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COLUMBIA MOUNTAINS INSTITUTE OF APPLIED ECOLOGY

# STRATEGIC PLAN 2022 - 2026



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CMI acknowledges and honours the four nations on whose territory we work: the Sinixt, the Ktunaxa, the Secwepemc, and the Syilx.

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# Introduction

## Nature and History of CMI

The Columbia Mountains Institute of Applied Ecology (CMI) is a non-profit society incorporated in 1996 under the BC Societies Act. CMI is currently based out of Revelstoke, BC and our activities are designed to support ecologists in the Columbia Mountains region in the unceded territories of the Sinixt, the Ktunaxa, the Secwepemc and the Syilx. Although our focus is on the Columbia Mountains region, we find broad support from across BC, Alberta, and beyond. CMI connects people working in the various fields of applied ecology – natural resource practitioners, managers, environmental and social science researchers, educators, non-profits, indigenous groups, academics, stewardship groups, and others. To accomplish this, CMI:

- Hosts science-driven conferences and events;
- Provides specialized courses and workshops to present the newest information and methodologies on chosen applied ecology topics;
- Provides access to unique resources such as conference summaries and presentation recordings through its website.

The organization is run by a volunteer Board of Directors (BOD), a paid Executive Director, and an occasional program assistant. There are three categories of membership that make up our member base: individual, student, and corporate. Corporate memberships cover the costs of membership for all branch or office staff from a variety of organizations such as: academic institutions, environmental consulting firms, businesses, government agencies, indigenous groups, and large non-profits. On average there are about 300 individuals covered under these memberships per year. CMI also maintains a large subscription-based email list of approximately 1400 people.

## CMI's Vision, Mission, and Values

Vision: Outstanding natural resource management that supports ecosystem function and resilience in the Columbia Mountains region.

Mission: To foster best practices in collaboration, communication, and education in support of applied ecological research, science-based management, conservation, collaboration, and professional development within our area.

Values:

1. Ecological knowledge transfer: We provide opportunities to enable learning and collaboration on ecological management priorities.
2. Science-informed resource management: We advocate sound applied science.
3. Quality work environment: We establish and maintain a high-quality work environment, where creativity, diversity, and innovation are encouraged; individuals are treated with respect and dignity, and people work collegially and cooperatively to achieve common goals.
4. Legal obligations: We accomplish our work using the regulatory frameworks, contracts, and agreements that guide our actions and decisions as we carry out our business.
5. Building partnerships: We build strong partnerships by treating our funding partners and volunteers with respect and providing them opportunities to derive value from their association with CMI.
6. Fiscal prudence: We are efficient and effective in our utilization of the limited financial resources available to achieve our goals.



# Strategic Priorities 2022-2026

The CMI Strategic Plan provides direction for 5 years. The Strategic Plan will be used to develop detailed annual work plans (see goals, below).

Goals	Objectives	Strategic Actions
<p>1. Build the capacity of people working in the various fields of applied ecology so as to support improved natural resource management.</p>	<p>Facilitate communication and sharing of knowledge related to priority ecological themes among members and applied ecologists in the Columbia Mountains region.</p>	<p>Use the results of membership surveys and evaluations, summary of field expert opinion, and Directors' professional experience to determine priority ecological themes and associated event topics.</p> <p>Record and post CREDtalks and other speaking events such that the material is available to anyone who could not participate in live delivery.</p> <p>Offer an average of 5 courses and workshops per year. Course content is to be determined by need, opportunity, and resources.</p>
	<p>Support interdisciplinary continuing education and skill development.</p>	<p>Host 1-2 annual conferences or larger workshops per year.</p> <p>Maintain CMI's memberships numbers at or above 100 individual and 25 corporate memberships. Increase CMI's student membership from an average of 25 to 40.</p>
	<p>Provide networking opportunities to support collaboration and community building.</p> <p>Reduce potential economic barriers to accessing CMI events and resources.</p>	<p>During CMI events, facilitate sharing of contact information and other resources, and provide opportunities to socialize either in person or virtually.</p> <p>Provide access to educational materials on the CMI website at discounted or no cost. These will include event recordings, proceedings documents, and resource lists. Where economic barriers exist for interested participants, provide discounted registration fees when funding allows.</p>

