3304/WP9492

Habitat Restoration and Salmon Enhancement Program: Final Review, 1998-2002

Prepared for:

Habitat Restoration and Salmon Enhancement Program
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Executive Summary

HRSEP

Over the past five years, the HRSEP provided more than $30 million in funding to a total of 371 fish habitat restoration and inventory, salmon stock enumeration and enhancement, and watershed stewardship projects throughout British Columbia and the Yukon.

This review

This review focused on projects that received HRSEP funding from 1998/99 to 2001/02, and is based primarily on an in-depth examination of a representative subsample of 51 projects. Information concerning these 51 projects was collected though interviews with project proponents and other program participants, supplemented by a thorough examination of relevant documents.

Administrative Review – Key Findings

Program promotion

HRSEP was promoted to its target audience primarily through word-of-mouth, *via* either DFO personnel or other knowledgeable individuals within the community.

Characteristics of successful proponents

Successful proponents were typically groups that possessed a relatively high level of sophistication in preparing funding proposals, and for projects that were developed with objectives that were consistent with DFO priorities.

Proponent types

In the reviewed subsample of HRSEP-funded projects, the majority (51%) were undertaken by community groups. Twenty three percent of projects were undertaken by First Nations, 13% by non-profit professional service providers, 8% by government agencies (i.e., DFO), and 4% by for-profit corporate entities such as forestry companies. Community groups mainly undertook habitat restoration or stock enhancement projects in their local watersheds. Non-profit professional service groups tended to undertake stock assessment projects, because these projects provided the greatest amount of employment. Like community groups, First Nations also undertook mainly habitat restoration projects, but also benefited from employment provided by stock assessment projects. Forest companies undertook habitat restoration projects in forestry-impacted watersheds within their operating areas.

Proposal format

In the 1998-99 funding year, applicants were provided with a set of guidelines for proposal preparation. In subsequent years, these guidelines were replaced by a standardized proposal form. Most of the proponents we interviewed were very pleased with the standardized forms relative to those of other funding programs.

Proposal review

Funded projects were selected from a pool of applications by review committees composed primarily of DFO personnel, but which also had representation from the province (i.e. Ministry of Environment, Lands and Parks) and, variously, First Nations, other funding agencies, and/or community watershed groups. In the 1998-99 funding year, three province-wide review committees were formed, each responsible for reviewing proposals from one of the three categories

(i.e., habitat restoration, stock enhancement, and resource and watershed stewardship) from all regions. In subsequent years, area-specific review committees were formed, each of which was responsible for reviewing all categories of proposals from within their particular area. Area boundaries were defined by DFO's area-based delivery model; four areas were defined in 1999/00, six in 2000/01, and seven in 2001/02.

Review criteria

The project review committees evaluated proposals using a program-wide scoring system. All of the reviewers we interviewed agreed that, in their respective areas, key interests were represented on the review committee, and area priorities were reflected in the criteria. Feedback from proponents regarding the fairness of the project selection process was also overwhelmingly positive. However, this may have been an artifact of our review focusing on projects that had been funded, as opposed to all project applications (whether they were successful in obtaining funding or not).

Technical detail of proposals

For many of the proposals we reviewed, technical details concerning proposed projects were extremely limited, and the proposals alone could not have provided reviewers with sufficient information from which to adequately assess projects' merits. Rather, it was often required that the information in the proposals be supplemented by one or more committee members' own knowledge of proposed projects and proponents.

Review timeframe

The timeframe for proposal submission and notification of success was generally viewed by proponents as satisfactory, except in cases where the proponent depended on HRSEP to fund core salaries from one year to the next, or when a project involved in-stream works that had to be completed within a limited work window. Often, the allowable work window had largely elapsed before a proponent was notified that their project had been funded. When asked about timing of other HRSEP administrative activities, proponents were consistent in voicing their satisfaction regarding the timing associated with submission of reports and payment from the HRSEP administrators.

Feedback from HRSEP

Proponents received no formal feedback from HRSEP about their proposals, except for written notification of their success or lack of success in obtaining funding. Only those proponents who actively queried HRSEP administrators or other DFO staff were provided with feedback, although all proponents indicated that such feedback would have been appreciated.

Partner funding and in-kind support

In the standard HRSEP final report form, proponents were asked to provide details of non-HRSEP contributions to the total project budget. However, proponents' responses were highly inconsistent, and in most instances we were unable to distinguish between cash and in-kind contributions, or to attribute a specific value to each supplementary funding source.

Projects funded by HRSEP projects often received funding from other DFO programs, or non-DFO sources such as the Community Fisheries Development Program, Fisheries Renewal BC, the Urban Salmon Habitat Program, Forest Renewal BC, *etc.*

A substantial amount of in-kind support was also provided by DFO's Habitat and Enhancement Branch and Stock Assessment Division, as well as by proponents themselves and community organizations.

Role of HRSEP in leveraging other support

Proponents viewed HRSEP as being very important in helping them secure project funding from other sources because, unlike other funding sources, HRSEP did not require groups to obtain companion sources of funds. Proponents advised us that once they were successful in securing HRSEP funds, they were then in a strong position to apply to sources which required companion funding.

Benefits of multiple funding sources

Although not all of the projects in our sample were funded from multiple sources, the benefits of this arrangement were readily apparent. Some of the advantages of multiple project funding sources included:

- having more money available to carry out the project activities, which allowed larger-scale projects to be undertaken;
- projects were undertaken that encompassed a broader range of activities than they would otherwise, because each source of funding focused on different goals;
- a reduction of proponents' dependency on single funding sources, which allowed them to continue their projects in years when one or another funding source was unavailable.

Disadvantages of multiple funding sources

Disadvantages of multiple funding sources included

- the need to meet the different administrative and reporting requirements of different programs;
- the inability of large-scale projects (e.g., culvert replacements) to meet their goals if funding is not secured from all sources.

Benefits of HRSEP-funded projects

At the community and proponent level, the HRSEP program has clearly resulted in the development of knowledge, skills, and the capacity to carry out similar activities. Many of the proponents we interviewed indicated that they had already gone beyond their HRSEP-funded projects to undertake other related activities. However, proponents recognized that, in the absence of future program funding, many of these activities (and many of the groups themselves) would be considerably less viable.

HRSEP-funded projects often served as catalysts for further activities in the community, such as additional habitat restoration work, education and stewardship activities, or the creation of formal community organizations to conduct broad watershed planning and continue related work. Many groups indicated that the large and often highly visible projects supported by HRSEP were very effective for rousing interest and volunteers in the local community by providing a focus for their efforts. They also indicated that it may be difficult to maintain the momentum generated when these types of projects end.

HRSEP-funded projects necessitated the formation of many formal and informal partnerships, e.g., among community groups, private landowners, municipal

governments, First Nations, and/or representatives of fisheries agencies.

Future of proponents and community groups

All but one or two of the groups we interviewed were uncertain as to their future in light of the more-or-less simultaneous endings of HRSEP, FsRBC, USHP, and the FRBC Watershed Restoration Program. Most believed that that they will continue to exist, but will scale back their activities considerably, or tailor them to the priorities of the funding programs that remain.

HRSEP administration

HRSEP was administered centrally from the DFO Pacific Regional Headquarters in Vancouver. The two staff members assigned to the program were responsible for all of the program's administrative activities, including its application and review processes, responding to applicant and proponent inquiries, soliciting and receiving project reports, and administering all funds. Proponents overwhelmingly voiced their high level of satisfaction with the way that the HRSEP program was administered, and credited the individual HRSEP administrators with much of the program's success. Often, proponents also often spoke favorably of the assistance that they received from other branches of DFO in carrying out their projects.

HRSEP program strengths

Program strengths consistently identified by proponents included its broad mandate and flexibility, as well as its inclusion of data collection, salaries and equipment in the scope of eligible costs. The large amount of funding available was also identified by some proponents as being beneficial, since it minimized their need to seek additional funds from other sources.

Higher-level benefits of HRSEP

Higher level benefits generated by HRSEP through its component projects included:

- increased fish production through improving or increasing the amount of available spawning and rearing habitat, and directly enhancing endangered stocks data;
- generation of important data (e.g., escapement) to be used in fisheries management;
- providing local employment;
- training and development of project-specific skills, administrative skills (e.g., for local community groups), or life-skills; and
- increased awareness of and sensitivity to fisheries issues in the local community

Technical Review – Key Findings

Reporting requirements

HRSEP required that proponents complete standard final project summary reports to list what their projects had accomplished. Interim reports were also required. In all of the reviewed projects that were completed at the time of our review, reporting requirements had been fulfilled.

Articulation of project goals in proposals

For most of the projects we reviewed, the project's key goals were articulated somewhere in the proposal. However, goals were often stated in general terms that did not specify how, how much, or where the work was to be done. The

distinction was often unclear between "hard" (i.e., tangible) and "soft (i.e., intangible) goal statements.

Specification of deliverables

HRSEP proposals or contracts seldom explicitly specified deliverables (i.e., measurable project end-products, as distinct from standardize project summary reports), therefore it was difficult to evaluate project success in terms of what proponents did *versus* what they said they would do. In most cases, local DFO personnel reviewed project deliverables, but there was no formal requirement for them to do so.

Technical review of candidate projects

From a technical standpoint, the HRSEP program subjected candidate projects to a rigorous technical review, and funded projects that addressed stocks and watersheds that were of recognized importance to DFO.

Methods used

In nearly all projects reviewed, the methods used to carry out the project were appropriate, and the personnel employed were appropriately qualified, or appropriately trained and/or supervised.

Technical input from external agencies

An external agency had provided proponents with technical input on all but one of the reviewed projects, and DFO had participated in 91% of the reviewed projects. Side-channel projects or complex instream works projects were almost always designed by, or in consultation with, engineers from DFO's Habitat and Enhancement Branch, and stock assessment projects were either set up or supervised by personnel from DFO's Stock Assessment Branch. Four of the projects that we reviewed were essentially DFO projects, even though DFO was not listed as the proponent.

The level of input by external agencies ranged from someone providing a small amount of technical advice to an experienced, capable proponent, to an entire project being administered or undertaken by an external consultant or other group.

Linkage of projects to other work

All but one of the projects reviewed was spatially and/or temporally linked to other work in the area. Habitat restoration projects either formulated prescriptions for future work, implemented previous recommendations, or addressed a recognized regional restoration need. Stewardship projects, particularly those that funded stewardship coordinators, by their nature had multiple linkages with various other projects in their respective regions, and stock assessment projects invariably provided fisheries managers with information that they required to more effectively manage salmon stocks.

Funding of projects for multiple years

Relatively few of the 336 separate projects undertaken with HRSEP funding from 1998 to 2001 were funded for multiple years: 16% were funded for two years, 7% for three years, and 3% for four years. However, the results of interviews indicated that many of the 248 projects that received HRSEP funding for only one year received funding from another source in other years, or built upon other work that had previously been funded by a different agency.

Success of projects in meeting stated goals

Of the projects which were complete at the time of our review, over half were entirely successful in meeting their stated goals, and a further 44% were successful in meeting most, but not all, of their stated objectives. Failure to meet

objectives was usually - but not always – due to unforeseen circumstances that were beyond the proponents' control.

Follow-up monitoring

Watershed restoration projects which required follow-up monitoring were invariably re-visited by their proponents in the months and years following construction. This is attributable to the "ownership" that proponents felt toward projects in "their" watersheds.

Table of Contents

1. INTRODUCTION

1.1 The Habitat Restoration and Salmon Enhancement Program (HRSEP)

In 1996/97, the Habitat Restoration and Salmon Enhancement Program (HRSEP) was initiated by Fisheries and Oceans Canada (DFO) with the global goal of *increasing the quality and quantity of salmon habitat and conserving salmon stocks in British Columbia and the Yukon*. Over its five-year lifespan, HRSEP has provided funding for fish habitat restoration and inventory, salmon stock enumeration and enhancement, and watershed stewardship activities throughout BC and the Yukon. Originally planned as a three-year, $15 million program, HRSEP's timeframe and budget were later expanded to five years and approximately $30 million.

From April 1997 to March 2002, HRSEP provided $30,286,548.82 in funding to a total of 371 separate projects (Appendix A). The current funding year (2001/2002) is the final year for HRSEP.

1.2 HRSEP Activities 1998 - 2002

From April 1998 to March 2002, HRSEP provided $23,658,214.82 of funding to 336 projects in BC and the Yukon[1]. These 336 projects can be broadly categorized[2] as focusing on habitat restoration (HR), resource and watershed stewardship (RWS), or salmon stock rebuilding (ST).

Habitat Restoration projects mainly involved physical works, such as instream habitat complexing and channel modification, side-channel construction, culvert replacement and barrier removal, riparian planting and fencing, and bank stabilization.

Resource and watershed stewardship projects consisted mainly of watershed planning, habitat mapping, educational programs and materials, signage, and administrative support for stewardship groups.

Salmon stock rebuilding projects were mainly either enhancement (hatcheries) or enumeration (fish counting fences and surveys), although other stock related studies were also funded.

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[1] During its first year (1997/98), HRSEP provided a total of $6,792,134.00 of funding to 72 projects. However, during that year there was no formal proposal review process in place, and consequently few documents are available that relate to the 1997/98 HRSEP projects. We have therefore not included the 1997/98 funding year in this review.

[2] Each project was assigned a primary category by the HRSEP program administrators.

Table 1.
Total numbers of HRSEP-funded projects of each type in each area of delivery, 1998/99 – 2001/02. Successive years of projects funded for multiple years are combined into one project.

	Project Type			
Area	**HR**	**RWS**	**ST**	**Total**
CC	22	1	24	47
LF	35	18	13	66
MF	22	2	12	36
NC	6	14	25	45
SC	44	28	28	100
UF	15	8	1	24
YT	6	3	9	17
Total	150	74	112	336

1.3 This Review

As HRSEP nears its conclusion, the program's administrator has contracted Triton Environmental Consults Ltd. and MMK Consulting to conduct an administrative and technical review of program's last four years.

Objectives of this review are to examine HRSEP in terms of its:

- **application and review processes** (e.g., application process, project selection criteria and evaluation process, project integrity);
- **delivery** (e.g., community participation and empowerment, capacity for program delivery within the community, coordination and linkages with other community-oriented programs), and
- **success** (e.g., assessment of overall level and degree of program success based on community input, lessons learned, evolution of the program since its inception, and program legacy).

