



# Business Plan

2017 – 2021



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**HEALTHY LANDSCAPES AND  
COMMUNITIES FREE OF INVASIVE SPECIES**



# ISCBC Business Plan

2017–2021

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## Message from the Executive Director



British Columbia is abound with beautiful landscapes, including mesmerizing mountains, rugged coastlines and forests that seem to reach the sky. These landscapes provide unlimited recreational opportunities, a diverse range of agricultural products and an abundance of natural resources that help support and benefit BC's diverse communities. Yet with the introduction and spread of invasive species, BC's landscapes and communities face a growing threat — timely and effective action is needed.

Through a collaborative approach, the Invasive Species Council of BC continues to work towards a future where BC's landscapes and communities are free of invasive species. This roadmap to the Council's future enables us to tackle emerging issues and challenges. As we move forward over the next five years, we will continue to evaluate and review this plan annually ensuring it remains current and relevant. Through ongoing evaluation and monitoring, we will be positioned to ensure our efforts are reducing the negative impacts of invasive species within our province.

Working together with our many partners is the cornerstone of our strength and we remain committed to reducing the spread of invasive species within local and provincial boundaries, as well as beyond as threats move closer to our borders.

A thank you to all of our many partners, funders, volunteers, and leaders who continue to inspire and motivate as we all work together to create a healthy future for all.

A handwritten signature in black ink, appearing to read 'G. Wallin'.

**Gail Wallin, Executive Director**

# 1 // Executive Summary

Across British Columbia, a steadily growing number of citizens are adopting new practices at work and at home to help grow healthier landscapes and communities, and reduce the impacts of invasive species.

The Invasive Species Council of British Columbia (ISCBC) is the chief driver of this shift. As a registered charity, we provide province-wide coordination for managing invasive species, and engage people in strategies to reduce the impact of invasive species on our landscapes. Conserving the integrity of BC's ecosystems enhances basic life support systems for our human communities. With this in mind, we focus our work on addressing the economic, environmental and community-level challenges that invasive species present.

The term "Council" in this business plan refers to the Invasive Species Council of BC.

In the following pages, we share with you our five-year strategic roadmap. It outlines the future direction of the Council based on our successful track record in bringing invasive species to a new level of awareness in BC. As one of our key mid- to long-range planning tools, this plan guides the activities and priorities of the Council toward clearly defined and measurable outcomes. We design more specific plans to articulate how we'll achieve those outcomes, i.e., communications and fund development plans, annual work plans and operating plans. By implementing this business plan and by reporting out at regular intervals, the Council can demonstrate clear progress toward creating a British Columbia with healthy landscapes and communities that are free of invasive species.

## VISION

*Healthy landscapes and communities free of invasive species.*

## MISSION

*To take action to build healthy landscapes, including habitats and communities, through education and responsible practices to prevent the spread of invasive species.*

## KEY DIRECTIONS

ISCBC has developed three key directions that guide how we intend to shift people's practices at home and in operations. These key directions enable us to measure and track our success.

### Key Direction 1

#### *Inspire British Columbians to Take Action on Invasive Species*



ISCBC delivers innovative education and training programs, and engages people in collaborative initiatives aimed at reestablishing healthy landscapes and communities.

### Key Direction 2

#### *Leading Through Partnerships*



ISCBC builds partnerships and cultivates strong leaders to increase collaboration, influence relevant research, and provide timely messaging to help restore BC's landscapes and communities to a state of health and vitality.

### Key Direction 3

#### *Cultivate a Leading-Edge Organization*



ISCBC is an innovative and sustainable organization that effectively delivers on its mission.

## 2 // Introduction

### 2.1 BACKGROUND



Established in 2004 as the Invasive Plant Council of British Columbia, the Council's original function was to provide province-wide coordination for invasive plant management. In 2009, the Council broadened its mandate to include all invasive species and, in 2012, formally changed its name to the Invasive Species Council of BC (ISCBC). ISCBC is a British Columbia society and was granted charitable status from Canada Revenue Agency in August 2007. Today, we are the largest organization in Canada dedicated to reducing the negative impacts of invasive species.

