



Strategic Plan

August 1, 2016

1. Introduction

The Wildsight Kimberley Cranbrook Branch is comprised of people that care! Led by a passionate and conscientious Board of Directors and Branch Manager, the Kimberley Cranbrook Branch is in a critical stage of planning to sustain current initiatives and build on recent years' programming successes. Wildsight Kimberley Cranbrook Branch takes on more targeted community-based programs that contribute to meeting the overall Vision established by the Wildsight organization as a whole. This document is the dynamic blueprint for sustainable maintenance and growth of the Kimberley Cranbrook Branch's operations and activities.

This Plan is the product of numerous review and planning sessions by Branch Board Members and Wildsight employees, feedback from regional meetings, collaboration with Wildsight members, as well as a comprehensive review of Wildsight regional actions and priorities. The Kimberley Cranbrook Branch Board of Directors was grateful for the support of Columbia Basin Trust's Non-Profit Advisors' Program, in particular Theresa Negreiff who provided initial recommendations and supported the Board in accessing funding to work with an advisor to facilitate a collaborative process to complete this Plan. As such, we enlisted the services of Becky Pelkonen of Handspan Consulting to act as our collaboration coach and planning consultant.

This Strategic Plan is intended to be a "living document" that provides a road map for where we want to be from an assessment of where we are now. Together, we have defined the values that we carry forward into every action and we have developed a list of Branch-specific goals, strategies and priorities that move us to where we want to be. Through it all, we have considered important "change management" factors and readiness activities that allow us to transition through any important and critical changes and to effectively manage change. By acknowledging these change management factors, we are more readily available to further identify and inspire further positive change.

As a local Branch we will always continue to be faced with change and are enthusiastic about developing this road map to enable us to manage rather than react to change. This planning process has provided us with a system to lead, manage and change the Wildsight Kimberley Cranbrook Branch in a well-planned, integrated manner based on our collective priorities. This systems approach will also provide a management process that assures we focus our resources to most effectively move towards our Mission.

The Kimberley Cranbrook Branch Board of Directors is to be commended for their collaboration, dedication, imagination and perseverance throughout this process. They are fully aware that a plan is of little value by itself and took every effort to engage with and review other levels of Wildsight planning and work so to create a local organization that will benefit all stakeholders – our members, our employees and all those with whom we collaborate. We look forward to working with all interested parties and partners to take part in making our future happen!

With sincere thanks to all involved,

Dean Chatterson, Wildsight Kimberley Cranbrook Branch President

2. Wildsight Vision

The Wildsight Kimberley Cranbrook Branch works towards the overall Wildsight organizational Vision:

Wildsight envisions a landscape with free-running streams and rivers of pure water, extensive and connected wild spaces, and natural habitat that maintains the full complement of indigenous plants and wildlife. We see healthy human communities thriving with sustainable livelihoods and lifestyles based on a conservation ethic.

3. Wildsight Kimberley – Cranbrook Branch Mission

Being a local organization, the Wildsight Kimberley Cranbrook Branch works towards a more focused, community-based Mission:

The Wildsight Kimberley Cranbrook Branch empowers environmentally responsible citizenry and supports conscious local economy. It provides consistent and ongoing leadership by engaging and listening to the concerns of the community, then responding with care, insight and innovation. The branch develops local programs, projects, events and campaigns that support ecological literacy and community action.

4. Wildsight Kimberley – Cranbrook Branch Values

The Wildsight Kimberley - Cranbrook Branch plans, implements and reflects on all priorities and actions within the following guiding set of collective values:

- Inclusion
- Community Involvement
- Collaboration
- Innovation
- Sustainability

5. Wildsight Kimberley – Cranbrook Branch Goals & Objectives

Goal 1 (PROGRAMMING): We collaboratively develop, deliver and sustain community-driven programs that further the Wildsight Vision and are responsive to local needs and passions.

