

STRATEGIC PLAN – BC NATURE 2020-2025

THE ORGANIZATION

BC Nature has 6,100 members who participate in 53 Naturalist Clubs.

The board of directors has 15 members:

- 1) Five board members represent five regions in British Columbia
 - a) Vancouver Island,
 - b) Lower Mainland,
 - c) Thompson-Okanagan, Shuswap,
 - d) Kootenay and
 - e) Northern BC
- 2) BC Nature has standing committees three of whose chairs are also members of the Board
 - a) Conservation Committee,
 - b) Education Committee and
 - c) Communications Committee, to be renamed and re-organized
- 3) The rest of the board consists of the four officers (President, Vice-President, Treasurer and Secretary), the Past-President and two directors at large

BC Nature is active at three levels:

- 1) **MEMBERSHIP** - At the membership level BC Nature makes it possible for naturalists from all Federated Clubs to come together twice annually in provincial meetings for workshops and holds Nature Camps and encourages clubs to host Nature Camps as opportunities for members to visit nature sites and participate in naturalist education programs.
- 2) **CLUB** - At the club level BC Nature assists naturalists in communities to establish Clubs; provides insurance, a membership database and other services to clubs and their members and assists clubs to raise and address conservation concerns with various levels of government.
- 3) **PROVINCIAL** - At the provincial level, BC Nature: through its website, magazine and social media presence, provides a hub for naturalists and clubs to exchange information; provides a second website to inform members and people interested in nature about wildlife viewing sites across the province of BC; provides scholarships and programs in schools and makes submissions to government about government policies, speaking out on conservation issues. It provides information about the location of Naturalist Clubs throughout the province.

VISION - MISSION STATEMENT

BC Nature's motto states the mission of BC Nature succinctly:

– Know Nature and Keep it Worth Knowing

BC Nature also describes itself as a “Voice for Nature”

BC Nature has not adopted a mission statement. A mission statement might consist of the following sentence:

BC Nature protects nature, today and tomorrow, using conservation and education strategies, science and advocacy.

GOALS/PURPOSE

The goals (purpose) of BC Nature are set out in its constitution. They are:

- 1) **CONSERVATION** - to provide naturalists and natural history clubs of British Columbia with a unified voice on conservation and environmental issues,
- 2) **EDUCATION** - to foster an awareness, appreciation, and understanding of our natural environment, that it may be respected, wisely used and maintained for future generations,
- 3) **COMMUNITY BUILDING** - to encourage the formation and cooperation of natural history clubs throughout British Columbia and
- 4) **COMMUNICATIONS** - to provide a means of communication between naturalists in British Columbia.

This Strategic Plan does not recommend any change to the goals of BC Nature.

CORE ACTIVITIES OF CLUBS

Clubs function independently and have a great variety of events. Many clubs facilitate

- 1) Conservation and nature monitoring projects
- 2) Naturalist field trips
- 3) Talks and workshops about nature

CORE ACTIVITIES OF BC NATURE

BC Nature functions as a federation of clubs. It provides a variety of services for members and clubs including

- 1) Liability Insurance, Directors & Officers Errors & Omissions insurance and a magazine
- 2) Annual and Fall General Meetings and Conferences with field trips, open to all members;
- 3) Field Camps

FINANCIAL PICTURE

Looking at the BC Nature financial picture (2019 year-end preliminary financial statements and 2020 budget), BC Nature obtains funding for and provides the following programs and services:

- 1) A quarterly magazine costing \$34,000 annually
- 2) A website with news about nature and naturalist organizations throughout BC
- 3) An important bird area caretakers and monitoring program costing \$26,000 annually
- 4) Support for start-up clubs and funding for club projects \$16,000 annually
- 5) An on-line nature guide website \$9,000 further development costs providing information about nature sites throughout BC and about the location of nature clubs
- 6) Two scholarships, for undergraduate and graduate students
- 7) Science fairs awards at Regional Science Fairs

THE STRATEGIC PLAN

GOAL — An organization's goals are its high-level "dreams" defining what it wants to be and achieve. Most importantly, they should inspire the organization. (broad, intangible, abstract). The goals in this strategic plan are as set out in the Constitution of BC Nature

STRATEGY — If Goals are the "what", strategies are the "how". They outline the approach for achieving goals. While goals should stay relatively static, strategies should be fluid - reviewed and updated yearly. (specific, tangible measurable)

TACTIC — Tactics are specific actions an organization will take to meet its objectives.

