The *Stewardship* Series

Community Stewardship

A Guide To Establishing Your Own Group

Canada

Fraser Basin Management Program

Province of British Columbia

Preface

Community Stewardship: a Guide to Establishing Your Own Group is intended to be a practical guide to assist individuals, groups and communities get organized to do stewardship work. The guide was produced in response to many suggestions from "those that have already done it" and have advice to offer and requests from "those that want to do it" and need help. Most of you will not have direct access to so-called experts that can help you get started and stay working on stewardship initiatives. This guide is intended to do just that, and is part of the "Stewardship Series" referenced in the bibliography.

Many have contributed to this practical guide and deserve special mention. The guide has been co-produced by the Canadian Wildlife Service, Department of Fisheries and Oceans Canada, the Fraser Basin Management Program and Forest Renewal BC's Watershed Restoration Program. Dovetail Consultants were the principle authors drawing upon information from the reference list and the practical experience of those that have created their own stewardship groups.

While all of the contributors are not named, special acknowledgment goes to each and every individual who took the time to read the guide and make constructive suggestions for its improvement and to those who shared their experiences through case examples including:

Alouette River Management Council
Baker Creek Enhancement Society
Howe Sound Round Table
Nicola Watershed Community Round Table
Port Moody Ecological Society
Salmon Arm Watershed Round Table
Salmon River Watershed Management Partnership
Salt Spring Island Community Society

The Guide is divided into three sections:

Section 1, Setting the Stage, is about getting a stewardship group started and for working together effectively. The first chapter explains the idea of stewardship and the roles that community groups can play.

Section 2, Getting the Work Done, deals with establishing goals and priorities and carrying out a stewardship plan.

Section 3, Working with Others, covers ways that groups can cooperate with government, the community, private land owners and the media.

Community Stewardship:

A Guide to Establishing Your Own Group

Fraser Basin Management Program

Canadian Wildlife Service

Department of Fisheries and Oceans Canada

Forest Renewal BC's Watershed Restoration Program

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Section 1: Setting the Stage

Chapter 1: Stewardship: Your Starting Point

This Guide is for all individuals and groups who want to get involved in local stewardship activities. The Guide provides tools for people who want to do small or large scale watershed protection, assessment, restoration and rehabilitation work, or projects aimed at communication and education. Everyone is welcome to use the Guide - members of the public, government workers, and businesses. It doesn't matter how modest or ambitious your stewardship goals are - what's important is the motivation to start making a difference.

The Guide draws together tools from a wide range of stewardship projects and other experiences of community members working together. It also points out some pitfalls to avoid and identifies resources to support your work. The tools in the Guide are flexible - they are meant to be changed and added to by the wisdom already existing in the community.

Find your own path

There is no set formula for effective local stewardship and no single best way of getting things done. As stewardship projects develop and flourish, experience with different approaches will grow. It is important to experiment, find out what works best for you, and follow the path that serves the needs of your community. But there are tools available that can increase your chances of success. Learning from other people's experience can save your group from spending time on things that have been shown not to work.

What is Stewardship?

Stewardship is the act of taking responsibility for the well-being of the environment and doing something to restore or protect that well-being. This Guide encourages voluntary stewardship through community action at the local or watershed level.

Some typical characteristics of community-level stewardship are:

- It is based in an attitude of respecting and caring for the earth and all its life forms - human and non-human, past, present and future.
- It is based in a place - a locale that has an identity associated with biophysical and cultural features, and with a set of experiences and interests shared by the people living there.
- It is oriented towards the assessment, protection or rehabilitation of local ecosystems. It avoids the modification of ecosystems away from their natural state and attempts to restore ones that have been modified. Some people call this "earthkeeping."
- It involves commitment. Stewards commit to ongoing volunteer work.
- It involves responsibility, authority and accountability. Stewards accept responsibility for the effects of their actions on the environment. Sometimes they are granted authority to make decisions on behalf of the community. With this authority comes accountability to the community whose interests they are trying to serve and to the government or land owner that delegated the authority to stewards.
- It has educational, recreational and community-building effects.
- It is contributes to sustainability and wise use, by linking the environment, the economy and community well-being.

- It usually involves cooperation among people with different interests and sharing of decision-making.
- It is generally *voluntary*. The energy of the volunteers largely drives stewardship activities, but significant levels of funding may also be invested.

A steward should:

- Be worthy of trust: A steward demonstrates unremitting commitment to sustaining the environment for all life forms. He or she also demonstrates personal integrity.
- Demonstrate respect for life.
- Demonstrate genuineness of heart.
- Embody constancy of mind.
- Demonstrate responsible judgement.

The Time for Action is Now!

There is an urgency driving stewardship activities:

- Loss of biodiversity and the decline of ecosystem health need to be reversed as soon as possible. We are half way through the "turn around decade" and most of the changes necessary to turn around global environmental degradation have yet to be made.
- Shrinking budgets mean that government programs need to build partnerships with community groups and users of the land and its resources.
- Loss of community spirit and increasing conflict and confrontation mean we need to build new relationships among the different interests in our society.
- Stewardship provides opportunities for First Nations and non-aboriginal peoples to build trust and understanding.
- Stewardship is a key ingredient of sustainability in B.C. and throughout the world.

The Role of Individuals and Community Groups in Stewardship

Communities and individuals are the ultimate stewards.

"When all is said and done, the fate of sustainable management of a watershed rests in the hands of grass roots residents as they go about their day to day business. It is the citizens of the watershed who must generate the interest and enthusiasm to create, continue and expand local projects which lead to positive actions and results.
Technical expertise, funding and other assistance from outside the area can be of tremendous help, but it is the local citizenry which must create the technical, social and managerial innovations within their watershed that lead to sustainable living." (Recommendation from Conference on "Stewarding Our Watersheds: Joining Hands for a Sustainable Future").

Businesses or corporations are part of the community when it comes to community stewardship. When they get involved in volunteer stewardship, they are practicing what is sometimes called "corporate citizenship."

Many government agencies act as stewards in following their mandates related to environmental and resource management. But politicians and public servants are recognizing their limitations and starting to welcome community stewardship initiatives. They encourage such initiatives by helping stewardship groups get started and providing them with resources. Government agencies have also entered into stewardship partnerships with some groups or communities. In exceptional cases community groups are mandated by government to do stewardship work. *Community Resource Boards*, for example, may be granted a formal role within the land use planning system. Whatever role government plays, community involvement is critical to effective stewardship.

Communities need to get involved in stewardship because:

- Past experience has shown that the “top down” approach just isn’t effective enough.
- There isn’t enough money for government to do it all. For example, agencies are having to cut back the numbers of enforcement officers who work to prevent poaching of fish and wildlife.
- Small groups can be more adaptive and innovative in stewardship than large agencies.
- Only communities can say what their needs and priorities are. Decisions made by governments tens or hundreds of kilometeres from the community often do not reflect the needs of the community.
- The environment benefits from community-level stewardship as a result of:
  - direct investment of knowledge, energy and skills of people at the local level leading to immediate and longer term improvements to environmental health;
  - increased awareness of ecosystem needs; and
  - the ethic of responsible citizenship that is established and passed on to future generations.
- Individuals benefit from their work as stewards. People involved in stewardship:
  - learn about their natural surroundings,
  - meet people and get to know the values and interests of their neighbours,
  - acquire new skills,
  - get the pride and satisfaction of contributing to the well-being of their community,
  - have fun, and
  - improve their health - both body and spirit.
- Communities benefit from stewardship activities by:
  - learning from experience how to help themselves;
  - practicing cooperative approaches to decision-making which can extend to other as pects of community life, such as managing growth or planning for sustainability;
  - drawing in marginalized or disadvantaged people such as the unemployed; and
  - finding opportunities to bridge cultural differences and build understanding between First Nations peoples and non-aboriginal people.

Types of Stewardship Activities and Some Initiatives in B.C.

There are many kinds of activities that qualify as community-level stewardship, ranging in scope from one-day clean-ups to on-going projects aimed at the management of entire watersheds. The table following summarizes the types of activities and provides some B.C. examples.

TYPES OF STEWARDSHIP ACTIVITIES	
TYPICAL ACTIVITIES	**BRITISH COLUMBIA EXAMPLES**
Watershed planning and management	
Development of a community vision for the watershed Multi-stakeholder planning for land and water uses Linking with community planning or regional planning	Baker Creek Enhancement Society Salmon River Watershed Management Partnership Salmon Arm Watershed Round Table Alouette River Management Council Nicola Watershed Community Round Table Howe Sound Round Table
Education and awareness raising on the environment and environmental issues	
Publication of plant and wildlife identification brochures Environmental awareness-raising for outdoor recreationists Distribution of information on environmentally sound personal activities like recycling Labeling of drains that lead to salmon-producing streams Establishment of nature centre and interpretive trails Landowner contact for private land stewardship Presentations to schools and public events such as slide shows or conferences	Salmonid Enhancement Program Backyard Biodiversity (FRDA) Project WILD Kingfisher Environmental Interpretive Centre Water Stewardship Program and Resource Material Stewardship '94 Conference and Proceedings South Okanagan Conservation Strategy (landowner contact component) The Interior Wetlands Program Streamkeepers Handbook: A Practical Guide for Stream and Wetland Care
Research or assessment	
Organization of workshops with invited specialists "One shot" biophysical inventories Mapping of environmentally sensitive areas	Federation of B.C. Naturalists' Land for Nature Project Identification of Ecologically Sensitive Areas in Surrey
Monitoring of environmental conditions (usually via sampling and inventories)	
Bird counts Fish counts Water quality monitoring Air quality monitoring Vegetation monitoring	Eagle count in Squamish Estuary; Prince George Naturalists New Years Day Bird Count (and similar events in many other communities) Streamkeepers Projects Burrard Inlet Environmental Action Program's Adopt a Shoreline
Surveillance/ "Watchdog" work to support prohibition or	
Observation, recording and reporting of fish or wildlife poaching Stream watch programs Surveillance of activities in environmentally sensitive areas Surveillance of polluting activities Surveillance of development projects and logging activities Review of local government or resource management agencies	Wilderness Watch (involving 141 Fish and Game Clubs in B.C.) Omineca Wildlife Patrol Program Spruce City Wildlife Association
Restoration or enhancement of damaged or degraded habitats	
Clean-up projects Building and maintenance of nesting boxes Rehabilitation of streams and their surroundings (riparian areas) Tree planting Shoreline reconstruction Spawning area enhancement Fish stocking Reintroduction of species	Clean-up of drift-wood by volunteer farmers with tractors on Boundary Bay Fisheries habitat restoration in creek near Smoke Bluffs,, Squamish Pitch-In B.C. (a provincial body that promotes clean-ups) Ducks Unlimited Canada Friends of Environment Foundation (national foundation to support community environmental initiatives) Forest Renewal BC's Watershed Restoration Program
Preservation of valued places	
Any of the above activities,, to achieve the ongoing protection of a specific place, e.g. through designation as a park, influencing the behaviour of a land owner, or purchase of land for protection Management of protected areas that are often under the jurisdiction of other organizations or local government	Protected Areas Strategy Kootenay Heritage Fund Okanagan Region Wildlife Heritage Fund Society Nature Trust of B.C. The Islands Trust Fund

The Watershed Management Idea

The natural boundaries of drainage basins or watersheds define the boundaries of a natural system that is largely contained. Also, a focus on this level can help to match broad regional policies to local needs and priorities, and minimize unpredictable influences from outside. There is growing support for revising administrative boundaries for resource management to match watershed boundaries. Even though most volunteer stewardship activities won't address all the processes and components of a whole watershed, especially when the watershed is very large, the results of stewardship work will be enhanced by keeping watershed level interactions in mind.

Start Where You're At

Starting points vary. Some of the information contained in this Guide will be more relevant to those who are forming a new group or organization. Other sections apply primarily to existing groups that want to expand the scope of their activities to include stewardship, try new ways of working, or improve the way they work now.

Honour your roots - Learn from the past

Reflect on your "sense of place" - your cultural and natural heritage, and how you experience it. Imagine the dreams and efforts of past generations. Consult your "elders." Above all, maintain an attitude of humility, or the mistakes of past generations are sure to be repeated.

Different catalysts for forming a stewardship group include:

- anger or fear over past or perceived abuses of the environment;
- a growing realization of government's lack of staff and resources;
- a rising sense of commitment to conservation and sustainability;
- a shock - e.g. discovery of pollution levels in local waters threatening human health; or a more gradual realization of a problem, e.g., land use decisions eroding sensitive habitats;
- any circumstance that has made people aware of their mutual concerns; and
- a desire to meet people, learn something, or start a new hobby.

Chapter 2: Establishing Your Stewardship Group

Which comes first - the project or the group? Either can come first, it doesn't really matter. This chapter is, however, intended for those who have a concern and wish to involve others in joining together to do something about it. If you already have an established group, you may want to skim this chapter for any ideas that might help to improve your group.

Determine Who Needs to be Involved

The purpose of the group largely determines who needs to be involved. Membership will be different for a more formal, multi-stakeholder group, as compared to a loosely organized group focusing on a single project.

Generally, members provide:

- a demonstration of public support and political clout for stewardship activities,
- a source of funds, and
- a pool of volunteer resources for conservation projects.

The number of members you need depends again on the purpose and situation of the group. A small number of active members might be enough to get some stewardship projects completed. If the watershed and/or the community is small, then low numbers of members might represent a significant proportion of the population. If members are the main source of funds, then you might want to seek membership support even beyond your community.

Membership in community level stewardship groups in most cases should be open and inclusive - anyone with a genuine interest in the goals of the group and anyone who will be affected by its work should be welcomed. Ideally, the diversity of the community should be represented: men and women, children and youth, First Nations and non-aboriginal people, residents from varied cultures, business-people, educators, homemakers, public servants, etc.

Typical community interests that might be represented in a stewardship group

- agriculture
- first nations
- fisheries
- forestry (large and small companies, independent operators, truckers and loggers)
- labour
- local governments
- community groups (ratepayer and water user organizations)
- provincial and federal government
- mining
- wilderness conservation
- outdoor recreation (hiking, skiing etc. and motorized recreation)
- tourism
- health and education
- development
- utilities (including hydro)
- Crown Corporations

Finding Members

> *"The 'test of ten' is a kind of research. You talk to community people about an issue, with a sharp eye to finding ten pioneers to found a new citizen group. If you can't locate ten, you have to assume that your concern isn't shared, at least not consciously. Don't give up - find out what people* are *concerned about. You may need a kind of end run: you tackle a more popular issue in order to build a base for the one that's really on your mind. If you're alone in your conviction that you've got the right issue, you may have to spend time educating. Or you may have to go outside your present circle of friends to find new people who want the same changes you want, and who will join you in action." (Taking Action: Working together for positive change in your community)*

People tend to gravitate towards individuals with enthusiasm and energy. You don't need to be a knowledgeable specialist to start up a stewardship group; your enthusiasm for the task will draw others with the necessary skills and abilities to you. Don't hesitate to start for fear that someone else is better informed or more "expert"!

Some ways of finding new members are:

- use your personal contacts: neighbours, family, friends, colleagues, people you know from other groups;
- invite existing clubs and organizations: fish and game, naturalists, service clubs, chambers of commerce, unions, recreation, other environmental organizations;
- invite local businesses, especially those making a living from the land base;
- get the first members to help spread the word and find new members;
- start with a variety of projects going that will draw peoples' interest;
- present membership to people as an opportunity rather than an obligation;
- advertise via posters, announcements, bulletins;
- offer free and useful training that could look good on a resume;
- use the media (see Chapter 14, Getting the Work Out Through The Media); and
- offer recreational opportunities to attract people to your group.

Keep track of your members in a membership list, with contact information and the renewal dates of their memberships, if applicable. Use a computer data base if a group member has the skills. Ideally, include the members' level of interest in different types of volunteer activities, and the resources they can bring to the group. An individual should take on the responsibility of keeping the membership list up to date. Use it as a foundation for communications.

Build on people's capabilities when involving them. Be conscious of the particular skills and capabilities you are looking for - everyone has something to contribute. The challenge is matching the individual with an appropriate task. (See Chapter 4, Keeping Your Volunteers, for more information.)

If your group needs a Board or Committee, think carefully about the tasks those individuals will be asked to perform and the capabilities they need to have.

Key attributes of a successful Board/Committee member include:

- familiarity with the group's mandate and activities;
- representativeness of an important constituency or sector of the community;

- respect for the law, for resource rights and due process
- integrity, credibility and prominence;
- motivation to stay focused on the group's mission and goals as opposed to individual goals;
- ability to contribute or raise money;
- expertise;
- ability to communicate effectively and get along with people of all backgrounds;
- ability to organize and administer;
- availability / accessibility;
- time and energy, to help the group accomplish its tasks; and
- dedication to the job of Board / Committee member.

Membership in Stewardship Groups

Membership and Goals:

- Each member of a stewardship group has their own interpretation of stewardship, and probably has their own sense of what the group should be doing first, and why. The goals of members will need to be reconciled before a common commitment to work can be developed. (See Chapter 7, Setting Goals)
- In coming to agreement on goals, look for ways to address people's concerns. See if there are ways to meet more than one goal. Consider a sequence of goals over time that build on one another. Try to avoid alienating members of the group who feel that their concern or issue is not being addressed.

Splinter groups:

- In some cases, members' goals are so different that it makes more sense to form separate groups, rather than handicap the group with on-going tension around priorities and sense of direction. Splinter groups may form at various stages during the process and can maintain a cooperative relationships.
- Try to work with other groups. Remember that they also formed out of a similar sense of commitment and urgency that led you to establish your own stewardship group. Even if you disagree with their goals or their methods, respect their intent.

Timing of introducing new people and re-working goals:

- While new members bring fresh ideas and enthusiasm, timing their involvement may be important, to avoid upsetting the flow of the groups' work. For example, if the stewardship group has just completed defining their goals and developing a strategy for achieving those goals, the introduction of new members can lead to time consuming re-negotiation and discussion.
- It is generally best to plan when new members are going to be actively recruited. Don't turn people away, but if members are taken on board after decisions have been made, it is important that they buy in to the consensus of the group, at least until there is another opportunity to review decisions made and plan for new work ahead.

Decide How You Want to Work Together

Working together in groups can be a highly satisfying and fulfilling experience. It can also be frustrating and unproductive. Groups can be synergistic and bring out the very best in individuals or can perform collectively at a lower level of ability than that of any of the members involved!

> **Some Key Principles for Working Together**
> (from *Planning Ourselves In: Women and the Community Planning Process*)
>
> - encourage inclusive participation
> - show respect for group members
> - develop non-hierarchical organizational structures
> - value everyone's time
> - ensure all views are heard
> - receive and give feedback
> - share responsibilities
> - choose do-able projects (simple ones that will give you a sense of accomplishment)
> - enjoy yourself!

Sharing a Common Purpose and Identity

Use a mission statement to generate commitment and establish a shared understanding of the general purpose of your group. (See Chapter 7, Setting Goals). A mission gives you common ground and a "reason for being," against which you can compare opportunities for action. It also provides the context for more specific goals. An example of a mission or purpose statement is:

"The purpose of the Slocan Valley Pilot is to facilitate community participation in developing and advocating the implementation of land and resource management plans which are environmentally, economically and socially sustainable." (Local Round Tables: Realizing Their Full Potential.)

Work on developing a name for your group that fits your general purpose. This will help give a sense of identity to all involved and help to raise your profile in the community as you network. Avoid lengthy or awkward sounding names - they tend to get shortened anyway through regular usage. Think about acronyms and try to avoid confusion with other organizations in your area.

General Administration

Some procedural issues that you may need to resolve include:

- setting up a membership list;
- designing an organizational system with committees and sub-committees;
- establishing a non-profit society or association, or incorporating a company;
- organizing financial procedures: a bank account, dues and reserves, signing authority, expenses, membership accounting;
- putting together a budget, including: projected income and expenses, and a plan for sources of future income; and
- anticipating where you will get legal advice, should it become necessary.

Consensus Decision-making

If your group has a formal structure, its ways of working together might be described in "terms of reference" or a constitution. If you don't have these formalities, you should at least agree on some ground rules, setting out procedures for meetings and decision-making.

Most stewardship groups are using consensus decision-making rather than the old "Robert's Rules" or parliamentary-type procedures. Essentially, consensus requires that all participants agree to a decision before it is finalized. Individuals might disagree with smaller aspects of the decision but all participants feel that they can live with it on the whole.

