

BC Nature, A Fifty-Year History, 1969-2019

Appendix 14. Communication and Restructuring to Meet Demand 1989 - 1996

Written by Sheila Byers, based on interviews with five former presidents and review of BC Naturalist Newsletters.

A mere twenty years after the transition of the BC Nature Council to the Federation of BC Naturalists (FBCN) in 1989, more big changes were in the works. But no matter how you look at it, changes are constant in our own personal lives, in Nature, as well as in the societies, federations, or whatever volunteer organization might be formed to protect and conserve Nature.

At this time in the life of FBCN, questions were being raised including: "What does the relationship between the FBCN and the clubs look like? How can that relationship best serve both entities?" These were important questions for the membership to ask and for FBCN to answer; part of a continual relationship-building effort necessary for FBCN and its clubs to survive over the long-term. What was different about this moment-in-time, however, was the need to simultaneously build a strong relationship with the government agencies.

On many fronts, Nature was increasingly being pitted against the economy. The need to establish wilderness areas was becoming urgent amidst the battles, advocacy and vigilance to protect the environment against the constant onslaught and destruction of so many habitats. The government agencies were crying out to naturalists to acquire knowledge on local flora, fauna and their habitats. Knowledge was in big demand. As noted by Syd Cannings in 1989,

Never before has the work of naturalists been so respected by society at large. The government ministries need our help – they have asked us for it repeatedly. So let's put all of our knowledge of natural British Columbia to work!

This was definitely NOT the time for "well-meaning ineffectiveness" in our organization (Malcolm Martin of the North Okanagan Naturalists club).

But everyone knew that the crux of the questions brought forward by its members was communication, or lack thereof. The FBCN needed to do a better job at reaching out to the clubs to get them more involved, assist the clubs in building and sharing their knowledge so as to attain greater effectiveness as an organization, and enable that transferal of member expertise to local, regional and provincial government agencies alike. Who else would better know their local flora and fauna and environmental concerns than club members in their own regions of the Province? There had to be a way to tap into this knowledge resource for the benefit of the FBCN (both as distinct club entities and the Federation as a whole).

THE RUMBLINGS FROM THE FBCN MEMBERS

As a sign of the times and during Syd's first year as President, Bert Brink came to the Education Committee with the suggestion that a statement of identity and goals be drawn up for the Federation. His concern was that the FBCN was getting lost in a sea of other environmental groups. As a consequence, the "public did not really know who we were or what we stood for - why have we naturalists banded together in this way and who are naturalists, anyway?"

The FBCN's simple motto says it all: "to know the outdoors, and to keep it worth knowing". By adopting a clear statement of identity and goals, Bert thought that it would enable the Federation to set priorities on both short and long-term goals. Bert's idea essentially amounted to the early beginnings of a mini Strategic Plan for the Federation. Bert's Statement of Purpose was formally adopted at the Annual General Meeting (AGM) in Victoria on May 5, 1989.

The Statement of Purpose was the first step in the effort to increase communications between the members and the Federation Board. Acknowledging that without the members there would be no Federation, the Board focused on improving communication to ensure effectiveness of the organization and its ultimate goals. And.... the government agencies kept asking for the assistance of the FBCN!

STATEMENT OF PURPOSE

To know the outdoors – and to keep it worth knowing
BC Naturalist Magazine 1989, Volume 27, No 3: 5
by Bert Brink

The Federation of British Columbia Naturalists is a family of naturalist organizations whose twin goals are voiced in its motto. The goals of education and conservation are inextricably bound to one another – we are dedicated to fostering an appreciation and understanding of our natural environment so that it may be wisely used and maintained for future generations. The following is a statement of identity: what we are and what we are not, what we as naturalists in British Columbia believe is important, and how we should further our aims.

Although we recognize that human existence depends upon use of the earth's resources, we also recognize the natural world's inherent values and enjoy and appreciate it for its own sake. Our goals, therefore, have a different and broader perspective than the goals of organizations involved in the consumptive use of nature.