2. METHODS

Upon commencement of the review, the review team obtained copies of overview level information from HRSEP's Vancouver office. This information included summary spreadsheets listing all projects funded, project review guidelines, contact information for proponents and reviewers, applications for funding, interim and final reports, *etc*.

The annual HRSEP spreadsheets were assembled into a single worksheet that listed all of the HRSEP projects undertaken from 1998/99 to 2001/02 (Appendix A). Projects had

been previously assigned a primary type (HR, RWS, or ST) by the HRSEP administrators. Classification of projects by area varied according to funding year, as HRSEP's area boundaries changed to match those of DFO's area-based delivery model. For the purposes of our review, the 2001/02 area boundaries were used as a baseline, and projects from earlier years were assigned to the seven 20001/02 areas based upon their main geographic focus or administrative centre (Table 2).

Table 2.
HRSEP areas of delivery, 1998/99 – 2001/02.

1998/99	1999/2000	2000/01	2001/02
FRB	FRB	FRB(I)	LF
		FRB(L)	MF
		FRB(U)	UF
NCC	NCC	NCC	NC
			CC
VI	VI	VI	SC
YT	YT	YT	YT

FRB	Fraser River Basin	UF	Upper Fraser	NCC	North and Central Coast
FRB(U)	Fraser River Basin – Upper	MF	Middle Fraser	NC	North Coast
FRB(I)	Fraser River Basin – Interior	LF	Lower Fraser	CC	Central Coast
FRB(L)	Fraser River Basin – Lower	YT	Yukon and Transboundary	VI	Vancouver Island

2.1 Selection of Projects for Review

A preliminary scan of the HRSEP spreadsheets determined that there were entries for nearly 500 separate "projects", when each year of a multiple-year-funded project was considered to be a separate project[3]. At the onset of this review, it was determined that, given the available time and resources available for this review, it would be feasible to review a subsample of one-in-ten of the 500-odd projects (50) projects. Numbers of projects to be reviewed in each area and category were then calculated using the series of matrices in Table 3.

[3] In the HRSEP records, projects funded that were funded for multiple years often had different titles and proponents in different years. During the preliminary phases of the review, it was assumed that projects with different names and proponents were different projects, however it was later found that this was often not the case. For this reason, all projects listed in the HRSEP spreadsheets were considered different for the purposes of stratifying the sampling design

Table 3.
Matrices used to calculate the number of "projects" to be reviewed in each area/category stratum. In these matrices, each year of a multiple-year-funded project is considered to be a separate project. Data were not available for FY 1997/98.

a) Total numbers of "projects" completed with HRSEP funding in each area and category.

	HR	RWS	ST	Total
CC	25	2	37	64
LF	52	24	21	97
MF	31	3	18	52
NC	13	19	34	66
SC	56	44	44	144
UF	16	10	1	27
YT	7	6	14	27
Total	200	108	169	477

b) By dividing the number in each cell by the total (i.e., 477), the proportions of the total in each area/category stratum can be calculated.

	HR	RWS	ST	Total
CC	0.052	0.004	0.078	0.134
LF	0.109	0.050	0.044	0.203
MF	0.065	0.006	0.038	0.109
NC	0.027	0.040	0.071	0.138
SC	0.117	0.092	0.092	0.503
UF	0.033	0.020	0.002	0.057
YT	0.008	0.013	0.029	0.057
Total	0.419	0.226	0.355	1.000

c) If these proportions are then multiplied by 50, it is possible to obtain the number of projects in each area/category stratum that should be sampled.

	HR	RWS	ST	Total
CC	2	1	3	6
LF	4	3	2	9
MF	2	1	2	5
NC	1	2	5	8
SC	6	4	5	15
UF	1	1	0	2
YT	1	1	2	4
Total	17	13	20	50

Using the stratified sampling design presented in Table 3(c), fifty projects were selected from the overall list to represent as broad as possible a cross section of the types of projects undertaken in each area. The preliminary list was then modified in light of the following considerations:

- representation of a cross section of diverse levels of funding (i.e., projects were selected to include those that received relatively large, and relatively small amounts of funding),

- a focus on longer-term projects, *versus* short-term projects(i.e., projects that received funding for multiple years were preferentially selected,
- logistical factors relating to the review team undertaking site visits , such as travel time, site location and accessibility, and availability of the project proponent during the study period.

In all, 51 projects were selected for review (Appendix B).

2.2 Project Review

The primary mechanism for collecting review data was face-to-face interviews with project proponents, supplemented by a thorough review of the relevant available documents. In cases where it was not possible to meet with proponents face-to-face, interviews were done by telephone.

In all, we were able to interview 47 of the 51 selected project proponents concerning administrative aspects of the HRSEP program, and 46 of the 51 proponents concerning technical aspects of their projects. All interviews were done during December 2001, and January and February 2002.

2.2.1 Administrative Review

The administrative review team developed a field guide (Appendix C) to focus interviews on key administrative aspects of the HRSEP program. The objective of the questioning was to assess the HRSEP program in general by examining representative projects in detail.

- the appropriateness, transparency, and efficiency of the review of projects
- the effectiveness of program delivery, in terms of community involvement, capacity-building, and partnerships
- the legacy of the program

2.2.2 Technical Review

The technical evaluation was designed primarily to assess whether the selected subsample of projects were completed as proposed and reported, and whether they could be considered successful from a technical standpoint. As was the case with the administrative review, a field guide sheet was developed prior to the interviews in order to structure the reviewer's collection of technical data (Appendix D).

Wherever possible, the technical reviewer also visited the project site to conduct on-site verification of the project's successful completion. In cases where a project collected data (e.g., stock assessment information) for an external agency (e.g., DFO Stock Assessment Division), a sample of data recipients were contacted to verify that data had been collected to an acceptable standard.

2.2.3 Data Collection

From the HRSEP project files, the review team obtained copies of all records and documentation relevant to the 51 projects to be reviewed. This documentation was used to complete a "first pass" of the relevant sections of the field data forms, and to familiarize the review team with each project before the field visit.

Before each site visit, the relevant proponent was contacted and advised of the nature and scope of the review. Copies of both the administrative field guide and the technical review form were provided to proponents in advance of the interview.

Site visits and proponent interviews were conducted from mid-December, 2001, to mid-February, 2002. Times and dates of interviews are listed in Appendix E.

A total of 47 interviews were conducted. The remaining four projects were not reviewed because of proponent inavailability.

2.2.4 Data Collation, Analysis, and Reporting

At the conclusion of the site visits, all collected notes and data were reviewed and collated to identify key issues regarding HRSEP program administration and technical aspects of the projects.

To facilitate assessment of trends and generation of quantitative statistics, the yes/no answers to sub-questions on the technical Project Review Form were entered into a Project Assessment Matrix (Appendix F).

Outstanding issues formed the basis of our findings and recommendations, including best practices which could be adopted in future.

3. RESULTS and DISCUSSION: Program Administration and Delivery

This section describes the key findings of the administrative and program delivery component of the HRSEP review.

3.1 Application Process and Project Selection

3.1.1 Program Awareness Among Relevant Groups

Each of the 47 project proponents interviewed were asked how they, or their group, originally became aware of the HRSEP program. An area-specific snapshot of proponents' original source of information on HRSEP is provided in Table 4.

Table 4.
Original source of information on HRSEP for proponents, by area.

Area	DFO	BC Government	Community Networks	Don't know
LF	6	1		2
MF	2		3	1
UF			1	
SC	6		5	3
CC	3		1	
NC	5		1	3
YT	2			2
Total	**24**	**1**	**11**	**11**

Several groups could not remember how they originally had heard of the program. However, for those who did recall, the most common source cited (for 51% of the 47 groups) was DFO. This could have been the DFO Habitat Conservation Stewardship Program (HCSP) Stewardship Coordinator, the Community Advisor (CA) or another local or area staff member. This finding is not surprising since in many of the projects reviewed, DFO personnel played a key role in project implementation and/or supervision.

The next most significant source of information concerning HRSEP was the local network of community groups and organizations. Several interviewees mentioned that the establishment of area-specific Partnership Groups to deliver funding from Fisheries Renewal BC (FsRBC) allowed community groups to become more aware of each other's activities, and therefore more inclined to share information of mutual interest.

One group indicated that they were advised of HRSEP by personnel from the BC Ministry of Environment Lands and Parks (now the Ministries of Water, Land and Air

Protection, and Sustainable Resource Management). None of the groups interviewed learned of HRSEP from media such as newspapers.

We also asked proponents if they felt that other groups in their community, who might be interested in applying for funding, were aware of HRSEP, and whether these groups had been encouraged to do so. The responses were varied and are summarized as follows:

- A lack of awareness of HRSEP was not seen as an impediment to encouraging the participation of small community groups, so much as was these groups' lack of sophistication and experience writing proposals.
- Several groups commented that the HRSEP application process encouraged groups with the appropriate technical skills to prepare competitive proposals, whereas it discouraged groups without these skills. However, groups that had sought assistance from DFO (e.g., their local Community Advisor or HCSP Stewardship Coordinator) in preparing proposals indicated that such assistance was invariably provided.
- The DFO Community Advisor was viewed as a key resource that assisted smaller, less-sophisticated community groups in preparing their proposals. Only one group indicated that the CA in their area was not always accessible or helpful.
- Proponents widely expressed the view that a project's success in getting funded by HRSEP was directly linked to the extent to which the project's objectives were in line with DFO priorities. A lack of understanding of these priorities and an absence of DFO involvement in a project were seen as impediments to successfully obtaining funding by smaller community groups.

Given HRSEP's high subscription rate, the program appears to have been promoted effectively to groups with an interest in carrying out relevant fisheries projects. This is especially true for groups that possess a relatively high level of sophistication in preparing funding proposals, and for projects that were developed with objectives that were consistent with DFO priorities.

3.1.2 Recipient Focus of Program Funding

To gain an understanding of which types of groups benefited from HRSEP, we reviewed the nature of the 47 proponent organizations that comprised our sample. We identified five "types" of proponents in the sample:

- *Watershed, community and environmental groups* – This type includes both loosely and formally organized non-profit groups and societies with an interest in either local watershed issues or general fisheries management issues.

- *Non-profit professional service providers* – This type includes those groups which exist to provide employment for local displaced or part-time fishers, and non-profit groups which contract out their specific skills to government agencies.

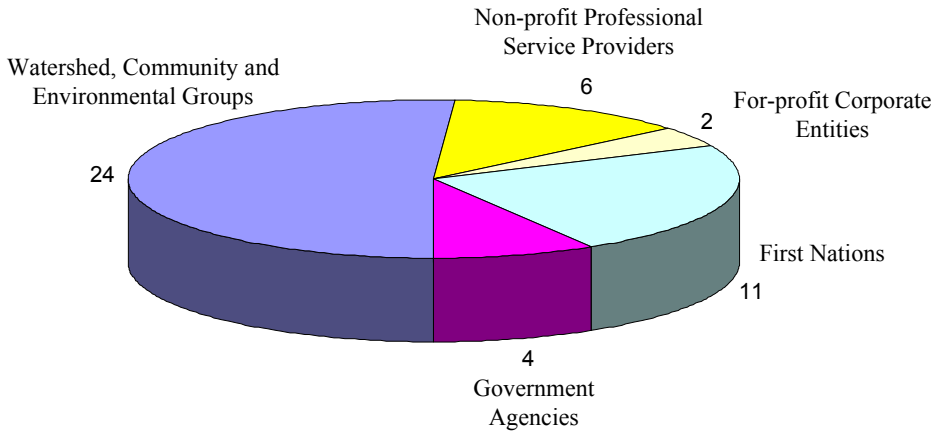
- *For-profit corporate entities* – This type includes resource companies and professional service providers.

- *First Nations* – This type includes First Nations and Tribal Associations or their resource management authorities.

- *Government agencies* – Included in this type are federal, provincial and municipal government entities.

The largest proportion of proponents (51%) fell within the watershed, community and environmental groups category (Fig. 1). The next-largest type was First Nations, followed by non-profit professional service providers and government agencies. Two corporate entities were also included in the sample.

Figure 1.
Alignment of proponents in the study sample with typology.



Although these proportions may not necessarily mirror the total population of proponents funded by the program over its duration, they do indicate that the majority of HRSEP projects were undertaken by local groups.

A area-specific breakdown of proponent types in this review sample is provided in Table 5. The full listing of proponents and how they were classified is provided in Appendix G.

Table 5.
Area-specific breakdown of proponent types in the study sample

Area	Watershed/ community groups	Non-profit professional service	For-profit corporate	First Nations	Government
CC	3			1	1
LF	6	2		1	
MF	2			3	1
NC	4	2		2	
SC	7	1	2	3	1
UF	1				
YT	1	1		1	1
Total	**24**	**6**	**2**	**11**	**4**

We were also interested in observing if there were any strong correlations between proponent type and the HRSEP program project focus categories of projects. The results are summarized in Table 6.

Table 6.
Correlation of proponent type to project focus area

Project Focus	Watershed/ community groups	Non-profit professional service	For-profit corporate	First Nations	Government
HR	11		2	4	1
RWS	6	1			2
ST	7	5		7	1
Total	**24**	**6**	**2**	**11**	**4**

These results are consistent with our observations in the field, including:

- Watershed and community groups undertook a broad range of activities, but most of their projects were aimed at rehabilitating impacted streams and restoring salmon runs. These types of projects often involved heavy equipment contracting and provided few opportunities for employment. Employment tended to be a low priority of most community groups.
- A main objective of non-profit professional service groups was to provide employment for displaced or under-employed fishermen or other individuals. Therefore, it was not surprising to find that these groups tended to undertake stock assessment projects, as these projects offered the greatest potential for providing employment throughout the duration of the HRSEP program.
- The two for-profit corporate entities in our sample were forest companies. Their interest in rehabilitating the habitat of impacted streams is consistent with their core activities.

- Habitat restoration projects, which focus on restoring or improving productive habitat, are consistent with the objectives of many First Nations. In addition, the employment associated with stock assessment projects often addressed other issues in these communities.

3.1.3 Application Forms

For the 1998-99 funding year (i.e., the first year included in this review), applicants were provided with a set of proposal guidelines, which indicated the scope of information sought, and the associated level of detail required in each section.

