

# 2023-2026 STRATEGIC PLAN

BRITISH COLUMBIA  
CONSERVATION FOUNDATION







## TABLE OF CONTENTS

Executive Summary.....	3
Context.....	4
Our Vision and Mission.....	5
Team Values.....	6
Theory of Change.....	7
Strategic Goal - Authentic Engagement.....	9
Strategic Goal - Nurturing People.....	10
Strategic Goal - Growth and Evolution.....	11
Operationalizing the Strategy.....	12
Conclusion.....	13
Acknowledgements.....	14







# Executive Summary

BC Conservation Foundation (BCCF) is a non-profit charitable organization that provides project management services, innovative partnerships and programming to enhance fish and wildlife populations.

BCCF envisions our home province with abundant and thriving fish and wildlife populations. We are doing our part to support fish and wildlife through education, collaboration and habitat conservation. We do this work to support and amplify Indigenous perspectives. We collaborate in conservation, protect habitats, inform decision-making, and conserve land and water.

The Foundation began working on a new strategy in the summer of 2022. This strategy document is our North Star to help guide us toward the impact we hope to realize over the next three years. Our board and staff helped inform and update BCCF's direction by identifying our core values and our organizational theory of change.

These components helped provide a foundation for this strategy that consists of three organizational goals and various objectives, programs and activities. The strategic planning process provides guidance for our board of directors, committees, volunteers, staff and contractors in the ways we go about our business and operations.





# Context

BC Conservation Foundation began to develop our strategy by reviewing findings from a partnership survey conducted in 2020. We then conducted approximately ten interviews with key external thought leaders in August 2022. The focus of the interviews was to:

- 1) Inform stakeholders of the strategic planning process,
- 2) Envision future possibilities, and
- 3) Increase understanding of concerns and challenges that could influence BCCF's priorities.

A situational analysis identified strengths, weaknesses, opportunities and threats that were consolidated into themes and critical questions. This process provided an appreciation of potential benefits and risks to BCCF. It provided a snapshot view of the organization at a particular point in time to help determine future directions.

The board of directors helped update BCCF's vision, mission and key goal areas. Staff continued refining the strategy through identifying objectives and prioritizing activities.

Some underlying questions discussed included:

- What do you see as the current strengths and challenges of the organization?
- What must we do to leverage our strengths and address our challenges?
- What changes and forces now and in the future impact our planning?
- Which of the following approaches do you most strongly support? Is anything off the table?
- Given our vision, mission, and current situation, what do we want to achieve in this planning cycle?
- What does amazing look like?





## Our Vision

Thriving fish and wildlife populations throughout BC.

## Our Mission

To support fish and wildlife through education, collaboration  
and habitat conservation.





# Team Values

## Core Values

- We recognize and seize opportunities to respond to changing times.
- We are committed partners and do what we say at every level.
- We steward resources responsibly.

## Inclusivity

*We actively look for opportunities to challenge our assumptions and biases, and to invite diverse experiences, ideas, and identities to inform our work.*

## Transparency

*Our desire is always to be transparent and authentic, so we pay attention to how, when, and the means of the message.*

## Accountability

*If there is a problem with our work, we are open to feedback, correction and learning, even when it's uncomfortable. We commit to having hard conversations for the sake of the health of the team, the health of our environment and the impact of our results.*

## Respect

*We recognize healthy debate produces better ideas and robust conversations. We commit to honour one another with integrity even when we disagree, and to resolve interpersonal conflict to maintain unity on the team.*

## Recognition

*We are proud of and passionate about what we do, so we honour the efforts, and celebrate the successes of our partners and everyone on the team.*





# Theory of Change

A theory of change is a comprehensive illustration of how and why a desired change is expected to happen. Our theory of change attempts to outline strategies most effective towards creating positive change.