We believe that negotiation and consensus are ways to build a lasting conservation strategy in British Columbia. We therefore believe that, where possible, it is valuable to cooperate with other organizations and the government to further conservation and natural history education in the Province. We will, however, petition governments at all levels to achieve our goals.

As a provincial organization, we are specifically concerned with the natural environments and wild flora and fauna of British Columbia. We acknowledge the paramount role of the Canadian Nature Federation in issues in the national and international domains.

Our membership is open without prejudice to all who share our goals. More specifically, our goals are:
1. to promote the enjoyment and understanding of nature by our members and the public at large by:

- a) education through field trips, camps, lectures, symposia, publications, and other activities;
 - b) fostering the creation of nature centres and nature education programs and defending the integrity of existing facilities and programs.
2. to encourage the establishment of protected natural areas, as represented in parks, ecological reserves, wilderness areas, wildlife management areas, wild and scenic rivers, and other such protected areas.
 3. to defend the integrity of existing sanctuaries by:
 - a) opposing resource extraction in parks and other protected areas;
 - b) exercising constant vigilance against pollution and habitat destruction.
 4. to promote and engage in the funding and research needed for protecting the integrity of all natural ecosystems.
 5. to encourage and engage in the protection and restoration of threatened and endangered species, with special attention to the preservation of essential habitats by:
 - a) working for the inclusion of all major habitats in the park or ecological reserve system;
 - b) encouraging and facilitating the reintroduction, where appropriate, of extirpated flora and fauna to their former ranges in the Province;
 - c) encouraging and facilitating the restoration and enhancement of essential habitat.

The next step by the Board to improve communication was to increase the number of volumes of the *BC Naturalist* newsletter printed, from 4 to 6 per year. As editor of the newsletter, Jude Grass was thrilled with this idea and a new section called "RavenTalk" was introduced in the middle pages of the newsletter. It highlighted what the Federation was actively accomplishing. The first entry in the new RavenTalk section of the newsletter (1990) was written by Bert to bring club members up to speed and literally, have all members starting from the same page: "What is the Federation of BC Naturalists?" If the Federation Board wanted more collaboration and knowledge sharing from its member clubs, this was the time to pull the ranks together.

Raven Talk – Your Federation in Action: information, committee reports, projects and concerns.

What is the Federation of BC Naturalists?

By Bert Brink, July 1990

The Federation is a family of some 40 clubs in BC. Its motto is: "To know the outdoors and to keep it worth knowing". That is, there are two foci:

- to learn and to teach about the world about us
- to conserve and to manage our world with wisdom

We have an interest in the education (and recreation) of our members and also, of the larger BC public.

We have an interest in the wise use of our habitat – man and the wide range of animals and plants of BC.....

A little history - about natural history in BC

Naturalists were attached to many of the early exploratory expeditions to our province, naturalists who, then and now, have an interest in, a curiosity bent if you wish, to know more about the land we live in – its rocks, its plants, its animals - and who place a value on knowing and conserving.

The first formal organization was formed in Victoria in 1890. Around the same time clubs were forming in Vancouver and in Vernon.....

The Nature Council was formed in 1963 and soon evolved into the Federation of British Columbia Naturalists.....

A few statistics

- Depending on how membership is determined (family, associates) our membership stands around 5-7,000 persons.

- The FBCN is primarily a family of clubs and the democratic structure is based upon club representation.
- The FBCN has one full time employee – an executive secretary. Our office (small and without a window!)

Some general policy items

What has the FBCN done and what is it doing?

Some Difficulties

(The full text of *What is the Federation of BC Naturalists?* can be found at the end of this Appendix, p.227).

Pressure from the members for more assistance from the Federation was tangible at the biannual AGM and FGM meetings of the clubs from 1989 through 1992. Clubs wanted more assistance with workshops and skill-building, and how to run their clubs if they were to effectively advocate for the environment, conservation and education. Communication is NOT just talking to or at each other, but rather listening and DOING the kinds of things the clubs want and expect from the Federation. Syd decided to increase the length of the AGMs and FGMs from 1 day to 1.5 days.