For the last three years of the program, applicants were provided with a standardized proposal template or form. Some minor changes were made to the form each year to improve its clarity; notably, a more detailed budget information section was provided in the form for the 2001-02 funding year.

The vast majority of proponents we interviewed were very pleased with the standardized forms, finding them straightforward, succinct and easy to complete, especially relative to those of other funding programs. Only one proponent preferred the longer format used in the 1998-99 funding year, and indicated that the standard forms did not provide enough room for all relevant technical information.

Two of 47 proponents did not complete the application form themselves; rather, either BC government or DFO staff prepared the application on their behalf.

Despite overwhelming support of the application forms and process among proponents, they offered the following recommendations as to how the forms could be improved:

- DFO should provide applicants with some indication of its funding priorities and criteria used in project selection.
- Area-specific workshops should be conducted to assist applicants in preparing strategic, focused proposals.
- Examples of completed application forms should be made available to guide proponents in preparing proposals.

Recommendation:

More assistance should be made available to groups who require or request it, on preparing competitive proposals, understanding DFO priorities and project selection criteria, and defining clear and measurable objectives.

3.1.4 Selection Process

The general format of the HRSEP project review and selection process was highly consistent over the four years included in our review.

In the 1998-99 funding year three province-wide review committees were formed, each responsible reviewing proposals from one of the three HRSEP focus categories (i.e., HR, RWS, ST) from all areas.

In the last three years of HRSEP, area-specific review committees were formed. Each was responsible for reviewing all categories of proposals (HR, RWS, and ST) from within their particular area. Four areas were defined in 1999/00, six in 2000/01, and seven in 2001/02 (Table 2).

The review committees in all four years were comprised of DFO personnel and provincial government representatives, supplemented by representatives of First Nations, other funding agencies, and community watershed groups (see Section 4.1.1). The review process generally involved the following sequence of events:

i) Committees were struck.

ii) Review committee members received copies of all proposals to review.

iii) A one- to two-day meeting was scheduled to score and rank each proposal.

iv) All scored proposals from each area were grouped together and funding was allocated.

The three review committee members that we interviewed indicated that they were generally pleased with the process. All three indicated that the process improved, but did not change substantively, in successive years of the program. Two of three reviewers felt the process was fair, equitable and rigorous, but one reviewer was critical of the level of subjectivity involved in the scoring process.

Overall, reviewers were positive about the process and expressed their belief that the HRSEP administrators did extremely well under the circumstances.

Reviewer's suggestions for improvement included the following:

- Proponents should be required to substantiate their claims of partnerships within the community. This could be done by requiring that all claims of partnership be supported by a letter.
- All attempts should be made to minimize subjective evaluations.

In many of the proposals that we reviewed, we noted that technical details concerning proposed projects were often extremely limited (see Sections 4.3.1 and 4.4.1). The

reviewers who we spoke to agreed with this observation, and indicated that proposals alone often did not provide the reviewers with sufficient information from which to adequately assess projects' merits. Rather, the material in the proposals often had to be supplemented by committee members' knowledge of proposed projects and proponents.

Recommendation:

Application forms should provide greater guidance concerning the type and amount of detail required to describe a proposed project's technical aspects. The level of detail required should be sufficient to permit fair assessment of a project's technical merits, even if no one on the review panel is familiar with the details of the project.

3.1.5 Selection criteria and area-specific priorities

The project review committees employed a program-wide scoring system to evaluate proposals. The explicit criteria against which all projects were evaluated were:

- Alignment of the project with the HRSEP program focus (all four years).
- Extent of partnerships with the local community or other agencies (all four years).
- Proportion of project costs funded by other sources (all four years).
- Employment of displaced or under-employed fishers (1998-99 and 1999-00 only).
- Employment of First Nations (1999-00 only).
- Priority of project area for stock conservation or habitat impacts (all four years).
- Receipt of funds from DFO in the past (1999-00 only)
- Likelihood of success or technical feasibility (all four years).
- Overall quality of proposal (1998-99 only).

All three reviewers that were interviewed agreed that in their respective areas, key interests were represented on the review committee, and area-specific priorities were reflected in the criteria.

3.1.6 Timing

Based upon a review of documentation related to HRSEP program administration, the timing associated with the project application, review and selection process can be characterized as follows:

- In the 1998-99 funding year, the proposal submission deadline was February 28, 1998. Proponents were notified of their success or lack of success in May.

- In the 1999-00 funding year, the proposal submission deadline was February 12, 1999. Proponents were notified of their success or lack of success in June.
- In the 2000-01 funding year, the proposal submission deadline was January 20, 2000. Proponents were notified of their success or lack of success in June.
- In the 2001-02 funding year, the proposal submission deadline was January 18, 2001. Proponents were notified of their success or lack of success in May.

We asked proponents how they generally felt about the timing of proposal submission and notification of their success or lack of success. Proponents who experienced difficulties tended to have one or both of the following characteristics:

a) The proponent depended on HRSEP to fund core salaries from one year to the next. Therefore, the proponent lacked needed funds from March 31 until the time of notification (2-3 months). This was most often an issue for smaller groups with limited cash flow.

b) The project involved in-stream works that had to be completed within a limited work window. Often, some or all of the allowable in-stream work window had elapsed before a proponent was notified that their project had been funded. A few groups indicated that they proceeded with the work on the assumption that they would be successful and hoped for the best. Others indicated that they revised their project objectives after receiving notification, to focus on works that could be done outside the channel (e.g., planning or riparian planting *versus* in-stream works).

Proponents noted that 2000-01 was a particularly bad year in terms of lateness of timing of notification of successful funding, and that the problem improved dramatically in the last year of the program. Proponents whose projects started late in the year did not have a problem with timing.

Recommendation:

If possible, the application review process should be moved back to allow for an April 1 project start date.

We also asked proponents how they felt about the timing associated with other administrative activities. Proponents were consistent in stating that once approval for a project was given, the timing associated with submission of reports and payment from HRSEP was extremely satisfactory.

3.1.7 Proponent feedback on fairness and transparency of selection process

We asked proponents what feedback they received, from any source, regarding their proposal or the proposals submitted by other groups.

In general, no formal written feedback was provided by HRSEP to proponents about proposals, except that proponents were given written notification of their success or lack of success in obtaining funding. However, those proponents who actively sought feedback from HRSEP administrators or other DFO staff indicated that they were provided with useful information. Most proponents expressed that they would have appreciated more formal feedback on their proposals, particularly unsuccessful ones.

Recommendation:

Letters indicating acceptance or rejection of a proponent's funding application should invite interested proponents to contact program administrators for more feedback on the strong and weak points of their proposal.

A number of proponents indicated that, in the event that they wanted to know who else in their area had received funding, they referred to the HRSEP web site.

Feedback from proponents regarding the fairness of the project selection process was overwhelmingly positive. Specific comments, however, included the following:

- There appeared to be pockets of geographic areas that received funding, yet it was not clear why.
- A few groups perceived that other groups had political connections, or the interest of the Minister, which assisted them in their bids for funding.
- Projects with heavy DFO involvement tended to fare better in the selection process. However, all projects appeared to be evaluated on their merits.
- There appeared to be a shift in program priorities in the later years away from planning and education projects, and that these types of projects did not receive the same attention for funding they did early on.
- There appeared to be greater emphasis placed on rehabilitating heavily impacted water systems, and not enough on preserving healthy systems.
- It was understandable that not all projects could be funded since there were more projects seeking funds, than there were funds available.

3.2 Funding program coordination

For the 47 proponents interviewed, we attempted to clarify the extent to which their projects were supported by funding sources other than HRSEP (e.g., other funding programs, direct or private funding sources), and examined the benefits that were realized through projects' obtaining HRSEP funding in conjunction with support from other sources.

3.2.1 HRSEP leveraging of cash and in-kind complementary funding

In all four of the funding years included in this review, HRSEP asked proponents in their final report to provide details of non-HRSEP contributions to the total project budget. These contributions could have been in the form of cash or in-kind assistance.

Originally, we had planned to total these figures, differentiating between cash and in-kind contributions, in order to quantify and analyze the extent that HRSEP funds had leveraged funds from other non-DFO sources. Unfortunately, proponents were highly inconsistent in how they completed this section of their final reports. We were therefore unable in many cases to distinguish between cash and in-kind contributions, or to attribute a specific value to each supplementary funding source.

Through our interviews, we gained an understanding of proponents' other major funding sources and sources of in-kind support. However, we could not assess the relative importance of each funding source.

Recommendation:

The final report form should include detailed instructions concerning quantifying and reporting funding and in-kind support from sources outside HRSEP. Only if this is done could program administrators analyze the extent and nature of fund leveraging.

A number of groups indicated that they had also received funding from other DFO programs, or from a branch of DFO directly. Although supplementing HRSEP project funding with funding from other DFO programs may have resulted in increased program efficiencies, it did not provide DFO with the benefit of leveraging funds from outside sources. Source of DFO non-DFO support for HRSEP-funded projects included:

- DFO, Stock Assessment Division's *Chinook and Coho Program*;
- DFO's *Selective Fisheries Program*;
- DFO, Habitat and Enhancement Branch's *Habitat Conservation and Stewardship Program*;

- DFO's *Aboriginal Fisheries Strategy*;
- DFO Science Branch
- DFO Stock Assessment Branch

Non-DFO sources of program funding that contributed to HRSEP-funded projects included:

- Environment Canada's *EcoAction* program;
- *Community Fisheries Development* funding from Human Resources Development Canada;
- *FsRBC*, a BC provincial government program;
- the *Urban Salmon Habitat Program*, another BC provincial government program that was merged with FsRBC in 2001/02.
- *Forest Renewal BC*;
- BC Hydro's *Bridge Coastal Fish and Wildlife Restoration Program*;
- the *Pacific Salmon Foundation*
- the *Habitat Conservation Trust Fund*
- the *Agricultural Green Fund*;
- the Science Council of BC

Other direct agency funding sources that contributed to HRSEP-funded projects included:

- Indian and Northern Affairs Canada
- BC Ministry of Water, Land and Air Protection (formerly MELP)
- BC Gaming Commission
- Local governments

Private funding sources included:

- VanCity EnviroFund Grant Program
- Shell Canada Environmental Trust Fund
- Various forest companies

In-kind support for projects was often provided by proponents, other community organizations, and DFO directly. In-kind support is notoriously difficult to quantify, and proponents interviewed varied widely in the extent to which they maintained records of in-kind support received by their projects.

Recommendation:

In the interests of accurately quantifying the extent and nature of in-kind support to projects funded by HRSEP and other funding programs, it would be beneficial for the various funding agencies to work together to establish a meaningful, defensible methodology for categorizing and recording in-kind contributions to projects.

3.2.2 Role of HRSEP in facilitating additional project funding

HRSEP was broadly viewed as being very important in helping groups secure project funding from other sources. Unlike some of the other funding sources, HRSEP did not require groups to obtain companion sources of funds, and many of the groups we reviewed received 100% of their project funds from HRSEP.

Proponents advised us that once they were successful in securing HRSEP funds, they were then in a strong position to apply to sources which required companion funding.

3.2.3 Advantages and disadvantages of joint funding

Although not all of the projects in our sample were funded from multiple sources, many were, and the benefits of this arrangement were readily apparent. Even groups that received 100% of their project *funding* from HRSEP, told us that they had obtained a significant amount of in-kind support from elsewhere.

Some of the advantages of multiple project funding sources that that we observed, or were informed of by proponents, include:

- There was more money (or resources if the support was in-kind) available to carry out the project activities. This allowed groups to design larger-scale projects.
- Each source of funding focused on different goals. Therefore, multiple funding sources permitted proponents to design projects that encompassed a broader range of activities than they would otherwise.
- Multiple funding sources allowed proponents to reduce their dependency on single funding sources, and thereby continue their projects in years when one or another funding source was unavailable. For example, several projects (e.g., CC-ST-1, NC-RWS-1, SC-ST-4) were continued with FsRBC funding in years when they did not receive HRSEP funding. This is important for education and stewardship projects that require long periods of time to achieve their desired outcomes, or stock enumeration projects that require four or more years of data to capture life-cycle-related cyclical variability in salmon abundance.

- Proponents have some flexibility, by coordinating with each funding source, to adapt a project in response to unexpected events.

Some of the disadvantages cited by proponents of having multiple funding sources included:

- The need to meet the administrative and reporting requirements of each program can be onerous.
- A project which cannot be scaled down could be in jeopardy if funding is not secured from all sources.

3.3 Community Benefits

We reviewed some of the benefits provided to recipient local communities by the 47 HRSEP-funded projects that we reviewed. These benefits have been realized in a variety of forms, ranging from the development of skills and fostering of a greater community sensitivity towards fisheries issues, to developing the capacity to continue habitat restoration and enhancement activities after the HRSEP program has sunset.

3.3.1 Transfer of skills and knowledge

For proponents who identified that their project had resulted in a transfer of skills or knowledge to the local community, responses are summarized in Table 7. Responses are grouped according to project category. Proponents were able to describe the *nature* of skill and knowledge transfer, but could not quantify the *extent* of these benefits.

3.3.2 Formal and informal partnerships formed

For all four years for which we reviewed projects, HRSEP had emphasized the extent to which groups formed partnerships (e.g., within the local community, with other agencies) during project evaluation. This emphasis was reflected in the subsample of funded projects that we reviewed.

It was repeatedly apparent during our review that the formal and informal partnerships formed in the context of the HRSEP funded projects were critical to ensuring project success. This was particularly apparent for projects involving habitat restoration activities. Cooperation of private landowners, municipal governments, and/or representatives of fisheries agencies were all needed for projects to succeed.

Table 7.
Skills and knowledge transferred by project category.

Habitat Restoration	Resource and Watershed Stewardship	Stock Assessment
• Heightened awareness of fisheries issues in community • Streamside vegetation identification and planting techniques • Stream restoration techniques • Mapping and habitat assessment techniques	• Education of landowners, students and local community members: - Riparian vegetation - Bank erosion - Land use interaction - Fisheries management • Training of volunteers in sensitive habitat inventory mapping	• Heightened awareness of fisheries issues in community • Counting Fence construction and operation techniques • Tagging and radio tagging • Fish marking, counting handling and identification • Bio-sampling • Salmon biology and lifecycle • Water level monitoring • Safety • Hatchery operations

3.3.3 Catalytic activities

Eleven of the 47 proponents we interviewed indicated either that their project was a "one-off" by nature, or that they had not made efforts to initiate further activities stemming from the project. However, most (77%) of the groups we spoke to indicated that their project had served as a catalyst for further activity:

Examples of some of the types of spin-off activities include the following:

- Subsequent complementary habitat restoration work.
- Application of specific skills learned during an HRSEP-funded project to another, related, project.
- Education and stewardship activities that used the project as a focal point.
- Creation of formal community organizations to conduct broad watershed planning and continue related work.

