

**STEWARDSHIP CENTRE FOR BRITISH COLUMBIA
THREE-YEAR STRATEGIC PLAN (2008-2011)**

Message from the Chair

As the Chair of the Stewardship Centre for BC Society (SCBC), I am proud to present our inaugural strategic plan. This important document builds on a reputation for stewardship excellence that evolved from a federal-provincial government-based Stewardship Technical Committee. It describes our new strategic direction; identifies critical relationships with partners, governments, and community-based groups; and identifies financial requirements that are essential for survival and growth.

We are most fortunate to have an impressive and committed volunteer Board of Directors, who together represent a wide range of stewardship interests from the community level to senior levels of government and business across the province, who have an equally wide range of skills and experience, and who are passionate about sharing their vision for this young organization.

As we move forward, I would like to thank the supporters and partners who have contributed to the impressive endowment of stewardship information that sustains our virtual stewardship centre.

Finally, I would like to encourage you to consider investing in our exciting venture. Growing the stewardship ethic is now more important than ever!

Annemarie Koch, Chair

STEWARDSHIP CENTRE FOR BRITISH COLUMBIA THREE-YEAR STRATEGIC PLAN (2008-2011)

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STEWARDSHIP CENTRE FOR BRITISH COLUMBIA THREE-YEAR STRATEGIC PLAN (2008-2011)

1.0 INTRODUCTION

1.1 Stewardship—What Is It? Who Is Responsible For It?

Stewardship is an ancient concept that is based in the belief that people can and should practise careful and responsible management of the environment and all that lives within it, including ourselves. It is an ethic that promotes living on the earth in a way that recognises the need to enable all living things to flourish—today and into the future.

Stewardship is a responsibility that is shared among all sectors of society. It demonstrates a long term shared commitment by governments, communities, businesses, organisations, and individuals to voluntarily act in an environmentally, socially, and economically sustainable manner.

Appendix 1 discusses the stewardship sector in detail, including the primary roles and responsibilities of the various levels of government, community-based stewardship groups, and businesses.

1.2 About the Stewardship Centre for British Columbia

The Stewardship Centre for BC was created to assist governments, businesses, organisations, and citizens to carry out stewardship activities in the most efficient, effective, and rewarding ways.

Beginning in 1992, personnel from a number of provincial and federal government agencies, known collectively as the Stewardship Technical Committee (STC), cooperated on an ad hoc basis to develop best practices guidelines for stewardship activities and to promote stewardship among British Columbians. One of its most important, and useful, products was the *Stewardship Series* of publications.

After a time, the STC recognised that the inclusion of a wider membership would be beneficial, and adopted the goal of changing its governance model so that non-government interests could be better served. The STC consulted with stakeholders in a series of meetings and workshops that culminated in a conference in January 2004 that was attended by 46 stewards from around British Columbia and resulted in the formation of an Interim Steering Committee comprised of non-government and government members. The committee oversaw the continuation of existing projects, approved new projects, and examined the possibilities of various permanent governance options. Their work led to the creation of the Stewardship Centre for British Columbia Society, which was registered under the *BC Society Act* in 2006.

The governance of the new society was modelled after the Fraser Basin Council, with five members responsible for preserving the integrity of the society and a board of directors responsible for day-to-day operations. The inaugural appointments were made in February 2007. The history of the SCBC, along with how the society is organised, are described in Appendix 2. The governance summary is found in Appendix 3.

The Stewardship Centre for British Columbia (SCBC) is a leader in promoting stewardship of natural values as the foundation for sustainability. SCBC wants to help make “shared stewardship”—the voluntary adoption of environmentally sustainable practices by all sectors of society—a reality in British Columbia.

SCBC is a “virtual centre” that is located on the internet at www.stewardshipcentre.bc.ca.

SCBC 3-Year Strategic Plan

1.3 Strategic Plan

This first strategic plan for the SCBC has three purposes:

1. to provide a foundation to help understand how a government-based committee (the Stewardship Technical Committee) evolved to become a new non-profit society that has an impressive endowment of capabilities, information, services, and tools;
2. to provide information and direction to future annual operational and action plans that will define the roles and focus of the new society;
3. to serve as institutional memory—provide continuity—for the society.

2.0 VISION STATEMENT

British Columbians understand, enjoy, and sustain healthy ecosystems through stewardship.

3.0 MISSION STATEMENT

The SCBC mission is to promote ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.

4.0 BUSINESS

The SCBC is dedicated to promoting stewardship activities by providing information, tools, and services for use by a wide spectrum of stewardship interests, and for fostering collaboration, networking, partnerships, and understanding.

We have an impressive library of information and maintain a secure website that houses resources and tools to assist the important work of a wide variety of stewardship interests.

Our signature product, the *Stewardship Series*, is a well-respected collection of agreed-upon, technically accurate, science-based, peer-reviewed, and field-tested instructional information about best management practices. The *Series* is universally available on the internet. In the development of new content and website features, we consider the needs of volunteer stewards, communities, businesses, and governments. As well, we engage partners to fund, design, and test potential new products, tools, and services.

We encourage and support partnerships to strengthen the capacity of community-based stewardship groups.

We encourage and support innovation and stewardship partnerships between community-based groups, governments, businesses, and individuals.

5.0 OPERATING PRINCIPLES

The activities of the Stewardship Centre will reflect the following responsibilities and accountabilities:

1. We will act with truthfulness and accountability, and in consideration of our ecological footprint.
2. We will adhere to the laws and policies governing operational practices, and conduct ourselves ethically and with integrity at all times.
3. We will ensure that information presented by the Stewardship Centre is credible, knowledge-based, accessible, and responsive to the needs of stewardship practitioners.
4. We will ensure that the design of our programs and projects reflect the spirit of community and be partner-based, inclusive, and non-partisan.
5. We will respect the views, interests, and rights of others, and be open and receptive to new ideas and innovative solutions.
6. We will ensure that contributions by partners and stakeholders are acknowledged.
7. We will communicate honestly and openly, and build respectful working relationships with stewardship practitioners, our partners, and clients.

6.0 HIGH-LEVEL GOALS

The tables below describe the four primary strategic goals of the SCBC, links each to our mission, and sets out the operating goals that will help us to achieve our mission.

6.1 Goal One

Goal #1: Increase knowledge and understanding of healthy ecosystems	
Linkage to Mission: <i>The SCBC mission is to promote ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.</i>	
Framework	
Description	Behavioural change requires understanding. Understanding requires knowledge. The SCBC is dedicated to sustaining activities that support understanding and knowledge about ecosystems and mitigating the impacts of humans on them.
Priorities	To maintain existing information, tools, and services; add new information, tools, and services; and make all products readily available to support the work of stewardship interests.
Operating Goals	<ol style="list-style-type: none"> 1. Promote the Stewardship Series publications, other information, tools, and services 2. Provide stewardship information online 3. Promote application of existing and emerging knowledge to create new educational tools and resources
Operating Goals	Strategies and Tactics
1. Promote the Stewardship Series publications and other information, tools, and services	<ol style="list-style-type: none"> a. Provide complementary copies of existing inventories of printed versions of publications. b. Design promotional methods to remind the various stewardship audiences of the existence and value of products
2. Provide stewardship information online	<ol style="list-style-type: none"> a. Manage an easily accessed and navigated website. b. Ensure that operational aspects of the site are maintained to the highest standards.
3. Promote application of existing and emerging knowledge to create new educational tools and resources	<ol style="list-style-type: none"> a. Encourage applied and integrated research. b. Encourage stewardship interests to identify needs and suggest new tools and resources. c. Create partnerships to complete new tools and resources.

6.2 Goal Two

Goal #2: Engage British Columbians	
Linkage to Mission: <i>The SCBC mission is to promote ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.</i>	
Framework	
Description	Networking and communications are required to engage citizens.
Priorities	To increase participation in stewardship activities and communication among stewardship interests.
Operating Goals	<ol style="list-style-type: none"> 1. Encourage participation in stewardship at all levels through outreach. 2. Strengthen communications among stewardship practitioners. 3. Optimise the potential of online communications.
Operating Goals	Strategies and Tactics
1. Encourage participation in stewardship at all levels through outreach.	<ol style="list-style-type: none"> a. Promote an events calendar, pilot projects, case studies, training, and demonstration projects. b. Promote stewardship activities through newsletters, conferences, seminars, presentations and personal contact.
2. Strengthen communications among stewardship practitioners.	<ol style="list-style-type: none"> a. Produce and implement a communications plan to inform stewardship audiences. b. Encourage information exchange, networking opportunities, public events, and news distribution. c. Support the development of local, regional and national networks of stewardship organizations.
3. Optimise the potential of online communications.	<ol style="list-style-type: none"> a. Promote awareness of the website. b. Increase website accessibility. c. Promote mechanisms to gather ideas, share opportunities, exchange information, and encourage feedback. d. Seek and promote web partnerships. e. Increase involvement in developing pilot projects, case studies, training, and demonstration projects to provide content for the website and for existing "Communities of Interest."