Conservation Programming:

5.1.1 Go Wild! Kimberley

Action: 5-day backpacking trip with grade 9 & 10 (Selkirk Secondary School). Identified next steps include:

- Discussions to be had with Jenn Meens to expand program to Cranbrook
- Goal to expand program by 2017/2018

Who: Jenn Meens

Resources: Jenn Meens to find grants for program, collaboration time with Selkirk employees, requires Canadian Mountain Certified Guide, Selkirk has gear however sometimes needs money to maintain items

Timeline: Annual Program managed by Jenn Meens

Update:

5.1.2 Go Wild! Cranbrook

See above.

Update:

5.1.2 Grade 11 Environmental Science Program

Action: Act as local advocates to ensure and encourage Grade 11 Environmental Science Program at Selkirk Secondary School

Who: Branch Manager & identified Board Member

Resources: Jean Means expertise & Selkirk contacts, potential funding partner, curriculum (Dean Chatterson has this available)

Timeline: September 2017

<p>Next Steps: Branch Manager/Branch Member to discuss with Jenn Meens and identify feasibility and Wildsight role in advocacy</p>
<p>Update:</p>
<p>5.1.3 Wood Stove Exchange Program</p> <p>Action: Wood Stove rebates appear to have stagnated in Kimberley, Action to look into feasibility to sustain Wood Stove Program in Kimberley and expand to Cranbrook</p> <p>Who: Branch Manager or identified Board Member</p> <p>Issue: BC Lung Association grant does not provide administrative funds – program is unsustainable without these funds thus need to find partner and/or additional funding to sustain program</p> <p>Resources: BC Lung Association provides base grant, must find leveraged grants to support administration of this program</p> <p>Timeline: Feasibility assessment by October 2016</p>
<p>Update:</p>
<p>5.1.4 McGinty Conservation Area</p> <p>Action: Currently the Board has advocated to have the Province establish a recreation area and will collaborate to ensure appropriate park infrastructure is in place; next action is to collaborate with Meadowbrook Community Association to create an education program for primary school students</p> <p>Who: Marty Musser & Meadowbrook Community Association</p> <p>Resources: Branch Manager’s time for any administrative work or grant writing support</p> <p>Timeline: Year 1 (2016) – Park establishment to be finalized Year 2 (2017) – Trail-building plan, Ministry/BC Parks to provide picnic tables, Meadowbrook Community Association is responsible for collaborating with BC Parks to sustain operations, initiate education program to be finalized by 2018 operating season</p>
<p>Update:</p>
<p>Water Programming:</p>
<p>5.1.5 Mark Creek Restoration & Interpretation</p> <p>Action: Create and finalize interpretive signage; create a one-time or annual event; explore feasibility for an education program</p> <p>Who: Branch Manager to coordinate</p> <p>Resources: volunteers; collaborate with Kimberley Chamber of Commerce and/or City of Kimberley with regards to the event</p>

<p>Timeline:</p> <ul style="list-style-type: none"> • Interpretive Signage: May 2017 • Event: May 2017 • Education Program Feasibility: May 2017
<p>Update:</p>
<p>5.1.6 Watershed Committee Work & Actions</p> <p>Action: Within the scope of the Watershed Committee, attend meetings and collaborate to further the Committee’s objectives and ensure Wildsight member voices are heard and member contributions are identified and provided</p> <p>Who: Dave Hale & Branch Manager</p> <p>Resources: Watershed Committee support; Mike Fox time and support</p> <p>Timeline: ongoing</p>
<p>Update:</p>
<p><i>Sustainable Communities Programming:</i></p>
<p>5.1.7 Kimberley Farmers Market</p> <p>Action: Complete 1-3 Year Goals & Objectives</p> <p>Who: Kimberley Farmers Market Manager</p> <p>Resources: Support from Advisory Committee</p> <p>Timeline: November 2016</p>
<p>Update:</p>
<p>5.1.8 Energy Efficiency</p> <p>Action: Develop valuable community programs for creating new and innovative ways for community to reduce energy, promoting energy efficiency and low carbon future</p> <p>Who: Consultant</p> <p>Resources: Grant required</p> <p>Timeline: Report/Action Plan to be developed by June 2017</p> <p>Next Steps: Branch Manager & Board Members to identify potential grants to develop programming report by November 2016</p>
<p>Update:</p>