Many groups indicated that the large and often highly visible projects supported by HRSEP were very effective for rousing interest and volunteers in the local community by providing a focus for their efforts. They also indicated that it can be difficult to maintain the momentum generated when these types of projects end.

3.3.4 Group and project dependency on program funding

At the community and proponent level, the HRSEP program has clearly resulted in the development of knowledge, skills, and the capacity to carry out similar activities. Many of the proponents we interviewed indicated that they had already gone beyond their HRSEP-funded projects to undertake other related activities. However, proponents recognized that, in the absence of future program funding, many of these activities (and many of the groups themselves) would be considerably less viable.

As Table 7 indicates, among the three project focus categories, stock assessment projects resulted in the most significant development of technical skills within communities. However, when we asked proponents how transferable these skills would be to other types of activities, we were advised that transferability would be limited. The groups involved in doing stock assessment-type projects have developed considerable capacity to undertake such projects, but they rely almost exclusively on program funding to exercise that capacity. In the absence of ongoing stock assessment projects, community capacity to undertake such projects will undoubtedly diminish as skilled community members seek work in other fields.

We understand that in the first two years of the HRSEP program, project selection criteria emphasized job skills training. However, job skills were de-emphasized considerably in the later years.

All but one or two of the groups we interviewed were uncertain as to their future in light of the end of HRSEP, FsRBC, the FRBC watershed restoration program, and other key fisheries funding programs. Most believed that that they will continue to exist, but will scale back their activities considerably, or tailor them to the priorities of the funding programs that remain.

Recommendation:

Program designers should consider the parameters and limitations of the capacity which the program helps to develop at the community level. Efforts should be made to design programs which develop capacity that can be sustained beyond the life of the funding program. At program sunset, programs will leave these individuals once again unemployed, with another unusable skill set, unless the skills that they have learned are applicable to employment that is independent of program funding.

3.4 Lessons and legacy of HRSEP

A key objective of this HRSEP review is to provide an overview of the lessons and legacy of the program. We have relied heavily on the views and opinions of the 47 proponents we spoke to, adding our own third party observations where appropriate.

3.4.1 Program administration

The HRSEP program was administered centrally from the DFO Pacific Regional Headquarters in Vancouver. The two staff members assigned to the program were responsible for all administrative activities, including:

- promoting and administering the project application process;
- facilitating the formation of project review committees;
- facilitating the project evaluation and scoring process, ensuring that criteria were applied consistently across areas;
- responding to applicant and proponent inquiries;
- soliciting and receiving project reports; and
- administering all funds.

When asked their opinion of the administration of HRSEP, proponents indicated overwhelmingly that they were very pleased, although a small number expressed displeasure only in terms of the timing associated with the application process. Proponents credited the individual HRSEP administrators with much of the program's success.

3.4.2 Strengths and weaknesses

We canvassed the views of all 47 proponents regarding the strengths and weaknesses of the HRSEP program. The key points are summarized in Table 8.

There was considerable agreement among proponents on the strengths of the program. The broad mandate and flexibility benefited a number of groups that had to make adjustments to their projects for one reason or another. We were also told that the program's inclusion of data collection, salaries and equipment in the scope of eligible costs was unique among funding programs, and that the amount of funding provided was also beneficial, often minimizing the additional funds needed from other sources.

HRSEP's administrators, and the administrative process were viewed as key strengths among the majority of proponents. DFO was, in general, viewed as helpful and

accessible. In terms of program results, strengths included the empowerment of communities, capacity building and high quality projects.

Table 8.
Program strengths and weaknesses identified by proponents.

Program Strengths	Program Weaknesses
• Broad mandate • Flexible • Simple • Willing to fund data collection, wages, and equipment • Straightforward and reasonable reporting • Rapid receipt of payments and generous up-front payment • Administrators responsive and helpful • Good linkages with local DFO • Large funding allocations • Strong support from DFO • Funding provided for multiple years • Empowers communities • Good project review process • Companion funding not required • Supports quality projects • Emphasizes capacity building	• Timing of notification of funding • Perceived bias in project selection toward DFO staff recommendations • Perceived requirement to compete with DFO projects • Limited support and guidance on preparing applications (e.g., technical requirements, DFO priorities) • Limited feedback on applications • Limited follow-up on projects • Program end risks losing capacity developed • Limited involvement of local community in priority setting and project selection • Not enough focus on education and planning projects • Single year funding for multi-year projects

Proponents differed more in their perceptions of program weaknesses.

A few groups perceived that HRSEP preferentially funded DFO projects, and felt it unfair to have to compete for funding with individuals or groups from within the funding agency. Other identified weaknesses included a perceived inadequacy in the level of support and guidance provided to proponents in the application process. We were told that groups were often unsure of the type of technical information they were expected to provide, and were not always aware of DFO's priorities. This issue was seen by some as being compounded by the limited feedback groups that received following notification of their success or failure in receiving funding.

When expressing their disappointment with HRSEP's limited community involvement in priority-setting and selection of projects for funding, a few groups indicated their preference for the Fisheries Renewal BC model (i.e., full community involvement in priority-setting and project selection).

A few groups were sensitive to HRSEP's perceived lack of emphasis on projects with an educational or planning focus. Another issue was HRSEP's limited focus toward ongoing monitoring and follow-up of projects once they were complete.

An issue that was seen as being both a strength and a weakness was the availability of funding to projects over multiple years. Proponents were pleased that projects could receive multi-year funding, but were critical of the need to reapply each year with the risk of being unsuccessful before the full project was complete. This was also an issue for groups which used HRSEP funds to support core activities.

3.4.3 HRSEP's ability to meet community needs

All of the groups we interviewed indicated that HRSEP was able to meet the needs of their community. The only exception noted was the limited emphasis on education projects involving schools and community members, seen by one group as critical to habitat enhancement.

3.4.4 Program benefits

From our review of representative projects and our interviews with proponents, we developed a high-level assessment of the benefits generated by HRSEP through the projects funded. These benefits are grouped into five general categories:

- Fish production – Project activities had a direct impact on productive fish habitat or resulted in a measurable increase in fish numbers.
- Data – Project activities led to the generation of data used in fisheries management.
- Employment – Project activities involved hiring local labour or contract professionals, excluding heavy equipment contractors.
- Skills development – Project activities included either training for the local labour force in project-specific skills, or administrative skills development for local community groups.
- Awareness – Project activities directly or indirectly resulted in an increased awareness of and sensitivity to fisheries issues in the local community.

Documentation and interview notes for all projects were reviewed, and as many benefits as applied were attributed to each project (Table 9). The detailed assessment by project is attached in the Attachment which contains the reviewers' technical notes.

Table 9.
Overall program benefits by project and area.

Area	Fish Production	Data	Employment	Skills development	Awareness
CC	3	4	4	3	2
LF	5	4	7	4	7
MF	3	3	4	5	5
NC	1	7	7		
SC	9	4	11	8	8
UF	1				1
YT	2	3	4	4	4
Total	**24**	**25**	**37**	**24**	**27**

Employment was cited as the most prevalent benefit arising from the reviewed projects, and 37 of the 47 projects provided some level of employment for the local community. It is important to note that the contracting of heavy equipment for habitat restoration work was not grouped under this benefit category. It should also be noted that the nature of the employment provided was short-term and project-specific; we observed only a small number of cases where HRSEP-funded projects led to long-term employment.

The other benefits arising from funding of projects by HRSEP were consistently prevalent. Twenty-four projects resulted in fish production benefits, 25 projects resulted in data being generated, 24 projects resulted in capacity-building, and 27 projects had stewardship benefits.

Another important benefit of the HRSEP program which was generally observed, rather than project-specific, was the extent to which community groups took ownership of the projects they were involved in, and continue to be concerned with the projects' ongoing success. This goes some way toward addressing the issue of project monitoring once the HRSEP program is completed.

3.4.5 Lessons to apply to future fisheries funding programs

Proponents had a number of suggestions for improving on the success of the HRSEP program. These can be summarized into five main points:

- At the beginning of the program, provide prospective applicants with guidance (e.g., formal training, a web site) on the critical elements of proposal writing , to assist them in preparing competitive proposals.

- Design a funding program that is more long-term or ongoing, to address the risk of losing community capacity. Many groups indicated that the amount of funding does not have to be significant to keep them active. Along with this suggestion, many proponents proposed a multi-year project evaluation process.
- Provide more technical support to local community groups in the implementation of their projects.
- Improve communication and information-sharing among funding sources to facilitate leveraging by applicants. Many groups indicated that they are unsure how much to ask for from each source since they do not know which applications will be successful.
- Build some flexibility into the allocation of funds to cover unexpected and unavoidable cost variances.

Recommendation

Program designers should recognize the benefits of developing a long-term or ongoing funding source for a successor program, and consider how this type of program could be structured.

4. RESULTS and DISCUSSION: Technical Review

This section describes the key findings of the technical component of the HRSEP review.

4.1 Project Approval

4.1.1 Review committee composition and technical expertise

The HRSEP review process subjected candidate projects to a rigorous technical review by agency personnel, most of whom were qualified to undertake such a review.

The size and composition of HRSEP review committees varied widely among delivery areas and years of program, and the boundaries of areas covered by committees also varied (Appendix H). In general, the area-specific review committees were made up mainly of DFO personnel from the Habitat and Enhancement Branch or Stock

Assessment Branch[4]. Of the 51 projects for which we determined review committee composition, the average DFO representation on the committees was 61%[5]. In the CC, LF, NC, SC, UF, and YT areas, 60-68% of the review committee members were from DFO. In contrast, DFO personnel made up only 42% of the membership of review committees for the MF projects we examined, mainly because there was stronger representation by First Nation fisheries agencies (e.g., Nicola Watershed Stewardship and Fisheries Authority, Okanagan Nation Fisheries Commission, Shuswap Nation Fisheries Authority) in the MF area than elsewhere.

HRSEP's administrators invited a range of entities with fisheries interests (e.g., First Nations, other funding programs) to participate in its review committees. Some chose to participate, others did not, and this is reflected in the composition of the area review committees.

In general, all review committees throughout BC had 8-15% representation from the provincial Ministry of Environment, Lands, and Parks. In the Yukon, the MELP presence on the review committees was replaced by the Yukon Territorial Government, with the Yukon Salmon Committee representing land claim entities.

First Nation representation on the review committees was most notable during the last two years of the program, mainly as a result of efforts by the HRSEP administrators to involve them in project review. Prior to the 2000/01 funding year, the Nuu-cha-nulth Tribal Council on Vancouver provided the only First Nation input into the HRSEP project review process.

Fisheries Renewal BC (FsRBC) Partner Groups were generally not present on HRSEP area-specific review panels before 2000/01, but were well-represented from 2000/01 onward. Representatives of other funding agencies were only sporadically involved in the review of HRSEP projects. For example, a representative of the Pacific Salmon Foundation sat on the committee that reviewed HRSEP projects throughout BC in 1998/99, but did not sit on any subsequent review committees. A representative of Forest Renewal BC contributed to the review of HRSEP projects in the CC and SC areas, but not elsewhere, from 1999/00 until 2001/02.

Other types of groups, such the Alouette River Management Society, the University of Northern BC, the Community Futures Development Corporation, and the Fraser Basin

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[4] To determine the relative composition of the review committees for each project, we created a table in which we listed the total number of reviewers from a particular agency that had been involved in all of the years that the project was funded. Changes in review committee composition for a particular project over its lifespan were therefore not considered.

[5] i.e., 68% of the members of the review committee were from DFO

Council, also contributed to HRSEP project review, but their contribution was limited to single areas and years.

4.1.2 Review criteria

Before the 2000/01 funding year, there was no formal definition of area-specific priorities for selecting projects for HRSEP funding. However, due to the predominance of DFO personnel on area-specific review committees, a major factor that determined a project's approval was undoubtedly whether or not they addressed informal area-specific DFO priorities (e.g., endangered stocks and watersheds).

In the 2001/02 and 2001/02 project selection processes, DFO's project review criteria were formalized, and a list of salmon habitats (i.e., watersheds) and stocks was created with accompanying numbers of points to be awarded to projects based upon which salmon habitats and stocks projects addressed. Projects that addressed high priority habitats and stocks received more points than those which addressed lower priority habitats and stocks.

4.2 Documentation

4.2.1 Provision of required documents by proponents

In the 1998/99 funding year, HRSEP did not have a standardized *Application for Funding*, but instead reviewed proposals that had been prepared according to a set of guidelines.

From 1999/2000 onward, HRSEP required that proponents complete standardized *Application for Funding* (i.e., proposal) forms and *Final Report* forms. These forms were invariably completed by proponents, presumably because their completion was a requirement of a projects being accepted for review (in the case of the former), or their receiving a final funding payment (in the case of the latter). Standard forms were invariably fully completed, insofar as all of the required boxes had something written in them. However, the level of detail provided in the forms was highly variable, from having little or no detail, to being highly specific.

Final reports had not yet been completed for projects undertaken during the 20001/funding year, since these reports are not due until the end of March, 2002.

Interim reporting was a requirement of HRSEP funding, and interim reports usually consisted of an anecdotal project update that accompanied an invoice. Interim reports were usually, but not always, provided. As with proposals and final reports, the level of detail in the interim reports was highly variable.

Occasionally, proponents submitted other documents (e.g., press clippings, photographs, data reports) together with their HRSEP interim and final reports. However, submission of deliverables was not an HRSEP requirement, and it was up to a proponent's discretion whether they were submitted.

4.2.2 Permits

Projects that involved fish collection required DFO fish collection permits and MELP fish collection permits. These permits were generally obtained by either by proponents or, more commonly, by agency representatives who were involved in projects. In one case (i.e., NC-ST-4) the proponent stated that although a fish collection permit was required from MELP, they proceeded without one because MELP would not respond to their request.

