

Bird Studies Canada Strategic Plan

Staff Review of Operating Plan for Calendar 2000



Strategic Intent	Operating Plan for Calendar 2000		Accomplishments in 2000
Objective <i>Action</i>			
1 Develop effective national and regional programs consistent with BSC's mission, and covering all bird species.			
1.1 Develop a Board and governance structure that reflects a strong Canada-wide commitment.	*Add Directors, National Councillors and Baillie Fund trustees from provinces outside Ontario, as appropriate.		During year, BSC Director from QC added to Board, Councillor from NB appointed to National Council and trustee from BC added to Baillie Fund.
1.2 Build a BSC presence in all regions.			
1.2.1 <i>Have a minimum of 1 full-time-equivalent staff in each region of Canada.</i>	*Maintain 1.5 full-time equivalent BC staff positions. *Have full-time Atlantic Canada Program Manager in place by 15 September 2000. *Begin negotiations and fund-raising to have Quebec Program Manager in place by December 2001.		BC staff positions maintained. Atlantic Canada Program Manager in place by 15 September, under agreement with Canadian Wildlife Service Atlantic Region. Preliminary meeting of Board members and staff held in December.
1.2.2 <i>Provide grants to individuals or groups for activities which increase knowledge of Canadian birds, or contribute to their conservation.</i>	*Award \$22,450 in Baillie Fund grants and \$65,000 in 12-13 matched Canadian Migration Monitoring Network station grants from Millennium funds for 15 month period ending 31 March 2001. *Continue Young Ornithologists Workshop and Latin American training program.		\$25,525 awarded in 27 Baillie Fund grants; total of \$65K awarded to 13 Canadian Migration Monitoring Network stations through Millennium partnership agreements. Provided financial assistance to 6 participants and 3 interns in Young Ornithologists Workshop and to 4 trainers in Latin American training program.
1.2.3 <i>Develop new regional programs where appropriate to advance BSC's mission.</i>	*Participate in Management Board and play leading data management role in the second Ontario Breeding Bird Atlas.		Participated in Management Board and played leading data management role in the 2nd Ontario Breeding Bird Atlas. Heavily involved in technical design, field-testing, regional coordination, fund raising and project promotion.
1.2.4 <i>Define and develop terms of reference for the expressions of "presence," e.a.</i>	*Budget for 2 Research Associates/Special Volunteers.		2 Research Associates/Special Volunteers budgeted.

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<i>roles of Board members, research associates and special volunteers.</i>	*Have National Council set priorities for these positions. *Engage at least 1 such individual.	Not done. Not done.
1.2.5 <i>Hold regional meetings with provincial organizations and local groups to develop shared interests and support as initiated through BSC's National Council.</i>	*Have National Council and Board meet with Atlantic Canada provincial and local groups in September 2000. *Set dates and location for Canadian Migration Monitoring Network meeting in 2001.	National Council and Board met with 18 representatives of Atlantic Canada provincial and local groups in September. Date (October 2001) and location (Atlantic Bird Observatory) set.
1.3 Achieve numbers of volunteers for BSC's national programs that are proportional to population distribution in Canada.		
1.3.1 <i>Increase volunteer participation in BSC's national programs from 40% outside of Ontario to more than 60% by 2004.</i>	*Increase % Total non-Ontario participation to 45%.	Percent non-Ontario participation at end of December 1998, 1999, 2000: Canadian Lakes Loon Survey (37,39,41); Project FeederWatch (42,42, 50). Total: 40, 41, 46.
1.4 In partnership with others, develop strategic approaches and guidelines for the Integrated Population Approach as a framework for BSC programs.		

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1.4.1 <i>Develop partnerships with other organizations for comprehensive coverage of all bird species, consistent with the intent of the North American Bird Conservation Initiative.</i>	<p>*Conclude agreement with National Audubon Society re Christmas Bird Counts in Canada.</p> <p>*Negotiate renewed partnership agreement with Natural Heritage Information Centre re rare bird data for Ontario.</p> <p>*Negotiate renewed partnership agreement with Cornell for Project FeederWatch by 15 August 2000.</p> <p>*Organize and host partnership meeting for nest record schemes in Canada.</p> <p>*Develop agreement to become the Canadian partner in BirdSource.</p>	<p>Agreement with National Audubon Society re CBCs in Canada concluded 30 June.</p> <p>Agreement between Natural Heritage Information Centre and Federation of Ontario Naturalists (FON)/BSC/Nature Conservancy of Canada complete and ready for signing.</p> <p>Put on hold until June 2001.</p> <p>Successful meeting with schemes held 13-15 December.</p> <p>Initial discussions underway.</p>
1.5 Coordinate the development of the Canadian Migration Monitoring Network in partnership with the Canadian Wildlife Service.		
1.5.1 <i>Develop partnership agreement with CWS.</i>	*Complete Canadian Migration Monitoring Network agreement with Canadian Wildlife Service.	Not done but draft prepared.
1.5.2 <i>Have an east-west set of full member stations and additional associate members across all major regions in Canada by 2000.</i>	<p>*Complete designation of Tadoussac, Qc.</p> <p>*Pursue designation of Gros Morne, NF and Revelstoke, BC.</p>	<p>Completed designation of Tadoussac, bringing total to 15 designated stations.</p> <p>Pursued designation of Gros Morne, Revelstoke and Toronto (stations sent membership criteria, application forms and sample operating protocols), but none designated.</p>
1.5.3 <i>Convene annual or biennial meetings of network members.</i>	*No Canadian Migration Monitoring Network meeting planned. Hold regional BC and ON meetings.	Not done formally. Band Manager training sessions undertaken at Ontario Bird Banding Assoc. and Eastern Bird Banding Assoc. annual meetings.
1.5.4 <i>Provide data management services and regular trend analyses for network members.</i>	<p>*Calculate annual (1999) indices for 8 stations with more than 5 years of standardized data (add 3 stations -- Last Mountain, Whitefish, Inglewood).</p> <p>*Complete study of station capacity to monitor high priority bird species by March 2000.</p>	<p>Done for 5 stations (Long Point, Thunder Cape, Lesser Slave, Beaverhill and Inglewood); corrected data not supplied for Last Mountain (good progress), Delta (some progress) or Whitefish (some progress).</p> <p>Completed study of station capacity to monitor high priority bird species by March 2000. Report posted on web.</p>
1.5.5 <i>Seek sources of support for the network and member stations.</i>	<p>*Provide \$10K for Canadian Migration Monitoring Network supported isotope study.</p> <p>*Maintain Ontario Ministry of Natural Resources support for Thunder Cape and Long Point bird observatories.</p>	<p>Provided \$10K for isotope study.</p> <p>Maintained Ontario Ministry of Natural Resources support for Long Point and Thunder Cape.</p>

