



Stewardship Works!

*Supporting Community-based
Stewardship in British Columbia*

About This Document

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Cover photo: Children playing in the waters of a beautiful British Columbian lake. – Photo courtesy of BC Parks.

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**Beaujolaish Meadows in the Coast
Mountains of British Columbia**

– Terry John

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Ranchland in scenic BC
– Streamkeepers Federation



Executive Summary



Community-based stewardship groups operate at the local level to: “maintain natural capital and the integrity of natural ecological processes; manage natural capital in an integrated fashion with a long-term perspective; identify and prioritize opportunities to make environmental gains; and use information and knowledge to inform, guide and manage human behaviour to achieve environmental goals” (Broadhead et al 2004). Through volunteerism and in-kind contributions associated with the community-based approach, stewardship organizations enable the accomplishment of projects that would otherwise not be possible.

Extensive research has been carried out over the past five years examining the status of British Columbia’s stewardship community. A common theme in the research conducted indicates that the success of stewardship groups in BC is being limited by their lack of capacity in the following three areas: expansion of their volunteer base to match community support, coordination of their activities, and project planning. Stewardship groups in British Columbia have clearly articulated the barrier to increasing their capacity in these areas as being the lack of core funding. This barrier impedes their ability to meet their mandates and limits the impact of funding support they receive from funding organizations to meet their shared conservation goals.

Studies have shown investment in stewardship groups to be an “economic and effective way of delivering community-based activities that contribute [to the funders’] goals” (Gardner 2002). The Government of Ontario addressed this key issue by providing a \$10,000 annual grant for core funding for each of 42 community-based Stewardship Councils, as well as dedicating a government employee to support each council. Similarly, in Alberta, the provincial government has recently provided \$500,000 to the Alberta Stewardship Network to provide \$7,500 grants for core operating funds to watershed stewardship groups.

Fish release by a young steward

– Dianne Ramage

In order to address this core funding challenge the Stewardship Centre for BC and the Ministry of Environment are proposing the **Stewardship Works!** program. **Stewardship Works!** is envisioned as a multi-partnered challenge grant program that will help address the known core funding barrier that community-based stewardship groups currently experience, and would allow these groups to deliver their conservation projects in a more effective and efficient manner.

The **Stewardship Works!** program brings together funding partners and representatives of stewardship groups to design a “made for BC.” challenge grant program that would provide multi-year grants of up to \$15,000 per group per year. Funders have the opportunity to play a leadership role in the design and support of this new grant program to ensure that their long-term goals and mandates will be met. The first phase of the program will be a three year pilot project that will determine the most effective way to deliver a core funding program.

This program’s goal is to stabilize the operations of the stewardship community, address the conservation objectives and accountabilities of the various funding partners, and make a meaningful, enduring contribution to shared stewardship that will protect and enhance the biodiversity of the province’s ecosystems. As noted in the Ontario example, “today, and for the foreseeable future, the greatest progress will be made by organizations that can see common and compatible objectives and work together for their mutual benefit.”

Downtown Fernie

– Keya White www.photoscapes.ca



Supporting Stewardship

Stewardship is an ethic and practice to carefully and responsibly manage natural resources and ecosystems for the benefit of current and future generations.

Stewardship is an ethic and practice to carefully and responsibly manage natural resources and ecosystems for the benefit of current and future generations. Stewardship demonstrates a commitment by governments, communities, corporations, non-profits and individuals to voluntarily act in an environmentally, socially and economically sustainable manner. Governments promote the concept of “shared stewardship” – that caring for the environment is a responsibility shared among all sectors of society.

Stewardship groups serve important functions within their community. They work to raise environmental awareness and undertake ‘on-the-ground’ activities to protect and enhance local ecosystems. They undertake a wide variety of key planning, protection, restoration, enhancement and educational activities that are associated with the stewardship of ecosystems. Many of the projects they lead increase community capacity, empower local leaders to undertake local initiatives, and influence community involvement and interest in healthy ecosystems.

Partnering with stewardship groups is an important tool for government and funding organizations to meet their mandate. Through volunteerism and in-kind contributions associated with the community-based approach, stewardship organizations enable projects to be accomplished that would otherwise not be possible.