In BC, instream works projects (e.g., restoration works, counting fences) required Authorization under Section 9 of the BC *Water Act*. These authorizations must be held by a "permanent" agency, and were generally applied for, and held, by either DFO, a municipal government or, less frequently, a First Nation.

In the Yukon, instream works projects required a water license under the *Yukon Waters Act*.

Almost without exception proponents or - more frequently - an agency involved in the project obtained the required permits. However, in cases where an external agency held permits for a project, the proponent was often unclear as to which permits were required or held.

4.3 Goals and Objectives of Projects

4.3.1 Goal statements and measuring progress toward goal attainment

For 70% of the 51 projects whose proposals we reviewed, the project's key goals were clearly articulated somewhere in the proposal. In the remaining 30% of projects, many goals were stated only in general terms that did not specify how, how much, or where the work was to be done. The majority of projects for which goals were not well-defined were HR and RWS projects.

For 72% of the projects reviewed, goals were stated in such a way that progress toward their attainment could be measured. However, in the other 28% of reviewed projects it was not possible to measure progress toward goal attainment, because many of the goals were phrased in "soft" terms, such as "increasing public awareness of watershed issues" or "restoring valuable fish habitat", without any clear definition of what was to be done.

In some cases project goals, as stated in the proposals, were so vague that we had difficulty determining how the proposals had been reviewed. We concluded that there must have been someone on the proposal review committee who knew about the project, which was confirmed by proponent's comments during interviews (see Section 3.1.4). According to the HRSEP administrators, review committee members were encouraged to contact proponents for any clarification required prior to the review.

Recommendations:

Better guidance needs to be given to proponents regarding their articulation of project goals in their proposals.

A clear distinction needs to be made between "hard" (i.e., tangible) and "soft (i.e., intangible) goal statements. Progress toward the former can be measured, but not the latter. There is validity to having both types of statements in the proposal, however they should be separate sections.

4.3.2 Deliverables

HRSEP proposals or contracts seldom explicitly specify deliverables[6]. Rather, deliverables are generally implicit from the type of project (Table 10).

Table 10.
Types of deliverables implicitly expected from projects funded by HRSEP

Category	Type of Project	Implicit Deliverable
HR	habitat restoration projects	physical works
RWS	mapping and habitat inventory projects	digital data, hardcopy data
	planning projects	plans
	educational programs	educational materials, signage
ST	stock assessment projects	data forms, databases, summary reports
	hatchery projects	fish released, hatchery records

Recommendations:

The contract should explicitly state the deliverables that a project is expected to produce.

It is unnecessary that HRSEP administrators review project deliverables. Rather, confirmation of review and acceptance of deliverables by DFO personnel should be a

[6] In the context of this review, *deliverables* are considered to be measurable project end-products. Deliverables are a subset of project *outcomes*, which also include intangible and immeasurable end-products. For example, "restoration of 500 m of riparian habitat" is a deliverable, whereas "an improved awareness of watershed issues" is not, although both are project outcomes.

requirement of release of the final project holdback. In most cases, local DFO personnel *did* review deliverables, but there was no formal requirement for them to do so.

In the absence of such confirmation, it was often very difficult to determine which deliverables had been produced and sent to appropriate recipients.

As-built reports were not required by HRSEP. In the case of large-scale construction works project, it would be desirable to have such drawings completed and approved by DFO engineers. This would provide a baseline description for subsequent monitoring of the project.

As built reporting is unnecessary for minor instream works projects, but photo-documentation should be mandatory. Guidelines regarding photo-documentation should be prepared.

4.3.3 Agreement of project goals with HRSEP and area-specific priorities

The stated goal of HRSEP is "*Increasing the quality and quantity of salmon habitat and conserving salmon stocks in BC and the Yukon*". Acceptable project categories are *habitat restoration*, *salmon stock rebuilding* and *resource and watershed stewardship*. All projects funded by HRSEP directly or indirectly addressed the stated goals of the program.

In terms of area-specific priorities, projects addressed area-specific DFO priorities, especially during the last two years of the program when projects were explicitly awarded points according to the degree to which they addressed priority stocks and watersheds. In terms of area-specific community priorities, projects often, but not always, addressed these priorities. On most review panels, there was little community representation relative to DFO representation. It should be noted that the HRSEP administrators are not to blame for this, as they were at pains to invite representatives of diverse community interests to participate in the HRSEP area review boards. Rather, the community representatives are at fault for not responding to HRSEP's invitation to participate.

4.4 Technical Competence

4.4.1 Appropriateness of methods used

For 20% of projects we reviewed, the proposals provided little or no description of the methods to be used. For a further 47% of the reviewed projects we reviewed, proposals only in very general terms described the methods to be employed. According to HRSEP

administrators, review boards often relied on their members' knowledge of projects' technical aspects as a basis for assessing projects' technical merits.

Recommendation:

Applicants should be given clearer guidance regarding the level of detail that is expected from them when describing their methodologies. A guide could be provided with the proposal form that would provide examples of project descriptions with the appropriate type and level of detail.

Most of the projects we reviewed employed methods that were project-specific modifications of standardized or accepted methodologies. For example, a stock enhancement project may have generally followed DFO standard practices for data collection, but their counting fence might have been built using non-standard methods because of local conditions. Similarly, habitat restoration projects usually used "standard" methods such as instream weirs or LWD placements, but these often had a local "twist".

In nearly all cases, it was our opinion that the methods used on a project were appropriate. The sole case (MF-HR-1) where the methods used were considered somewhat inappropriate was a riparian restoration project where a large proportion of the planted vegetation was lost because landowners failed to water the plants as promised. We felt that this could and should have been planned for.

4.4.2 Qualifications of project personnel

For nearly all (96%) of the 46 reviewed projects for which we were able to determine who did the work, we considered that the senior personnel were either appropriately qualified to do the work, or appropriately advised. In only two cases (CC-RWS-1 and MF-HR-1) did we consider that the senior individuals involved in the projects were too inexperienced to oversee the work undertaken.

Junior personnel were employed by 41 of the 46 projects for which we were able to determine who did the work. In all but two of these projects (NC-RWS-2 and NC-ST-1), we were able to confirm that junior personnel had been appropriately trained and/or supervised. NC-RWS-1 was a very large-scale juvenile coho and habitat inventory project that employed numerous independent teams hired from various isolated North Coast First Nation communities. We questioned whether all teams were appropriately trained and supervised, given that the project was administered from Prince Rupert, and that hiring and day-to-day supervision was largely the responsibility of the local Bands. NC-ST-1 was a two-year coho enumeration project, in which the key supervisory personnel had changed between the project's first and second years. Although we

verified that the second-year junior staff were appropriately trained and supervised, we were unable to do so for staff employed during the project's first year.

4.4.3 External expertise

For 48 projects, we were able to determine whether external agencies, individuals, or companies outside a project had been consulted. For all but one of these projects, an external agency had provided proponents with technical input. The exception was MF-RWS-1, a review of restoration projects undertaken by the DFO Habitat Enhancement Branch in Kamloops. This project was undertaken entirely "in-house."

DFO participated in 91% of 47 projects reviewed. Side channel projects or complex instream works projects were almost always designed by, or in consultation with, engineers from DFO's Habitat and Enhancement Branch, and stock assessment projects were either set up or supervised by personnel from DFO's Stock Assessment Branch. Four of the projects that we reviewed (CC-HR-2, LF-HR-4, LF-ST-1, SC-RWS-2) were largely DFO-driven projects, even though DFO was not listed as the proponent.

The level of input by external agencies ranged from someone providing a small amount of technical advice to an experienced, capable proponent (e.g., SC-ST1, SC-RWS-1), to an entire project being administered or undertaken by an external consultant or other group (e.g., LF-HR-4, SC-ST-5).

4.5 Quality Assurance/Quality Control

In general, we found that all projects were subject to some form of formal or informal quality assurance. However, this quality assurance took place at a number of levels, and was highly variable among projects.

During the project selection process, the area-specific HRSEP review committees screened out projects that were unlikely to succeed.

Because DFO and/or other technical experts were involved in the planning and undertaking of many of the HRSEP-funded projects, this expert involvement greatly aided quality assurance.

Ongoing quality assurance during project execution most often depended upon project personnel being adequately trained and/or supervised. Training of key project personnel was often the result of previous experience doing similar projects, but in some cases outside trainers (e.g., agency staff, consultants, or academics) were brought in to improve the skill set of project personnel.

Relatively inexperienced proponents often reported that DFO personnel had dropped in periodically to make sure that things were going well, or that these personnel were readily available to answer their questions when concerns arose.

The contribution of "ownership" to quality assurance should also be noted. Many proponents, particularly for watershed restoration projects, made it clear that they viewed the project as "theirs," and had done considerable work above what they were paid for to ensure that the project was successful.

4.6 Agency Approval

4.6.1 DFO approval of projects

All HRSEP funded projects were selected by an area-specific review committee composed largely of DFO personnel (See Section 4.1.1), according to review criteria that included the extent to which projects addressed DFO priorities. It is therefore safe to assume that all funded projects were approved by DFO.

Of the 46 projects where we were able to verify project completion, in 76% of cases a deliverable had been received or reviewed by DFO. For habitat restoration projects whose deliverables were physical works, DFO personnel had visited the works. For stock assessment projects, data had been sent to DFO in practically all cases where the survey work had been completed.

4.7 Linkages

4.7.1 Contribution of project to the larger picture

All but one of the 51 projects reviewed were spatially and/o temporally linked to other work. Habitat restoration projects either formulated prescriptions for future work, implemented previous recommendations, or addressed a recognized area-specific restoration need. Stewardship projects, particularly those that funded stewardship coordinators[7] (e.g., LF-RWS-1, SC-RWS-2), by their nature had multiple linkages with various other projects in their respective areas, and stock assessment projects invariably provided fisheries managers with information that they required to more effectively manage salmon stocks.

Relatively few of the 336 separate projects undertaken with HRSEP funding were funded for multiple years: 16% were funded for two years, 7% for three years, and 3% for four years. However, the results of interviews indicated that many of the 248 projects that

[7] Not to be confused with Stewardship Coordinators whose positions were funded through the DFO's Habitat Conservation Stewardship Program (HCSP).

received HRSEP funding for only one year received funding from another source in other years, or built upon other work that had previously been funded by a different agency.

4.8 Project Success

4.8.1 Success of projects in meeting their stated goals

We were able to assess project success relative to stated goals for 45 projects. We were not able to verify successful completion of three projects for which we did not interview the project proponents, and the success of a further three projects could not be assessed because they were one-year projects that were incomplete at the time of our review. For another two projects, we were able to verify that the projects had been successful in meeting their stated goals in the years prior to 2001/02, but their 2001/02 work was incomplete at the time of our review.

Over half (53%) of the remaining 43 reviewed projects were entirely successful in meeting their stated goals, and a further 44% were "mostly successful" (Appendix I). By this we mean that they were successful in meeting most, but not all, of their stated objectives. Failure to meet objectives was usually - but not always – due to unforeseen circumstances that were beyond the proponents' control.

Only one project (LF-RWS-2) is considered to be unsuccessful. The goal of this project was to produce a guidebook and educational program by the end of the 1999/2000 funding year. At the time of our review, two years after the anticipated conclusion of the project, the project's main deliverable (i.e., the guidebook) had yet to be completed.

For nearly all projects, project success was partially or completely quantifiable, in that the attainment of stated quantitative goals could be verified or (in instances where goals were stated qualitatively) the work that had been done could be examined (see Table 10). Only in the case of "soft" stewardship projects (e.g., LF-RWS-1, SC-RWS-2) or "umbrella" projects (e.g., CC-HR-2, SC-RWS-4) was project success difficult to quantify. In the case of the former, it was difficult to assess the relative contribution that a funded stewardship coordinator or group made to projects in their area. In the case of the latter, the diversity of projects through a single HRSEP-funded project made it difficult to collect all of the information required to verify project success.

4.9 Monitoring

4.9.1 Verification of project success

For all HRSEP-funded projects for which we interviewed proponents, the proponent was aware whether or not the project had been successfully completed.

In general, HRSEP administrators appeared to rely largely on the proponent's final reporting to verify successful project completion. Of 36 projects, we found only 10 for which either proponents stated that HRSEP administrators had been out to visit a project, or a copy of a project deliverable was sent to HRSEP. However, HRSEP administrators are not to be faulted for this, as they did numerous inspection tours. Often, proponents were not available to conduct the HRSEP personnel on site tours..

However we found that, for all but one (41/42) of the projects where we were able to determine whether project success had been verified by DFO (outside HRSEP), DFO personnel had either visited the completed project, or received some form of deliverable (e.g., stock assessment data).

Watershed restoration projects were invariably monitored by project proponents following their construction. This is attributable to the "ownership" that proponents felt toward projects in "their" watersheds.

5. Summary

Over the past five years, the HRSEP has provided more than $30 million in funding to a total of 371 fish habitat restoration and inventory, salmon stock enumeration and enhancement, and watershed stewardship projects throughout BC and the Yukon. In this review, we have focused on the 336 projects that received HRSEP funding from 1999/99 to 2001/02. Funding provided to reviewed projects ranged from $4,717 to $479,500.

The administration of HRSEP was uniformly praised by proponents, and proponents we interviewed favorably contrasted the program with other contemporary funding programs. The few concerns voiced by proponents mainly concerned the timing of funding decisions, the lack of community involvement in project selection, and the lack of feedback proponents received regarding unsuccessful applications.

The majority of HRSEP projects were undertaken by community groups. Of the 47 projects for which we reviewed project administration, 51% were undertaken by non-profit watershed, community and environmental groups, 23% by First Nations, 13% by non-profit professional service providers, 8% by government agencies (i.e., DFO), and 4% by for-profit corporate entities.

Because provision of HRSEP funding was not dependent upon proponents receiving partner funding from other sources, HRSEP allowed proponents to access other funding sources that had this requirement, once HRSEP funding for a project had been secured. In this way, HRSEP funding apparently permitted proponents to "leverage" considerable amounts of additional funding for projects. However, the data collected *via* the HRSEP

reporting process did no allow us to quantify the extent of leveraged funding or in-kind support.

Communities throughout BC and the Yukon benefited from HRSEP funding by receiving project-related employment, increased knowledge, formation of partnerships within the local community and outside of it (i.e., with agencies such as DFO), and the fact that HRSEP-funded projects served as catalysts for other types of fish and fish habitat related activities in the community. However, proponents often pointed out that the continuation of these benefits was tied to the continuation of project funding. Proponents recognized that, in the absence of future program funding, many of these activities - and many of the groups themselves - would be considerably less viable.