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	*Seek \$40K in new foundation support for regional Canadian Migration Monitoring Network stations.	Helped 3 stations (Lesser Slave Lake, Prince Edward Point, Tadoussac) develop independent funding proposals, but did not submit any proposals directly on behalf of the network.
1.6 Complete Important Bird Areas project in partnership with the Canadian Nature Federation and BirdLife International.	*Renew agreement with Canadian Nature Federation for joint partnership for BirdLife International in Canada.	Ongoing.
1.6.1 <i>Complete the documentation of IBA sites and develop follow-up monitoring of species and habitats for priority areas.</i>	*Complete regional Important Bird Area data compilation.	Statistics for December 1998, 1999 and 2000: # of potential sites (1125, 1207, 1230); detailed information compiled (477,941, 1189); 1-page summaries written (147,398, 600); sites with external review complete (74, 212, 426); steering committee review (57, 208, 459).
	*Evaluate remaining Important Bird Area working list (about 560 sites) to the extent that available documentation permits.	Statistics for December 1998, 1999 and 2000: # sites evaluated (189,633, 1139).
	*Add about 190 web-page accounts (but see 3.3.1).	Statistics for December 1998, 1999 and 2000: # web-page accounts (50, 162, 333). But see 3.3.1
	*Establish criteria for evaluating priority Important Bird Areas.	Not done.
1.7 Design and implement new high priority national programs (or components of them).		

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1.7.1 <i>Study feasibility of productivity and survivorship studies using nest record schemes, and/or distributional and relative abundance studies using atlas and/or checklist programs and initiate implementation if feasible.</i>	<p>*Complete analysis of regional nest record scheme data.</p> <p>*Obtain \$40,000 in funding for development of web-based Ontario nest record scheme.</p> <p>*Design field test of Ontario Breeding Bird Atlas abundance data.</p> <p>*Submit 2 papers to peer-reviewed journals.</p> <p>*Help obtain \$30,000 for field test of Ontario Breeding Bird Atlas abundance data.</p>	<p>Project started, but data not available in suitable computerized format. Started analysis of Ontario American Robin data but insufficient resources to complete analysis.</p> <p>Obtained \$40,000 in funding for development of web-based Ontario nest record scheme.</p> <p>Field-test designed and completed. Prepared sampling scheme for point count protocol.</p> <p>1 paper on woodland birds submitted; tentative acceptance pending revision. 2nd paper presented at American Ornithologists Union meeting but MS not complete.</p> <p>Helped FON obtain \$30K for field test. BSC proposal for \$300K for Atlas submitted, but program still largely unfunded. BSC proposal for \$250K for endangered species component submitted. Provided significant input to other funding initiatives.</p>
1.7.2 <i>Coordinate design and development of national monitoring protocols in cooperation with other organizations, e.g. for marsh monitoring (MMP), owls, checklist programs.</i>	<p>*Complete national owl monitoring protocol.</p> <p>*Continue MMP involvement in development of North American marsh bird monitoring protocol.</p> <p>*Incorporate checklist component into Important Bird Area electronic directory (see 3.3.1).</p>	<p>Revisions completed but still awaiting approval of all co-authors; publication in progress.</p> <p>Developed and implemented research project to field-test MMP protocol as part of involvement in developing a N. American marsh bird monitoring protocol.</p> <p>Unlikely to be done until July 2001. Depends on negotiations with National Audubon Society, BirdSource and BirdLife International.</p>
1.8 <i>Maintain other national and regional programs.</i>	<p><i>National:</i></p> <p>Breeding Bird Survey (BBS):</p> <p>Maintain current levels.</p>	<p>Provided support to 151 participants in 2000 (vs. 88 in 1999 and 85 in 1998).</p>

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Canadian Lakes Loon Survey (CLLS):

*Implement recruitment strategy and increase fee-paying participation to 1000, with 60% of new recruits outside Ontario.

