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BC Nature Executive May 2015

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Vacant  Parks and Protected Areas Coordinator
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**Appreciations**

The executive members developed and determined the goals, strategies and measures of success.

Strategic Plan Committee members: Jim Morrison, Janet Pattinson, Gwyn Thomas, Kees Visser

Photographs: Bev Ramey, Greg Ross, Lynn Thompson and Nieke Visser
BC Nature Strategic Plan

2015 – 2020

BACKGROUND

Why We Need a Strategic Plan

A strategic plan allows BC Nature to be more proactive, effective and efficient in moving towards a shared vision and dealing with threats.

Most importantly, strategic planning builds communication and teamwork among Executive, Committee Members, Club Directors and BC Nature members.

The planning process results in meaningful change and creates ownership among club members while maintaining the mandate of BC Nature.

This plan keeps everyone focused by setting achievable goals. It is an important management tool for helping the Executive carry out its leadership responsibilities and be accountable to the membership.


BC Nature, then known as the Federation of BC Naturalists, had a strategic plan for the period between 1998 to 2003. This plan laid out goals and actions for the organization, throughout a period of crisis and change. The organization was low in funds and concerned with membership numbers and morale. This plan was largely successful with many goals being achieved.

In 2009 it was felt that a new five year plan was necessary for BC Nature to proceed and a sub-committee was formed, consisting of Anne Murray, Eva Durance and Joan Snyder. Discussion papers, surveys and an executive retreat all contributed to a final version of the plan, which was approved by the Board of Directors at the May 2010 Annual General Meeting.

Strengths, Weaknesses, Opportunities and Threats (SWOT) were all identified. Key findings were summarized and goals and strategies developed and put into an action plan for the five years leading up to 2015. Many goals were achieved, including an educational plan, expansion of field camps, increase in membership size, increase in number of clubs, establishment of protocols for prioritizing and dealing with conservation issues and the creation of Executive positions for parks/protected areas and communication. The Communications Chair position was created to oversee, with the help of a committee, all BC Nature programs and communications.

The measures of success for the 2010 plan were explained in the report, and although many goals were achieved, specific annual reviews and measurements were not carried out.
Overall Goals of 2010-2015 retained for 2015-2020
1. Harness the nature knowledge of members and clubs to compile, document and communicate nature knowledge across BC, particularly about parks and protected areas, Important Bird Areas, wildlife viewing areas, wetlands, wildlife trees and other sensitive habitats.
2. Gain greater public visibility for BC Nature in order to achieve our conservation and education objectives and an increased public knowledge of nature.
3. Increase and diversify our membership to broadly spread the knowledge of nature, increase the avocation for the protection of nature, and demonstrate nature’s importance to British Columbians.
4. Improve our role as a “Voice for Nature” in BC by prioritizing and focusing conservation work.
5. Set up a Program Management Committee to develop and implement a protocol for program monitoring and review.

The following pages contain the eight Action Goals and their key strategies for the 2015 to 2020 period.
Planning process for the 2015 to 2020 Strategic Plan

Before the Fall General Meeting in Cranbrook in September 2013, then Vice President Kees Visser was requested to take on the task for developing the new plan. During the fall of 2013 a subcommittee was formed (Kees Visser, Gwyn Thomas and Jim Morrison). During a number of skype meetings and email communications it was decided to develop two surveys, and disseminate them using Survey Monkey.

The first survey was prepared for the Club Directors and Executive in the spring of 2014 and after some initial problems with the survey, 27 responses (out of potentially 71) were received. At the AGM in Victoria in May 2014, Kees Visser presented the results and outlined the follow-up actions.

A second, shorter survey was prepared for the general membership and 914 members (17% of membership) responded. Many good ideas came out of this survey and Gwyn Thomas summarized all the results.

In July 2014, Janet Pattinson joined the subcommittee.

With all surveys in and data processed, it was decided to have a special Executive Meeting in Salmon Arm, just before the FGM in September 2014. This was crucial, since the plan needed a complete buy-in of the Executive. At that meeting it was decided to keep the five major goals of the previous plan, but also to add a number of action goals for the 2015 to 2020 period. The meeting results were summarized, and the Executive were invited to prioritize the strategies for each of the action goals. This finally was accomplished in January 2015.

The executive-approved plan was presented at the Salt Spring Island AGM.

Each action goal and strategy has a BC Nature Executive assigned as coordinator or champion, who will provide leadership with the strategies and review and report annually at the AGM on the achievements. The first year’s review will be presented at the May 2016 AGM.
KEY FINDINGS

In preparation for designing the five year strategic plan a survey was sent out to the club directors of BC Nature and a survey was sent out to the general membership. Both surveys focused on determining what the membership viewed as the biggest priorities for their clubs and also asked the respondents to assess the strengths, weakness, opportunities and threats for BC Nature. There were 27 respondents to the director survey and just over 900 respondents to the membership survey.

