



A STEWARDSHIP ROAD MAP FOR CANADA

A Report of the
Strengthening Stewardship... Investing at Every Step Conference
Calgary, Alberta, July 8-11, 2009

September 2009

Prepared by
The Centre for Environmental
Stewardship and Conservation Inc.

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This report was prepared by Erin Neave, Doug Wolthausen and Clayton Rubec of the Centre for Environmental Stewardship and Conservation (CESC) Inc. on behalf of the *Strengthening Stewardship... Investing at Every Step Conference* Committee with the support of the:

Land Stewardship Centre of Canada
Alberta Real Estate Foundation
Real Estate Foundation of British Columbia
Wildlife Habitat Canada
Environment Canada
Fisheries and Oceans Canada

Further copies of this report are available from:

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Or on the web at:

www.stewardship2009.ca

and

www.stewardshipcanada.ca

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PREFACE

As Co-Chairs of the 2009 National Stewardship and Conservation Conference, *Strengthening Stewardship... Investing at Every Step*, we are pleased to present this report, *A Stewardship Road Map for Canada*, as a key outcome from the Conference.

This Road Map document builds on ideas from two reports entitled *The State of Stewardship in Canada* and *A Review of Stewardship Programs and Activities in Canada's Provinces and Territories*, and from presentations and discussions at the Conference. The recommendations in this document are intended to provide direction towards strengthening environmental stewardship in Canada.

One of the messages that came through loud and clear at the conference was for the need to take action so that significant ongoing improvements are made to stewardship programs. In keeping with the conference's theme, the intent of this Road Map is to stimulate engagement, action and investment to strengthen stewardship across Canada.

We hope that the recommendations in the Road Map inspire you to take action, and join in or connect with the proposed Action Team, to help build a stronger stewardship community across Canada.

Ernie Ewaschuk
Land Stewardship Centre of Canada
Co-Chair
Strengthening Stewardship
Conference

Bill Macdonald
Alberta Environment
Co-Chair
Strengthening Stewardship
Conference

EXECUTIVE SUMMARY

There is an over-arching objective that the stewardship and conservation communities have in common with the broader environmental and sustainability communities – namely the **Balancing of Canada’s Natural Capital Books**. Our economy, our health and our very identity as Canadians is dependent on our natural capital, but we continue to draw it down with little thought to the real costs of our actions.

This *Stewardship Road Map* outlines a series of concrete actions that need to take place to move the stewardship agenda forward and towards the objective of balanced natural capital books. It comes out of more than a decade of consultation, conferences, discussions and reports by the stewardship community, which now represents over **1000 groups and organizations** and **one million Canadians**. More specifically, it comes directly from the July 2009 Fourth National Stewardship and Conservation Conference.

The report proposes the establishment of an **Action Team**, consisting of an Advisory Committee, a Secretariat and a Working Group, whose primary task will be to prepare a **Stewardship Canada/Ecological Recovery Plan** and make the case for a **National Stewardship/Ecological Recovery Fund**. The Action Team will spearhead work related to a series of issues identified as crucial to the success of the plan and fund, including:

- Establishing measurable targets;
- Making an economic case for proposed actions;
- Building political support for proposed actions; and,
- Strengthening connections and communications among stewards.

Turning the recommendations of the report, in particular the Stewardship Canada/Ecological Recovery Plan and the National Stewardship/Ecological Recovery Fund, into a reality is a daunting challenge. It can only happen with substantive financial and policy support from government and industry, both of whom are inundated with requests to support countless other worthwhile initiatives. What is needed is a professional campaign to “sell” the importance of an immediate investment into these stewardship initiatives. A key to that “sales pitch” is the payoff that this investment will have in terms of job creation as well as the positive impact on our natural capital and human health and well-being.

The extent to which we balance our natural capital books impacts directly on each and every current and future Canadian. We need to **reduce** the rate at which we draw down natural capital and **stimulate** actions that regenerate our natural capital – and we need to do it NOW. The stakes are incredibly high, and the costs of inaction are huge. The stewardship and conservation communities can play a major role in both reducing drawdown and stimulating regeneration, and do so in ways that are entirely consistent and symbiotic with other priority issues confronting Canadians, including adaptation to climate change, biodiversity and water conservation.

ACKNOWLEDGEMENTS

The Centre for Environmental Stewardship and Conservation Inc. (CESC) would like to thank the Steering Committee of the *Strengthening Stewardship ... Investing at Every Step Conference*; Ernie Ewaschuk of the Land Stewardship Centre of Canada; the Alberta Real Estate Foundation; the Real Estate Foundation of British Columbia; Wildlife Habitat Canada; Environment Canada; and Kim Ogilvie and Sheena Majewski of Fisheries and Oceans Canada for their assistance in funding this project. We would also like to thank Robert McLean, Bruno Paris and Ron Bennett of Environment Canada for funding assistance through the Habitat Stewardship Program.

The Road Map was prepared as an outcome of the July 2009 Fourth National Stewardship and Conservation Conference in Calgary, Alberta. It was prepared by the CESC Inc. based on discussions in Calgary and post-conference feedback from the participants at the Conference. The CESC would like to thank all of the individuals that shared their ideas and enthusiasm in the process of the Road Map development. We would particularly like to recognize Steve Hounsell for his contribution to Recommendation No. 8. We would also like to thank Sarah Hipkin of the Land Stewardship Centre of Canada for the quick turnaround of conference notes and responses to the Road Map Final Plenary Session at the conference.

The CESC would also like to thank an Advisory Committee that provided feedback on the first draft of the document. The Advisory Committee included:

Mitch Baldwin (Ontario Ministry of Natural Resources)

Christine Bélanger (Fondation de la Faune du Québec)

Ernie Ewaschuk (Land Stewardship Centre of Canada)

Lorne Fitch (Alberta)

Curtis Horning (Alberta Environment)

Steve Hounsell (Ontario Power Generation)

Bonnie James (Biodiversity Convention Office, Environment Canada)

Bill Macdonald (Alberta Environment)

Lynn McIntyre (Wildlife Habitat Canada)

Randy Milton (Nova Scotia Department of Natural Resources)

David Neave (Wren Resources Inc.)

Rod Silver (British Columbia)

Julie Towers (Nova Scotia Department of Natural Resources)

Owen Williams (Ontario Ministry of Natural Resources)

THE NEED FOR ACTION

Over the last 10 years, stewardship has been recognized as a critical element of conservation in Canada. There have been thousands of innovative stewardship activities happening across the country over a much longer period, and the merits of these activities are now recognized and have gained prominence in the emerging programs and environmental policy frameworks in the private sector and all levels of government. Despite this recent recognition, the stewardship community continues to face major challenges with respect to long-term funding capacity, lack of integration and demonstration of efficacy of programs and tools.

The interest, energy and commitment for stewardship have been evident at three national stewardship and conservation conferences and a national wetland stewardship conference since 2000. But over this same period, the community has struggled with a range of issues including:

- reduced core funding;
- a shifting environmental policy agenda;
- increased bureaucracy surrounding applications and reporting with limited support for project staff; and,
- a lack of collaboration among stewardship interests.

In July 2009, a fourth national stewardship and conservation conference, *Strengthening Stewardship... Investing at Every Step* was held in Calgary, Alberta. Two reports: *The State of Stewardship in Canada* and *A Review of Stewardship Programs and Activities in Canada's Provinces and Territories* were produced prior to the meeting to generate discussion. The conference program was designed to elicit response to the reports and their recommendations, as well as evoke discussion on key issues facing Canadians where stewardship can make a difference. The presentations and discussion conveyed a sense of urgency for both maintaining the continued efforts of the stewardship community, and slowing the continuing deterioration of our ecosystems. **There was a strong message that action is needed and the sooner the better.**

This document, *A Stewardship Road Map for Canada*, outlines eight recommendations identified by the stewardship community and is meant to stimulate action and ensure that momentum is maintained as we move forward. It should be viewed as a conference outcome that will provide a baseline for action. It is hoped that an emerging coalition of interests will advance these recommendations providing opportunities for stakeholder collaboration and further engagement with the stewardship community.

"And it's what this conference is all about: achieving a level of understanding that translates into an ethic to care for our land, air and water – an ethic that leads us to action. We all need to better understand our own role in the ecosystem. To make better choices about what and how we consume, we need to better evaluate what we have and what we need...not just what we want. And to consider the country we want to leave our children.

Over the next three days, you will work together to chart a national roadmap for stewardship in Canada. It is important work, and I thank you all for undertaking it. I also thank you as stewards, who are doing your part to sustain our environment. All Canadians owe you their gratitude."

