

STRATEGIC PLAN (2013-2015)

Bras d'Or Lake Biosphere Reserve Association



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EXECUTIVE SUMMARY

The Bras d'Or Lake and the surrounding watershed area gained international recognition as a Biosphere Reserve through the United Nations Educational, Scientific and Cultural Organization (UNESCO) in June 2011. This designation was achieved through the dedicated efforts of volunteers of the Bras d'Or Lake Biosphere Reserve Association (BLBRA). Now the BLBRA wishes to develop a strategic plan that would identify priorities and help focus their efforts for the next 2-3 year period.

Thyagrissen Consulting Limited of Truro, NS, was hired to assist the group in this exercise, facilitating them through two focus group sessions involving 16-19 dedicated volunteers representing various organizations involved in Lake-related projects. This report presents the outcomes of the strategic planning exercise. It is considered a "living document" which the BLBRA will continue to expand upon as they fine-tune the goals and strategies and as changes occur within the environment.

The objective of Biosphere Reserves is clearly stated by UNESCO: to promote a healthy environment, economy, society and culture through three core functions:

- Conservation
- Sustainable Development
- Logistic Support

The Vision Statement of Bras d'Or Lake Biosphere Reserve Association was re-affirmed as: **"We envision the Bras d'Or Lake watershed as a special place where communities are joined together in thoughtful promotion of environmental assets and responsible economic development."**

The Mission Statement of the Bras d'Or Lake Biosphere Reserve Association was also re-affirmed as: **"It is our mission to engage all peoples in the balanced and sustainable development of the exceptional cultural, social, environmental and economic assets within the Bras d'Or Lake watershed."**

Following a SLOT (Strengths, Limitations, Opportunities, and Threats) Analysis, three priorities were identified as the focus for the next 2-3 years:

- Education
- Marketing
- Web-Distributed Atlas

Within each priority, one SMART (Specific, Measureable, Attainable, Realistic, Timely) goal was established, preferred strategies were identified, and preliminary work plans were developed.

INTRODUCTION

The Bras d'Or Lake Biosphere Reserve (BLBR) gained international recognition and designation as Canada's 16th Biosphere Reserve, through the United Nations Educational, Scientific and Cultural Organization (UNESCO) in June 2011. Biosphere Reserve sites are recognized under UNESCO's Man and the Biosphere (MAB) Programme as ecologically significant regions that promote sustainability and conservation by engaging all community stakeholders and relaying sound science. They are areas of the world that are deemed to demonstrate a "balanced relationship between humans and the biosphere." They address one of the most challenging issues of today – how to maintain the health of natural systems while meeting needs of communities? The biosphere reserve designation calls attention to a highly attractive place where people live in harmony with nature to ensure sustainability for future generations.

The BLBR covers 3,566 square kilometers, including the Bras d'Or Lake and the surrounding watershed area. This biosphere reserve is a member of the World Network of Biosphere Reserves of which there are 610 sites in 117 countries (as of October 2012). The role of the World Network is to provide integrated research and monitoring as well as exchange and sharing of experience and information.

The Bras d'Or Lake Biosphere Reserve Association

The Bras d'Or Lake Biosphere Reserve Association (BLBRA) is a non-government organization that oversees the activities of the BLBR. A biosphere reserve has no regulatory power or authority as existing laws are implemented by federal, municipal and provincial agencies. The BLBRA registered as a society with the Nova Scotia Registry of Joint Stocks Companies in March 2006. The BLBRA operates through a 20-member voluntary Board of Directors with representation from the various geographic locations around the Lake, the municipal and First Nations governments, and other volunteer organizations involved in Lake-related projects. The BLBRA was instrumental in seeking the biosphere reserve designation; initially informing residents about UNESCO and the benefits of such a designation, followed by solicitation of support through board meetings and presentations, and eventually completing the submission documentation for consideration to UNESCO.

For the first five years of its operations, volunteers of BLBRA dedicated their time to achieving the UNESCO designation. Now that the designation has been achieved, the BLBRA can focus their efforts on enhancing the biosphere reserve as a special place to visit, live and/or work. To direct their efforts in the most effective manner, however, the association wishes to identify priorities and develop a plan to address them.

In December 2011, the BLBRA issued a Request for Proposal to facilitate a strategic planning exercise for the association. Funding for the project was secured in May 2012 through

Enterprise Cape Breton Corporation (ECBC), with Thyagrissen Consulting Limited of Truro, NS, contracted to undertake the project. The objective of the strategic planning exercise is to facilitate the BLBRA in crystallizing a shared vision, enabling the identification of priorities and the development of a work plan for the next 2-3 years.

