

Policy and Procedures Manual

Prepared for:

Bulkley Valley Centre for Natural Resources
Research & Management
Smithers, B.C.

Prepared by:

Bulkley Valley Research Centre Administration

Prepared: March 2009



To: Members of the Board and Staff
Bulkley Valley Research Centre
Smithers, B.C.

This Policy and Procedures Manual has been prepared by the Bulkley Valley Research Centre (the Centre) to assist new and existing board and staff members with strategic and operational procedures. The document includes a general overview of Centre policies; a description of the responsibilities of board and staff members; administrative, office, operational, and safety procedures; communications and research guidelines; and policies for administration of scholarships and awards and review of reports and publications. Specific "how to" information, and document and template references are presented.

The policies and procedures outlined in this manual will be applied at the discretion of the Centre and may be amended to apply to new situations. The Centre reserves the right to withdraw or change the policies, procedures and operations described in this manual at any time. The Centre will make every effort to notify relevant staff and contractors when an official change in policy or procedure has been made but all staff are responsible for their own up-to-date knowledge about the Centre's policies and procedures.

Please review the policies, procedures and working conditions described in this manual. You will be asked to affirm that you have received, read, understand, and agree to abide by the Centre's policy and procedures.

Thank you for your commitment to the Bulkley Valley Research Centre.

Sincerely,

Rick Budhwa,
Research Program Manager
Bulkley Valley Research Centre

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1.0 Bulkley Valley Research Centre General Policies

1.1 Purpose of the Bulkley Valley Research Centre

The Bulkley Valley Research Centre for Natural Resources Research & 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 as well as improve public understanding of the sustainable management of natural resources. The Centre is intended to provide a forum for those concerned with natural resources research, management and sustainability, to identify common research priorities, and, to provide opportunities for synergistically combining expertise.

1.2 Constitution

The following objectives contained in the Constitution of the Bulkley Valley Research Centre provide the foundation for the Centre's research program:

1. The name of the society is "Bulkley Valley Centre for Natural Resources Research & Management" but is formally known as the Bulkley Valley Research Centre or BVRC.
2. The purposes of the society are:
 - To undertake specific, high quality research projects which bring public attention to priorities for advancing scientific knowledge about the sustainability of natural resources;
 - To conduct interdisciplinary research in order to advance public understanding of the sustainable management of natural resources;
 - To publish the results of the society's research to the public in general and those in particular who are interested in environmental sustainability and management;
 - To raise funds to conduct and publish the results of the research referred to above.
3. The society shall be carried on exclusively for charitable purposes, without purpose of gain for its members, and any profits or other accretions to the organization shall be used solely to promote its objectives, and this clause shall not be altered.
4. In the event of dissolution of the organization, all its remaining assets, after payment of liabilities, shall be distributed to one or more recognized charitable organizations in Canada, and this clause shall not be altered.

1.3 Bylaws

The Centre bylaws are concerned with operational matters including membership requirements, guidelines for general meetings, responsibilities of directors and officers, use of seal, auditor, and notices to members.

For more information on the Centre's constitution and bylaws please refer to:
www.bvcentre.ca/Documents/Policy&Procedures/Constitution&Bylaws

1.4 Organizational Description

The Centre was incorporated on Nov. 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 through membership or can participate in volunteer opportunities.

The Centre's research projects are delivered through subcontracts 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, followed by local applicants and then non-local applicants with the most suitable qualifications.

A board of directors, elected by the membership, provides the Centre's strategic and policy direction, and oversees implementation of the research program.

In its first year, the Centre recruited members, prepared internal policies and governance structures, developed communications tools including a website, and submitted 11 research funding proposals. Within 18 months of its establishment, the Centre had more than 60 members and had received over \$600,000 in grants or contracts for 14 research projects. In June 2004, the Centre hired two part-time operational staff members. As of 2008, the Centre has grown to include a Research Program Manager, Administrative Manager, Operations Assistant, Communications Coordinator, Fundraiser, and several "in-house" researchers.

1.5 Membership

Anyone, including individuals, organizations, companies, First Nations, governments and educational institutions, with an interest in natural and cultural resources research and management, can apply for voting membership in the society. Members can choose to support the Centre in one of three capacities: (1) supporting member, (2) associate member, or (3) not-for-profit and educational institutions. Initial annual membership fees were set by the board of directors. Currently, fees are determined at the Centre's annual general meeting. Annual membership fees are due on February 28 of each year.

The term of membership is the calendar year. Those members who pay annual membership fees will maintain their status as members in good standing and will be eligible to vote at annual general meetings. The Centre maintains a list of members in good standing.

Provisions for expulsion are outlined in the Centre's bylaws.

1.5(a) Becoming a Member

Prospective members can deliver completed membership forms (available on the Centre website) and cheques to the Centre office at the location given in Section 2.

Membership forms and cheques can also be mailed to the Centre address listed in Section 2.

Existing members can renew membership by delivering or mailing cheques with "membership" entered on the memo line. We encourage all contractors/researchers to apply for membership upon employment at the Centre, granting access to all membership services and input to research projects.