<p>5.1.9 Waste Reduction</p> <p>Action: Develop Feasibility Study for potential ideas for waste reduction programs and infrastructure in Kimberley/Cranbrook area Who: Consultant Resources: Grant required, support for initiative from Kimberley and Cranbrook Mayors and Councils Timeline: Grants to be acquired asap, updates to Councils asap</p> <p>Update:</p>
<p>5.1.10 Marysville EcoPark</p> <p>Action: Ongoing maintenance and improvements to the Marysville EcoPark - 3 work bees per year (2016), moving to 4 work bees in subsequent years (Spring-Fall) - clean up park, maintenance, removing invasive plants, pruning, mulching Who: Branch Manager to coordinate, work with Darryl Calder Resources: volunteers, mulch, native plants – reapply to a grant in Fall Timeline: set work bee schedules 1 year in advance</p> <p>Update:</p>
<p>5.1.11 Coupon Program/Kitchen Workshop</p> <p>Action: Farmer’s Market Coordinator to understand the program and develop action plan Who: Farmer’s Market Manager Resources: volunteer?, local Strong Start/Early Years coordinator, Advisory Committee Timeline: Action Plan to be presented to Board by November 2016</p> <p>Update:</p>
<p>5.1.12 Green Building</p> <p>Action: Data and membership has demonstrated that there has been the saturation of desire for new teachings. Will evaluate actions and/or new green building workshops and advocacy on an ongoing basis. Who: Board & Branch Manager Timeline: Ongoing</p> <p>Update:</p>
<p>5.1.13 Wild Ideas! & Community Film Nights</p> <p>See below in 5.3.3</p>

5.1.14 Kimberley Open Gate Garden

Action: Increase general participation, complete 1-3 school tours and workshops per year & complete Garden Library

Who: Dirk de Geus

Resources: Grant (Garden Library), Increased participation from volunteers, time and participation for school tours

Timeline: ongoing

Update:

5.1.15 CFAC, Cranbrook Council, Pop Price Park, Public Produce Garden

Action: Continue collaborating with CFAC to deliver Cranbrook-based food workshops; explore opportunities for collaboration

Who: Sharon Cross & Branch Manager

Resources: CFAC support, Cranbrook Council support

Timeline: Cranbrook-based food workshops ongoing, meeting with Cranbrook re: Pop Price Park/Public Produce Garden by November 2016, Action Plan for Park/Garden by January 2017

Update:

5.1.16 Grow it, Eat it Task Force

Action: Within the scope of the Grow it, Eat it Task Force attend meetings and collaborate to further the Committee's objectives and contribute where necessary and in the scope of Wildsight KimCran's objectives and resources

Who: Dirk de Geus

Resources: Time

Timeline: Ongoing

Update:

5.1.17 Apple Capture

Actions: Continuous maintenance of equipment, double-check waiver

Who: Branch Manager to coordinate

Resources: Dean Chatterson to assess equipment and provide recommendations for maintenance, need to budget annual maintenance

Timeline:

- Bi-annual maintenance schedule – by October 2016
- Dean Chatterson to assess equipment – by end of August 2016
- Waiver edits – by end of August 2016
- Online booking system – by March 2017

Update:

5.1.18 Future Programming: Proactively plan for successful alignment and resources of new programs. In order to do so, before identifying and taking on new projects the Board must consider the following:

- Is there alignment with the Wildsight Vision? The Branch Mission?
- Do we have the resources and capacity to initiate and sustain this project? Funding? In-kind? Volunteers? Oversight?
- Is there economic viability? Is there a way to partner this program with others in order to create economies of scale or further viability?
- What is the operational plan?
- Are there any legal and/or health and safety considerations to be made?