Project Process

A committee of the BLBRA directed the strategic planning project. Committee members included Jim Foulds, BLBRA Chair; Teresa MacNeil, Shauna Barrington, Gail Johnson, and Elizabeth MacCormick. The committee met with Yvonne Thyssen-Post, P.Ag. of Thyagrissen Consulting Limited on June 29, 2012, to confirm the project approach and timelines. Focus groups were selected as the preferred approach to secure input from the various stakeholders of the BLBR. It was agreed that two consecutive focus groups would be most productive, allowing time between the two focus groups for participants to reflect upon the discussions. The steering committee issued invitations to approximately 40 stakeholders requesting they attend both sessions. Invitees included representatives from the various organizations active within the watershed; individuals with a specific interest in the functions of the biosphere reserve; and researchers involved in scientific studies within the watershed. Individuals confirming their participation in the focus groups were directed to a list of primary and secondary reading material, to be reviewed prior to the first focus group. The reading material provided foundational information on BRs and the operations of such according to UNESCO, as well as a few planning documents previously completed by the BLBRA. The following documents were available on the BLBRA website (www.blbra.ca) for participants review:

- Primary Reading:
 - BLBRA Cooperation Plan, Appendix A for BLBR nomination document
 - BLBRA Report of July 14, 2010 Planning Workshop, T. MacNeil
 - Madrid Action Plan for Biosphere Reserves 2008-2013
 - Guiding Principles for Projects on Biosphere Reserves
- Secondary Reading:
 - 'Man and the Biosphere' What Next? A Comparative Analysis of Five Biosphere Reserves in Canada, E.C. MacDonald
 - Biosphere Reserve Periodic Review, Process for Understanding a Periodic Review – Canada (DRAFT), Canada Commission for UNESCO
 - Georgian Bay Biosphere Reserve Inc., Strategic Plan 2011-2014
 - Becoming World Class, Action Plan for the Frontenac Arch Biosphere Reserve 2009-2012
 - Canadian Biosphere Reserves Association, Showcasing Canada's Biosphere Reserves

The focus group sessions were held on Saturday, October 27 and Saturday, November 17. Both sessions took place at the Wagmatcook Community Centre, Wagmatcook, NS, from 10:00 am to 3:00 pm. Nineteen people participated in the first session and 16 in the second session, most were returning participants; although, there were a few new participants in the second session. See Appendix A for list of those attending, and their respective organizations.

In the first session introductions included participants revealing what they found special about the Bras d’Or Lake area. Participants identified many extraordinary attributes of the Lake; differing for each individual depending on their unique perspective and/or experience. Participants portrayed the uniqueness of the BLBR with the following words: a place of healing; spiritual; unique ecosystem; unexplored potential; unknown tourism destination; calming effect; and extensive, most unique biodiversity. The introductions confirmed for the participants their commitment to ensuring the BLBR remain sustainable for future generations. Participants were facilitated through the strategic planning process (Chart 1), working in groups to generate ideas, discuss options, establish consensus, and report to the larger group. The participants collectively agreed on priorities and strategies of the BLBRA.

Chart 1: Strategic Planning Process



Presented in the next several sections are the results of the focus groups/strategic planning exercise. It reveals the consensus of the participants following extensive discussion on where the BLBRA should focus its' efforts, now that it has received UNESCO designation. It is understood that the association currently has no staff and operates entirely with volunteers; volunteers that are very committed to the cause. It is also understood that this strategic planning exercise is merely the beginning of a process that is on-going as the association continually evaluates the surrounding environment and adjusts its priorities accordingly. This report then becomes a "living document"; one that evolves as the organization advances and circumstances change.

The UNESCO designation of the Bras d'Or Lake and the surrounding watershed region as a Biosphere Reserve is to be reviewed in 2021, 10 years after the initial designation. The review will evaluate what has been done during the initial ten years, considering measureable results and assessing whether or not the area remains worthy of the BR designation. Strategic planning is an integral part of the BLBRA operations where the Board of Directors will continually analyze the situation internally and externally, identifying the issues, prioritizing them, developing measureable goals and strategies to achieve them.

CORE FUNCTIONS

UNESCO provides tremendous guidance to Biosphere Reserves - both nationally and internationally. The object of Biosphere Reserves, as stated by UNESCO, is to promote a healthy environment, economy, society and culture through three core functions:

- Conservation – of country sides, ecosystems, species and genetic variation.
- Sustainable Development – socially, culturally, economically and ecologically.
- Logistic Support – research, monitoring, education, and training activities related to the promotion of conservation and sustainable development. This function is also referred to as Capacity Building.