Club Directors Survey Results (27 Respondents)

Rating of Goals Performance

<table>
<thead>
<tr>
<th>Goal</th>
<th>Average Rating out of 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Harness nature knowledge of members &amp; clubs to document &amp; communicate BC nature knowledge.</td>
<td>6.3</td>
</tr>
<tr>
<td>2. Gain greater public visibility for BC Nature in order to achieve increased public knowledge.</td>
<td>5.2</td>
</tr>
<tr>
<td>3. Increase &amp; diversify membership to spread knowledge of nature, increase naturalist advocates &amp; demonstrate nature’s importance.</td>
<td>5.3</td>
</tr>
<tr>
<td>4. Improve our role as a “Voice for Nature” in BC by prioritizing &amp; focusing our conservation work.</td>
<td>6.3</td>
</tr>
<tr>
<td>5. Improve the effectiveness and management of BC Nature Programs.</td>
<td>5.1</td>
</tr>
</tbody>
</table>

Clubs’ Main Priorities

1. Local conservation projects
2. Education
3. More activities
4. Increased membership, especially more younger members
5. More collaboration with Young Naturalist Club
6. More public outreach
7. Find more funding
8. Collaboration between local clubs
9. Increased volunteer involvement of members
### Club Directors’ SWOT Analysis

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dedicated volunteers and members</td>
<td>• Lack of young members</td>
</tr>
<tr>
<td>• Partnerships with other organizations</td>
<td>• Lack of funding</td>
</tr>
<tr>
<td>• Good network across province</td>
<td>• Lack of paid staff</td>
</tr>
<tr>
<td>• Knowledge and skill base of members</td>
<td>• Too much dependence on volunteers</td>
</tr>
<tr>
<td>• Interesting camps and conferences</td>
<td>• Lack of communication</td>
</tr>
<tr>
<td>• Well researched advocacy</td>
<td>• Lack of use of website and social media</td>
</tr>
<tr>
<td>• Informative website, magazine and e-news</td>
<td>• Low public profile</td>
</tr>
<tr>
<td>• Some recognition by politicians</td>
<td>• Not proactive enough</td>
</tr>
<tr>
<td>• Involvement in citizen science</td>
<td>• Lack of collaboration/cooperation between clubs</td>
</tr>
<tr>
<td>• Betty does tremendous work</td>
<td></td>
</tr>
<tr>
<td>• Large and growing member base</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expanded social media use</td>
<td>• Government lack of interest in environment and interest in natural resources like pipelines</td>
</tr>
<tr>
<td>• Younger membership</td>
<td>• Volunteer burnout</td>
</tr>
<tr>
<td>• Growing interest in citizen science</td>
<td>• Lethargy of membership</td>
</tr>
<tr>
<td>• Other funding sources</td>
<td>• Aging membership</td>
</tr>
<tr>
<td>• More collaboration with other organizations and public</td>
<td>• Reduction in government grants</td>
</tr>
<tr>
<td>• Involving more members in volunteering</td>
<td></td>
</tr>
</tbody>
</table>

### Membership Survey Results (900+ respondents)

**Rating of Achievement of BC Nature’s Purpose**

<table>
<thead>
<tr>
<th></th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To provide naturalist and nature clubs of BC with a unified voice on conservations and environmental issues</td>
<td>7.67</td>
</tr>
<tr>
<td>2. To foster an awareness, appreciation and understanding of our natural environment that it may be wisely used and maintained for future generations</td>
<td>7.90</td>
</tr>
<tr>
<td>3. To encourage the formation and cooperation of nature clubs throughout BC</td>
<td>7.59</td>
</tr>
<tr>
<td>4. To provide a means of communication between naturalists in BC</td>
<td>8.06</td>
</tr>
</tbody>
</table>

**Clubs’ Priorities:**

1. Education about nature and environmental issues for members, general public, and children
2. Conservation and stewardship
3. Attracting new members (often with an emphasis on young people)
4. Enjoying nature
5. Keeping members involved and informed and getting them to be active in shaping the club
6. Hiking and other kind of field trips including birding
7. Citizen science
8. Advocacy