**Premier of Alberta, The Honourable Ed Stelmach
July 8, 2009 Address to the National Stewardship and Conservation Conference**

A ROAD MAP FORWARD

The stewardship community represents a broad number of interests from landowners and land managers to naturalists, community groups and land trusts, to corporate and government partners. In its broadest sense, stewardship is the recognition of our collective responsibility to retain the quality and abundance of our land, air, water and biodiversity and to manage our natural capital in a way that conserves all of its values, be they environmental, economic, social or cultural.

From a practical perspective however, the stewardship movement is really part of a larger conservation framework, which utilizes a suite of tools including protected areas, regulation and integrated landscape management. Stewardship programming provides a flexible, cost-effective and sustainable approach complementing a range of other actions. Stewardship also provides a unique opportunity to work with private landowners, industrial land managers and government towards a variety of environmental goals including: habitat conservation and management, watershed protection, environmental risk management and the provision of ecosystem goods and services.

There are many issues shared by stewardship practitioners across the country that urgently need to be addressed. This Road Map offers a framework for initial direction on the key recommendations from the conference. These are presented within the context of:

- The current status – where are we now?
- A clear destination – where do we want to be? And,
- Actions and a timeframe for delivery – how do we get there?

The goal is to improve the delivery of conservation initiatives by Canada's stewardship community. Ultimately, we would like to see a stewardship ethic applied by all Canadians in their development pursuits to ensure ecological functions (our life-support systems) are maintained or restored for current and future generations.

Six recommendations from *The State of Stewardship in Canada* report were discussed at the Road Map Final Plenary Session of the conference. Opportunity for comment was also provided following the conference through the conference website. Two other recommendations evolved during the discussions at the conference and these are also included as part of the Road Map (Recommendations No. 7 and No. 8). Further opportunity for comment on these two recommendations by stakeholders, stewardship practitioners and others present at the conference should be considered to keep the Road Map process transparent and inclusive.

The eight recommendations are presented in two sections: (I) Investing in Stewardship: Seeking Financial and Strategic Support and (II) Strengthening Stewardship: Building the Case for Stewardship and Conservation. The first section outlines two recommendations for the creation of an "Action Team" to develop a plan with an associated proposal for new funding to maintain and build capacity for stewardship. This was defined as the most critical need by participants at the Conference. However, it was recognized that work is needed concurrently on an additional six recommendations. These build the case for greater funding support as well as providing mechanisms to strengthen the stewardship movement in Canada. The second set of recommendations is not presented in order of importance. All recommendations are considered to be a priority for action.

I. INVESTING IN STEWARDSHIP: SEEKING FINANCIAL AND STRATEGIC SUPPORT

Recommendation No. 1. Bring together a high profile “Action Team” representing a range of stewardship interests to work together to prepare a 10-year **Stewardship Canada/Ecological Recovery¹ Plan** for delivery of priority recommendations and actions identified by the stewardship community.

Recommendation No. 2. Develop and deliver a **National Stewardship/Ecological Recovery Fund** to maintain and build capacity for stewardship in Canada. This should be new funding from governmental and other sources, and delivery should fit within current governmental policy agendas such as responsiveness to climate change, maintenance of water quality and quantity, rural economic stability and biodiversity conservation.

II. STRENGTHENING STEWARDSHIP: BUILDING THE CASE FOR STEWARDSHIP AND CONSERVATION

Recommendation No. 3. Establish measurable biodiversity and provision of ecological goods and services targets (at a regional landscape scale) and develop a national tracking system.

Recommendation No. 4. Develop and promote a common definition of stewardship that directly relates to the conservation of air, water, land and biodiversity.

Recommendation No. 5. Assemble a credible economic analysis of the importance of stewardship that can be used for both marketing purposes, resource trade-off decisions and as a basis for future planning.

Recommendation No. 6. Make stronger connections among the range of initiatives of the various layers of government and the extensive variety of agencies involved with stewardship.

Recommendation No. 7. There is a need for greater understanding and consideration of the social dimension of stewardship and its application to strengthen delivery of programs and activities.

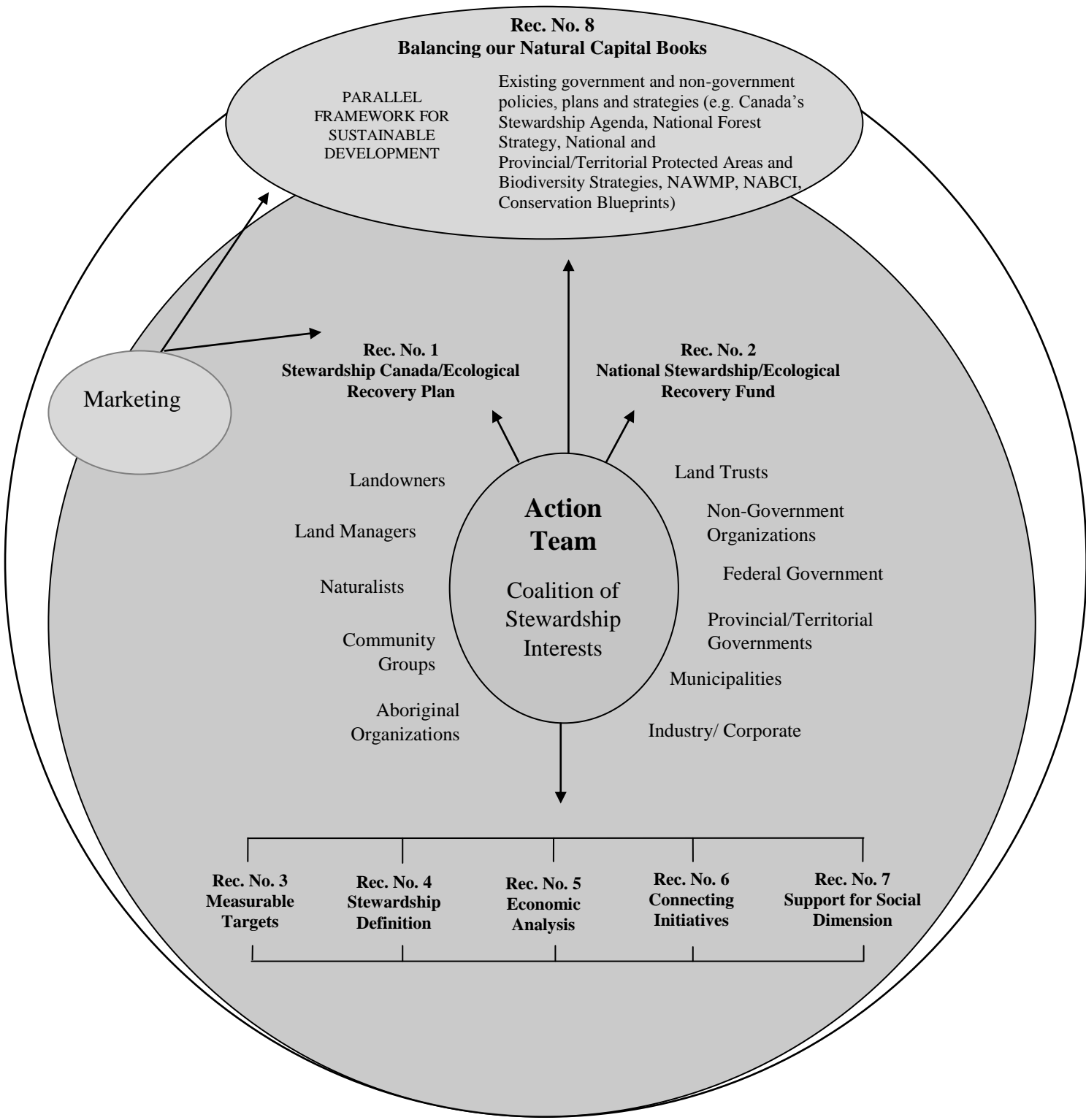
Recommendation No. 8. Work on a parallel framework to the Road Map with other conservation interests to generate public and political support to “balance our natural capital books.”

Figure 1 outlines the relationship of these eight recommendations to the context of stewardship in Canada including the proposed Stewardship Canada/Ecological Recovery Plan, the National Stewardship/Ecological Recovery Fund, the proposed Action Team and the broader context of sustainable development in Canada. These also support stewardship’s contribution to the broader goal of balancing Canada’s natural capital books.

¹ The terms “Ecological Recovery Plan” and “Ecological Recovery Fund” arose during post-conference consultations to suggest more precisely the nature of these ideas and could be more sellable in marketing the proposed stewardship plan and fund by the Action Team.

Figure 1

THE ROAD MAP: A SUMMARY



I. INVESTING IN STEWARDSHIP: SEEKING FINANCIAL AND STRATEGIC SUPPORT

Recommendation No. 1. Bring together a high profile “Action Team” representing a range of stewardship interests to prepare a 10-year **Stewardship Canada/Ecological Recovery Plan** for delivery of priority recommendations and actions identified by the stewardship community.