6.3 Goal Three

Goal #3: Build the Capacity of Stewardship Organizations	
Linkage to Mission: <i>The SCBC mission is to promote ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.</i>	
Framework	
Description	The SCBC will focus on strengthening non-government organizations to complete ecological stewardship activities.
Priorities	Explore and encourage ways to build volunteer capacity in stewardship groups.
Operating Goals	Take a leadership role in addressing organizational needs of the stewardship community
Operating Goal	Strategies and Tactics
Take a leadership role in addressing organizational needs of the stewardship community.	<ul style="list-style-type: none"> a. Create and test simple models designed to improve the health of groups. (Compile surveys, conduct needs assessments). b. Promote partnership investments in the testing and implementation of core operational funding models.

6.4 Goal Four

Goal Four is supported through four main activities:

Goal #4 Strengthen the Stewardship Centre for British Columbia	
Linkage to Mission: <i>The SCBC mission is to promote ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.</i>	
Framework	
1. Financial Management	
Description	The SCBC has an obligation to ensure that its financial assets are managed with integrity and trust.
Priorities	The SCBC must be financially sound in order to meet its mandate, establish its reputation, and garner partner confidence and support.
Operating Goal	Meet financial management responsibilities.
Financial Management Operating Goal	Strategies and Tactics
Meet financial management responsibilities.	<ul style="list-style-type: none"> a. Use accepted procedures to demonstrate financial accountability. b. Produce clear expenditure plans and financial reports. c. Produce clear annual reports.
2. Fundraising	
Description	The SCBC is a non profit organization. Operational funds are raised from governments, other conservation organizations, corporations, and private donors.
Priorities	Sufficient funds must be available to meet annual operating costs.
Operating Goals	<ul style="list-style-type: none"> 1. Develop clear and measurable fundraising direction. 2. Maintain or increase funding for priority activities. 3. Seek alternative and/or sustainable revenue sources. 4. Implement an evaluation framework to demonstrate accountability to funding partners.

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[Goal #4 continued]

Fundraising Operating Goals		Strategies and Tactics
1. Develop clear and measurable fundraising direction.		a. Write and implement a clear plan to identify revenue sources. b. Monitor financial results and adjust the plan as needed.
2. Maintain or increase funding for priority activities.		Develop partnerships to sustain operations.
3. Seek alternative and/or sustainable revenue sources.		a. Explore non-traditional sources of partnership monies. b. Seek an endowment from governments.
4. Implement an evaluation framework to demonstrate accountability to funding partners.		a. Quantify the direct results of activities b. Quantify the indirect results of activities. c. Use results to inform plans, strategies, and tactics.
3. Marketing and Communications		
Description	The SCBC is a unique stewardship networking organization that is in its initial years. Our products are generally better known than our society. We operate in the province of British Columbia.	
Priorities	The SCBC must continue to develop and enhance our brand awareness in order to support stewardship activities. We must effectively communicate our information, tools and services to our stakeholders and be responsive to the needs of stewardship practitioners.	
Operating Goals	1. Confirm a branding position. 2. Ensure that governments, corporations, foundations, conservation organizations, and the public are more aware of the SCBC's activities, goals, and achievements to promote ecological stewardship.	
Marketing and Communications Operating Goals		Strategies and Tactics
1. Confirm a branding position.		a. Discuss marketing options and review current branding activities. b. Consider a logo and tag line.
2. Ensure that governments, corporations, foundations, conservation organizations, and the public are more aware of the SCBC's activities, goals, and achievements to promote ecological stewardship.		a. Develop an annual general communications plan. b. Produce quarterly updates or newsletters. c. Collect and utilize testimonials. d. Issue news releases and arrange public service announcements on community television (and other media).
4. Data Management		
Description	The SCBC recognises the value of its data as a critical component of our business.	
Priorities	We will ensure that our information is protected and accessible.	
Operating Goal	Protect and make accessible corporate and product knowledge.	
Data Management Operating Goal		Strategies and Tactics
Protect and make accessible corporate and product knowledge.		Ensure records, agreements, and data are properly managed

7.0 PERFORMANCE MEASURES

Table 5: Performance Measures for Strategies and Tactics Associated with the Operating Goals of the Stewardship Centre for BC, 2008-211

Operating Goals	Strategies and Tactics	Performance Measures [Comment from Liz: I think we need to be more specific in this column – actual performance measures not just general statements. How would these statements be measured? And it shouldn't just be, e.g., # of books produced. Topic for discussion April 28]
Goal 1: Build knowledge and understanding of healthy ecosystems		
1.Promote the <i>Stewardship Series</i> publications, other information, tools and services	a. Provide complementary copies of existing inventories of printed versions of publications. b. Design promotional methods to remind the various stewardship audiences of the existence and value of products.	The information value of SCBC materials is well-known and used by stewardship interests.
2.Provide stewardship information online	a. Manage an easily accessed and navigated website. b. Ensure that operational aspects of the site are maintained to the highest standards.	Quality information about stewardship is consistently available on line.
3.Promote application of existing and emerging knowledge to create new educational tools and resources	a. Encourage applied and integrated research b. Encourage stewardship interests to identify needs and suggest new tools and resources c. Create partnerships to complete new tools and resources	User feedback is incorporated into the action plans for the SCBC. Directors determine new priority information projects
Goal 2: Engage British Columbians		
4.Encourage participation in stewardship at all levels through outreach	a. Promote an events calendar, pilot projects, case studies, training, and demonstration projects. b. Promote stewardship activities through newsletters, conferences, seminars, presentations and personal contact.	Tools are provided to enable stewards to network and learn from each other.
5.Strengthen communications among stewardship practitioners	a. Produce and implement a communications plan to inform stewardship audiences. b. Encourage information exchange, networking opportunities, public events, and news distribution. c. Support the development of local, regional and national networks of stewardship organizations.	Stewardship is promoted and the SCBC is promoted as the place to do stewardship networking business.

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6. Optimize the potential of online communications	<ul style="list-style-type: none"> a. Promote awareness of the website. b. Increase website accessibility c. Promote mechanisms to gather ideas, share opportunities, exchange information, and encourage feedback d. Seek and promote web partnerships e. Increase involvement in developing pilot projects, case studies, training, and demonstration projects to provide content for the website and for existing “Communities of Interest.” 	SCBC has a visible networking presence in BC; online tools are provided to enable stewards to network and learn from each other; partnerships are promoted; various networks are supported.
Goal 3: Build the Capacity of Stewardship Organizations		
7. Take a leadership role in addressing organizational needs of the stewardship community	<ul style="list-style-type: none"> a. Create and test simple models designed to improve the health of groups. (Compile surveys, conduct needs assessments) b. Promote partnership investments in the testing and implementation of core operational funding models 	Number of models tested and number of groups in test
Goal 4: Strengthen the Capacity of the SCBC		
8. Meet financial management responsibilities	<ul style="list-style-type: none"> a. Use accepted procedures to demonstrate financial accountability. b. Produce clear expenditure plans and financial reports. c. Produce clear annual reports 	Procedures documented and in place; plans and reports are produced; ,annual reports are produced
9. Develop clear and measurable fund raising direction.	<ul style="list-style-type: none"> a. Write and implement a clear plan to identify revenue sources. b. Monitor financial results and adjust the plan as needed 	Fund raising plan written, implemented and evaluated. [Comment from Liz: by whom and for what?]
10. Maintain or increase funding for core priority activities.	a. Develop partnerships to sustain operations.	Partnerships developed.
11. Seek alternative and /or sustainable revenue sources.	<ul style="list-style-type: none"> a. Explore non traditional sources of partnership monies b. Seek an endowment 	
12. Implement an evaluation framework to demonstrate accountability to funding partners.	<ul style="list-style-type: none"> a. Quantify the direct results of activities b. Quantify the indirect results of activities c. Use results to inform plans, strategies, and tactics 	Produce evaluation reports and incorporate findings into annual plans.
13. Confirm a branding position	<ul style="list-style-type: none"> a. Discuss marketing options and review current activities. b. Consider a logo and tag line 	Create a marketing strategy

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<p>14. Ensure that governments, corporations, foundations, conservation organizations and the public are more aware of the SCBC's activities, goals and achievements to promote ecological stewardship.</p>	<p>a. Develop an annual general communications plan. b. Produce quarterly updates or newsletters. c. Collect and utilize testimonials. d. Issue news releases and arrange public service announcements on community television</p>	<p>Report on activities to keep partners aware of the work of the SCBC.</p>
<p>15. Protect and make accessible corporate and product knowledge</p>	<p>a. Ensure records, agreements and data are properly managed</p>	<p>Implement administration procedures</p>