Membership’s SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Good centralized connection for clubs</td>
<td>• Not well recognized/not much clout</td>
</tr>
<tr>
<td>• Centralized voice for conservation, nature education and awareness</td>
<td>• Difficulty attracting younger members</td>
</tr>
<tr>
<td>• Good AGM’s, FGM’s, and Camps</td>
<td>• Lack of communication between clubs</td>
</tr>
<tr>
<td>• Educational and interesting magazine</td>
<td>• Low social media profile</td>
</tr>
<tr>
<td>• Useful emails and websites</td>
<td>• Lack of collaboration with other environmental organizations</td>
</tr>
<tr>
<td>• Support member clubs with funding</td>
<td>• Lack of visible minorities in membership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and increase promotional material and methods of dissemination</td>
<td>• Government policies/decisions that are harmful to the environment</td>
</tr>
<tr>
<td>(e.g. articles, website, Facebook, etc.)</td>
<td>• Apathy/complacency/cynicism (both of members and general public)</td>
</tr>
<tr>
<td>• Support from BC Nature for local clubs to learn how to improve their</td>
<td>• Lack/loss of funding</td>
</tr>
<tr>
<td>online presence with websites and social media</td>
<td>• Aging membership (82% out of 903 respondents were over 54 years old;</td>
</tr>
<tr>
<td>• Promote BC Nature at venues such as schools, community events, farmers</td>
<td>only 5.2% were under 35)</td>
</tr>
<tr>
<td>markets, and fairs</td>
<td>• Difficult to engage young adults</td>
</tr>
<tr>
<td>• Partnering with universities and high school clubs and helping out</td>
<td>• Too much being done by a small volunteer group</td>
</tr>
<tr>
<td>with school curricula</td>
<td>• Declining membership in certain clubs</td>
</tr>
<tr>
<td>• Partnering with other environmental organizations</td>
<td>• Lack of unity and communication between different clubs</td>
</tr>
<tr>
<td>• Partnering with First Nation groups</td>
<td>• Environmental damage from industry</td>
</tr>
<tr>
<td>• Better communication between clubs and communities, and having more</td>
<td>• Lack of employees</td>
</tr>
<tr>
<td>activities open to the public</td>
<td>• Overwhelming number of nature groups that dilutes focus in the community</td>
</tr>
<tr>
<td>• More collaboration between different clubs and cross promotion of</td>
<td></td>
</tr>
<tr>
<td>events</td>
<td></td>
</tr>
</tbody>
</table>
2015 – 2020 PLAN – GOALS AND STRATEGIES

Overall Goals of 2010-2015 Retained for 2015-2020

1. Harness the nature knowledge of members and clubs to compile, document and communicate nature knowledge across BC, particularly about parks and protected areas, Important Bird Areas, wildlife viewing areas, wetlands, wildlife trees and other sensitive habitats.

2. Gain greater public visibility for BC Nature in order to achieve our conservation and education objectives and an increased public knowledge of nature.

3. Increase and diversify our membership to broadly spread the knowledge of nature, increase the avocation for the protection of nature, and demonstrate nature’s importance to British Columbians.

4. Improve our role as a “Voice for Nature” in BC by prioritizing and focusing conservation work.

5. Set up a Program Management Committee to develop and implement a protocol for program monitoring and review.

5 Year Action Goals & Key Strategies 2015 - 2020

1. 20% growth in BC Nature membership, including an increase in the numbers of youth

   **Coordinator: Membership, John Neville**

   **Key Strategies**

   - To reach out to other like-minded organizations.
     - Example: Camera Clubs have members who are keen to learn about and photograph nature
   - Build youth membership by expanding club reach to social networking sites such as Facebook, Pinterest, Twitter, GooglePlus+, MySpace.
   - Promote and increase profile of programs, projects.
   - See about having BC Nature clubs in universities and partnering with clubs like the birding club at UBC. Then when the students finish post-secondary education they may join a BC Nature club.
2. Be recognized as the “go to” organization that provides information on nature – as a resource broker with linkages to citizen scientists, resources, nature knowledge; and with mechanisms in place that support connectivity with experts who provide science and nature information.

**Coordinators: Communications, Penney Edwards and Claudia Copley**

**Key Strategies**

- Promote BC Nature’s website as a centre for nature information and experts; BC Nature members have access to online ecology journals that could be really useful.
- Promote the “Nature Viewing Guide” (**www.bcnatureguide.ca**), a nature viewing tool from the Harnessing Nature Knowledge Project, mainly funded by BC Gaming. It is a web-based, map-based tool highlighting nature viewing sites in British Columbia, intended for users interested in nature viewing - both local residents and visitors.
- Host programs in natural history for the public throughout the year (Scout Island Nature Centre)
- Encourage citizen science projects, such as the “Shoreline mapping” on Salt Spring Island (working with Ornithologists, Registered Professional Biologists, Colleges, Universities).
- Partnerships:
  a. With professional associations (capture nature knowledge through keeping lists of species observed on club outings & hikes-document in computer files)
  b. Join conservation coalitions such as the South Okanagan Similkameen
  c. Conservation Program which partners the local & provincial governments, conservation organizations, land trusts and conservancies for the ecological good of a region.
- Technology Use:
  a. Use LinkedIn to connect and network between knowledgeable people.
  b. Utilize cell phone apps to simplify data collection on various species and to make sharing such info easier.
  c. Establish education network email group
  d. Improve website to promote access to information and increase awareness.
  e. Expand Nature Viewing Guide on website with clubs’ photographs & info on local sites
- Staff person (volunteer) is necessary to support this work

3. Inspire people to acquire nature knowledge and participate and be involved in a range of activities as volunteers.

**Coordinators: Alan Burger and Jude Grass**

**Key Strategies**

- Spearhead community projects such as stream re-naturalization/restoration/day-lighting, ecosystem restoration to stimulate public interest and provide opportunities for public participation.
- Find or develop ways to involve members in existing stewardship and monitoring programs, such as IBA, WiTs and Ecological Reserve Wardens
- Increase promotion and profile of programs and projects
4. **Encourage and assist in the increase of clubs and members’ enthusiasm and capacity.**
   