Where are we now?

The *Strengthening Stewardship ... Investing at Every Step Conference* was another successful gathering of the stewardship community to discuss common issues, share experiences and promote ideas. Speakers noted the evolution of the conferences over the nine years since the first conference in Guelph, Ontario in 2000. Over these four conferences, the community has shifted from a focus on individual projects to defining the role of stewardship within conservation, integrating issues such as ecosystem goods and services, economic costs and benefits, positioning stewardship actions within government policy frameworks, building public support, and the need for social activism.

The conference discussions generated considerable momentum and enthusiasm. This Road Map was produced to summarize the discussions at the conference and chart a path forward. Some of the recommendations in the Road Map are not new, having been made at previous conferences and in previous documents including *Canada’s Stewardship Agenda*. There was a significant level of frustration at the 2009 conference regarding the lack of ability to deliver on key issues between conferences and the need for national leadership to address key issues facing stewards at the grassroots and regional levels. Many organizations and individuals spoke up in the Road Map Final Plenary Session at the conference to identify their interest and to commit resources to develop a coalition that would take action.

Where do we want to be?

A national champion for stewardship is needed to work on behalf of the entire stewardship community with potential sub-champions within industry, the political community, and non-government organizations. An “Action Team,” representing the stewardship communities of interest, needs to build a strong coalition and a saleable program to advance conference recommendations and generate funding. With representation from the full stewardship community,

In support of the Road Map:

“The Model Forest community is very interested in participating in the planning and development over the next few months and we are willing to provide some financial resources to make sure it happens.”

David Neave
Canadian Model Forest Network

“The conservation community has identified the major needs. We need to form a coalition to deliver a stewardship plan. Wildlife Habitat Canada is willing to work as a coordinating body to form an intersessional committee.”

Len Ugarenko
Wildlife Habitat Canada

the “Action Team” should have the ability to build both a broad coalition and generate grassroots support. Existing provincial stewardship networks could act as partners and facilitate initiatives at the local level.

The Road Map represents not only a conference outcome, but can also be the backbone for discussion of next steps providing ideas on how to move forward. The next step will be for a coalition to build a Stewardship Canada/Ecological Recovery Plan based on the Road Map. The Plan should have a coordinated vision for the community and should support key environment and conservation issues to garner political attention and mobilize broader support (e.g. climate change, water management and conservation, and biodiversity including protection of habitats for species at risk).

Conference speakers provided many ideas for this vision including Preston Manning’s comment for “Developing a sustainable partnership between Canadians and our land.” The Plan should also build upon existing plans and policies from both government and non-government organizations (e.g. Canada’s Stewardship Agenda, the National Forest Strategy, Agriculture’s Growing Forward Initiative, Federal/ Provincial/Territorial Protected Areas and Biodiversity Strategies, Conservation Blueprints, the North American Waterfowl Management Plan and others). Cooperation among stakeholders will be essential, along with incorporation of feedback through continued discussions following the conference. The “Action Team” should keep the stewardship community informed and ensure that actions and decisions are transparent and broadly supported.

How do we get there?

An “Action Team” began to evolve during the Road Map session at the conference in July 2009 (see Appendix I that includes information from a pre-conference consultation by Wildlife Habitat Canada prepared in response to *The State of Stewardship in Canada* report). There should be immediate follow-up on the commitment of interest and resources by individuals and organizations as a basis for developing the team. This initial group should address gaps in representation from various sectors, which could include the forest industry, agricultural community, oil and gas, national non-governmental organizations, government agencies, aboriginal organizations and municipalities (including urban). The group should also immediately form a clear terms of reference for the delivery of actions that includes a clear definition of the client (the stewardship community). This will ensure that the work and actions at the national and political level on key issues is directly coupled with the stewardship work occurring within the broader community. A governance model should also be established at this time to ensure effective participation and advancement of the recommendations.

The “Action Team” will require funding support from government and non-government partner agencies to work together to:

1. Generate political support for the drafting of the Stewardship Canada/Ecological Recovery Plan by: (i) seeking a national political champion, (ii) assembling a communications and marketing strategy that includes a package of material (letters, reports, a brief (two-page) summary, list of participants and supporters); and, (iii) enlisting the support of provincial Ministers (particularly in those provinces with major investments in environmental stewardship) to carry forth the recommendations of the 2009 *State of Stewardship in Canada* report and its Annex: *A Review of Stewardship Programs and Activities in Canada’s*

Provinces and Territories, results of the 4th National Stewardship and Conservation Conference, and the Road Map to respective Resource Ministers and Federal/Provincial/Territorial working groups.

2. Prepare a Stewardship Canada/Ecological Recovery Plan through collaboration and consultation with stewardship groups and stakeholders. It should facilitate the delivery of actions to aid in the proposal for a National Stewardship/Ecological Recovery Fund (Recommendation No. 2). The Plan should also identify delivery mechanisms and networks for implementation of key actions and first step projects over the short and long term. The Plan should have clear targets and measurable outcomes.
3. Seek funding for the initial phases of the Plan starting in 2010 from a range of sources.
4. Build and use a mechanism to continue communications with the network of stewards present at the conference. This would facilitate transparency as the Stewardship Canada/Ecological Recovery Plan and the National Stewardship/Ecological Recovery Fund proposals are developed, and it would provide a method for stewards to communicate between conferences on actions that need to be addressed. This would also allow stewards to mobilize as a network when needed. The Strengthening Stewardship Conference website (www.stewardship2009.ca) is planning to carry on with updates on the conference and follow-up activities for at least the next year and could be a good point of contact for delegates. Conference participants expressed interest in using web-based tools with access from the Stewardship Portal as one other potential mechanism.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 1

Actions	Potential Lead and Partners	Timeframe for Delivery
Establish an "Action Team" comprised of stewardship interests	Conference Hosts (Land Stewardship Centre of Canada and Alberta Environment) to re-engage groups expressing interest at conference; Wildlife Habitat Canada has offered to facilitate	September, 2009
Develop terms of reference for group (identify client and vision).	"Action Team"	September, 2009
Define vision and priority recommendations in Stewardship Canada/Ecological Recovery Plan	"Action Team" to coordinate a writing team – Ad Hoc Committee to facilitate collaboration and consultation with the broader stewardship community (including landowners)	December, 2009
Develop a marketing and communications strategy	"Action Team"	December, 2009
Build mechanism for communications with stewards	Strengthening Stewardship Conference Website could be used as a communications point for delegates	Currently functioning as such

Recommendation No. 2. Develop and deliver a **National Stewardship/Ecological Recovery Fund** to maintain and build capacity for stewardship in Canada. This should be new funding from governmental and other sources, and delivery should fit within current governmental policy agendas such as responsiveness to climate change, maintenance of water quality and quantity, rural economic stability and biodiversity conservation.

Where are we now?

Stewardship activities in Canada have largely been maintained or expanded in the last 10 years as noted in the *Review of Stewardship Programs and Activities in Canada's Provinces and Territories*. However, long-term funding is disappearing from key federal funding agencies. This is in part due to shifting policy direction with a narrower focus on species at risk and emerging new directions such as climate change. Stewardship practitioners across the country consistently indicate that the main barrier for stewardship is reliable funding. There is now less long-term core funding support for stewardship agencies and this is confounded by increases in the bureaucracy associated with proposals and reporting. Less than one percent of all charitable donations are given to conservation groups in Canada, representing another dwindling funding source. The result is short-term programs with a lack of long-term conservation vision and accountability.

Where do we want to be?

Consistent and stable core funding is required to both initiate and sustain stewardship programs. As stewardship is a long-term process of engagement and investment, government support programs should be designed accordingly. Long-term capacity is needed to ensure credibility, mitigate risks of duplication and enable accountability that allows for increased stakeholder representation and building of trust among partners. Lessons learned over the longevity of a program provide a better understanding of where and how to act, thus saving time and money. A long-term funding commitment is needed to stabilize existing stewardship staff resources, and then increase capacity. This was clearly the highest priority recommendation for conference participants.

"While federal, provincial and territorial governments have adopted stewardship as a key delivery mechanism (e.g. Canada's Stewardship Agenda), the momentum within stewardship planning and program development may have actually stalled due to limited capacity for on-the-ground delivery. Progress is being made, but the lack of maintaining (or better yet, building) capacity and establishing comprehensive conservation strategies at the landscape level are key challenges."

State of Stewardship in Canada, 2009

"Investing in stewardship is – building capacity in our social capital – to restore and sustain our natural capital – to ensure sustainable economic capital."