1.5(b) Membership Access

The Centre offers the following services to members:

- Invitation to the society's Annual General Meeting.
- Voting status within the society.
- Two annual newsletters, bi-weekly notices of our seminar series (October to April), and information about other upcoming events.
- Notices of new internal and external employment, contract or volunteer opportunities.
- Priority in hiring and contract awards.
- Reduced fees at Centre conferences.
- Access to a list of specialties represented within our membership.
- Office/Conference equipment rentals. Administrative support.
- Short-term use of the Centre's office space and Internet (subject to availability), and access to the Centre's electronic library.
- To facilitate networking amongst Centre affiliates, members have access to a member's contact list.
- Access to CV's and projects affiliated with the Centre.

Members who do not wish to be included on the Centre's mailing list may notify the Centre's Administrative Manager.

Supporting Members are eligible to have their logo and link on the Centre website.

1.6 Strategic Plan

Recognizing the need for strategic planning, the board of directors developed a plan in March of 2003 to guide 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 plan.

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

In December of 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 draft plan was submitted to members in March, 2005, for input, and was approved by the board in April, 2005.

Today, the Centre has an approved Strategic Plan that provides guidance to members, partners and staff as they conduct Centre projects and activities. The plan focuses on the desired outcomes for the Centre, and has a five-year term (2005 to 2010). The plan is reviewed annually and revised when appropriate.

The four main goals presented in the Centre's Strategic Plan 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 plan, along with time frames to undertake the strategies. Performance measurements and targets are presented and will assist the Centre in determining where it has successfully met the goals and produced desired outcomes.

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

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.

1.7 Implementing the Plan

The board of directors of the Centre is responsible for implementation and monitoring of the approved Strategic Plan.

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 to implement the Operating Plan. Many of the activities contained in the plan will be undertaken by researchers or contractors, and coordinated by the Research Program Manager.

To review the Strategic Plan, please see

http://bvcentre.ca/files/policies_procedures/StrategicPlanApprovedMay4-v4.pdf

2.0 Contact Information

The Centre operates an office in Smithers at the following location:

Bulkley Valley Research Centre
1188 Main Street (Room 2 Ground Floor)
Smithers, BC

The mailing address is:

Bulkley Valley Research Centre
Box 4274, Smithers, BC
Canada, V0J 2N0

The Centre may be contacted by:

Phone: 250-847-2827
Fax: 250-847-2848
E-mail: info (at) bvcentre (dot) ca

The Centre maintains a website which contains comprehensive information on Centre events, research projects, policies, and other activities:

www.bvcentre.ca

3.0 Board of Directors

3.1 Roles and Responsibilities

The board of directors is directly accountable to the membership for administering the affairs of the Centre as defined by the B.C. Society Act and the Centre's constitution and bylaws. The board of directors provides overall strategic and policy direction for Centre on behalf of the membership and oversees implementation of the research program. The board also reviews membership applications, recommendations from subcommittees, plans and related budgets, reports, and policies for approval. In addition, the board appoints officers (president, vice president, secretary and treasurer); may delegate authority to committees and others, including the Research Planning Committee; and provides administrative review for such matters as the approval of contracts and expenditures required by policy. Directors are elected to the board in an open, inclusive and democratic process at an annual meeting of members as provided for in the Centre's Constitution. The board is also responsible for defining roles and responsibilities of Centre staff members.

3.1(a) President

The president must preside at all meetings of the Centre and of the directors. The president is the chief executive officer of the society and must supervise the other officers in the execution of their duties.

3.1(b) Vice President

The vice president must carry out the duties of the president during the president's absence.

3.1(c) Secretary

The secretary must do the following:

- Conduct the correspondence of the Centre.
- Issue notice of meetings of the Centre and of the directors.
- Keep minutes of all meetings of the Centre and its directors.
- Have custody of all records and documents of the Centre except those required to be kept by the treasurer (or designate to the Administrative Manager).
- Have custody of the common seal of the Centre.
- Maintain the register of members (or designate to the Administrative Manager).

3.1(d) Treasurer

The treasurer must:

- Render financial statements to the directors, members and others when required.

3.2 Proceedings

Meetings of the members and proceedings of those meetings will be carried out as specified in the bylaws. The proceedings of the board will be governed by the principles and procedures that follow.

3.3 Board Meeting Procedures

- The president will provide the directors with at least two weeks' notice of the time, place and proposed business of a meeting unless otherwise agreed.
- The secretary will distribute draft minutes within 10 days of each meeting.
- The directors will identify, accept and adhere to key timeline requirements identified in action plans.
- Motions will be dealt with according to Roberts' Rules of Order.