During these years, pressure in the form of pushback from the members was constant with the announcement from Syd in 1990 that an increase in membership fees was necessary. It was not until 1992 when Jude was in the President's position that the FBCN Directors, who are appointed by the clubs, approved the membership fee increase. It took a lot of myth-busting, however, to convince the members. As Jude pointed out:

Like taxes and death in our lives fee increases are inevitable to any growing society that is trying to serve its clubs or individuals, and that is also developing a public profile showing it to be a responsible and knowledgeable citizen within the community.

The culmination of these communications resulted in a discussion at the 1992 Loon Lake AGM by Syd on a possible restructuring of the Federation, both in the form of Roles and Responsibilities of the Directors, Executive and Member Clubs, as well as the roles of the various committees, and the need for the new committees. To that end, a Restructuring Committee was struck.

THE RESTRUCTURING COMMITTEE

The FBCN Directors appointed the Past President Syd Cannings to chair the Restructuring Committee; Syd asked Daphne Solecki and Frances Vyse (the two Vice-Presidents) to assist with developing a workshop for the 1992 Loon Lake AGM.

Why was this necessary? In addition to the communication components identified above, the FBCN membership was continuing to grow, as were the number of associated club activities. The province's size and complex geography and inclement weather also continued to pose great challenges to the FBCN organization and function. For the Federation to remain effective, both internally and externally,

it needed to either adapt the present structure to new situations or adopt a new structure.

In 1975, the Provincial Environment and Land Use Committee created seven Resource Management Areas: Lower Mainland, Vancouver Island, Thompson-Okanagan, Peace, Cariboo, North Central, Kootenay. FBCN adopted this new government regional organization by establishing seven Regional Committees to better manage club representation rather than representation from all the individual clubs. Bringing directors from 32 clubs from all over the province into Vancouver for a meeting, once or twice a year, was an expensive and time-consuming endeavour. Each of the Regional Committees had a Regional Coordinator (initially called Regional Vice-President). Regional Coordinators from the seven Regions then became the FBCN contacts, meeting with the Executive Committee whenever necessary. Club Directors, on the other hand, met only once a year at the AGM each Spring (the FGMs became more consistent by 1980).

The seven-region FBCN management system operated between 1983-1987. The regional boundaries were redefined by the Federation several times over the next several decades to best suit locations of regional clubs and landed at five regional areas around 2000.

Substantial constructive feedback from as many members as possible from across the province, solicited directly or through attendance at Loon Lake AGM and Kimberley FGM, addressed wide-ranging topics: communications, directors, executive director, focus of activities, priorities, annual work plan, budget and accountability, executive and directors meetings, regional activities, public relations, raising the FBCN profile, fund-raising, finances and the FBCN Foundation, conservation and education, publications, etc. Daphne and Frances compiled a basic position paper from the suggestions and recommendations. There was a lot of work to be done!

Jude noted that the changes would be phased in gradually over the next year: most of the changes would occur at the committee level with a restructuring of their terms of reference, membership and projects. At the time, no change in constitution was deemed necessary.

FBCN Restructuring Committee
Update by Daphne Solecki and Frances Vyse
BC Nature newsletter 1992 September/October Vol 30 No 5: 13

Mandate: to prepare a position paper on restructuring the FBCN.

Requests for comments and input from club members announced in July/August Newsletter formed a draft paper brought to the Executive on September 2 and then sent to the Club Directors for comment; follow-up discussion to occur at Kimberley FGM and again at Vancouver AGM in 1993.

Summary of main points for discussion:

- 1/ Leadership – How do we make sure we do the right thing?
- 2/ Communication – How do we involve everyone and ensure that our members know about the actions and accomplishments of the Federation and its member clubs?
- 3/ Management – How do we do things right? How do we achieve our goals?

(The full text of the *FBCN Restructuring Committee* can be found at the end of this Appendix, p.230).

With Daphne now in the President's seat, she emphasized her thoughts on the efforts over the previous few years to improve the FBCN administration, restructuring, and communications. Daphne identified the FBCN organizational development goals as summarized in the funding proposals for 1993-1994:

- 1) Continue restructuring process begun in 1992, whereby the FBCN becomes more effective and accountable to its members.
- 2) reinforce the existing regional structure and increase the number of new clubs and inter-regional activities.
- 3) Explore all possible means to increase the participation of outlying clubs in the work of the FBCN's standing committees.