VISION STATEMENT

A vision statement articulates where the organization is going, it describes the desired future state. Participants discussed the current vision statement of the BLBRA, and re-affirmed it as appropriate.

"We envision the Bras d'Or Lake watershed as a special place where communities are joined together in thoughtful promotion of environmental assets and responsible economic development."

MISSION STATEMENT

The mission statement defines the organizations fundamental purpose, its reason for existing. Participants also re-affirmed the current mission statement of the BLBRA.

“It is our mission to engage all peoples in the balanced and sustainable development of the exceptional cultural, social, environmental and economic assets within the Bras d’Or Lake watershed.”

SLOT ANALYSIS

A SLOT (Strengths, Limitations, Opportunities, Threats) Analysis is a tool used to help analyze what the organization is doing, what it could be doing, and what it should be doing. It involves a process of analyzing the internal environment and the external environmental surrounding the organization. Internal environment typically refers to strengths and limitations of the organization, those over which one usually has control. The external environment refers to the opportunities and threats that are outside of the organization, those over which one usually has no control. Analysis of the external environment includes assessment of influences such as political, economic, social, and technology factors. The results of the SLOT analysis are below in point form with some further explanation as revealed in the discussion.

Strengths (Internal)

- Diversity of Assets
 - Cultural
 - Expertise
 - Backgrounds
 - Demographic
 - Organizations
 - Residents (life-long; Come From Aways- CFA)
 - Non-residents
- Community Support – buy-in from
 - All levels of government
 - First Nations Communities
- Moral power – as a designated area; have significant clout
- UNESCO designation – international recognition
- Geo-political location
- History/experience of the organization has resulted in a good rapport
- Funds in the bank
- Marketable logo

Limitations (Internal)

- Funding – sensitivity to funding sources
- Lack of followers
 - Insufficient understanding of BLBR purpose
- No staff – only volunteers
- Lack of defined programs
 - No public knowledge of what the BLBRA does
- Lack of legislative/regulative /enforcement/lobbying capabilities
 - Requires harder/larger effort
- Need of strategic plan
- Perception of an “environment-related” organization - not always positive for all
- ‘Reserve’ has implications in the name that can be misleading

Opportunities (External)

- Utilize UNESCO framework (Madrid Action Plan) to present what is happening in watershed
- Don’t need to re-invent the wheel; utilize what has already been done here or elsewhere
- Sanction branding/marketing UNESCO
 - Letters of support
 - Logo is valuable as a marketing tool
- Many organizations already doing relevant activities
 - Reports from various organizational present through UNESCO framework can be used for 10-year follow-up
- Establish network of entities to leverage work (working with other BR’s)
- Develop registry to utilize branding (logo) as revenue stream.
 - Tourism revenue opportunity using logo/branding
- Political influence – new federal financing
- Enhance/grow existing industries/businesses entities
- Bras d’Or Lake scenic drive
 - Surrounds the Lake; potential has not been exploited
- Market the concept to government acknowledging the limitations
- Five First Nations within BR with
 - Commitment to economic sustainable development
- Build/add on to current science/knowledge
- Closed defined system
 - Unique “natural laboratory” of the Lake and land

Threats (External)

- Competition from other groups for funding sources
- Lack of knowledge/awareness
- The “economy”
- Politics at all levels – federal, provincial, municipal
- Demographics – aging population (loss of experience/knowledge)
- Global climate change
 - Environmental impact
 - Sea Level Rise (SLR)
 - Greenhouse Gas Emissions (GGE)
- UN weaknesses/strengths
 - Expectations for re-designation
- Change in voluntarism; aging population
- Lack of leadership
 - Lack of courage to lead
 - Cultural expectations/assumptions (reference to the ponytail example)
 - “Come from Aways” – not feeling accepted/knowledgeable of the culture

PRIORITIES

The SLOT Analysis provides the basis for identifying the priorities of the organization in light of the strengths, limitations, opportunities and threats. The group collectively identified eight topic areas as priorities for the BLBRA. A voting process was used allowing each participant to identify the top five priorities in the list. The results of that voting process are indicated below, ranking from highest to lowest, with total votes for each topic area in brackets.