OBJECTIVE — Objectives allows the measure of proof that an organization is executing its strategy effectively. A good objective should be (1) specific, (2) measurable, and (3) include a timeframe

CONSERVATION

GOAL (What)

- 1) To provide naturalists and natural history clubs of British Columbia with a unified voice on conservation and environmental issues

STRATEGY (How)

- 1) Raise Profile - Raise the public profile of BC Nature as a conservation organization
- 2) Increase Capacity - Increase BC Nature's existing capacity within the conservation committee to:
 - a) Write letters to levels of government addressing conservation issues
 - b) Continue to work to protect areas and species of the province
 - c) address the climate crisis
 - d) promote nature-based solutions to the climate crisis and other management and political decisions involving natural areas.
- 3) Follow Up - Do follow up on conservation issues

TACTIC (Actions)

- 1) Raise Profile
 - a) Take the work of the conservation committee and more centrally present it on the website which engages supporters (See Community Building - Membership Level - Tactic)
 - b) Provide information on current issues to engage with members and potential supporters on issues
 - c) Make regular press releases on issues
- 2) Increase Capacity
 - a) Conservation Committee - Increase membership support and participation in conservation committee, allowing the development of subcommittees and working relationships with clubs to focus on particular files of concern to clubs
 - b) IBA Program - Work with funders (Nature Canada and Birds Canada) in accordance with their program review, to developing the IBA conservation program capacity to monitor and protect important bird areas as recommended by the Caretakers
- 3) Follow up
 - a) Continue to monitor responses to correspondence from government
 - b) Engage with government on issues through meetings, to better influence and gauge government responses on issues - meet with cabinet ministers for an annual review of issues
 - c) Follow up on annual review with senior management within government ministries
- 4) Obtain funding for and hire conservation staff, able to
 - a) Do research, organizational and publicity work
 - b) Take over some of the workload from the volunteer Conservation Committee

OBJECTIVES (Outcomes)

- 1) Raise Profile BC Nature will
 - a) Prepare a basic handbook on making press releases for use of BC Nature and the Clubs
 - b) Issue press releases on conservation issues raised with government
 - c) Have a new engagement organizing format to its website (within one year) When the website is in place, BC Nature will promote the website on the internet.
- 2) Increase capacity of BC Nature and the Clubs to address and follow up on issues
 - a) BC Nature will retain the current capacity of the Conservation Committee
 - i) To research and write letters and
 - ii) Support the clubs with projects, research and letter writing
 - b) If desired by the Conservation Committee, the Board will identify a volunteer administrator

- for the conservation committee to support the work of the chair and
- i) Manage the paper flow
 - ii) Recruit researchers and writers to the committee
 - iii) Organize members to focus on and do follow up specific files
- c) BC Nature will work with the Clubs to promote conservation issues of concern to local clubs (See Communications and Community Building Section)
 - i) Provide the Clubs with the capacity to campaign on local issues of concern to them
 - ii) Make the website available intermittently to host a club's website to assist it to campaign on local issues and raising funds
 - d) BC Nature will work with legal counsel to identify issues where, using legal assistance, it can be more effective in lobbying government to have an impact on environmental issues
 - e) BC Nature will assess its conservation activities in order to develop its strategies
- 3) Follow Up - The Board, with the Conservation Committee, will
- a) Participate in annual meetings with the ministers and senior staff in the BC Ministry of Environment and Climate Change Strategy and the Ministry of Forests, Lands, Natural Resource Operations & Rural Development
 - b) Invite Club delegations to join it in meeting with and presenting local issues under management of the province
 - c) Follow up on issues with senior management within ministries
- 4) Fund Raising and Expenditure
- a) BC Nature will:
 - i) Use an updated website to raise funds for its conservation program
 - ii) Seek other funding sources to support conservation activities
 - iii) Have an active feed on its website updated weekly to communicate with supporters and will actively communicate with supporters inviting donations and funding
 - iv) Develop a capacity to assist clubs to approach local government departments for funding for conservation projects
 - b) When the Board has increased its capacity to raise funds (and within two years) it will hire a full-time Conservation Coordinator

