop a protocol for integrating traditional ecological knowledge with western science 	2005
Performance Measures	Targets
Completed projects are consistent with BV Research Centre quality procedures	100%
Current funders are satisfied with BV Research Centre projects and would consider new projects with the Centre	100%

2. Goal: Extend Research Results to communities and resource managers

2.1 Objective: *Results from BV Centre projects are delivered to relevant decision-makers, the public, and stakeholders.*

Strategies	Time Frame
<ul style="list-style-type: none"> Develop templates for research reports and posters 	2005
<ul style="list-style-type: none"> Prepare extension plans for all major projects 	Ongoing
<ul style="list-style-type: none"> Develop a procedure for long term storage and access to research reports 	2006
<ul style="list-style-type: none"> Sponsor posters, research presentations, or field extension sessions for BV Research Centre projects 	1 extension product for all major projects
Performance Measures	Targets
# of Posters featuring BV Research Centre projects presented at provincial and regional conferences	2 per year
# of Presentations featuring BV Research Centre at provincial conferences	2 per year
Research reports posted on a web-based system and available to resource managers	100%
Research reports are filed with regional and provincial libraries	100%
# of Projects published or presented outside of British Columbia	2 national or international publications or presentations per year

2.2 Objective: *Promote transfer of new scientific knowledge to researchers, communities and resource managers in northwest BC.*

Strategies	Time Frame
<ul style="list-style-type: none"> Sponsor a regular seminar series 	Annually
<ul style="list-style-type: none"> Examine opportunities to expand seminar series beyond Smithers 	2006/7
<ul style="list-style-type: none"> Host or co-host conferences, workshops or field sessions 	Annually
Performance Measures	Targets
# of conferences sponsored or co-sponsored	3 within 5 years
# of workshops sponsored	1 per year
# of seminars	6 per year

3. Goal: A Sustainable and Vibrant Centre

3.1 Objective: *A membership that represents the range of perspectives involved in sustainable resource management and includes members from communities across northwest BC.*

Strategies	Time Frame
<ul style="list-style-type: none"> Expand membership to more communities in NWBC 	2006
<ul style="list-style-type: none"> Recruit members with interest in tourism, mining, fisheries 	2006
<ul style="list-style-type: none"> Increase participation of First Nations in the Centre 	2006
Performance Measures	Targets
# of Members	80 in 2005 100 in 2006 and beyond
# of Sustaining Members	5 in 2006 7 in 2007 and beyond
# of Communities represented by membership	6 communities in NWBC by 2006

3.2 Objective: *Stable funding for core services.*

Strategies	Time Frame
<ul style="list-style-type: none"> Seek stable funding for core administrative services 	2007
<ul style="list-style-type: none"> Establish multi-year projects 	Annually
<ul style="list-style-type: none"> Develop relationships with existing and potential supporting members 	Annually
<ul style="list-style-type: none"> Start a Donation Program 	Annually
Performance Measures	Targets
Membership dues	\$15,000 per year by 2007
Revenue from project administration	Increase by 20% in 2006, 2007, and 2008.
# of grants to support core services	1 in 2006

3.3 Objective: *Sound governance and efficient and effective administration.*

Strategies	Time Frame
<ul style="list-style-type: none"> Review and revise BV Centre Governance, using resources available for non-profits 	2007
<ul style="list-style-type: none"> Review and update BV Centre Policies and Procedures 	2007
<ul style="list-style-type: none"> Review Strategic Plan and Operating Plan performance 	Annually
<ul style="list-style-type: none"> Provide financial and Strategic Plan reporting to the Board 	Quarterly Reports
Performance Measures	Targets

3.4 Objective: *Work collaboratively with organizations that have complementary mandates.*

Strategies	Time Frame
<ul style="list-style-type: none"> Increase collaboration with researchers at UNBC and other institutions with an interest in northwest BC 	2005
<ul style="list-style-type: none"> Develop a First Nations Partnership Strategy 	2006
<ul style="list-style-type: none"> Increase collaboration with regional organizations that have complementary mandates 	Annually
Performance Measures	Targets
Partnerships underway with regional non-profit organizations	1 by 2006
Research proposals with academic participation	2 in 2005 4 in 2006 and beyond

3.5 Objective: *The BV Research Centre will be well known in northwest BC and its products and services will be highly regarded.*

Strategies	Time Frame
<ul style="list-style-type: none"> Facilitate articles in regional news media that highlight BV Centre research projects 	Annually
<ul style="list-style-type: none"> Identify means to engage members as "ambassadors" for the Centre 	2006/7
<ul style="list-style-type: none"> Maintain and update website 	Monthly
Performance Measures	Targets
# of Regional newspaper articles citing BV Centre projects	2 per year
Website visits	10% increase per year for 2005 to 2007

4. Goal: Provide Member Services

4.1 Objective: *Members will be aware of Centre programs and projects and can shape future priorities.*

Strategies	Time Frame
<ul style="list-style-type: none"> Prepare electronic newsletter 	Semi-annually
<ul style="list-style-type: none"> Solicit member priorities through input to Research Plan and Strategic Plan updates 	Annually
<ul style="list-style-type: none"> Provide a showcase of BV Centre projects for members and the public 	Annual
Performance Measures	Targets
Input from members on surveys and the Research Planning Committee	25% of members are providing input to shape priorities and programs

4.2 Objective: *Members are very satisfied with the services and products provided by the BV Centre.*

Strategies	Time Frame
<ul style="list-style-type: none"> Undertake member satisfaction survey 	Bi-annually
Performance Measures	Targets
Member satisfaction with services	>80% satisfied or very satisfied by 2006

4.3 Objective: *Provide member services that support increased collaboration among researchers and resource managers.*

Strategies	Time Frame
<ul style="list-style-type: none"> • Explore on-line technology to support collaboration 	2006
<ul style="list-style-type: none"> • Sponsor a workshop to identify means of increasing collaboration between researchers, resource managers and the BV Centre 	2005
<ul style="list-style-type: none"> • Expand informal research collaboration opportunities 	2006/7
Performance Measures	Targets
Proposals with formal partnerships between decision-makers, communities and researchers	75% by 2006

6.0 Implementing the Plan

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

The Executive Director 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 Executive Director is responsible to implement the Operating Plan. Many of the activities contained in the plan will be undertaken by researchers or contractors, and coordinated by the Executive Director.

The Board will review progress on meeting the Strategic Plan quarterly, with a full review undertaken annually.

Once the Strategic Plan is approved, it will be placed on the BV Centre website, in order to fully inform current and prospective members and potential funders of the direction of the Centre.