8.0 INVESTMENTS TO SUPPORT STEWARDSHIP

8.1 Annual Investments (Table 6)

Annual Investments in Strategies and Tactics Associated with the Operating Goals of the Stewardship Centre for BC, 2008-211

Operating Goals	Strategies and Tactics	Annual Investment (\$K/Yr)
Goal 1: Build knowledge and understanding of healthy ecosystems		
1.Promote the Stewardship Series publications, other information, tools, and services	a. Provide complimentary copies of existing inventories of printed versions of publications. b. Design promotional methods to remind the various stewardship audiences of the existence and value of products.	10
2.Provide stewardship information online	a. Manage an easily accessed and navigated website. b. Ensure that operational aspects of the site are maintained to the highest standards.	5
3.Promote application of existing and emerging knowledge to create new educational tools and resources	a. Encourage applied and integrated research b. Encourage stewardship interests to identify needs and suggest new tools and resources c. Create partnerships to complete new tools and resources	2.5 and project budgets
Goal 2: Engage British Columbians		
4.Encourage participation in stewardship at all levels through outreach	a. Promote an events calendar, pilot projects, case studies, training, and demonstration projects. b. Promote stewardship activities through newsletters, conferences, seminars, presentations and personal contact.	5
5.Strengthen communications among stewardship practitioners	a. Produce and implement a communications plan to inform stewardship audiences. b. Encourage information exchange, networking opportunities, public events, and news distribution. c. Support the development of local, regional and national networks of stewardship organizations.	5
6.Optimize the potential of online communications	a. Promote awareness of the website. b. Increase website accessibility c.Promote mechanisms to gather ideas, share opportunities, exchange information, and encourage feedback d. Seek and promote web partnerships e. Increase involvement in developing pilot projects, case studies, training, and demonstration projects to provide content for the website and for existing "Communities of Interest."	5

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Goal 3 : Build the Capacity of Stewardship Organizations		
7. Take a leadership role in addressing organizational needs of the stewardship community	<ul style="list-style-type: none"> a. Create and test simple models designed to improve the health of groups. (Compile surveys, conduct needs assessments) b. Promote partnership investments in the testing and implementation of core operational funding models 	65
Goal 4: Strengthen the Capacity of the SCBC		
8. Meet financial management responsibilities	<ul style="list-style-type: none"> a. Use accepted procedures to demonstrate financial accountability. b. Produce clear expenditure plans and financial reports. c. Produce clear annual reports 	5
9. Develop clear and measurable fund raising direction.	<ul style="list-style-type: none"> a. Write and implement a clear plan to identify revenue sources. b. Monitor financial results and adjust the plan as needed 	1
10. Maintain or increase funding for core priority activities.	<ul style="list-style-type: none"> a. Develop partnerships to sustain operations. 	12.5
11. Seek alternative and /or sustainable revenue sources.	<ul style="list-style-type: none"> a. Explore non traditional sources of partnership monies b. Seek an endowment 	2.5
12. Implement an evaluation framework to demonstrate accountability to funding partners.	<ul style="list-style-type: none"> a. Quantify the direct results of activities b. Quantify the indirect results of activities c. Use results to inform plans, strategies, and tactics 	3
13. Confirm a branding position.	<ul style="list-style-type: none"> a. Discuss marketing options and review current activities. b. Consider a logo and tag line 	2.5
14. Ensure that governments, corporations, foundations, conservation organizations, and the public are more aware of the SCBC's activities, goals and achievements to promote ecological stewardship.	<ul style="list-style-type: none"> a. Develop an annual general communications plan. b. Produce quarterly updates or newsletters. c. Collect and utilize testimonials. d. Issue news releases and arrange public service announcements on community television 	5
15. Protect and make accessible corporate and product knowledge	<ul style="list-style-type: none"> a. Ensure records, agreements and data are properly managed 	1

Table 7: Recent Project Investments/Accomplishments

Project Investment	Status/Comments
Stewardship Case Studies(PCAF)	13 case studies of stewardship projects that were led by community-based groups and funded by the Public Conservation Assistance Fund have been completed and are ready for posting to website (with images).(\$10K)
Elk Valley Stewardship Centre – Stewardship Articles	As a communications and marketing tool, the Stewardship Centre worked with the Elk Valley Stewardship Centre to produce 5 short newspaper articles focusing on various aspects of stewardship. These articles were published in the Elk Valley community papers, and are available to the Stewardship Centre for all communities to publish in their local papers.(\$3?K)
Sea grass Marketing Project	Communications materials produced and workshop organized The purpose of the Sea grass Conservation and Working Group is to conserve the ecological integrity of sea grass ecosystems by promoting research, inventories, communication, and partnerships.(\$K)
Rotten Luck Brochure	Posted online (In Kind)
Community Mapping Network	Providing accessible mapping capabilities is often requested by stewardship organizations in BC. The Community Mapping Network provides this service for many organizations, and works with the Centre to enable this.(\$K)
Funders' Database	To keep up with changes and the demand from the Stewardship community for such a tool, the Stewardship Centre for BC partnered with Stewardship Canada to update this database, and increase its searching capabilities.(\$K)

Table 8: Ongoing Project Investments

Project Investment	Status/Comments
Green Shores	The Green Shores project has developed as a result of the Coastal Shore Stewardship Guide, a Stewardship Series publication providing technical details for developing along shorelines. During outreach workshops following the publication, it became apparent that local governments and developers were looking for case studies that they could model their development after. The Stewardship Centre has since started the Green Shores project, which includes working with developers and governments to create pilot projects, as well as developing resources (such as model language for inclusion in Official Community Plans) that would be useful to assisting governments.(\$K)
Species at Risk Guide for Local Governments	UBCM representatives have drafted a guide for local government working with species at risk. The Stewardship Centre for BC has worked with them to evaluate the draft for publication, gain permission to utilize copyrighted images, and to improve the document with participation from key federal and provincial government agencies. This is a new Community of Interest funded by several partners. (\$ K)
Stewardship Practices for Outdoor Recreation	The Stewardship Practices for Outdoor Recreation project provides best practices guidelines for recreation guides and outfitters who are utilizing backcountry areas as destination locales for their clients. This is a cutting edge product developed at the request of the industry and in partnership with the BC Wilderness Tourism Association, Tourism Association of the South Kootenay, and others.(\$K)
WaterBucket	WaterBucket.ca is a project of the BC Water and Waste Association and is a Community of Interest (COI) on SCBC's website. WaterBucket's site is a hub of information and tools for resources related to water sustainability in BC. The project is self-funded. Partners include BC Ministry of Environment, BC Ministry of Agriculture, Georgia Basin Action Plan, BC Hydro, Capital Regional District, and many others. Our involvement is continued support and hosting on StewardshipCanada.ca servers, and possible collaboration on tools that would be beneficial to other COI sites. This COI is growing at a rapid rate.(\$K)
Stewardship Works!	Partnership funding in place for testing and evaluation of small core operational funding grants to assess effects on the capacity of Non-governmental organisations.(\$K)
Overview (History) of Stewardship	This project, supported by DFO and a grant from HCTF, is documenting the history of stewardship in BC. Although stewardship activities have been ongoing for many decades, there are very few written records. A summary of those activities and the champions for stewardship may serve as recognition and also to provide important lessons to current and future stewards. \$16K is available for the project. Board to be advised of history of project and need to proceed (new content for website).

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Table 9: Planned Project Investments

<i>Project Investment</i>	<i>Status/Comments</i>
<i>Green Shores</i>	Continue to support pilot projects
<i>Species at Risk Guide for Local Governments</i>	Continue to develop content
<i>Nature Based Tourism and Recreation</i>	Support process
<i>Water Bucket</i>	Seek partnership opportunities
<i>Affiliate Stewardship Centres</i>	Work with groups to examine models
<i>Ethno ecology Community of Interest (TEK)</i>	Seek funding partners
<i>Stewardship and Aboriginal Lands</i>	
<i>Salmonopolis.ca Community of Interest</i>	
<i>Real Estate Listings</i>	
<i>Green Legacies –Canada</i>	
<i>Green Legacies-BC</i>	

Question from Liz: Will there be comments inserted for the last 5? Otherwise, why are they listed?

BACKGROUND INFORMATION

APPENDIX 1 WHAT IS THE STEWARDSHIP SECTOR?

1.0 SECTOR ANALYSIS

1.1 What is 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 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 is, that caring for the environment is a responsibility shared among all sectors of society.

Gardner et al (2003) concluded the following:

There is no single definition of stewardship, but definitions have common characteristics. The definitions of stewardship share a variety of characteristics. They involve caring for places. They talk about sustainability and sustaining natural systems for generations to come. Stewardship usually involves the recognition of natural systems and processes as vital life-support systems and attempts to take a holistic perspective.

Stewardship also tends to recognize the importance of community involvement. Stewardship groups tend to “see themselves involved in projects for a long time and their goals are long term” as distinguished from those “who come together in response to a specific local crisis.”