DFO has realized a number of benefits by providing funding to outside groups through HRSEP. These include: increases in fish production related to stock enhancement or habitat restoration activities, receipt of important stock assessment data for use in fisheries management, building capacity in local communities to undertake work such as stock assessment that was previously undertaken by DFO personnel, and fostering stewardship, the increased awareness of and sensitivity toward fisheries issues. However, the nature of our review and the HRSEP documentation did not permit us to quantify these benefits in any more than a general sense.

From a technical standpoint, the HRSEP program subjected candidate projects to a rigorous technical review, and funded projects that for the most part addressed stocks and watersheds that were of recognized importance to DFO.

In nearly all projects reviewed, the methods used to carry out the project were judged to be appropriate, and the personnel employed were either appropriately qualified, or appropriately supervised. Ninety one percent of projects reviewed received technical input from an outside source, and in nearly all cases, some level of technical input had been provided by DFO. All but one of the projects reviewed were spatially and or temporally linked to other previous or ongoing projects.

Of the projects which were complete at the time of our review, 53% were entirely successful in meeting their stated goals, and a further 44% were successful in meeting most, but not all, of their stated objectives. Failure to meet objectives was usually - but not always – due to unforeseen circumstances that were beyond a proponent's control. For nearly all projects, project success was partially or completely quantifiable, in that the attainment of stated quantitative goals could be verified or (in instances where goals were stated qualitatively) the work that had been done could be examined.

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	CC	HR				00-VI-HR-022	01-CC-HR-021	Algard Creek side channel				$75,000	$83,000	$158,000
	CC	HR		98-VI-HR-021				Anderson Creek off-channel		$5,800				$5,800
	CC	HR			99-NCC-HR-001	00-NCC-HR-005		Bella Coola Valley restoration			$55,000	$30,000		$85,000
	CC	HR	97-VI-49					Campbell River estuary	$210,000					$210,000
CC-HR-2	CC	HR	97-VI-58	98-VI-HR-201				Discovery Coast wetland restoration project	$239,750	$239,750				$479,500
	CC	HR				00-VI-HR-068		Easy Creek restoration				$45,761		$45,761
	CC	HR				00-VI-HR-063		Haig-Brown & Kingfisher Creek habitat improvement				$5,211		$5,211
	CC	HR			99-VI-HR-013	00-VI-ST-017		Jansen Lake habitat restoration			$62,132	$20,700		$82,832
	CC	HR			99-VI-HR-030			Jervis Inlet side channel			$50,000			$50,000
	CC	HR			99-VI-HR-078			Katherine Creek restoration			$2,884			$2,884
	CC	HR					01-CC-HR-005	Kokish River restoration planning					$8,000	$8,000
	CC	HR				00-VI-HR-040		Malksope River restoration & coho fry enumeration				$22,770		$22,770
	CC	HR			99-VI-HR-029			Oilet Creek restoration			$3,000			$3,000
	CC	HR	97-FRB-35					Sechelt restoration & enumeration	$42,500					$42,500
	CC	HR			99-VI-HR-021			Tsulquate River restoration			$42,500			$42,500
	CC	HR		98-VI-HR-207				Use of traditional knowledge to evaluate historic coho spawning streams		$104,000				$104,000
	CC	HR				00-VI-HR-003		Van Bay side channel				$50,000		$50,000
	CC	HR					01-SC-HR-001	Vancouver River side channel					$35,000	$35,000
	CC	HR					01-CC-HR-014	Viner River riparian restoration					$12,000	$12,000
	CC	HR					01-CC-HR-008	Wannock River estuary restoration					$27,740	$27,740
	CC	HR		98-VI-HR-050				WB-9 Creek restoration		$6,500				$6,500
	CC	HR			99-VI-HR-002	00-VI-ST-036		Woss community hatchery			$13,400	$9,500		$22,900
	CC	HR				00-VI-HR-082	01-CC-HR-006	Woss Lake sockeye enrichment & enumeration				$52,370	$32,500	$84,870
	CC	HR				00-VI-HR-048		Woss River side channel & enumeration				$77,700		$77,700
CC-RWS-1	CC	RWS					01-CC-RWS-009	Port Hardy stream mapping & singnage					$26,519	$26,519
	CC	ST		98-NCC-ST-059A	99-NCC-ST-047			Bella Coola coho survey		$27,412	$53,144			$80,556
	CC	ST		98-NCC-ST-059B				Bella Coola juvenile coho survey & habitat restoration		$22,788				$22,788
	CC	ST		98-NCC-ST-078				Central Coast juvenile coho survey		$35,000				$35,000
	CC	ST		98-VI-ST-019				Chapman Creek hatchery channels		$15,000				$15,000
	CC	ST			99-NCC-ST-007			Chukwalla River adult chinook enumeration			$224,200			$224,200
	CC	ST	97-VI-48					Coho capacity, GIS	$15,000					$15,000
	CC	ST		98-NCC-ST-058A				Early marine sockeye		$40,000				$40,000
CC-ST-1	CC	ST		98-VI-ST-208	99-VI-ST-008			Heydon Creek counting fence		$110,000	$87,960			$197,960
	CC	ST		98-VI-ST-114	99-VI-ST-004			Homathco River & Bute Inlet stock assessment		$50,000	$60,000			$110,000
	CC	ST		98-VI-ST-112				Johnstone Strait & Mainland Inlets coho assessments		$60,000				$60,000
	CC	ST	97-VI-72	98-VI-ST-034	99-VI-ST-033	00-VI-ST-008		Keogh River adult enumeration	$57,883	$177,883	$71,000	$68,400		$375,166
	CC	ST				00-VI-ST-003		Keogh River coho survival & exploitation study				$10,000		$10,000
	CC	ST			99-VI-ST-011			Keogh River smolt enumeration			$25,000			$25,000
	CC	ST		98-NCC-ST-058E				Kilbella/Chuckwalla fish trap		$143,200				$143,200

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	CC	ST		98-VI-ST-111, 98-VI-ST-030				Klinaklini chinook & coho stock assessment		$85,000				$85,000
	CC	ST	97-VI-66	98-VI-ST-131				Marble River rearing channel	$73,232	$105,000				$178,232
	CC	ST	97-VI-64	98-VI-ST-018				Nimpkish River adult assessment	$191,000	$75,150				$266,150
	CC	ST			99-VI-ST-070			Orford hatchery			$425,900			$425,900
	CC	ST		98-NCC-ST-058D	99-NCC-ST-028			Oweekeno Lake sockeye assessment		$45,000	$71,000			$116,000
CC-ST-2	CC	ST			99-VI-ST-026	00-VI-ST-039	01-CC-ST-012	Quadra Island salmon enumeration & enhancement			$30,510	$31,640	$31,640	$93,790
	CC	ST	97-NCC-5					Rivers Inlet broodstock capture	$80,000					$80,000
	CC	ST	97-NCC-14, 97-NCC-15	98-NCC-ST-058C				Rivers Inlet early run chinook adult enumeration	$290,000	$177,500				$467,500
	CC	ST		98-NCC-ST-058B				Sheemahant River adult escapement		$65,000				$65,000
	CC	ST	97-NCC-18					Snootli hatchery upgrade	$143,340					$143,340
CC-ST-3	CC	ST		98-VI-ST-207				Tsulquate River enumeration		$48,000				$48,000
	CC	ST			99-VI-ST-061			Willow & Simms creeks coho studies			$20,000			$20,000
	CC	ST			99-VI-ST-059	00-VI-ST-028	01-CC-RWS-002	Willow & Simms creeks coho studies			$3,675	$10,500	$12,000	$26,175
	LF	HR			99-FRB-HR-051	00-FRB(L)-RWS-XXX		Agassiz debris trap			$75,000	$75,000		$150,000
	LF	HR			99-FRB-HR-016	00-FRB(L)-HR-015		Beecher Creek restoration			$15,200	$21,300		$36,500
	LF	HR		98-FRB-HR-040				Brunette River & Nelson Creek rock wiers		$20,000				$20,000
	LF	HR			99-FRB-HR-071			Chester Creek fencing			$15,000			$15,000
	LF	HR		98-FRB-HR-028	99-FRB-RWS-020			Community riparian nursery		$50,919	$49,715			$100,634
	LF	HR					01-LF-HR-014	Fell Channel completion					$15,000	$15,000
	LF	HR					01-LF-HR-028	Hatzic Prairie riparian planting & sediment control					$49,440	$49,440
	LF	HR			99-FRB-HR-058	00-FRB(L)-ST-001		Hoy Creek hatchery & rearing pond			$5,859	$7,000		$12,859
LF-HR-1	LF	HR			99-FRB-HR-010	00-FRB(L)-HR-008	01-LF-HR-021	Hyde Creek restoration			$30,000	$51,000	$59,991	$140,991
	LF	HR		98-FRB-HR-053				Johnson Ponds & Mosquito Creek restoration		$50,000				$50,000
	LF	HR					01-LF-HR-017	Kawkawa Creek off-channel					$54,750	$54,750
LF-HR-2	LF	HR	97-FRB-36	98-FRB-HR-035	99-FRB-RWS-029	00-FRB(L)-HR-025	01-LF-HR-011	LEPS - Langley stream habitat restoration	$50,000	$97,965	$100,000	$95,692	$36,362	$380,019
	LF	HR			99-FRB-HR-066	00-FRB(L)-HR-026		Loggers Lane Creek enhancement			$10,000	$14,000		$24,000
	LF	HR		98-FRB-HR-051				Lower Mainland estuary restoration		$35,000				$35,000
	LF	HR	97-FRB-31		99-FRB-HR-004	00-FRB(L)-HR-009	01-LF-HR-016	Lower Mainland small stream restoration	$70,000		$50,000	$30,000	$30,000	$180,000
	LF	HR			99-FRB-HR-054			Lower Yorkson Creek habitat restoration			$78,692			$78,692
	LF	HR			99-FRB-HR-008			Maple Creek ponds			$15,000			$15,000
	LF	HR			99-FRB-HR-053			Maria Slough & Hicks Creek restoration			$25,000			$25,000
	LF	HR			99-FRB-HR-052			Musqueum Creek flow augmentation			$18,500			$18,500
	LF	HR			99-FRB-HR-055			Musqueum Creek watershed restoration			$32,000			$32,000
	LF	HR			99-FRB-HR-007			North shore small stream restoration			$10,000			$10,000
	LF	HR			99-FRB-HR-043			Rohb Creek habitat restoration			$100,000			$100,000
	LF	HR	97-FRB-25					Salmon River (Langley) habitat restoration and protection	$100,000					$100,000
	LF	HR				00-FRB(L)-HR-013		Seymour River off-channel habitat				$36,000		$36,000
	LF	HR				00-FRB(L)-HR-017		Silverdate Creek falls fish access				$14,966		$14,966
	LF	HR			99-FRB-HR-075			Silvermere Creek fishway repair			$8,825			$8,825
	LF	HR	97-FRB-28	98-FRB-HR-005				South Fraser River habitat restoration	$50,000	$65,000				$115,000
	LF	HR			99-FRB-HR-015			Spanish Banks Creek restoration			$37,000			$37,000

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
LF-HR-3	LF	HR		98-VI-HR-004	99-FRB-HR-086, 99-FRB-HR-082	00-FRB(L)-HR-011	01-LF-HR-022	Squamish River estuary restoration		$99,950	$124,700	$78,000	$75,380	$378,030
	LF	HR			99-FRB-HR-017			Steveston Island habitat restoration			$60,000			$60,000
	LF	HR				00-FRB(L)-HR-028		Stoney Creek off-channel				$15,000		$15,000
	LF	HR				00-FRB(L)-HR-021		Terminal Creel gravel placement				$25,000		$25,000
	LF	HR				00-FRB(L)-HR-005		Upper Chilliwack River restoration				$84,000		$84,000
	LF	HR				00-FRB(L)-HR-010		Upper Lillooet River off-channel				$48,000		$48,000
	LF	HR					01-LF-HR-010	West & Nathan Creeks restoration					$12,000	$12,000
LF-HR-4	LF	HR					01-LF-HR-030	West Vancouver urban stream restoration					$9,000	$9,000
	LF	RWS		98-FRB-RWS-009				Abbotsford fishery sensitive zone identification & mapping		$92,500				$92,500
LF-RWS-1	LF	RWS	97-FRB-19	98-FRB-RWS-002	99-FRB-RWS-005	00-FRB(L)-RWS-022	01-LF-RWS-014	ARMS - Alouette River watershed stewardship	$50,000	$50,000	$75,000	$70,000	$37,400	$282,400
LF-RWS-2	LF	RWS		98-GEN-RWS-048	99-GEN-RWS-001			BC Living by Water project		$15,000	$30,000			$45,000
	LF	RWS			99-FRB-RWS-011			Burnaby Lake project			$40,000			$40,000
	LF	RWS		98-FRB-RWS-073				Chilliwack River instream complexing		$16,400				$16,400
	LF	RWS	97-FRB-21	98-FRB-RWS-029				Community stream stewardship assistance	$25,000	$7,525				$32,525
	LF	RWS		98-FRB-RWS-054	99-FRB-HR-021	00-FRB(L)-HR-023		Coquitlam & Alouette River salmon habitat restoration		$60,125	$75,000	$50,000		$185,125
	LF	RWS	97-FRB-23	98-FRB-RWS-202	99-FRB-RWS-200			Fraser Basin Council	$50,000	$50,000	$50,000			$150,000
LF-RWS-3	LF	RWS					01-LF-RWS-002	Fraser Valley Regional District sensitive habitat atlas					$88,500	$88,500
	LF	RWS	97-FRB-24	98-FRB-RWS-203	99-FRB-RWS-201			FREMP/BIAEP	$150,000	$150,000	$150,000			$450,000
	LF	RWS				00-FRB(L)-RWS-007		Kanaka Creek watershed stewardship				$27,750		$27,750
	LF	RWS		98-FRB-RWS-040				Langley stream classification & mapping		$107,880				$107,880
	LF	RWS	97-FRB-27					Mapping data compilation and coordination, Vancouver	$115,000					$115,000
	LF	RWS				00-FRB(L)-RWS-012		Mission stream mapping				$30,000		$30,000
	LF	RWS			99-FRB-RWS-016			Operation Creeksave			$25,500			$25,500
	LF	RWS	97-FRB-22					Squamish stream mapping and stewardship	$21,900					$21,900
	LF	RWS			99-FRB-RWS-036			Stoney Creek bioengineering & mapping			$29,095			$29,095
	LF	RWS		98-FRB-RWS-066				Streamkeepers central database		$50,000				$50,000
	LF	RWS	97-FRB-20	98-FRB-RWS-067	99-GEN-RWS-003			Streamkeepers coordinator	$40,500	$44,450	$44,550			$129,500
	LF	RWS				00-FRB(L)-RWS-020		Surrey salmon habitat program				$20,000		$20,000
	LF	ST					01-LF-ST-002	Abbotsford Ravine Park hatchery rearing pond					$15,000	$15,000
	LF	ST				00-FRB(L)-ST-002		Como Creek coho outmigration & distribution				$6,300		$6,300
	LF	ST					01-LF-ST-004	Cultus Lake counting fence					$44,000	$44,000
	LF	ST				00-FRB(L)-ST-010		Hope Slough salmon & water assessment				$55,500		$55,500
	LF	ST		98-FRB-ST-025				Lower Fraser creel survey		$60,000				$60,000
	LF	ST			99-FRB-ST-001	00-FRB(L)-HR-012	01-LF-HR-015	Maria Slough fish fence & spawning channel			$25,000	$35,000	$39,300	$99,300
LF-ST-1	LF	ST		98-FRB-ST-101	99-FRB-ST-029	00-FRB(L)-ST-004	01-LF-ST-007	Salmon River coho enumeration		$71,823	$79,965	$71,502	$78,476	$301,766
	LF	ST		98-FRB-ST-118				Salmon River coho enumeration - mark recapture studies		$18,200				$18,200
	LF	ST		98-FRB-ST-119	99-FRB-ST-019	00-FRB(L)-ST-008		Salmon River coho enumeration - stream indexing program costs		$14,200	$15,000	$16,500		$45,700
	LF	ST	97-FRB-40					Squamish coho assessment	$56,500					$56,500
	LF	ST					01-LF-ST-003	Tynehead Hatchery					$20,000	$20,000