Recruitment strategy developed and implemented, but failed to reach target. Number of fee-paying participants declined from 800 in 1999 to 744 in 2000; 46% of new recruits were outside Ontario. Received support from Canada Trust but funding from Northern Reflections was withdrawn. Negotiated new contracts with Ontario and Atlantic Canadian Wildlife Service regions to supply data and undertake a temporal trend analysis, respectively.

*Submit 1 paper to peer-reviewed journal.

Paper not completed due to loss of senior coordinator in fall 2000; position advertised but not filled by year end. Former coordinator has committed to produce 1 paper based upon temporal analysis of Ontario data.

Christmas Bird Count (CBC)::

*Organize workshop of CBC regional coordinators and selected count organizers to plan development of CBCs in Canada.

Workshop held with 14 participants from across Canada representing all provinces except NS.

* Assign staff responsibility for CBC management

National coordination assigned to Dick Cannings, BC Programs Manager.

* Coordinate CBCs in Canada in 2000

Number of counts registered expected to be about 280, with about 31 new counts added (20 new counts and 11 restarts, an 11 % increase over 1999). Supervised undergraduate student GIS project on annual changes in American Goldfinch distribution using CBC data.

Project FeederWatch (PFW):

*Increase participation to 2700 (23%), with 60% of new recruits outside Ontario.

Increased participation to 2580 from 2193 (18%) in 1999. 59% of new recruits were from outside Ontario.

*Revise and resubmit PFW paper to peer-reviewed journal.

Manuscript revised after re-analysis, but not yet submitted. Should be submitted in January 2001.

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	*Produce all PFW materials in French.	All PFW materials were translated into French (poster, calendar, data booklet, instruction booklet, handbook, and PFW brochure). Also a French PFW homepage was added to the BSC web site; much, but not all web material is available in both English and French.
	<i>Regional: ON</i>	
	Breeding Bird Survey (BBS):	
	*Increase number of routes assigned to 130.	Not done. Number of routes assigned maintained 1999 level (118 routes assigned).
	Owls:	
	*Increase number of routes for which data are submitted from 118 to 140.	Number of routes assigned increased from 118 to 187 (data returned on 155 routes).
	*Submit 1 paper to peer-reviewed journal.	Not done. Postponed.
	Red-shouldered Hawk (RSHA) & Spring Woodpecker Survey:	
	*Increase number of routes for which data are submitted from 55 to 65.	Number of routes assigned increased from 60 to 73, of which 58 submitted data. Manuscript on RSHA monitoring completed; being reviewed by OMNR prior to submission.
	Marsh Monitoring Program (MMP):	
	*Increase number of routes for which data are submitted from 268 to 375 (40%).	Number of routes for which data were submitted increased from 268 in 1999 to 330 in 2000 (23%). Received major funding from US Environmental Protection Agency and Environment Canada. Completed major 5-yr analysis of MMP data; published and distributed 5000 copies of report.
	* Make presentation on MMP to State of the Lakes Environment Conference 2000.	Made major presentations at State of the Lakes Ecosystem Conference in fall 2000; included on steering team of new Great Lakes Consortium by year end.
	* Submit 1 paper to peer-reviewed journal.	Paper on habitat associations put on hold due to loss of coordinator in fall 2000; position advertised but not filled by year end; work will be handled by an independent contractor for completion by 31 March 2001 (including submission of paper to peer-reviewed journal).
	<i>Regional: BC</i>	
	Breeding Bird Survey (BBS):	
	*Increase number of routes assigned to 75	About 100 routes assigned and close to 75 routes surveyed.

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	Owls: *Recruit 100 volunteers.	148 volunteers recruited and 140 routes surveyed.
	Coastal Waterbirds: *Increase number of sites to 250, complete digitizing all sites.	250 sites reported on and digitized.
1.8.1 <i>Develop evaluation criteria for scientific reviews of on-going programs, including criteria for dropping programs that have served their purpose or are no longer effective.</i>	*Complete scientific review of Long Point programs. *Design and undertake scientific review of test year of Ontario Breeding Bird Atlas data.	LPBO Committee completed scientific review of LPBO programs. Evaluation completed and sampling scheme for Atlas selected.
1.8.2 <i>Continue to take a lead role in developing recovery plans and in implementing recovery actions for selected endangered or threatened species.</i>		Bradstreet appointed as COSEWIC member by federal minister for 3-yr term beginning in January 2001. In October, Cannings appointed as co-chair of the Species Specialist Group for birds. BSC staff involved in recovery planning/activities for 11 endangered and 1 threatened bird species and 1 ecosystem (South Okanagan). In addition Baillie Fund grants supported work on 2 endangered and threatened species.
	Bald Eagles: *Target at least 14 nests to be accessed (including Grand River).	Continued cooperative nest productivity monitoring program with OMNR and CWS; received enhanced funding from Ontario Hydro and Edwards Foundation. Recovery team decided to discontinue banding and blood sampling programs.
	*Complete and submit 1 paper to refereed journal by 15 September.	No substantive progress made on paper, owing to departure of coordinator in September.
	King Rail: *Activities to be defined by recovery team.	Final draft of recovery plan completed and submitted to RENEW; recovery team met for first time in 2 years. First Nations becoming increasingly involved.