A new project/program application form may be found in Appendix A. This form must be filled out prior to presenting to Branch Manager or the Board.

Goal 2 (VOLUNTEERS): We have a responsive, appropriate and engaged group of volunteers that are organized and available to assist and lead Wildsight Kimberley Cranbrook initiatives.

5.2.1 Kimberley Cranbrook Branch Volunteer Database

Action: Complete framework, research and input for Branch Volunteer database.

Who: Branch Manager (or other?) to develop framework and identify Volunteer Manager

Resources: Electronic volunteer database

Timeline:

- Identify Volunteer Manager by October 2016
- Develop database and input database by February 2017

Update:

5.2.2 Volunteer Involvement Strategy

Action: Develop a volunteer involvement strategy with the objective to meet Goal #2

Who: Branch Manager to oversee, to work with Consultant

Resources: Grant funds to develop strategy (CBT Non-Profit Advisor Program)

When: Strategy to be complete by August 2017

To be included in Strategy:

- Ideal methodology to gather interests of volunteers
- Development of meaningful work
- Contact methods
- Recognition
- Feasibility/Business case for volunteer coordinator

Update:

Goal 3 (COMMUNICATION & COMMUNITY RELATIONS): We implement an interactive and resilient communications and community relations strategy that enables members and interested parties to engage in an informed and timely manner.

5.3.1 Website

Action: Update website, at least quarterly.

Who: Branch Manager or identified volunteer

Resources: Time and content

Timeline: Quarterly (4 times per year)

Update:

5.3.2 Office Space

Action: Find and maintain appropriate and friendly office space that is within budget, visible and open for community/public engagement.

Who: Sharon Cross, Brian Clarkson, Marty Musser & Virginia Anderson

Resources: Budgeted lease

Timeline: Move into new, appropriate office space by December 2016

Update:

5.3.3 Wild Ideas! Sessions & Films

Action: Build and maintain regular, interactive Wild Ideas Sessions and Film Nights that are well attended, with engaging, relevant and innovative topics for members and the general public.

Primary actions to do so include:

- Research lessons learned from other Branches
- Develop annual schedule of Wild Ideas Sessions (or at least 6 months in advance)
- Communicate schedule on website and to members

Who: Board & Branch Manager

Resources: Work with local venues to host sessions, Find a driving volunteer

<p>When: Annual Schedule complete by end of September 2016 (4 per year)</p> <p>Update:</p>
<p>5.3.4 Banff Film Festival/Wild & Scenic Film Festival</p> <p>Action: Plan and implement annual Film Festivals Who: Pegg Davidson (Banff Film Festival) & Branch Manager/Alison Ko (Wild & Scenic Film Festival) Resources: Advertising funds & volunteers Timeline: Annual & Ongoing</p> <p>Update:</p>
<p>Goal 4 (RELATIONSHIP-BUILDING & NETWORKS): We have built & maintained a vibrant and clearly defined network to develop synergistic opportunities and create program efficiencies.</p>
<p>5.4.1 Identify & Strategize</p> <p>Action: Develop list and strategy for relationship-building and networking. Actions to do so include:</p> <ul style="list-style-type: none"> • Develop listing of database of existing and critical relationships (i.e. RDEK, City of Kimberley, City of Cranbrook, Rotary Groups, Humanity Network, Chambers, Tourism Kimberley, Seniors in Partnership, Cranbrook Community Forest Society, Kimberley Trails Society, etc.) • Develop listing of potential synergistic relationships (i.e. Rocky Mountain Naturalists, Grow it Eat it Task Force, Foodbanks, Kimberley Gardens, Strong Start, South Star Recreation Society, etc.) • Identify synergies and partnerships, identify strategy for engagement and communications • Build connections in Cranbrook <p>Who: This strategy can likely be built in conjunction with Action 5.2.2 in order to create a broader “Engagement Strategy” – Consultant to assist, Branch Manager to develop initial list of relationship contacts within a database.</p> <p>Resources: Grant</p> <p>Timeline: Initial database of contacts by February 2017; Strategy in conjunction with Action 5.2.2</p> <p>Update:</p>