   *Coordinator: Parks and Protected Areas Coordinator*

   **Key Strategies**

   - Increasing membership through:
     - a. Increasing nature knowledge & awareness
     - b. Citizen science training
     - c. Guest speakers
     - d. Partnering with clubs
     - e. Range of projects
   - Increase clubs’ sharing their activities, having fun
   - Increase promotion and profile of programs, projects

5. **Strengthen the connection and participation of Directors and Clubs in BC Nature.**
   
   *Coordinators: Bev Ramey and Fred McMechan*

   **Key Strategies**

   - The regional coordinators have a critical role in communicating and organizing with clubs and directors in their region about the important role and services of BC Nature
   - There should be a page on the BC Nature website for each region where clubs can post upcoming events that are open to all BC Nature club members to join. This would foster a more interconnected and inclusive community.
   - BC Nature should look at ways to better support clubs with webinars or regional workshops on subjects such as membership recruitment, developing leadership, website development/useful tools/software, sources of funding for projects or any other identified training that clubs may seek.

6. **Increase the number of naturalists mentoring children, teenagers and young adults; e.g. 50 members signed up to work with youth on science fair projects.**
   
   *Coordinator: Margaret Cuthbert*

   **Key Strategies**

   - Solicit members to volunteer as science fair mentors¹
     - a. Submit their names to School District science fair organizers by area of knowledge
     - b. Assist teachers as guides on student nature outings
     - c. See about the possibility of starting nature clubs in elementary schools and high schools and look into having members volunteer to run these clubs.
   - Highlight existing initiatives such as mentors to:-
     - a. Young Naturalist Clubs
     - b. Municipal Councillors on the natural values of their communities
     - c. Youth in park activities
     - d. Ask club directors to list how their members are involved with mentoring.
   - Develop youth membership strategy

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¹ The number of members involved in mentoring projects is not specified in the text.
7. Maintain our role as a “Voice for Nature” in BC by carrying out focused conservation work.  
**Coordinators:** Rosemary Fox and Joan Snyder

**Key Strategies**

- BC Nature should establish a strong relationship with the media
  - Designate some members as media spokespeople and prepare them to speak on behalf of BC Nature
  - Produce Media releases on BC Nature positions on conservation issues
  - Write letters and post on our website, and follow up as necessary
  - Do the follow up work with the media
- Conservation Committee maintains high level of effectiveness and proactive role
- Establish stronger relationships with First Nations and Environment NGOs and develop partnerships as deemed necessary

8. Monitor and improve management practices for greater effectiveness and efficiency.  
**Coordinators:** Kees Visser and John Troth

**Key Strategies**

- Ongoing review to strive for greater effectiveness and efficiency:
  - Club billings, tax receipt forms
  - Encouraging directors to donate travel expenses for tax receipts
- Having first-rate magazine with good guest editorials, securing office lease, securing grants. Provide new committee members with guidelines/protocols so they will understand the flow of information and approvals for letters, etc.
- Maintain comprehensive program communications with membership.
EVALUATING OUR SUCCESS

Each action goal has a coordinator or “champion”, who will lead and then report at each AGM the progress on each goal.

In anticipation of the annual report on progress, goal coordinators will engage participating clubs and individuals in the strategies and information on activities and what has been accomplished. The report will highlight key measures of success for each 5 year goal as well as short-term results that have been achieved. See the Appendix for detailed measures of success on each of the strategies.

Goal 1: 20% growth in BC Nature membership, including an increase in the numbers of youth

Key Measure of Success:
- Year-over-year percentage change in membership numbers for individual clubs and BC Nature as a whole.

Goal 2: Be recognized as the “go to” organization that provides information on nature – as a resource broker with linkages to citizen scientists, resources, nature knowledge; and with mechanisms in place that support connectivity with experts who provide science and nature information.

Key Measures of Success:
- Website and “Nature Viewing Guide” traffic- keep track of how often it is visited and what people view, general area and members only section
- Number and type of comments on track Facebook and Twitter sites
- Number of these sorts of projects undertaken by the member clubs- summarize annually.
- Number, type and quality of partnerships

Goal 3: Inspire people in acquiring nature knowledge and participating and being involved in a range of activities as volunteers.

Key Measures of Success:
- Number of existing stewardship or monitoring programs, such as IBA, WiTS and other nature involvement), indicating year over year changes
- Number of clubs’ community projects (stream re-naturalization/restoration) and methods of promotion, indicating year-over-year changes
- Number and type of clubs/members’ Citizen Science projects and methods of publicizing, indicating year-over-year changes
- Number and types of club monitoring of nature activity, indicating year-over-year changes
- Number and types of speakers posted on the BC Nature notice board, indicating year-over-year changes.
Goal 4: Encourage and assist in the increase of clubs and members’ enthusiasm and capacity.

Key Measures of Success:
- Clubs documentation of nature knowledge for provincial knowledge bases.
- Number of citizen science projects; number of participants

Goal 5: Strengthen the connection and participation of Directors and Clubs in BC Nature.