3.4 Decision-Making

The decisions of the board are governed by the following principles:

- The intent of the board is to operate with agreement amongst all directors, where agreement is defined as the lack of strong opposition.
- Directors will act reasonably to achieve agreement and, where complete agreement is not possible, decisions will be carried by general agreement.
- General agreement is defined as 80 per cent of the directors present provided those directors constitute a quorum.
- Directors in a 20 per cent or less minority position on a given decision may request one opportunity to restate their case for consideration by the majority, and to have a decision reconsidered by the board. Such a request will not cause a decision to be delayed to a subsequent meeting.
- Where agreement is reached by general agreement the minority view(s) will be recorded by the secretary along with the decision.
- A meeting quorum consists of a majority (greater than 50 per cent) of the directors, unless revised for that meeting by a majority of the directors.

3.5 Meeting Minutes Policy

The board secretary records minutes at board meetings and AGMs. Following meetings, minutes are sent to the rest of the board within 10 days for comments. Acceptance of the minutes is voted on at the next board meeting and approved minutes are sent to the Administrative Manager for posting on the Centre website.

4.0 Administrative

4.1 Bill Payment

When bills are received, they are put into the “pay bill” file. The receiver general must be paid monthly, by the 15th of every month. Project expenses must be approved by the project leader and any additional expenses require Research Program Management approval. Once cheques are signed and approved, initials or approval are attached to invoices.

Administration invoices are paid and go in the invoices filing box. Original project invoices, with receipts attached, go in the project file. Photocopies of invoices, without receipts attached, go in the invoices filing box. Bills must be paid before the due date or within two weeks.

4.2 Contractor and Subcontractor Invoicing

Contractor and subcontractor invoices must be submitted monthly, by e-mail to info (at) bvcentre (dot) ca. Each invoice must include the project number and be approved by the project leader. The project leader must be cc'd when the invoice is submitted. Supporting documents must be scanned and emailed or a hardcopy must be sent or delivered to the Centre office. Invoices will be paid within two weeks.

4.3 Projects and Administration

A file is created for each project. In each file, the proposal, deposit slips, contract and official correspondence are kept on the right-hand side, and paid invoices are kept on the left-hand side. Contractors' insurance documents are kept in separate files.

When a contract is entered into, a Work Safe BC number is given to the Administrative Manager, who will confirm that the WCB is up to date through an online, electronic clearance letter.

A contract will not necessarily be registered for amounts under \$5,000; any contract over \$5,000 is required to be registered and thereby follow our hiring process. (See the BVRC Hiring Process).

The following information is required to complete a contract:

- Company name
Contact name(s)
Physical address
Mailing address
Phone and fax numbers
Email address
Work Safe BC number
GST number
Contract begin and end dates
Schedule A (services)
Schedule B (budgets and day/hourly rates).

The Administrative Manager prepares the contract and sends it to the contractor electronically. The contractor prints two copies, signs both, and returns them both to the Centre. One fully signed copy will be returned to the contractor.

4.4 Debit Cards and Accounts

The Centre has accounts with Speedee Interior Stationary, Bulkley Valley Printers, Designworks, BC Web, Four Dimension Computers, Commercial Solutions, Tower Communications, Bulkley Valley Wholesale and Smithers Feed Store. When purchasing Centre supplies at any of these locations, employees should opt to put the items on account, once permission has been given from the Research Program Manager or the Administrative Manager.

When purchasing items or services, employees should ensure that the salesperson includes the Centre's project number on the invoice. The invoice should then be left at the store location. Debit cards can be used by employees for Centre expenditures with permission from the Research Program Manager or the Administrative Manager. Receipts must be saved and submitted to the Administrative Manager as soon as possible.

4.5 Purchasing

If the debit card is not available and personal funds are used, an approval is necessary from the Project Manager for project supplies, or the Administrative Manager for office supplies. After purchasing has been completed the purchaser must submit an expense claim (see below) along with the receipt for reimbursement, preferably on a monthly basis.

4.6 Employee Invoicing

Employee time sheets (a template is available on the network drive) should be submitted monthly by emailing the completed form to info (at) bvcentre (dot) ca.

Completed time sheets should include:

- Year
Month
Employee name
Dates
Project Numbers
Activities
Hours (divided by project).

All time sheets must be approved by the project supervisor and cc'd to the project supervisor when submitted to the Centre.

4.7 Expense Claims

Expense claims should be submitted monthly, unless there is a high expenditure that needs to be reimbursed sooner. In this case, the completed expense claim form should be e-mailed to info (at) bvcentre (dot) ca and the hardcopy with receipts attached submitted. Only the white section should be filled in; the colored boxes are left for administration.

On the expense claim, please include the following information:

- Date
Receipt number or name of business
Project Numbers
Expense type (food, accommodation, office supplies, etc.)
Total cost
GST.

If possible, use the Centre debit card to avoid processing expense claims. The Research Program

Manager, Administrative Manager and research department all have cards.

4.8 Membership

Membership fees are due February 28 of each fiscal year, with membership reminders sent out in January, followed by a gentle reminder in April and a firm reminder in June. Once membership payment is received, it is deposited and recorded, and a receipt is sent to each member. Each new member must fill out a membership application form (previous members are exempt). A receipt number is entered onto the membership form in the membership file. A membership list is maintained in a database, organized by year.