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	Loggerhead Shrikes:	
	*Continue population surveys and band 80% of nestlings and adults on Nappanee Plain and extend banding program to Carden Plain and potentially southern Manitoba.	Population surveys continued throughout the summer and about 80% of nestlings and adults colour-banded in 4 core breeding areas (Nappanee, Smith's Falls, Carden and Bruce/Manitoulin). 152 birds banded in Ontario; 30 in Manitoba. In 2000 there were 37 LOSH pairs in Ontario.
	*Expand survey coverage to include southern Manitoba.	Surveys primarily conducted in Winnipeg area. 11 pairs recorded (population stable).
	*Cooperate on designing field tests of release program.	Cooperated in designing field tests of release program (2 birds released as part of small experiment).
	*Conduct surveys of Manitoulin and Bruce.	About 2 person weeks spent surveying Bruce and Manitoulin; 2 nests found; adults banded at both nests.
	*Determine return rate of birds banded in 1999.	Determined return rates of birds banded in 1999.
	*Complete review/revision of recovery plan.	Provided information to independent contractor hired to evaluate progress of current recovery plan and prepare a revised plan.
	Acadian Flycatcher:	
	*Co-publish information pamphlet.	Information pamphlet finalized but not published.
	*Field activities to be defined by recovery team.	Continued field activities regarding updating site occurrence information. Conducted follow-up studies of effects of logging in Hepburn Tract. Recovery plan approved for publication, but not actually published by year end.
	Hooded Warbler:	
	*Co-publish information pamphlet.	Information pamphlet finalized but not published.
	*Co-publish South Walsingham management strategy.	Management strategy co-published (with LPRCA and OMNR).
	*Submit habitat association paper to peer-reviewed journal (see also 3.2.2).	Completed 2-yr study of habitat associations. 2nd draft of paper completed. Nearly ready for submission to peer-reviewed journal.
	*Field activities to be defined by recovery team.	Continued field activities regarding updating site occurrence information. Conducted follow-up studies of effects of logging in Hepburn Tract. Recovery plan approved for publication but not actually published by year end.

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Barn Owl:

*Hire part-time coordinator for at least 3 months.

Hired part-time coordinator for 6 months, and then transferred position to OMNR for another 4 months. Helped develop and submit major funding applications, none of which were successful by year end. Work began on developing a grasslands bird poster. Work also began on assessing suitability of Crown Lands in Cayuga area for possible grassland conversion/stewardship. Helped host 2 regional meetings.

*Produce a written protocol for experimental releases.

Experimental release plans put on hold, so protocol not written.

*Monitor all boxes.

All 242 nest boxes in Haldimand-Norfolk were monitored.

*Expand nest box program in local region to 260 boxes, and add at least 50 boxes in Niagara region.

Now 269 boxes in Haldimand-Norfolk; 7 boxes in Niagara where boxes are still being built for deployment next spring.

Prothonotary Warbler:

*Co-publish information pamphlet.

Information pamphlet finalized but not printed.

*Conduct 12 Forest Bird Monitoring Program routes at Rondeau.

12 Forest Bird Monitoring Program routes conducted at Rondeau.

*Colour band 90% of adult population.

Only 3 adult birds banded in 2000 due to insufficient resources.

*Continue to enhance nest box program effectiveness by addressing competition problems.

Nest site competitor issues continue to be addressed (with little success).

*Assess House Wren problem at Rondeau in relation to cottage development.

Special survey of House Wrens conducted at Rondeau to assess influence of cottage development.

*Other field activities to be defined by recovery team.

Population monitoring and nest box program continued at same level as in previous years; nest boxes erected at several new sites (218 boxes in total in 2000). Surveys were conducted in all known sites. Overall, the Canadian population increased slightly from 18 pairs in 1999 to 20 pairs in 2000. Recovery plan approved for publication, but still not actually published by year end.

Okanagan:

*Organize another field survey with BC Field Ornithologists.

Not done (BCFO annual meeting at inappropriate time).

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	*Continue working with RENEW recovery team.	Continued to work with RENEW recovery teams (White-headed Woodpecker, Sage Thrasher, Yellow-breasted Chat, South Okanagan Ecosystem), through the BC working group for Partners In Flight.
2 Continue to play a constructive role in collaborative arrangements for bird conservation across Canada and internationally.		
2.1 Contribute to the North American Bird Conservation initiative.		
2.1.1 <i>Maintain participant status.</i>	Maintain status.	Participant status in North American Bird Conservation Initiative (NABCI) maintained.
2.1.2 <i>Identify potential role and its significance for BSC in NABCI.</i>	Continue as member of National Committee.	Attended NABCI-Canada Council meetings in Saskatoon (July) and Ottawa (February and November). Strategic framework for monitoring all North American birds prepared for Canadian and US National Councils. Sat on selection panel for Canadian NABCI Coordinator. Attended bi-national meeting in Virginia to establish common approaches for setting priorities for all bird groups.
2.2 Continue active participation in Partners In Flight Canada (especially in implementing the Canadian Landbird Monitoring Strategy), and the American Bird Conservancy Policy Council.		
	*Determine priority lists of bird species for remaining Bird Conservation Regions.	3 staff attended a bi-national meeting in Winnipeg to establish a common approach to setting landbird conservation priorities. Little additional progress. Awaiting resources, agreement, and common approach.
	*Continue as co-Chair of the NABCI monitoring group.	NABCI monitoring group became inactive, but BSC staff member continues as Co-chair of Partners In Flight (PIF) - Canada Monitoring Working Group. Developed draft agreement for shared science support for PIF, with Canadian Wildlife Service, to be put in place in 2001 and initiated staffing.
	*Delegate representation on PIF National Working Group from Executive Director to Administrative and Development Manager.	Administration and Development Manager now represents BSC on PIF National Working Group. BC Program Manager appointed to BC Working Group.
2.3 Continue to provide technical leadership for Canada in BirdLife International.		
	*Provide technical support in the development of an electronic directory to North American Important Bird Areas (IBAs).	Participated in North American IBA Directory planning meeting at Cornell; assisted in the development of a prototype IBA web directory on BirdSource that utilized the Canadian IBA database structure.

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	*Work to ensure functional links between electronic directory and BirdLife International's World Bird Database.	Through a series of meetings, convinced developers of the North American IBA Directory (BirdSource) to adopt BirdLife's World Bird Database structure as the framework for development.
	*Establish data protocols for ongoing integration of bird data into IBA database.	Progressing: decision to use World Bird Database structure simplifies data integration; BSC will assist with the establishment of data protocols but most of the development will be largely outside of our control.
	*Identify biome sites through IBA program that integrate within the PIF planning and conservation framework.	Not completed as a result of delays within PIF and NABCI planning.
2.4 Investigate and where appropriate engage in other collaborative conservation programs.	*Executive Director will periodically advise Board on roles BSC should aspire to, and their implications for BSC.	No new roles that BSC should aspire to were recommended to the Board by the Executive Director. BSC applied for and was accepted by the Canadian International Development Agency as an organization eligible for support.
3 Create a National Centre for Bird Studies at Long Point.		
3.1 Complete and equip new headquarters facility.	*Raise \$500,000 for capital campaign.	\$1.28 million in new funds raised or committed and a further \$250,000 committed as challenge funding (1:1) for 2001.
	*Undertake essential renovations on house.	Carpets installed upstairs, walls repaired and inside painting completed; new roof, soffit, fascia and eavestroughs installed; new windows in attic; new shelves in basement; some exterior trim painted.
	*Remove remaining outbuilding on site.	All unnecessary outbuildings removed.
	*Continue restoration and interpretation of site.	Wetland re-configured and vegetation management applied; 11 new revegetation pods installed, wheelchair-accessible trail to overlook of Inner Bay completed; 26 interpretive signs completed and partially installed; cairn commemorating Long Point Company head keeper installed; walking trails linked to cemetery road.
3.2 Develop core expertise for the organization.		
3.2.1 <i>Hire and train BSC staff to deliver population studies design, data analysis and volunteer coordination.</i>		

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3.2.2 <i>Attract university-based expertise to BSC through adjunct faculty, post-doctoral fellow and graduate student arrangements.</i>	<p>*Explore possibility of Ontario Ministry of Natural Resources/Trent linkage with Marsh Monitoring Program and implement.</p> <p>*Senior Scientist to explore taking on one graduate student for Long Point program and have someone lined up by end of year (but not necessarily beginning until 2001).</p> <p>*Develop workplan with LPBO Committee to bring field trips to Long Point from Ontario universities.</p>	<p>2 graduate students arranged with Ontario Ministry of Natural Resources and Trent to work on Marsh Monitoring Program (see 1.8) and LPBO migration monitoring (see 3.4.1).</p> <p>Co-supervising part-time PhD student at University of Waterloo. Thesis topic undecided but intends to include a Long Point migration component. Also worked with graduate students at Queen's and University of Manitoba on analyses of LPBO data. York University field course visited Old Cut.</p> <p>Workplan re university trips not developed.</p>
3.2.3 <i>Identify partnership requirements to complement BSC expertise with national and international groups, e.g. Society of Canadian Ornithologists.</i>	*Obtain advice from National Council and LPBO Committee.	Waiting for full proposal from Society of Canadian Ornithologists (discussions took place at fall National Council meeting).

3.3 Develop and manage a national data centre for bird studies.

3.3.1 <i>Build a database system using appropriate technology so that data from BSC and partners can be readily accessed, analyzed and distributed.</i>	<p>*Hire on-site Database Manager and continue development of databases and web-based capacities.</p> <p>*Complete electronic IBA directory that identifies all qualifying IBAs, and provides detailed information for at least 500 sites.</p> <p>*Develop and begin to implement refinements to Aquatic Surveys databases and data entry systems.</p> <p>*Develop electronic databases with web access for a selected suite of BSC programs.</p> <p>*Lead database management for Ontario Breeding Bird Atlas.</p>	<p>Obtained \$200K of funding. Hired Senior Scientist -- National Data Centre. Staff received 2 months of web and database programming instruction at Cornell. Acquired, installed and tested scanning hardware and software. Participated in the steering committee for the Birds of Canada web database initiative. Continued to provide support for Band Manager data entry system in cooperation with US and Canadian banding offices.</p> <p>Not complete; electronic directory currently contains detailed information on 575 sites; programming to generate web pages from material contained in database complete. Revisions to all web maps complete.</p> <p>Refinements to Aquatic Surveys databases and data entry systems initiated but not completed, pending move to scannable data forms.</p> <p>Web-based access available for Project FeederWatch and Christmas Bird Counts via BirdSource. In development for Important Bird Areas, Ontario Breeding Bird Atlas, Canadian Lakes Loon Survey and nest record programs. In discussion with company to provide free hosting of our web server.</p> <p>Developed draft database design for Atlas and design for web-based reporting and mapping.</p>
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3.3.2 <i>Build partnerships with other organizations gathering data on Canadian birds (e.g. Canadian Wildlife Service, Cornell Laboratory of Ornithology, USGS/Biological Survey) to allow for joint delivery of programs as appropriate.</i>	*Complete negotiations with NAS.	Agreement with National Audubon Society re Christmas Bird Counts in Canada concluded 30 June. (see also 1.4.1).
3.3.3 <i>Develop expertise to analyze and disseminate results from the data being gathered by BSC and partners.</i>	*Hire biologist to provide at least 4 months of analytical assistance for LPBO migration monitoring in FY2000-2001.	A biologist was hired to produce annual population indices and trend estimates for LPBO program (approximately 1 month) and other Canadian Migration Monitoring Network stations (approximately 2 months).
3.4 Develop LPBO as a model bird observatory.		
3.4.1 <i>Maintain and enhance current programs and develop new programs with guidance from the LPBO Committee.</i>	<p>Migration Monitoring:</p> <p>*Submit at least 2 papers that use Long Point migration data for publication in peer-reviewed literature.</p>	<p>2 submitted: Sexual selection, body size and migration dates (reviewed, revised and resubmitted to Evolution); Differences in mass gain by age class (rejected by Condor, revisions planned). 3 more papers in progress: Differential migration by age class in spring (2nd draft completed, will be submitted to Wilson Bulletin); Climate change and migration dates (presented at American Ornithologists Union but paper not complete); Lighthouse kills (outline and review completed but MS not ready, will be submitted to Condor). Canadian Wildlife Service Research Scientist Erica Dunn published paper on mass gain of Magnolia Warblers at Long Point (Auk).</p>

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	*Continue basic coverage (including owls) at all 3 stations.	Despite staff turnovers, ongoing program effectively implemented with all 3 stations receiving excellent coverage. Standardized owl monitoring program continued for 2nd year, but ran into some equipment problems. Overall, good numbers and quality of volunteers. Facilities upgraded to include dredging of boat well and installation of new specimen cabinets at Old Cut; ongoing problems with Tip septic system. Renewed work permit for use of OMNR properties at Old Cut for 10 years. Collaborative research continued on isotopes with CWS, OMNR and Trent University and on plumage colour in the UV spectrum with Queen's University; became involved in new collaborative research with Trent/OMNR on orientation of migrants.
	Breeding Bird Census (BBC): *Conduct surveys of 4 BBC plots. *Continue vegetation sampling in 15 BBC plots. *Submit at least one paper on vegetation change for publication.	Surveys of 4 BBC plots completed. Vegetation sampling in 15 BBC plots completed. Paper on vegetation change in imperilled Great Lakes Meadow Marsh communities with respect to changing water levels submitted for publication in Canadian Field-Naturalist.
	Tree Swallows: *Submit at least 1 paper involving BSC staff as author for publication in the peer-reviewed literature and at least 1 article for LPBO/Ontario programs newsletter.	Continued research at 3 grids (many nest boxes replaced); good coverage and good numbers and quality of volunteers. Initiated project to computerize all historical nest record information (2/3 complete by year end) as part of new research project investigating effect of climate change on laying dates. Paper on survival rates presented at EURING 2000 conference, but paper not complete; no article written for LPBO/Ontario programs newsletter.
	Other local programs: *Publish forest management plan and prepare at least one manuscript on S. Walsingham and/or Hooded Warbler research for submission to peer-reviewed journal (see 1.8.2).	South Walsingham forest management plan published (see 1.8.2) and adopted by local conservation authority. Completed habitat association research on Hooded Warblers in the St. Williams forest and produced draft paper (see 1.8.2). Completed follow-up research in Hepburn Tract to assess immediate impacts of logging. MS on South Walsingham forest plan about 50% complete.
3.4.2 <i>Recruit senior scientist for migration monitoring and other LPBO programs.</i>	*Develop resources for full-time hiring in either 2000 or 2001.	Not done.

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3.4.3 <i>Maintain and enhance the LPBO membership and support base.</i>		This item was added by the Board in September 2000. No Operating Plan actions were identified for the 2000 calendar year.
3.5 Integrate the programs and staff of the Long Point Waterfowl and Wetlands Research Fund into BSC's centre for bird studies.		
	*Continue spring and fall waterfowl surveys.	4 spring, 5 fall and 1 midwinter surveys conducted
	*Collect spring sample for scaup study.	About 400 scaup collected in eastern Lake Ontario, at Long Point and at Lake St. Clair
	*Process fall 1999 and spring 2000 scaup samples.	75% complete.
	*Work with CWS to complete digitizing of Phragmites coverage from aerial photos back to the mid 1940s.	Signed letter of agreement with Canadian Wildlife Service for use of 1944, 1955, 1968, 1972, 1985 and 1995 digitized data (1999 completed previously by Fund). Completed literature review.
	*Analyse data from Tundra Swan satellite study.	Ongoing; all satellite records in GIS database; tracking distances determined; and regional stopover times calculated.
	*Continue co-supervision of PhD study of Tundra Swan staging ecology.	Co-supervising PhD study of Tundra Swan staging ecology. Study comprises 3 parts: spring/fall staging ecology; terrestrial/aquatic habitat use; and effects of swans on foraging behaviour of ducks.
	*Analyse data on terrestrial habitat use.	Determined activity budgets (feed, no feed) in 3 different field types (corn, soybeans, winter wheat) over 3 falls and 2 springs.
	*Submit 2 papers for publication from LPWWRF initiatives.	Not done. Draft paper on Mute Swan numbers completed and being revised for submission to Wildlife Society Bulletin. Paper on population changes of Tundra Swans at Long Point in progress. 1 paper on African work submitted to Journal of Wildlife Management.
	*Raise required non-core funds to support approved program.	Raised >\$100K in non core income.
	*Initiate pilot spring banding of Black ducks.	194 dabbling ducks banded, including 75 Black Ducks. 6 band recoveries to date including 3 Black Ducks and 1 Black-Mallard hybrid.
3.6 Continue and enhance training activities for participants in bird studies.		
3.6.1 <i>Maintain and enhance the Latin American training program.</i>	*Maintain Latin American training program and assess efficacy.	Latin American program maintained; a survey of past participants (including a Spanish translation of survey materials) is in progress.

Strategic Intent		
Objective	Operating Plan for Calendar 2000	Accomplishments in 2000
<i>Action</i>		
3.6.2	<i>Continue the annual Young Ornithologists Workshop (YOW) and other local training activities.</i>	*Maintain Young Ornithologists Workshop (YOW), and Long Point Observer programs. Assess efficacy of YOW program.
		YOW and Long Point Observer programs maintained. Assessment of YOW not done; survey form is under development. Raised \$18K for educational activities of which \$11.6K was reinvested in Tarry Fund endowment.
3.6.3	<i>Consider other approaches to help build future cadres of trained personnel.</i>	

4 Develop BSC's capacity to generate funds to achieve its vision and mission.

4.1	Establish a small management and fund-raising team at BSC headquarters.	*Senior management and fund-raising team (Executive Director, Program Manager, Administration and Development Manager) to meet bi-weekly.	Not consistent. In December initiated a semi-monthly email reporting of previous accomplishments and upcoming issues. Will be expanded to include all direct reports to the Executive Director. Completed a staffing change in the financial area. Shifted BSC's business from CIBC to TD Bank. Implemented improved technology to facilitate cash management (Visa terminal, web-banking, etc.).
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4.1.1 *Recruit an administrative manager.* Administration and Development Manager in place.

4.2	Strengthen fund-raising, marketing and development capacity at the staff and Board levels.	*Board to establish strategic objectives and actions for fund-raising, marketing, development capacity and communications items listed in this section (4.2).	Not completed.
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*Increase public and media contacts to 245 (15% increase) at regional and national levels.

Total "external" public and media contacts declined to 207. Press releases = 10 (0 regional programs, 10 national programs); newspaper articles = 36 (14 Long Point programs, 5 regional, 17 national); talks/conferences = 94 (26 Long Point, 18 regional, 50 national), radio/TV = 22 (1 Long Point, 3 regional, 18 national); magazine = 44 (12 Long Point, 7 regional, 25 national); separates (Marsh Monitoring Program, Landbird Monitoring Strategy) = 2. Regional and national contacts comprised 63% of the total in 1999 and 73% in 2000.

Newsletters:

*Explore advertising opportunities and develop plan if cost-effective.

Not done. Waiting for Board review of proposed membership restructuring.

Strategic Intent Objective Action	Operating Plan for Calendar 2000	Accomplishments in 2000
	*Maintain publications level.	Produced 3 issues each of BirdWatch Canada and Long Point and Ontario Programs newsletter (last LPBO newsletter late); 1 issue each of MMP newsletter, BC Coastal Waterbird Survey, BC Owl Survey, Long Point Observer, and Annual Report.
	*Develop annual work plan by 1 March.	Work plan for newsletters developed.
	*Develop longer-term plan for development of printed communications for consideration at fall Board meeting.	Not done. Waiting for Board review of proposed membership restructuring.
	Events:	
	*Hold Birdathon day at Long Point, Christmas Bird Count dinner, and Annual Members Meeting.	Held Birdathon day at Long Point, Christmas Bird Count dinner at Long Point, and Annual Members Meeting in Burlington (800 attending).
	*Participate in at least 4 additional events (e.g. Waterfowl Day, FON Annual Conference, Quest annual general meeting, Cottage Fest).	Participated in Waterfowl Heritage Day, FON Annual Conference, Quest AGM, Cottage Fest, and Niagara Gull Festival.
	Birdathon Club Participation:	
	*Increase club participants to 110.	Club participants increased to 113 (including 13 Canadian Migration Monitoring Network stations). Birdathon Coordinator appointed in December for following year.
	*Resolve Canadian Migration Monitoring Network issues and strengthen station involvement in Birdathon.	Issues resolved and Canadian Migration Monitoring Network station involvement somewhat increased.
	Brochures:	
	*Develop Canadian Migration Monitoring Network brochure in cooperation with member stations and Canadian Wildlife Service.	No Canadian Migration Monitoring Network brochure developed (others were to lead), but BSC developed network logo.
	*Develop new Canadian Lakes Loon Survey brochure, including French copies.	Canadian Lakes Loon Survey brochure, including French version developed.
	*Develop an Marsh Monitoring Program brochure.	Marsh Monitoring Program brochure developed.
	*Develop French BSC brochures.	Not done. BSC brochure needs to be re-written.
	*Develop French Project FeederWatch brochures.	French Project FeederWatch brochure developed.
	Web Site:	
	*Invest in software to track hits throughout web site.	Software in place to track weekly hits. December 2000 visitor sessions to BSC's web site averaged 7040 per week.
	*Develop pages for additional/new programs/themes.	Added 'Bird Links To The World' a collection of 7800 links to bird-related web sites around the world. Added an online library that allows users to download 18 BSC reports. Developed Corporate Support recognition section on front page.
	*Develop concept of Canadian Migration Monitoring Network sightings board and implement if feasible.	No interest. Continued web posting of LPBO sightings.
	*Update Monthly Features regularly.	Changed to front-page highlighting random programs.