Key Measures of Success:
- Each club post at least one event per year on website
- Regional coordinators show range of connection activities
- Number of club “supported” and club requested activities provided by BC Nature

Goal 6: Increase the number of naturalists as mentors for younger people, in a variety of projects and activities: e.g. 50 signed up and participating with youth in science fair projects.

Key Measures of Success:
- The number of clubs that promote projects and activities
- The number of naturalist members from each club to participate as mentors

Goal 7: Maintain our role as a “Voice for Nature” in BC by carrying out focused conservation work.

Key Measures of Success:
- Evidence of the effectiveness of the Conservation Committee
  - Number of media releases on conservation issues
  - Number of BC Nature articles published in general media
- Number of interviews by media on positions of BC Nature on key issues
- Number of people media releases are sent to (club directors, local club conservation committees) with requests to distribute to local media
- Number of posts to BC Nature Facebook page with request to ‘like articles
- Google alerts
  ● Evidence of strong relationship with media
    - Number of media releases that lead to published articles
    - Number of calls to and from editors to check up on media releases by Conservation Committee member who drafted the release.
  ● Evidence of follow-up of correspondence and resolutions
    - Number of media releases in regard to new correspondence
    - Conservation committee members report on follow-ups

Goal 8: Monitor and improve management practices for greater effectiveness and efficiency.

Key Measures of Success:
• % club billings are on time
• % of tax receipts and financial statements received on time
• Magazines are distributed on time and well received; office lease is in order
• Number of grants applied for and approved
• All new committee members, executive members and representatives receive the protocols and other information regarding their assignments
• E-news and other news to members distributed on a regular basis
• Management effectiveness measures:
  - Determining if the Executive feels and are comfortable that they work as a team.
  - Feedback will be requested from the clubs (BC Nature Directors) if billings, magazines, and other interactions with BC Nature is satisfactory.
Appendix 1 – Detailed Strategies and Measures of Success

Goal 1: 20% growth in BC Nature membership, including an increase in the numbers of youth

Key Measure of Success:
- Year-over-year percentage change in membership numbers for individual clubs and BC Nature as a whole.

Strategies – Measures of Success:
- Report on Success strategies of individual clubs
- Analyses of change of clubs and of BC Nature
- Number of visits to BC Nature Clubs - executives
- Number of new clubs

Goal 2: Be recognized as the “go to” organization that provides information on nature – as a resource broker with linkages to citizen scientists, resources, nature knowledge; and with mechanisms in place that support connectivity with experts who provide science and nature information.

Key Measures of Success:
- Website and “Nature Viewing Guide” traffic- keep track of how often it is visited and what people view, general area and members only section
- Number and type of comments on track Facebook and Twitter sites
- Number of these sorts of projects undertaken by the member clubs- summarize annually.
- Number, type and quality of partnerships

Strategies – Measures of Success
- Promote BC Nature’s website and Nature Viewing Guide as centres for nature information and experts; BC Nature members had access to online ecology journals that could be really useful. Measures of success:
  - Website traffic- keep track of how often it is visited and what people view
  - Track new added information as it is created- i.e. work of Krista Kaptein and the various clubs
  - Determine if online journal access through an institutional connection is possible and do so if reasonably priced
  - Mentions of BC Nature – quarterly “monitoring” media report
  - Number of members’ responses to various articles

- Host programs in natural history for the public throughout the year Measures of Success:
  - Summarize the programs that are being offered by the various clubs (annually)
  - Promote speakers to nearby clubs- share the resource by recommendations
  - Number of clubs now offering a speaker series, not previously done.

- Encourage citizen science projects, such as the “Shoreline mapping” on Salt Spring Island (working with Ornithologists, Registered Professional Biologists, Colleges, Universities). Measures of Success:
  - Number of these sorts of projects undertaken by the member clubs- summarize annually.
  - Records kept of findings in a format that can be retrieved in later years.
• Use of these records by interested individuals, organizations, and government.

• Partnerships:
  a. With professional associations (capture nature knowledge through keeping lists of species observed on club outings & hikes - document in computer files)
     Measures of Success:
     • Amount of this information added to the website, published in the magazine.
     • EBird records submitted from the province – encourage its use.

  b. Join conservation coalitions such as the South Okanagan Similkameen
     Measures of Success:
     • Number of coalitions we are actively involved in each year.
     • Effectiveness of these coalitions to achieve their goals.

  c. Conservation Program partners the local & provincial governments, conservation organizations, land trusts and conservancies for the ecological good of a region.
     Measures of Success:
     • Habitat protection achieved over the year (measurable) through land purchases and restoration work
     • Species recovery through active efforts (e.g., western bluebird, monarchs, Taylor’s checkerspot)
     • Educational messages to audiences - how many programs are presented on the topic, brochures distributed, etc.