4.9 Month End

For the Bulkley Valley Credit Union Maximizer account:

- The bank statement is received online or by mail.
- The statement is reconciled with QuickBooks and filed in the bank statement filing box.

For the Bulkley Valley Credit Union Debit Card account:

- The bank statement is received online or by mail.
- The statement is reconciled with QuickBooks and receipts are attached.
- Reconciliation, with administrative receipts attached, goes in the bank statement filing box.

Project debit card receipts go in project files by month.

5.0 Office

5.1 Mail

Mail must be checked on a weekly basis, either by the Administrative Manager or designated staff member. When the Administrative Manager is away from the office for an extended period, another staff member will be assigned the task. Outgoing mail is routinely left on the Administrative Manager's desk and staff should check for outgoing mail when going to the post office. Any postage payments should be made using the Centre's debit card (see debit card policy).

5.2 Messages

Phone answering responsibilities are shared by all Centre staff and respect for one another's messages must be strictly adhered to. When taking a message for an absent staff member, write down the recipient's name, the time and date of call, caller's name, caller's phone number, and a short message. Messages should be left on the recipient's desk or on the message board.

5.3 Office Maintenance

Office space at the Centre is limited and staff must be considerate of each other's work space. No pets are allowed in the office. Outdoor footwear should be left at the door. When using the kitchen facilities, it is expected that staff will clean up after themselves, wash dishes immediately, and keep the microwave and fridge tidy. Desks should also be kept tidy, and work time and space respected by co-workers. The office is cleaned monthly by a professional; please be considerate and tidy the area around your work space prior to cleaning. The Administrative Manager should be notified when supplies (i.e. toilet paper, stationary) get low. The last person to leave the office at the end of the day should turn off all lights and double check that both back and front doors and windows are locked.

6.0 Operations

6.1 Hiring Process

To fill a new or vacant position, the Project Leader and Research Program Manager first identify the qualifications and skills required for the position. The job posting is then sent to all members, posted on the Centre's website, and sent to external agencies. The Project Leader and/or Research Program Manager then shortlists the applications and interviews the selected project candidates. When a candidate has been selected, he/she is notified by phone or by email. All other applicants who were not selected are notified via phone or by email. All resumes and applications are kept on file for future project opportunities.

6.2 New Employees

New employees will be given a Centre Orientation Package which includes: History of the Centre, description of the Governance Structure, Staff/Contractor Checklist with supporting documents, and the Centre Policy & Procedures Manual. All new employees and contractors are asked to review and complete all enclosed documents to become aware of the Centre's protocols and requirements.

6.3 Roles and Responsibilities

Although the board of directors generally provides the Centre's strategic and policy direction, and oversees implementation of the research program, operational project management is provided by the Research Program Manager, the Administrative Manager, the Operations Assistant, the Communications Coordinator and the Fundraiser.

6.3(a) Administrative Manager

The services to be provided by the contractor will include, but are not limited to:

- Check mail twice per week.
- Receive authorization to pay invoices from project supervisors.
- Write cheques.
- File invoices in invoice file and project file.
- Have a board member, or operations manager (with signing privileges) sign cheques.
- Mail cheques.
- Receive payment.
- Copy cheque or cheque stub of payment.
- File cheque stub in receipt file and project file.
- Record receipt of payment in receipt book.
- Keep QuickBooks up to date with cheques written and deposits made.
- Do monthly bank reconciliation.
- Periodically (quarterly) file for GST refund.
- Provide financial information to project supervisors, quarterly, or as requested.
- Track project budgets.
- Provide financial information to board, quarterly or as required.
- Provide an income statement (profit and loss), balance sheet, profit and loss by job, and financial summary to accountant for periodic review.
- Provide the accountant with all the financial information necessary to make a financial statement.
- Complete year-end charity return.
- Keep financial records, including books of account, necessary to comply with the Societies Act.

- Maintain and update website.
- Maintain email list.
- Maintain membership list.
- Other duties as assigned by the Research Program Manager.

6.3(b) Research Program Manager

The services to be provided by the contractor will include, but are not limited to:

- Develop and deliver an annual research plan.
- Prepare funding proposals on behalf of the Centre for submission to major research funders.
- Work with local scientists to build research partnerships that include communities, First Nations, industry, and researchers.
- Oversee the delivery of research projects.
- Manage extension activities, including preparation of summary reports, posters, and conferences or workshops.
- Establish and maintain a network of local, provincial, federal and international research partner contacts.
- Develop policy recommendations to the board as needed.
- Implement Centre policy as directed by the board.
- Hire, supervise, and evaluate all staff and contractors of the Centre.
- Prepare an annual operating plan and budget for the approval of the board.
- Report regularly to the board of directors to ensure the board is fully informed of the Centre's activities.
- Enter into contracts on behalf of the organization, with the approval of the board of directors.
- Work on Centre projects as agreed by the contractor and the Centre.