	<p>Continue to offer, explore, and improve upon online delivery of courses, conferences, and public talks.</p>	<p>Provide online options or hybrid delivery options to participate in select CMI's conferences and workshops.</p> <p>Adapt courses to an online format where possible and desirable.</p> <p>Support CMI's Executive Director with the training and personnel required to continually improve upon online methods of event delivery.</p>
<p>2. Be responsive and accountable to our region</p>	<p>Advance the shared goals and objectives of the CMI and partner organizations.</p>	<p>Continue to collaborate and work with members of conference organizing committees and other individuals to ensure events CMI align with the goals and objectives of partner organizations, as much as possible, to maintain and enhance relationships</p> <p>Maintain open communication about project planning with other groups in the delivery of courses and workshops where shared goals and objectives have been identified.</p>
	<p>Find ways to better engage students and early professionals in knowledge transfer with respect to Columbia Mountains ecosystems.</p>	<p>Connect with high school and post secondary-aged youth to share ecological research and inspire participation in applied ecology in our region.</p> <p>Increase membership among early career professionals and recruit 2 Directors under the age of 40.</p> <p>Leverage our use of technology and social media to engage with a younger audience.</p>
<p>3. Provide well-managed and efficient services.</p>	<p>Follow and adapt practices to remain financially sound.</p>	<p>Monitor and critically assess the returns from different revenue streams, compared to expenditures, with a view to maintaining CMI's financial assets. CMI should plan to maintain one year's operating cost plus enough funds to cover new project initiation over a two-year horizon.</p>

	<p>Continue to be a well-managed and well-organized society.</p>	<p>Update the Annual Workplan that defines strategies, timelines, and deliverables for advancing each Goal and associated Objective contained in the Strategic Plan.</p> <p>Present the draft Annual Workplan to the CMI Board of Directors for review and approval at the Annual General Meeting.</p> <p>Reschedule Annual General Meetings to take place annually in winter so that the timing lines up with planning horizons and annual budgeting processes.</p> <p>Evaluate the outcomes of the Annual Workplan on a semi-annual basis to determine if adjustments are required. Ideally this review will take place in June before the BOD's summer break.</p> <p>Report the highlights from our strategic actions in the CMI Annual Report.</p>
	<p>Gain a better idea of the degree to which CMI is achieving its vision.</p>	<p>Further develop measures to assess effectiveness of workshops, conferences, and courses.</p> <p>Formalize feedback received from directors participating in courses/conferences/events via a director feedback form to be presented at monthly board meetings.</p>
	<p>Maintain CMI as the best place to work in the Basin</p>	<p>Maintain communication between the Executive Committee and Executive Director. Members of the Executive Committee should regularly check in with the Executive Director to assess the needs to sustain a healthy work environment.</p> <p>Recruit accomplished new board members to not only help steer the direction of the learning/networking opportunities, but also to inject energy and enthusiasm into board activities.</p> <p>Provide an annual opportunity for the CMI Board of Directors to connect in-person where strategic topics can be discussed and our sense of collegiality can be maintained.</p>

<p>4. Support equity, diversity, and inclusion (EDI) within CMI.</p>	<p>Remain an open, welcoming, inclusive, and equitable organization that continues to serve communities of the Columbia Mountains and beyond.</p>	<p>Through the lens of EDI, take steps to ensure all participants feel welcome and comfortable at CMI events.</p> <p>Identify where CMI excels and where gaps might exist with respect to EDI, and work towards addressing those gaps through concrete and relevant actions.</p>
<p>5. Commit to the path of reconciliation.</p>	<p>Recognize that CMI's Vision of supporting outstanding resource management in the Columbia Mountains region concerns the unceded territories of the Sinixt, Ktunaxa, Secwepemc and the Syilx.</p>	<p>Assess CMI's goals and objectives through the lens of reconciliation. Identify ways in which CMI can begin to advance the work of reconciliation within our organization and the community we serve.</p>