• Technology Use:
  a. LinkedIn to connect and network between knowledgeable people.
     Measure of Success:
     • Number of people using these networking services.

  b. Utilize cell phone apps to simplify data collection on various species and to make sharing such info easier.
     Measures of Success:
     • Usage of these applications and number of additions to the sites
     • Cross promotion by members and clubs in the use/utility of these apps.
     • Brainstorming and fundraising for the creation of new apps that encourage nature knowledge.

  c. Education network email group established
     Measures of Success:
     • Establishment of this network
     • Effectiveness of network through an annual survey

  d. Website – access to information, increase awareness
     Measure of Success:
     • Promotion actions of sites, including ours and others members may find useful

  e. Nature Viewing Guide on website expanded with clubs’ photographs & info on local sites
• Staff person (volunteer) to support this work; a “Social Media Master” monitor the sites, preparing quarterly reports by number, subject areas; direct messages to appropriate BC Nature personnel, for response.

Measures of Success:
• Volunteer ready to set up the sites through coordination with local clubs.
• Amount of information about each region
• Monitoring of website traffic, also Facebook & Twitter
• Amount of updating/additions

Goal 3: Inspire people in acquiring nature knowledge and participating and being involved in a range of activities as volunteers.

Key Measures of Success:
• Number of existing stewardship or monitoring programs, such as IBA, WiTS and other nature involvement), indicating year over year changes
• Number of clubs’ community projects (stream re-naturalization/restoration,...) and methods of promotion, indicating year-over-year changes
• Number and type of clubs/members’ Citizen Science projects and methods of publicizing, indicating year-over-year changes
• Number and types of club monitoring of nature activity, indicating year-over-year changes
• Number and types of speakers posted on the BC Nature notice board, indicating year-over-year changes.

Goal 4: Encourage and assist in the increase of clubs and members’ enthusiasm and capacity.

Key Measures of Success:
• Clubs documentation of nature knowledge for provincial knowledge bases.
• Number of citizen science projects; number of participants

Strategies – Measures of Success:
• Increase membership participation through:
  a. Increasing nature knowledge & awareness
     • Engage in looking for species at risk in the club area to build knowledge and to help species in trouble.
     • By recording what is seen, and where, when on birding, hiking and botany outings, valuable information for species presence, distribution and numbers would be documented that can’t be found elsewhere.

Measure of Success:
• Each club could tabulate and report, within their capacity, this information to build a provincial knowledge base.

b. Citizen science training
  • Support member training by sponsoring stream keeper, lake keeper, wetland, bird banding, etc. courses. BC Nature could provide clubs information on courses and/or who delivers them (e.g. BC Lake Stewardship Society offers lake-keepers courses [www. http://www.bclss.org], BCWF wetland/habitat courses, stream-keepers, trail-building workshops).
• Online resources: CDC, SARA, Cornell Lab for birds, Frog Watch

Measures of Success:
• Clubs reporting the number of members receiving such training would be the measure of skill building.
• Clubs reporting to BC Nature citizen science projects they have undertaken and the number of participants would provide a measure of engagement.

c. Guest speakers
• Nature photographers, college/university professors, geologists, biologists, MOE or MFNLRO forest/ecosystem staff, science teachers, museum curators (if they have a local species collection) can all be interesting presenters for clubs.
• Create a list of engaging speakers to share between clubs in geographic proximity.

Measure of Success:
• Report annually, through the BC Nature Director, the number of speakers the club hosted and on what subject category (e.g. flora, fauna, insects, birds, geology).

d. Partnering with clubs
• Joint club hike/birding/botany/geology outing, collaborative projects (e.g. SONC/NOC/CONC/OONC jointly producing the Okanagan Valley Birding Trail).

Measure of success:
• Clubs could document and report this information to BC Nature annually.

e. Range of projects
• Re-naturalization of a park/stream/wetland; bird viewing platform/blind; trail restoration/maintenance; seek protection of sensitive flora/fauna, print a local nature guide for residents and tourists.
• Share between clubs the projects they have done and benefits, challenges, techniques used, anecdotes, etc.

Measure of success:
• Clubs could document and report this information to BC Nature annually.

f. Increase clubs’ sharing their activities, having fun
• Plan a multi-day trip to a neighboring community and engage the naturalist club there (or local knowledgeable people) to talk to the group, lead trips to hotspots for flora and fauna, historical sites, geological places of interest (e.g. CONC’s Midsummer Madness 3 day annual trips on the summer equinox).
• Participate in Bird Blitzes, conduct community park clean-ups, etc.

Measure of Success:
• Clubs could document and report this information to BC Nature annually.

g. Increase promotion and profile of programs, projects
• Invite the community to hear guest speakers at meetings.
• Invite the community to participate in a club project.
• Invite the media to cover a club community project.
• Do at least 1 common hike and/or birding outing a year to an area between clubs (where feasible).

Measure of Success:
• Clubs document and report this information to BC Nature annually.

To capture and summarize much of these data, a form could be developed, then filed annually by the BC Nature Director for the club. More information could also be gathered on this same form for other aspects of the strategic plan so that a comprehensive and consistent picture of club activities is collected annually, then aggregated to generate a provincial picture.
Goal 5: Strengthen the connection and participation of Directors and Clubs in BC Nature.