Further, funding agencies expect to work with community groups and have them take on many tasks in order to fulfill the agency’s mandate and obligations. In order to meet this expectation, groups need to be strong and have some minimal core funding support. Supporting stewardship groups with stable core funding will ensure that funding organizations mandate and goals are being effectively met. Studies have shown investment in stewardship groups to be an “economic and effective way of delivering community based activities that contribute (to the funders) goals” (Gardner 2002). For these groups to protect and restore BC’s ecosystems, long-term capacity is required.

Role of Community-Based Stewardship Groups

Community-based stewardship groups operate at the local level to: “maintain natural capital and the integrity of natural ecological processes; manage natural capital in an integrated fashion with a long-term perspective; identify and prioritize opportunities to make environmental gains; and use information and knowledge to inform, guide and manage human behaviour to achieve environmental goals” (Broadhead et al 2004).

Groups in British Columbia are mainly comprised of volunteers and use traditional funding sources to leverage other sources of funds to complete a wide range of stewardship activities. These activities include environmental monitoring (streams, fish stocks, etc), protection, restoration and enhancement of habitats, animal translocations, environmental cleanups, invasive alien plant and animal species control, species at risk recovery, fostering cooperation among watershed users, promotion of sustainable land management practices, and the provision of educational and public awareness materials for land owners and others.

Pre-development plant salvage

– Streamkeepers Federation





How Were These Activities Funded In The Past?

From 1992 to 2002, stewardship groups were able to gain access to a number of province-wide sources for project funding. Fisheries Renewal B.C., Fisheries and Oceans' Habitat Conservation and Stewardship Program, the Habitat Restoration and Salmon Enhancement Program, EcoAction, Wildlife Habitat Canada, the Watershed Restoration Program of Forest Renewal B.C., the B.C. Urban Salmon Habitat Program, the Environment Youth Team Program, the Habitat Conservation Trust Fund, Pacific Salmon Foundation, and the Public Conservation Assistance Fund all provided project funding. Often, a small administrative component was built into the project budget. This small administration component went towards the recruitment, retention and management of volunteers, as well as overseeing the project, report writing, and evaluation.

Since 2002, most of the major funding sources, mainly for fisheries and watershed work, have been terminated, including; Fisheries Renewal B.C., Fisheries and Oceans' Habitat Conservation and Stewardship Program, Habitat Restoration and Salmon Enhancement Program, B.C. Urban Salmon Habitat Program, and the Environmental Youth Team.

The Stewards of the Lower Fraser (2002) refer to this loss of funding as the "joint abandonment of support programs" and calculated the loss at over \$44 million per annum. Some funding sources have been reduced (Wildlife Habitat Canada and EcoAction); some sources remain at steady levels. While certain government program monies were cut, others changed their criteria and terms. New emerging funders, like the Environment Canada Habitat Stewardship Program, come with very specific objectives related to species at risk. The stewardship community would need to change their focus to gain access to this funding pocket. Other new potential funders like the Living Rivers Trust Fund are in the start up stages, and thus project criteria are under development.

Mighty Fraser

– Streamkeepers Federation

Research Indicates

Extensive research has been carried out over the past five years examining the status of British Columbia's stewardship community. A common theme in the research conducted indicates that the success of stewardship groups in British Columbia is being limited by their lack of capacity in the following three areas: expansion of their volunteer base to match community support, coordination of their activities, and project planning. Stewardship groups tend to be funded on a project-by-project basis, leaving them with little or no resources to properly recruit and manage volunteers and carry out other stewardship activities that raise public awareness and support for conservation work. This lack of capacity is greatly inhibiting the effective delivery of stewardship projects and programs.

Below is a compilation of studies conducted between 2002 and 2006 that articulate the core funding challenge faced by stewardship groups across British Columbia.

Facing the Future of Stewardship in the Lower Fraser Area

The 100 participants at the Stewards of the Lower Fraser Workshop (Dovetail, 2002) stressed that money for stewardship must be long term, and that it needs to be adaptable to the needs of different watersheds and communities.

A New Management and Funding Model for Fish and Wildlife and Park Recreation.

The B.C. Recreation Stewardship Panel (2002) recommended that the ministry make "greater use of volunteers to ensure more efficient or effective service delivery without compromising the public ownership of land or the conservation, protection and restoration standards."

Appreciating the Values, Needs and Potential of the Stewardship and Conservation Sector in Canada: Strategic Directions for Funding and Other Support.

Gardner et al (2003) surveyed 150 conservation and stewardship groups across Canada and found that designated funding for core expenses was obtained by less than a third of the groups. They recommended that "funding priorities should generally focus on capacity building-core funding", and that "matching dollar programs should be established by governments to provide groups with an ongoing ability to leverage private donations."