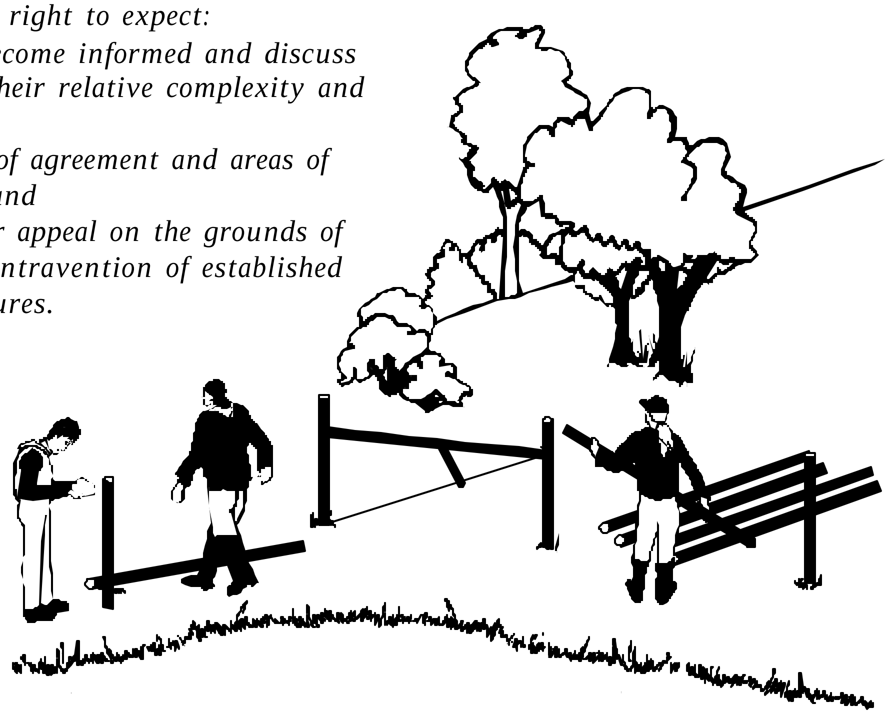
The advantages of consensus are:

- it treats all members of the group equally, making it difficult for a few to dominate;
- it gets away from "winners and losers" and meets a broader range of interests;
- it increases the collective understanding of issues and of alternative strategies for dealing with them;
- it motivates people to search for innovative solutions in order to reach closure; and
- it results in decisions that are more credible and likely to have lasting effectiveness.

A statement of rights and obligations is helpful in consensus decision-making.

For example the Howe Sound Round Table clarified the rights and obligations of working together in its *"Operating Procedures"* as follows:

> *"Each member has the right to expect:*
>
> *i) adequate time to become informed and discuss issues appropriate to their relative complexity and importance;*
>
> *ii) a full articulation of agreement and areas of disagreement, if any; and*
>
> *iii) an opportunity for appeal on the grounds of new information or contravention of established principles and procedures.*



> *The Stewardship group has an obligation:*
>
> *i) to hear and address interests and proposals pertinent to its mandate when presented by its members;*
>
> *ii) to creatively seek solutions where disagreements occur;*
>
> *iii) to accommodate or balance the view of the member while weighing the collective public interest of the matters before it; and*
>
> *iv) to clearly state the issues in disagreement and the reasons why the disagreement exists."*

Some basic steps to consensus decision-making in a group are:

1. The chair, facilitator or another group member presents the issue at hand.
2. All group members are encouraged to voice their opinions and an open discussion is held.
3. Someone puts forward a potential consensus decision, testing for agreement.
4. If consensus isn't reached right away, the open discussion can be followed by a "round" in which each group member who wants to can express their feelings on the issue with out being interrupted.
5. Following the round, questions of clarification may be asked, the facilitator might summarize the opinions voiced, and someone attempts to describe a potential consensus decision, "testing for agreement" again.
6. The consensus proposal put forward is discussed and adapted until everyone agrees with it, or at least states they "can live with it."
7. The decision is recorded.

This approach becomes second nature for most groups, and most decisions are made smoothly and quickly. However, if the above process does not result in consensus, a "fall-back" process is needed. This fall-back should be agreed upon in the ground rules for the group. The following steps represent a standard set of fall-backs:

1. Try again. Ask those who don't agree with the proposal to explain further the reasons for their hesitancy. Look for a better solution. Try to expand the range of options.
2. Give people time to think. Put the item back on the agenda for a future meeting. Gather additional information to clarify the issues at stake between meetings. Try again.
3. Delegate the decision to a smaller group or sub-committee for further consideration. This group may be empowered to make the decision, or to bring back a clearer picture of the issues at stake for the next meeting. Try again.
4. If you have tried and tried again, to no avail, the group may decide to go with the majority opinion. Or, record the decision that most people have reached agreement on, with dissenting opinions also recorded.

Resources on consensus decision-making included in the bibliography at the end of the Guide are: *Building United Judgment: A Handbook for Consensus Decision-making; Table Manners for Round Tables: A Practical Guide to Consensus;* and *Reaching Agreement: Consensus Processes in British Columbia*.

Tools for Successful Meetings

- Assign *roles*, e.g. chair or facilitator, recorder, time keeper.
- Carefully prepare *agendas:*
  - poll members before a meeting for agenda items;
  - include an itemized account of all matters to be covered;
  - if possible, send a draft agenda out in advance;
  - put time limits on each agenda item;
  - put most important things first, but vary the pace for interest; and
  - make sure it is achievable in the time available.

- Find a good *venue* - one that is convenient, preferably cost-free, and that has reasonable amenities. A cold, dark room can have a dramatic negative effect on the progress of a meeting. Refreshments can make the meeting more comfortable.
- Set up a system for *recording:*
  - make sure decisions and action items are clearly named and recorded, with responsi bilities and deadlines;
  - send out minutes as soon as possible after the meeting and check their accuracy at the beginning of the next meeting; and
  - encourage individuals to take their own notes too.
- Practice active *listening:*
  - listen closely to what a person is saying,
  - summarize it back to them in your own words to make sure you understood,
  - ask questions of clarification, and finally
  - respond.
- Equalize *participation:*
  - limit the time for agenda items, especially those involving presentations by individuals,
  - try rounds, giving each person a chance to speak, and
  - try brainstorming, which can draw people out.
- Use *sub-committees*: Giving assignments to individuals or sub-committees to report on to the whole group at meetings can save a lot of time for the group.
- Start and finish meetings on *time*: Make this a tradition! Have people who must be late catch up by hearing what they missed from a "buddy." Finish punctually.
- Leave time after the meeting to *socialize*.
- *Evaluate* how meetings are going now and then, and make adjustments accordingly.

Brainstorming Ground Rules

- Generate as many ideas as you can as quickly as possible, writing them down where people can see.
- Any idea is okay - the wilder the better.
- Don't worry about repetition - piggy-back on each others' ideas.
- Suspend discussion or criticism - that comes later.
- Bear with silence as people work on new

Structure and Continuity

Having a structure for your group has advantages and disadvantages. Some groups find that their work is better coordinated and more effective if they introduce some formal arrangements. Structures can be as simple as a phone tree, or more elaborate and formal, such as terms of reference, boards of directors and registration as a legal society.

As a general rule: Establish only as much structure as you need - it is easy for groups to get bogged down in administrative tasks rather than tackling the more important tasks at hand.

Don't leave one individual with all the ideas and information in their head because this person might not always be available. Ways for a group to build in resilience to the loss of a key member include:

• rotating responsibility (e.g. chairing meetings),

• building a memory bank (e.g. maintain written records), and

• apprenticing (e.g. people going along with a project coordinator to meet people face-to-face and build a relationship with other stakeholders).

Why Have Structure in a Stewardship Group?

Advantages of group structure include:

- Defined responsibilities which help provide people with discrete tasks to get on with, and ac countability for tasks completed.
- Improved communication and coordination, both within the group and with other organizations.
- More established and credible profile in the community.
- Registration as a Society under the <M>*Societies and Income Tax Acts* can qualify your group to give out tax receipts as a charitable organization, facilitating fundraising.
- Continuity (e.g. motivation for regular meetings and the identification of people to play key roles).
- Something for people to join and identify with.

Disadvantages of structure include:

- More administration is required to establish and maintain the structure itself, drawing away from the work at hand (e.g. one individual may be required to spend much time maintaining records of meetings).
- Registration as a Society under the <M>*Societies Act* requires the drafting of a constitution and bylaws.
- Board members may be liable for the debts of the group.
- Expenses can be incurred once structure is established (e.g. through the cost of setting up a phone line or mail box, or paying for legal registration).

Chapter 3: Finding Funding

Much of the stewardship work that is carried out costs nothing more than the time commitment and elbow grease of the participants. On the other hand, lack of funding can constrain the pursuit of important stewardship goals.

The pursuit of funding itself can consume the volunteer resources of a group at a great rate. Remember that getting funded will get easier as your group develops its fund-raising skills, makes connections with local and external funding sources, and proves its credibility by its record of accomplishments. Don't expect one government agency or other donor to provide all the funds you need. It is more likely that you will find matching funds once you get one funding partner on side.

Funding Sources

- Members (through membership dues, newsletter subscriptions, appeals or donations);
- Other individuals (through personal appeals via mail, special events, product sales, canvassing door-to-door, bequests or patronage);
- Fundraising events (benefit dinners, silent and live auctions of donated goods and services, lotteries or raffles);
- Corporations, including resource users and local businesses (through in-kind contributions such as machine time, wood and metal products, gravel, trees, skilled labour; matching employee contributions; partnerships);
- Foundations in Canada, the U.S. and internationally; and
- Government agencies (federal, provincial and local) or special programs (through project proposals). See Appendix 1, Potential Sources of Funding.

Fundraising

1. Determine your funding needs

Your funding needs are things you need money for that will permit you to seek your goals through projects and activities. (See Chapters 6 to 8, Defining the Issues, Setting Goals and Planning Your Actions.) Work out in detail just how much money you need in a detailed budget. This budget should distinguish between project costs and ongoing administrative costs which support the group's activities.

The kinds of things you might need money for are:

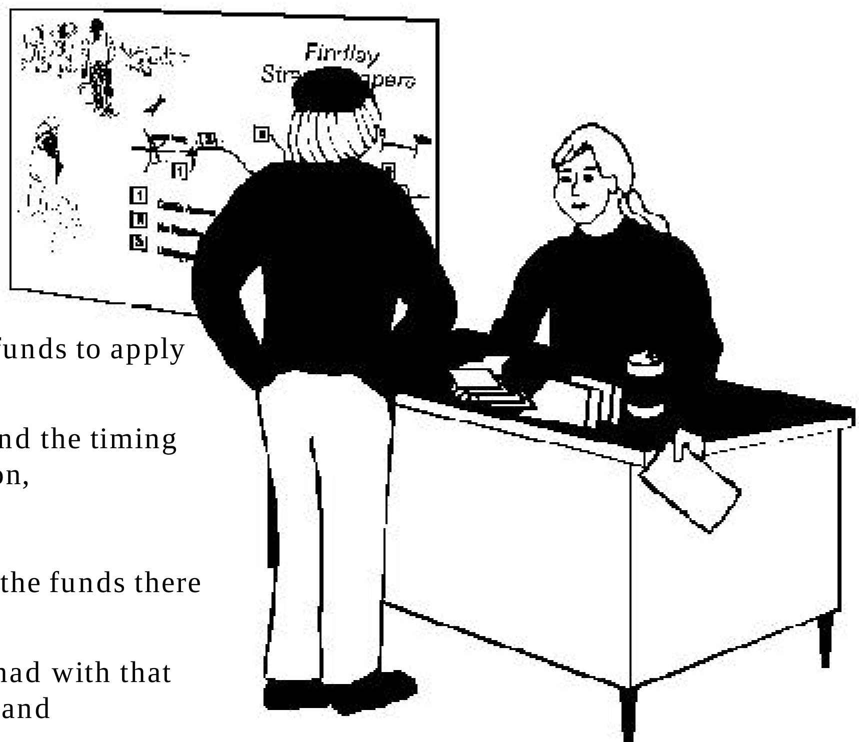
- correspondence and information distribution to the public;
- advertising of events and activities;
- logistics for events and activities (facilities rental, refreshments, child minding services);
- administration costs (rent, photocopying, office supplies, telephone);
- hiring of technical expertise or training of members to take on technical roles;
- compensation for members' expenses (especially in remote, rural areas where travel costs and communications costs are high);
- access to information (E-mail access, purchase of reports); and
- supplies for projects such as building materials and tools for habitat rehabilitation.

Be creative about what a donor can provide. For example, a government agency, business or other institution can act as a secretariat. This might include allowing the use of a photocopier, mailing machines, paper, etc. The secretariat might also offer one staff day per month to help coordinate things.

2. Research fundraising sources and choose one or a group of sources to pursue

Make sure you've got enough information to compare the various funding alternatives. Start by considering what types of fundraising are appropriate for your group and then do more detailed research on sources like those listed in Appendix 1. Make sure your information is up to date - funds come and go, and eligibility criteria change.

You will likely combine sources such as membership dues and agency programs. A supportive membership and successful fundraising at the individual level often "looks good" in the eyes of the funding agencies. Backing from elected officials can also be an asset, lending credibility and providing access to those who make funding decisions.



When comparing sources of funds to apply for, consider:

- the application schedules and the timing of your proposal preparation,
- criteria for eligibility,
- how much competition for the funds there is likely to be,
- how much success you've had with that funding source in the past, and
- how closely the fund objectives match your needs and the priorities.

3. Plan your fundraising

Develop a fundraising strategy with a time line. Avoid over-committing which only leads to ineffective efforts or too much time away from your "real work."

4. Implementation

Implement your fundraising plan, adapt to new information as you go along and monitor your progress.

Outline of a Funding Proposal

(Make sure to tailor this to the program requirements).

When funders do not provide their own application form,
your funding proposal might look like this:

Title page: with contact information.

Summary: on one page.

Background information: Describe your organization, its accomplishments and its contributions.

Rationale:
State the objectives of the project you need funding for, and why you need funds.
Project description: Describe how the project will accomplish its objectives, with specific tasks and who will carry them out.

Schedule: Include a time line showing when the project tasks will be completed.

Budget:
Provide a detailed itemization of the funds you will need for the different aspects of your project, trying to be as accurate in your estimates as possible. Funders will generally notice unrealistic estimates, whether too low or too high. Include the amount requested from the donor, the monetary value of volunteer work to be applied to the project and the amount of funding requested from other sources.

Attachments:
a profile of the qualifications of the project personnel, the group's annual report and/or brochure, letters of support.

Case Example

The aim of the Baker Creek Enhancement Society is to restore the Baker watershed centred on Quesnel, using the Department of Fisheries and Oceans publication, "Streamkeepers Handbook: a Practical Guide to Stream and Wetland Care."

In its fundraising, the Society demonstrates how a variety of sources can be combined. It has received the following support to pursue its goal: $500 from the local Rotary Club, $250 from the Quesnel Environmental Society, in-kind support from the City of Quesnel (planning staff time, photocopying, etc.), and $12,500 from Department of Fisheries and Oceans (DFO). The DFO funding has permitted the hiring of a part-time project coordinator.

In addition, the Baker Creek Enhancement Society is applying to two other agencies for funding: Human Resources Development Canada and Environment Canada. In December 1994, the Society applied for $243,000 from Human Resources Canada for a Youth Entrepreneur Project.

Chapter 4: Keeping Your Volunteers

In many cases, there will be no distinction between members of your stewardship group and volunteers. For local initiatives aimed at rehabilitation, restoration, environmental monitoring or research, all involved will be volunteering their time and sharing the responsibilities for planning and undertaking the work.

In other cases, a few individuals will emerge as the “core” volunteers of the group. These are generally people who are able to commit more time and energy to the stewardship project and who are willing to take on more responsibilities for the group. Other members might pay their membership fees and attend special events, but never actually volunteer their time for specific tasks. There is often a cycle of volunteers moving in and out of leadership roles, as other commitments and energy levels change. Rotating responsibilities can help to keep everyone involved, avoid people feeling left out of important decisions and avoid “burn-out.”

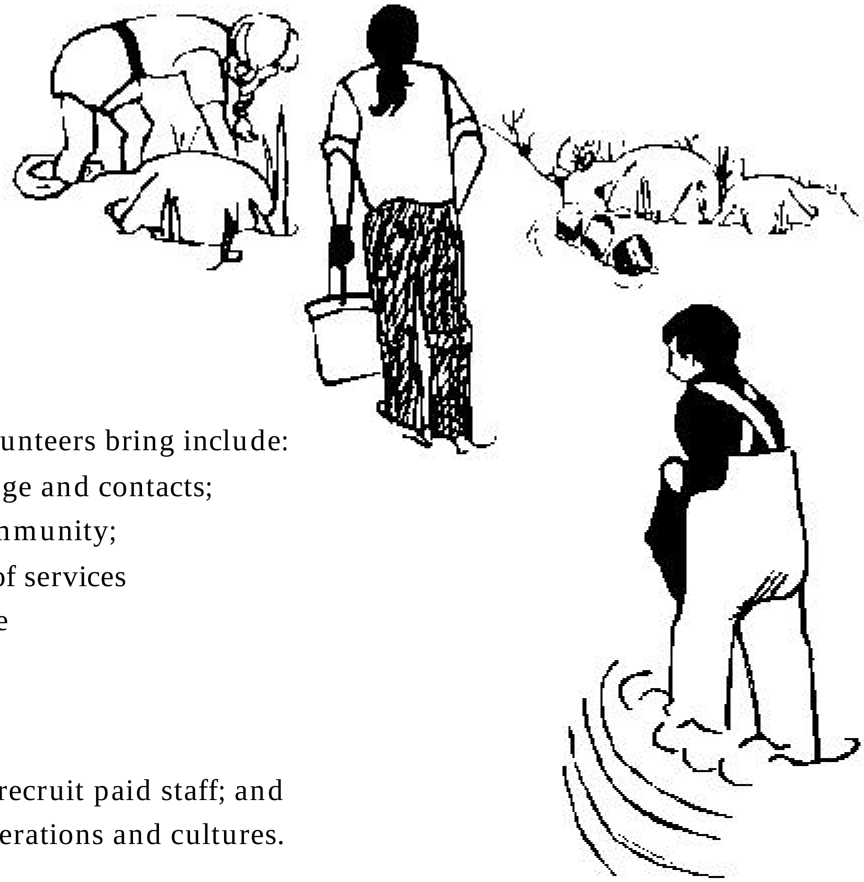
Some stewardship groups decide to formalize roles and responsibilities at some point. (See Chapter 2). Where a formal structure is adopted, perhaps in the form of an executive, an elected committee, or a board of directors, an immediate distinction is made between “members” of the group, who have formal responsibilities, and “volunteers”, who support the group’s work in less formal ways. These distinctions can become divisive and a source of tension if the relationships amongst all involved are not managed carefully. This section of the Guide provides some practical tips on working with volunteers.

The Rewards of Volunteerism

Rewards to Volunteers

What motivates an individual to get involved in stewardship activities? Incentives include:

- personal learning and growth, education about the environment and the area in which they live, share knowledge, use skills in a new setting, gain a sense of competence and technical expertise;
- gain work experience, meet requirements of a course or program, break into a new job market;
- social/recreational enjoyment, finding friends, feel part of something, “get out of the house”;
- desire to be a benefit to society, make a difference, have a sense of making a contribution (be a “responsible citizen”);
- feeling (indignation, frustration, disappointment, anger) that government or other responsible group is not doing the job well enough;
- gain approval and recognition for one’s contribution or abilities and be appreciated;
- experience nature and the outdoors, get fresh air and exercise;
- a personal interest in achieving a stewardship objective, providing a feeling of satisfaction in making things happen and the pride that goes with completion; and
- develop a sense of power, of having an impact and influence.



Rewards to Groups

Some of the benefits that volunteers bring include:

- specialized skills, knowledge and contacts;
- closer contact with the community;
- objectivity in the delivery of services
- credibility (volunteers have fewer vested interests);
- refreshed energy;
- new ideas;
- a reservoir from which to recruit paid staff; and
- an opportunity to mix generations and cultures.

Attracting Volunteers

> *"Before you recruit volunteers, get organized! It will be a more positive experience for all concerned. Think about why you need volunteers and how you will interact with them. Try to create a believable and inviting image of your volunteer opportunities. Make sure your volunteer opportunities are interesting and varied. Look for volunteers with leadership ability and who like people. They will draw others to your cause." (BCEN)*

The importance of attracting members that represent a broad range of interests in your community was mentioned earlier in the Guide. The volunteers in your group should also reflect all the sectors that have a stake in stewardship.

Where to recruit volunteers:

- in your newsletter, on information boards at your local library, community centres, cultural centres, high schools, churches / mosques / temples, seniors' centers, service clubs, laundry mats, and any other community gathering places;
- at your local volunteer centre;
- via word of mouth;
- at events held by your organization; and
- via the media: Place a public service announcement (PSA) or classified advertisement. PSAs are often free of charge and can be placed in daily newspapers, local radio stations, community newspapers, college / university newspapers, community magazines, community television stations, community radio stations, special interest newsletters, periodicals or trade magazines.

Keeping Your Volunteers Volunteering

What is your volunteer program? It doesn't have to be elaborate, it just has to be organized. Design descriptions of responsibilities for volunteer positions and assign a volunteer coordinator. Remember - understand why a person wants to volunteer (discussed above). It will help you determine the best role for them and the best outcome for the group. High levels of motivation are what drive volunteers to fulfill their potential.

To be motivated, volunteers need to be able to do the tasks required of them and they need to get some reward for carrying out the tasks, ideally beyond the satisfaction of getting it done.

Make sure that the group has a clear objective that is perceived to be attainable, since this is a key incentive; and that tasks assigned to volunteers are attainable, so that satisfaction results. Be willing to discard goals and/or tasks that prove not to be attainable.

To reduce the risks of burn-out, rotate responsibilities.

If a volunteer's needs are not being met, they get frustrated, and when they are frustrated their enthusiasm may decline, they are slower in getting things done, and they may be late or absent, and eventually quit. They may also become difficult to work with.

The basic needs of a volunteer are: to know what is expected of them and how they are doing, and to be able to obtain assistance and feedback when needed. With these basic needs in mind, various types of support should be provided to volunteers.