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	LF	ST	97-FRB-42	98-FRB-ST-121		00-FRB(L)-ST-007		Upper Pitt River coho assessment	$68,800	$125,000		$24,319		$218,119
	LF	ST				00-FRB(L)-HR-004	01-LF-HR-002	Vedder River floodplain restoration				$60,000	$44,969	$104,969
LF-ST-2	LF	ST			99-FRB-ST-026	00-FRB(L)-ST-003		Yale fish wheel			$60,000	$71,677		$131,677
MF-RWS-1	MF	HR				00-FRB(I)-HR-031	01-MF-RWS-001	Assessment of habitat restoration works				$15,000	$57,900	$72,900
	MF	HR			99-FRB-HR-031	00-FRB(I)-HR-015		Avola Creek restoration			$50,000	$40,000		$90,000
	MF	HR			99-FRB-HR-033			Bessette Creek riparian restoration			$15,000			$15,000
MF-HR-1	MF	HR	97-FRB-32		99-FRB-HR-048	00-FRB(I)-HR-030	01-MF-HR-033	Bonaparte River habitat restoration	$100,000		$60,522	$58,487	$47,833	$266,842
	MF	HR			99-FRB-HR-028			Bridge River channel restoration			$100,000			$100,000
	MF	HR			99-FRB-HR-084	00-FRB(I)-HR-029		Deadman River habitat restoration			$100,000	$54,140		$154,140
	MF	HR				00-FRB(I)-HR-005		Fortune Creek Restoration				$10,720		$10,720
	MF	HR				00-FRB(I)-HR-033		Guichon Creek irrigation ditch deactivation				$95,000		$95,000
	MF	HR			99-FRB-HR-023			Kingfisher Creek riparian restoration			$13,000			$13,000
	MF	HR	97-FRB-34					Lang Channel complexing and rip rap	$100,000					$100,000
	MF	HR			99-FRB-HR-090	00-FRB(I)-HR-032	01-MF-HR-011	Louis Creek riparian restoration			$30,000	$32,000	$39,837	$101,837
	MF	HR				00-FRB(I)-HR-008		Louis Creek stream restoration				$36,835		$36,835
	MF	HR	97-FRB-33					Middle Fraser habitat restoration	$200,000					$200,000
	MF	HR			99-FRB-HR-045			Middle Nicola River riparian restoration			$95,000			$95,000
	MF	HR				00-FRB(I)-HR-019		Middle Nicola River riparian restoration				$95,000		$95,000
	MF	HR		98-FRB-HR-025				North Thompson River tributaries habitat restoration		$5,113				$5,113
	MF	HR				00-FRB(I)-HR-023		Palmer Creek fish passage improvements				$10,000		$10,000
MF-HR-2	MF	HR	97-FRB-45	98-FRB-HR-032	99-FRB-HR-049	00-FRB(I)-HR-003	01-MF-HR-005	Salmon River habitat restoration	$90,100	$100,000	$95,000	$75,000	$75,000	$435,100
	MF	HR				00-FRB(I)-HR-009		Sinmax Creek riparian planting & fencing				$67,602		$67,602
	MF	HR			99-FRB-HR-040			South Thompson River riparian protection			$5,000			$5,000
MF-HR-3	MF	HR					01-MF-HR-023	Teto Creek off-channel restoration					$61,700	$61,700
	MF	HR	97-FRB-29					Thompson River Little Hell's Gate fish passage	$60,000					$60,000
	MF	HR			99-FRB-HR-026			Upper Nicola River & Quilchena River restoration			$62,424			$62,424
	MF	HR			99-VI-HR-006			Vernon Lake/Sebalhall River side channel			$105,228			$105,228
	MF	HR				00-FRB(I)-HR-021		Wap Creek instream habitat restoration				$8,300		$8,300
	MF	RWS		98-FRB-RWS-021				Fraser River watershed salmon stock management coordinator		$45,000				$45,000
	MF	RWS				00-FRB(I)-RWS-004		Robson Valley digital mapping				$24,683		$24,683
	MF	RWS	97-FRB-43					Stuart River & Takla River sockeye reproductive potential	$60,000					$60,000
	MF	ST	97-FRB-37	98-FRB-ST-203				Adams Lake fertilization	$140,000	$40,000				$180,000
	MF	ST		98-FRB-ST-056D				Bessette Creek coho enumeration		$17,350				$17,350
	MF	ST		98-FRB-ST-056C				Bonaparte River fishway coho enumeration		$19,890				$19,890
	MF	ST	97-FRB-39					Calibration of helicopter escapement estimates	$40,000					$40,000
	MF	ST		98-FRB-ST-056B				Coho stock assessment		$132,760				$132,760
MF-ST-2	MF	ST		98-FRB-ST-037	99-FRB-ST-010	00-FRB(I)-ST-007	01-MF-ST-006	Coldwater River coho counting fence		$124,500	$83,450	$86,330	$90,000	$384,280
	MF	ST				00-FRB(I)-ST-008		Deadman River electonic counting fence validation using video				$16,095		$16,095
	MF	ST					01-MF-ST-007	Lower Shuswap River tributary coho spawner survey					$9,148	$9,148
	MF	ST			99-FRB-ST-008			Mann Creek salmon enumeration			$35,620			$35,620
	MF	ST	97-FRB-44					North Thompson River enhancement	$45,000					$45,000

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			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	MF	ST	97-FRB-38	98-FRB-ST-201	99-FRB-ST-017	00-FRB(I)-ST-002		Okanagan Lake sockeye	$40,000	$40,000	$27,950	$36,540		$144,490
	MF	ST			99-FRB-ST-021	00-FRB(I)-ST-001		Osoyoos & Skaha lakes sockeye studies			$22,500	$23,700		$46,200
MF-ST-1	MF	ST					01-MF-ST-005	Shuswap Lake tributary spawner survey					$24,130	$24,130
	MF	ST		98-FRB-ST-056A				Thompson River basi-wide smolt estimate feasibility study		$120,000				$120,000
	MF	ST	97-FRB-41					Thompson River coho stock recovery	$165,200					$165,200
	NC	HR			99-NCC-HR-019	00-NCC-HR-006		Hecate Strait habitat inventory projects			$11,564	$8,239		$19,803
NC-HR-1	NC	HR	97-NCC-3	98-NCC-HR-047	99-NCC-HR-018	00-NCC-HR-007	01-NC-HR-007	Hecate Strait habitat restoration projects	$27,000	$58,881	$60,193	$67,297	$73,072	$286,443
	NC	HR				00-NCC-HR-013		Kofoed Creek habitat restoration				$27,338		$27,338
	NC	HR	97-NCC-4					Masset Beaver dam management for fish access	$10,000					$10,000
	NC	HR				00-NCC-HR-003		Rigging chainsaw winches for stream restoration projects				$5,555		$5,555
	NC	HR		98-NCC-HR-008	99-NCC-HR-005	00-NCC-HR-004		Spring Creek habitat restoration		$55,000	$80,000	$66,000		$201,000
	NC	HR		98-NCC-HR-014				Upper Bulkley River & Morice River beaver monitoring		$7,250				$7,250
	NC	RWS				00-NCC-RWS-009	01-NC-HR-010	Bear River tributaries habitat restoration, fisheries inventory, & stewardship				$32,500	$36,760	$69,260
	NC	RWS				00-NCC-RWS-001		Chown Brook habitat survey				$5,390		$5,390
	NC	RWS				00-NCC-RWS-008		Clear Creek channel stability assessment				$18,986		$18,986
	NC	RWS					01-NC-RWS-007	Honna River habitat restoration					$13,872	$13,872
	NC	RWS				00-NCC-RWS-011		Kids in Creeks educational program				$15,740		$15,740
NC-RWS-2	NC	RWS			99-NCC-RWS-017	00-NCC-ST-018	01-NC-RWS-009	North Coast stream inventory & coho juvenile synoptic surveys			$150,000	$137,000	$143,139	$430,139
	NC	RWS		98-NCC-RWS-043				Oona River stream inventory & stewardship		$95,000				$95,000
NC-RWS-1	NC	RWS				00-NCC-RWS-006	01-NC-RWS-008	Prince Rupert foreshore juvenile salmonid surveys				$113,293	$30,503	$143,796
	NC	RWS		98-NCC-RWS-046				Prince Rupert juvenile salmonid surveys		$67,000				$67,000
	NC	RWS				00-NCC-RWS-013		Sensitive habitat mapping				$15,750		$15,750
	NC	RWS				00-NCC-RWS-004		Stream crossing database & signage				$21,860		$21,860
	NC	RWS		98-NCC-RWS-010				Toboggan Creek water quality monitoring		$7,528				$7,528
	NC	RWS		98-NCC-RWS-014	99-NCC-RWS-020			Upper Bulkley River roundtable		$8,975	$29,339			$38,314
	NC	RWS	97-NCC-1	98-NCC-RWS-015, 98-NCC-RWS-016	99-NCC-RWS-019			Upper Bulkley River water quality monitoring	$6,260	$35,000	$36,000			$77,260
	NC	ST				00-NCC-ST-036		Aliford Bay hatchery manager				$9,425		$9,425
	NC	ST	97-NCC-7		99-NCC-ST-025			Atnarko River sockeye enhancement feasibility study	$27,400		$65,000			$92,400
	NC	ST	97-NCC-16	98-NCC-ST-081				Babine River counting fence coho extension	$36,600	$36,000				$72,600
	NC	ST				00-NCC-ST-004		Bulkley River tributary coho escapement surveys				$19,745		$19,745
	NC	ST			99-NCC-ST-015			Chown River counting fence upgrade			$6,625			$6,625
	NC	ST	97-NCC-8					Chown River juvenile coho enumeration	$11,000					$11,000
	NC	ST			99-NCC-ST-013			Haida Gwaii coho AUC escapement monitoring			$75,000			$75,000
	NC	ST		98-NCC-ST-067				Kitimat River & Douglas Channel creel survey		$56,038				$56,038
	NC	ST		98-NCC-ST-046				Kitsumkalum River coho assessment		$50,000				$50,000
NC-ST-1	NC	ST				00-NCC-ST-009		Kitwanga River coho enhancement				$34,885		$34,885
	NC	ST		98-NCC-ST-209				Kitwanga River coho surveys		$77,000				$77,000