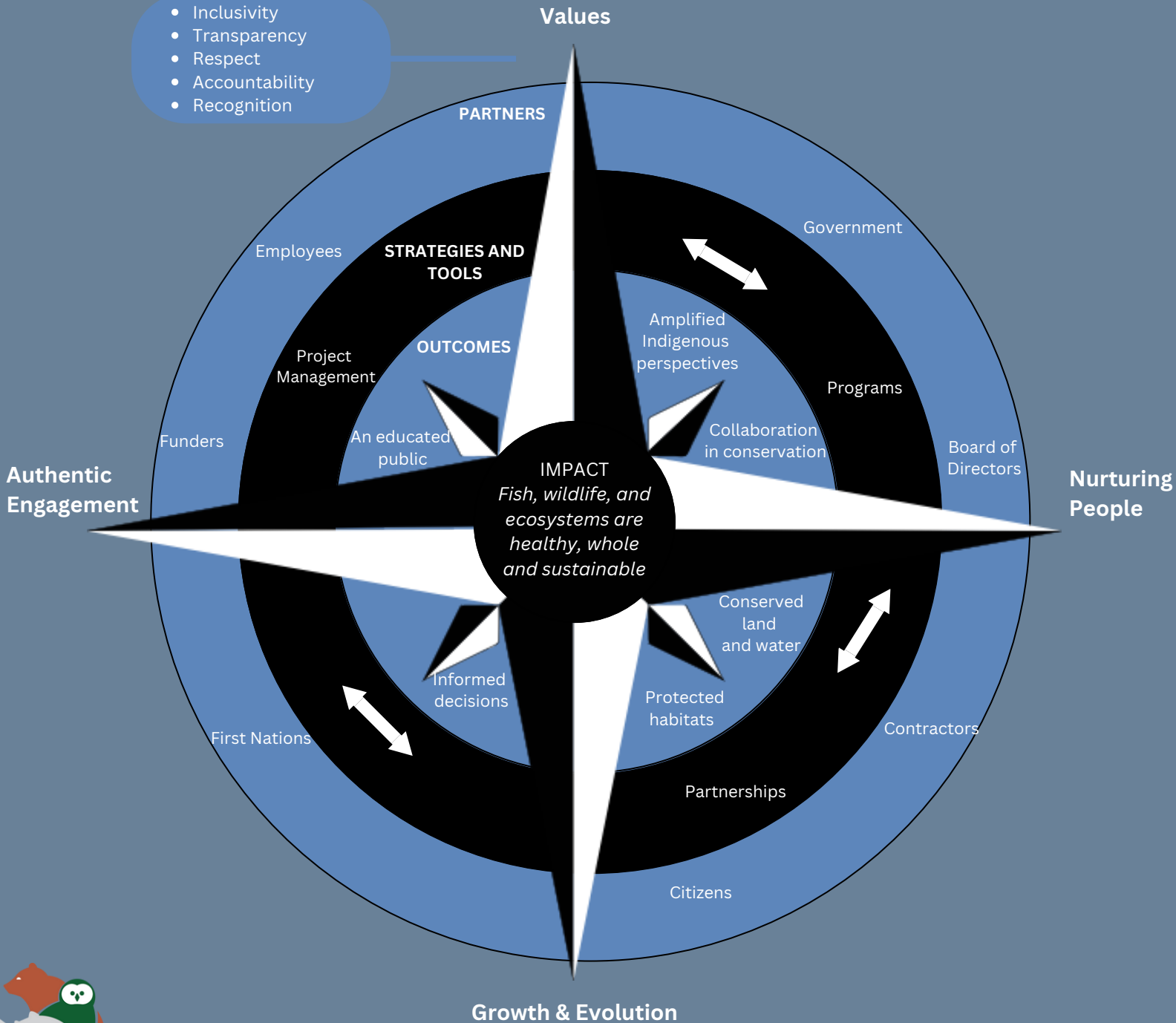
In our work, BCCF draws on five decades of project management, partnership development and programming that help us set upcoming priorities for our work in conservation over the next three years.





# Theory of Change

- Inclusivity
- Transparency
- Respect
- Accountability
- Recognition



**Vision and Mission**  
 Thriving fish and wildlife populations throughout BC.  
 To support fish and wildlife through education, collaboration and habitat conservation.

- Strategic Interventions**
- Implement projects
  - Manage resources effectively and sustainably
  - Liaise with government on policy
  - Bring stakeholders and rights' holders together
  - Indigenous engagement and capacity building
  - Build opportunities for conservation careers and citizen engagement
  - Share data of conservation experts/people/resources
  - Assist projects get funding
  - Facilitate committees and gatherings
  - Educate the public on conservation
  - Outreach on BCCF programs
  - Reinvest in our mission
  - Use our website for education

- Projects We Manage**
- Cumulative Effects Assessments
  - Data/Modeling/Reporting
  - Ecosystem Mapping/Modeling
  - Effectiveness Monitoring
  - Habitat Enhancement/Restoration
  - Impact Assessment/Mitigation
  - Indigenous Engagement
  - Invasive Species
  - Inventories
  - Monitoring
  - Public Outreach
  - Research and Policy
  - Water Management
  - Wildlife Health





# Strategic Goal - Authentic Engagement

*Develop strong relationships with people and organizations to educate and collaborate on fish, wildlife and habitat conservation issues.*

## Objectives

Ensure ongoing good relationships with similar conservation organizations and funders in BC.

Ensure solid working relationships with Indigenous nations and communities.

Enhance public awareness of our organization throughout BC through enhanced external communications.





# Strategic Goal - Nurturing People

*Invest in people and cultivate opportunities to make BCCF a great place to work.*

## Objectives

Invest in a strong organizational culture, including diversity, equity, and inclusion for its people.

Foster a great workplace, work experience, and career path for everyone.

Celebrate the success of the organization.

Invest in expanding staff capacity.

Ensure we are in a position to recruit and retain talent.





# Strategic Goal - Growth & Evolution

## Objectives

Diversify our revenue streams to enhance financial independence.