**Ernie Ewaschuk
Conference Co-Chair
Land Stewardship Centre of
Canada**

A balanced conservation program of land acquisition and stewardship is required to deal with regional landscape issues. The federal government has committed to half of this with its \$225 million commitment in 2007 for natural areas conservation. The other half – maintaining the base through stewardship – is now required to complete the picture. With limited protected areas within Canada’s agricultural landscapes, stewardship is an essential component to retain our natural heritage. The involvement of all industrial sectors is important; by instilling a stewardship ethic in all resource users, ecological function can be improved on working landscapes to complement the set aside areas. An investment of a similar magnitude in a **National Stewardship/Ecological Recovery Fund** would be a very meaningful contribution, providing consistency, longevity and focus for stewardship programming. This would also be consistent with the National Round Table on the Environment and the Economy’s recommendation in 2003 for the establishment of a \$250 million National Conservation Fund.

“Funding is lacking for stewardship and conservation work across the board; there is an immediate need for a shift in public, private and government policies and practices to achieve a level of adequate support for the pressing stewardship and conservation challenges facing Canadians.”

**Safeguarding Canada’s
Wealth – Bringing Stewardship and
Conservation into Ecological,
Economic Valuation**

**The Land Trust Alliance of British
Columbia**

A government commitment with cross-departmental cooperation will be fundamental to this approach so that federal, provincial and territorial agencies can work collectively towards conservation objectives. Government resources will also enable the coalition to secure funds from other sources through leverage funding based on government investment. A commitment from governments also would clearly demonstrate that stewardship actions at the grassroots level are supported.

How do we get there?

The “Action Team” (Recommendation No. 1) will need to develop a proposal that will:

- Build and deliver a **National Stewardship/Ecological Recovery Fund** with a focus on stabilizing core funding and building capacity for stewardship programs in Canada. The writing team will have to build a solid “business case” for a long-term funding program that can be effectively communicated at the political level. An initial discussion paper could be developed followed by a national think tank to frame priorities and identify political opportunities.
- Develop the infrastructure for delivery of the Fund. The infrastructure should include a formal governance structure with clearly defined goals and a framework for action. Progress towards goals should be measured using clearly defined targets, thresholds and indicators (see Recommendation No. 3).

The “Action Team” will need to ensure that:

- A strategy is in place to consider both the need for core funding (capacity building) for stewardship and other elements of the Road Map (e.g. the Fund should also champion key new initiatives that implement Road Map recommendations to strengthen stewardship).

- A strategy is in place to demonstrate the need for this Fund on top of the existing federal funding programs (i.e. to ensure that the success of this fund is not at the expense of existing programs and resources). This could be accomplished by demonstrating the niche for stewardship within existing and emerging government agendas (e.g. climate change, maintenance of water quality and quantity, rural economic stability and biodiversity conservation).

There will need to be extensive consultation through an ad hoc Working Group. This should include a campaign to gain greater support from stakeholders to ensure buy-in and manage expectations for delivery. Without involving a variety of stakeholders, including rural landowners and managers, industry, government, non-government agencies and urbanites, the National Stewardship/Ecological Recovery Fund may run the risk of becoming a conservation public relations tool, rather than a real agent of positive change on the landscape. The proposal will need to remain connected to (and include input from) stewardship organizations and staff who are operating programs at the grassroots level. Relevant input and advice submitted during the consultation process should be incorporated into the proposal and key concerns should be addressed. Existing proposals and platforms (e.g. the Green Budget Coalition and the Canadian Environmental Network) should also be investigated for potential alignment in messaging.

The proposal should be developed with the goal of a political decision and announcement. The “Action Team” should work to find a prominent individual such as a senior member of the Federal Parliament, Senate or the National Round Table, or a respected business leader who will bring this to the Prime Minister’s Office. This individual could act in an advisory role to the “Action Team.”

There is also a need to define a banker for stewardship within the conservation community to administer the fund. The banker could be a well-respected national non-government organization with oversight by a Board appointed by federal, provincial and territorial governments, industry and the non-government conservation community. Alternatively, a steering committee representing government agencies and non-government organizations involved with stewardship could provide the infrastructure for funding and coordination of stewardship activities. Organizational models such as Wildlife Habitat Canada and the North American Waterfowl Management Plan should be considered when developing the operational structure for the Fund, as the fund’s administrator should have experience in granting programs. Administration of funds should remain removed from program delivery.

The development of a funding proposal to support the Road Map recommendations and Stewardship Canada/Ecological Recovery Plan could occur in time for the 2010 spring federal budget, but only if it is advanced quickly. It should be designed to further stimulate local industries and associated communities across Canada. It must be supported by a solid business case and weave its delivery through existing and new national policy drivers including: *Canada’s Stewardship Agenda*; the *Canadian Biodiversity Strategy*; the *National Strategy for the Protection of Species at Risk*; the *National Forest Strategy*, the *Growing Forward Initiative* of Agriculture and Agri-Food Canada, and others from Fisheries and Oceans Canada, Health Canada and the Canadian Parks Agency. Provincial and territorial frameworks that incorporate stewardship as a delivery mechanism should also be utilized (see Table 1 in the 2009 *State of Stewardship in Canada* report for examples). Key current and emerging issues including water quality and quantity, rural economic stability and climate change should be considered to ensure political support.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 2

Actions	Potential Lead and Partners	Timeframe for Delivery
Develop proposal for National Stewardship/Ecological Recovery Fund	"Action Team" representing Stewardship Community (see Recommendation No. 1) to direct writing team	In time for the 2010 or 2011 spring federal budget, or as a special announcement from the Prime Minister's Office.
Engage stakeholders to ensure relevance and buy-in	Ad Hoc Committee to ensure effective consultation and collaboration with stewardship practitioners	December, 2009

II. STRENGTHENING STEWARDSHIP: BUILDING THE CASE FOR STEWARDSHIP AND CONSERVATION

Recommendation No. 3. Establish measurable biodiversity and provision of ecological goods and services targets (at a regional landscape scale) and develop a national tracking system.

Where are we now?

There has been some effort over the last 20 years in Canada to develop goals at a regional level for water, habitat and species guilds. Some examples include: targets for waterfowl populations under the North American Waterfowl Management Plan; the How Much Habitat is Enough guidelines for the Great Lakes Area of Concern; the Prairie Conservation Action Plan; the Nature Conservancy of Canada's Conservation Blueprints; and, plans for ecosystems at risk such as Garry Oak and the South Okanagan. Many of these are linked to local stewardship initiatives, but it remains difficult to assess the contribution of the range of stewardship activities on these regional initiatives as measures of success are often confined to program statistics such as: dollars contributed number of landowners participating, hectares conserved, and the number of volunteers or volunteer hours.

There are still no benchmark indicators of the effectiveness of past and current stewardship programs. How do we know if we are making a difference? Is there a maintenance strategy? Without clear objectives and targets based in science (including information on ecological thresholds) it remains difficult to assess the cumulative impact of different programs on the landscape and measure progress. This information is critical to strengthen the argument for core funding and capacity building, to identify gaps and strategies to improve existing programs and frameworks, and to provide accountability to both funding partners and landowners.

“What gets measured gets managed – what gets reported gets understood.”

“To move towards sustainable development decision makers need information. They need information on where they are at the moment, on development trends and pressure points, and information about the impact or effects of interventions or policies put in place. They need feedback on which adjustments to make to speed up or slow down the effects of their interventions. They need information about milestones achieved or about failures that facilitate progress.”

Sustainability Report
<http://www.sustreport.org/>

Where do we want to be?

Canada has the capacity, the breadth of local and regional non-governmental organizations and funding interests to take on a much more planned and comprehensive stewardship program to achieve both national and regional conservation objectives. The *State of Stewardship in Canada* report and associated *Review of Stewardship Programs and Activities in Canada's Provinces and Territories* outline the range of new government, non-government and industry programs and frameworks being developed across Canada that identify stewardship as a key delivery agent. This

would be an ideal time to recommend standards for measurement of progress. Setting up a framework for reporting on key questions and indicators in advance will allow for appropriate data collection to address future programs. Where there are existing targets and regional landscape plans, stewardship groups should be encouraged to play a key role in the delivery, and consideration should be given to indicators of past and future success. Any system designed to track stewardship progress should facilitate reporting at different scales so that actions can be viewed within a regional context. Measures of success at the watershed and landscape level will enable cooperation and integration across resource sectors. There may be a need for targets for sectors as well as landscapes and watersheds. Recognition of past actions will be essential to maintain and build objectives into existing stewardship programs.

Access to baseline information is a critical element for measurement of progress towards conservation targets. Spatial information should be made available to assist in measurement and information exchange. Existing Geographic Information Systems (GIS) technology should also be used to demonstrate cumulative impacts of developmental pressures as well as potential impacts of remediation, mitigation and stewardship. GIS tools should be developed and distributed for use in reporting. The vision of a National Ecological or Biodiversity Survey and National GIS database was discussed at the conference as a potential mechanism to generate and provide access to the type of information required.