6.3(c) Operations Assistant

The services to be provided by the contractor will include, but are not limited to:

- Develop human resources and internal organizational development structure.
- Assist in developing a procedure for long-term storage and access to research projects.
- Research and identify provincial and regional conferences and assist in preparation to attend.
- Examine and identify opportunities to expand seminar series beyond Smithers.
- Research and identify ways to expand membership.
- Assist in communication and marketing initiatives, seminars and conferences, and provide Centre administration and office support when needed.
- Provide support to the Operations and Administrative Manager on an as-needed basis.

6.3(d) Communications Coordinator

The services to be provided by the contractor will include, but are not limited to:

- Support conference coordination under the direction of the Conference Coordinator.
- Provide administration, communications and marketing support as required, under the direction of the Administrative Manager.
- Conduct research and development related tasks.
- Prepare proposals and provide additional support under the direction of the Research Program Manager.

6.3(e) Fundraiser

The services to be provided by the contractor will include, but are not limited to:

- Prepare documents, including checks and corrections for grammar, spelling, and structure; and provide other editing functions.
- Prepare documents for posting on the website, and/or for publication, by using the Centre template provided.
- Liaise with the Research Program Manager, and/or the Administrative Manager for all logistical or financial concerns.
- Communicate with the researchers who wrote the documents when clarification is required.
- Keep track of hours by project.
- Other writing or editing functions as agreed to by the Contractor and the Centre.
- Other project work as agreed to by the Contractor and the Centre.

7.0 Communications

7.1 Copyrights and Ownership of Information

The Centre pays strict attention to respecting copyrights and information belonging to other organizations and institutions. In keeping with this, the Centre will not post any photos, personal material or research findings on its website, nor will it pass this information along to third parties, without first obtaining consent from the owner or author.

Likewise, permission must be granted from the Centre before publishing—either in print or on a website—material belonging to the Centre, and proper credit must be included with the information, once permission has been given for its release.

7.2 Image Bank

The image bank which currently exists under “communications” on the Centre’s network includes photos of Centre staff, events and the Bulkley Valley area. The purpose of the image bank is for the Centre’s promotional use and for use by Centre members, with permission from the Administrative Manager.

When storing images, they must be saved with photo credit and cutline information embedded in the Photoshop “file info” option. As much information as possible (e.g. location) is to be included. If Photoshop is not being used, this information should be recorded elsewhere. Photo credits should be entered as follows: John Smith / Bulkley Valley Research Centre.

When using a photo from the file for print or web publication, a photo credit must always be included. This is particularly important if photos from professional photographers are being used, or photos are given on the condition that a photo credit will be used. The Centre could be held responsible if that condition is breached. (This is less of an issue with mug shots).

When sending photos for use with another organization (i.e. community newspaper), it should be made clear that the photo is being offered on the condition that a photo credit will be used. The photo credit should include both the photographer’s name and the Centre’s name.

Photos should be saved according to photo content. For example, a landscape photo taken close to Smithers could be saved as, “mountain rural country”, to help locate photos when a specific subject is needed.

Photos should be saved under the relevant file in the image bank. In cases where photos might be relevant to more than one file, they should be saved under both files so that they can be easily located.

7.3 Spelling, Names and Acronyms

The Bulkley Valley Centre for Natural Resources Research & Management is commonly known by its shortened titles, the Bulkley Valley Research Centre, or the Centre, and sometimes by its acronym, the BVRC. When referred to as “the Centre”, centre should always be capitalized.

8.0 Research

The Centre conducts research that advances scientific understanding of sustainable resource management and pushes the boundaries of natural and cultural resources research and management applications.

8.1 Focus and Areas of Research

With an interdisciplinary emphasis, projects draw from and combine expertise in life sciences (biology, ecology, silviculture, wildlife ecology, entomology, pathology), earth sciences (hydrology, geology, geomorphology, soils), and social sciences (economics, political science, First Nations studies, archaeology, anthropology). The Centre provides a stable platform to support the viability of longer-term projects, which are essential for understanding the sustainability of our environmental resources.

Our scientists primarily conduct research of an applied nature. Operational problems addressed by the Centre cover a wide range of resource uses, such as forestry, fisheries, agriculture, mining, and backcountry tourism. This includes the testing of techniques for improving the ecological, social, and economic sustainability of resource use and at the same time enables the demonstration of new operational procedures.

8.2 Research Applications

The Centre provides a rich environment for the exchange of knowledge by facilitating linkages between the academic community and operational problems. The interdisciplinary nature of projects exposes all involved to diverse experiences and ideas, and augments professional development.

The Center's research program enhances the ability of academics, graduate students, resource industries, First Nations, government agencies, and public interest groups to address pressing issues that require scientific inquiry. Through its priority-setting process, the Centre is focusing research on applied problems to ensure that the research it sponsors is widely relevant. Individual projects can be regional, provincial, national, or global in scope.