We think that stewardship is based on a personal commitment to care for the land. We want to assist knowledgeable individuals and organizations work to conserve biodiversity, wisely use natural resources and maintain or improve soil, water and air quality. And we know that effective stewardship requires that individuals, communities, corporations, and all levels of government use quality scientific, technical and instructional information on which to base their actions. We are an important provider of some of that critical information.

1.2 What are Governments’ Responsibilities for Stewardship?

Governments at the national, provincial, and local levels all have varying mandates to establish and enforce standards and regulations for the protection of the environment. They not only encourage voluntary compliance with regulations, laws, and policies, they also promote the concept of shared stewardship. Shared stewardship encourages everyone to care for the land and environment. It is an “attitude and a commitment to act in an environmentally, socially and economically sustainable manner” (Wilkins, 2006). Shared stewardship is shared responsibility for the environment. It is a partnership.

Stewardship is implemented primarily at the local level, recognizing the diverse social and economic conditions across Canada and the different situations faced by stewards in rural and urban areas and in the North. The following eight principles give expression to this vision guided the implementation of the Canada’s Stewardship Agenda that was jointly developed by the federal, provincial and territorial governments in 2002:

1. Stewardship builds on the strong connection between Canadians and their natural heritage.

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2. Stewardship initiatives respect the interests and rights of all participants.
3. Stewardship is knowledge-based.
4. Stewardship is based on ecological principles and ecosystem approaches.
5. Stewardship depends on collaborative action, local capacity and ownership.
6. Stewardship programs are developed with an understanding of socio-economic conditions.
7. Stewardship programs are transparent and inclusive.
8. Stewardship programs are ideally based on long-term commitments.

Shared stewardship offers all interests – government, private sector and community alike, a different way of interacting and collaborating. It is a model for achieving joint action on shared concerns. It also offers a way forward from the old days of different groups operating in isolation. The sustainability issues that society faces on the land and in water require more collaborative and integrated approaches. There is an increasing need for reaching out to the non-converted and showing landowners, industries, governments and communities how a stewardship ethic actually helps them meet their own objectives.

The primary roles of governments in relation to shared stewardship partnerships are:

- to support shared stewardship activities by providing a mix of voluntary and regulatory tools;
- to allow generous access to the science that informs both regulatory requirements and voluntary actions;
- to encourage voluntary compliance with regulatory requirements;
- to provide a positive environment for non-government stewardship practitioners;
- to assist local communities build capacity to undertake stewardship initiatives and to maintain and enhance volunteerism;
- to recognize the value of community-based groups in collecting information, promoting awareness and building community support for shared stewardship activities;
- to provide funding or other incentives to support and sustain community-based stewardship; and
- To support education and information programs that promote shared stewardship.

Public funding from governments is often extremely valuable in the early phases of the development and delivery of community-based stewardship programs and often results in opportunities for groups to obtain complementary non-government funding. The amount of funding from governments may diminish over time as local capacity is established. However, there is always a need for governments to provide long-term direction to shared stewardship partners on behalf of the public interest.

The work of the original BC Stewardship Technical Committee supported shared stewardship philosophies of governments by investing in quality technical and instructional information for a wide variety of practitioners via *the Stewardship Series* and by creating the website to allow easy access to a number of related publications, tools and services. Governments' support of the Stewardship Centre for BC continues today.

1.3 What are the Responsibilities of Community-Based Stewardship Groups?

Community-based groups are perhaps the most obvious partners for governments in sharing the stewardship of local natural values. Being a member of a group that is formed to protect a stream, improve habitat, cleanup litter or debris, or influence land development policies involves working with like-minded citizens and it "... taps our basic human impulse to care for our home and its surroundings –

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be it a parcel of land, a neighborhood, or a historic monument, or the larger area of a watershed, mountain range, or stretch of coastline. It builds on our sense of obligation to other people: our family, our community, and future generations” (Brown and Mitchell, 2001).

Gardner *et al* (2003) noted that “defining stewardship groups is made more complicated by the fact that they are a part of what is known as the non-profit, voluntary or third sector. While these terms may be used interchangeably, they have different connotations. All of these terms are an attempt to describe those organizations that are not part of the government and that are not motivated primarily by a profit.”

The primary roles of community-based stewardship groups in relation to shared stewardship partnerships are:

- to encourage voluntary compliance with regulatory requirements;
- to deliver education and information programs that promote shared stewardship;
- to collect information, promote awareness and build community support for and arrange for community contributions to shared stewardship activities;
- to undertake stewardship initiatives and to encourage and manage volunteerism;
- to utilize scientific, technical and instructional information in the design and completion of their activities;
- to ensure that their projects and activities are consistent with land, water use, species and/or habitat management plans, best management practices, policies and laws;
- to report on their activities and evaluate their work as required;
- to suggest new ways to address local issues;
- to share their methodologies and experiences with other stewardship practitioners;
- to provide recognition and credit to their partners-volunteers, governments, funders and industry;
- to engage in local decision making processes (regarding land use on sensitive habitats);and
- To provide opportunities for community members to become involved in local stewardship.

1.3.1 Status of the Community-based Stewardship Sector in Canada

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 prioritise 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 projects to be accomplished that would otherwise not be possible. In short, community-based stewardship is collaborative, cost effective and generates results.

Extensive research in recent years has examined the roles and status of Canada’s community-based stewardship community. In one study, Gardner *et al* (2003), provides the following snapshot of that sector:

“The number of volunteers in the 150 stewardship and conservation organizations surveyed approached 30,000. The groups played a range of interconnected roles, including education, landowner contact, restoration, research, advocacy, land acquisition, monitoring and networking.

They were engaged in the full suite of activities that care for our land, air and water, and sustain the natural processes on which life depends.

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Over the past decade the sector has increased influence, has grown in size and diversified, has a broader geographical scope, and is adopting a more proactive, longer-term perspective. Groups have increasing expertise, capacity, and activity levels, are taking on work formerly done by government, and are implementing measures directly through hands-on projects.

The environmental contributions of the stewardship and conservation sector include:

- awareness raising
- public and community engagement
- policy and legislation improvements
- innovation and management advances toward sustainability
- protection of land
- promotion of stewardship practices on private land
- research
- provision of information, knowledge and tools
- building partnerships

The economic contributions of the sector include:

- preventing costs to society and the government – now and in the future
- protecting/restoring environmental services
- protecting/restoring the resource base
- doing work on a volunteer or lower cost basis than government
- providing a basis for recreation and tourism
- spending by stewardship and conservation organizations
- attracting population and higher property values

These extensive, highly important contributions of the sector are largely under-appreciated by Canadian society – the work is valued, but not to the degree it deserves. This is largely because of inadequate public awareness of the importance of stewardship and conservation, especially in relation to economic pressures: when environmental priorities are perceived to compete with economic ones, the economy comes out ahead. Another societal trend that is unfavourable to the sector is declining participation in volunteer activities.”

Stewardship offers all interests – government, private sector and community alike, a different way of interacting and collaborating. It is a model for achieving joint action on shared concerns. Stewardship also offers a way forward from the old days of different groups operating in isolation. The sustainability issues that society faces on the land and in water require more collaborative and integrated approaches. There is an increasing need for reaching out to the non-converted and showing landowners, industries, governments and communities how a stewardship ethic actually helps them meet their own objectives.

1.3.2 The Status of the Community-Based Stewardship Sector in British Columbia.

Here is a brief summary of recent activities:

1992 to 2002: This was a period of growth for community-based stewardship groups. They were able to gain access to a number of government sources for shared stewardship project funding. Fisheries Renewal

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BC (FsRBC), Fisheries and Oceans Canada's Habitat Conservation and Stewardship Program (HCSP), the Habitat Restoration and Salmon Enhancement Program (HRSEP), EcoAction, Wildlife Habitat Canada, the Watershed Restoration Program of Forest Renewal BC, the BC Urban Salmon Habitat Program (USHP), the Environment Youth Team Program, the Habitat Conservation Trust Fund, and the Public Conservation Assistance Fund all provided project funding for a variety of projects. Money for projects helped build strong and healthy community-based groups.

2002 to 2007: This was a period of reduction in the number and work of community-based stewardship groups. Most of the major funding sources from governments, mainly for fisheries and watershed work, were terminated (for example, FsRBC, HCSP, USHP, HRSEP, 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 for projects were 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, but overall government support for shared stewardship projects delivered by community-based groups was greatly reduced. New funders emerged, like the Environment Canada Habitat Stewardship Program and the Living Rivers Trust Fund with more focused investment goals and more focused shared stewardship goals.

A large portion of the estimated 800 community-based groups in the province focus on the stewardship of natural values. These include, but are not limited to, Streamkeepers, Wetlandkeepers, local land trusts, naturalists clubs, rod and gun clubs, watershed groups, parks organizations and others. Over the past decade, these groups, with increasing expertise, capacity, and activity levels, are taking on work formerly done by government and are implementing measures directly through hands-on projects. They are "the legs on the ground" and the community leaders promoting shared stewardship and sustainability.