Volunteers should be provided with:

- A description of the group and its goals, including:
  - the mission statement of the group,
  - a brief description of major programs and goals,
  - the group's relationships with other groups in the community, agencies or organizations,
  - a list of the active members of the group and their roles, especially the executive and/or board, and key volunteers, with contact information, and
  - the group's general expectations of volunteers, such as reliability, respecting confidentiality, having fun;
- Knowledge of what is expected of them (clear expectations): a work plan related to the projects or activities they are involved in, and clear direction on where they fit in and what their role is (ideally, they are involved in creating the workplan and may eventually write their own);
- Some immediate and longer term, specific targets or objectives to meet by which they and others can measure their progress (not just time deadlines);
- Assistance - specific people they can turn to, training, learning opportunities;
- Information on when training and performance reviews take place;
- Ongoing information or news of the organization, beyond their specific project;
- Feedback on their contribution to the group's projects or goals and ways of improving if necessary - focus on the positive; and
- An opportunity to evaluate both the project and their involvement in the project, including suggestions for improvements.

An orientation manual can be a useful tool for conveying most of the above information.

Rights and Responsibilities of a Volunteer

Volunteers have the right to:

- be treated as a co-worker
- be given a suitable assignment;
- know as much as possible about the organization;
- be recognized and heard;
- receive training and continuing education for the task;
- have a regular evaluation of one's performance; and
- be given a variety of experiences;

Responsibilities of volunteers are to:

- be sincere in the offer of service and believe in the value of the task being done;
- be loyal to the community organization with which one works;
- maintain the dignity and integrity of the community organization with the public;
- accept the guidance and decisions of project coordinators;
- carry out duties promptly and reliably;
- be willing to participate in orientation, training programs and meetings;
- understand the function of the paid staff and maintain positive working relationships with them; and
- stay within the bounds of the volunteer description, unless otherwise asked.

Dealing with "Difficult People"

Each person in a group contributes different talents and abilities. Acknowledge that people play different roles in groups, some of which have been given labels: Blocking, Dominating, Special interest pleading, Joker, Mediator, Recognition-seeker, Cynic, Follower, Aggressor, Self-confessor, Help-seeker. These roles are not problems unless they are preventing the group from making progress or are driving some group members crazy! Dealing with them doesn't necessarily mean confronting the culprit. For example, if someone is "Special Interest Pleading," make sure that person is being listened to. Practice "active listening,", feeding back to them what is being heard and explain more carefully how their interests relate to the goals of the group or the project at hand. If someone is "Dominating" try to equalize participation by doing a "round," putting a time limit on contributions, or giving priority in the speaking order to those who have had less to say.

Ignoring poor performance or disruptive behaviour by volunteers can have disastrous effects on the rest of your volunteer team and can draw valuable energy away from more important tasks. People who are frustrated and can't seem to get their problems solved constructively can become aggressive (angry, attacking, blocking, violent); or they can become regressive (immature behavior like pouting, crying or cursing).

In addressing a volunteer problem, try to deal with issues rather than personalities. Talk about the work that isn't done or the specific problems the behaviour has caused, not the qualities of the individual. Look for the causes of the problem if possible - have they been asked to do a task they lack the skills for? Did they misunderstand the steps in an action plan? Assume the best of intentions since there is likely a legitimate reason why the volunteer behaved they way they did. If necessary suggest a change that is good for the individual and good for the organization (e.g., team up with someone, see if they would prefer another role).

Try to put your own ego aside when dealing with difficult people. Realize that things are not going to happen overnight and that failure of the group to meet a particular goal does not mean the people within the group have failed.

It is always easier to work things through if expectations are clearly established at the outset. Orientation manuals and task descriptions can be useful tools. Regular team meetings and performance evaluations are particularly useful in redirecting efforts, and identifying potential problems and difficulties before they arise.

> *"The trust so necessary to effective groups will occur more quickly if the group decides at the beginning that while disagreements are inevitable, the view of all individuals will be respected. A spirit of respect and cooperation is essential regardless of the organizational structure chosen." (The B.C. Watershed Protection Alliance Handbook)*

What to try if someone walks out of a meeting

ISSUES:
Possible wide variety of causes including deeply-felt disagreement with process or decisions. A walk-out is a final gesture and can be an attempt to communicate with, or get away from, the group.

PREVENTION:
Not always possible, since the person may be unwilling to compromise a firmly-held position. A walk-out may be prevented if the person is asked in a non-judgmental way what their disagreement or disapproval is, and what they would rather see happening.

WHAT TO DO NOW:
Depends on a lot of variables. If the person left on principle and cannot be reached, the meeting could decide to continue or wait until the next meeting to decide on the issue involved. If the person left because they were upset at the group, someone could talk to the person later, asking them to rejoin the group.
(from *Resource Manual for a Living Revolution*. The section of this book on "Working in Groups" has tips on dealing with several other problems that a group might face.)

Showing Appreciation for Volunteers

Whatever individuals provide in the way of energy, enthusiasm, or skill, it is important to emphasize their contribution, rather than focus on the limits of their ability. An important practice in keeping volunteers motivated is to give them credit for their achievements, contributions, and work well done. Offering awards at the annual general meeting or other special event is a good way of showing recognition. Think about "the rewards of volunteerism" listed earlier in this chapter, and make sure your group's volunteers are getting these rewards. Above all, make sure there are opportunities to have fun!

Chapter 5: Assembling and Managing Information

Information is critical to the success of a stewardship group. It provides the grounding for our concerns and visions, and the rationale for our decisions. It is the foundation for getting things done effectively and efficiently.

Determine Your Information Needs

You *don't* need all the information ever collected on your watershed and its community. What you do want is:

- credible, recent information that clarifies the key issues in your locality;
- basic resource and environmental maps and data on the area; and
- statistics to build a profile of your community, its inhabitants and geography.

For example, what ecozone are you in? Where are the boundaries of the watershed? What are the main species found in your area and which are listed as endangered or threatened? What are the resource values and how do they contribute to the community?

Match your information to the purpose of your stewardship group. Ask yourself the following questions to focus your information gathering:

- What do we need to know before beginning? (e.g. other organizations that may be under taking similar projects in your area)
- How will we be using the information I collect? Do I need display materials for meetings and workshops, or background reports for reference and research?
- What information do we need to fully understand the issue(s) we are tackling within the geographical boundaries that concern us?
- What information do we need to build an effective action plan?
- What information do we need to understand plans or activities that we support and build a rational argument against those who oppose them?
- What is the most useful format for information? (e.g. videos, reports, posters, electronically stored data, or perhaps field trips led by agency staff that can meet with interested groups and discuss ideas)

Once you choose an issue to focus on, you will need information not only about the resource but about the various people involved, both government and non-government, and their perspectives and responsibilities. They may also be a key source of information on resources and may help you with the connections you need to get things done. Pay attention to the perceptions, attitudes and values of the people involved. If you understand these, you will better understand the varying interests of your community in its watershed and be well on the road to consensus on an effective approach to stewardship. (See Chapter 6, Defining the Issues.)

The table on the following page lists categories of information that might be relevant to your needs.

Types Of Information		
Biophysical	**Social/Cultural/Economic**	**Organizational/Strategic**
GeologyTopography Soils Climate Groundwater Surface Water Watershed boundaries Vegetation,, Forest Reources (Timber) Wildlife Fish Ecosystem classification (e.g. biogeoclimatic zone) Current condition of the above features (e.g. number of endangered species,, levels of pollution)	History: cultural heritage past settlement,, resource and land use First Nations traditional territories Current cultural groups in the community Land tenures Current land uses and values: recreational,, spiritual resource production (forestry,, mining,, agriculture,, fisheries) urban (residential,, industrial,, institutional) Economic values of the above uses Existing and proposed land use plans	Other groups in the area and relevant provincial level or umbrella groups Government agencies with planning,, resource management and conservation responsibilities and the policies and statutes they apply Governments with jurisdiction over the area,, political boundaries,, and the timing of up-coming elections Community organizations and volunteer pools Possible research support: educational institutions,, libraries,, consultants Recent and current resource and conservation issues and solution

Collect Resource Information

It is a good idea to start collecting relevant information as soon as possible - it can be a time-consuming task! Often, one reference document will point you towards others that may be useful and you can quickly build a valuable library. Do your networking homework and use the snowball idea for getting more contacts that may be able to help you. Use networking as a promotional tool for your organization while you're at it.

Be wary of collecting too much information that is only of indirect relevance to your needs. It is easy to be swamped by paper and there are many sagging shelves filled with countless unread reports. Be selective, borrow from libraries and review documents before spending valuable money on new copies. Use resources in the community or beyond which have already collected information rather than re-invent the wheel. Some basic sources of information are listed below.

Your community

"Local knowledge" is increasingly recognized as credible and even vital to understanding the environment, by stewards and experts alike. It is the best source of information on local conditions and concerns, wisdom on local history and culture, and aesthetic appreciation.

> *"Community group members have the ability to understand where the community is 'at' and act accordingly. This implies knowledge of the local landscape and conditions, as well as knowledge of individual members' skills and abilities. ... There is no point adopting broad environmental management strategies based on elaborate scientific evidence and regional planning jargon if the community group is not in a position to understand or appreciate this type of approach." (Anna Carr,* Grass-roots and green-tape: community-based environmental management in Australia*).*

Key individuals

Getting to know key players in an issue can result in access to a lot of relevant information, either held by those individuals or brought to your attention by them. Networking will also help raise the profile of your group and clarify opportunities for action.

Electronic data bases

Data bases like EarthNet allow users access to a multitude of information sources related to environmental concerns, and provides assistance including research services. A useful book on this topic, although U.S. oriented, is Don Rittner's "EcoLinking - Everyone's guide to on-line environmental information". ELIB, the "Environmental Legal Information Base" of the West Coast Environmental Law Research Foundation, includes the full text of B.C. environmental statutes, books, reports, an Information for Conservation Section, and more.

Free-nets are electronic bulletin boards that you can access from the Internet, or from other free-nets. Some are listed in the table below.

Name of Free-net	Modem phone #	IP Address	Name Address
VICTORIA (BC) FREE-NET	(604) 595-2300	198.162.6.1	freenet.victoria.bc.ca
CIAO FREE-NET, Trail, BC		142.231.5.1	ciao.trail.bc.ca
VANCOUVER (BC) REGIONAL FREE-NET	(604) 222-4734	142.103.106.2	freenet.vancouver. bc.ca
SEA TO SKY FREE-NET, Squamish, BC,	(604) 892-3500	199.175.238.1,	
PRINCE GEORGE (BC) FREE-NET	(604) 563-3977	142.207.144.58,	

Maps and Geographic Information Systems (GIS)

Base maps of your area are very useful. For most areas, topographical maps are available at a variety of scales which you can supplement with your own work . You may also be able to get hold of geological or soil maps - contact government agencies and/or Maps B.C. (Inquiry B.C.: 1-800-663-7867 or 660-2421 in the Lower Mainland) to locate the dealer nearest you. In some cases, government agencies have developed computer-supported mapping in GIS which provides for interactive modelling.

Mapping Your Watershed

Start building an appreciation of your watershed by annotating topographical maps. Tape together enough 1:50,000 scale base maps to cover the drainage basin, and then begin by highlighting flows of water and drainage boundaries. If you're working with a smaller area like a sub-basin, use 1:20,000 scale maps. As your knowledge of the local area develops, use the map to develop an image of relationships and linkages between settlement, industry, vegetation, water and species habitats. Use several photocopies to mark out different sets of information. For example, a map showing the administrative boundaries of local, provincial and federal jurisdictions can be a powerful image showing how overlapping boundaries creates confusion in service delivery; maps of First Nations traditional territories help to establish a historical perspective.

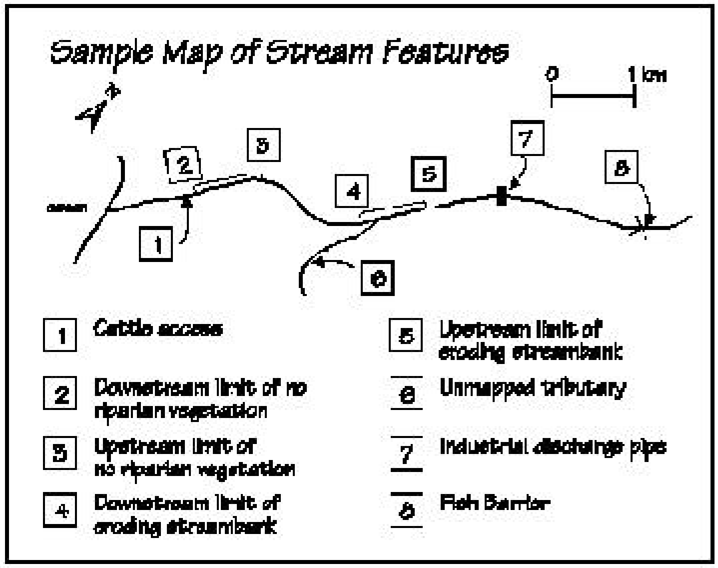
Maps can become a powerful tool for your own education and for presenting ideas to others. They appeal to all ages far more than written reports and lengthy verbal presentations. Maps are fun, and they are flexible.

Detailed information on mapping your local area is provided in *Boundaries of Home: Mapping for Local Empowerment* by Doug Aberley, and in Module 1 of *Streamkeepers Hanbook: a Practical Guide to Stream and Wetland Care.*

Original research by group members and volunteers

It might be a useful step - or even a central project for your group - to get involved in primary data collection. In the case of watershed resources, "on the ground" information is often what's really needed.

"Not many people have a comprehensive knowledge of the river they seek to save. But the more they know, the more they'll care, and the more they care, the more they'll do. So there's an extra bonus in doing a river survey: You learn a lot and your campaign gets fueled with special energy and power."
(Saving a River)



Government agencies

Many agencies are responsible for collecting, analyzing and updating resource information which they make available at little or no cost. Invest in a copy of the B.C. Government telephone directory.

Some of the most useful written reports are produced by government agencies, such as the "State of the Environment Report for B.C." produced jointly by Environment Canada and the provincial Ministry of Environment Lands and Parks. Other useful reference materials have been produced by organizations with responsibilities for environmental management, such as the Fraser Basin Management Program, the Commission on Resources and Environment and the B.C. Round Table on the Environment and the Economy.

Remember that federal and provincial freedom of information legislation means that almost all information collected by government is available to you. Often you have to pay the costs of getting copies made. Increasingly government reports will be available "on line."

Other groups

Groups with a longer history than yours and experience dealing with issues similar to the ones you are tackling can provide valuable support. Some environmental groups also produce periodic reports which may be of assistance, such as inventories of Environmentally Sensitive Areas. A provincial database for information gathered by volunteers does not yet exist. The need has, however, been identified and several groups are talking about how this may be done.

You can find out how to reach many of the province's environmental groups by contacting the British Columbia Environmental Network (879-2279).

Libraries

Public, corporate or government libraries are an essential information source. You may need contacts in businesses or government agencies to gain access to their libraries. With the interlibrary loan service, you have access to virtually all books in print.

Educational institutions

Colleges and universities also have useful libraries. Their faculty and students may also be very helpful, even to the extent of gathering new information for you, if you can piggyback on a research project.

Watch out for experts!
Don't underestimate the information you can gather from your members, volunteers and the broader community. If you do get the help of a specialist in a particular field, identify their particular perspectives and make sure they understand your organization and what you are requesting. Don't look at the specialist as a leader or a spokesperson for your group. Look at them as an efficient way of gathering information rather than as a solution to your problem.

Manage Your Information

"The Misery of Paperiasis: Too much paper can be the active citizen's curse. Documents and clippings can fill your rooms and the resulting clutter can create tension." (Taking Action)

A few tips for information management:

- Get someone to be in charge of the group's files and get a filing cabinet.
- Establish a clear system for providing access to information - not just resource information but information on the activities of the group, like copies of correspondence.
- If you have a space you can share, you might try a log book or memo board for conveying information to one another on tasks completed or messages.
- If you have a computer, much information can be stored electronically. Remember to back up your files regularly, and keep copies of back up disks in a separate location.
- Financial records must be kept carefully so as to maintain accountability and to avoid overspending. Set up a simple bookkeeping system and have an individual with the appropriate skills keep it current. Be careful to record how all donated funds are spent.

Keeping a Project Notebook
A Project Notebook is a good way for an organizer of a project, or for other individuals to keep track of information. You might want to include in it:

- A journal, or calendar-based record of meetings, tasks completed, events, media coverage, correspondence, etc. This can be useful in reporting back to funders. It can also provide the information needed to track accomplishments and evaluate progress towards goals.
- A contact list, including names, addresses and numbers of support people and organizations.
- An action plan or work plan, with milestones and amendments made over time (See Chapter 8).
- Assignments or responsibilities taken on by members and volunteers for monitoring in connection with the action plan.

Case Example

The Salt Spring Island Community Society is producing a mapping manual; "LEAVING OUR LEGACY: Mapping our home place", that will assist mainly private landowners and secondarily community groups map their lands. The goal is to provide basic knowledge, skills and references, including some sample maps. The ultimate purpose is to provide stewardship to the land. Specifically it is designed to create a better public understanding of land within the context of its bioregion, the value and nature of habitat and motivate landowner/developers to maintain the integrity of existing habitats and other community values.

Section 2: Getting the Work Done

To ensure that your stewardship initiative is successful, your activities need to be well thought out and the goals you are working towards clearly defined and understood by all involved. This section is intended to assist groups with the task of planning and executing tasks with the minimum of fuss and bother. The sequence of steps outlined here may look like overkill for smaller, informal groups. If that is the case, by all means develop an approach that meets your needs better. However, you may find it useful to review the following chapters for ideas on things to avoid, and important tasks that should help you maintain a sense of direction and commitment.

Taking the Time to Plan Versus Getting on with the Job!

Stewardship groups often need to dedicate considerable time and effort to getting organized before the more "hands-on" work can begin. For example, discussion is required to clarify roles and responsibilities, figure out how individuals will coordinate their activities and work together, reach agreements that all can subscribe to, and complete the necessary planning to ensure that the group's efforts are targeted effectively. This "settling-in period" can be frustrating for the action-oriented members of your group who may have been drawn to working with you because they saw a job to do. However, experience suggests that careful groundwork is essential to ensure long-term success and an enduring organization.

Many groups discover that the process of learning how to function effectively as a group itself provides valuable experience in working together, consensus-building, and communicating ideas clearly. This process of learning can take time however. For example, the Salmon River Watershed Round Table spent three years planning and building a strong foundation of trust among stakeholders. When stakeholders became impatient with a lack of "action," the Round Table developed a two-pronged approach that allowed continued dialogue and planning as well as action-oriented activities.

The steps outlined in the next few sections follow the *<M>strategic planning* approach. There is nothing mystical about strategic planning - it is mostly common sense. What you are trying to do is be systematic in deciding what issues to address and how. Your plan needs to:

- identify what is going on around you that affects your work;
- anticipate changes in the months and years ahead; and
- provide guidance for actions by your group over both the short and long term.

Strategic planning helps to provide your group with a "road map" to follow, providing a sense of direction and encouraging the commitment of all involved.

Strategic planning is not a one-off exercise - it's not all over once you have defined your first project! Planning is a cyclical activity. Use the plan to guide your work as you go forward, reflecting on progress achieved and what has been learnt from experience. Revisit the plan periodically and adjust it to meet changing conditions.

Chapter 6: Defining the Issues

The first step in planning is to identify the key issues in your area and try to gain a deeper understanding of why they are occurring.

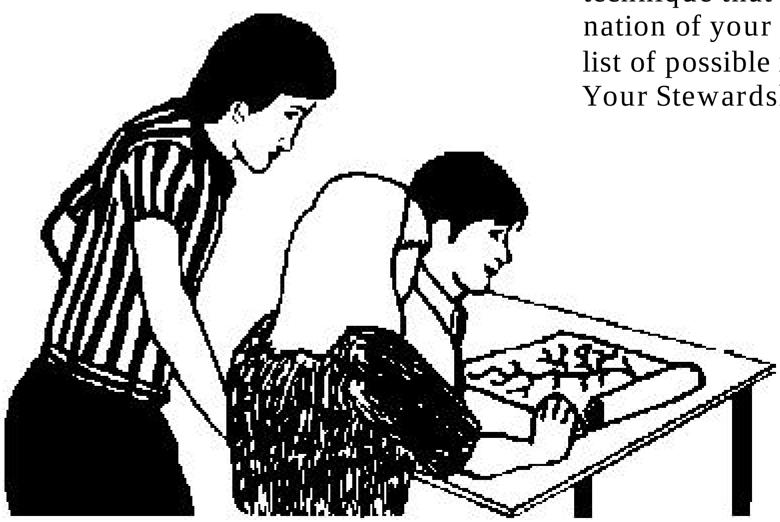
Some groups will find this step unnecessary, as concern over a specific issue will have been the catalyst that brought you together. If this is the case, you may want to skim this chapter for ideas and then move on to Chapter 7, Setting Goals.

Identify the Issues

For the purposes of the planning process, issues are "problems that need to be addressed." For example, issues for a group of neighbours with property backing onto a creek could include non-point pollution, stream bank erosion, or declining fish stocks. Be as specific as you can in identifying the issue.

Various techniques can be used to identify issues:

Brainstorming as a Group: Brainstorming is a technique that taps into the creativity and imagination of your group. Use it to generate a large list of possible issues. (See Chapter 2, Establishing Your Stewardship Group)



Key Informant Interviews: As a group, come up with a short list of key individuals in your area that you could meet with or interview by phone to help identify issues. Prepare for these interviews in advance by letting the individual know what information you are looking for, and developing a standard list of questions to ask.