The Centre itself does not advocate any particular view on resource management issues—except that sustainability is desirable—and conducts its research independent of any special interest. Scientific rigor is ensured through external peer reviews of research projects, publication of results in refereed scientific journals, and other third-party mechanisms. Through independent projects performed to high scientific standards, the Center's research results constitute credible contributions to science and to resource management. A fundamental component of the Center's functioning is to create efficiencies wherever possible through the pooling of resources.

8.3 Research Quality Procedures

8.3(a) Evaluation of Proposals

All research projects must be evaluated according to the following criteria:

1. Projects must meet objectives of the Centre. Projects should:
 - Relate to sustainability of natural and/or cultural resources.
 - Include an extension component.
 - Meet all funding eligibility requirements.
 - Be regionally or locally relevant with potential for social, economic or environmental benefit to the local area.

2. Proposal Review
 - For literature reviews and other minor research projects, proposals will be reviewed by the Research Program Manager for completeness.
 - Major research proposals will be subject to a formal review.
 - Where the funding source includes a scientific evaluation of the research proposals (e.g. NSERC, FSP), that evaluation will be sufficient.
 - Where the funding source does not conduct a scientific evaluation, and where the project is significant and novel enough to require a rigorous review, the Centre will undertake a review of the proposal by one or more independent researchers with expertise in the field of study.
 - All proposal reviews will consider whether the funder's goals align with the Mission, Values and Goals of the Centre.
 - Timelines and budgets will be assessed either during scientific evaluation or by the Centre.

3. Assessment. All proponents should show:
 - Demonstrated expertise in the field of study.
 - Demonstrated scientific integrity.
 - Demonstrated ability in public extension (if not available for proponent(s), proposal must indicate what will be done to ensure that research information provided to the public will be reliable, accurate and clearly presented).
 - Meaningful commitment to project.
 - Proponent or one of team has local or regional connection.

8.3(b) Review of Reports and Publications

All Centre publications include all those reports on projects administered by the Centre, those reports and publications distributed on the Centre web site or in hard copy with the Centre logo, or submitted for publication elsewhere (including periodicals and scientific journals) in which the Centre is listed as the primary affiliation. Refer to the Reports and Publications Review Policy at http://www.bvcentre.ca/files/policies_procedures/Peer_Review_Policy_Final_Oct09.pdf for complete information.

All Centre publications will include a notation on the cover page indicating whether they have undergone an independent peer review or not i.e. "This report has undergone an independent peer review" or "This report has not undergone an independent peer review".

1. Literature reviews and background papers:
 - Literature reviews, background papers, bibliographies and other reports that do not involve significant analysis or synthesis (for example re-measuring research plots without doing analysis) will be reviewed by the Research Manager or designate (RM/d) for completeness.
2. Progress reports and extension notes:
 - Progress and annual reports do not require a full peer review but will be reviewed by the RM/d to ensure that the contents are consistent with Centre objectives.
 - Extension notes that are based on research reports that have undergone a peer review need only be reviewed by the RM/d; all other extension notes will be processed like major reports (see #4).
3. Conference and Workshop proceedings:
 - Conference proceedings that include submitted abstracts only or submitted abstracts with taped versions of the talks do not require a full peer review but abstracts should be reviewed by the RM/d and edited to ensure consistent formatting.
 - Conference proceedings that include full papers will undergo independent peer review as described for major reports below.

4. Major reports:

- If the final report or a substantial portion thereof is submitted to a journal with an independent peer-review process, then the evaluation process used by that journal will be sufficient.
- If the final report is submitted to a funding agency that includes an independent peer-review process, then the evaluation process used by the funding agency will be sufficient.
- If the final report is not intended to be submitted to such a journal, then the Centre will undertake a peer review for major reports as follows:
 - The RM/d will be identified as the lead editor in the review process and they will be responsible for ensuring the review process is completed in a timely manner;
 - The lead researcher will identify potential peer reviewers (three to four) with expertise in the field;
 - The RM/d will consider the proposed reviewers as well as other qualified reviewers and will select reviewer(s). Typically two reviewers will be selected;
 - The RM/d will ensure that the reviewer(s) will be able to conduct the review in a timely manner and will negotiate any compensation, based on available funds designated in the research project;
 - The reviewer(s) will submit their review to the RM/d, and will have the choice of remaining anonymous (blind) or of signing their comments;
 - The lead researcher will consider the review comments and either amend the report or submit a rationale to the RM/d why the comments were not incorporated;
 - The RM/d will decide if the final report has adequately addressed the comments, and is ready for publication by the Bulkley Valley Research Centre.
 - The Centre will undertake a grammatical edit and reports will be published using a standard report format.