Daphne considered a primary aim of the Federation was to support the efforts and endeavours of individuals and clubs who were accomplishing great strides with important projects, both locally and regionally. She wanted to see all the regions meet twice a year to keep the communication channels wide open. She also encouraged clubs to work on standing committees and to think of communicating as networks.

The persistent questions that arose during the restructuring review and feedback process were "What is or what should be the relationship of clubs and the Federation, how do they relate, how do they serve each other?" Daphne shared this thought-provoking comment at the Thompson-Okanagan regional meeting in 1994:

the clubs are the heart. They are an expression of all we love in the place where we live, a reflection of our personal landscape, the passion we have brought to protecting it. The Federation is the head – we know that as separate entities we cannot be as effective as we can be when we band together, so we make the reasoned decision to join our efforts through belonging to the Federation. With heart and head together we can be harmonious and strong.

Daphne was impressed and inspired by the level of dedication on the part of members of the clubs that she visited over the period encompassing the Restructuring Committee's work. There was no question that protecting Nature was a big job and sometimes overwhelming, especially with what seemed like only a few members or 'activists' willing to take action. As always, Daphne's commitment to Nature was steadfast and her response provocative:

I believe this is changing. For most of the time that the FBCN has been in existence we have concentrated on the first part of our motto 'To Know the Outdoors'. Through field trips and study we have accumulated much knowledge. Now it is imperative that we use that knowledge in service of the second part of the motto and 'keep it worth knowing'. We have a window of opportunity during these next 3-5 years to protect critical habitat in and around areas where we live. All of us know that this opportunity must be

seized – or it will never come again. To a great or lesser extent every one of us must become activists.

Although changes never come easily with anything, the remodelled structure and relationship of BC Nature with its many regional clubs was more functional and interactive. The new structural model invited clubs to meet regionally, with each region electing a Regional Coordinator to represent their region at the newly constituted Executive Committee. Quarterly regional meetings provided greater opportunity for club Directors and individuals to regularly attend and to express their opinions and ideas about their own local area, issues and concerns. Regional meetings began with the discussion of necessary FBCN business; then, regional issues became the focus for the balance of the meeting. Decisions taken at these meetings were then forwarded to the Executive Committee.

Daphne's partner in crime on the Restructuring Committee, Frances, fully intended to build on the changes initiated by Daphne to create an organization that is responsive to the needs of its member clubs while still serving the FBCN provincial conservation and education roles. Keeping Director attendance high, especially those from the interior, at the biannual Director's Meetings was a challenge. Frances was hopeful that the restructuring endeavours would help to increase that attendance.

Frances' expectation for the long-term was that clubs and members would feel more in touch with what their Federation was doing on their behalf and, as the regions grew stronger the well-organized clubs would be able to work together to solve their own problems. The savings in travel costs and Directors' time alone were well worth the restructuring effort; but ironing out the kinks in the Regional Meeting system took time.

Regional Directors' Meetings would be held on the same weekend in each Region. Each Region would receive the same FBCN Agenda for each meeting, as well as planning a portion of the meeting time to discuss regional and local issues. Regional Coordinators would then report back to the Executive Committee with minutes, reports, local concerns, etc. from the meeting. The Regional Meetings would be open to all club members but only Club Directors could vote on FBCN issues.

As a result of the restructuring changes, Frances presented a revised version of the FBCN Constitution and Bylaw document at the 1995 AGM. Her take-away from the Restructuring process:

was that the FBCN doesn't blow their horn enough, doesn't inform the public at large about the Federation, or endeavour to make itself more visible.

Frances pushed hard as President to launch the publication of the *Cordillera, A Journal of British Columbia Natural History*, thinking that it was an excellent showpiece for the Federation. In 1996, Frances incorporated the FBCN motto on the front cover the BC Naturalist – the first time it appeared there - to promote the goals of the Federation.