1. Human resources – staff/volunteers (16)
2. Education (14)
3. Funding (13)
4. Marketing – awareness building (13)
5. Asset database – collection, storage, and transfer (11)
6. Overall BR governance (10)
7. Maintain BR designation (9)
8. Develop a sense of ownership (5)

The participants were encouraged to reflect upon these priorities in the three weeks between the two focus group sessions and be prepared to provide further direction in the next session.

In the second focus group, the priorities as identified were reviewed and participants agreed that some of the topic areas listed were more action items and/or desired outcomes as

opposed to priorities. In particular, #1 and #3 may be resources required to address priorities; and #7 and #8 would be desirable results if the proper priorities were addressed.

Following much discussion, it was agreed that the three priorities for the BLBRA for the next 2-3 years would be as follows:

- Education
- Marketing
- Asset Database

GOALS

Goals are challenging to develop because typically people are more action driven and wish to get to the action plan. Goals need to be identified for each of the priority areas; they are what the BLBRA wishes to achieve as an outcome or end result of their efforts in addressing that priority area. The other challenge regarding goal setting is developing SMART goals – that is Specific, Measurable, Action-oriented, Realistic and Timely. SMART goals are appropriate because they clearly state the desired outcome in a manner that can be measured for true effectiveness.

The participants in the focus groups identified one goal per priority area. The Board of Directors may wish to add more goals as they progress with implementing the strategic plan. Goals relating to all three priority areas must be realistic as to what is achievable in the time frame of 2-3 years, with volunteers doing most, if not all, of the work. With volunteers doing most of the work, BLBRA may need to consider many, small steps over a longer period of time to achieve an eventual change in behaviour/actions of the population.

The goals as defined in the focus groups are indicated below:

Priority Area #1 – Education

Goal: To promote and increase the use of “best practices” for a healthy society, culture, economy, and environment within the BLBR, measuring success by change in behaviour.

There was some reference in the discussion of this goal to target the adult population first, while others indicated targeting schools as the prime audience.

Priority Area #2 – Marketing

Goal: To increase awareness of the biosphere reserve within the BLBR population by at least 20% per year, as measured through an independent survey.

Suggestions for strategies to achieve this goal included utilizing the BLBR logo to endorse community events.

Priority Area #3 – Web-Distributed Atlas

Goal: To track and present progress towards the three biosphere reserve core functions of sustainable development, biodiversity conservation, and capacity building within the BLBR.

The BLBR is currently supporting the development of a comprehensive web-based database which will compile, in one location, information on the resources within the BLBR and the activities of the various groups working/operating within the BLBR. This database will provide baseline information for the BLBR, and the ability to track progress within the BLBR towards all three of the core functions.

STRATEGIES

Strategies are the general ‘plan of attack’ or approach used to achieve the desired outcomes. As previously indicated, the BLBRA operates through an extensive group of volunteers; twenty of whom are on the Board of Directors, although the BLBRA master list contains over 300 names. The overall strategies identified in the focus groups to achieve the indicated goals were to utilize existing resources and volunteers, and collaborate with existing organizations, wherever possible. It was acknowledged that there is a tremendous level of knowledge and expertise within the various organizations currently existing in the Biosphere Reserve. In addition, these organizations are already doing valuable work within the biosphere and the BLBRA can cooperate with these organizations to achieve some or all of the goals.

The participants of the Strategic Planning exercise were obviously very dedicated to the BLBRA vision and mission. There is a willingness to volunteer, to help out with projects and it was evident that the board should ask for involvement from others who are not necessarily on the board but have the skills and willingness to assist. Coordinating the allocation of volunteers who have the necessary skill sets for each project will become an important function of the board members. The efforts of the volunteers, however, could be more directed to tasks and results if the BLBRA had staff to coordinate all project logistics. A concern expressed during the focus group was the possibility of burn-out with the extensive use of volunteers. All of the work to date for the BLBRA has been undertaken by volunteers, many of whom are in their senior years. Consideration must be given to the question, “What will happen when these committed folks leave?”. One approach would be to engage a minimal complement of staff to take care of the administrative aspects of the work plans; making sure the tasks are assigned and carried out. This would provide a consistent contact for the organization as well as dedication to the process. Volunteers are typically committed to assisting many organizations, particularly in the early years as the organization begins and develops. BLBRA should encourage and reward

continued dedication to its cause to maintain volunteer support. This need not be an elaborate display but must be a genuine expression of gratitude for support of the mission.

Several times during the focus groups concern was expressed about the overall governance structure of the BLBRA, and its ability to achieve the identified priorities and goals. The association is still a young organization and the structure will evolve over time as required to address the priorities and goals indicated. The overall governance will be a topic for discussion as the Board of Directors implements the strategic plan and finds that the governance model requires adjustment such that the association can successfully achieve the desired outcomes.