How do we get there?

An evaluation of existing and developing programs that integrate stewardship into existing conservation and development plans and reporting processes should be conducted. The evaluation should highlight lessons learned and successes, and recognize the need to move forward with the best available information, adapting as the science improves. Ongoing reporting structures that look at biodiversity and/or ecosystem condition (e.g. Ecosystem Status and Trends Reporting; provincial State of the Environment Reporting, and State of the Watershed Reports) and scenario planning tools (such as the Alberta Landscape Cumulative Effects Simulator — ALCES) should also be investigated as potential frameworks to set regional targets and monitor stewardship impact. This could be a potential focus for the next stewardship and conservation conference. This should also provide the scientific underpinnings of the proposed Stewardship Canada/Ecological Recovery Plan.

Based on the evaluation, the stewardship community will need to work with both scientific and management communities (government, industry and non-government) to identify and resolve information needs that may include:

- The development and/or integration of existing landscape and watershed level targets and thresholds.
- The development of a suite of indicators and tools to measure stewardship success that considers existing environmental conditions and stressors. This could include some high profile species targets that could be used to promote public awareness.
- The development of a mechanism to track and translate regional information that addresses local priorities to provincial and national scales.
- The integration of associated mechanisms by others such as the agricultural community's evaluation processes.

- An evaluation of the efficacy of existing stewardship tools and resources.
- Consideration of outcomes-based approaches versus practice-based approaches to the delivery of conservation objectives.

Science-based delivery, mapping and monitoring tools and training should be available to stewardship practitioners to ensure stewardship efforts contribute to conservation targets. The stewardship community will need to continue to work with partners to address the need for data sharing. The stewardship community should work with funding agencies to slowly integrate reporting into agreements with the intent of measuring progress towards common objectives.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 3

Actions	Potential Lead and Partners	Timeframe for Delivery
Conduct a review of existing and developing programs that integrate stewardship into conservation planning and reporting processes	"Action Team" to define terms of reference	In advance of next Stewardship and Conservation Conference
Develop and integrate targets, thresholds, indicators and tools for reporting	<p>Stewardship Community to work with scientists and management biologists with potential partnerships through Environment Canada, Natural Resources Canada, Agriculture and Agri-Food Canada, Parks Canada and the Federal- Provincial- Territorial Biodiversity Working Group; Provinces with biodiversity strategy and indicator reporting programs (e.g. Alberta Biodiversity Monitoring Institute)</p> <p>Conservation Ontario has offered assistance in addressing this recommendation based on its experience</p>	Long-term

Recommendation No. 4. Develop and promote a common definition of stewardship that directly relates to the conservation of air, water, land and biodiversity.

Where are we now?

There is some concern within the stewardship community that the term “stewardship” is suffering from overuse and is losing its relevance and profile. This is due to the adoption of the term by regulatory agencies for their delivery of regulatory and minimum performance standards on both private and Crown land. The term has also been adopted by a diverse group of urban interests associated with pollution, energy conservation and recycling. There is also concern that we do not narrow the definition of “stewardship” to refer only to the conservation community, lest we exclude major sectors such as industry, urban society and the regulatory community.

There is a need to ensure that we are operating under a clear and accepted definition as our community of practitioners works together to define our collective agenda and seek resources to achieve our goals.

Where do we want to be?

Most conference participants agreed that we need a clear definition of stewardship that is accepted by our broad community. This would define what our stewardship community represents and identify our needs under a common banner. Conference participants emphasized that the definition be broad, inclusive and encouraging to all forms of environmental stewardship. While it was clear that stewardship is not viewed as a regulatory instrument, the focus on voluntary actions only was questioned as stewardship programming often includes incentives and other financial tools.

It is possible that the term “stewardship” may need a qualifier such as “ecosystem” stewardship. It may need more than one qualifier (e.g. “ocean stewardship,” “biodiversity stewardship,” “regulatory or compliance stewardship,” “stewardship of municipal waste”) depending on the context. Some participants indicated that there is a potential need to consider the definition of stewardship under specific applications (e.g. for component sectors). This could be critical when setting targets and monitoring success. If ecosystem sustainability and management of our natural capital is the ultimate goal, then stewardship needs

What is stewardship?

The *State of Stewardship in Canada* report reflects stewardship as it deals with the full breadth of voluntary and government policy measures supporting stewardship efforts associated with land, water, air and biodiversity conservation. Stewardship is the recognition of our collective responsibility to retain the quality and abundance of our land, air, water and biodiversity, and to maintain the integrity of ecosystems. To many, it is an ethical responsibility to sustainably manage out natural capital in a way that conserves all its values, be they environmental, economic, social or cultural for current and future generations. Stewardship is practised by all those who are users of, and charged with, caring for our physical and biological resources as well as the implicit linkages between them, and should be enabled by governments.

“Stewardship is a matter of the head – understand issues, evaluate options, supported by good data and information; hands – real action on the ground; and, heart – making a difference, celebrating success.”

Beverly Yee
Assistant Deputy Minister
Alberta Environment

to consider both the cause (stressors imposed by sectors) and mitigation of effects (conservation and enhancement of ecosystems that provide ecosystem goods and services). In other words, stewardship actions need to be considered on both sides of the accounting sheet for our natural capital.

Any definition should recognize the importance of the conservation of ecosystems (including their abiotic components) that are critical in the production of ecological goods and services that sustain human life-support systems and resource sectors such as agriculture, fisheries and forestry. The definition should include the range of activities influencing both the abiotic and biotic components of ecosystems, and encourage the broad spectrum of activities influencing ecosystem services and productivity, sustainable development, and soil, water and habitat conservation. The common elements of stewardship (awareness, an ethic, acceptance of responsibility, ecological literacy leading to action) should also be considered.

The definition should also recognize that stewardship works within a larger framework for sustainable development that includes protected areas, regulation and integrated landscape management. It is an investment in prevention and maintenance, and provides a cost-effective approach to conservation. **Conference participants emphasized that this effort should not consume a large amount of time given the urgency of many of the other recommendations put forward.** The greater need is to move forward under a common banner through a coalition to address our collective conservation challenges. The definition may also help to define the terms of reference for other actions under the Road Map.

How do we get there?

The “Action Team” should assign the task of debating and proposing a definition to a subcommittee that represents diverse interests. The draft definition should be provided to the broad stewardship community for input. This could potentially include an advertising campaign to ensure all practitioners are on board. The definition should be tested and marketed over the next three years, and re-visited at the next Stewardship and Conservation Conference to ensure continued support.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 4

Actions	Potential Lead and Partners	Timeframe for Delivery
Debate and Propose Definition Seek and Identify common threads to unite the broad diversity of the Stewardship Community	Subcommittee of “Action Team”	October, 2009
Circulate and Ask for Input from Stewardship Community	“Action Team” via web-based communications tool	December, 2009
Test and Market Definition	Subcommittee of “Action Team”	In advance of next Stewardship and Conservation Conference
Revise and Endorse Definition	Stewardship Community	Next Stewardship and Conservation Conference

Recommendation No. 5. Assemble a credible economic analysis of the importance of stewardship that can be used for both marketing purposes, resource trade-off decisions, and as a basis for future planning.

Where are we now?

While it has been recognized for decades that stewardship is a cost-effective approach to conservation in Canada, there has been no formal economic analysis of the value of our investment as it compares to the heavy cost of environmental restoration, clean-up, and replacement of services by man-made infrastructure. A few examples do exist that show the cost-savings, including the common example of the New York City watershed, and recent studies and planning initiatives in Toronto's Greenbelt (see box). Links have also been made between salmon recovery efforts and water quality, storm water management and human health. Other cost-benefit analyses are emerging as the science and programs relating to ecosystem goods and services continue to evolve. And the enormous cost of species at risk recovery, habitat restoration, environmental clean-up, and potential impacts to resource-based industries (such as agriculture, forestry and fisheries) are a constant reminder of the value of good management and preventative maintenance of our ecological resources through stewardship programs.

Where do we want to be?

There is a need for documentation of the economic benefits of stewardship programs. This assessment should include a proactive assessment of the cost-effectiveness of conserving rather than restoring ecosystems and consideration of the human health benefits of stewardship of air, water, land and biodiversity. It should address cost savings to governments in efficiency of program delivery, job creation and community benefits (such as Gross Domestic Product – GDP). This kind of analysis is critical for the stewardship community for marketing purposes to both funding agencies and governments.

Stewardship and maintenance of the existing ecological infrastructure is more cost-effective than restoration.