In 2012, more than 100 contributors from a range of government, business, academic and non-government organizations came together to draft the *Invasive Species Strategy for BC*—a process facilitated by ISCBC. The Strategy encompasses rural and urban perspectives, spans terrestrial and aquatic invasive species, and offers a comprehensive set of solutions to the biggest challenges facing BC. It calls upon the Invasive Species Council of BC to serve as the Strategy's steward, coordinating communications, prevention and management strategies, and driving for better on-the-ground practices in keeping BC's landscapes and communities healthy.

From youth, gardeners and boaters to mayors, ranchers and foresters, ISCBC delivers a range of programs and resources developed in partnership with experts across BC. Since its inception, the Council has brought together all levels of government, First Nations and industry, as well as environmental and community organizations to guide us in addressing emerging issues. Our success is due in large part to these collaborations and partnerships. With over 1800 members and partners from all corners of the province, ISCBC has helped expand programs and has developed new partnerships beyond BC's borders. Through these diverse partnerships, the Council has inspired, supported and influenced coordinated and cooperative efforts to prevent, control and eradicate invasive species within and beyond BC, and has steered initiatives that foster healthy habitats.



## 2.2 ROLE OF THE COUNCIL

Collaboration and partnership are cornerstones of ISCBC. We bring together all relevant parties, including those with differing legal responsibilities, to work on joint invasive species activities across jurisdictional boundaries. Our roles include:

- » **Increasing understanding of invasive species and their impacts.** We develop educational resources, coordinate common messages and deliver information to key target audiences across BC.
- » **Influencing and supporting effective legislation.** We facilitate input, develop resources and provide recommendations for all levels of government, including Indigenous communities.
- » **Improving current practices.** We provide resources and training programs to encourage contractors, companies and governments to modify their behaviours in a positive way by acting responsibly at home, at work, in the field and while recreating in the outdoors.
- » **Facilitating province-wide initiatives.** We collaborate with BC’s 13 regional invasive species committees on operations, education and delivery of programming throughout the province.
- » **Sourcing financial support and establishing stable funding streams.** We strive to continue to deliver local and province-wide coordination, education and operational activities that restore our landscapes to full and functional health.



Conservation biologists worldwide rank invasive alien species as **THE SECOND MOST SERIOUS THREAT TO SPECIES AT RISK,** after habitat destruction.

## 2.3 COMMITTEE STRUCTURE

Committees and special task groups are fundamental to guiding the Council's operations. Our committee members bring invaluable technical knowledge and experience to the table, which they draw upon to guide ISCBC in its key actions. ISCBC board members make up our six standing committees:

We also engage advisory committees to guide specific programs and projects. These advisory committees comprise both ISCBC members and one to three board directors, and have a dedicated purpose in advising specific programs or projects, and providing strategic and business guidance.

The strength and integrity of ISCBC's work would not be possible without the valuable advice we receive from our committee members, along with their volunteered time and consistent support.

**1**

### Executive

Oversees board operations, may act on behalf of the board between meetings, develops policies not covered by other committees, approves meeting agendas and plans, and facilitates regular communications with key partners.

**2**

### Governance

Ensures effective board processes, leads board succession planning and ensures orientation and training of the board.

**3**

### Finance + HR

Reviews all financial issues and communicates with the auditor, develops financial policies relating to financial issues, reviews major grants and handles human resource issues.

**4**

### Communications

Advises and assists the board and the executive director in carrying out the Council's mission and business plan by developing and monitoring communication practices.

**5**

### Programs + Projects

Leads development of the business plan, guides development and delivery of an annual action plan and creates up to four advisory committees to implement the annual action plan. Ensures sound evaluation of products, services and programs.

**6**

### Fund Development

Provides strategic direction to the fund development program to ensure maximal program growth and to ensure strong fund development leadership at the Board.