The participants of the focus groups identified several strategies to achieving each goal, including workshops, science fair, presentation and field trips to achieve the education goal. Strategies to achieve the marketing goal included presentations, promotional materials, logo usage, signage, school curriculum and enhancement of the BLBRA website. An asset database and surveys were suggested strategies to achieve the web-distributed atlas goal.

It is critical that the objectives of the BLBRA are compatible with the on-going programs and activities of the area's respective agencies and organizations. The plan needs to guide the work of the BR in cooperation with various stakeholder groups around the Lake. Complementing and assisting the work of partner organizations will form a principal part of the day-to-day work of the BLBRA.

ACTION PLAN

The action plan lays out the details of the various activities the group needs to undertake to achieve their goal in each of the three priority areas, using the prescribed strategies. The results of the SLOT Analysis can be considered in developing the action plan such that the group can shore up on limitations to avoid on-coming threats and exploit strengths to take advantage of opportunities. Worksheets were used as a tool to outline the specific details required to implement the action plan – addressing the what, where, when, who and how – for each goal. During the second focus groups the participants started developing a work plan for the several of the strategies under each goal. On January 12, 2013, some members of the Strategic Planning Steering Committee and a few others (Jim Foulds, Teresa MacNeil, Shauna Barrington, Elizabeth MacCormack, and Bruce Hatcher) met with Consultant to further define the work plans. The revised work plans resulting from that process are presented in Appendix B.

It was agreed that the Board of Directors would assign the various strategies identified under each goal to a committee or request the cooperation of an existing organization doing Lake-related work. The group assigned the responsibility would be accountable for providing a detailed work plan outlining actions required, with timelines, measureable targets and required resources. In cases where outside funds are required to carry out the action items, the group

assigned the responsibility will suggest funding venues to the Board of Directors in their work plan.

It is pertinent that detailed action plans are approved by the Board of Directors and success is measured according to stipulated goals. This report provides the foundation of a strategic plan for the BLBRA. It is a 'living document' with the basis of operations outlined for the BLBRA starting in 2013 through until 2015. The plan will be the driving force of the efforts of the Board of Directors with additions and adjustments made as changes occur in the internal/external environment, necessitating a change in priorities.

APPENDIX A

List of Participants - Focus Groups

Name	Organization	October 27	November 17
Bruce Hatcher	Board Member	√	
Yvette Rogers	Board Member	√	
Teresa MacNeil	Board Member	√	√
Jim Foulds	Board Member	√	√
Foncie Farrell	Board Member	√	√
Grosvenor Blair	Board Member	√	
Doug Begg	Board Member	√	√
Donna Tourneur	Board Member	√	√
Tom Johnson	Board Member	√	
Elizabeth MacCormick	Board Member	√	
Katja Seufert	Observer	√	√
Shauna Barrington	Former Director	√	
Vince McLean	Former Director	√	√
Philip MacLennan	Former Director	√	√
Susan King	ACAP-CB	√	
Tim Lambert	BSS	√	√
Charlie Denis	Collaborative Environmental Planning Initiative (CEPI)	√	√
Randy Pointkowski	Iona Development	√	√
Jared Tomie	ACAP – CB	√	√
Mae Rowe	Cape Breton Regional Municipality		√
Anthony Morris	CEPI		√
Natali Fagan	Bras d'Or Institute		√
Martin Leguizmon	Dalhousie School of Management		√

APPENDIX B

Work Plan Summary and Details

Priority Area #1 – Education	
Core Functions	Sustainable Development/Capacity Building/Logistics
Goal	To promote and increase the use of “best practices” for a healthy society, culture, economy, and environment within the BLBR, measuring success by change in behaviour.
Strategies	<ol style="list-style-type: none"> 1. Workshops 2. Science Fair 3. Sustainability Education
Priority Area #2 – Marketing	
Core Functions	Conservation/Sustainable Development/Logistics
Goal	To increase awareness of the Biosphere reserve within the BLBR population by at least 20% per year, as measured through an independent survey.
Strategies	<ol style="list-style-type: none"> 1. Biosphere in a Presentations 2. Promotional Material 3. Logo usage 4. Signage 5. Grade 4 Curriculum 6. Enhance website 7. Independent Survey
Priority Area #3 – Atlas	
Core Functions	Capacity Building/Logistics
Goal	To track and present progress towards the three biosphere reserve core functions of sustainable development, biodiversity conservation, and capacity building within the BLBR.
Strategies	<ol style="list-style-type: none"> 1. Web-based atlas 2. Surveys

PRIORITY AREA #1: EDUCATION

Goal: To promote and increase the use of “best practices” for a healthy society, culture, economy, and environment within the BLBR, measuring success by change in behaviour.

Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources
1. Workshops				
Workshops with participants in the various resource industries/vocations including agriculture, mining, forestry, boaters, and general property owners.	20 events/year	Board of Directors will assign responsibility to a committee, to work with the various participants and will be directed to work with existing organizations.	2013-2015	Field tours to show-case best practices; volunteers/Staff; cooperating with resource industry groups, individuals or government departments.
2. Science Fair				
Science fair within schools advocating best practices within all four pillars (society, culture, economy, environment)	1/year	Board of Directors assign committee to develop science fair program with schools.	2013-2015	Committee, volunteers, teachers
3. Sustainability Education				
Presentations and field trips for any school children to learn about sustainable practices.	5 events/yr	Board of Directors to assign to committee and further specify group of school children to target.	2013-2015	Volunteers; existing organizations
Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources

PRIORITY AREA #2 - MARKETING

Goal: To increase awareness of the Biosphere Reserve by at least 20% per year, within the population of the BLBR, as measured through an independent survey.

Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources
1. Biosphere in a Box – Presentations				
Specific tasks: - Develop content; identify the core messages - Develop roster of specialists (delivery team) - Scheduling /launching logistics: speakers, associated consultants	- Compiling contents of box - Minimum of 5 person team - 20 events/year	Board of Directors assign responsibility to a committee that will be the delivery team	April 2013	- Use existing information, brochures, - Cover mileage for volunteers - Identify funds and delivery team
2. Promotional Material				
Promotional materials - Brochures - Window stickers - Fridge magnets - T-shirts	1000 pieces	Board of Directors assign to a committee	Launch April 2013 On-going	\$1000
3. Logo Usage				
Events and logo usage - Establish criteria for logo usage	Criteria set	Marketing committee	September 2013	Funding for implementation

4. Signage				
Signage - Management of it - Development of BLBR Banner	Management criteria; Development of banner	Board of Directors assign to committee	January 2014	Funding
5. Grade 4 Curriculum				
Development of a science curriculum for Grade 4 specific to the BLBR ecosystem.	Completing development and piloting curriculum in three schools	Committee of Board	Launch in Fall 2013	Funding?
6. Enhance Website				
Continually enhance the website to promote the activities of the BLBRA	Number of hits	Board of Directors	On-going	Volunteers/consultants with web design expertise
7. Independent Survey				
Identify group/organization to conduct independent survey to measure the change in awareness of the BR.	Survey results	Board of Directors to select independent group	En do each year 2013-2015	Project funding
Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources



The BLBR logo was designed by Wendy Burns-Morrison of Baddeck in March 2012 and shows the blue of the Bras d'Or waters and the green of the watershed that surrounds it. The entire shape suggests a human showing that people are an integral part of the biosphere.

PRIORITY AREA #3 – WEB-DISTRIBUTED ATLAS

Goal: To track and present progress towards the three biosphere reserve core functions of sustainable development, biodiversity conservation and capacity building within the BLBR.

Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources
1. Web-based Atlas				
Complete current asset database project	Launching	Contractor TOR by Association volunteers	By June 2013	Project funding
On-going enhancement of atlas - Identify other sources of inventory data - Incorporate data in a www atlas - Identify and source other types of data that can be used as indicators of progress within the BLBR, - Maintain database - Report on progress within the BR in achieving its goals/mission	Inclusion of various data sets	Board volunteers; Groups/organizations with data	By June 2013	Project funding/cooperation with other groups/organizations
	Number of data layers	Web-Master	2013-2015	GIS- WMS software; Data server
	Web-use of atlas	Groups/organizations with data		
	Number of indicator sets	Web-Master Monitoring groups & regulators	2013-2015 annually	Identify relevant progress indicators
	Inverse # of crashes Number of reports			

2. Surveys				
Action Required	Measureable Target	Who – Responsibility	When/Timeline	How/Funding/Resources
Identify areas where surveys are appropriate to track progress <ul style="list-style-type: none"> - Establish baseline data - Prepare and conduct survey 	Evidence of progress	Respective committees/other groups within the BLBR who may be conducting surveys	2015	Project funding/cooperation with other groups/organizations