Goal 5 (SUSTAINABILITY & FINANCIAL HEALTH): We are a financially sustainable non-profit organization that balances financial health with our organizational mission. We are innovative social entrepreneurs that consider all actions based on viability and mission impact. We also have suitable tools and measures in place to manage short-term finances while maintaining long-term mission goals.

5.5.1 Global Budget

Action: Develop and manage a 1-3 year global budget with quarterly reporting and updates.

Who: Consultant to support, Virginia Anderson and Branch Manager

Resources: CBT funding through Non-Profit Advisors Program for support

When: For next fiscal year (Approved by Feb 1st, 2017)

Update:

5.5.2 Financial Reporting & Management

Action: Implement a financial accountability program. Primary identified actions include:

- Seek proposals/quotes for bookkeeping and annual financial reporting services.
- Budget for these services.

Who: Virginia Anderson

Resources: Set aside budget

When: For next fiscal year (Approved by Feb 1st, 2017)

Update:

5.5.3 Fundraising

Action: Establish a fundraising/grant-writing committee and develop a diversified fundraising and grant-writing strategy. Primary identified actions include:

- Develop Terms of Reference for the Committee, establish committee and ensure suitable candidates in place
- Develop and implement a diversified fundraising strategy
- Database/List of grants

Who: Committee to be established by Board

Resources: CBT funding to have Consultant develop Terms of Reference and assist committee to develop Fundraising & Grant-writing Strategy

Timeline: Committee established by March 2017; Strategy developed by December 2017

Update:

5.5.4 Social Enterprise

Action: Develop a suitable social enterprise business or series of business activities that enhance Wildsight Kimberley Cranbrook’s mission by providing social/environmental value and profitable revenue for the Branch.

Who: Consultant

Resources: Feasibility Study funding

Timeline:

Year 1 – Opportunity Identification & Pre-Feasibility Study

Year 2 – Feasibility Study & Business Plan

Year 3 – Business Launch

For more information on process to develop a Social Enterprise, please visit:

<http://www.socialenterprisecanada.ca/en/toolkits/devtoolkit/>

Update:

Goal 6 (GOVERNANCE & OPERATIONS): We operate a professional and efficient organization with the resources necessary to fulfill our goals and objectives and governed through integrity by a fair, passionate and purposeful Board.

5.6.1 Branch Manager Work Plan/Manual

Action: Integrate all Branch policies, directions, program/project action plans, strategic plan and contact lists into a Work Plan/Manual

Who: Branch Manager

Resources: Uninterrupted Time

When: Manual complete by 2017

Update:

5.6.2 Culture of Succession Planning within Board

Action: As integral first steps to building and maintaining this culture, a “Statement of Intent” and New/Ongoing Board Member Orientation Manual to be developed (in collaboration with the Manual noted above in 5.6.1

Who: Dean Chatterson

Resources: Time

Timeline: Manual complete by 2017

Update:

5.6.3 Employee & Volunteer Handbook including Organization Chart

Action: Complete an employee and volunteer handbook to include “new hire information,” policies, procedures and organization chart

<p>Who: Consultant & Branch Manager to coordinate Resources: Grant When: By February, 2018</p>
<p>Update:</p>
<p>5.6.4 Health & Safety</p> <p>Action: Sound policies and procedures in place that are implemented and monitored to ensure and enforce a healthy and safe working environment. Who: Dean Chatterson Resources: Health & Safety Policy (template) When: By December, 2016</p>
<p>Update:</p>
<p>5.6.5 Governance Clarity:</p> <p>Action: Clarify Issues, roles, responsibilities, process between Branch and Regional Board Who: Dean Chatterson & Brian Clarkson (Kim/Cran) & Brian Conrad Resources: Identified documents for review When: Action Plan and next steps identified to achieve clarity and resolution by November, 2016</p>
<p>Update:</p>

6. Plan Success Factors

In developing this Plan, the Wildsight Kimberley – Cranbrook Board of Directors and Branch Manager had substantial ownership and involvement in its development. In order for this Plan to transpire and remain a success, the following areas have been identified as “critical success factors.”