In a 1995 Wildlife Habitat Canada report titled *Saving Species*, several examples are provided relating to species recovery:

- The cost of maintenance of the entire Serengeti ecosystem (~\$500,000/year) is estimated to be equal to the cost to maintain five viable populations of primates in North American zoos;
- Similarly, it costs only \$30,000 to protect 250 000 wild lion-tailed macaques in a 250 km² area in India, but \$150,000 to re-introduce 12 captive bred macaques back into the wild.
- By 1993, approximately 10 million dollars had been spent on the recovery program for the Peregrine Falcon in Canada.

Other studies have demonstrated the value of maintaining existing habitat for the provision of ecosystem goods and services:

- The David Suzuki Foundation estimated the total value of the Greenbelt's watersheds (surrounding Toronto) to be \$409 million/year including water filtration services provided by forests and wetland with an estimated \$189 million/year avoided in costs for drinking-water treatment.
- In a study on pollination services for watermelon in California, the replacement cost for services from native bees ranged from \$3.60 to \$38.80/ha depending on the farming system and proximity to native habitat.
- In Calgary, city trees and shrubs are estimated to be responsible for the removal of 502 metric tons of pollution in a year, an estimated \$2.75 million value when considering other means of removal.

The case can be made for private and Crown lands; however, this will be a particularly important tool to demonstrate the value of private land stewardship in providing economic, environmental and social benefits to the broader public. Recognition of economic values will allow for the development of new tools and markets for stewardship, which may be tied to food production and security, human, economic and ecological health, and carbon sequestration.

How do we get there?

The “Action Team” will need to assign the task of defining the need, scope and key questions for this analysis (i.e. terms of reference) to a subcommittee. The subcommittee should be tasked with securing funding through a variety of sources (including foundations). An economist should be contracted to prepare a summary of existing information and methodologies that may be utilized to estimate the value of stewardship programs at a variety of scales. The summary should use existing analyses, but ensure that they are made relevant to the situation in Canada. The analysis should consider the contribution of past programs, as well as future expectations. The economist should recommend a standard methodology and prepare a request for proposals for a group of pilot sites across Canada.

“Despite the fact that many Canadian farmers see themselves as “part of the solution,” the survey results make it clear that economic concerns dominate the context in which they will make crucial decisions regarding environmentally-sound practices.”

National Survey of Farmers and Ranchers – Ecological Goods and Services (EG&S) – Environics 2006

An economic analysis of stewardship programs should be conducted in a group of pilot sites from across Canada using the standard methodology. The pilot sites should be selected to consider a range of stewardship objectives and look at the economic benefits of stewardship in comparison to other responses. The standard methodology should be adapted as needed based on successes and lessons learned from the pilot projects. Existing and potential tools for landowner recognition of economic values should be investigated through the pilot projects with resulting recommendations. These may include:

- Removal of dis-incentives;
- Harmonization of policies to support programs;
- Tax policy for intergenerational transfers;
- A shift from regulatory to other market-based solutions;
- Payment for ecological goods and services;
- Consideration of new mechanisms and tax relief for easements (e.g. the expansion of programs such as the Ecological Gifts Program to include Agri-Gifts); and,
- Food certification for farms practising stewardship.

Therefore, stakeholders must be involved in this analysis.

From a political point of view, it would also be useful to develop an estimate of the number of active stewards in the country (including landowners, land managers, volunteers, community groups, non-government organizations and governments). While this network is not fully or currently connected it represents a large constituency that could potentially be mobilized in support of some of the Road Map’s actions.

Using the results of the initial review (and eventually the pilot projects), develop a communications and marketing strategy with key messages for a suite of target audiences (e.g. landowners, urban and rural communities, public, funding organizations, government, politicians). Messages should clearly articulate the value of resource stewardship, making the environmental and economic case, showing potential risks and impacts and communicating costs and benefits of programs. The end goal should be to demonstrate the cost of inaction, and show the long-term value of the investment in stewardship. The costs and risks should be linked directly to human health, economic well-being and the environment.

The results of this work should be reported on at the next conference.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 5

Actions	Potential Lead and Partners	Timeframe for Delivery
Develop Terms of Reference for summary of existing information and methodology for pilots	Subcommittee of "Action Team" Potentially non-government organizations/departments involved in EG&S valuation (e.g. Delta Waterfowl, Ducks Unlimited Canada, Canadian Model Forest Network, Canada West Foundation, Preston Manning Centre, Environment Canada and Agriculture and Agri-Food Canada and Universities) Conservation Ontario has offered assistance in addressing this recommendation based on their experience in Ontario	October, 2009
Prepare Report	Contract an economist Economist should consult with key institutions such as the Gund Centre, the International Institute for Sustainable Development, and economists such as Vic Adamowicz and Mark Aneilski	June, 2010
Pilot Studies	Selected and supervised by Subcommittee of "Action Team"	2010-2012
Develop a Communications and Marketing Strategy	Subcommittee of "Action Team"	January/February 2010 in support of proposal for National Stewardship/Ecological Recovery Fund Incorporation of pilot project information as it becomes available
Report back at next conference	"Action Team"	Summer, 2012

Recommendation No. 6. Make stronger connections among the range of initiatives of the various layers of government and the extensive variety of agencies involved with stewardship.

Where are we now?

While there are some great examples of cooperation and strategic planning within the stewardship community, there are still far too many examples of duplication of stewardship effort with minimum synergy and often competition for resources. This is notable in the variety of agency programs on the same landscape dealing with wildlife, protected areas, fish, watersheds, agriculture and forestry, as well as at the delivery level.

The Environmental Farm Plan Program has provided a good model of cooperation between the agricultural community and conservation interests, however, there needs to be a greater focus on the ecological and restorative aspects of the program rather than the chemical storage and nutrient management risks. Many programs have been developed to contribute resources beyond the shared federal and provincial funding to help farmers and ranchers address problems identified in their risk assessments. The advantages of working through a single and trusted delivery agent (a farm association) have been demonstrated. Active stewardship networks (e.g. the Stewardship Centre for British Columbia, the Alberta Stewardship Network, the Stewardship Network of Ontario, the Canadian Land Trust Alliance and the Stewardship Association of Municipalities) have also provided a forum for sharing information and collaboration on regional and national stewardship issues and programs.

“Like other stewardship groups, community salmon stewards will be competing for less money in the coming years. The balance between funding sources will likely change, with less coming from government. Foundations and the private sector will be looking for evidence that applications represent a true community of interests on an organizational scale that can handle well-planned, well-managed projects. Groups that are able to present regional packages with a central coordinator may have an advantage.”

Reality Stewardship – Survival of the Fittest for Community Salmon Groups. 2004

Where do we want to be?

The stewardship community needs to work together to remove the constraints and obstacles that may be in the way of greater partnership. The current funding and delivery model should be examined to ensure cooperation and collaboration. One of the reasons the community remains fragmented relates to the struggle for funding. As funding opportunities continue to diminish, an environment of competition for resources has evolved instead of one of cooperation towards a common purpose.

With a limited resource base, we need to be more strategic. Funding support for new and foundational stewardship programs will require much broader partnerships among industry, aboriginal interests and government agencies led by community business leaders and politicians. There is great potential for more collaboration and funding sources with industry as more offset programs develop.

Delivery of programs by government and non-government organizations also requires integration and collaboration to dispel landowner confusion and disenchantment with analogous programs being delivered in “silos” by multiple delivery agents. One-window approaches to program delivery have been demonstrated to be favoured by landowners for access to information and assistance as well as in the application processes.

Stewardship remains hampered by split constituencies. The establishment of regional plans (which include landscape or watershed targets and thresholds and address cumulative effects) provides one method to bring individuals and/or groups together around a group of central issues to generate solutions (e.g. Conservation Ontario’s Integrated Watershed Management Plans). Issue-based approaches can also encourage cooperation across political boundaries. Sharing of data and information will also encourage collaboration, reduce duplication and improve accountability, transparency and inclusiveness. Regional support for non-government organizations for grant writing and reporting under a de-centralized secretariat function could also promote information sharing.

How do we get there?

The “Action Team” should facilitate an assessment of the real constraints and obstacles to the current conservation funding and delivery model with a potential focus on:

- The cumulative benefit of having stewardship programs aligned for reductions in administrative costs;
- Program delivery impediments (e.g. lack of support for capacity building);
- Identification of policies and programs that hinder the advancement of stewardship;
- The need for comprehensive stewardship and conservation strategies that bridge different interests, agencies and programs; and,
- The advantages of one-window approaches to program delivery.

This may be best considered by sector, and include potential overlap between sectors.

Based on the results of the assessment, the “Action Team” should:

- Work on behalf of the stewardship community for appropriate changes to current funding and delivery mechanisms;
- Work with the stewardship community to build upon current networks and programs to ensure coordination across projects in the application process as well as during program delivery;
- Ensure that existing tools, data, best practices, guidelines and programs are readily shared and accessible for use and adaptation by others through stewardship networks;
- Ensure that the community has an ongoing mechanism to share successes and challenges, concepts for future initiatives, and a place to seek advice; and,
- Work with funding agencies to encourage a more strategic approach to avoid duplication.