Newspaper Analysis: You can gain valuable information from reviewing previous editions of your local newspaper. Often the newspaper has files of clippings organized by topic. You might be able to get some help from reporters who regularly cover environmental and local planning issues.

Local Surveys: Public surveys are useful for developing a sense for what your local community sees as important issues. (See Chapter 13, Involving Your Community)

Site Visits: Often the best way to get an understanding of key issues is to get out into the local environment and look for yourself. Take other group members with you. Visit other areas where environmental issues have already been identified so that you have something in mind against which to compare your observations.

Community workshops: Workshops or open houses can be valuable for soliciting ideas and advice from the community, and getting an initial reaction to preliminary plans.

Analyze the Issues

When you have identified the key issues in your area, it is time to research each of them a little more carefully. Analyzing the issues allows you to gain a deeper understanding of their relative importance, and to determine the likelihood that your group could do something to address them.

Adopt a simple, but standard format for analyzing the issues. Try to be systematic and document your work. One common approach is to ask the following questions: What is happening? Who is involved? Where is it occurring? When is it or has it occurred? Why is it happening?

In the case of the group of neighbours living near a creek, for example, you might discover from interviews and field visits that water quality declines dramatically during heavy rain events. You should be able to develop a picture of the various responsibilities of staff from government agencies, such as the Department of Fisheries and Oceans, the Ministry of Environment, Lands and Parks, Ministry of Agriculture, Fisheries and Foods, and municipal environmental officers. You should also try to gain a sense of how serious each of these parties think the problem is as well as how local residents view the problem. From site visits and local site maps, you might find that storm sewers and urban drainage systems feed into the stream. Water quality may also appear to be degraded by “non-point pollution” from adjacent farmland and you may get more information from the landowner. Developing a detailed understanding of the issue is essential for thinking through possible solutions.

A Simple Framework for Analyzing Issues

What? What or who is being affected and to what degree? What information is available about the issue? Do different sources of information conflict? What is the legal basis?

Who? Who is involved in the issue? What individuals, organizations or government agencies have responsibilities in this area? How do they each see the problem? Do they all think there <M>*is* a problem? Do they share the same perspective, or does it appear that their values conflict? What is their interest in the issue? How do each of the parties involved relate to one another?

Where? Where does the issue occur? How widespread are the effects?

When? When does or when did the issue occur? Is it a slow, steady occurrence, or an immediate, very dramatic occurrence?

Why? Why is the issue happening? Is there an easily identifiable cause?

Other groups may be able to assist with analyzing the issues, particularly schools, colleges and universities who have valuable libraries of resource information and may be in a position to undertake research on your behalf. For example, the Howe Sound Round Table engaged the services of graduate students from Simon Fraser University and Capilano College to undertake research on the state of Howe Sound from a biophysical and an institutional perspective as part of their course assignments. The students presented their findings to stakeholders at a community workshop which assisted participants in the identification of issues and linkages between issues. See the Case Example, below, see also "Collect Resource Information" in Chapter 5.

Look 20 Years Into the Future

To understand the significance of the issues fully, it is often useful to look into the future and try to anticipate what will happen. How will things change over the next 20 years? What trends can you identify now that will continue for some time? Will the issues you are analyzing still be significant in 20 years?

Being visionary does not come naturally to all of us! To help yourselves undertake this step in the planning process, try the brainstorming technique again. Alternatively, try drawing pictures, or encourage children to draw or paint. Look over maps and talk together about what you have seen around you. Review your resource materials for information on projects and plans for the future that will affect your area. Plot them out on your maps to see if there are proposed changes that will have negative impacts.

Case Examples

The Westwater Research Centre at the University of British Columbia has done several studies in the Salmon River in Langley for the Salmon River Watershed Management Partnership and are currently engaged in a project to identify impacts of land use on water quality in the groundwater aquifers. Such studies would not have been done was it not for the participation of the Partnership. The data will be very useful in terms of establishing which land use patterns (agriculture or various types of septic fields) are causing water quality problems.

The Howe Sound Round Table (HSRT) is a multi-stakeholder, local advisory body established through community efforts. The HSRT is one of the many "local round tables" in the province, and has a mandate to address sustainability issues in the drainage basins which feed into the Sound. As part of their "Shared Stewardship for Sustainability Project", the Howe Sound Round Table held a stakeholders workshop to help identify key issues for the sound. Participants identified issues such as population growth, vulnerability of habitats and the need for improved decision-making approaches to resolve the conflicting interests of stakeholders in the area. The workshop participants highlighted the importance of hands-on, action-oriented initiatives and education, encouraging the Round Table to build a shared vision, seek broad public participation, and establish an information base for on-going work. One suggestion at the workshop was to develop - through extensive involvement of all communities and stakeholders - a "Community Charter" for Howe Sound which would articulate for the community where it wanted to be in 25 years. Similarly, the Salmon River Watershed Round Table spent a year on information sharing before a mission statement was developed.

Chapter 7: Setting Goals

Once you have a clear picture of the issues affecting your local area you need to decide which ones to tackle first. Your choice of project should reflect not only own group's priorities - you should also bear in mind the relative importance of issues to your community.

Determine the Priority Issue(s) for Your Group

When you are making your choice of issues, be clear about your capabilities, experience and interest as a group. Experience suggests that for a newly-formed group, it is better to start small with a do-able project rather than tackling something overwhelming that quickly leads to frustration for the group. Remember that no project is too small!

It is often difficult to make choices when there seems to be so much work to be done and so many issues deserving your attention. To help you focus, you might consider each of the issues in turn, asking some specific questions about each one, such as:

Appeal: Which issue is of most interest to your members? What excites each of you the most? What issues are of greatest concern to the community around you? Which issue(s) will engage the most people around you? Are the issues well known and easily explained to others, or are they so obscure that you will have to educate the public before you can expect their support? Can you easily bring in a variety of interests around the issue?

Urgency: Which issues are most pressing? Where are changes happening most immediately?

Scope of detrimental impacts: Which issues have the most wide reaching impacts from an environmental perspective, economic or community perspective? Which issues have the greatest consequences, such as the collapse of the ecosystem, or the loss of critical habitat for a range of species? Which issues will have the greatest bearing on your quality of life?

Likelihood of success: Which issues seem to be "do-able"? Which issues might help you develop a base of support from your community that you can use to your advantage later on?

Practicality: Which issues can be dealt with relatively simply, and which require detailed and costly research and / or public education? Which issues can you tackle with the skills and experience of your group, or with partners around you?

As you make your choices, bear in mind that an event that builds public support is a powerful way to galvanize enthusiasm and commitment. Events help to keep you grounded in your community, and in touch with the people who support your work but do not have the time to offer practical help. You can also ask the community to help you make choices through a survey or key informant interviews. Remember that little victories lead to big ones, and help to build enthusiasm and confidence within your group, gain credibility within your community and satisfy the needs of some participants for immediate action.

So Much to Do, So Little Time!
Choosing a Focus for Your Stewardship Group

Selecting a single priority issue can be very difficult, particularly for those who tend to focus on broader social, economic and environmental trends across society. It may help to consider some of the other likely outcomes of your efforts that could be beneficial in the longer term and help support future, more ambitious initiatives (e.g., raised awareness of your group, increased environmental literacy amongst members and in the community, building of working relationships).

Experience suggests that groups enjoy longer term success if they resist being too ambitious at first and build on smaller successes. Tangible products early in the process do much to establish credibility and build support within the community. For example the Salmon River Watershed Round Table, Salmon Arm overcame long-standing tensions between landowners and other users of the river and built support and momentum for their process by involving international students in a hands-on restoration project. Only then did they begin to tackle more ambitious projects, completing an information video and getting individuals and groups involved in hands-on restoration projects. Since then their activities have expanded to include organizing a conference on river stewardship and undertaking various water quality and fish stock monitoring projects.

A single focus helps to maintain the direction and commitment of your group. However, for groups that wish to continue with other projects, a single focus can also lead to difficulties redirecting energies once the project has been completed. Try to anticipate this happening and avoid losing momentum and interest particularly when others "take over" responsibilities for the issue. For example, a neighbourhood recycling initiative in the Douglas Park area of Vancouver dissolved soon after the City of Vancouver introduced the curbside, "blue-box" recycling program. This happened despite the fact that the community initiative was recycling a wider range of materials as well as fulfilling other functions at the same time, such as education about the "cradle-to-grave" life history of household materials and building working relationships that could have been directed towards other neighborhood issues. If government agencies or other organizations assume responsibility for the issue, look for ways to support their efforts and try to make the best use of your hard-won experience and knowledge through partnerships. Look for new roles that you can play.

Finally, in deciding which issue to tackle, be realistic about how much effort will be required. Determine accurately how much time and energy you can each contribute. You can always *take on more issues later on if you find you have excess energy and resources.*

> *"Unless you've got an unlimited budget and a huge staff, you have to pick your issues very carefully and then stay focused on them. To be sure, some river campaigns aren't amenable to a single issue focus and every river has a multitude of values which make it worth saving. The trick is to limit your efforts to the issue which you can effectively deal with and which combine urgency, simplicity, and popular interest." (How to Save a River)*

Set Goals

Now that your group has a focus for its efforts, you need to set clear goals. Goals are the specific outcomes that you want to achieve.

As you set your goals, refer back to your group's mission or purpose statement, as well as goal or vision statements that might have been developed through workshops or other events in your community. The Healthy Communities initiative has provided funding for many communities in B.C. to develop a vision of the future, for example, which often includes environmental goals. Contact your local government and ask if their planners have facilitated vision-building exercises related to the Official Community Plan.

Distinguish between goals that are "personal" and goals that are "public." In many cases it is difficult to separate personal and public gains. For example, a group of residents working to clean-up a stream running through a ravine at the back of their property have a personal interest in the outcome. But they are also providing a service for themselves as members of the general public and for others who may walk the paths alongside the creek. There is nothing "wrong" with stewardship projects having personal benefits to those involved. It is important however, to be clear about the balance between personal and public gains and be able to explain the distinctions to those who may be skeptical about your motivation.

Setting goals also raises questions about means and ends. Your group may find it useful to decide how you want to "frame" the issue and how aggressively you want to pursue your goals. This is what reporters writing a newspaper story would call the "spin".

> *"Until the community comes together in shared vision that is inclusive, that creates a safe space, that works from the bottom up, fear and anger will be part of the process." (Stewarding Our Watersheds)*

Case Examples

The Cahaba River Society, a conservation group in the U.S. working to protect a river, wanted to prevent the river being dammed. The group needed to develop a strategy for their campaign and was faced with a choice between promoting water conservation as an alternative to the dam on the one hand, or embracing the message that greater efficiency in water use was an idea whose time had come. Emphasizing efficiency and fiscal responsibility was more appealing to the public than conservation, which is often resisted because of overtones of sacrifice and a reduction in the standard of living. They chose to put a positive "spin" on their work, and were rewarded by broad-based support from the local community.

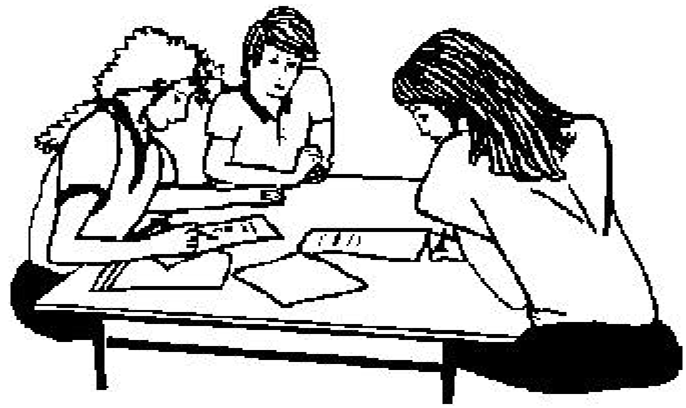
Experiences such as this suggest that choosing a goal that is urgent, simple and popular has proven time and again, to be the best approach.

Closer to home, the Nicola Watershed Community Round Table, a "grass roots" group that began to work together in early 1994, have developed a three part goal. They have determined that goal setting and planning is an evolving process and that shared values were important in defining their goals. The three part goal encompasses:

- Quality of Life Statement (social)
- Forms of Production (economic)
- Future Landscape Description (environmental)

Chapter 8: Planning Your Actions

"You need a plan for everything, whether it's building a cathedral or a chicken coop."
(How to Save a River)



By now, your group should have a clear idea of what issue they are taking on, why you have selected this issue, and what the goals are that you want to work towards. The next step is to decide what actions you will take.

Identify Alternative Actions

There is always more than one way to go about achieving your goal. Before you decide which actions to take, be as creative as possible in thinking up different ways to approach the task.

As a first step, you might try brainstorming as a group. What are the actions that spring to mind? What have other groups done to tackle similar issues? Try to build on what you already know about the issues and the community, and think about how others around you might respond to your campaign. Develop as many options for action as you can before you compare their relative merits. Try to separate inventing ideas from deciding on which is best.

Even if your group is trying to stop harmful activity or prevent negative change, try to express what you want to achieve in a positive light. For example, you might be able to promote a better alternative as a solution.

It is also valuable to become associated with the area you are stewarding as early as you can. Undertake all of your activities on the scene. For example, plan press conferences and field trips on site. Invite key players to meet with you there to discuss the issue. Collect images of the area to accompany your written materials. Building a relationship with the site itself is educational for all involved, and helps to maintain the focus of your efforts.

Choose the Most Appropriate Actions

When your group has developed a list of possible actions, it is time to choose one or more from among them. Choosing the most appropriate action is just as challenging as selecting an issue focus. Take the time to involve everyone, to avoid individuals feeling ignored or "left out." Be methodical and try to build consensus around your choice.

To help choose an appropriate action, ask yourself the following questions:

- What demands will the action place on the group's resources? (e.g., time, money, technical expertise)
- How difficult do you anticipate it will be to manage the actions considered?
- What is the likelihood of the action leading to success?
- Does the action get at the root of the problem or just at the symptoms of the problem?
- Can your actions be built upon, leading to greater successes in the future?
- Are your actions consistent with your stewardship focus and your goals?

Choosing Appropriate Actions to Deal with Stream Siltration: Comparing Possible Options				
	Action A: Stream-bank planting to prevent	**Action B: Media campaign**	**Action C: Construct siltration traps in stream bed**	**Action D: Develop Land-Use Management Plan**
Demands on resourses	Low to medium, depending on availabil-ity of funding and assistance from agenncies	Low to medium, depending on enthusi-asm of local media	High cost involved	High, and dependant on the assistance of agency staff
Difficulties of managing	Low, limited to volun-teer coordination if agencies provide guideance and materi-als on site	Low	Complex regulations to address; technical design and construction skills required, maintenance required.	Complex task, requiring knowledge and skills of planning regulations and likely land use impacts
Likelihood of success	High	Medium, depending on whether story is picked up and appealls to users of streamside pathways	Low due to limited availability of funding	High, as the land use plan would provide comprehen-sive alternatives to current land use patterns
Root or symptoms of problems	Deals with primary cause of siltration	Cause may be obscured in the story due to uncertainty or contro-versy over why the bank is eroding; reporters may choose a different “spin” on the story	Deals with effect only	Deals with root cause of streambank erosion, by managing access activities such as grazing of livestock

In making your choice, stand back and consider how you believe change will come about. This is the time for discussion in your group about the influence you can bring to bear on those with the power to make decisions. It is generally preferable to work with others, but in some cases, there are risks involved and you need to establish a level of comfort with the role you are going to play. Will your efforts be written off as tokenism by more radical interests? Are you really getting to the root of the issue? Would your efforts be better directed towards lobbying for more substantial changes at the political level?

Discussing these ideological questions before you embark on long-term projects can help build a sense of trust and cohesion in your group, and protect you from criticism and controversy from others as well as your own members.

Some groups find it useful to develop a table on a large sheet of paper summarizing the pros and cons of various actions. For example, if your group’s goal was to protect threatened fish stocks from high siltation levels in a local stream, your summary might look something like the Table above.

Another approach to comparing alternative actions is to consider the strengths and weak-nesses of each option, and the opportunities or threats presented by what is going on around you. This helps you choose actions that capitalize on other groups’ work and other local initiatives. In the case of siltation in the stream, you might develop a diagram similar to the one following.

Choosing an Appropriate Action: Assessment of Stream-bank Restoration Option	
STRENGTHS Hands-on project with practical results. Brings interested parties together on site. High likelihood of success. Visible for media and community.	**WEAKNESSES** Group has little money - saplings and other plants are costly. Group has not yet convinced City Council of the merits of planting on municipal land.
OPPORTUNITIES Possibility of building working relationship and trust with agency staff. Fisheries technician willing to participate Media shows interest. Possibility of working with First Nations.	**THREATS** May be seen as tokenism by some. Media may question the motivation of local residents with property adjoining the stream. Vandalism has been a problem and survival rates of saplings is uncertain.

By using the consensus approach to choose an action, you should be able to avoid individuals or sub-groups feeling that other options would have been preferable and draining energy away from your work by constantly revisiting the choice you have made. You are more likely to enjoy success if everyone is behind the action.

Establish an Action Plan

Now that you have determined goals and chosen the actions you want to undertake, your group need to turn its attention to developing an action plan. An action plan provides a detailed outline of what needs to happen when in order to complete all the tasks.

As a first step, it can be useful to summarize what you have decided so far and what tasks you need to address. You might want to build a poster displaying this information, as in the table below. (You will probably have far more tasks to be completed than are included here.)

Summarizing Your Strategic Planning So Far

Issue(s)	Goals	Actions	Tasks to be completed
Siltation in local stream threatening fish stocks	Prevent siltation at source (Group vision: "A healthy and clean stream through- out the watershed by 2020.")	1. Identify the source 2. Stream-bank restoration and replanting 3. Advocating site development	Confirm site details Secure final (written) permission and agreement of agencies and landowners Obtain tools and saplings Seek advice on detailed replanting methods Hold an evening workshop with group members to plan replanting work Finalize dates Prepare press release and briefing package for media Contact media etc.

Plan out the tasks in some detail. Think through the sequence of steps carefully to avoid delays. Develop a "critical path" of tasks and include contingencies in case of difficulties.

Tips for Preparing a Detailed Action Plan

Be clear on exactly what will be involved. Think things through in detail.

Determine the sequence of events: What needs to be done first? Look for members of your group that can assist you with this task through flow charts or diagrams.

Figure out timelines: How long will each task take? Which task must be completed before the next can begin?

Assign responsibilities: Be clear about who should do what and by when. Build in ways that individuals can be accountable for their tasks by reporting to a coordinator.

Document your work: Look for ways to summarize your action plan clearly. Use visual images where possible. Post a large version of the good plan on your meeting room wall.

Case Example

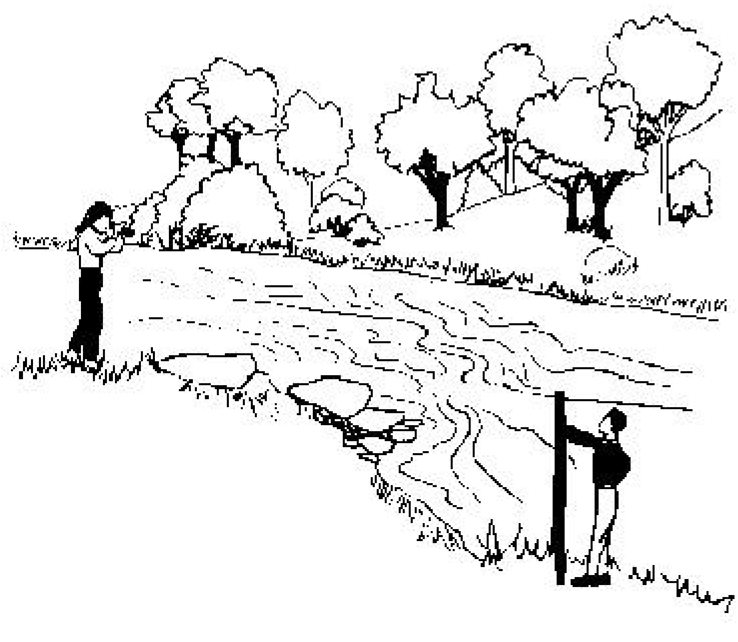
The Howe Sound Round Table developed the following set of "project criteria" at a strategic planning retreat, to help them decide on which projects or actions to pursue.

- Is the project global in scope?
- Does the project focus on a sustainability issue?
- Can the project be supported with realistic financing, time and other resources?
- Will tackling this project strengthen communication with other groups in the region?
- Does the project have educational opportunities and will it increase public understanding of sustainability?
- Does the project have clearly stated goals and objectives?
- Is the project consistent with the general goals of the HSRT?
- Does the project involve a participatory process?
- Is the project do-able?

Is there sufficient time to do the project properly?

Case Example

The Alouette River Management Council, which ultimately wants to develop a watershed management plan for the Alouette, has concentrated its initial efforts on a short term action plan: the operations of the Alouette Dam. The Council wants to see the operations of the dam changed to improve downstream flows and improve fish populations and water quality. This short term action plan has been successful in securing public support and "jump-starting" the Alouette initiative.



Chapter 9: Doing the Work

After all the preparation and planning, now comes the real work!