The 1990s also saw strides to meet the demands of clubs for more assistance with workshops and skill-building, and specifically how to be more effective advocates for the environment, conservation and education. This was well addressed through the active Education and Recreation Committee and the Conservation Committee, as well as the Land for Nature project which saw several workshops beginning in 1990 and held regionally throughout the province over the decade of the 1990s. (See Chapter 7. Projects; Appendix 9. Publications with descriptions of those sixteen workshop publications; and Appendix 10. Roundtables, Conferences and Workshops, many held in the 1990s).

Audrey Hoeg became President in 1996 and by then the Regional Meeting system was functioning smoothly with policies in place, and with proper support from the FBCN Office and the Executive Committee. In January of 1997, Audrey put forth a proposal to the FBCN clubs and members to amend the FBCN Constitution and Bylaws on items governing the Board of Directors, responsibilities of the Board, Officers of the Society, vacancies, financial benefits and fiduciary responsibilities of Directors, and responsibilities of the Executive Committee of the Board. Previously, the Executive Committee made recommendations to the Board of Club Directors for decisions to be made; the proposed amendments essentially reversed the process thereby increasing efficiency, etc.

For example, the status of Regional Coordinators had changed over the years from initially only giving reports at the FGMs, to participating in Directors meetings, and then to actually being included in the Executive Committee. To this end, one amendment allowed elected or designated Regional Coordinators (who were not FBCN Directors) to have the same rights and privileges as the elected or designated FBCN Directors. Having been a Regional Coordinator for several clubs, Audrey appreciated that the amendments gave the Regional Coordinators more influence. This was important as it was the Coordinators who were coordinating their regions and had a good handle on what the main issues were therein.

In the 2010s further changes were made to the Bylaws to rename the Club Directors as Club Representatives and the Executive was renamed the Board of Directors. The Board is now made up of the Officers, Regional Coordinators and Committee Chairs, plus two Directors-at-large. The Club Representatives meet as a Council at the AGM and the FGM and keep in touch with the BC Nature office by regularly reporting their club news, while BC Nature conveys its news to the clubs through monthly emails. Regional meetings continue to be encouraged with clubs - usually two per year are held - with some regions achieving this through phone conference calls. BC Nature now has 53 member clubs (2020).

The process of Restructuring the FBCN was a great deal of work over a period of at least seven years and involving five Presidents. Was it worthwhile? Absolutely! The channels of communication between the Board of Directors and Executive Committee with the clubs and members improved greatly. The regional clubs were better supported in their endeavours to conserve and protect Nature locally and regionally, while enabling better communication and sharing of that knowledge and

experience provincially, to meet the demand of government agencies in support of their decision-making.

Did all the work end there? Emphatically NO! Nor did it start there. The transition from the BC Nature Council to the Federation of British Columbia Naturalist was no small feat. Similarly, restructuring the Federation is a complex and ongoing focus. Every President and every Board and every Club Representative has, and will have, their part to play in continuing and maintaining an open line of communication and support to keep the FBCN members and clubs engaged and active, and supporting BC Nature's present-day motto:

Know Nature and Keep It Worth Knowing.

REFERENCES

BC Naturalist Newsletter. 1989-1998. Vol 27, No 1 through Vol 36, No 2. FBCN.

The following reprints are the two full articles from *BC Naturalist* newsletters that were condensed in the preceding account on Communications and Restructuring.

Raven Talk – Your Federation in Action: information, committee reports, projects and concerns.

**What is the Federation of BC Naturalists? By Bert Brink
BC Naturalist Summer, July 1990 Vol 28, No 2: 13-14**

The Federation is a family of some 40 clubs in BC. Its motto is: "To know the outdoors and to keep it worth knowing". That is, there are two foci

- to learn and to teach about the world about us
- to conserve and to manage our world with wisdom

We have an interest in the education (and recreation) of our members and also, of the larger BC public.

We have an interest in the wise use of our habitat – man and the wide range of animals and plants of BC (the most diversified provincial biota in Canada); the physical world of the provincial geology and soils; our climate and weather; and, astronomy, too.