The challenge for community-based stewardship groups is to identify the local actions that require attention and secure funding for projects from the maze of funders, augment that with donated cash, goods and services from local businesses, while maintaining the interest and commitment from a strong team of volunteers to do the work. The effectiveness of the groups is often linked to the amount of project money received and the health or capacity of the groups is often linked to the amount of administration support provided by that project money. Funding for projects is often cyclic as the focus of granting programs often change over time.

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 community-based stewardship groups in British Columbia is being limited by their lack of capacity to take on volunteers, to coordinate their activities, and to plan their projects. 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 brief summary of some of those studies that describe the current challenges faced by community-based stewardship groups across the province:

1. 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.

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2. The BC Recreation Stewardship Panel (2002) recognized the value of volunteer stewards and recommended that the BC Government 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.”
3. Harvey and Greer (2004) noted that the lucrative period for salmon stewardship was over. They suggest that the kinds of salmon stewardship projects that will happen in BC over the next decade and the way they are chosen, managed and funded will simply be different from those in the 1990s. They recommended to “create consortia with political support” and to make stewardship work as “part of a plan” (salmon recovery, watershed, land use etc).
4. Smailes (2004) noted that, due to the erosion of funders, the volunteer 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. The results of the survey reveal the enormous energy, vision, creativity and dedication of a relatively small group of individuals in our province who are truly guardians of our natural heritage. Their value to us as citizens of this province and country and to the environment cannot be under-estimated. The surveyors were struck over and over again by how much groups had accomplished invariably with more cooperation, savvy and determination than with large budgets. At the same time, it is apparent that organizations have developed enormous capacity. However, they are not able to reach their full potential due to lack of access to appropriate funding and support.”
5. Smailes (2006) re-sampled the stewardship groups from her 2004 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.”
6. 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 dedicated conservation fund to support environmental conservation initiatives.
7. The Pacific Salmon Foundation (2006) surveyed the aquatic stewardship community. Data showed that the lack of funding for coordination, administration and overhead was a major challenge for community-based stewardship groups.

At the present time the Stewardship Centre for British Columbia faces the same funding challenges as most of the community-based clients it serves.

1.4 Responsibilities of Business Sector

The primary roles of the business sector in relation to shared stewardship partnerships are:

1. to voluntarily comply with regulatory requirements;
2. to allow access to the science that informs compliance with regulatory requirements and supports voluntary actions;
3. to voluntarily exceed regulatory requirements and work in partnership with governments and community-based groups to achieve common goals;

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4. to assist local communities with cash or in kind donations to undertake stewardship initiatives and to maintain and enhance volunteerism;
5. to recognize the value of community-based groups in collecting information, promoting awareness and building community support for shared stewardship activities; and
6. To support education and information programs that promote shared stewardship.

1.5 Political Considerations

The Stewardship Centre for BC Society and the virtual Centre it operates are both apolitical

1.6 Economic & Environmental Considerations

The stewardship ethic/movement is growing gradually. Stewardship has a very broad meaning to society and therefore it is somewhat difficult to describe “the sector”. However, shared stewardship is a common theme in the federal *Species at Risk Act* and in biodiversity planning work in all provinces. For example, governments realise that the management practices of private land owners can have a significant impact on biological diversity and the status of wildlife species.

Continued growth of the human population will significantly increase the impacts on land and water so, more than ever before, there is a need for a strong stewardship presence. Of particular concern is the lack of linkages with the natural world in the residents of the large urban areas of south-western BC. The large and growing immigrant population in those areas often do not share the conservation or natural values of long time residents.

A strong economic climate may benefit stewardship efforts because governments may be more likely to provide financing for environmental protection or to promote sustainability in “good” times.

The proposed green/sustainability aspects of the 2010 Olympics may have spin- off effects for shared stewardship interests.

Currently, there is a noticeable lack of financial support for stewardship from the federal government. The provincial government is somewhat more supportive but at reduced investment rates. The SCBC needs to use its new not for profit status and its strategic plan to rekindle interest in government support for the stewardship sector.

1.7 Social Considerations

Gardner et al (2003) describes the social contributions of the community-based stewardship sector as:

- community building and cooperation
- education and awareness-raising
- health benefits of a clean environment
- quality of life, including recreation
- increasing community debate and engagement
- cultural and spiritual benefits

These extensive, highly important contributions of the sector are largely under-appreciated by Canadian society – the work is valued, but not to the degree it deserves. This is largely because of inadequate public awareness of the importance of stewardship and conservation, especially in relation to economic pressures: when environmental priorities are perceived to compete with economic ones, the economy comes out ahead. Another societal trend that is unfavourable to the sector is declining participation in volunteer activities.”

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Gardner et al also noted that “the long-term sustainability of Canadian stewardship and conservation organizations is closely intertwined with the four recurring themes– funding, public awareness, political will, and networking – and with a fifth: organizational development.”

The SCBC will work to create new partnerships to address all of these themes including the business sector. Ramsey (2001) noted that “Katherine Morgan’s July 2000 report, *Business and the Environment: an Assessment for the SCBC*, contains important insights about how the Stewardship Centre needs to evolve in order to attract private sector participation. For example her insights into the motivations of why business practices environmental stewardship and its frustration with government “command and control” strategies, provide useful marketing intelligence for the Stewardship Centre. The report also provides insight into how to construct the “ask” when approaching the private sector to participate in the future”.

1.8 Technological Considerations

The SCBC will use the more current and cost effective computer and printing technologies to provide the highest level of service to stewardship practitioners. Generally, immediate access to high quality information using inexpensive means will attract more clients.

1.9 Business/Industry Participants

There is currently no other organization providing the same products or services in the province. There are a host of complementary products and services that tend to focus on a site, an individual organization, a species or an ecosystem. The SCBC is unique in that it represents a “one stop” location to access high quality information, tools and services that has been produced for the common good.

1.10 Strategic Organizations for Alliance

1.10.1 Wildlife Habitat Canada

The SCBC has formed a major strategic alliance with Wildlife Habitat Canada regarding the operation of the Stewardship Canada Portal.

For some time, stewardship activists have been calling for the establishment of a web-based communication system to facilitate networking and the sharing of knowledge and experiences across Canada. Led by Wildlife Habitat Canada and using the Stewardship Centre for BC as a model, Stewardship Canada became a reality in 2001.

Stewardship Canada is a web portal (www.stewardshipcanada.ca) network of established provincial hubs, all of which share common architecture, interactive applications, and hardware and some management services. The portal is an expandable and adaptive knowledge management and resource toolkit envisioned to eventually:

- Be a source of stewardship information accessible within “three clicks.”
- Employ a powerful search engine, thesaurus specific.
- Contain a massive links library, with a standard indexing protocol.
- Have the tools to contribute to common database services and create meta-data.
- Provide direct access to a live web administrator.
- Answer the 5W’s of stewardship on the site (why, where, when, who and what).
- Provide on-line Stewardship Directories
- Provide an on-line Funder’s guide.
- Provide access to stewardship resources, including watershed maps.

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- Recognize good stewardship activities and good stewards (Awards & Recognitions).
- Provide forums for discussion of stewardship issues
- Include an events calendar for both human and nature events.
- Provide access to “best practices” and sound science.
- Coordinate activities with parallel initiatives, including provincial-level stewardship information initiatives

By building provincial stewardship centres and linking them to the national network, committed individuals are growing stewardship capacity wherein people can access tools to help them care for land, water and air.

1.10.2 Communities of Interest

“Communities of Interest” may also be considered strategic alliances because the SCBC benefits from software developments and content additions, and the partners attract new and increased traffic to the SCBC site.

1.10.3 Other Strategic Alliances

Projects to develop new content may also be considered strategic alliances.

APPENDIX 2 HOW ARE WE ORGANIZED?

2.0 WHAT IS OUR ORGANIZATIONAL SUMMARY?

The Stewardship Centre for British Columbia (SCBC) is a not-for-profit society registered in the province of British Columbia. SCBC is comprised of representatives of non-government organisations (NGOs) and government stewardship interests. SCBC produces factual stewardship guides that are available in electronic and “print on demand” formats, manages a website (www.stewardshipcentre.bc.ca) that provides a variety of complementary stewardship products and networking opportunities, and shares content with, and participates in, the National Stewardship Canada Portal (www.stewardshipcanada.ca).

2.1 What Is Our Organizational Structure?

The SCBC is comprised of members and directors from the public, private, and NGO sectors who share keen and broadly based interests in environmental stewardship and who are dedicated to providing credible information and networking opportunities to provincial and national stewardship practitioners.