Begin the Assignments

As your plan proceeds, keep track of what you're doing. A clear record of your work will help you learn about your group's strengths and weaknesses, and build on experience. It will also form the basis for the evaluation to come later.

Stay in touch with one another. You should appoint an individual as the "coordinator" of the action plan - someone in your group in whom you all have confidence and with whom you feel comfortable.

Measure Your Progress

Some groups find it useful to build-in "milestones" at key points in their action plan. These points provide interim objectives to work towards, and help to rally efforts and mark progress, building a sense of achievement.

You can also keep records of your work by maintaining a copy of all press materials and articles in the local press. If you have access to a video camera, remember to film the group at work, both in the planning stages and on site. Video footage may be useful for the media or for promotional purposes.

Monitor and Adapt Your Action Plan

Build on the action plan as you proceed. Don't let a few changes in the sequence of tasks being completed or changing circumstances make the action plan obsolete. Adapt the plan to take account of the changes or new information. The considerable effort involved in maintaining the details of the plan almost always pays dividends.

See and Celebrate Your Success

It is often a good idea to build events around which to maintain the energy and commitment of your group. Think up some rituals! Events can have a reaffirming effect on your members and also provide an opportunity to bring new members to your group. Some groups offer volunteer awards. (e.g. print T shirts for their members, social events to maintain group cohesion, and ribbon-cutting ceremonies to attract media and build a sense of occasion).

Remember to applaud the efforts of members of your group. Encouragement is a valuable tool to maintain commitment.

Chapter 10: Evaluating Your Efforts

"If you can't assess your progress, you can't tell success from failure."
(Local Round Tables Guide.)

Evaluating your efforts does not necessarily mean using complicated techniques, or even numbers. What you need to develop is a sense of how things have been going, what has worked well and what not so well. By evaluating your efforts you can correct mistakes, improve your chances of success and adapt to change.

Use a simple format for your evaluation. Include all members of your group if possible.

A Set of Questions for Evaluating Your Work

Did you achieve your goals? If yes, how?
If not, can you identify why, without blaming individuals, and learn from them for next time?
Can you build on these strengths (don't take them for granted)?
Did you frame the issue well?
Did you choose the most appropriate action?
Did you have to adjust your action plan as you went along?
What have you learned for the next campaign?
Did your action plan provide sufficient detail to assist you in your task?
Was the action plan updated as you went along?
Should you spend more or less time on planning next time?
Did your group work well together?
Were any key interests left out?
Were ground rules followed?
Do you need support? (assistance with managing your files, dealing with the administrative tasks to support your work, facilitation of meetings, etc.)
Are volunteers maintaining energy level and commitment or are they burning out?

Stewardship groups that place more emphasis on planning and policy work may find it more difficult to see results on the ground. Having an influence at this level is often more challenging. Bear in mind the difficulty of the task when conducting your evaluation and give praise where praise is due. Rome wasn't built in a day!

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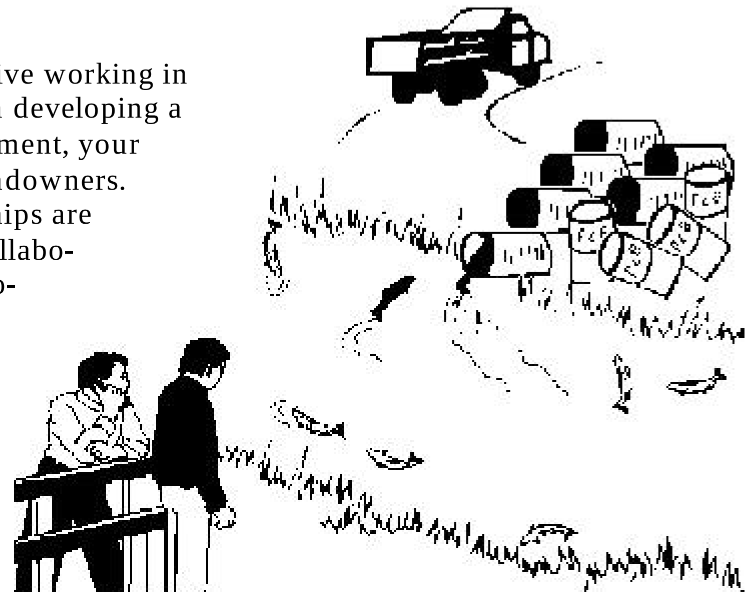
Your evaluation may reveal that much of your group's efforts and resources have been drawn away from the action plan by other, more urgent issues. "Fire fighting" can drain energy away from work needed on more fundamental causes of the problems. This can make it hard for the group, or those outside, to see what constitutes success or even progress. Reflect on what level of effort you can afford to commit to newly emerging issues. Thinking this through in advance will give you confidence in your decision-making in the "heat of the moment."

Section 3: Working With Others

"We need to know the local watershed but we have to have the big picture as well, and we can only have that big picture if we trust and share experiences." (Stewarding Our Watersheds)

Few stewardship groups can be effective working in isolation. Your group will benefit from developing a constructive relationship with government, your community, the media and private landowners. But the ways you enter into relationships are different for each of these potential collaborators. The chapters in this section provides suggestions on what kind of working relationship are appropriate for each.



Chapter 11: Involving Governments

Most stewardship groups strive for a mutually beneficial relationship with government agencies and with First Nations. Such positive relationships often reflect the many changes that government and First Nations have been making in recent years to work more constructively with local communities and interest groups.

Other stewardship groups have a more distant, sometimes even adversarial relationship with government - their main role is advocacy, trying to get government to change the way it does things. Still others undertake their work despite negative relationships with government agencies, avoiding interaction where possible.

The "on the ground" work of many stewardship groups depends on cooperation and coordination, and the avoidance of conflict and confrontation. This chapter focuses on stewardship groups who enjoy a positive and constructive relationship with all levels of government.

Determine if Government Should be Involved

"Volunteer time and in-kind resources are more readily available to the local community. Finances and specialized expertise and equipment are more readily available to government. Local communities and all levels of government need to create working partnerships, including funding mechanisms, seconding personnel and other such devices, to get the job done." (Stewarding Our Watersheds)

Most stewardship groups engaged in conservation activities see their role as complementary to government, filling gaps which government resources can't cover or undertaking creative, community-based projects that are beyond government's capacity. Most also treasure their independence from government and dislike restrictions on their freedom and bureaucratic red tape. These are priorities that sometimes have to be traded off against the advantages that closer ties with government can bring.

It is often useful to reflect on what your group can contribute to government conservation work and what government can provide to your group. The level of compatibility will determine how closely you want to work with government. Remember that several government agencies have shown growing commitment to involvement programs, partnerships with the community, and the establishment of community outreach programs (such as Department of Fisheries and Ocean's Community Advisors). Government may respond positively to new opportunities to change their relationship with community groups.

What can you provide to governments?

> *"Non-government organizations and private and community groups can often provide an efficient and effective alternative to public agencies in the delivery of programs and projects. Moreover, they can sometimes reach target groups that public agencies cannot." (Our Common Future).*

Explore how you might support the work of government agencies who have responsibilities in areas that concern you. In many cases, what you may see as government failing to live up to their promises may be a result of limited budgets and staff rather than lack of willingness of the need for action.

> *"In Canada, the perception that governments and corporations are unable to protect the environment effectively has persisted over the last decades. This is undoubtedly one reason for the increase in the number of Canadian environmental stewardship groups and coalitions during that period. In every province, local groups have taken the initiative to provide hands on environmental care and to pressure decision-makers to act in environmentally responsible ways." (Sally Lerner in Alternatives)*

Local groups can support governments by:

- undertaking research;
- communicating community needs and preferences;
- gaining community support for conservation projects that the community might have mistrusted if undertaken by government alone;
- providing independent advice and innovative ideas;
- modeling new and creative ways of doing stewardship;
- supplementing government stewardship resources with labour and human resources at low cost or virtually no cost;
- providing a constituency of support for government stewardship work, supporting the allocation of government resources to conservation programs and supporting new policy and legislation for stewardship; and
- achieving consensus among diverse interests on controversial topics, bringing the community closer together and making government decision-making easier.

What can governments provide to your group?

The advantages that cooperation with governments brings to a stewardship group range from practical, on the ground benefits to intangible, political benefits. They include:

- resources such as office space, office equipment and operating funds (as the Town of Creston provides to a Local Round Table);
- finances;
- specialized expertise;
- assistance in stick handling through red tape;

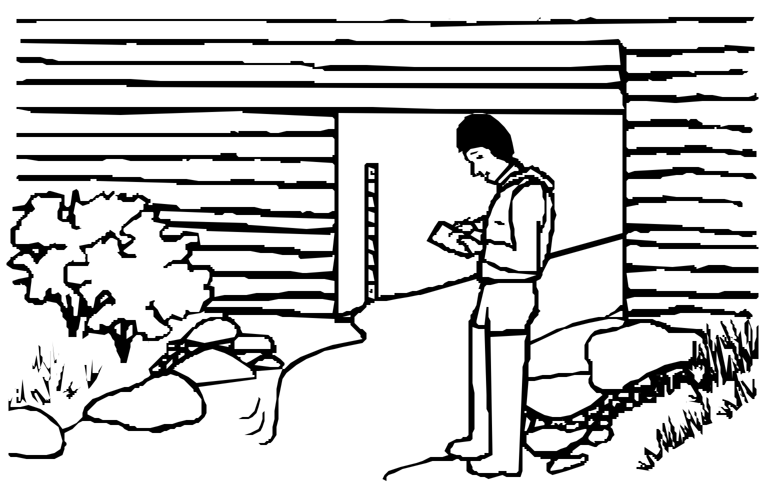
• start-up facilitation and other administrative or organizational support, including coordination and planning skills;
• information on government programs pertinent to the work of the group;
• information on resources;
• advice on legal and policy requirements pertaining to the topics being addressed;
• advice on the level of government interest and commitment to proposed projects;
• improvements to your profile for potential funders;
• leads to financial and technical resources beyond those that the agency involved can provide;
• access to decision-makers in government and various departments;
• equipment for on the ground projects; and
• authority, legitimacy and influence with respect to other government agencies or elected governments.

Financial support from governments is likely to be less and less forthcoming with spending cut-backs expected over coming years. Even when funds are available, ask yourselves whether your group is comfortable with the "strings attached." You cannot expect to be given totally free rein with money that comes from the public purse. In most cases, your group should view the funding as "start-up" money, and plan for financial independence from government as quickly as possible. (See Appendix 1 on Potential Funding Sources.)

If so, What Agencies?

Identify the elected government bodies with jurisdiction in the area you are concerned with. This can be complicated! For example, the Howe Sound Round Table operates within watershed boundaries that fall under the jurisdiction of five municipal governments, three regional districts, the Islands Trust, and two First Nations. This is in addition to the many provincial and federal government agencies with responsibilities in Howe Sound.

Identify the government departments or "line agencies," both federal and provincial, with responsibilities in the area you are concerned with. Also determine if any Crown Corporations have any activities or programs in your area. Appendix 2, Responsibilities of Government - Who does What, provides a starting point for figuring out which level of government is responsible for different aspects of the watershed. The Fraser Basin Management Program has also published "Profile 3, Who Does What in the Fraser Basin?".



Among your first govern- ment contacts should be the First Nations Tribal Councils or Indian Bands within your area of concern. Find out whose traditional territories you are operating in, and show respect for those descendants of the original stewards of the area.

Make a list of all the government contacts you have identified, particularly the friendly ones. Get personnel directories from relevant offices if you can, and use the B.C. Government telephone directory. When you speak to an individual, ask them for names of other appropriate government contacts and continue to expand your network.

Building a Relationship with Governments

If you have decided to involve governments in your work, be clear about what your group can get out of the relationship and what you can contribute to government. Make these expectations explicit so that both parties understand what form of relationship you are building.

For some groups it will be appropriate to have governments (political) or government agencies (bureaucratic) represented on boards or committees, as some local round tables do. You may decide that the government representatives should be "ex-officio" members - acting as individuals rather than official representatives. You may want them to participate in discussions but have no say in decisions. They could be granted "observer" status, in which they can watch and listen but not participate in the group's activities.

If you want to establish a working relationship with government contacts reach out to them with friendly phone calls, "brown bag lunches", invitations to briefings, invitations to field trips, and generally keep in touch. Distribute written materials to your supporters inside government and follow these up with personal contact. When setting up appointments for meetings, explain your objectives, the time involved, and the potential shared benefits. Stick to these topics during your discussions. Invite government specialists to speak to your group on topics of mutual interest. On a less casual basis, your group may want to initiate a liaison committee made up of a few government officers and a few group members that meets regularly.

What is a partnership?

A partnership is an arrangement between two or more parties who have agreed to work cooperatively toward shared and/or compatible objectives and in which there is:

- shared authority and responsibility (for the delivery of programs and services, in carrying out a given action or in policy development);
- joint investment of resources (time, work, funding, material, expertise, information);
- shared liability or risk-taking; and
- ideally, mutual benefits.

When entering into a partnership with government, seek agreement on, at a minimum:

- the stewardship goals shared by the partners;
- the geographic area in which activities are to be carried out;
- project plans and time frames or the carrying out of joint commitments;
- financial responsibilities;
- roles and commitments - a clear understanding of who is committed to do what; and
- credibility and competency of the people who take on tasks.

If your group is just entering into a cooperative relationship with government, it might be prudent to start with a small and specific task that provides a learning opportunity with relatively few risks.

A spectrum of interactions between government and stewardship groups

Government involvement with a stewardship group can range from peripheral to central, from confrontational to cooperative. Most of the users of this Guide will be interested in involvement types 3 to 7, below:

1. Government being the target of protests or demands from the group's advocacy work.
2. Government and the group agreeing to disagree - "live and let live".
3. Government providing information and advice to help a group with its work, and/or the group providing government with information and advice to help it with its work.
4. Government participating in discussions to influence group decisions and/or the group participating in discussions to influence government decisions.
5. Government having a say in group decisions and/or the group having a say in government decisions
6. Government gaining support from the group for agency activities - the group helps build a "constituency" for the government agency and/or government provides resources to support the group's activities.
7. Government entering into partnerships with the group.
8. Government delegating authority to the group.

Many governments now support community groups in their stewardship efforts. Be aware however, that local government or local branches of provincial or federal departments may initially feel threatened by a stewardship group, especially if the group has gained stature in the community. If you want to stay on good terms, regularly show and tell government how your stewardship activities can be helpful to them. If your group has been granted some authority, take care to demonstrate the accountability that goes with this, and don't push its limits too far. Also take into account that the training of many professionals in resource management agencies often doesn't emphasize "people skills," although they are paying increasing attention to better ways of interacting with the public.

The Special Case of First Nations Governments

Inclusion of First Nations interests in stewardship initiatives is important in B.C., where:

- aboriginal peoples play a central role in environmental stewardship;
- aboriginal peoples are part of most communities;
- issues of aboriginal title and rights are unresolved; and
- treaty negotiations are underway.

Your stewardship group could play a valuable role in providing a positive, locally-driven forum for communication between Native and non-Native members of your community. It could also help to raise the community's awareness of Native interests in the watershed.

If you are a group of non-aboriginal people having trouble including First Nations people, there are several reasons why First Nations people may not be responding to your invitations:

- You might not be welcoming them in a way appropriate to their culture and circumstances.
- First Nations governments and organizations may be short on staff, and there are few First Nations spokespersons relative to the demands on their time.
- Current political processes are critical and require the full attention of First Nations representatives who might otherwise respond to your overtures.
- In some circumstances First Nations governments have to be careful that their involvement in groups such as stewardship groups doesn't appear to jeopardize their negotiations (prejudice claims or treaties).

A first step to including First Nations in your work is to educate yourselves on the interests of First Nations peoples in your watershed. Contact a representative of the Band Council and ask about protocols - Who should you be liaising with and how? What ways of interacting are most convenient for their members? Given the time pressures on Band Council representatives, make sure your requests or invitations to them are focused and relevant to shared priorities.

Chapter 12: Working with Private Landowners

As members of the community, private landowners, whether individuals or corporations, should be included in the activities of your stewardship group (see Chapter 13, Involving Your Community). As people who directly manage a lot of the land in your watershed and have an immediate stake in the health of the environment, they warrant some special consideration.

The Critical Role of Private Landowners in Community-level Stewardship

Much of the land in your watershed may be private land which is unlikely to become public and much of it is ecologically important - particularly land in valley bottoms and estuaries. So the people with ownership rights to this land are key allies for your group in its stewardship activities. The land concerned may be primarily in agricultural and range use; but may also include woodlots, unused fields and roadways etc. While water is not privately owned, streams and wetlands are often surrounded by private land, and their stewardship also depends on the landowner's involvement.

Landowners have an intimate knowledge of the land they work. Their experience can be invaluable to the success of your stewardship activities.

Making Contact with Landowners: the One-on-One Approach

Some landowners might be voluntarily interested in the natural values of their land, but may not have thought about how they can contribute to stewardship, whether in day-to-day management or through special projects. Groups can help raise their awareness in this regard.

Personal contact is essential, but don't make your first approach to a landowner as a group, since this could be intimidating for the landowner. Call before you visit, and time your visit to suit the owner's schedule. Face to face contact is best, though telephone contact is still more personal than a letter.

Make sure your message about stewardship is understandable, practical and not delivered in a patronizing or presumptuous manner. Most importantly, have respect and consideration for the landowner in all your interactions.

A useful resource is the "Landowner Contact Training Manual", by Stuart Hilts and others, included in the bibliography to this Guide. As well, local Ducks Unlimited personnel are excellent sources of knowledge about landowners' needs.

Ways Your Group Can Help the Landowner with Stewardship

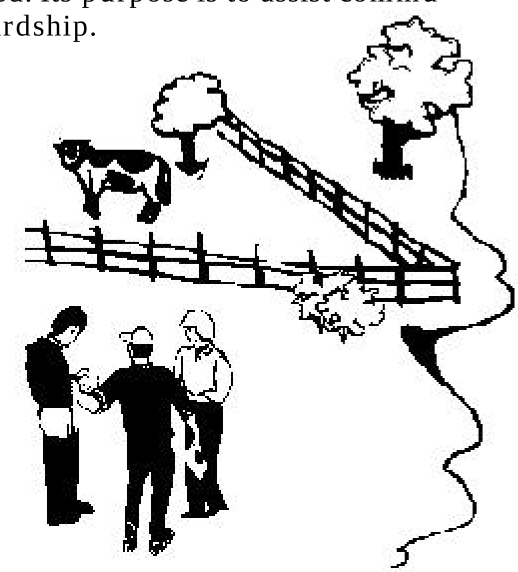
Stewardship initiatives may have a cost to the landowner (e.g. in the form of lost crop productivity in areas near streams that are left to regenerate naturally, or in fencing materials to keep cattle away from wetlands). Keep these costs in mind and look for ways that your group might help reduce them. One way would be to raise funds to help cover direct costs such as fencing supplies or seedlings. The most common way to help is through contributing volunteer labour. Group members can work with a farmer to build fences to keep stock out of water holes or creeks, plant trees or stabilize stream banks.

Another way you might be able to assist is by linking landowners with government or non-government organization programs that assist private landowners in stewardship. Your group could then help the landowner tailor programs to their land, for example, by assembling the necessary information and other resources (access to technical advice, borrowed specialized equipment, etc.). Community groups can go on to maintain the structures associated with the stewardship project, such as fences or water control works.

The most active role your group could play in private land stewardship is to take ongoing responsibility for managing land that an owner decides to keep in its natural state. Approved groups can hold conservation covenants over private land under new provincial legislation (Bill 28, the *<M>Land Title Amendment Act*). This involves assuming responsibility for ensuring that the conservation objectives of the covenant are met, by monitoring compliance. For example, the covenant could specify that the conservation organization is entitled to enter the property for inspections, and must inspect at least once a year.

You can get information on the legal arrangements for private land stewardship from an electronic data base set up by the West Coast Environmental Law Association: ELIB, the Environmental Legal Information Base. Within ELIB is “Information for Conservation” which includes an interactive feature on selecting legal tools for protecting private land, and a book called “Here Today, Here Tomorrow: Legal Tools for the Voluntary Protection of Private Land in British Columbia”.

A Private Land Stewardship Working Group, with members from non-government and government organizations, has recently been established. Its purpose is to assist community groups that want to undertake private land stewardship.



Recognizing Landowners for their Stewardship Efforts

Ensure that participating landowners are recognized for their contributions with a certificate or plaque, or recognition at a public event. Find ways of rewarding landowners that match their preferences to have a public profile versus a need for privacy.

Through the public recognition of dedicated stewards, you can educate the wider community about the importance of the habitat that is being cared for, and encourage people to practice stewardship in their own backyards.

Case Example

The Comox Valley Project Watershed Society has been contacting landowners during its surveying of water resources. Several of these have indicated a willingness to work on restoring fish habitat in their neighbourhood. Possible restoration projects range from the simple, such as: stream cleanups, revegetation of stream banks and salvaging of stranded fish; to the more complex and expensive such as livestock fencing, provision of water from wells and habitat creation.

Chapter 13: Involving Your Community

An International Perspective on Stewardship

"One principle of a sustainable society is to: Enable communities to care for their own environments. Most of the creative and productive activities of individuals or groups take place in communities. Communities and citizens' groups provide the most readily accessible means for people to take socially valuable action as well as to express their concerns. Properly mandated, empowered and informed, communities can contribute to decisions that affect them and play an indispensable part in creating a securely-based sustainable society." (*Caring for the Earth: A Strategy for Sustainable Living*)

Welcome Your Community

A stewardship group's most important asset is its grounding in the community and the participation of local residents, particularly private landowners. You need to have community support - whether or not they are involved in your project directly - if your stewardship projects are going to be successfully implemented.