## 3 // Vision, Mission, and Key Directions

The ISCBC vision, mission, and key directions are as follows:

### 3.1 VISION

*Healthy landscapes and communities free of invasive species.*

### 3.2 MISSION

*To take action to build healthy landscapes, including habitats and communities, through education and responsible practices to prevent the spread of invasive species.*

### 3.3 KEY DIRECTIONS

For 2017–2021, ISCBC's work is focused on three key directions. Each key direction is broken down into outcomes that reflect the success of our work in stimulating positive change among British Columbians toward creating healthier landscapes and communities.

#### Key Direction 1

##### *Inspire British Columbians to Take Action on Invasive Species*

ISCBC delivers innovative education and training programs, and engages people in collaborative initiatives aimed at reestablishing healthy landscapes and communities.

#### Outcomes



- » British Columbians widely adopt our recommended behaviour changes. This prevents the spread of invasive species and enables healthier landscapes and communities.
- » Key programs are in place for invasive species management, including credible, recognized tools and resources. A growing number of businesses, communities and organizations are adopting these programs.
- » British Columbia's youth are involved in improving habitats in their schools, clubs and communities.
- » ISCBC is recognized as the invasive species knowledge centre for BC.



## Key Direction 2

### Leading Through Partnerships

ISCBC builds partnerships and cultivates strong leaders to increase collaboration, influence relevant research, and provide timely messaging to help restore BC’s landscapes and communities to a state of health and vitality.



#### Outcomes

- » Governments, businesses and industry, academia and community perspectives are working in partnership on invasive species.
- » Governments, businesses and industry, academia and community perspectives are collaborating on key issues as defined in the *Invasive Species Strategy for BC* to deliver effective invasive species management across BC.
- » Increased knowledge is transferred from invasive species research, leading to improved prevention and management of invasive species.
- » A coordinated and inclusive invasive species communication network is in place across BC and beyond, which provides consistent and timely messaging.

## Key Direction 3

### Cultivate a Leading-Edge Organization

ISCBC is an innovative and sustainable organization that effectively delivers on its mission.



#### Outcomes

- » Adequate, stable and balanced public and private sector funding is secured.
- » ISCBC staff and board comprise a diverse and passionate group of individuals who are committed to our vision and mission.

## 4 // Measuring Success

In order to know how successful our business plan is, ISCBC regularly analyzes the progress we've made toward our key directions and outcomes. We complete a mid-year report as well as a full-year analysis and report at the end of each calendar year. Our mid-year analysis is important for identifying the targets ISCBC is currently on track to reach, while also identifying those that need attention prior to year-end.

This regular analysis and reporting lets us see clear trends that are helpful for identifying areas where our work is successful, as well as areas that may need more attention. It also shows us where we can improve the business plan to better reflect future shifts in ISCBC's work. ISCBC plans to use this model going forward.

### BY 2020, SIX SPECIES OF INVASIVE PLANTS

*Eurasian watermilfoil, Scotch broom, cheatgrass, knapweed, purple loosestrife and hawkweed*

**WILL COST BRITISH COLUMBIA \$139 MILLION EVERY YEAR.**

## 5 // Conclusion

Invasive species affect all British Columbians. Whether it's burdock or knapweed taking over range pastures, European fire ants rendering backyards unuseable or milfoil choking the life out of our lakes, invasive species come with a cost on all levels: economic, environmental and social.

A lot has changed among British Columbians in our outlook on and understanding of invasive species over the past 15 years. In the 12 years since its inception as the Invasive Plant Council of British Columbia, ISCBC has built cooperation, supported coordinated research, strengthened regulatory tools, developed and delivered effective programs, and established broader funding to help deliver its mission.

ISCBC takes seriously its role of bringing individuals, businesses and industry, academia and governments together to efficiently and effectively tackle the recommendations set out in the *Invasive Species Strategy for BC* of 2012. We are making progress toward our goal of creating healthy landscapes and communities by educating, collaborating and inspiring behavioural change among British Columbians. Our work is not yet done. Strong, focused strategic plans like this one will continue to guide us in gathering strength, developing partnerships, and advancing our agenda of reducing the impacts of invasive species in our province, and restoring our natural environment to a state of balance and health.



Brown Marmorated Stink Bug;  
G Bernon, USDA APHIS

## 6 // Contact Information

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