SUMMARY OF ACTIONS FOR RECOMMENDATION No. 6

Actions	Potential Lead and Partners	Timeframe for Delivery
Assess constraints on conservation funding and delivery model	Contractor under guidance of "Action Team" subcommittee Conservation Ontario has offered assistance in addressing this recommendation based on its experience	2010
Follow-up on assessment recommendations	"Action Team" subcommittee	2010-2012
Report back at next conference	"Action Team"	Summer, 2012

Recommendation No. 7. There is a need for greater understanding and consideration of the social dimension of stewardship and its application to strengthen delivery of programs and activities.

Where are we now?

While discussing the measurement of the direct impact of stewardship “on-the-ground” at the conference, many participants pointed out the need to recognize that not all forms of stewardship can be measured. Activities such as changing attitudes and practices based on contact can only be considered in numbers of individuals, organizations and businesses contacted. Efficacy of messages and receptiveness to programs has been studied through several landowner surveys, but cannot be directly measured.

There were several presentations and discussions regarding the social science of stewardship at the conference. Participants identified the need to develop strategies to reach out to communities of potential stewards as a key priority. Some of the identified communities of interest included: urban populations, immigrants, youth, church communities, the arts and the increasing number of non-farm rural landowners. A presentation on a survey of rural landowners also generated key conclusions about the preference of landowners in dealing directly with individuals.

“We need programs for youth, including youth who represent our ethnically diverse society, to get them involved with nature first, to get them involved in practical stewardship work, to get leadership training in place to ensure support for the next generation of conservation and stewardship leaders. We need to reach out to our increasingly ethnically diverse immigrant communities, and involve them in conservation and stewardship (and Canadian culture of the outdoors), beyond the city. All stewardship groups should specifically consider what they can do in this area.”

**Dr. Stew Hilts
University of Guelph**

Where do we want to be?

In order to improve communications and increase participation in stewardship programs, we need to work with more professionals in the social sciences. To ensure that we make the best use of our resources, it will be important to know whether the mechanisms we use to deliver programs and tools resonate with the target audiences, especially as we work with new partners and engage other sectors. Delivery of programs and messages requires that we know our audiences, their demography, preferences, motivators and barriers. Some of the individuals and groups representing the clients for stewardship programs at the conference suggested there was a need to “listen” more. Instead of bringing “solutions, projects and opportunities,” we need to ensure that we are meeting the goals of individuals and communities by “helping, listening and following.” We need to ensure that we value social and cultural differences as we reach out to diverse communities. It will also be important to build relationships with First Nations to ensure the stewardship goals of their communities and leaders are a priority. Economic values should also be respected when working with landowners who are trying to sustain a business on their land.

In order to reach out and gain support from a range of audiences, interpretation and field extension budgets may need to be restored and clear communications messages marketed. This should extend to conservation education in the classroom. A campaign built on the successful techniques of farm and landowner organizations (e.g. Farmers Feed People; If You've Eaten Today – Thank a Farmer) would also raise the profile of rural landowners in adjacent urban communities. There is a need for the values of stewardship to be communicated in a similar manner (e.g. Thank a farmer and woodlot owner today for the clean air you breathe, and clean water you drink. If you drink pure water and breathe clean air Thank a farmer and a woodlot owner). An aggressive social marketing campaign is needed to raise the profile of stewardship.

When measuring “success,” we should also look beyond environmental outcomes to behavioural and knowledge outcomes with the potential for a suite of complementary indicators to those in Recommendation No. 3. We need to explore social media structures to increase our ability to connect urban people and other target audiences to stewardship activities and environmental issues. It is critical that we expand the stewardship campaign to the broader public including youth to generate buy-in, with the hope of generating a positive political interest and will.

How do we get there?

The “Action Team” should facilitate an assessment of the potential opportunities to engage various communities more actively in stewardship. This assessment would provide input on target communities, develop a communications strategy to increase awareness and education, identify key opportunities for engagement and participation in stewardship projects and programs, and potentially align existing stewardship programs with other organizations involved in affecting social behaviour. The assessment would also provide input on mechanisms to share success stories and connect the broader public to environmental issues through social media. Qualitative measures of success could be defined.

This could be the focus of a session at the next Stewardship and Conservation Conference.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 7

Actions	Potential Lead and Partners	Timeframe for Delivery
Assess potential opportunities to engage various communities more actively in stewardship	Social Science contractor under guidance of “Action Team” subcommittee	2010
Follow-up on assessment recommendations	“Action Team” subcommittee	2010-2012
Report back at next conference	“Action Team”	Summer, 2012

Recommendation No. 8. Work on a parallel framework to the Road Map with other conservation interests to generate public and political support to “balance our natural capital books.”

Where are we now?

There was a definite sense of urgency at the conference to move forward with the recommendations to strengthen stewardship. This sense of urgency was compounded by a second theme that infiltrated many discussions regarding the current state of decline of biodiversity and the environment, and the erosion of Canada’s natural capital with potentially profound effects on both the economy and society. Many participants agreed that despite our stewardship efforts, we were not achieving the results on the scale that is needed to ensure a sustainable future.

Many of the discussions at the Conference moved beyond stewardship to reflect on overall sustainability. Speakers urged the community to broaden our stewardship vision to directly link a healthy environment to a healthy economy, and healthy people. Discussions at the conference indicated a lack of a common vision and understanding of the concept of sustainability. In the absence of a common public understanding, the meaning of sustainability has shifted to a “consensus view,” which is very different from how it is viewed by the conservation and stewardship communities. This clear gap between science and public policy needs to be addressed, as it may not always be possible for environment, economic and social objectives to move forward in tandem. Some argued that environment is lagging behind by several hundred years and needs to catch up.

“The effort to balance our natural capital books can be done at many levels (national, provincial, territorial) and accounting can also be done on an ecosystem level (basin, watershed, or ecozone and ecoregion). The intent is to gradually move us towards living within the carrying capacity of regional ecosystems – setting targets and working collaboratively to live within those targets. It is a huge departure from where we are today, but I would suggest that anything short of a new way of doing things will not yield the results that are needed. A “step-change” in accounting and living is what is needed. Now is not the time to be meek, but rather the time for a bold vision and even bolder actions.”

**Steve Hounsell
Conference Participant**

Where do we want to be?

As a parallel process to the Road Map and the proposed Stewardship Canada/Ecological Recovery Plan there is a need for a broader conservation community to build the case for an ecologically sustainable Canada. There are currently international agreements and associated national, provincial, territorial legislation and strategies in place that support this concept. The parallel campaign will help to demonstrate the importance and need to support stewardship, along with providing a broader framework for stewardship actions. It will also help define the overarching goal and destination for the conservation community as a whole.

Preston Manning spoke of the need for “National Ecological Accounts” that define, measure and track the extraction of resources, production, distribution, consumption and waste relative to our natural ecological systems. From this accounting system the value of stewardship in each resource sector could then be determined. This full cost accounting for sustainability would be understandable at political levels, and raise public awareness that our natural capital is finite and requires our collective stewardship. It would also support the need for investing in stewardship (the National Stewardship Fund) and maintaining the base – to balance existing investments in land acquisition (Recommendation No. 2). Under this system of ecological accounts, we will need mechanisms to help guide our investments and withdrawals. This could include new types of markets for ecosystem goods and services. In the end, stewardship will benefit through the public’s recognition of the link between natural, economic and social systems and human health.

How do we get there?

The stewardship community needs to work with the broader conservation community to develop a campaign to explain the need for natural capital accounting, and bring the issue to the attention of the public, politicians and industry. Economic analyses produced from results of Recommendation No. 5 could be used to make the links among the economy, environment and health. The campaign requires a vision that promotes the link between ecosystems and the provision of social and economic values to Canadians. The campaign should also make the link between our natural (or “green”) infrastructure and the built infrastructure upon which communities depend. This needs to be framed with a sense of urgency to reduce the risk of future economic and social strife caused by depleting our natural capital. There is a need for a communications strategy that brings a clear and understandable message to politicians and the media. The business case for funding support should be made to organizations such as the Council of Chief Executives. Funding support should be sought from a diverse group of organizations.

This broader community will need to develop the capacity for natural capital accounting. Some potential ideas include:

- Creating a Canadian Institute for Natural Capital Accounting. The real issue is to ensure we have the capacity to undertake such assessments, that they are adequately resourced and given the appropriate stature related to its importance for sustaining Canada. The issue is not so much creating an institution as it is having and implementing an audit function that catalyses meaningful action.
- Creating a Canadian Institute for Natural Capital Risk Management and Asset Management. Again, the issue is more about having a high level function that clearly assesses the state of our natural capital in terms of future risks, opportunities and management needs. This also implies the need to establish targets, develop and implement programs and monitor and report results against targets.