- You might need financial contributions from your fellow community members.
- You might need their permission to work with specific resources or to change areas that the community owns (e.g. install a nature interpretation path).
- You will need their buy-in to the results of your work so that a lack of awareness or antagonism do not set back or undo your efforts.
- You might need their political support.
- You will need their advice, whether as "local experts" or as the people who have to tell you what their priorities are.

To welcome your community into your group, try to avoid being elitist or exclusive. Welcome newcomers to group meetings and try to include them in discussions. Reach out to sectors of your community that show little awareness of your group. Local businesses are important contacts and are often looking for a "good cause" to support. They, like other groups, can offer human resources, equipment, and financial assistance. Keep in mind the interests of the broader community - in B.C. and globally.

Understand your Community's Needs and Preferences

To get the full benefits of the energy you invest in stewardship your group will have to gain an understanding of your community's needs and preferences. What is important to your community now? What has been important in the past? What is the range of interests in your community? What issues are currently important to community members? What does your community consider to be its assets? What does it consider to be its liabilities?

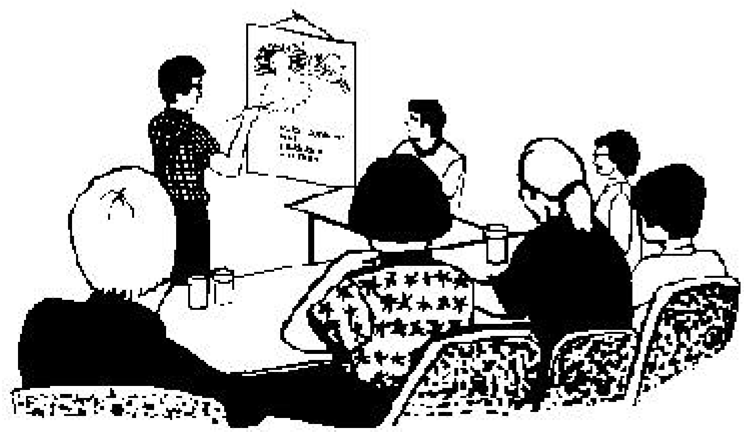
To achieve this understanding, communicate with your community openly and with respect. Show that you have heard the community and do your best to respond to the community's priorities in the work that you do.

Choose Ways to Communicate with your Community

"People are gaining more and more strength. When we deal with the watershed we have to deal with the people who live in it. We have to go in, make sure there's understanding of the plans and get them involved. We do tours, have continuous watershed meetings, talking and informing of what we are trying to do and accomplish." (Stewarding Our Watersheds)

Not only do you have to understand your community, but your community has to understand your group. The community needs to know why your group came into being and how you are pursuing the goal of stewardship.

Communication with the community should be two-way and as regular as possible. Keep the community informed of your activities. Solicit their input and support often. Provide frequent opportunities for the community to communicate with your group and especially to provide advice to you.



Some approaches to communication with your community are outlined in the following text.

Personal contact:

One-on-one contacts are very valuable, especially if they can include demonstrations of goodwill and a recognition of another's needs.

"A tremendous amount of energy is required to communicate the group's goals to the part of the community not involved in the issue. Talk to your neighbours, friends, anybody and everybody. Even though you repeat yourself over and over again, the one to one contact is important, both initially and to update the community." (BCWPA Handbook).

Personal contact with key people is especially important. Get to know your local government officials, community leaders, and local "personalities" who can bring a profile to your work.

Written communication:

A wide array of printed materials can support your communication. You can use bulletins, newsletters, flyers, posters, print advertisements, direct mail, personal letters written by volunteers, discussion papers and reports to explain your work and encourage others to join the group.

Surveys:

Surveys are useful tools for finding out what your community sees as important issues. Try to use surveys for more than one task at a time (e.g. a survey requesting assistance with issues identification might also be used to communicate information about your group, identify more volunteers to help you with your work, or request donations). Mail surveys can be time consuming and costly to prepare and deliver. The rate of return is often low, unless a volunteer goes house-to-house or conducts telephone interviews. Results require time to process as well.

Electronic communication:
To communicate electronically, you need a computer, a modem, communications software, a phone line, and an Internet access provider. The advantages of electronic mail, or E-Mail are: an individual receives messages addressed to them only, rather than having to sort out messages from a shared telephone answering machine; it avoids the inefficiency of “telephone tag”; it allows you to avoid being interrupted by the phone, instead taking messages when convenient to you; it saves fax paper; and it saves time and long distance expenses in broadcasting a message to several recipients.

A computer-based bulletin board service (BBS) can be used for posting messages and keeping files of information for easy access.

Media and other publicity
See Chapter 14, Getting the Word Out Through the Media.

Other ways to publicize your group include: Public Service Announcements (PSAs) (these cannot be partisan); radio shows; print media; press conferences; local cable TV; exhibits/ displays; and signs, especially at the site of your stewardship activities.

Events:
Events are good places to exhibit a display, meet people interested in volunteering, and promote your group to a broad cross-section of the community. Some examples include:

- field trips and tours;
- art, poetry or writing competitions;
- open houses, or “come and meet your stewardship group” evenings;
- information booths in malls and other public places (libraries, community centres);
- celebrity auctions; and,
- art for nature shows, or similar.

A workshop can be useful to get people talking about the subjects that are important to your group, to get input on community priorities, and to get feedback on your plans.

The 5 Cs of communication:

1. ***Clarity:*** ensure your message is straightforward, logical, simple, and not open to misunderstanding.

2. ***Completeness:*** answer more questions than you raise.

3. ***Conciseness***: don’t be verbose or rambling - stick to the point and make it quickly.

4. ***Concreteness:*** be as specific as possible and avoid being abstract.

5. ***Correctness:*** check your sources, be precise, base your statements on facts, don’t be careless.

Some Tips for Publishing a Newsletter

- Define the purpose of the newsletter.
- Determine the audience.
- Keep readers in mind when preparing content, i.e. include people stories.
- Determine the method of distribution.
- Print on regular paper size, and in one colour, to keep costs down.
- Keep articles brief, informative and free from hyperbole.
- Use boldface and larger print for titles; avoid too many font styles.
- Invite participation, e.g. articles on how to volunteer, who to write letters to in a campaign.

The following weaken the impact of a newsletter: inferior writing, inaccuracies, errors in grammar and punctuation, poor reproduction, inconsistencies in layout and style or overcrowded artwork.

Working with Businesses and Corporations

Most of the above principles apply to your group's relationships with local businesses and corporations as well as other community members. You might find that these private sector community members take on a special interest in your work as they practice "corporate social responsibility." They may also have a vested interest in the health of the watershed or stewardship area. This reflects their understanding of the connection between community well-being and business success. A healthy workforce and community are important corporate objectives. Business also benefits from the social infrastructure provided by community initiatives and increasingly is reaching out to support community endeavors. As discussed in Chapter 3, corporations, including resource users and local businesses, are important sources of financial and moral support. They also contribute in kind resources such as machine time, wood and metal products, gravel, trees and skilled labour or matching employee contributions. The Noons Creek and Mission Creek hatchery projects in the Port Moody area, for example, have multiple corporate sponsors, including some from outside the watershed area.

Case Example

Concerns over water quality and the impact of development on fisheries habitat and drinking water supplies have been growing for some years in the Comox area on the east coast of Vancouver Island. To respond to these concerns, local stakeholders have been working together to establish a program of protection, restoration, inventory, monitoring and public education activities through "Project Watershed - Water for Life". This non-profit society is managed by a partnership of community stakeholders, local government and agency staff. The partnership has made great efforts to build links with the community through conferences, public meetings and continuous outreach activities and established a multi-stakeholder "Coordinating Assembly" to oversee their work. The partnership also took time to link their work with other processes in the area, such as the Baynes Sound Round Table, the Oyster River Watershed Management Committee, and the Puntleridge Rehabilitation Committee. By clarifying links with other initiatives, the partnership made sure that their work complemented, rather than replaced efforts already underway. The partnership also held a conference at the end of March 1994 at which they encouraged all the partners - including local community groups and local government - to formally sign-on to an agreement which will guide their work in the future.

Chapter 14: Getting the Word Out through the Media

"If a grassroots organization can attract the press, it's virtually certain that coverage will enhance the organization's position. ... Good press shows that you're a legitimate contestant with a chance to win. ... Good press establishes the issue in the public mind from the community perspective."(Taking Action)

Resources listed in the bibliography that support this section are: *Effective Media Relations, Getting Publicity,* and the *British Columbia Media Guide.*

A Communications Strategy

Getting information about your group and its work out to the community and government is critical to the success of your stewardship group, as discussed in Chapters 11 to 14. Make communications an integral part of planning everything your organization does, and think carefully about when to use the media - newspapers, television and radio.

Before you go anywhere near the media, work out a strategy. First, establish who is responsible for speaking on behalf of the group to the media and the public. Be clear on your message and its relation to your goals (see Chapter 7, Setting Goals, and "the 5 Cs of Communication" in Chapter 13). Then decide who you are trying to reach - who is your "market" and your specific target audience? Thinking about activities you have engaged in might help you decide who you need to reach. What did people say at the workshop you held - who is "on-side" and who isn't? What reaction did you get in your door-to-door canvassing? Who signed the petition and who didn't?

Media relations are the most public and sensitive part of a communications strategy. Unless communications are an integral part of the planning and implementation of your organization's endeavours, the media will become a mirror reflecting a communications failure.

Types of Media to Consider:

- newspaper articles (try to get coverage through ideas that will result in feature stories);
- newspaper feature stories - have more depth and detail than articles;
- editorials - promoted by meetings with the editor;
- letters to the editor - tend to be well-read and can correct errors and present details not covered in stories;
- "opinion" pieces for the editorial page - need to be carefully crafted, preferably by a prominent person associated with your group;
- photographs for the newspaper;
- radio and TV releases - must be short and understood on one hearing, so they need to be written in uncomplicated, colourful sentences; and
- slide shows (10 minutes, 20-30 slides) an effective, basic media tool; can be just slides to support a presentation or a multi-projector show backed by sound.

Reaching Reporters

Assemble a list of media contacts. Try to get started with a local list from the library or from a contact in a corporation or government agency. *<M>Canadian Advertising Rates and Data* is a media directory that most public libraries should have. Ask yourself the following questions:

• Have I identified and introduced myself to all of the reporters who cover my field or issue/ field?

• Do I understand their needs? Have I asked them what I can provide them with to make something interesting enough to be a feature?
• Am I being objective and above board in my dealings with reporters, especially when the issue is an embarrassing or unflattering one to my group?

Don't abuse your relationship with reporters, once established. Don't bother them with insignificant stories and never misinform them. Respect their deadlines and need for lead time to prepare an article.

What's News?

Everyone has a different definition of what constitutes news. Generally, news is about people - what they do and how it affects others.

The importance given to a particular news story depends on:

• how many people are affected;
• links to political, corporate or social policy issues;
• level of conflict, controversy;
• implications for social or economic trends;
• disasters or triumphs by/for an individual or group;
• scientific breakthroughs;
• uniqueness or colour;
• quirky or humorous tales of all kinds; and
• fads and fashion!

One of the most secure ways to interact with the media is to appoint a publicity coordinator and/or spokesperson from the group. Refer all reporters to this individual and channel all correspondence with the media through them.

Do's and Don'ts for a Media Interview

If you are being interviewed, think at least twice after the reporter asks a question and before you open your mouth. There is no law against you taking a pause - it simply shows you are considering your response. If you are concerned about accuracy of reporting, record the interview on a tape recorder for later checking.

Don't mention negatives unless directly questioned about them.

Reporters appreciate receiving concise written documentation of issues during an interview (in addition to news releases). Such material could include background information and data, and names of others who can confirm the accuracy of the information you have provided.

Avoid saying "No comment" as meaning something else, usually an implicit confirmation of the question they've just asked. Say "I don't know," or "I know but I can't say, because ..".

Never mislead the media or misrepresent the facts. Don't make claims that cannot be supported by facts. The risk of discovery is high and the consequences can be very serious for your credibility as an individual and as a group. Being dishonest also destroys the media's trust.

The News Release

The purposes of a news release are to respond to a recent development, to announce a position, to provide context and background information for breaking news, or to announce an event and invite the press to cover it. The news release should not be used indiscriminately, but you should be ready to capitalize on opportunities for publicity with them.

For a successful news release:

• Time the release to follow an issue or precede a planned event *<M>immediately*.
• Use organization letterhead.
• Address it to a specific person (a contact who may eventually come to you for information) - editors of small papers, assignment editors of TV and radio, specific reporters interested in your issue.
• Type it up, double-spaced, on one page, if possible.
• Type News Release and the date you want it released at the top, e.g. For Immediate Release, or, For Release, date ....
• Type the headline and then the story; include quotes from group leaders.
• Answer who, what, when, where, why, how.
• Be specific, simple; avoid jargon and technical language.
• Be careful to get accurate facts and do not include propaganda.
• Type *<M>-30-* below the last sentence, indicating the end.
• List contact information in the top right corner.
• Attach a backgrounder with more detail if you want to include additional information.

Advocacy Versus "Shooting from the Lips"

All the good work of your group can be quickly obliterated by a loss of credibility. In the view of the media, your community and government all your efforts can be invalidated by even one incident of misinformation. Keep your credibility and your integrity intact by following these rules:

• never purposefully mislead anyone,
• don't exaggerate,
• think before you speak,
• research before you report,
• review a document before you react to it, and
• analyse a situation before you take a stand on it.

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Glossary

Advocacy is the process of influencing government to bring about desired changes in the social, economic or legal system.

Biodiversity is the diversity of plant and animal species required for ecosystem health.

Cradle to grave life history refers to the environmental and social effects of a specific product or activity during the extraction and processing phase, the manufacturing process, transportation and distribution, use and maintenance, and, finally, recycling and waste disposal.

Delegation means transferring jurisdictional responsibility for a given area of management.

Goals define the specific outcomes that you want to achieve as a group.

Inventory is a comprehensive or itemized list.

Monitoring is the process of maintaining ongoing surveillance of environmental conditions. Monitoring is required in order to determine trends in environmental health.

Non-point pollution refers to contaminants that are released into the environment from dispersed sources such as pesticides from farm fields as opposed to localized sources such as pipes.

Partnerships are arrangements between two or more parties who have agreed to work cooperatively toward shared and / or compatible objectives and in which there is shared authority and responsibility, a joint investment of resources, shared liability or risk-taking and mutual benefits.

Rehabilitation is the process of returning a damaged ecosystem to some level of productive use.

Restoration refers to the process of repairing or recreating damaged back to their original state.

Stakeholders are the individuals or groups who have a vested interest or stake in a particular issue.

Stewardship is the act of taking responsibility for the well-being of the natural environment and making an effort to restore or protect that well-being. It evolves from an attitude of respecting and caring for the earth and all its life forms. Stewardship is oriented towards assessment, protection and rehabilitation of local ecosystems and sustainable use of renewable resources.

Strategic Planning is a systematic approach that helps to select and organize tasks in a logical sequence bearing mind the constraints and opportunities of what is going on around you.

Appendix 1:
Potential Funding Sources

This appendix represents a synopsis of potential sources of government funding at the time of publishing. For updated information, please contact the named sources.

ACTION 21
in brief:

Action 21 supports initiatives and projects that preserve, protect, enhance and restore local natural areas. The program also assists initiatives that focus on the development of knowledge, skills and practices that lead to the development of sustainable communities.
Action 21 operates from five regional locations across Canada.

Objectives With Regard To Funding:

To provide financial assistance to non-profit, non-governmental organizations that wish to undertake environmental action at the community level.

Amount Per Contribution:

Maximum contribution = 50% of project's eligible costs, to a maximum of $100,000.

temporal period of grant: up to a maximum of two years

payment schedule: quarterly

Submission Time-frames:

- applications deadlines: February 1, May 1, and October 1
- applications are subjected to a two month evaluation and selection process.

Funding Criteria

applicant eligibility:
- must be non-profit and non-government groups
- are encouraged to discuss their project idea with a programs officer at the nearest regional Environment Canada office listed below
- must have financial, in-kind and / or volunteer commitments from partners

project eligibility:
- environmental action to protect, rehabilitate and enhance the environment
- address ozone depletion, climate change, reduction of toxics or increased biodiviersity
- those which achieve direct environmental benefits by changing behaviour and attitudes and increase environmental knowledge or skills

Guidelines For Fund Allocation:

To be included in fund application:
- information detailing the organizational back ground of the submitting agency (i.e. environmental experiences, accomplishments, and main objectives)
- project information (i.e. how the project will be managed / supervised, identification of any regulatory authorities that have granted any necessary permits and approvals)
- project results and evaluation (i.e. impact on the community such as creating jobs, or revenue generation)
- sources of funding and letters of confirmation

regulations on the use of contributions:
funds will not be provided for:
- operational expenses that are not project related
- infrastructure
- feasibility studies, research and development, formal curriculum materials
- awareness-only activities
- the purchase of land; the construction of buildings
- recreation and beautification
- activities required by law
- mandated activities at all levels of government
- repeat projects or those that have already begun

Program contact:

Manager, Environmental Citizenship Division
Environment Canada
700-1200 W. 73rd Street
Vancouver V6P 6H9
Tel. 664-9093 Fax. 261-4111
Project Information: 1-800-667-7779

BURRARD INLET ENVIRONMENTAL ACTION PROGRAM (BIEAP) (June 1991)

in brief:

The mandate of the BIEAP is to protect and improve the environmental quality of Burrard Inlet to:
- reduce existing contaminant discharges to Burrard Inlet;
- control future discharges to limit the potential for future impacts;
- control habitat degradation; and
- provide, where appropriate, remedial measures for existing impacts.

BIEAP provides a management framework to coordinate activities to protect and improve environmental quality in Burrard Inlet.

The program is a five-year partnership between Environment Canada, Department of Fisheries and Oceans, Ministry Environment, Lands and Parks, Greater Vancouver Regional District (GVRD), and the Vancouver Port Corporation.

In January 1993, BIEAP launched the new public involvement initiative Adopt-A-Shoreline, a network of public stewardship organizations. The Shoreline Adoption Projects Committee is composed of representatives from Environment Canada, Department of Fisheries and Oceans, Ministry of Environment, Lands and Parks and Vancouver Port Corporation.

Objectives Of 'Adopt A Shoreline'

With regard to funding: BIEAP will fund approved volunteer projects which protect and preserve the Burrard Inlet ecosystem and support the BIEAP strategic plan.

Amount Per Grant:

- past individual grants have ranged from $120 to $10,000
- March 1993/94: 3 projects funded totaling $18,500
- March 1994/95: 4 projects funded (to October 1994) totaling $14,500
- funds available for distribution: $25,000 in March 1994/95

temporal period of grant: projects must be completed before fiscal year, March 31st

payment schedule: reimbursements for pre-approved expenses

Submission Time-frame:

Applications are accepted throughout the year, however, all projects must be completed before the fiscal year-end.

Funding Criteria:

applicant eligibility:
- must be self-administering non-profit group or society
- must have the capacity to provide and supervise a volunteer corps
- must participate in or be capable of volunteer training, through BIEAP, in data collection and other standardized techniques required for purposes of the project
- obtain permission to access land from legal property owners/occupants; BIEAP will assist in liaisons with regulatory bodies
- sign a memorandum of understanding with Environment Canada on behalf of BIEAP, defining disbursement of funds, delivery schedule, ownership of information, and BIEAP credits on final products
- sign an agreement exempting BIEAP from liability

projects must:
- engage in preservation and protection activities for Burrard Inlet in one of the following categories:
  - habitat mapping
  - wildlife, waterfowl and other inventories
  - clean-up activities
  - restoration activities
- be pre-approved
- the BIEAP Public Involvement Coordinator forwards all projects involving physical manipulation of biota for approval of the Burrard Environmental Review Committee.

Guidelines For Fund Allocation:

To be included in fund application:

- identification of a portion of the Burrard Inlet they wish to adopt
- a work plan with time line identifying deliverables at key intervals
- a budget specifying the purposes for requested funds

regulations on the use of grant funds:

- funds may, under the direction of the Shoreline Adoption Committee (SAC), provide for:
- incurred selected costs (including specialized equipment, expertise necessary to organize a group project)
- small capital costs associated with larger volunteer inventory and enhancement projects
- BIEAP offers some training for group leaders, technical guidelines for recording information, bring together interested individuals with groups in their areas
- funds will not be provided for major capital costs

Program Contact:

Chair, Shoreline Adoption Committee (SAC)
228 West Esplanade Street
North Vancouver, B.C. V7M 1A4
Tel. 775-5197 Fax. 775-5198

BC 21 COMMUNITY PROJECTS PROGRAM

in brief:

The BC 21 Community Projects Program provides grants to support projects that meet a range of community needs and invest in the people of British Columbia. BC 21 Community Projects are part of the larger BC 21 strategy aimed at expanding the BC economy for the 21st century:

- BC 21 ensures that public sector investments in vital community facilities and programs are coordinated so that all regions of the province will benefit.
- Whenever possible, training and investment in people are a priority, particularly for those who have been traditionally disadvantaged.