Key Measures of Success:
- Each club post at least one event per year on website
- Regional coordinators show range of connection activities
- Number of club “supported” and club requested activities provided by BC Nature

Strategies – Measures of Success:
- The regional coordinators have a critical role in communicating and organizing with clubs and directors in their region about the important role and services of BC Nature
  Measure of Success:
  - Annually: Each regional coordinator writes a short report listing the ways they have communicated with clubs in their region to foster BC Nature connections.
    (Aim to communicate in at least 6 instances each year, such as: regional meetings, regional phone conference calls, email to Club Directors {count as maximum of 3 instances}, assisting club to submit resolution or to nominate member for BC Nature awards, encouraging club to host AGM, FGM, or Field Camp)
- Create a page on the BC Nature website where clubs can post upcoming events that are open to all BC Nature club members to join. This would foster a more interconnected and inclusive community
  First Year: Website page designed with sections for each region, by month, and where Club Director or a designate are trained to enter upcoming, special ‘open’ events.  (Note: someone would have to be responsible for deleting past events.  Can website entry of events be easily carried out by reps from each club?)
  Measure of Success:
  - Each club post at least one event per year.
- BC Nature should look at ways to better support clubs with webinars or regional workshops on subjects such as membership recruitment, developing leadership, website development/useful tools/software, sources of funding for projects or any other identified training that clubs may seek
  Year One: BC Nature to provide a list of club support items available. Regional Coordinators circulate list to their clubs and encourage use. Clubs suggest any additional support they need.
  Measures of Success:
  Years Two to Five:
  - Measure how many such support activities are provided through BC Nature in each region.
    At least one support activity should occur in each region every two years.
  - Number of new training opportunities developed by BC Nature (measurement would depend on demand by clubs).

Goal 6: Increase the number of naturalists as mentors for younger people, in a variety of projects and activities: e.g. 50 signed up and participating with youth in science fair projects.

Key Measures of Success:
- The number of clubs that promote projects and activities
- The number of naturalist members from each club to participate as mentors

Strategies – Measures of Success:
- Solicit members to volunteer as science fair mentors by submitting their names to the School
District Science fair organizers by area of knowledge.

a. Individual clubs to promote to their membership the opportunity to be a ‘Naturalists as Mentors’ participant;
   Measures of success:
   • The number of clubs that promote
   • The number of naturalist members from each club to participate;
   • Students’ accomplishments with their Naturalist Mentor at science fairs.

b. Solicit members to volunteer to assist teachers as guides on student nature outings.
   b. Individual clubs promote their club as having a ‘Naturalists’ as Mentors’ program by preparing a promotional note and list of members, contact information and subject areas they can assist with and place on their website and promote to their local school district and with local teacher contacts.
   Measure of success:
   • Number of inquiries and number of outings/field trips per semester.
   • Number of youth reached.

Solicit members to raise awareness of and promote the Lieutenant Governor’s ‘Stewards of the Future’ initiative with local senior secondary science and International Baccalaureate teachers.

a. Individual clubs promote the ‘Stewards of the Future’ initiative toolkit to senior secondary teachers and collaborate with said teacher on their project by sharing their knowledge and expertise (teacher applies to program).
   Measures of success:
   • The number of teachers receiving the program toolkit and applying to the program through the support of the local club.
   • The number of students involved in a program project.
   • The number of club members participating.

b. Solicit members to volunteer to start and/or support a nature club in an elementary school and/or high school in their local region.
   b. Individual clubs initiate discussions with the local schools’ staff and collaborate on the development and support of a ‘Nature’ or ‘Environmental’ Club where discussion, outdoor exploration/appreciation and citizen science opportunities are offered.
   Measures of success:
   • The number of clubs developed and the number of participating students.
   • The number of club members supporting the school club.

Solicit members to promote their environmental education initiatives, their existing and the ‘Naturalist as Mentors’ to:-

a. The local Young Naturalist Club to assist as leaders and program/camp support.
   Measure of success:
   • The number of club members and the number of events they participated in.

b. The Municipal Councillors on the natural values of their communities and to offer expertise to community activities/events through the Leisure Services or Recreation and Culture.
   Measure of success:
   • The number of presentations to Mayor and Council, number of discussions with community leaders and the number of people reached through events and activities.
c. Support the municipal and regional Park Nature Programs/activities aimed at youth mentoring youth. (e.g. Pacific Spirit Regional Park has Trail Troupers, 20 year olds leading youngsters; naturalist mentors assist by training the Trail Troupers).

Measure of success:
- The number of club members participating in Parks programs by training youth and assisting with Park activities and events would be a measure of success.

d. Individual club directors (liaisons to BC Nature) report how their members are involved with mentoring or appoint a member to collaborate with the BC Nature Education Committee on club strategies.

Measure of success:
- The number of clubs and the number of members in any individual club participating as mentors in all the above ways described and their report of activities.

- Develop a youth membership strategy.

a. Individual club ‘Naturalists as Mentors’ to promote participation in the local Naturalists Club when providing expertise to teachers, school clubs and in the activity and event opportunities listed above.

Measure of success:
- The number of teachers and students attending club meetings and joining is a measure of success.

b. Individual club ‘Naturalists as Mentors’ encourage teachers with their voice of educational expertise (and link to youth) and encourage youth with their voice to join the Club Board of Directors and give them a specific responsibility (e.g. teacher assists with contacts in schools and promoting programs; youth facilitates Facebook and Twitter tasks and also promotion in schools).