RESPONSIBILITY

- 1) The Board will be responsible for the conservation goals and objectives of BC Nature
- 2) The Board will support the conservation committee by
 - a) Identify sources of funding and apply for funds
 - b) Providing the *BCnature* Magazine and e-news for recruiting volunteers

LINKS

- 1) Conservation committee will provide an information feed on issues it is addressing for the engagement organizing website

EDUCATION

GOAL (What)

- 1) To foster an awareness, appreciation, stewardship and understanding of our natural environment, that it may be wisely used and maintained for future generations,

STRATEGY (How)

- 1) Continue funding scholarships for students
- 2) Promoting Education in Schools
- 3) Develop of Educational Materials for Clubs and Members

TACTIC (Actions)

- 1) Extending funding to students
 - a) Continue to fund scholarships (Rene Savenye and Bert Brink Scholarships)
- 2) Promoting Education in Schools
 - a) Continue to fund Science Fairs
 - b) Support
 - i) Nature Kids BC
 - ii) Mentorship programs
 - c) Continued recognition of important mentors
- 3) Development of Educational Materials for Clubs and Members
 - a) Development of materials on mentorship training
 - b) Request Power Point presentations in use at Annual General Meetings and Fall General Meetings and make them available for distribution
 - c) Develop educational power points for use at Nature Camps and distribute them

OBJECTIVES (Outcomes)

- 1) The Education Committee will administer scholarship and school programs and document
 - a) Expenditures on scholarships
 - b) Participation and awards for Science Fairs (number of schools and students)
- 2) BC Nature will have
 - a) Accessible presentations in electronic form on nature topics
 - b) A system for distributing material
 - c) Workshops at general meetings on
 - i) Nature topics
 - ii) Mentorship development
 - d) Educational nature focus workshops at some of its Field Camps

RESPONSIBILITY

- 1) Education Committee
 - a) Continue administering funding to students
 - b) Continue promoting education in schools
- 2) Nature Camps coordinator/committee (and education committees)
 - a) Development of educational materials
- 3) Office
 - a) Development of distribution system for materials
 - b) Asking clubs which host general meetings to submit Power-Point materials

LINKS

- 1) Clubs organizing general meetings and Nature Camp committee will supply materials for resource library

COMMUNICATIONS and BUILDING NATURALIST COMMUNITY

The engagement organizing process is one process for building community using the internet. It can use different strategies to attract the attention of people internet interested in nature using the internet to inform them of the activities of BC Nature. It provides people with the opportunity to support BC Nature and the clubs financially and by voicing support on conservation issues without necessarily becoming members of a club. The use of engagement organizing will also inform people about the activities of clubs in their area, encouraging them to join.

GOALS (What)

- 1) Membership Level
 - a) Engage more people at the Club level in increasingly meaningful ways through digital communications
- 2) Club Level
 - a) Encourage the formation and cooperation of naturalist Clubs throughout British Columbia,
 - b) Continue to provide support for clubs with respect to core activities
- 3) Provincial Level
 - a) Provide a means of communication among naturalists in British Columbia.

STRATEGY (How)

- 1) Membership Level
 - a) Upgrade BC Nature's capacity to build community and community organizing skills
- 2) Club Level
 - a) Increase club membership/build clubs
 - b) Establish naturalist clubs in communities where there are none
 - c) Attract existing naturalist, wildlife or outdoor clubs to join BC Nature
- 3) Provincial Level
 - a) Establish necessary conditions for effective digital communications
 - b) Reach out to First Nations

Note:

- 1) Some Target areas for new clubs - Prince Rupert, Campbell River, Pemberton, Port Alberni, Golden, Revelstoke. Peace River

TACTIC (Actions)

Membership Level

- 1) Community Building and Digital Communications
 - a) Establish a baseline of information about the current digital communications operations of BC Nature
 - b) Establish an online organizing system database
 - c) Use paid up promotion to grow the supporter base