"Funding priorities should generally focus on capacity building-core funding" (Gardner et al 2003)

"Core funding to watershed stewardship organizations is a good long-term investment" (Langley Environmental Partners et al 2003)



James Leon provides a tour of a historical settlement on the Chehalis River.

– Naomi Tabata

National Watershed Stewardship Report: Policy recommendations and suggested actions to expand and strengthen watershed stewardship in Canada.

Langley Environmental Partners et al (2003) recommended the creation of “stability for watershed stewardship groups and programs by generating long term, stable funding through diverse sources”. They recommended providing “sufficient funding for non-government, community-based groups (especially small, volunteer groups) to support coordinators and to ensure ongoing support for on-the-ground projects”. They noted that “core funding to watershed stewardship organizations is a good long-term investment”, and “core funding could be achieved through a foundation/trust fund model”.

Funding Solutions, A Funding Survey of 100 Environmental Organizations in BC

Smailes (2004) noted that, due to the erosion of funders, the stewardship sector in the province was on the “brink of a crisis” that required immediate government action for core funding, utilizing coordinated funding arrangements with partners, longer-term funding programs and financing arrangements.

Volunteering for Outdoor Stewardship Activities - Survey of B.C. Stewardship Groups.

Smailes (2006) re-sampled the stewardship groups from her 2003 survey and found that the groups have survived by doing less. “What is a major barrier cited by many respondents, however, is a lack of funding for volunteer coordination and for programs that engage volunteers. Group representatives were eloquent and emphatic about the impossibility of running vibrant, ongoing programs with volunteer coordinators who are volunteers themselves. As a result, groups simply drop the programs that require significant numbers or long-term contributions of volunteers...With less funding coming in, groups have focused on fulfilling their core mandates that do not involve large numbers of volunteers, and doing as much as they can with their roster of dedicated and experienced volunteers.”

The Columbia-Kootenay Public Opinion Poll

The East Kootenay Conservation Program (2006) randomly surveyed 750 residents and found 80% strongly supported the restoration of fish and wildlife habitats and 89% supported the idea of creating a

Glacier lily

– Keya White www.photoscapes.ca

dedicated conservation fund to support environmental conservation initiatives.

Pacific Salmon Foundation Survey Compilation of Aquatic Stewardship Community Questionnaire

The Pacific Salmon Foundation (2006) surveyed the aquatic stewardship community. Their response showed that the lack of funding for coordination, administration and overhead was a major challenge.

Stewardship groups in British Columbia have been echoing the core funding challenges also experienced by groups in Alberta.

Maximizing Effectiveness: An Assessment of Environmental Priorities and Voluntary Sector Capacity Needs in Alberta

In 2004 Alberta Ecotrust conducted a comprehensive study to assess environmental priorities in Alberta and to identify the major gaps in capacity of the environmental sector. “Key factors limiting the effectiveness of environmental and community groups are lack of funding (especially for core activities, including staff), volunteer management and recruitment, and communications skills. Survey respondents and focus group participants said repeatedly that they couldn’t do much without funding to hire staff and keep the lights on.” The study concluded, “Grant makers should collaborate more among themselves to identify common priorities and to adjust their funding applications and granting processes to:

- Support for capacity building activities
- Fund overall programs, not just new projects
- Do a preliminary screening to ensure the project is compatible with the funder’s mandate
- Put more emphasis on funding priority issues
- Reduce restrictions on how funds can be used
- Simplify and standardize the application process, particularly to ensure the amount of work required is appropriate for the size of the grant
- Allow multi-year, long-term funding, especially for work on priority issues
- Minimize administration responsibilities and make reporting requirements more flexible (especially financial reporting)
- Minimize or eliminate matching fund requirements.”



Case Studies

The lack of core funding has become a significant barrier to non-profit, community-based groups in British Columbia. These groups strive to protect, conserve and enhance BC's environment.

There are excellent British Columbian and Canadian examples of core funding or long term funding support for organizations resulting in valuable conservation goals achieved. This partnership between funders and the local stewardship groups has been demonstrated to be cost-effective and successful.

Landowner contact programs in the Cowichan area

Landowner contact programs have been favoured by many organizations as a tool for encouraging land stewardship. The Cowichan Community Land Trust (CCLT) (Archibald et al 2005) surveyed 89 participants from previous landowner contact programs. Land stewards from 11 years of landowner contact programs were surveyed to assess the effectiveness of stewardship education. Land stewards were interviewed to determine what changes in land use practices and other environmentally relevant behaviours occurred and/or resulted from the landholder's experience with these stewardship initiatives.