A little history - about natural history in BC

Naturalists were attached to many of the early exploratory expeditions to our province, naturalists who, then and now, have an interest in, a curiosity bent if you wish, to know more about the land we live in – its rocks, its plants, its animals - and who place a value on knowing and conserving.

The first formal organization was formed in Victoria in 1890. Around the same time clubs were forming in Vancouver and in Vernon. Occasionally these clubs would meet to discuss common objectives such as provincial and federal park systems, arbor days, etc.

The Nature Council was formed in 1963 and soon evolving into the Federation of British Columbia Naturalists. The FBCN in turn was part of the evolution and designation of the Canadian Nature Federation soon after. International relationships with the Audubon Society of America were close during those times.

A few statistics

Depending on how membership is determined (family, associates) our membership stands around 5-7,000 person who are directly associated with the FBCN.

The FBCN is primarily a family of clubs and the democratic structure is based upon club representation. Every club has at least one Director on a Board which meets 11 times a year; larger clubs have a Director for every 200 members.

The FBCN has one full time employee – an executive secretary. Our office (small and without a window!) is located in the Sport BC building in Vancouver, which is supported by the Provincial Government and to whom we pay rent. Some services such as Xeroxing, print shop, mailing, etc. are available to the FBCN there.

The FBCN is organized under the Societies Act and is a registered charitable organization which allows us to issue tax receipts for certain donations.

The Executive Committee meets occasionally on matters of urgency when it is difficult to call a Directors Meeting, and to plan future meetings.

There is a Management Advisory Committee whose main role relates to matters of office management and staffing.

There are several active working committees that have open membership: that is any member that is interested in a particular area of endeavour will be encouraged to participate in these groups. They include:

- Conservation committee
- education and recreation committee
- publication committee, and
- regional committees.

These major committees also have many sub-committees reporting to them on specific subjects, issues and concerns.

Some general policy items

The FBCN is a democratic body with proper elections and uses parliamentary procedure and rules of order (it is not an oligarchy as some conceive it to be; and it must be noted that some issues call for continuity over many years and volunteers who interact in provincial, as well as local issues, are hard to come by).

There are no barriers to membership by creed, colour, race, or political affiliation. Each new executive tends to leave their mark.

The Federation attempts to stress political issues and to assist in local issues.

The FBCN works with elected governments at all levels; it seeks to influence the decision-making process by legal means, perhaps to challenge, but not to break the

law – roughly stated. The FBCN where, in the interests of direction, there is common ground, will work with other non-government organizations (NGOs), agencies, etc.; in short, there is an effort to support certain coalitions and other NGOs with environmental interests by networking, coalition, etc. Since natural history is recognized as the handmaiden of the modern science of ecology, the FBCN seeks deliberately to associate with scientific and technical organizations.

What has the FBCN done and what is it doing?

'Accomplishment' is a difficult term with which to deal because in no sense does a naturalist 'accomplish' in singularity terms. The FBCN is involved, it persuades, it may try to modify decisions, perceptions, etc., through its volunteers, its briefs, its interviews with political bodies, etc.

a/ it offers summer camp, in cooperation with a local club, particularly for the attendance from small clubs who cannot run their own, members get to know their province better.

b/ holds two general meetings a year.

c/ offers symposia, e.g., on endangered species and habitat, wetlands, lands use, etc.

d/ supports and develops publications and posters on naturalist history and conservation topics.

e/ supports wardenships for ecologically sensitive areas.

f/ writes briefs regarding forestry, parks, pollution issues, on government policy (wolf kill, wildlife management, etc.).

g/ participates in public hearings on many issues.

h/ FBCN is represented by volunteers, unpaid but sometimes with expenses, directly or indirectly, on many boards and committees such as

- BC Roundtable on the Environment and the Economy
- The Nature Trust of BC
- Habitat Conservation Board of BC
- Outdoor Recreation Council
- Old Growth Strategy Committee
- BC Public Conservation Assistance Fund
- Federal Environmental Partner Fund
- Provincial Problem Animal Control Board
- Provincial Wildlife Viewing Tourism Advisory Committee
- Government task forces
- Endless meetings to get reserves and new agencies established, e.g., Fraser River Estuary Management Program (FREMP)

i/ distributes on-going white papers on FBCN policies and attitudes – developed on energy, land use, forest harvesting, parks, biotechnology, public education, etc., to give others a clear idea of the naturalists' point of view, and to assist clubs in responding to local issues.

j/ organizes roundtables to assist in the determination of direction naturalists of BC can usefully take in the different regions of the province.