Club Level

- 1) Community building and digital communications
 - a) Establish a baseline of information about the current digital communications operations (i.e. website and social media participation) of BC Nature Clubs
 - b) Develop ways to help clubs grow their supporter base
 - c) Establish an advisory panel to review the success of the operation and recommend changes to the approach
- 2) Establish Naturalist Clubs in communities where there are none
 - a) Develop and implement strategies for establishing clubs
 - i) Develop standard infrastructure packages such bylaws, membership forms, accounting packages and procedures for clubs to adopt (simplified from BC Nature processes)
 - ii) identify potential participants
 - (1) Using engagement organizing strategies
 - (2) Asking neighbouring clubs to host events in nearby communities to identify potential participants
 - iii) Provide financial support through a BC Nature Internally Restricted Fund
- 3) Attract existing naturalist clubs to join BC Nature
 - a) Develop and implement strategies for recruiting naturalist clubs
 - i) Providing access to standard infrastructure developed for new clubs
 - ii) Review and upgrade services where there is room for improvement

- b) Understand the perceptions of clubs that belong to BC Nature and organizations that have not joined about what services they would like to see BC Nature provide – by doing a survey of clubs using regional directors and neighbouring clubs
- c) Provide unaffiliated clubs access to engagement organizing strategies to build relationships with these clubs
- 4) Increase club membership/build capacity
 - a) Hire staff and operate an engagement organizing program to build club capacity
 - b) Provide Training to Clubs in engagement organizing and community building
 - c) Use engagement organizing technology to assist clubs with their own engagement organizing campaigns and outreach - Obtain funding to develop and maintain their online presence
 - d) Nature Guide - Use funding allocated in Gaming Grant to upgrade the nature guide as an instrument to attract website viewers to contact clubs and participate in their activities

Provincial Level

- 5) Community building and digital communications
 - a) Establish an advisory panel, working with an engagement organizing and outreach committee (to be named) to review the success of the operation and recommend changes to the engagement organizing approach
- 6) BC Nature will apply for available engagement organizing funding
- 7) Review BC Nature magazine content, develop and implement content policy for the magazine with input from approach used by other naturalist magazines
- 8) Reach out to First Nations – When BC Nature has Nature Camps in first nations communities
 - a) Respect the territory of First Nations
 - b) Learn about conservation activities and resource people in first nations
 - c) Learn First Nations perspectives on nature
 - d) Invite First Nations in nature programs (e.g., elders with traditional knowledge)
 - e) Explore and build on common interests
 - f) Learn which local clubs already have good connections with First Nations and help other Local Clubs to establish those connections

OBJECTIVES (Outcomes)

Membership Level

- 1) BC Nature will be able to
 - a) Engage with supporters on a Provincial Website
 - b) Raise funds through engagement organizing at the provincial level
 - c) Refer supporters to the membership option and to participation in clubs

Club Level

- 1) BC Nature will
 - a) Have staff trained in community building who actively provide training to clubs
 - b) Stimulate and support engagement organizing activities of clubs
 - c) Apply engagement organizing strategies
- 2) BC Nature will be able to assist clubs to replicate technological solutions – develop a standardized engagement organizing technological solution that all clubs can replicate
- 3) Clubs will be established in districts where there are currently no clubs
- 4) More Clubs will join with BC Nature

Provincial Level

- 5) Some Content of BC*nature* will promote engagement organizing activities with
 - a) Stories of successful programs
 - b) “How to” information

- 6) BC Nature and clubs will have regular contact with First Nations at the local level
- 7) BC Nature will receive funding for engagement organizing

RESPONSIBILITY

- 1) Staff, contractors and the Board will make applications for funding of an engagement organizer and online facilities
- 2) Engagement organizers, Regional Representatives and participating clubs will caucus as a group to develop strategies and
 - a) Work together on engagement organizing activities with local clubs
 - b) Build clubs in communities where there are none
 - c) Reach out to nature clubs in communities to affiliate
- 3) The Communications/Outreach committee will develop and implement policy to guide the magazine's publication, and explore policies of other provincial naturalist organizations for ideas
- 4) Clubs organizing general meetings and Nature Camp committee will supply materials for resource library
- 5) The Nature Camp coordinator or host club will reach out to First Nations to participate in Nature Camp activities when they can be identified