Over the 11 years from 1993 to 2004 there were 7 different landowner contact programs funded by 14 project funders. An impressive 1477 landowners were contacted. The analysis shows that 20% to 36% of landowners who were contacted agreed to host a site visit. Following site visits, between 22% and 98% of landowners agreed to sign a stewardship pledge, a personal pledge to stewardship ethics.

The survey indicated extremely positive results with respect to changing attitudes, knowledge, and activities of landowners. Landowners were motivated to care for their natural environment and eager for information about how to do it. They responded with a wide range of changes in land use practices, specifically:

- A wide range of changes in environmental management practices, especially those related to wildlife habitat
- Change in a number of different areas of environmental stewardship, with the average landowner reporting 8 different changes

- Changes in attitudes about land stewardship, including a great understanding of the importance of passive conservation (leaving things alone)
- Increased knowledge and understanding of land stewardship issues

However, the major weakness identified for all the programs was consistency, a result of the short-term nature of project funding from grants. Staff changes and a lack of consistent follow-up were seen as major weaknesses in these landowner contact projects. Both of these are inherent challenges of projects that receive short-term funding support. A more consistent relationship between the sponsoring organizations (funder and stewardship organization working together) and land stewards was suggested to enhance the effectiveness.

Core funding is provided for stewardship groups in other jurisdictions and has resulted in substantial return on investment for the funders. These programs have proven to be an economic and effective way to meet the goals of the funding organizations through community-based stewardship organizations.

Ontario

Ontario is a leader in recognizing the importance of providing long-term core funding and dedicated government staff to support volunteer stewardship work. Ontario Stewardship is a model developed by the Ontario Ministry of Natural Resources to improve stewardship of our natural resources. The program has created a new relationship with communities, found better efficiencies, unexpected alliances, and most importantly illustrated the tremendous value of true partnerships.

Now in its 11th year Ontario Stewardship has an annual budget of over \$4 million. It provides an annual core funding grant of about \$10,000 to each of 42 regional stewardship councils that annually levers about \$21 million for stewardship work. Councils provide a forum to foster stewardship, influence responsible land care by landowners and land interests, and seek funding opportunities to support their initiatives.

Mapping to ensure fish passage

– Streamkeepers Federation





Annually Ontario Stewardship engages over 11,000 volunteers who contribute over 170,000 volunteer hours working with over 2000 registered partner organizations and individuals. Monetary in-kind effort from these partners reaches over \$6.5 million with total levered dollars at a staggering \$14.5 million. This adds up to a total contribution and effort for natural resources at \$21 million. The Ministry of Natural Resource's investment in staff and support to the community brings this to over \$24 million. (Ontario Stewardship Program, Ontario Ministry of Natural Resources)

Alberta

Similarly, in Alberta, the provincial government has recently provided funding to the Alberta Stewardship Network to provide grants for core operating funds to watershed stewardship groups.

Under Water for Life: Alberta's Strategy for Sustainability, the Government of Alberta (GOA) and its partners recognize the tremendous grassroots effort found in communities across the province to care for our watersheds and water resources. To support this effort, the GOA has provided further funds to the Alberta Stewardship Network (ASN) to, in turn, provide support for Watershed Stewardship Groups.

"Watershed Stewardship Group" is a broad term used in the Water for Life strategy to encompass diverse types of community partnerships that are volunteer-based and actively engaged in environmental stewardship of their local watershed.

Funding is provided to groups that are doing projects or initiatives that contributes on a local scale to the goals of the Water for Life Strategy. The grants provided in the first 2 funding rounds in spring of 2006 and Fall of 2006 were to a maximum of \$5,000 per project. That was increased in the spring of 2007 as a result of the need indicated by the groups and the funding available from the GOA. The grant is attached to project specific deliverables, however the money is very flexible. The grant does not have to be leveraged to bring in other cash and does not have to be spent on specific expenses.

Mt. Macfarlane on the trail between Upper and Lower Pierce Lake

– Dru!