Some difficulties

BC is a difficult province for a NGO to maintain a provincial overview and outlook; it is topographically difficult, human populations tend to be in pockets, there is great diversity and more than half its people are in the Lower Mainland; there is a strong tendency, therefore, to centralize in the Lower Mainland.

There are large disparities in the attitude of people in the service sector of the BC economy, which is strongly urbanized, and the resource-based economy (forest, fish, crops, wildlife, and tourism).

The costs of intercommunication in BC are high and therefore contacts between clubs and regions are quite limited, but improving.

AND, WE HAVE FUN!!

Second Full Article:

**FBCN Restructuring Committee
Update by Daphne Solecki and Frances Vyse
BC Naturalist 1992 September/October Vol 30, No 5: 13**

Mandate: to prepare a position paper on restructuring the FBCN.

Requests for comments and input from club members announced in July/August Newsletter formed a draft paper brought to the Executive on September 2 and then sent to the Club Directors for comment; follow-up discussion to occur at Kimberley FGM and again at Vancouver AGM in 1993. Summary of main points for discussion:

1/ Leadership: How do we make sure we do the right thing?

- A. Focus: draw up a 3 to 5-year long-term plan that includes an Annual Work Plan & budget.
- B. Evaluation: progress reports on the Annual Work Plan are evaluated at each Director's meeting before new Plan is presented.
- C. Leadership Continuity – Vice Presidents: Vice-Presidents must commit to becoming President.
 - Lower Mainland Presidents alternate with those from other regions.
 - Specific duties are proposed for the First and Second Vice-Presidents as initiation to the President tenure. Commitment for elected members is 4 years: 1 year as Vice-President, 2 years as President, 1 year as Past President.

2/ Communication: How do we involve everyone and ensure that our members know about the actions and accomplishments of the Federation and its member clubs?

- A. Directors: Directors must be members of their clubs' executive if proper, two-way communication is to exist between the club and the Federation Board. Directors should receive an agenda at least a week before the board meetings.
- B. Meetings and other communications with clubs: Executive meetings should be held monthly.
 - Increase budget allocations for telephone and fax communication while decreasing the number of Directors meetings, e.g., 4 weekend meetings per year.
 - More Regional Meetings of Directors should be held. Meetings should be streamlined to allow more time to discuss new ideas, policies and stubborn problems (see details in Newsletter Vol 30 No 5, page 13).
 - Make greater use of electronic mail facilities in future to increase coverage and speed of communication.
- C. Communication with members: Increase coverage of club and Federation activities in BC Naturalist; include minutes from Directors' meetings, motions passed, decisions made.

3/ Management: How do we do things right? How do we achieve our goals?

- A. Office Manager: an essential position to a functioning Federation, communicating with the clubs, responding to their requests, managing membership files, attending to correspondence and maintaining the accounts.
- B. Executive Director: a new position to organize day-to-day activities of the Federation, liaise with and support clubs, act as a knowledgeable spokesperson, raise funds, and be able to act quickly when needed. This person would take direction from and assist the members to accomplish the goals they have set.
- C. Standing Committees: should set terms of reference and goals within the Annual Work Plan. Reports from Committee minutes should be included in BC Naturalist. Chairpersons should be on the Executive.
 - 1) Each club should have a member on the Conservation and Education Committees.
 - 2) Financial Advisory Committee should be established to develop a long range financial plan, investigate fund-raising in the private and government sectors, and work in conjunction with the FBCN Foundation.
 - 3) Editorial Board should be set up for both Cordilleran and the BC Naturalist.
 - 4) A Public Relations/Membership Committee should be established to seek a higher profile for the Federation.