Objectives With Regard To Funding:

Grants are provided to support community projects in B.C. which are innovative in providing local jobs and contributing to the strength of the local economy. Training and investment in people are a priority, particularly for those who have been traditionally disadvantaged.

Amount Per Grant:

- up to $1,000,000, covering one-third of total project costs (the total project cost is explicitly defined as to the value of purchased / donated land, labour, equipment and materials (please see definition at end of summary)
- $20,000,000 is available for disbursement per year

temporal period of grant: projects do not have to be completed in the fiscal year

payment schedule: grants are usually paid in three equal installments:

- project started / contracts signed (applicant is to send a copy of the signed contract or proof that work has started)
- project half-way to completion (applicant is to send a status report, prepared by an independent professional, that includes a statement of expen ditures; this report will be assessed as to its acceptability by the Community Grants Branch)
- project completion (applicant is to send a final status report with a complete statement of expenses (including signed time sheets for volunteer labour, itemized lists of donated materials) audited by a professional accountant).
- BC 21 will not provide any funds for money spent before the application for the grant is received
- project must be completed before applying for further assistance

Submission Time-frame:

- four application closing dates per year: April 1, July 1, October 1, January 1
- applications may be submitted at any time

Funding Criteria:

applicant eligibility: must operate on a non-profit basis; they may be a municipality or other local government body, a federal or provincial non-profit society, any organization endorsed by a local or provincial government body, or appropriate community organization

project eligibility:
- must be accessible to the general public
- must be a one-time capital project (i.e. purchase, renovation or construction of facilities)
- must be needed by and be valuable to the community
- must not qualify for capital support through other provincial government funding programs

Guidelines For Fund Allocation:
To be included in fund application: a financial plan outlining project costs and substantial "project support" (applicant's own money, volunteer labour, other funding, donated materials)

program criteria to be assessed as to:
- community need and public benefit from the project
- applicant's record of public service and ability to complete the project successfully
- applicant's financial position and need, and efforts applicant has made to raise funds
- previous capital grants made to the applicant
- economic benefits the project will bring to the community, including local jobs
- provision of employment for traditionally disadvantaged groups (women, visible minorities, aboriginal peoples, people with disabilities, youth, income assistance recipients)
- provision of job-related training, where possible
- proposed use of British Columbia materials
- a fair distribution of funds throughout all regions of British Columbia
- funds available in the BC 21 Community Projects Program budget

regulations on the use of grant funds::
funds will not be provided for:
- debt reduction, endowments, charitable donations, fund-raising campaigns
- start-up costs for new organizations
- operational or maintenance expenses
- school and post secondary institution projects
- facilities with restricted or limited public access (places of worship, church halls, private / semi-private clubs, social housing, bars / lounges); lodges and fraternal society halls considered unless community needs can be demonstrated
- personal sports equipment, costumes, team or band uniforms
- fire trucks and fire fighting equipment
- vehicles for schools, teams, community or emergency purposes
- media projects, preparation or purchase of books and manuscripts, research and feasibility studies, films, promotional campaigns, etc.
- events including festivals, conferences, hosting expenses, tournaments, etc.
- seasonal community decorations, works of art
- municipal infrastructure projects

Program Contact:
BC 21 Community Projects
Ministry of Government Services
239 Menzies Street
Victoria, B.C. V8V 1X4
Tel. 356-1187 Fax. 356-9358

ENVIRONMENT YOUTH TEAM PROGRAM (June 1994)
in brief:
Environment Youth Team is a BC 21-funded Ministry of Environment, Lands and Parks initiative.

Objectives With Regard To Funding:
To provide young British Columbians the chance to participate in project that protect or enhance the environment; provide participants with practical employment and training experience; provide environmental and recreational legacies for communities in all regions of B.C. There are two components to EYT: (1) internships and (2) work crews.

1. INTERNSHIPS:

Amount Per Grant:

This is a wage subsidy program, allowing subsidies up to 100% of intern's wage.

Maximum wage payable = $2095 / month ($13.81 / hr). Minimum = according to the Employment Standards Act
A maximum 12% subsidy may be applied for mandatory benefits (CCP, UIC, WCB and vacation pay). Preference will be given to applications which demonstrate a financial contribution to wages that result in a minimum subsidy from the Province while maintaining the integrity of the program.

- Number of internships granted 1993 / 94: 84
- Funds available per year: $1,055,000

temporal period of grant: Interns are placed for 6 to 9 months. Projects must be completed by March 31, 1995 (1994 / 95), the end of the fiscal year

payment schedule: reimbursement

Submission Time-Frame:

- internships are awarded at different points throughout the year for different work term schedules

Applications to sponsor an intern (1994 / 95) must be submitted by: June 22, July 18, August 15, 1994. The final date to hire an intern to meet minimum program standards is October, 1994. Applicants will be notified of decision within four weeks after the deadline.

Funding Criteria:

applicant eligibility:

- be 16-24 years old upon commencement of employment
- not attending school on a full-time basis and not have other full-time employment
- be legally entitled to work in Canada and available for the duration of the project

employers must:

- be a business, nonprofit organization, municipal, regional or provincial governments, Crown corporation, school district, Native band or tribal council
- have been in business for at least one year and provide written confirmation of WCB registration
- cannot hire interns until a signed contract is in place
- provide all support costs (training, office space, supplies, travel)
- adhere to all training requirements outlined on application form
- adhere to common practices of employment (as defined in the Employment Standards Act)
- maintain all records related to the expenditure of funds under this program
- allow program records to be examined under request
- cooperate with the Province in making public announcements
- agree to summary terms and conditions that form part of the Province / employer contract

projects must:

- supply work experience opportunities to develop skills to enhance future employment prospects
- focus on the environment or outdoor recreation

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2. WORK CREWS:

Amount Per Grant:

This is a wage subsidy program, allowing subsidies of up to $98,200 per grant.

- funds available per year: $700,000; Number of work crews granted 1993 / 94: 9

Submission Time-Frame:

Deadlines for proposals are provided in application package.

Funding Criteria:

applicant eligibility:

be 16-24 years old

- not attending school on a full-time basis

projects must:

- be field-oriented programs that enhance recreational and environmental legacies in B.C., provide a lasting community benefit, provide participants with work experience and job training
- community enhancement, outdoor recreation facility development and improvement, fish and wildlife habitat enhancement, recycling initiatives, environ- mental awareness activities

Guidelines For Fund Allocation:

- employers must demonstrate compliance with the WCB and produce a safety program that meets the

requirements of the E-team (summarized in application form)
- application form must include a detailed project and job description and information on training

regulations on the use of grant funds:
grant funds include:
- wages and benefits for a minimum of 15 weeks and a maximum of 20 weeks
- employers may apply for support expenses

grant funds do not include:
- administration costs

Program Contact:

The Environment Youth Team Program
Box 2045
Prince George V2N 2J6
Tel. 565-6344 Fax. 565-6429

HABITAT CONSERVATION FUND (HCF) (1981)

in brief:

The Habitat Conservation Fund was established to enhance fish and wildlife and their habitat. HCF consists of three accounts:

1. enhancement account- finances projects that enhance fish and wildlife and their habitat and receives funding from:
- a licence surcharge on all hunting, fishing, trapping and guiding licences sold in BC
- donations, bequests, gifts and interest, which is re-invested
- land management income (rental, etc. of properties owned by BC Environment).

2. acquisition account- finances direct purchases of essential habitat from private owners or corporations (an extremely costly and lengthy process). The account receives funding from:
- Crown Land Account (collected through lease / sale of Crown lands and interest earned)
- donations, bequests, gifts

3. compensation account- acquires / enhances habitats near a disturbed site; receives voluntary funding from:
- corporations and individuals as compensation for loss or degradation of fish and wildlife habitat due to detrimental development.

Program partnerships:
- B.C. Ministry of Forests
- Pacific Estuary Conservation Program (PECP)
- Forest Resource Development Agreement (FRDA)
- Forest Renewal BC's Watershed Restoration Program

Objectives With Regard To Funding:

To increase the capability of Fisheries and Wildlife Programs; to enhance and / or acquire habitat for the purpose of maintaining and improving natural production of fish and wildlife.

Amount Per Grant:

- 1991 / 2: 134 projects funded (increased funding raised through partnerships)
- $500,000 was available for distribution in 1993 / 4; $500,000 is expected in 1994 / 5
- range from $4,000- $120,000 (average $30,000- $40,000)

temporal period of grant: If a continuing project, a progress report must be included.

Submission Time-Frame:

- deadline for proposals (1994 / 95) - November 1, annually

Funding Criteria:

applicant eligibility: most proposals are submitted by provincial biologists encouraging conservation organizations, private industry and members of the public
preferred project criteria:
- habitat enhancement opportunities
- a diversity of species
- planning and research activities (planning for enhancement; research & development activities)
- monitoring proposals (to measure results of project)

- monitoring costs should not exceed 10%
- public information and education
- enhancement through protection
- transplant proposals to increase natural productivity
- operation and maintenance

Guidelines For Fund Allocation:

To be included in the application: any required approvals, in writing (e.g. water use, land access)

projects will be evaluated according to:

1. technical considerations, including:
- regional priority of subject content of proposal and technical soundness
- reasonable estimates for economic and biological benefits
- demonstrated success of proposed new techniques (supporting background literature)
- feasibility of the study and determination of relative cost benefit
- examination of positive and negative impacts on other species and habitats
- proposal "fit" with overall regional plan or goal
- project length; progress report indication of project success
2. administrative considerations, including:
- clarity of budget / estimated costs; anticipation of extra administrative costs
- methods for ensuring implementation
3. ranking considerations, including:
- relative importance of the project - well-being of fish and wildlife / public demand
- estimated returns for expenditure of HCF money (long-lasting results)
- participation of public groups (volunteering time and equipment)
- cost-sharing agreements with other organizations and agencies
- development of innovative techniques; high interest / demand for the activity

regulations on the use of grant funds:

funds may be used for:
- signs and displays in HCF enhancement projects only
- public information and education projects tied to a previous HCF *enhancement* project
- projects describing a particular type of habitat or habitat requirements of a certain type of species information (publications, videos, displays) for public information and education projects

funds may not be used for:
- support for on-going projects and interpretative services (naturalists, tour guides)
- for basic components of resource management / protection normally under by regular budgets:
- signs or brochures requesting public input to stocking or harvesting programs
- public information activities: e.g. fishing or hunting guides, general management, etc.
- construction of recreation facilities (trails, visitor's centres, washrooms)
- game farming, hatchery systems, captive breeding (except for threatened / endangered species)

All grant recipients are required to submit a final report upon completion in the final year of the project (or at the end of a one-year project).

Program Contact:

Wildlife Branch, MELP
708 Blanshard Street
Victoria V8V 1X4
Tel. 387-1159 Fax. 356-9145

PACIFIC SALMON FOUNDATION (PSF) (1987)

in brief:

The Pacific Salmon Foundation is independent of, but co-operates with, Federal and Provincial levels of government, and the private sector. The Foundation raises funds by:

(a) conducting special events

(b) creating and selling projects -sale of Limited Edition Prints (prints are from the image of the Pacific Salmon Conservation Stamp)

(c) soliciting donations

(d) operating gift shops at 2 hatchery sites at Capilano Hatchery, North Vancouver and Big Qualicum Hatchery, Vancouver Island

Funding partnerships:
- Federal government (re-directs revenues from the Pacific Salmon Conservation Stamp) BC
- Ministry of Environment, Lands and Parks fund-matching programs with private sector industries which include Alcan, Asia Pacific Foundation; B.C. Hydro; Chevron Canada; Outdoor Canada; Sport Fishing Institute of B.C; and the Vancouver Foundation

Objectives With Regard To Funding:

To provide funding (for project expenditures) for projects promoting the conservation, restoration, enhancement and education concerning Pacific salmonids.

Amount Per Grant:

- no set $ amount - average for 61 projects (1989-94) = $8300

Since funding allotment began in 1989, individual grants have ranged from $637 to $50,000.

temporal period of grant: 12 months (dates determined by applicant)

payment schedule: disbursement of funds is coordinated with the project expenditure schedule

Submission Time-Frame:

- Annual deadline for receiving applications: April 30 and September 30
- Project Selection Committee meets in May and October

Funding Criteria

project eligibility:
- projects must be carried out in B.C.
- applicants must be non-profit societies or organizations, as defined in the Income Tax Act
- charitable organizations must maintain and provide evidence of its status as a non-taxable entity both at time of application and during the grant period (i.e. must be able to provide registration number from Revenue Canada on application form)
- applicants are encouraged to have financial and volunteer commitments from their community

Guidelines For Fund Allocation:

To be included in fund application:
- a realistic budget; accurate accounting in proposal is important
- applications to, and commitments received from, other agencies, as PSF may award matching funds
- educational objectives as to increase public awareness, and how they will be achieved, must be identified
- information detailing the operational background of the agency submitting the proposal, such as the latest audited financial statements, review reports, a list of the Board of Directors, etc.
- a public relation plan; the PSF must be recognized as funding society
- a clear explanation as to the tangible and important results to be achieved by the project, as relevant to the objectives of the PSF

regulations on the use of grant funds:
funds do not normally cover:
- administrative or operational costs
- banquets, receptions
- videos, films, newsletters, bulletins of any internal publications (if the grant is approved, a credit line and the logo of the PSF must be displayed, and the PSF reserves the right to review / approve the method of distribution, circulation and disposition of royalties, if any)

other regulations
- modification of the project is not permitted without prior written consent of the PSF; unauthorized modification will cancel the PSF's contribution
- grants cannot by used for any part of the salary of the grantee or his / her family
- the PSF retains the right to enforce any or all terms / conditions pursuant to which any grant is made

Program Contact:

Executive Director
Pacific Salmon Foundation
270-1075 W. Georgia Street
Vancouver V6E 3C9
Tel. 669-3710 Fax. 688-3105

PARTNERS IN PROGRESS (1994)

in brief:

Partners in Progress funding is distributed from the Ministry of Agriculture, Fisheries and Food. Approximately $2,000,000 dollars were available to successful applicants in 1994.

Objectives With Regard To Funding:

The aim of Partners in Progress is to encourage members of B.C.'s agri-business, fisheries and food industries to form partnerships and work together with communities and others to solve problems, develop ideas, increase competitiveness and create new markets. The Partners Program gets industry and communities working together by providing financial support and facilitating formation of partner groups. May be accessed through: (1) Partners in Development and (2) Partners in Action

CHARACTERISTICS COMMON TO BOTH COMPONENTS OF THE PARTNERS PROGRAMS:

temporal period of grant: Funds received by successful applicants in 1994/95 must be used for eligible costs incurred up to 31 March 1995. Programs are open to long and short term proposals.

payment schedule: varies according to project type, size and duration. Grants are conditional.

applicant eligibility:

- lead applicant, acting on behalf of the partner group must be an individual, company or industry organization involved in the production, processing, distribution or marketing of agriculture, fish or food products in B.C., or a representative agri-fish-food industry association in the B.C
- co-applicants of the partner group may be from the agri-fish-food sector, local government, community organizations, Crown or foreign corporations, private sector, research facilities
- partner groups must consist of two or more members
- provincial or federal government agencies can be identified as secondary supporting partners, or co-funding sources, but cannot be primary members (lead or co-applicants) of a partners group

ineligible projects include:

- proposals which directly benefit only a single individual, company or organization
- activities which could be better serviced under another ministry or provincial program

Guidelines For Fund Allocation:

eligible costs include, but are not limited to:

- contracted goods and services & materials and supplies
- rental/lease of facilities and equipment
- salaries for incremental staff costs
- travel costs; marketing and promotion
- training and skills development
- capital asset acquisitions that meet program evaluation criteria

ineligible activities and costs include: expenditures considered part of the normal business operations of the applicant or partner group and costs incurred prior to the project approval date

CHARACTERISTICS DIFFERING WITH PROGRAM:

1. PARTNERS IN DEVELOPMENT

Amount Per Grant:

- maximum contribution available to a partner group is $250,000
- Partners in Development can provide up to 75% of total project costs
- co-applicants' share must equal 25% of the project's overall budget

Submission Time-Frame:

year round time frame

Funding Criteria:

applicant eligibility: for members of the agriculture, fisheries and food sector who:

- have an idea that could succeed with the cooperation of others, but they need some help in bringing the team together

- have already formed a team but need some help in developing a way of dealing with an identified challenge of initiative

projects include, but are not limited to:

- providing training services to work with group members in developing the concepts of partnerships and their application to the issue or opportunity the group has identified
- hiring of skilled facilitators to assist groups to work towards issue resolution and agreement
- assistance in developing a partnership business plan to achieve the common objective
- undertaking investigations, analyses and background research needed to support business plan development, determination of objectives and justification for course of action.

Guidelines For Fund Allocation:

the application form must include:

- a detailed description of the issue, situation, or opportunity
- an itemized list of the resources needed to help the applicants work onwards forming an effective partner group with a common objective
- a description of the proposed project budget

applications will be evaluated against the following key criteria:

- confirmation of the background provided on the issue, challenge or opportunity and the need and practicality of taking a partnership approach on the proposed issue
- proposal's relevance to applicants and fit within the context of sector, community and region
- adequacy and practicality of needed resources and proposed budget

2. PARTNERS IN ACTION

focus: established partner groups who are focused on specific initiatives or projects.

Amount Per Grant:

- maximum contribution available to a partner group is $250,000
- Partners in Action can provide up to 40% of total project costs

Submission Time-Frame:

There are three windows of opportunity for funding; the deadlines are 30 September 1994, 30 November 1994, and 15 January 1995. Applications for each funding window will be evaluated and ranked against a set of criteria. The best applications will receive program support.

- applications not selected are included in the next funding period

Funding Criteria:

applicant eligibility: funding is available to established partner groups with a common objective. The initiative should have potential benefit to each of the partners, the sector or the community

projects include, but are not limited to:

- technology transfer, applied research or development initiatives which contribute to industry competitiveness, economic viability or environmental sustainability
- implementation of market opportunities through the formation of multi or internal sector partners
- initiatives which contribute to the strengthening of rural and coastal agri- fish-food industries and are undertaken in cooperative partnership with other community stakeholders

Guidelines For Fund Allocation:

the application form must include:

- a detailed description of the proposal with reasons for wanting the initiative succeed
- approach or methodology to be used and the reasons why approach was chosen
- an outline of the project action plan, timetable and quantifiable deliverables
- a detailed project budget, applicant(s) share and requested Partners Program contribution
- name and contribution amount of any co-funding agencies
- a description of budget items which will be covered by in-kind (non-cash) contributions
- identification of critical factors which could affect the feasibility or implementation of the project and how the group would address each (e.g. seasonality, product availability)
- identification of results / benefits expected for partners, to stakeholders not part of the partner group and any broader implications for industry, community or region
- identify how the proposed project is to be evaluated by the partner group

applications will be evaluated against the following criteria (a summary):

- demonstrated need and justification for the initiative and proposal's relevance to the applicant

- proposed initiative is distinct and incremental activity
- degree to which the proposed initiative is unique, innovative, entrepreneurial or progressive
- trade and competitiveness implications
- adequacy, availability and applicability of group's resources dedicated to the initiative
- technical merit of proposal's methodology, action plan, timetable and schedule of actions
- necessary legal requirements, if any, in place (e.g. permits, licenses, rights of way, etc.)
- confirmation of application for and probability of obtaining identified co-funding
- degree to which benefits are distributed to partnership members and those outside the partners
- proposals with a clearly defined infrastructure component or the acquisition of a major capital asset will be assessed (relative to BC) as to:
  - need for further applied development, technical evaluation or adaptation of capital asset
  - demonstrated need for sharing of risk prior to adoption by industry members
  - degree that benefits will extend to partners and to the larger community of stakeholders
  - consistency with the key partnership principles of Partners Program

Program Contact:

Coordinator, Partners Program Team
B.C. Ministry of Agriculture, Fisheries and Food
808 Douglas Street
Victoria, B.C. V8W 2Z7
Tel. 356-2167 Fax. 356-7280

PUBLIC CONSERVATION ASSISTANCE FUND (1974)

in brief:

An annual grant from the Public Conservation Assistance Fund is available to organizations and individuals who wish to carry out a conservation project but require financial help. Applications are reviewed by a committee of fish and wildlife staff (MELP), and one representative each from the Federation of B.C. Naturalists and B.C. Wildlife Federation. All funding is distributed by the B.C. Ministry of Environment, Lands and Parks. More than 200 projects have been carried out since the program's inception in 1974.
Partners include the Habitat Conservation Fund for 1995/96.

Objectives With Regard To Funding:

to maintain and enhance fish and wildlife and their habitat, and contribute to public awareness of natural resources.