LINKS

- 1) Members will continue to
 - a) Volunteer for BC Nature Board and Activities
 - b) Provide articles for BC Nature Magazine
- 2) BC Nature and clubs will work to build each other's capacity
- 3) Conservation committee will provide feed on issues it is addressing for engagement organizing website
- 4) Clubs organizing general meetings and Nature Camp committee will supply materials for resource library

ADMINISTRATION

GOAL (What)

- 1) BC Nature will develop agendas, acquire the funds it needs and manage its programs and activities with a view to meeting its goals and realizing its objectives

STRATEGY (How)

- 1) BC Nature Board will be well-managed
- 2) BC Nature and its clubs will be welcoming, active and well organized
- 3) BC Nature's finances will be stable and to some extent self-sustaining through engagement organizing

TACTIC (Actions)

- 1) Managing
 - a) Develop and implement an operational strategic plan for an effective naturalist program (this document)
 - b) Identify the people and committees who will assume responsibility for implementing the strategic plan and consult them to establish timelines
- 2) Membership Records
 - a) Maintain and upgrade the online membership system and train all clubs to use this system (basically completed).

- 3) Policies and Procedures
 - a) Provide annual updates to the Policies & Procedures Manual.
- 4) Accounting
 - a) Upgrade the accounting system for ease of use and accurate processing
 - b) Upgrade the accounting system for ease of use and accurate processing
 - c) Ensure year-end adjustments made during Review Engagement are incorporated into bookkeeping records
 - d) Provide quarterly Financial Statements for review by Finance Committee and Board, in addition to the year-end statements and Operating Budget for new year.
- 5) Financial Plan – Fund Raising
 - a) Understand and apply fund raising strategies
 - b) Identify potential sources of funding and complete applications
 - c) Diversify revenue sources
- 6) Program Development
 - a) Identify and implementing programs that result in BCN carrying out effective conservation and educational programs
 - b) Expand conservation program (see conservation program) and hiring conservation staff
- 7) Culture
 - a) Provide leadership and engagement organization training
- 8) Internal and external communications, engagement organizing - – see Communications - Community Building section

OBJECTIVES (Outcomes)

- 1) BC Nature and its clubs will become known as the active, friendly organizations which they are.
- 2) People will become more motivated to participate in naturalist activities and satisfy their curiosity about nature, membership will grow.
- 3) Clubs will be supported with:
 - a) Engagement organizing support and
 - b) Continue to be supported a range of services (communications, insurance, etc.)
- 4) Membership records will continue to be maintained
- 5) Accurate, quarterly financial reports will be available
- 6) The Policies and Procedures manual will be kept up to date
- 7) BC Nature will have fundraising targets and meeting or exceeding the targets
- 8) Programs – see relevant sections above (conservation, education, communications and community building)
- 9) This strategic plan will be monitored annually by the Board and each year a new time frame will be set to tackle items that have not been started or completed

RESPONSIBILITY

- 1) Board committees, under the leadership of the President, Committee Chairs and Regional Coordinators will implement the strategic plan and review implementation progress annually
- 2) The board will establish a committee with a fundraising role
- 3) The Office Manager will continue to maintain the membership system, determine if upgrades are required and report to the Board with recommendations
- 4) The Finance Committee and Treasurer will Ensure the accounting system is being used effectively and that necessary reports are available to the Board
- 5) The Past President will maintain and update the Policies and Procedures Manual
- 6) The Governance Committee will develop and recommend to the Board, appropriate management strategies for program development and oversight (or the Board will reassign this responsibility)
- 7) The Human Resources Committee will provide staff support and when requested will support committees in their effort to recruit volunteers to participate in BC Nature Activities. (Staff

and volunteers report to appropriate supervisors, committee chairs etc. not to the Human Resources Committee.)

- 8) Committees of BC Nature will develop conservation, community building and education programs as set out in other sections of this strategic plan
- 9) The Engagement Organizing Committee will encourage the development of outreach activities by assisting both BC Nature and the Clubs to
 - a) Identify topics for outreach campaigns, determine the activities which generate (1) the most participation and (2) are the most successful at raising funds
 - b) identify people who have the ability to assume responsibilities and leadership roles, identify activities that may interest them and encourage them to participate