2.2 What Is The History Of Our Organization?

In the late 1980s, there was an increasing awareness that conservation, stewardship education, and an improved conservation land ethic was required to protect the outstanding natural values in British Columbia. Traditionally, federal and provincial agencies were responsible for environmental reviews of development projects through interagency referrals. As development referral volumes increased, there was a growing realisation that new and innovative strategies and guidelines were required in support of governments’ growing interest in policies that promoted shared stewardship.

As well, interest in voluntary stewardship in the province was growing, aided by the creation of the Pacific Streamkeepers, land owner contact programs initiated by the Federation of BC Naturalists and others, the Urban Salmon Habitat Program, the Stewardship ’94 conference, and the multi-partnered Stewardship Pledge Program that followed (1994-1997). Wildlife Habitat Canada, a major funder of voluntary land stewardship projects across the nation, was a key partner in both of the latter projects.

Beginning in 1992, a number of provincial and federal government agencies, known collectively as the Stewardship Technical Committee (STC), co-operated on an ad hoc basis to create *the Stewardship Series* - a series of world class, practical publications that offered new land and watershed stewardship information in a simple and straightforward manner to inform decisions by private landowners, developers, planners, local governments, communities, and the general public. The first of these publications was the *Land Development Guidelines*, but it was not until the second publication, *Stream Stewardship*, that the booklets were identified as part of a new series called the *Stewardship Series*.

These print publications, or guides, challenged British Columbians with a new vision to link development to accommodate human needs to the characteristics of natural ecosystems, to focus limited human resources on limited natural resources, and to create healthier and more sustainable communities. By March 2002, there were 16 titles in the *Stewardship Series* and an additional 16 titles on the website, representing a combined investment estimated to be in excess of \$2 million.

The STC drew representation from Fisheries and Oceans Canada, the BC Ministry of Environment, Lands and Parks, Environment Canada, BC Hydro, the Habitat Conservation Trust Fund, BC Ministry of Municipal Affairs, BC Ministry of Transportation and Highways, the Provincial Capital Commission, and others.

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Feedback from working partners, funding partners, and consultation with a number of sectors (education, industry, and environmental not-for-profit groups) consistently underscored the need to bring together the wide range of stewardship information and other print publications that were spread among diverse organizations and agencies and make it all electronically accessible. This was the initial rationale for creating a one-stop virtual stewardship service centre for the province. It is within this context that the concept of a stewardship centre was pursued and launched at the national stewardship conference in Guelph in July 2000. The website—www.stewardshipcentre.bc.ca—was based on the latest web technology and was considered the most effective mechanism to transfer a variety of important information about the stewardship of natural values to a wide audience.

One of the more important catalysts to create an efficient web-based entity to provide information for stewardship practitioners was the five-year Habitat Conservation and Stewardship Program (HCSP) of Fisheries and Oceans Canada. HCSP was developed to change people's relationship with the land in the Pacific Region via a new style of resource management that was focused on providing funding to hire people to work within local communities to protect fish habitat rather than on funding capital projects. It was a major boost to the growth of community-based aquatic stewardship interests province-wide.

During the period from 1998 to 2003, HCSP invested \$35.6 million to expand community capacity to steward fish habitat resources, enhance communications among stakeholders, leverage funds from other sources, secure in-kind donations, and organize volunteers. Over \$9 million of partnership cash, nearly \$2.5 million of in-kind contributions, and nearly \$3 million worth of volunteer effort was attracted by the program. HCSP complemented the province's Fisheries Renewal BC Program that was primarily focused on the regional delivery of fish habitat restoration projects.

Interest in stewardship was also growing among terrestrial interests. *Canada's Stewardship Agenda* was an initiative derived from the *Accord for the Protection of Species at Risk*. In 1998, the Wildlife Ministers Council of Canada amended this Accord to acknowledge the role of stewardship in the conservation and recovery of species at risk. One of the steps towards developing the *Agenda* that was released in 2002 was consultations as part of the *Voluntary Sector Initiative (VSI) for Stewardship*, held from September 2001 to February 2002. Twelve consultation workshops, including one in Victoria organized by the STC, were facilitated by Wildlife Habitat Canada and involved over 220 participants representing organizations with a collective membership of over 700,000 Canadians. The Millennium Stewardship Conference held in June 2000 at the University of Guelph, and earlier consultations on stewardship linked to species-at-risk recovery, also provided sources of advice.

Four major recommendations from these extensive Canada-wide consultations informed Canada's Stewardship Agenda that was released in 2002:

1. There needs to be significant investment in stewardship program support and capacity building.
2. Essential economic, policy, and legal instruments required to support stewardship activities need to be developed.
3. Stewardship needs to be connected across jurisdictions and sectors.
4. There needs to be stronger application of knowledge, enhancement of stewardship education and awareness, and recognition of contributions by stewards.

The new Stewardship Centre for BC website helped to address recommendations 3 and 4 above.

Between 2000 and 2004, the STC continued to build content for the website and to produce new titles in the *Stewardship Series*. Linkages with the new national stewardship portal and like-minded stewardship practitioners across the nation were developed in 2001, and continue today. The STC was pleased to

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provide the custom software and hardware associated with the operation of its website for use by Wildlife Habitat Canada for the design and operation of the Canada Stewardship Portal that now provides a national network for stewardship practitioners. In return, the SCBC website benefits from new software applications that are developed by the portal or by other provinces involved in the portal.

The STC played a pivotal role in organizing the second national stewardship conference in 2003 that attracted almost 600 delegates to Victoria to experience over 100 presentations. The event was supported by more than 30 sponsors. Delegates produced 40 major recommendations related to stewardship issues. The conference budget of \$418,000 provided a legacy of \$20,000 to the organisers of the 2006 national stewardship conference in Newfoundland.

During this time, the STC also had a goal of examining the feasibility changing its governance model so that non-government interests could be better served by the web based centre. It consulted stakeholders in a series of meetings and workshops which culminated in a conference January 2004 that was attended by 46 stewards from around BC That consultation process led to the formation of an Interim Steering Committee comprised of non-government and government members that operated the SCBC for the 2004-2006 period. That committee was comprised of the following stewardship practitioners:

Name	Organization
Peter Abrams	Peter Abrams Consulting Services
Eric Bonham	BC Water and Waste Association
Jessica Bratty	Fraser Basin Council
Zita Bothello	Environment Canada – GBAP
Heather Deal	David Suzuki Foundation
Lisa DeGoes (Wilson)	Fisheries and Oceans Canada
Gretchen Harlow	Stewardship Technical Committee, Environment Canada, CWS
Gordon Kibble	Coastal Communities Conservation Society
Andrew McDonald	UVic and Smart Growth BC
Zo Ann Morten, Co-Chair	Pacific Streamkeepers Federation
Lisa Mose	Fernie Stewardship Centre
Lonnie Prouse	Langley Environmental Partners Society
Sylvia von Schuckmann, Co-Chair	Stewardship Technical Committee, BC Environment Ministry
Brian Springinotic or Liz Stanlake	Habitat Conservation Trust Fund

The committee oversaw the continuation of existing projects, approved new projects, and examined the feasibility of six permanent governance options. Their work led to the creation of the Stewardship Centre for British Columbia Society, which was registered under the BC *Society Act* in 2006.

The governance of the new society was modelled after the Fraser Basin Council with five members responsible for preserving the integrity of the society, and a board of directors responsible for day-to-day operations. The governance summary is found in Appendix 7. The inaugural appointments were made in February 2007.

APPENDIX 3 HOW ARE WE GOVERNED?

This table is intended as a summary only. For a complete description of the governance of the SCBC, please refer to the Society's bylaws.

SCBC Members

Composition (5)	Appointment	Responsibilities
<ul style="list-style-type: none"> • Federal Government (1) • Provincial Government (1) • Regional Aquatic Stewardship Group (1) • Regional Terrestrial Stewardship Group (1) • One Additional Member (1) <p>1-2 Meetings Per Year</p>	<ul style="list-style-type: none"> • Individuals from government are made by the appointing body • Individuals from non-government are initially appointed by the founding Board of Directors • In future, non-government members will be appointed by the remaining Members. 	<ul style="list-style-type: none"> • Uphold the constitution and bylaws • Uphold the vision, mission, and goals of the SCBC • Appoint the Directors • Review the Society's annual financial statement, audit report, report of Directors and other information provided in preparation for the AGM

SCBC Directors

Composition (up to 20)	Appointment	Responsibilities
<ul style="list-style-type: none"> • Federal Government (2) • Provincial Government (2) • Aboriginal Government or Aboriginal Organization (1) • Local Government (1) • NGO Aquatic (1) • NGO Terrestrial (1) • NGO Regional (6) • NGO National (1) • Industry (3) • Two additional directors (2) <p>4 Meetings or Calls Per Yr</p>	<ul style="list-style-type: none"> • Individuals from government are made by the appointing body • Individuals from non-government are appointed by the Members, except for the two additional directors, who are appointed by the other Directors. 	<ul style="list-style-type: none"> • Executive: Chair, Vice-Chair, Secretary and Treasurer • Maintain the vision, mission and goals of the SCBC • Terms: Rotating 3 year terms • Oversee the strategic operation of the Stewardship Centre for BC. • Provide the financial statement, audit report, and report of directors at the AGM.