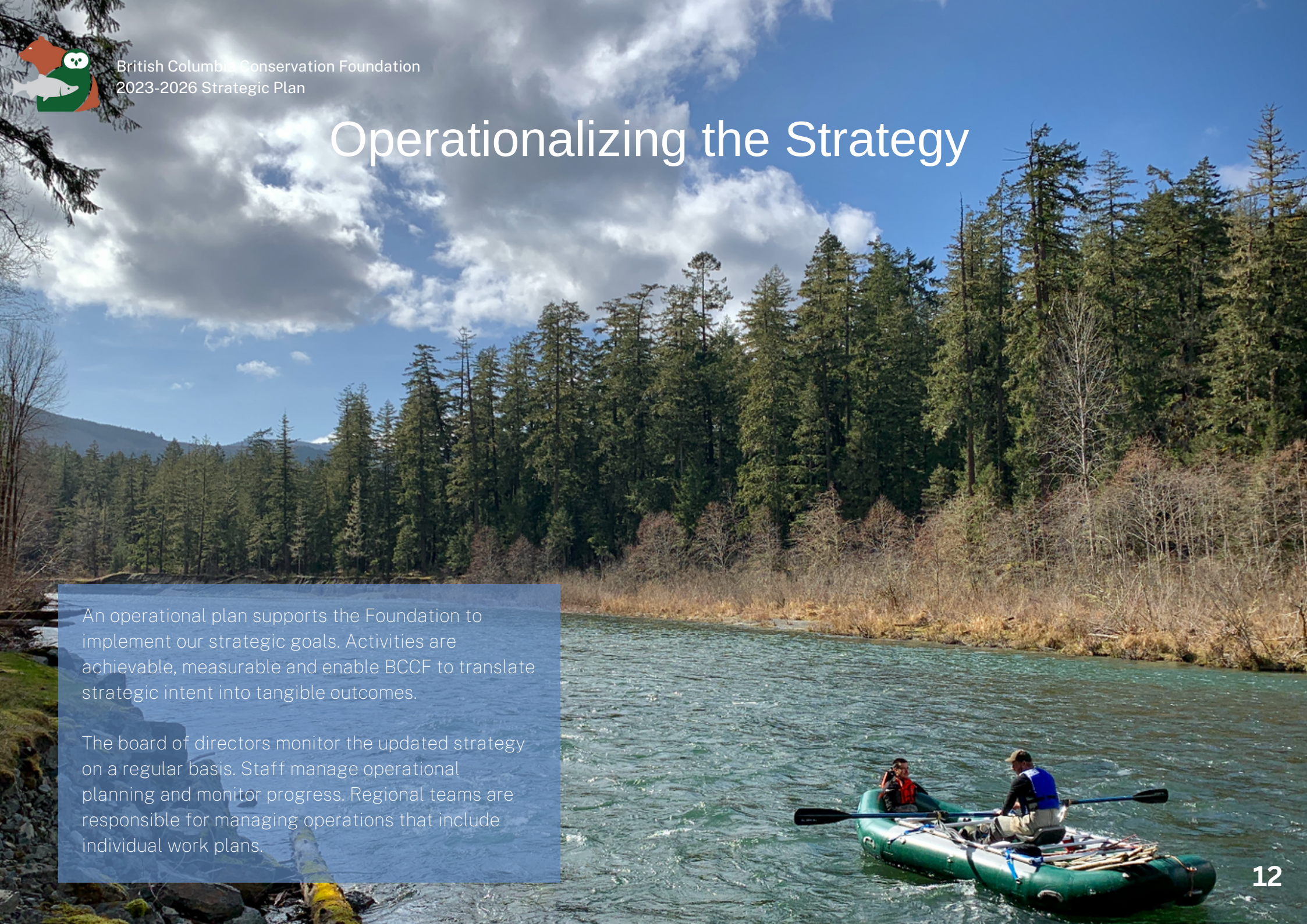
Continue providing excellent service in our core areas.

Grow our existing programs and services in a measured, sustainable way.

Add new programs and services based on strategic opportunities.







# Operationalizing the Strategy

An operational plan supports the Foundation to implement our strategic goals. Activities are achievable, measurable and enable BCCF to translate strategic intent into tangible outcomes.

The board of directors monitor the updated strategy on a regular basis. Staff manage operational planning and monitor progress. Regional teams are responsible for managing operations that include individual work plans.





# Conclusion

Since 1969, BCCF has been involved in conserving fish and wildlife populations. Through the evolution of the Foundation, the challenges facing our environment have become more complex and dire with each passing year. These issues galvanize our commitment and direction to do even more in the years ahead.

This strategy builds on the many accomplishments of BCCF to strengthen abundant and thriving fish and wildlife populations around the province. We are learning to work in innovative ways with Indigenous peoples through new collaborations and ways of knowing. Through promoting informed decision-making and educating the public, we are committed to working together to conserve land and water for future generations.







# Acknowledgements

Photo credits:

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*This report was produced on the traditional, ancestral and unceded territories of the Qíbc̓áy (Katzie), SEMYOME (Semiahmoo) and Qw'̓ntl'en (Kwantlen) First Nations who have been the stewards of this land since time immemorial.*