An analysis of the first granting round in Spring 2006 indicate that for every dollar of support from the GOA the group leveraged an additional three dollars. In the first round \$90,000 was awarded to 19 groups with an additional \$253,850 leveraged for a total of \$343,850. In the next two granting rounds of this fund another 69 projects have been supported. (Alberta Stewardship Network, Funding Resources)

Atlantic Canada

In 1991, faced with an urgent need to restore coastal environments so that they would sustain coastal communities, Environment Canada initiated the Atlantic Coastal Action Program (ACAP), as a means of empowering local communities to take the lead in identifying and addressing their environmental and development challenges. Through ACAP, Environment Canada partners directly with, and in support of, fourteen ecosystem-based organizations at the individual watershed-estuary level. In the first phase (1991-1997) these 14 organizations developed a vision of their future, set objectives to reach their visions, established Comprehensive Environmental Management Plans to achieve their objectives, and completed hundreds of individual projects. All the organizations were provided with annual core funding from Environment Canada to help carry out this work (Gardner et al, 2002).

In the second phase Environment Canada continues to provide funding and human resources to the individual ACAP organizations for results-based projects. Other resources come from many additional and diverse sources.

Results from an Environment Canada (Gardner et al, 2002) quantitative and qualitative analysis of the Atlantic Coastal Action Program's (ACAP) indicated that it "would cost Environment Canada 12 times their current ACAP program expenditures if the department had used direct delivery to accomplish what the 14 ACAP organizations accomplished during 1997-2002". Further, "evidence from qualitative analysis suggests that the above estimate is conservative and that the community-based nature of program delivery is an important factor contributing to ACAP's success".

A volunteer measuring bankfull depth

– Dianne Ramage



Addressing Core Funding

Stewardship Works! is envisioned to provide a clear and transparent mechanism to allow groups to create a more coordinated, consistent and business-like approach to stewardship.

To stabilize the operations and increase the effectiveness of community-based stewardship groups in British Columbia, core funding is a barrier that must be addressed.

After examining the available research, and surveying 80 stewardship groups across the province, the Stewardship Centre for BC in partnership with the Ministry of Environment determined that providing stable core funding to groups was an action that could be delivered that would have tangible results. With stable core funding, groups would be better able to effectively and efficiently deliver their projects and programs, with the measurable results of more sustainable ecosystems.

In order to meet this clearly articulated core funding challenge, and to satisfy the mandates of funding organizations, a multi-partnered **Stewardship Works!** program is being proposed.

Stewardship Works! will build and support the capacity of already established and productive stewardship groups to better meet the goals of participating funding organizations. It will expand funding organizations conservation impact through effective partnerships. It is envisioned to provide a clear and transparent mechanism to allow groups to create a more coordinated, consistent and business-like approach to stewardship.

Stewardship Works! will help funding organizations achieve their mandate in a more effective, efficient and consistent manner in communities across British Columbia. The right funds, to the right groups, at the right time. Leaders within the funding organizations and the stewardship community have committed to working together to develop the program.

Stewardship Works!

Benefits of Stewardship Works!

1. Assists stewardship groups to more effectively and efficiently meet the mandate of funding organizations;
2. Addresses the stewardship organizations' well-documented core funding barrier and will help revitalize interest in stewardship activities;
3. Provides a more focused, coordinated, and consistent approach to stewardship;
4. Provides the capability to lever other monies to support the conservation work of stewards;
5. Strives to increase the health of British Columbians by providing meaningful volunteer opportunities;
6. Strives to increase the number of volunteers working across BC to protect, enhance and conserve fish, wildlife and their habitats and biodiversity values;
7. Quantifies, where possible, the benefits of stewardship to fish, wildlife and ecosystems; and
8. Builds on past conservation investments by other public private partnerships.

A young steward prepares to release salmon fry at the Port Moody Fingerling Festival

– Naomi Tabata



Role of The Stewardship Centre for British Columbia

The SCBC, the lead organization on this initiative, is a non-profit society comprised of non-government and government interests whose mission supports and advances stewardship activities in British Columbia by providing a centre for information exchange, communications and outreach, and by fostering partnerships and collaboration among those participating in stewardship.

The SCBC is capable of any number of roles in the delivery of this new partnership funding. It could manage all or part of the program on behalf of the funding partners. Or alternatively, the funding partners could administer the partnership funding.

Volunteer recognition day

– Streamkeepers Federation



Role of the Ministry of Environment

The Ministry of Environment (MoE), in its 2007/08–2009/10 Service Plan has an objective of “shared stewardship”. A key strategy of this objective is “recognizing, promoting, and enhancing shared stewardship through consultative processes and volunteer initiatives that engage stakeholders, clients and partners.” This is important because a key principle of stewardship is that activities undertaken by stewardship groups are science-based and are consistent with provincial, federal and local government land and resource management plans, policy and legislation.