* Members may also serve as directors

APPENDIX 4 WHAT IS OUR MANAGEMENT STRATEGY?

4.0 Management Team

The current executive team for the Stewardship Centre for BC is comprised of the following Directors:

Chair: Annemarie Koch

Vice Chair: Maggie Paquet

Secretary: Lonnie Prouse

Treasurer: Glenn Ralph

The executive team is supported by two part time contract positions:

Stewardship Coordinator: Naomi Tabata

Partnership Development: Rod Silver

4.1 Management Team Strengths & Gaps

The strength of the executive team is that they share a common commitment to the stewardship ethic. They represent non-government interests on the Board and have considerable “on the ground” stewardship experience. They work with Directors with other affiliations to jointly implement the strategic plan and maintain understanding of linkages to current policies, programs and opportunities around shared stewardship. The strength of the Board of Directors is that it has representation from a wide range of stewardship interests from most regions of the province.

Current gaps include vacant Director positions representing the provincial government and aboriginal governments. As well, representatives from northern community-based groups are lacking.

Another gap is lack of charitable status. Obtaining charitable status is a prerequisite to achieving a sustainable operation. In past years, the SCBC had relied on the generosity of its members’ organizations if a tax number is needed to obtain financial assistance.

A related issue involves the relationship of some of the non-government Directors with their own conservation organizations. The desire by the SCBC to expand its funding support may indeed conflict with the funding needs and plans of its non-government partners. When do the plans of the SCBC interfere with the plans of its conservation partners? The Board of Directors needs to ensure that the SCBC does not interfere with the fundraising plans of the conservation groups and visa versa. How do we go forward together to make sure both the SCBC and community-based stewardship groups both benefit from available funding?

4.2 Board Members and Directors

The Stewardship Centre for British Columbia Society is currently comprised of the following:

Members

Position	Member	Organization
Aquatic Stewardship	Eric Bonham	BC Water & Waste Association
Terrestrial Stewardship	Deborah Gibson	BC Conservation Foundation
Government, Federal	Greg Mallette	Fisheries and Oceans Canada
Government, Provincial	Sylvia von Schuckmann	Ministry of Environment
Member-at-Large	Vacant	

Directors

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Position	Director	Organization
NGO Aquatic	Nikki Wright	SeaChange Marine Conservation
NGO Terrestrial	Annemarie Koch	Johnstone Strait Killer Whale Ctr.
NGO North	Margo Hearne	Delkatla Sanctuary Society
NGO North	Vacant	
NGO Kootenay	Helen Sander	Mark Creek/Wild Sight
NGO Interior	Lisa Scott Bryn White (alternate)	South Okanagan-Similkameen (SOS) Stewardship Program (both)
NGO L. Mainland	Lonnie Prouse Gordon Kibble (alternate)	Langley Environmental Partners Fraser River Estuarium Society
NGO Vanc.Isl.	Maggie Paquet vacant (alternate)	Citizens' Stewardship Coalition (Port Alberni) vacant
NGO National	Ernie Ewaschuk Lynn McIntyre (alternate)	Land Stewardship Centre Wildlife Habitat Canada
Government, Fed.	Gretchen Harlow Bronwen Geddes (alternate)	Environment Canada Environment Canada
Government, Fed.	Greg Mallette Joanne Day (alternate)	Fisheries and Oceans Fisheries and Oceans
Government, Prov.	Sylvia von Schuckmann	Ministry of Environment
Government, Prov.	Vacant	
Government, Aboriginal	Vacant	
Government, Local	Donna Shugar Liana Ayach (alternate)	Sunshine Coast Region City of Surrey
Industry	Andrew McDonald	BC Hydro
Industry	Glenn Ralph	Investors Group
Industry, Small Business	Peter Abrams	Peter Abrams Consulting
Director-At-Large	Liz Stanlake	
Director-At-Large	TBD	Fraser Basin Council

An alternate director is an appointee that receives all the information that a director receives, is entitled to participate in all director meetings and serve on administrative and/or project committees. They may not vote in a directors meeting unless the designated director is absent.

Outside consultants may be utilized for specific project and administrative needs as the SCBC grows.

4.3 Personnel Plan

There are no plans to hire employees at this time.

APPENDIX 5 WHAT ARE OUR PRODUCTS AND SERVICES?

5.0 HOW DO WE SUPPORT STEWARDSHIP ACTIVITIES?

5.1 What are Our Goals?

We want to inform and educate British Columbians about environmental stewardship by building on our endowment of unique information and services. We want our information to be a trusted source to guide best management practices to help promote sustainability and provide immediate and long term benefits to individuals, communities and governments.

We want to be responsive to the needs of stewardship practitioners by adding new titles to our products and adding other new and current information, tools and services to fill gaps in the content of our website.

We want to sustain an efficient and effective virtual centre for information exchange, networking, communication and outreach to help grow the stewardship ethic.

We want to respond to the needs of the stewardship community by supporting programs to build and sustain volunteer capacity.

We want to demonstrate the results of our investments and be accountable to our partners and stakeholders.

5.2 What is Our Primary Focus?

The Stewardship Centre for BC is seen a growing virtual information resource centre that supports the stewardship sector and helps people improve and maintain conservation values on lands they own, hold, manage, and use. This “virtual centre” is located on the internet at www.stewardshipcentre.bc.ca, and provides the following:

1. Access to the most current electronic versions of the award-winning *Stewardship Series* library of publications
2. A digital library of stewardship case studies cross-indexed by location, habitat type, land use type and partners involved
3. Implementation tools, best management practices, techniques and designs that demonstrate stewardship in practice and highlight successes and challenges
4. A stewardship resources inventory including listings of stewardship groups in British Columbia and available education and outreach materials
5. An online guide to funding opportunities for stewardship activities across Canada

The Website offers a virtual meeting place where stewards, landowners, local governments and others can exchange information, share experiences and form partnerships on stewardship projects. Information ranges from stewardship options for landowners to detailed technical information that will help local governments in conservation efforts like introducing stewardship bylaws, improving watershed management, and protecting streams, wetlands and other habitat areas.

In 2005, a small survey of stewardship practitioners using the SCBC indicated that case studies, *Stewardship Series* guides and current stewardship information were valued. Improvements to the look and functionality of the website were suggested.

5.3 Where are We Located?

The Stewardship Centre for BC is a virtual site with internet presence only. There is no office in a physical location. We have a mailing address for administrative purposes.

The SCBC supports the development of local, community stewardship offices because, to be effective, community-based stewardship must be led by local leaders.

5.4 How Do We Operate?

The Stewardship Centre for British Columbia Society (SCBC) was registered as a not-for-profit society in 2006. The Society identifies opportunities to produce and organize information or provide tools and services to stewardship practitioners. We secure cash and in-kind resources from internal and external partners to complete the work.

The society evolved from a government –based stewardship technical committee. Here are three examples of Stewardship Series “information producing” projects that were completed by that committee:

1. Stream Stewardship: Fisheries and Oceans Canada was concerned that coho salmon habitat was being compromised by urban development practices and that the referral process of such projects to government was being overwhelmed. The Stream Stewardship publication was an attempt to provide the best technical information to developers and planners so that habitat values for coho could be considered well before the referral to government stage.
2. Land Owner Contact Guide: The Stewardship Pledge Project (1994-97) was funded by the Ministry of Environment, Canadian Wildlife Service and Wildlife Habitat Canada. A project advisory group, comprised of stewardship practitioners, requested that this publication be produced to provide a practical guide to community-based groups.
3. Coastal Stewardship: The Oceans department of Fisheries and Oceans Canada was concerned about the cumulative effects of shoreline development. This publication provided the comprehensive information to planners and developers and led to the multi -partnered Green Shores outreach project that is designed to further demonstrate the some of the concepts described in the booklet.

Generally the need for a new product, tool or service is presented to the Directors for consideration. With agreement in principle that the proposal serves the needs of the stewardship community and fills a gap in SCBC operations, a committee is struck to oversee the project and ensure that finances are in place, a project management plan is implemented and that appropriate content reviews are conducted.

APPENDIX 6. WHAT IS OUR MARKETING & SALES STRATEGY?

6.0 TARGET MARKET

The target market is quite broad. It includes government planners, politicians, industry, land owners, land occupiers, educators, and resource managers. “Client” characteristics such as age, gender, geographic location, income bracket, and buying similarities are difficult to quantify. Most clients have basic computer skills.

A typical client is one that has a need for current and accurate information about lessening the impact of his/her activities on the natural world and/or about contributing to common shared stewardship goals. This need can occur at the design phase, earth moving phase, site restoration phase and /or the reporting/education phase.