6.1 Team Motivation

One of the key motivational issues for implementing a Strategic Plan is to make sure the Goals, Objectives and Actions are clear to each team member and a clear focus is maintained throughout the process. Each team member must be able to see how their contribution will be valued, and what the rewards are for active participation in the plan. A Plan will not succeed if team members are not committed to overcoming every challenge and obstacle on the path to success.

It is recommended that the Wildsight Board of Directors approve and update this Plan on an Annual Basis as well as identify areas within the Plan for direct involvement, while also providing the Branch Manager the freedom and confidence to carry and manage this Plan on behalf of the organization.

6.2 Monitoring Progress

As the Plan progresses, there should be checkpoints to monitor and analyze progress being made towards project completion and successful ongoing program management. As the progress at each checkpoint is analyzed, revisions should be made to ensure objectives and actions are being met, as established at the beginning of this process. This will also ensure that the Branch leadership is able to sufficiently analyze any factors key to organizational, project, and program successes.

Key actions that are recommended to take place in order to ensure a sufficient monitoring process include but are not limited to:

- Attaching this Plan directly to an Annual Global Budget
- Branch Manager to provide quarterly update reports to the Board at scheduled Board Meetings – space has been provided within this Plan to do so
- Prior to the Branch AGM, update this Plan (on an Annual Basis)

6.3 Develop and Implement Mechanisms for Reporting, Dialogue & Collaboration

With collaboration as a leading value for the Kimberley – Cranbrook Branch of Wildsight, it is strongly encouraged to develop mechanisms for dialogue and collaboration with community, partners and members in order to share and solicit feedback on this Plan on an Annual basis. Some recommended strategies for creating dialogue surrounding this Plan include but are not limited to:

- Presenting this Plan directly to the Kimberley and Cranbrook City Councils at regularly scheduled meetings;
- Providing copies of this Plan and soliciting feedback in writing directly to key collaborators such as local Chambers of Commerce, EKIPC and any other key collaborators
- Presenting this Plan directly to the Wildsight Regional Board and Management at a regularly scheduled meeting and engaging in consultation, dialogue and feedback
- Providing a copy of this Plan and any Quarterly and/or Annual Reports on the Branch website



Future Projects & Programming

This form was developed to successfully sustain, plan and develop operational and governance strategies for any new or future projects or programming for the Wildsight Kimberley Cranbrook Branch. Please fill out this form before providing new or future project proposals or ideas to the Wildsight Kimberley Cranbrook Branch Manager or any of the Branch Board Members. This information will then be presented at the next upcoming Board Meeting for consideration to add to the Branch’s Strategic Plan.

Please provide a short description or title of proposed Project and/or Program.
How does this Project/Program align with the Wildsight Vision? And with the Branch Mission?
What resources and/or capacity are required to initiate and sustain this proposed Project/Program? Please consider funding required, in-kind time from the Branch Manager, volunteers, etc.

Is there economic viability for this proposed Project/Program? Economic viability considerations include administration funding and enough funding to sustain the necessary materials/costs within a defined timeframe for this Project/Program. Please also submit a preliminary proposed budget or costs if available.

What is the operational plan for this Project/Program? For example, who will oversee this Project/Program to ensure successful management? What operational considerations must be made?

Does this Project/Program require partnership? Is there a way to partner this Project/Program with others in order to create economies of scale or further viability?

Are there any legal and/or health and safety considerations to be made?

Other:

