

STRATEGIC PLAN 2017-2022



fRI *Research*
Informing Land & Resource Management

Strategic Plan 2017-2022

fRI Research is a true synergy of strong, sustainable, and respected research Programs and Associations. Our organization is built on partnerships, innovative ideas, and collaboration. We carry out world-class research to help our partners manage natural resources in a sustainable and responsible manner. Effectively communicating our results to our partners makes fRI Research successful at encouraging change through research.

Our Strategic Plan for 2017-2022 focusses our efforts on 5 goals, with 26 measurable, achievable, and aspirational objectives. A companion document – the Implementation Plan – will be created to establish the specific actions to be taken to meet the objectives. Using this roadmap, we know that



fRI Research will continue to provide excellence in applied, partner-focussed research for land and resource management in Alberta and beyond.





Organizational Values

fRI Research takes pride in our long history of being a trusted source of excellent, unbiased science.

fRI Research nurtures and develops our partnerships to foster a respectful, collaborative organization.

fRI Research's reputation and success are the result of the excellent people working at all levels of the organization.

Innovative and proactive, **fRI Research** is responsive to emerging needs. We work hard to be forward-thinking and to stay on the leading edge of our research areas.

fRI Research consistently focusses on practical, applied research to support good stewardship.

As an organization, **fRI Research** operates as efficiently as possible, based on the strategic direction and leadership of the board, in order to provide exceptional value to our shareholders, partners, and funders.

fRI Research's strength comes from being both a unified organization and a group of distinct but interrelated research programs and associations.

fRI Research is committed to sharing our research results through effective communication practices.

fRI Research fosters a culture of safety by creating and maintaining a safe working environment.

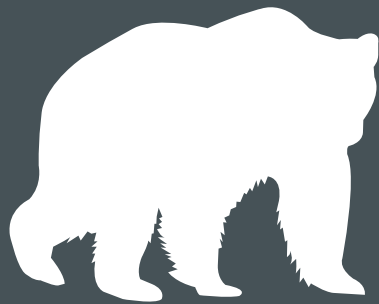
fRI Research Vision

Our world class research improves land and resource management.

fRI Research Mission

We develop understandable scientific knowledge and useful land management tools based on strong peer-reviewed science.





Goals

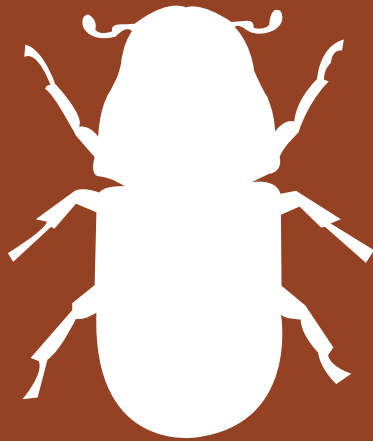
Goal 1: fRI Research is sustainable, flexible, and relevant to our partners.

- 1.1 MANAGE our business to achieve multi-year certainty in our funding model.
- 1.2 MAXIMIZE the return on our shareholder's funding contributions through efficient operations and by seeking leveraging opportunities.
- 1.3 EXPLORE additional funding mechanisms that will work alongside the shareholder funding model to help maximize research and sustainability.
- 1.4 FOSTER a culture of adaptability and flexibility to respond to the emerging needs of our partners.
- 1.5 EXPAND Board membership, including Indigenous and ENGO representation, to increase capacity within the Board and company.
- 1.6 PROVIDE a link between researchers and decision-makers through offering opportunities for knowledge-sharing and collaboration, building relationships, and strengthening our networks.
- 1.7 SUPPORT the relationship between fRI Research and our partnering Associations.

Goal 2: The people who work with and for fRI Research are engaged and valued.

- 2.1 CULTIVATE a satisfied and committed workforce.
- 2.2 CREATE a workplace where physical and psychological safety is paramount.
- 2.3 UNDERSTAND and respond to the changing demographics of the fRI Research workforce.
- 2.4 DEVELOP sound strategies for staff recruitment, retention, and succession within our organization.
- 2.5 RECOGNIZE and celebrate the expertise, dedication, commitment, and successes of our employees.
- 2.6 ASSESS the capacity of staff and the organization regularly to ensure efficiency and effectiveness.





Goal 3: fRI Research provides world-class science and useful tools to our partners.

- 3.1 INCREASE our capacity to create and respond to collaborative opportunities with partners to address shared land and resource management issues.
- 3.2 MAINTAIN our reputation as a place for high quality, peer reviewed, and objective scientific research.
- 3.3 ENHANCE our ability to attract excellent scientists to work, collaborate, and partner with fRI Research.
- 3.4 PRODUCE tools, research summaries, communication products, and forums on priority topics to increase knowledge transfer.
- 3.5 DEVELOP the capacity to be the go-to organization for innovative applied research in our areas and future areas of research interest.
- 3.6 RESPECT, value, and include Indigenous knowledge systems in the work of fRI Research.
- 3.7 CONSIDER both social and Indigenous dimensions and the effects of climate change in our areas of research.
- 3.8 SHARE our expertise to assist with environmental monitoring in our areas of research expertise.
- 3.9 EXPLORE partner interest in new research topics based on emerging issues, including:
 - Cumulative effects
 - Migratory bird conservation
 - The science of managing for multiple species

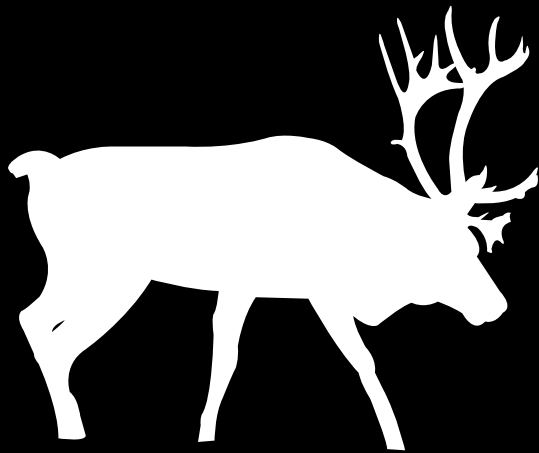


Goal 4: fRI Research communication initiatives keep our partners and the public informed and engaged.

- 4.1 USE knowledge mobilization strategies to get the results of our research to our partners.
- 4.2 DEVELOP the capacity, ability, and opportunity for people at all levels of the organization to promote and share knowledge and tools.
- 4.3 INITIATE communication and marketing activities to increase awareness of fRI Research with our target audience.

Goal 5: The work of fRI Research is well-understood and widely used for land and resource management.

- 5.1 CREATE science-based products for partners that support land and resource management.
- 5.2 IDENTIFY the value our partners continue to receive from working with fRI Research.
- 5.3 DEMONSTRATE the value that fRI Research has on land and resource management by documenting changes in policy, practices, and procedures based on our research products.





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