9.0 Safety

9.1 Emergency Contacts

Search and Rescue Emergency Number	(250) 847-2345
Forest Fire Reporting	1-800-663-5555
Road Hazard Reporting	1-800-663-7623
Poison Control Centre	1-800-567-8911
Environmental Violations and Wildlife/Human Conflicts	1-800-663-9453

	RCMP	Ambulance
Burns Lake	250-692-7171	1-800 461-9911
Granisle	250-697-2333	1-800 461-9911
Hazelton	250-842-5244	250-847-8808
Houston	250-845-2204	250-845-2900
Lakes District	250-692-7171	1-800 461-9911
Smithers	250-847-3233	250-847-8808
Telkwa	250-847-3233	250-847-8808
Topley	250-696-3377	1-800 461-9911

9.2 Search and Rescue Callout Protocol

In the case of an emergency in the backcountry, Bulkley Valley Search & Rescue (BVSAR) provides services in ground search and rescue, embankment rescue, rope rescue, avalanche rescue, and both flat water and swift water rescue. The Smithers Fire Department dispatch at 250-847-2345 must be contacted to initiate a response. The local RCMP detachment must be contacted for missing persons. Known injuries that require evacuation from the back country require authorization from the B.C. Ambulance Service.

9.3 Field Crew Check Out/In Procedure

During office days, staff should indicate 'office' on the check in board; there is no need for further documentation. During holidays, staff should indicate 'out' for each day gone and make note of return date.

Before leaving for fieldwork for several days, or to the field for the day from the office, field crews are responsible for leaving maps of all intended locations and phone numbers of accommodation. Maps should indicate the anticipated location, date and names of all crew at the location. Additionally, the contact information for the designated check-in person should be noted for the entire time away from the office and kept in a safe location.

If starting the day from somewhere other than the Centre office, a message should be left at the office each morning to communicate the intended locations. For field days leaving from the Centre office, record 'field' and location beside each crew member's name on the check-in board. At or before 7 PM, the check-in person should be called to indicate crew status. If the crew is unable to contact the check-in person, it should leave a message or try again at regular intervals. If still in the field at 7 PM

or on a gravel road, phone the check-in person to request a new check-in time for when the crew has reached a safe location either at camp, on pavement, or at the office. At this time indicate that no further check-in is needed.

9.4 Check-in Person Procedure

The check-in person is ultimately responsible for tracking crews and taking appropriate action if anyone fails to check in or experiences an emergency. The check-in person must indicate their phone number on the check-in board during the period for which they are responsible and should familiarize themselves daily with personnel in the field and their locations. They may call the Centre office in the morning or stop by to find out who they are responsible for each day. Maps or directions showing intended locations for each crew will be left in the basket below the check-in board should they be needed to locate a missing crew. During the time the check-in person is on duty, they are to be reachable by phone and have the emergency contact sheet readily available.

If any individual or field crew fails to check in by 7 PM, the check-in person should travel to the Centre office to establish the location and potential contact information for the missing crew. The check-in person must immediately attempt to contact missing crew members at their home or other likely locations (hotel, office, bar, etc.). If this fails, the check-in person should attempt contact periodically for a maximum of two hours. If contact is still unsuccessful after this time the RCMP and Search and Rescue should be contacted and given all location information about the missing person or crew.

9.5 Missing Person Protocol

1. If a person or crew fails to check in by 7 PM, go the Centre office and find the location information for the crew.
2. Phone likely places and attempt to establish contact with missing crew.
3. If no contact is made within two hours (by 9 PM), phone the RCMP to report a missing person/crew and phone Search and Rescue and give them as much information as possible regarding location and time since last contact.

9.6 Radio Use

When driving on logging roads, Centre staff should communicate regularly with other vehicles via radio. Radio procedures include:

9.6(a) Frequency and Kilometer Checks

- Before turning onto a new road check the frequency. Make sure it is the right frequency by listening for other callers or by asking if it's the right frequency for the road. For example, "Frequency check for the North Road, 156.78?" Do not enter a road for which you do not have the frequency. Contact the radio frequency supplier for the information: Tower Communications Ltd, Houston, 250-845-7306.
- When driving away from a mill, you are always 'empty' and when driving toward a mill you are always 'loaded'. Logging trucks are just 'loaded' or 'empty' and just about everyone else is either an 'empty pickup' or a 'loaded pickup'.
- When turning onto a road, indicate yourself as an empty or loaded pickup onto the road. For example, "Kilometer 10, empty pickup onto the North Road." When leaving a road, stopping, or turning around, indicate the kilometer where you are and what you are doing: "Kilometer 15, empty pickup leaving the North Road" or "Kilometer 15, pickup turning around, is there

anyone close?" or "Kilometer 15, empty pickup pulled over".

- When driving as either loaded or empty, indicate your kilometer every two to five kilometers, depending on the traffic, or follow the directions posted on the road. Do not say the name of the road unless you are leaving, entering, or checking the frequency.

9.6(b) Radio conversations

- Hold the transmit button down for a moment before speaking, otherwise words may be clipped. Speak clearly, slightly louder than normal speaking but not shouting.
- During radio conversations, indicate who are calling and who you are, in that order. For example, "John Smith, this is Joe Shmo, do you copy?" Wait until you receive a response before continuing with the message: "Copy that Joe Shmo, go ahead."
- Give them your message and wait for them to copy to show they understood and got it right: "This is Joe Shmo checking in for the day with Jill Johnson, no need for further check-in." Response: "Copy that Joe Shmo, you're checking in for the day with Jill Johnson, no further check-in required."
- John Smith should wait until you end the conversation since you initiated it: "OK, Joe Shmo clear." Response: "Have a nice night, John Smith clear."