The community will need to develop:

- Measures and tracking of resource consumption and waste generation on the “expenditure” side of the ledger;
- Measures and tracking of the health (i.e. sustainability) of our natural capital assets (biodiversity in the fullest sense – ecosystems, species and the genetic diversity of species)

and the ecological processes that keep them evolving) and our “biocapacity” (i.e. the ability to sustainably deliver ecosystem goods and services); and,

- Programs, timelines, targets and reporting on progress to: (a) reduce stressors – total levels of resource consumption and waste output to be within the limits of Canada’s biocapacity, while sustaining Canada’s rich biodiversity; and (b) enhance strategic and coordinated efforts to steward Canada’s natural resources and ecosystems (the natural capital assets). The intent of the latter (b) is to enhance the resilience of Canada’s ecosystems to deliver ecosystem goods and services to provide for societal needs, while also conserving the nation’s biodiversity.

SUMMARY OF ACTIONS FOR RECOMMENDATION NO. 8

Actions	Potential Lead and Partners	Timeframe for Delivery
Engage broader conservation community	<p>“Action Team” representing stewardship community to engage larger group. Business and industry should be included (Business and Biodiversity Secretariat and partnership between Wildlife Habitat Canada and Wildlife Habitat Council may be able to assist).</p> <p>Potential lead for “National Ecological Accounts” could be Geological Survey of Canada; Economists included in Recommendation No. 5 could be consulted.</p>	Spring 2010 following development of Stewardship Canada/Ecological Recovery Plan and proposal for National Stewardship/Ecological Recovery Fund
Potential to host “Ecological Summit” to market messages surrounding maintenance of ecological capital and sustaining our natural capital	“Action Team” to coordinate	2011
Develop campaign and communications strategy to generate public and political support		Summer 2010
Develop funding proposal to build institute and capacity for analysis		Fall/Winter 2010
Develop measures, targets and programs		Fall/Winter 2010

MAINTAINING MOMENTUM –WHAT HAPPENS NEXT?

This *Stewardship Road Map for Canada* is the final step to the *Strengthening Stewardship ... Investing at Every Step Conference*. It is an attempt to pull together a group of recommendations and key actions based on what was discussed in the *State of Stewardship in Canada* report and at the conference. It should not be considered as a final proposal for the actions that are needed. The Road Map must be a catalyst for discussion and the development of an active coalition of stewardship interests to maintain the momentum generated at the July 2009 conference.

An “Action Team” began to evolve in the Road Map Final Plenary Session of the Conference. This was combined with a real sense of urgency that we have to act quickly for both the stewardship community and the environment. We must work collectively toward strengthening stewardship to build the case for a national voice and a national fund to ensure stewardship actions are maintained at all levels, from grassroots to policy.

The presence at the conference of the Premier of Alberta, Alberta’s Ministers of the Environment and Sustainable Resource Development, the Lieutenant Governor and Preston Manning demonstrates that the environment is a high public priority, even during a recession. There is a great opportunity to generate political support if the stewardship community works together on a full range of strategic actions.

**APPENDIX I:
INDIVIDUALS COMMITTING INTEREST AND RESOURCES FOR PARTICIPATION IN THE “ACTION TEAM” –
DURING AND FOLLOWING THE CONFERENCE AND IN PRE-CONFERENCE CONSULTATIONS**

Groups/Individuals Expressing Interest during Conference and through submissions to the on-line feedback form			
Name	Organization	Coalition	Resources
Burn Evans	Land Stewardship Centre of Canada	Yes	Not specifically mentioned
David Neave	Canadian Model Forest Network	Yes	Yes
David Walker	Canadian Land Trust Alliance	Yes	Yes
Len Ugarenko	Wildlife Habitat Canada	Yes – work with conservation community to develop Coalition	Yes
Heather Landine	Meewasin Valley Authority, Saskatchewan	Individual commitment to support actions, will take to organization	Not specifically mentioned
Peter Mitchell	University of Guelph	Commit Young Conservation Professionals to participate in delivery	Not specifically mentioned
Paulette Fox	Blood Tribe Land Management, Alberta	Individual commitment, will bring recommendations to community	Not specifically mentioned
Owen Williams	Ontario Ministry of Natural Resources	Yes	Will investigate web-based tools to discuss next steps
Gretchen Harlow	Stewardship Centre of British Columbia	Yes	Possible
Caroline Cormier	Nature Action Quebec	Possible	Not specifically mentioned
Cynthia Edwards	Ducks Unlimited Canada	Yes	Not specifically mentioned
Joanne Rzadki	Conservation Ontario	Yes	Not specifically mentioned
Stew Hilts	University of Guelph	Yes	Not specifically mentioned

Bruno Delesalle	Grasslands Conservation Council of British Columbia	Yes	Not specifically mentioned
Gayna Welsh	Milk River Watershed Council Canada	Yes	Not specifically mentioned
Courtenay Hughes	Alberta Environment	Yes	Not specifically mentioned
Hubert Taube	Stewards of Alberta's Protected Areas Association	Keep informed	Not specifically mentioned
Margaret Glasford	Alberta Lake Management Society	Yes	Not specifically mentioned
Heather Chaffey	Government of Newfoundland and Labrador	Keep informed	Not specifically mentioned
Jonathan Sharpe	Government of Newfoundland and Labrador	Keep informed	Not specifically mentioned
Anita Wheeler	Cape Nature, South Africa	Yes	Not specifically mentioned
Brenda Wispinski	Strathcona Country, Beaver Hills Initiative	Yes	Not specifically mentioned
Mitch Baldwin	Ontario Ministry of Natural Resources	Yes	Not specifically mentioned
Groups Expressing Interest During Wildlife Habitat Canada Consultation for Response at Conference			
Organization		Coalition	Resources
Canadian Land Trust Alliance		Yes *	Yes
Canadian Model Forest Network		Yes *	Yes
Delta Waterfowl Foundation		Yes *	Not specifically mentioned
Ducks Unlimited Canada		Yes *	Not specifically mentioned
Fur Institute of Canada		Possible	Not specifically mentioned
Nature Canada		Yes*	Not specifically mentioned

Nature Conservancy of Canada	Yes *	Not specifically mentioned
Wildlife Habitat Canada	Yes	Yes
Canadian Wildlife Federation	Comments pending	Comments pending
Bird Studies Canada	Keep informed	Not specifically mentioned
Canadian Business and Biodiversity Secretariat	Keep informed	Not specifically mentioned
Canadian Federation of Woodlot Owners	Keep informed	Not specifically mentioned
Environment Canada	Keep informed	Not specifically mentioned
Fisheries and Oceans Canada	Keep informed	Not specifically mentioned
Creston Valley Wildlife Management Authority	Keep informed	Not specifically mentioned
Edmonton and Area Land Trust	Keep informed	Not specifically mentioned
Habitat Acquisition Trust of British Columbia	Keep informed	Not specifically mentioned
Land Trust Alliance of British Columbia	Keep informed	Not specifically mentioned
Manitoba Habitat Heritage Corporation	Keep informed	Not specifically mentioned
Nature Trust of New Brunswick	Keep informed	Not specifically mentioned
Nature Trust of Nova Scotia	Keep informed	Not specifically mentioned
Nova Scotia Department of Natural Resources	Keep informed	Not specifically mentioned
Ontario Ministry of Natural Resources	Keep informed	Not specifically mentioned
Ontario Woodlot Association	Keep informed	Not specifically mentioned
Royal Botanical Garden (Hamilton)	Keep informed	Not specifically mentioned

Saskatchewan Watershed Authority	Keep informed	Not specifically mentioned	
Toronto and Region Conservation Authority	Keep informed	Not specifically mentioned	
Groups/Individuals Expressing Interest Through Other Mechanisms			
Name	Organization	Coalition	Resources
Theresa Southam	Southam Consulting Inc.	Yes - National Issue Campaign (Lorne Fitch)	Not specifically mentioned
Fisheries and Oceans Canada/Non-government Organizations Coalition (DFO/NGO Coalition)	Fisheries and Oceans Canada/Non-government Organizations Coalition	Yes (Lynn McIntyre)	Not specifically mentioned
Other Supporting Commitments made during Conference			
Name	Organization	Commitment	
Virginia Poter	Environment Canada	Will take Road Map to Federal-Provincial-Territorial Wildlife Directors Meeting in October 2009 for information	
Minister Renner	Alberta Environment	Will take Road Map to Resource Ministers Council Meeting in October 2009 for information	

* Individuals have been specifically identified by their organizations to be members of an ad hoc working group.



Environment
Canada

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Fisheries and Oceans
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