Strategic Intent Objective Action	Operating Plan for Calendar 2000	Accomplishments in 2000
	*Explore advertising opportunities and develop funding plan. *Redesign web pages to provide new look and uniformity. *Develop and adhere to annual task schedule by 1 March 2000.	Initiated discussions with company, nothing yet finalized. Technical improvements in site now make charging for advertising possible. Ongoing. Most-visited pages redesigned, but probably only half done in total. Task schedule developed but not adhered to.
	Displays/Signage:	
	*Update all display panels for on-site use and for travelling road show (including relevant copies for BC and Atlantic).	New display panels created for PFW (1), Bald Eagles (1), Birdathon (1), General (1), Loons (3) and Long Point Waterfowl and Wetlands Research Fund (5 plus 1 very large 4' X 4' panel). Raised \$12,000 for further work in 2001.
	*Produce and install BSC sign at HQ	Not done.
	Trips:	
	*Continue Point Pelee. *Investigate practicality and appropriateness of group trips to Tip of Long Point.	Point Pelee campout continued. Initiated public boat trips to the Tip from Port Dover (no landing at the Tip occurred); 8 trips with 577 passengers grossed \$7.8K and items for resale grossed \$1K.
4.2.1 Prepare a comprehensive revenue development strategy.	Board to complete a comprehensive revenue development strategy by 31 October 2000.	Not completed.
4.3 Use this capacity to increase operating budget from \$1.5 to \$4.5 million annually by 2004.	*Increase operating revenues to \$2 million in fiscal 2000-01.	Current estimate of operating revenues = \$2.4 million.
4.3.1 Increase "Birdathon" net revenue by 15% annually until 2004.	*Increase net revenue to BSC, as defined, to \$145,000 (20%) increase.	While gross revenue set new all-time high (\$175K), net revenue to BSC was \$137.4K (14% increase).
	*Complete Birdathon 1999 donor analysis and strategy for 2001 Birdathon by 1 September 2000.	Completed by year end.
4.3.2 Expand the membership base from 4,000 to 10,000 people by 2004.	*Increase membership to TOTAL = 5225 (25% increase over December 1999). 1328 additional members to be distributed as follows: NF 25, PE 10, NS 60, NB 60, Qc 250, ON 649, MB 20, SK 20, AB 50, BC 200, YT 2, NT 1, NU 1.	Membership (General, LPBO, Intl, CLLS, PFW) increased to TOTAL = 4497 (8% increase over December 1999). 317 net additional members were distributed as follows: NF 3, PE 14, NS 22, NB 36, QC 24, ON -64, MB 36, SK 55, AB 87, BC 89, YT -1, NT/NU 5, outside Canada 11.
	*Develop and adhere to plan to retain lapsed members by 1 March 2000.	Prepared in mid summer and being applied.
	*Develop plan to recruit new members in the LPBO category by 1 February 2000 and implement.	Not effectively completed.

Strategic Intent Objective Action	Operating Plan for Calendar 2000	Accomplishments in 2000
	*Develop membership retention strategy for approval by Senior Management Team by 30 April 2000. *Maintain quarterly reporting of membership statistics.	Not done. Quarterly reporting of membership statistics in place.
	*Develop membership recruitment plan for following 12-month period by 31 May and implement.	Not done. Initiated Board-led review of membership structure. Revised existing membership-related position concepts.
4.3.3 <i>Increase levels of foundation and corporate support from 15% to 30% of annual operating budget by 2004.</i>	Increase foundation and corporate support to 25% of operating budget.	Calendar year total = \$400K (17%). If Millennium included, total = \$788K (34%). Completed an internal policy for Project FeederWatch corporate support recognition (and see 4.2).
	*Develop and implement method for tracking and reporting foundation, corporate and government support by 31 March 2000.	Method for tracking and reporting foundation, corporate and government support implemented.
4.4 Enhance planned giving programs.	*Promote monthly donations and automatic renewals in every newsletter and in renewal letters.	Done in 1 issue of BirdWatch Canada and on all renewal forms. Monthly donors and automatic renewals increased from 18 and 57 (December 1999) to 25 and 141 (December 2000).
	*Organize special trip to Tip for major individual donors.	Not done. Dry-run trip organized for staff and local supporters (agency reps, donors).
	*Acknowledge 1 planned gift in each issue of BirdWatch Canada.	No planned gifts acknowledged. Memorial donations acknowledged in 2 issues of BirdWatch Canada. Request for memorial donations in 1 issue of BirdWatch Canada.
	*Develop long-term plan for soliciting bequests and other planned gifts by 31 December 2000.	Not done.