9.6(c) Emergencies

An emergency call can be put out on the road frequency when there is a serious emergency and you have already attempted to contact the RCMP, Search and Rescue or other services. Proceed as follows:

- On the radio say "mayday" three times and indicate who you are three times. For example: "Mayday, mayday, mayday—empty pick-up at kilometer 15, empty pickup at kilometer 15, empty pickup at kilometer 15."
- Say what is wrong and what you are doing about it: "Crew member struck by a meteor and truck's on fire. Four people in crew and abandoning vehicle."
- Proceed using rules for radio conversation.

9.7 Towertel Dialing instructions

1. Switch to appropriate channel.
2. Press ** twice to get dial tone.
3. Decide if long distance.
4. Dial number while pressing the PTT bar.
5. Press # to hang up or if misdialled.

9.8 Coverage Area

Area	Exchange
Houston	845
Ootsa	845
Smithers	847
Babine North	697
Babine South	845
Endako	692
Hazelton	842
Whitesail	845
Susqua	842
Morice West	845
Burns Lake	692
Smithers North	847
Ootsa East	692

Note:

- Maximum call length is nine minutes.
- Warning beeps indicate that system will disconnect.
- Calls must be kept short and with only necessary content.
- System will disconnect if no traffic after 40 seconds.

10.0 Awards and Scholarships

10.1 Irving Fox Memorial Scholarship for Natural Resources Research and Management

The Bulkley Valley Research Centre - Irving Fox Memorial Scholarship for Natural Resources Research and Management is awarded to a student from northwestern British Columbia or a student enrolled in or entering studies in natural resources research and/or management in northwestern British Columbia. The value of the award is \$750 - \$1000.

The scholarship is normally awarded to one applicant each year; however, more than one scholarship may be awarded if several deserving candidates apply. The committee may choose not to award a scholarship if, in its opinion, none of the applicants meet the standard expected of the scholarship.

Applications must be received by May 31 each year by e-mail or by mail to Centre addresses listed in Section 2. The applicant(s) selected for the Bulkley Valley Research Centre - Irving Fox Memorial Scholarship for Natural Resources Research and Management will be notified by July 1st.

10.2 Irving Fox Award

The Irving Fox Award recognizes an individual or group that has made an outstanding contribution to ecological, social or economic knowledge of the sustainability of natural resources in northwest B.C. The award can recognize a specific project or a lifetime contribution. Winners of the Irving Fox Award receive a certificate, public recognition for their contribution, and the use of the title in their curriculum vitae.

1. Who is eligible? Any individual or group who has made an outstanding contribution to the knowledge and sustainability of natural resource use in northwest B.C. Some portion of the research or its application must be undertaken in northwest B.C. Eligibility is not restricted to residents of northwest B.C.

2. Who can nominate? Nominations are made by any member or group of members of the Centre (regular or sustaining or an employee/member of an organization that is a member). Nominations from non-members must be sponsored by at least one Centre member. Members may nominate themselves for the award. The closing date for award nominations is January 25th.

10.3 Jim Pojar Award

The Jim Pojar award honors the author(s) of an outstanding publication of any type, published in print or electronically within the previous 5 years, that improves the scientific understanding or public appreciation of the ecological, social or human dimensions of natural resource use and sustainability in northwest B.C. Winners of the award will receive a certificate, public recognition for their contribution, and the use of the title in their curriculum vitae.

1. Who is eligible? Any individual or group who through a publication has made a significant contribution to the knowledge and sustainability of natural resources in northwest B.C. The publication must be less than 6 years old. Eligibility is not restricted to residents of northwest B.C. or member of the Centre.

2. Who can nominate? Nominations are made by any member of the Centre (regular or sustaining member or an employee/member of a member organization). Nominations from non-members must be sponsored by at least one Centre member. Members may nominate themselves for the award. The closing date for award nominations is January 25th.

10.4 Volunteer Distinction Award

The BVRC Volunteer Distinction Award commends an active and involved volunteer member of the Centre. This award is an opportunity to recognize the outstanding contribution(s) of an individual who exemplifies the vision and mission of the Centre.

1. Who is eligible? A volunteer member who has demonstrated extraordinary volunteer efforts towards a Centre research project or operations. Volunteer efforts are considered to be above and beyond one's own regular work schedules and parameters, and have significant benefits to the Centre and our community. This individual must be an active and involved member of the Centre.

2. Who can nominate? Nominations are made by any member of the Centre (regular or sustaining member or an employee/member of a member organization). The closing date for award nominations is January 25th.

11.0 Conclusion

Thank you for reviewing the Bulkley Valley Research Centre's Policy and Procedures Manual. Our administrative staff is always available to answer your questions and provide you with support. Please feel free to contact us anytime.

Welcome.