Measure of success:
- The number of youth joining the Naturalist Club Board of Directors.

c. Individual club activities such as plantings, invasive removals, cleanups, citizen science methods workshops and surveys be promoted to schools and to youth groups to support students volunteer hours and class work which in turn engages youth in club activities.

Measures of success:
- The number of youth reached in this way.
- The number of youth reached and participate in further club activities.

d. Individual clubs offer an appreciation event or activity directed specifically to youth.

Measure of success:
- The number of youth resulting from this activity.

**Goal 7: Maintain our role as a “Voice for Nature” in BC by carrying out focused conservation work.**

Key Measures of Success:
- Evidence of the effectiveness of the Conservation Committee
  - Number of media releases on conservation issues
  - Number of BC Nature articles published in general media
  - Number of interviews by media on positions of BC Nature on key issues
  - Number of people media releases are sent to (club directors, local club conservation committees) with requests to distribute to local media
  - Number of posts to BC Nature Facebook page with request to ‘like articles
- Google alerts
- Evidence of strong relationship with media
  - Number of media releases that lead to published articles
  - Number of calls to and from editors to check up on media releases by Conservation Committee member who drafted the release.
- Evidence of follow-up of correspondence and resolutions
  - Number of media releases in regard to new correspondence
  - Conservation committee members report on follow-ups

Key Strategies:
- BC Nature will establish a strong relationship with the media, and will:
  a. When appropriate, designate one or more Conservation Committee members as media spokespersons and prepare them to speak on behalf of BC Nature
  b. Produce Media releases on BC Nature actions and positions on conservation issues
  c. Write letters and post on our website, and follow up as necessary
  d. Identify reporters who are interested in environment/conservation issues and list in spreadsheet to receive media releases or phone calls
- Conservation Committee will maintain a high level of effectiveness and a proactive role
- Pursue opportunities to form partnerships with NGO’s, First Nations, and other groups, to champion conservation issues of joint interest
- In developing strategies, always leave the door open to change strategies to achieve the desired goal, as some goals may take years to achieve.

Goal 8: Monitor and improve management practices for greater effectiveness and efficiency.

Key Measures of Success:
- % club billings are on time
- % of tax receipts and financial statements received on time
- Magazines are distributed on time and well received; office lease is in order
- Number of grants applied for and approved
- All new committee members, executive members and representatives receive the protocols and other information regarding their assignments
- E-news and other news to members distributed on a regular basis
- Management effectiveness measures:
  - Determining if the Executive feels and are comfortable that they work as a team.
  - Feedback will be requested from the clubs (BC Nature Directors) if billings, magazines, and other interactions with BC Nature is satisfactory.

Key Strategies:
- Ongoing review to strive for greater effectiveness and efficiency:
  - Club billings, tax receipt forms
  - Encouraging directors to donate travel expenses for tax receipts
- Having first-rate magazine with good guest editorials, securing office lease, securing grants. Provide new committee members with guidelines/protocols so they will understand the flow of information and approvals for letters, etc.
- Maintain comprehensive program communications with membership.
Appendix 2 – Membership Survey Information

### What is your age?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18 years old</td>
<td>0.1%</td>
<td>1</td>
</tr>
<tr>
<td>18-24 years old</td>
<td>1.1%</td>
<td>10</td>
</tr>
<tr>
<td>25-34 years old</td>
<td>4.0%</td>
<td>36</td>
</tr>
<tr>
<td>35-44 years old</td>
<td>4.2%</td>
<td>38</td>
</tr>
<tr>
<td>45-54 years old</td>
<td>8.6%</td>
<td>78</td>
</tr>
<tr>
<td>55-64 years old</td>
<td>26.6%</td>
<td>240</td>
</tr>
<tr>
<td>65-74 years old</td>
<td>38.9%</td>
<td>351</td>
</tr>
<tr>
<td>75 years or older</td>
<td>16.5%</td>
<td>149</td>
</tr>
</tbody>
</table>

*answered question 903*

*skipped question 11*

### How long have you been a member of BC Nature?

<table>
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<th>Answer Options</th>
<th>Response Percent</th>
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<tbody>
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<td>0-2 years</td>
<td>24.7%</td>
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<tr>
<td>3-5 years</td>
<td>20.6%</td>
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<tr>
<td>6-15 years</td>
<td>26.3%</td>
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<tr>
<td>16-25 years</td>
<td>16.7%</td>
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<tr>
<td>Over 25 years</td>
<td>11.7%</td>
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*answered question 898*

*skipped question 16*

### Where do you get your information about BC Nature?

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<th>Answer Options</th>
<th>Response Percent</th>
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</tr>
</thead>
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<tr>
<td>Website</td>
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<tr>
<td>Magazine</td>
<td>86.0%</td>
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<td>Email</td>
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</tr>
<tr>
<td>Other</td>
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<td>62</td>
</tr>
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*answered question 615*

*skipped question 299*