Consistent with this new philosophy, MoE has received partnership funding for an ActNow BC project called the Healthy Ecosystems Healthy People Project (HEHP), with a goal of increasing the number of volunteers who work outdoors on stewardship and conservation projects. In the research phase (Smailes, 2006), the barriers to retaining and increasing the number of volunteers were quantified. The results were a catalyst for the partnership with the SCBC to develop this **Stewardship Works!** program, and to invite additional partners to join in this stewardship funding solution.

The HEHP ActNow BC Project will support monitoring and evaluating the effectiveness of **Stewardship Works!**. This would partly be done by exploring the link between the increase in stewardship group outputs to the increase in environmental and social outcomes of conserving and enhancing fish and wildlife populations and their habitats.

Tom Cadieux outlines the latest activities of the Fraser Valley Regional Watersheds Coalition

– Naomi Tabata



Role of the Fraser Salmon and Watersheds Program

The Fraser Salmon and Watersheds Program (FSWP), a partnership program of the Pacific Salmon Foundation and the Fraser Basin Council, has funded this document. FSWP is a multi-year initiative that aims to conserve and restore the diversity and abundance of salmonids within the Fraser Basin and the watersheds they depend on. The FSWP was initiated in 2006, with a contribution of \$10 million from the provincial Living Rivers Trust Fund and \$10 million (\$5M cash and \$5M in-kind) from Fisheries and Oceans Canada. The Pacific Salmon Foundation and Fraser Basin Council are actively seeking additional partnerships and funding commitments with the private sector to support the FSWP.

The vision of the Fraser Salmon and Watersheds Program is “To inspire changes in human behaviour to the benefit of salmonids and the watersheds they depend upon”.

Program Design

Stewardship Works! is certainly not the only solution, but one solution proposed by the stewardship community. The program concept is in the infancy stage and it is important that all partners, funding organizations and stewardship groups, come together to design the program to ensure its success. To facilitate the continued dialogue between funders and stewardship groups to move from talking about the core funding challenge to resolving it, some initial thinking has gone into guiding principles for a **Stewardship Works!** program.

Guiding Principles

The **Stewardship Works!** program will be a multi-partnered effort where costs and benefits would be shared among the many organizations that provide funding to stewardship groups. We are also seeking input into the design of this program from potential partners to benefit from the wealth of experience these organizations have in delivering such programs.

The following guiding principles have been suggested as a starting point:

- Multi-partner funding mechanism that will incorporate funder oversight.
- Challenge grant format.
- Funding partners and representatives of the stewardship community will design an open and transparent granting and evaluation process.
- Evaluation process that will ensure value for investment and address the accountabilities of the various funding partners, however not become a burden for stewardship groups.
- Ensure core funding support attracts funding for projects that protect and enhance the biodiversity of ecosystems in the province.
- The funding partners will develop and implement a communications plan that will include media events, news releases, media interviews, web-based information, videos and other tools.
- Managing expectations will be a major consideration. The plan will ensure that partners receive credit in communication tools developed.

Upper Pierce Lake

– www.trailpeak.com





Risks Associated With Stewardship Works!

1. Design of the granting, reporting and evaluation components may be challenging due to the great diversity of organizations and their conservation work. Flexibility and compromise will be required.
2. Identifying the outcomes of stewardship groups is often difficult due to the nature of the work, and some of the results of the grants will only be measurable qualitatively and/or in the long-term.

Budget

The funding partners will determine the detailed budget, but most of the funds contributed will be directed to community-based stewardship groups in the form of small challenge grants. Other expenses will include administration, database needs and communications.

Funders Feedback

Interviews were conducted with fifteen representatives from funding organizations (Stewardship Centre for British Columbia 2007) to learn more about the perceptions, partnership opportunities, perceived barriers to involvement, and potential ways around these barriers. Funders were interested in three key aspects of **Stewardship Works!**:

1. The program specifications such as eligibility, application process, reporting and accountability, funder recognition and evaluation process,
2. The governance structure, and
3. Sustainability of the program to ensure its long-term viability.

Osoyoos desert

– Magalie L'Abbé

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Volunteers at the Fernie Trash Bash
– Elk Valley Stewardship Centre



Ministry of
Environment



Fraser Basin Council