Amount Per Grant:

- average grant (200 projects since 1974) = approx. $2500
- approximately 40 grants are available each year

The applicant must contribute an amount equal to or greater than amount of the grant (at least one half of applicant's contribution must be volunteer labour).

temporal period of grant: project must be completed within five years

payment schedule: one payment

Submission Time-Frame:

- applications may be sent in anytime, but all applications in by March are reviewed by a committee in May-June
- a second review meeting may be held, depending on the number of eligible applications received

Funding Criteria:

applicant eligibility: organizations and individuals

eligible projects include:

- improving spawning grounds, building bird houses, planting shrubs for cover, printing posters, fish egg incubation, waterfowl nesting floats
- preferable projects are those which undertake habitat enhancement activities with long-term benefits (i.e. winter feeding = short term benefit)

ineligible projects include:

- university research projects
- lecture series
- promotion of business opportunities

- If the project involves a publication: the manuscript must be approved by the PCAF before publication
- PCAF requires up to 20% of the printed copies for distribution by the Ministry
- the publication should acknowledge the support given by the Fund

Guidelines For Fund Allocation:

To be included in the fund application:

- an accurate budget including applicant's contribution, and use of grant money
- a letter of recommendation from the regional fish and wildlife manager
- written permission from private landowners
- approval from appropriate government ministries if:
  - the project involves stream bed, bank or flow alterations, or handling fish or wildlife (MELP)
  - working on timbered Crown land (Ministry of Forests)
  - involving ocean-going fish (DFO)
  - access, roadside habitat improvement or other developments near highways are involved (Ministry of Transportation and Highways)

regulations on the use of grant funds:
funds may be used for:

- materials and supplies (ideally, bulk of grant to be spent)
- meals, transportation, postage, rent and use of facilities

funds may not be used for:

- grant moneys are not available for project up keep / annual maintenance
- wages, except for contracted equipment
- mileage
- veterinary costs and animal feeding costs.

Program Contact:

Wildlife Branch, MELP
780 Blanshard Street
Victoria V8V 1X4
Tel. 387-1159 Fax. 356-9145

PUBLIC INVOLVEMENT PROGRAM (PIP) (1993)

in brief:

Funds are allocated to PIP from the joint federal / provincial Salmonid Enhancement Program (SEP), established to increase the number of salmonids in British Columbia's coastal waters. SEP Community Advisors must be contacted prior to submitting a PIP application. These Advisors act as the liaison between Fisheries and Oceans Canada and its contract and volunteer projects.
The program is administered jointly by:

- the Department of Fisheries and Oceans (DFO)
- the Ministry of Environment, Lands and Parks (MELP)

Objectives With Regard To Funding:

the PIP provides an opportunity for the public to join professionals of the federal Department of Fisheries and Oceans and the provincial Ministry of Environment in enhancing salmonids by restoring and improving stream habitat, and promoting awareness of the salmonid resource and human's influence on the stream environment.

Amount Per Grant:

- average dollar amount per grant: $4,550
- number of grants awarded 1993 / 94: approximately 120

temporal period of grant: projects must be completed in the fiscal year

payment schedule: cash advance upon financial approval of project application

Submission Time-Frame:

As agreed to with the community advisor. This is an interactive process.

Funding Criteria:

applicant eligibility: individuals, clubs, schools, service organizations and community groups
Applicants must contact and meet with the nearest Community Advisor (Department of Fisheries and Oceans, Community Programs Division). The Community Advisor will assess the proposed project or suggest one, outline advantages or difficulties, assist in filling out the Application Form, provide technical assistance when required, and

endeavor to cut any existing red-tape. 16 SEP Community Advisors are disbursed throughout B.C.
• upon acceptance of the project, applicant must arrange adequate accident insurance coverage for all people and activities involved for the duration of the project

projects must: be operated by volunteers, as groups or as individuals
preferred projects:
• projects involving fish production: such as construction, installation and maintenance of fish facilities (e.g. incubation boxes, small hatcheries, spawning and rearing channels), and installation and maintenance of small fishways
• projects involving stream habitat: such as removal of log jams or boulder obstructions, removal of garbage and debris from streams and banks, location and cataloguing of pollution sources, location and cataloguing of former spawning grounds, stream mapping and inventory, "adoption" of streams or portions of streams for clean-up / improvement on a continuing basis
• projects developing community awareness: such as production of educational materials (displays for malls, posters, and slide shows), design and implementation of educational programs in schools or clubs, improvements for public access and viewing (trail cutting, viewing sites, nature signs), classroom aquariums, storm drain marking

Guidelines For Fund Allocation:

the application form must include:
• project proposal: that includes the name of stream or lake, project location, watershed, name of group, key contact, description of project
• financial proposal: number of volunteers, time schedule of operations, itemized dollar value of material and equipment to be purchased, rented, contracted and donated
The Community Advisor and federal and provincial fisheries management staff review each Application Form; upon acceptance, a letter of confirmation will be issued to the project contact person. When the project requires financial assistance , the application is submitted for financial approval. If accepted, a letter of confirmation will be issued to the project contact person and a contract. A cash advance will be remitted upon signing and returning the contract
regulations on the use of grant funds:
• all moneys provided by SEP must be accounted for on an expense claim, with attached copies of invoices and receipts to support expenditures
• all funds not utilized for the project, as outlined in the original application, must be returned
A short written report which details the work completed on the project is required, to assist DFO and MELP in evaluating projects

Program Contact:

Community Involvement Division, SEP
Suite 400-555 West Hastings Street
Vancouver B.C. V6B 5G3
Tel. 666-6614 Fax. 666-0292

SKAGIT ENVIRONMENTAL ENDOWMENT COMMISSION (SEEC) (1985)

in brief:
The SEEC administers the Skagit Environmental Endowment Fund, established in 1985 by a Treaty between the City of Seattle and the Province of British Columbia settling the issue of raising Ross Dam (built 1937). The Treaty stipulated that Seattle City Light would not raise Ross Dam for 80 years in exchange for power purchased at rates equivalent to what would have resulted from raising the dam. Contributions by the City of Seattle and the Province of British Columbia created a fund of $5,000,000 (US). With interest and additional payments based on power purchases, the fund is expected to last for the life of the agreement (80 years). The Commission is independent, but operates with the agencies managing the lands in the upper Skagit Watershed. The Commission does not manage any land itself; it cooperates with government agen-

cies in Canada and the United States which are responsible for the land. Most of the land is publicly owned and administered by park and forest agencies in the respective countries.
Cooperating agencies:
- B.C. Parks
- B.C. Forestry
- U.S. Forest Service
- National Park Service
- receptive fish and wildlife agencies, organizations and agencies in Canada and the U.S

Objectives With Regard To Funding:

SEEC's mission is to foster protection of the biological integrity of the **upper Skagit watershed** by:
- promoting collaboration among all interests to achieve the SEEC's vision
- encouraging international cooperation in stewardship of these lands and waters
- facilitating dialogue among management agencies, non-governmental organizations, citizens, local governments and the Commission regarding the appropriate balance between meeting recreational demand and preserving the unique wilderness and biological diversity of the watershed
- improving ecological literacy; understanding the role of humans in the natural world.

Amount Per Grant:

- since its beginning in 1985, 137 projects have been funded, averaging $26,000 US. Individual grants have ranged from $10,000 to $120,000 US
- The dollar amount available for SEEC grants varies each year, ranging from $300,000 to $500,000 U.S., depending on interest revenues
- in 1994, $300,000 U.S. in total was distributed to 10 projects
- the Commission is not obligated to grant all (or any) funds each year

*temporal period of grant:*cover fiscal periods, but may be extended with Commission approval
payment schedule: for projects selected, funds available at the start of each fiscal year, 1 April.

Submission Time-Frame:

The grant application deadline is in August of each year. Proposals are sent out for technical review; results of the review are submitted to the Commission prior to SEEC meeting in the fall.
The grant applicants are invited to attend 2 meetings which are open to the public:
- discussion of proposals, usually held in October
- grant selection, usually held in December

Funding Criteria:

applicant eligibility:
- Canadian and U.S. government agencies
- non-profit organizations
- private firms
- individuals

preferred projects:
- education: e.g. promoting a greater awareness of the natural and human history within the Skagit watershed; improving the public's understanding of its responsibility for stewardship
- recreation: e.g. encouraging recreational experiences that enhance appreciation of the natural environment; new recreational facilities or programs / rehabilitation of existing recreational facilities when it can be demonstrated that they will sustain / maintain or restore biological integrity of the watershed
- research: e.g. research that will yield a direct benefit to management of lands / waters
- stewardship: e.g. acquisition of mineral and timber rights or private lands consistent with preserving the biological integrity of the water shed; efforts to manage the upper watershed - special attention given to inter-jurisdictional resource management efforts
- collaboration: e.g. projects that create working partnerships between governmental and non-governmental organizations, First Nations, and private landowners; projects that involve and benefit citizens from both sides of the border

Guidelines For Fund Allocation:

The grant application proposal must include:
- a letter to, and response from, from the government land management agency that addresses how the proposal fits with the agency's long range plans and lists the permits required
- a detailed proposal not exceeding 5 pages
- project goals and objectives
- how proposal contributes to the SEEC vision, mission and goals

- rationale and need for proposed project and criteria for measuring degree of success
- scope of work and detailed schedule
- detailed budget with funding sources in addition to SEEC funds and other service contributions
- 20 copies to be submitted to SEEC (10 copies to the U.S. staff; 10 copies to the Canadian staff)

projects will be selected as to:
- demonstrated need
- innovation; establishment of new relationships among stakeholders, test new methodologies
- cost effectiveness; efficient use of staff, volunteers, in-kind contributions
- leverage other resources; use SEEC's endowment to match funds or staff resources

regulations on the use of grant funds: funds do not cover ongoing maintenance or operations

Program Contact:
Rod Silver
Ministry of Environment, Lands and Parks
Ste. 300-1005 Broad Street
Victoria, B.C. V8W 2A1
Tel. 356-6124 Fax. 356-0985

WATERSHED RESTORATION PROGRAM (WRP) (1994)

in brief:
The Watershed Restoration Program is a provincial initiative under Forest Renewal BC. The WRP is specifically designed to accelerate the recovery of watersheds that have been adversely affected by past timber harvest practices.

Lead agencies of the program:
- Ministry of Environment, Lands & Parks
- Ministry of Forests

Agencies Cooperatively involved in coordination and implementation:
- Department of Fisheries and Oceans Canada

Agencies providing input and support:
- Ministry of Aboriginal Affairs
- Ministry of Agriculture, Fisheries & Food
- Ministry of Skills, Labour & Training

Active partnerships in program include First Nations, the forest industry, community groups, forest workers and stewardship groups.

Objectives With Regard To Funding:
To restore, protect and maintain fisheries, aquatic and forest resources adversely affected by forest harvesting practices which could otherwise require decades to recover naturally

To provide community-based employment, training and stewardship opportunities throughout the province.

To provide a mechanism to bridge historical forest harvesting practices and new standards established by the Forest Practices Code (1994) and diversify jobs in BC.

Amount Per Contract:
- varies per contract
- number of projects funded 1994/95: 205 projects

temporal period: the project life cycle, to a **maximum** of 5 years

payment schedule: defined per contract

Submission Time-Frame:
A new application package was made available in February 1995. The initial application submission deadline is March 31, 1995. Applicants will be notified four to six weeks after this deadline. Projects may be funded on a conditional basis when the proposal meets Program requirements objectives but lacks the information to develop a detailed project plan. A funded watershed assessment will be then be undertaken to develop a detailed project plan, which will then be submitted to District staff for review.

Funding Criteria:

applicant eligibility:

- may be private industry, First Nations, community groups, government agencies, and stewardship groups
- interested parties are asked to seek *active partnerships* with the forestry industry, First Nations, stewardship groups and government agencies in preparing proposals

projects must support:

- reduce the generation and routing of sediments from hill slopes to stream channels
- reestablish natural drainage patterns and water quality
- replace lost channel structuring elements within streams to increase the amount and quality of fish habitat
- restore habitat within selected terrestrial riparian and stream ecosystems towards pre-logging conditions

Guidelines For Fund Allocation:

To be included in the fund application: a *map* of the watershed at 1:50,000 scale

Proposals will be evaluated (weighted) as to:

- 50% Resource benefits
  20% Community Stability
  15% Employment generated
  15% Partnerships

The above evaluation criteria are subject to revision. In addition to completing an *Application for Funding*, an applicant must submit detailed information concerning the involved watershed. Such information includes (for example):

- # of existing landslides in the watersheds
- % of watershed logged; % of flood plain logged
- trends in abundance of fish populations over the past 20-50 years
- impacts on fisheries downstream and the values of those impacted fisheries
- types of uses in the watershed and degree of use
- current level of unemployment in the local communities, etc

regulations on the use of funds: refer to the 1995 application package

Program Contact:

Watershed Restoration Program, MELP
Suite 300-1005 Broad Street
Victoria V8W 2A1
Tel. 387-9351 Fax. 356-0985

WILDLIFE HABITAT CANADA (WHC) (1984)

in brief:

Created in 1984 by Environment Canada, provincial wildlife agencies and members of the Wildlife Habitat Coalition, the aim of WHC is to conserve, restore and enhance wildlife habitat across Canada, through more broadly-based partnerships to better manage wildlife habitats across Canada. WHC is a national, non-profit foundation headquartered in Ottawa. WHC is run by a Board of Directors whose members are drawn from government, non-profit organizations and private industry across Canada. The Board meets twice a year to approve funding for conservation project proposals and to discuss plans and goals for the future. WHC has had active partnerships with over 100 different partners since 1984 including Environment Canada, North American Waterfowl Management Plan (NAWMP), Department of Fisheries and Oceans, Department of Natural Resources, and many BC government agencies and government and non-government organizations (BC Ministry of Environment, Lands and Parks, etc.).

Objectives With Regard To Funding:

To provide a funding mechanism for the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.

To foster coordination and leadership in the conservation, restoration and enhancement of wildlife habitat in Canada.

Amount Per Grant:

- 1993/94: average grant awarded - $35,577
- 1993/94: 46 projects were funded; individual grants ranged from $2000 to $300,000

In over 10 years of operation, over 200 projects have been funded at over $21,000,000.

temporal period of grant: awarded on a fiscal year basis (1 April-31 March); multi-year projects may be approved in principle, however, renewal of grant applications is conditional on regular submission of progress reports and reapplication for grants in subsequent years (funding application form is applicable to submissions for both new and on-going projects)

Proponents are required to forward annual cash flow projections at the beginning of each fiscal year. A financial statement is required at each fiscal year-end within 60 days of project completion.

payment schedule: payments are made as a grant subsequent to the signing a legal agreement and receipt of invoices for work. All project and administration costs must be accounted for.

Submission Time-Frame:

- Habitat Conservation, Restoration and Enhancement Projects 15 March and 15 September
- Communication and Education Projects: 15 March and 15 September
- Research Projects: 1 March
- Graduate Scholarship Awards: 1 March

Submissions are reviewed by WHC staff and forwarded to external reviewers for comment; the Board of Directors of WHC approves all funding for projects at its biannual meetings.

Funding Criteria:

applicant eligibility:

- required to contact the WHC Project Manager prior to submitting an application
- submit a copy of the written submission on computer diskette (double- sided / double density, 3 1 / 2" or 5 1 / 4") in order to facilitate and expedite submission review

project eligibility:

Selected for their effectiveness in achieving WHC's wildlife habitat conservation objectives within WHC's approach of landscape ecology and management. WHC has organized its program delivery under five landscape themes: Agricultural, Coastal, Forested, Northern and Urban.

The landscape themes contain a set of objectives, which determine project funding priorities. WHC is also committed to wetland habitat conservation within each landscape theme.

WHC has four categories of funding under which projects can be submitted. The majority of WHC funding is allocated to Habitat Conservation, Restoration and Enhancement programs:

- Habitat Conservation, Restoration and Enhancement. Support is provided to cooperatively funded, innovative, and practical management approaches to habitat conservation within each landscape theme.
- Communications and Education. Support is provided for initiatives designed to promote and increase public awareness and understanding of wildlife habitat issues.
- Research. Support is provided for research on emerging habitat conservation issues if a study is designed to produce pro-active, creative solutions.
- Scholarship. Two scholarships are awarded each year: Master's and Doctoral Programs

Guidelines For Fund Allocation:

application form must include: 8 copies of detailed proposal not exceeding 10 pages (12 point type)

Projects will be selected as to:

- individual merits and level of support from other partners
- relevance to the landscape themes and priority programs of WHC (listed in application package)

regulations on the use of grant funds:

funds do not cover:

- habitat inventories
- tree planting programs (unless part of a broader habitat conservation project)
- fisheries management and / or rehabilitation projects
- wildlife population studies or behavioural and species habitat selection studies
- projects traditionally a provincial, territorial, or federal management responsibility
- capital costs associated with projects (e.g. buildings, engineering works, vehicle acquisition)

A final report which details the work completed on the project, project goals and a complete financial statement is required within 6 months of the end of WHC's funding involvement.

Program Contacts:

Project Manager, Wildlife Habitat Canada
Suite 200 - 7 Hinton Avenue North
Ottawa, Ontario K1Y 4P1
Tel. (613) 722-2090 Fax. (613) 722-3318

Appendix 2:
Responsibilities of Government - Who Does What?

Land and land-based resource use (e.g., mines, agriculture)

PROVINCIAL GOVERNMENT
Jurisdiction over all Crown lands (93% of provincial land base). Regulates all uses of Crown land (timber harvest, mining, grazing, exploration, road building, subdivision in unincorporated areas, etc.)

FEDERAL GOVERNMENT
Owns and manages federal lands (1% of provincial land base); consist of national parks, Dept. of National Defense lands, reserves, and properties held by other departments. Provides national policy coordinative role in land and resource use.

LOCAL GOVERNMENTS
Municipalities and regional districts control use of private and community-owned lands within their boundaries (6% of provincial land base) and regulate land development in these areas.

FIRST NATIONS
Land in reserves administered historically by the federal Dept. of Indian Affairs and Northern Development (INAC) but bands and tribal councils taking on more administrative responsibilities. First Nations are negotiating jurisdiction over traditional lands in treaty settlements.

Water

PROVINCIAL GOVERNMENT
Owns water within provincial boundaries; controls use, allocation (water licenses), protection of quality and quantity. With a few exceptions, owns the beds, banks and shorelines below high water mark.

FEDERAL GOVERNMENT
Deals with matters regarding waterways crossing inter-provincial and international boundaries. Sets national water quality standards for protecting human and environmental health. Regulates on navigable waters.

LOCAL GOVERNMENTS
Manage community water supplies; must obtain provincial water licenses for that purpose. Responsible for ensuring adequate water quality for community purposes.

FIRST NATIONS
Water supplies on reserves administered historically by INAC. Water rights being negotiated in treaty settlements.

Air

PROVINCIAL GOVERNMENT
Sets air quality standards and regulates air emissions.

FEDERAL GOVERNMENT
Sets national standards for air quality.

LOCAL GOVERNMENTS
Only Greater Vancouver Regional District is given authority by the Province to manage its airshed.

Environmental protection

PROVINCIAL GOVERNMENT
Regulates all emissions, sets environmental protection standards for the province in accordance with national standards. Provincial standards can be more, but not less, stringent than national standards.

FEDERAL GOVERNMENT
Sets national environmental protection standards. Administers the Canadian Environmental Assessment Act which can trigger an environmental review of any significant project.

LOCAL GOVERNMENTS
Administer community waste management facilities and services in accordance with provincial standards and conditions. Consistent with OCP and bylaws, can administer and manage land development in an environmentally sustainable manner.

FIRST NATIONS
Waste management on reserves administered historically by INAC. Environmental protection measures being negotiated in treaty settlements.

Fisheries

PROVINCIAL GOVERNMENT
Manage/administer freshwater fish and fisheries except anadromous salmon species.

FEDERAL GOVERNMENT
Responsible under the Constitution for managing all fish populations, fish habitat, and fisheries. In B.C., delegated authority to administer non-anadromous freshwater fish to the Province, except for transboundary waterways.

LOCAL GOVERNMENTS
Must comply with federal and provincial laws respecting protection of fish and fish habitat within their boundaries.

FIRST NATIONS
Historically fished for subsistence and traditional purposes without regulation; rights to sell aboriginal catch now being negotiated. Co-management arrangements for fisheries in traditional areas being developed. The Sparrow decision gave the right to fish after conservation goals are met.

Health And Social Services

PROVINCIAL GOVERNMENT
Administers medical and health services. Sets education policy and programs. Administers provincial highways, libraries. Provides support for housing, recreation, arts, culture, historical protection.

FEDERAL GOVERNMENT
Transfers payments to provinces to support medical and health services and education. Sets national health standards. Provides grants for housing, recreation, arts, culture.

LOCAL GOVERNMENTS
Some Lower Mainland municipalities administer public health services. School boards administer primary and secondary education programs. Municipalities and regional districts provide fire protection, recreational and cultural facilities, other social programs.

FIRST NATIONS
Medical and health services on reserves administered by federal Dept. of Health and Welfare. Social services historically administered by federal agencies; several Tribal Councils taking increasing control of social programs.

Justice, legal services

PROVINCIAL GOVERNMENT
Administer provincial courts, police and correctional services, legal aid.

FEDERAL GOVERNMENT
Administers federal courts; provide RCMP service on contract to Province or municipalities.

LOCAL GOVERNMENTS
Larger municipalities provide police service (or cost share with Province).

FIRST NATIONS
Increasing involvement in administering law on reserves; integrating traditional justice with conventional justice system.

Economic development

PROVINCIAL GOVERNMENT
Sets policy, promotes economic development policy at provincial and regional levels.

FEDERAL GOVERNMENT
Administers and regulates international and interprovincial trade and commerce. Sets policy and promotes economic development at national level; coordinates activities with Province and community groups at provincial and local levels.

LOCAL GOVERNMENTS
Seek opportunities, promote local economic development.

FIRST NATIONS
Seek economic development opportunities for First Nations communities.

Employment, income distribution

PROVINCIAL GOVERNMENT

Administers social welfare system.

FEDERAL GOVERNMENT

Administers income security program, unemployment insurance program, manpower training and placement programs.