6.1 Marketing Strategy

The SCBC will reach its target market by:

1. Maintaining a secure website.
2. Providing current and accurate information and other services that make the site the best place to do stewardship business.
3. Promoting new “Communities of Interest” and web hosting opportunities to increase exposure and attract users.
4. Providing an “in person” stewardship presence to facilitate networking.
5. Responding to the needs of stewards; bottom-up approach.
6. Taking advantage of web applications that are developed by other provincial hubs in the portal.
7. Actively promote the site by any and all means.
8. Encouraging community partners to use, promote, and add content to the site.

6.2 Sales/Fundraising Strategy

The SCBC will promote fundraising success with the following tools:

1. a clear organisational self image and strategic plan;
2. information to prove impact;
3. strong Board leadership;
4. efficient and effective coordination,
5. transparent accountability;
6. personalised attentiveness to partners/donors; and
7. objectives linked to specific goals or products.

The SCBC will continue efforts to create a trusted brand image. The SCBC is the only source of provincially- focused, scientifically- based, easily accessible information that is available to stewards.

Corporate and foundation support must be fully explored to complement historical investments by governments.

SCBC 3-Year Strategic Plan

Governments will always have an interest in the stewardship sector because non-government conservation interests have a key role to play attaining sustainability goals. The key to long term funding success may well be to continue to strongly support the knowledge needs of both conservation stewards and governments while expanding to fill the stewardship needs of other sectors.

Obtaining support from non-government sectors requires:

1. Providing new services, such as web-hosting for little or no cost;
2. Increasing awareness, advertising, word of mouth, displays, etc;
3. Proving that the information available on the SCBC has an impact;
4. Developing new products that encourage partnership contributions; and
5. Making a concerted effort to approach potential partners in other sectors to seek mutually beneficial partnerships

6.3 Customer Service & Support Programs

Continuous operation of the website is a key element of customer service as is the “print on demand” feature that is provided via agreement with Ricoh Canada. As well, the site must have current and new information-it cannot become stale.

Having a personal contact is also an important part of client service. A part time coordinator provides an essential level of support and networking that effective stewards require and appreciate.

APPENDIX 7 HOW DO WE MEASURE SUCCESS?

The Stewardship Centre for BC (SCBC) has established an evaluation framework that uses performance measures to quantify the success of activities linked to our goals.

The sample evaluation table on the following pages is outdated and will be revised for 2008.

[To be revised and refined]

The Stewardship Centre for BC (SCBC) measures a number of indicators to determine success. The following table outlines the performance measures for each of the SCBC's goals and objectives:

OBJECTIVE	PERFORMANCE MEASUREMENT	MEASUREMENT OF SUCCESS	ACCOMPLISHMENTS
Goal 1: Ensure financial resources are available to develop and support the Stewardship Centre for BC's existing and future operations, products and projects.(Protecting the Investment)			
Develop new working partnerships. Partners may contribute financial or in kind support and/or may participate on the Steering Committee	Sources of financial and in-kind support is diverse and two (2) new partnerships are developed	Financial and in-kind resources are in place, and partnership agreements, project partners, are defined.	
Maintain existing partners – through representation on the SCBC Steering Committee and or continued financial investments in the activities of the SCBC	Steering Committee is established and meets on a regular basis. Amount of investment	Record of steering committee meetings. Cash and "in kind"	
Develop a business plan and implement annual work plans	A business plan and work plans are developed for the SCBC	Production of business plan and annual work plans.	
Goal 2: Promote, protect and develop the Stewardship Centre's information legacy (Supporting The Stewardship Network)			
Ensure a Stewardship Centre coordinator is available to maximize networking opportunities.	SCBC has a visible presence in BC	SCBC Coordinator is in place on a part-time basis	
Promote the SCBC and Stewardship Series publications by implementing a communications plan.	Communications plan outlines how to ensure that publications are utilized.	Track the number of publications ordered from the contract printer and downloaded; number of stock copies distributed.	
As a founding member of the Stewardship Canada portal partnership, ensure the technical aspects of the website are maintained to the highest standards of security and accessibility.	Quality information about stewardship is consistently available	Percentage of time web service is unavailable or security has been compromised. Number of legitimate complaints from users.	Information is consistently accessible
Develop an online mechanism to gather ideas, opportunities, and feedback for products and tools for the Stewardship Community.	Users have the capability to provide input and feedback to the SCBC about the needs of stewardship practioners	Develop an online forum tool, create online polls, and provide a feedback suggestion box.	
Produce relevant Stewardship Series publications, tools, resources, and communities of interest (COI) as the need arises	User feedback is incorporated into the direction of the SCBC. Steering Committee members determine the priority projects for the SCBC.	New projects, publications, and tools are identified by stewards form all sectors.	
Maintain and develop communications and outreach with BC's stewardship community to promote events, exchange information, and distribute news	Promote stewardship by producing news releases, and attending conferences, workshops, symposia, etc	Detail number and method of contact with the stewardship community.	
Engage variety of sectors in the governance, project development and use of the Stewardship Centre.	Establish a workable governance structure with representation from various sectors and regions	Operating governance structure in place with broad sector and geographic representation; work plan reflects direction of the committee	

SCBC 3-Year Strategic Plan

OBJECTIVE	PERFORMANCE MEASUREMENT	MEASUREMENT OF SUCCESS	ACCOMPLISHMENTS
Support and enhance stewardship by building stewardship capacity at the individual, community and agency levels through the events calendar, sector-specific publications and products, pilot projects, case studies, training and demonstrations projects.	Provide online tools to enable stewards to network and learn from each other.	Tools are utilized by the stewardship community.	
Support the development of local, regional and national networks of stewardship organizations.	Participate and support various networks.	Define the networks supported.	
Goal 4: Evaluate the Stewardship Centre to ensure it is meeting its goals and objectives and operating according to its principles. (Confirming Responsiveness to the Needs of the Stewardship Community)			
Use an evaluation framework that provides quantitative information for as many objectives as possible such as number of web visits, partners, events, communities of interest, publications, tools, etc.	Develop framework to measure successes as they relate to goals and objectives.	Framework is developed and quantitative information is collected and analyzed.	
Develop tracking system to determine how responsive the centre is to user feedback	Maintain records of feedback received, response, and timing.	Prompt response and appropriate action is taken to all feedback.	
Undertaking periodic reviews of the effectiveness of the Centre's products, activities and programs	Conduct surveys of use of SCBC's products and programs.	Analysis of survey responses	

APPENDIX 8. WHAT IS OUR FINANCIAL FORECAST?

8.0 ASSUMPTIONS

1. As a matter of policy, governments will continue to provide some level of the annual cash funding and some complementary “in kind” contributions as well;
2. Non-government partners will provide both cash and “in kind” contributions;
3. New stewardship guides and communities of interest will require confirmed, adequate project funding before initiation; and
4. The SCBC will be successful at finding new funding partners.

8.1 Sustaining Annual Cash Flows

Based on a review of recent investment and activity levels, the annual cash flow (cash and “in kind”) required for base operations of the SCBC is a minimum of \$65K per year.

There needs to be more quantitative data to prove the impact of the SCBC. Case studies are one level. Traffic on the website is another. Linkages with and support from community-based stewardship centres is yet another. Can the SCBC show that the information it provides has changed behaviour? Can we get testimonials? Can we provide profile them?

We will use our strategic plan to remind existing partners of their investments to date, to encourage new partnerships and to reinforce our role in providing quality information for a variety of shared stewardship interests. We will link our activities to issues of the day (i.e. climate change). We will consider fee for service opportunities. We will support core costs by charging a 10% administration fee on all grants and contributions.

We will aggressively seek monies from the following sources:

Governments:

- Federally, we will seek grant monies to sustain base operations and relevant projects: Environment Canada, Fisheries and Oceans Canada, Parks Canada, HRSDC and others.
- Provincially, we will seek grant monies to sustain base operations and relevant projects: Ministry of Environment, Ministry of Forests and Range, Ministry of Agriculture and Lands and other funds. Should the evaluation of the Stewardship Works! Project testing provides strong data, we will also seek an endowment to provide a mechanism to help build and sustain the capacity of community –based groups.
- We will seek support from local governments for projects as required.

Foundations and Trusts

- We will seek grants from any or all of the following foundations:
 - Vancouver Foundation
 - Victoria Foundation
 - The Habitat Conservation Trust Foundation
 - The Real Estate Foundation
 - The McLean Foundation
 - Living Rivers Trust Fund
 - Trust for Public Lands

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Non-Government Organizations

Pacific Salmon Foundation
Fraser Basin Council
Ducks Unlimited Canada
BC Hydro

Businesses

VanCity
Toronto Dominion Bank-Friends of the Environment Fund
Shell Environmental Fund

APPENDIX 9 REFERENCES

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