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			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	NC	ST				00-NCC-ST-035		Kitwanga River sockeye enhancement				$53,835		$53,835
	NC	ST		98-NCC-ST-023				Morice River coho enumeration		$20,159				$20,159
	NC	ST	97-NCC-11		99-NCC-ST-017	00-NCC-ST-001	01-NC-ST-001	Moricetown fishway coho sampling and tagging	$45,500		$63,000	$70,000	$35,000	$213,500
NC-ST-3	NC	ST				00-NCC-ST-017		Naden Harbour spawner enumerations				$45,560		$45,560
	NC	ST			99-NCC-ST-041			Oona River hatchery			$19,755			$19,755
	NC	ST				00-NCC-ST-024		Oona River hatchery & habitat restoration				$51,938		$51,938
NC-ST-4	NC	ST			99-NCC-ST-037	00-NCC-ST-029		Skeena River adult coho enumeration			$67,000	$59,570		$126,570
	NC	ST	97-NCC-10	98-NCC-ST-085				Skeena River juvenile coho synoptic surveys	$64,500	$86,100				$150,600
	NC	ST	97-NCC-12					Tatsamenie Lake hatchery survival study	$100,000					$100,000
NC-ST-5	NC	ST		98-NCC-ST-054	99-NCC-ST-029	00-NCC-ST-033	01-NC-ST-007	Tlell River adult counting fence		$102,500	$54,975	$70,700	$25,000	$253,175
	NC	ST	97-NCC-2					Tlell River assessment and creel survey	$10,000					$10,000
	NC	ST	97-NCC-6	98-NCC-ST-083				Toboggan Creek coho smolt enumeration	$19,294	$13,000				$32,294
	NC	ST	97-NCC-9					Tuya catch and trap feasibility	$73,000					$73,000
	NC	ST	97-NCC-13					Upper Bulkley River coho assessment	$15,000					$15,000
	NC	ST		98-NCC-ST-130				Upper Bulkley River coho release pond		$9,000				$9,000
	NC	ST		98-NCC-ST-028				Upper Bulkley River fry salvage		$13,500				$13,500
	NC	ST					01-NC-ST-012	Upper Kispiox River sockeye stock assessment					$66,129	$66,129
NC-ST-2	NC	ST	97-NCC-17	98-NCC-ST-082		00-NCC-ST-014	01-NC-ST-013	Upper Skeena adult coho & sockeye surveys	$22,000			$53,780	$84,216	$159,996
	NC	ST		98-NCC-ST-129				Yakoun River counting fence		$29,182				$29,182
	SC	HR		98-VI-HR-002				Ayum Creek Habitat Restoration		$31,311				$31,311
	SC	HR		98-VI-HR-060				Bamfield Streamkeepers habitat restoration work		$7,354				$7,354
	SC	HR			99-VI-HR-067			Cat Stream habitat restoraion & stewardship			$8,650			$8,650
	SC	HR			99-VI-HR-001			Caycuse River side channel			$60,000			$60,000
	SC	HR				00-VI-HR-006		Coal Creek groundwater channel				$5,000		$5,000
	SC	HR				00-VI-HR-067		Courtenay River habitat restoration				$5,860		$5,860
	SC	HR	97-VI-60					Cowichan River , Stoltze's Slide	$15,000					$15,000
	SC	HR			99-VI-HR-042	00-VI-HR-053		Cypre River groundwater channel			$60,392	$59,684		$120,076
	SC	HR				00-VI-HR-078		Demamiel Creek restoration planning				$20,000		$20,000
	SC	HR			99-VI-HR-033		01-SC-HR-053	Demamiel Creek water storage			$60,000		$50,000	$110,000
	SC	HR					01-SC-HR-049	Easy Creek restoration					$42,377	$42,377
	SC	HR		98-VI-HR-012				Englishman River habitat enhancement		$19,275				$19,275
	SC	HR	97-VI-68					Fanny Bay enhancement	$8,000					$8,000
SC-HR-1	SC	HR				00-VI-HR-080	01-SC-HR-016	Four Side Channels restoration project				$97,033	$20,000	$117,033
	SC	HR		98-VI-HR-048	99-VI-HR-047			Gordon River side channel		$30,000	$74,433			$104,433
SC-HR-5	SC	HR				00-VI-HR-041	01-SC-HR-008	Grandon Creek culvert replacement				$15,000	$15,000	$30,000
	SC	HR					01-SC-HR-036	Hutchinson Creek side channel					$20,000	$20,000
SC-HR-3	SC	HR					01-SC-HR-041	Jansen Creek sockeye spawning habitat restoration					$40,000	$40,000
SC-HR-2	SC	HR					01-SC-HR-017	Klanawa Side Channel					$60,000	$60,000
	SC	HR		98-VI-HR-010				Lake Cowichan tributary habitat restoration work		$12,890				$12,890
	SC	HR				00-VI-HR-029		Lower Bings Creek habitat restoration				$22,989		$22,989
	SC	HR		98-VI-HR-007		00-VI-HR-039		Lower Reay Creek habitat restoration		$11,200		$9,536		$20,736
SC-HR-7	SC	HR				00-VI-HR-070		Millard & Piercy Creek coho habitat restoration prescriptions				$4,717		$4,717

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			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	SC	HR		98-VI-HR-013				Miller Creek water storage		$90,000				$90,000
	SC	HR					01-SC-HR-034	Mooyah River side channel					$47,610	$47,610
	SC	HR		98-VI-HR-044				Murial Creek habitat restoration		$34,190				$34,190
	SC	HR				00-VI-HR-060		Noble Creek dam removal & riparian restoration				$22,513		$22,513
	SC	HR					01-SC-HR-010	Okwanch River side channel					$30,000	$30,000
	SC	HR		98-VI-HR-003				Oyster River off-channel habitat restoration		$60,000				$60,000
	SC	HR				00-VI-HR-007		Oyster River Raven Channel extension				$25,000		$25,000
	SC	HR			99-VI-HR-019			Oyster River side channels coho smolt productivity study			$31,040			$31,040
	SC	HR				00-VI-HR-009		Oyster River South Oxbow side channel				$25,000		$25,000
	SC	HR				00-VI-HR-071		Piercy Creek habitat restoration				$6,590		$6,590
	SC	HR		98-VI-HR-015				Plestid Creek restoration		$11,800				$11,800
	SC	HR		98-VI-HR-019				Rogers Creek Park streambank restoration		$15,000				$15,000
	SC	HR				00-VI-HR-083		Rosewall Creek instream habitat complexing & bank restoration				$10,000		$10,000
SC-HR-4	SC	HR	97-VI-61	98-VI-HR-001	99-VI-HR-055	00-VI-HR-047	01-SC-HR-039	Saltspring Island stream restoration	$48,300	$48,820	$40,000	$30,000	$60,312	$227,432
	SC	HR				00-VI-HR-024		San Juan River & Harris Creek fertilization				$30,000		$30,000
	SC	HR					01-SC-HR-032	San Juan River assessment of restoration projects					$6,000	$6,000
	SC	HR					01-SC-HR-019	San Juan River habitat restoration - Four Mile side channel & Renfrew Creek					$40,000	$40,000
	SC	HR				00-VI-HR-011		San Juan River habitat restoration - Lens Creek side channel				$100,000		$100,000
CC-HR-1	SC	HR		98-VI-HR-017				Somass River estuary culvert replacement		$100,000				$100,000
	SC	HR	97-VI-52					South Island stream restoration	$100,000					$100,000
	SC	HR				00-VI-HR-032		Spiers Creek culvert replacement				$25,000		$25,000
	SC	HR				00-VI-HR-015	01-SC-HR-033	Swamp 101 & Miller Creek water storage project				$101,450	$8,000	$109,450
	SC	HR	97-VI-53					Tsolum River and Courtney River estuary plan	$50,000					$50,000
	SC	HR	97-VI-56	98-VI-HR-202				Tsolum River habitat restoration	$133,700	$133,700				$267,400
	SC	HR	97-VI-55					Vancouver Island restoration	$165,000					$165,000
SC-HR-6	SC	HR				00-VI-HR-045	01-SC-HR-012	Zeballos River estuary side channel				$80,000	$25,000	$105,000
	SC	RWS		98-VI-RWS-068				Alberni Salmonid Resource Centre & Kitsucksus Creek restoration		$25,000				$25,000
	SC	RWS			99-VI-RWS-003			Alberni Valley sensitive habitat inventory mapping			$60,000			$60,000
	SC	RWS		98-VI-RWS-204				Ayum Creek estuary land purchase		$270,000				$270,000
	SC	RWS					01-SC-RWS-020	Baynes Sound sensitive habitat inventory mapping					$28,370	$28,370
	SC	RWS					01-SC-RWS-028	Black Creek flow assessment & water quality study					$24,000	$24,000
	SC	RWS	97-VI-59					Black Creek Keddy water storage	$110,000					$110,000
	SC	RWS					01-SC-RWS-014	Black Creek riparian assessment & prescriptions					$9,116	$9,116
SC-RWS-1	SC	RWS	97-VI-57	98-VI-RWS-034	99-VI-RWS-027			Comox Valley sensitive habitat inventory mapping	$66,775	$137,650	$75,000			$279,425

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	SC	RWS		98-VI-RWS-201				Courtenay River estuary wildlife management plan		$50,000				$50,000
	SC	RWS	97-VI-54	98-VI-RWS-025				Cowichan Watershed Council operations	$17,500	$25,000				$42,500
	SC	RWS				00-VI-RWS-004		Headquarters Creek monitoring station				$3,500		$3,500
	SC	RWS		98-VI-RWS-071				Kennedy River tributaires fertilization		$34,850				$34,850
	SC	RWS		98-VI-RWS-056				Millard & Piercy Creek watershed management planning		$40,000				$40,000
	SC	RWS			99-VI-RWS-xxxx	00-VI-RWS-002		Nanaimo River land acquisition			$100,000	$160,000		$260,000
	SC	RWS		98-VI-RWS-031	99-VI-RWS-037			Nanaimo urban streams sensitive habitat inventory mapping		$115,000	$90,000			$205,000
	SC	RWS				00-VI-RWS-042		Project Emerald Sea				$5,400		$5,400
	SC	RWS					01-SC-RWS-019	Puntledge River fisheries impact analysis & restoration planning					$9,429	$9,429
	SC	RWS		98-VI-RWS-039				Somass River water use planning		$21,268				$21,268
	SC	RWS		98-VI-RWS-075A				Somenos River plan		$15,000				$15,000
	SC	RWS				00-VI-RWS-047		Sooke River flow study & hydrological assessment				$19,050		$19,050
	SC	RWS		98-VI-RWS-001				Sooke River public awareness program		$11,500				$11,500
	SC	RWS		98-VI-RWS-057				Sooke River water management planning		$15,000				$15,000
SC-RWS-2	SC	RWS	97-VI-46, 97-VI-47	98-VI-RWS-011	99-VI-RWS-017	00-VI-RWS-003		Southern Vancouver Island Streamkeepers coordinator	$26,300	$23,350	$29,412	$34,776		$113,838
SC-RWS-3	SC	RWS		98-VI-RWS-033	99-VI-RWS-013	00-VI-RWS-038	01-SC-RWS-005	Southern Vancouver Island Veins of Life pollution prevention program		$90,000	$90,000	$120,000	$119,784	$419,784
	SC	RWS		98-VI-RWS-047				Southest Vancouver Island intertidal monitoring		$75,000				$75,000
	SC	RWS			99-VI-RWS-023			Taylor River sensitive habitat inventory mapping			$37,615			$37,615
SC-RWS-4	SC	RWS		98-VI-RWS-024	99-VI-HR-032	00-VI-RWS-046	01-SC-RWS-030	Tseycum & Airport Creeks stewardship project		$92,580	$60,000	$54,550	$68,500	$275,630
	SC	RWS		98-VI-RWS-005				Upper Reay Creek water quality monitoring		$2,920				$2,920
	SC	RWS			99-VI-RWS-028			West Coast Vancouver Island restoration prioritization			$25,000			$25,000
	SC	ST	97-VI-62	98-VI-ST-204	99-VI-ST-054			Black Creek fisheries inventory	$25,000	$10,000	$37,000			$72,000
	SC	ST	97-VI-65	98-VI-ST-051				Coho by-catch monitoring	$400,000	$195,000				$595,000
	SC	ST				00-VI-ST-026	01-SC-RWS-004	Courtenay River estuary & Baynes Sound distribution & abundance of juvenile salmon				$54,600	$59,000	$113,600
	SC	ST				00-VI-ST-031		Courtenay River fry assessment				$3,774		$3,774
	SC	ST				00-VI-ST-019		Cowichan River juvenile coho assessment				$22,575		$22,575
	SC	ST					01-SC-ST-004	Cowichan River juvenile coho assessment					$27,967	$27,967
	SC	ST			99-VI-ST-017		01-SC-ST-003	Englishman River smolt enumeration & restoration			$41,443		$36,790	$78,233
	SC	ST	97-VI-69					Georgia Strait & Juan de Fuca Strait troll census	$215,000					$215,000
	SC	ST	97-VI-73					Georgia Strait coho initiative	$688,300					$688,300
SC-ST-2	SC	ST		98-VI-ST-003		00-VI-ST-006	01-SC-ST-030	Gold River chinook hatchery		$79,088		$71,792	$56,070	$206,950
	SC	ST		98-VI-ST-012				Goldstream River adult counting fence		$26,000				$26,000
	SC	ST				00-VI-ST-035	01-SC-ST-008	Henderson Lake hatchery				$90,000	$75,000	$165,000

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	SC	ST			99-VI-ST-040			Kenedy Lake genetic tags for selective harvest study			$40,000			$40,000
	SC	ST				00-VI-ST-023		Kennedy Lake salmon stock studies				$23,450		$23,450
SC-ST-3	SC	ST		98-VI-ST-055		00-VI-ST-024	01-SC-ST-001	Kennedy Lake sockeye incubation study		$47,000		$40,000	$25,390	$112,390
	SC	ST				00-VI-ST-009	01-SC-ST-015	Kennedy Lake tributaries stock assessment				$11,725	$13,824	$25,549
SC-ST-1	SC	ST		98-VI-ST-002, 98-VI-ST-002B	99-VI-ST-030	00-VI-ST-013	01-SC-ST-017	Kirby Creek coho stock assessment		$100,000	$45,000	$90,865	$89,881	$325,746
	SC	ST	97-VI-51					Kitsuksis Creek educational hatchery	$100,000					$100,000
	SC	ST	97-VI-67					Mainland Inlet stock assessment & Bute Inlet fishwheel	$255,000					$255,000
	SC	ST					01-SC-ST-029	Millard & Piercy Creek smolt fences					$7,171	$7,171
	SC	ST				00-VI-ST-020		Oliver Creek smolt & adult assessment				$16,350		$16,350
	SC	ST				00-VI-ST-040		Oyster River side channels coho smolt productivity study				$38,500		$38,500
	SC	ST				00-VI-ST-025		Puntledge River high temperature study				$16,000		$16,000
	SC	ST		98-VI-ST-014				Rosewall Creek electic fence replacement		$10,000				$10,000
	SC	ST		98-VI-ST-206				Selective mark fishery		$311,700				$311,700
	SC	ST		98-VI-ST-009				Sooke River hatchery upgrade		$26,600				$26,600
SC-ST-4	SC	ST			99-VI-ST-038	00-VI-ST-027	01-SC-RWS-031	Southwest Vancouver Island stock assessment			$125,000	$138,727	$145,189	$408,916
	SC	ST		98-VI-ST-032				Sunshine Coast stream surveys		$40,000				$40,000
	SC	ST	97-VI-63	98-VI-ST-202				Tsolum River seal study	$273,000	$321,000				$594,000
	SC	ST	97-VI-50	98-VI-ST-127				T'sou-ke selective harvest fish trap	$100,000	$40,000				$140,000
SC-ST-5	SC	ST				00-VI-ST-002	01-SC-ST-006	Vancouver Island steelhead & salmon enumeration surveys				$50,000	$50,000	$100,000
	SC	ST	97-VI-71					West Coast Vancouver Island chum & chinook hatchery sampling	$14,000					$14,000
	SC	ST	97-VI-70	98-VI-ST-062	99-VI-ST-021	00-VI-ST-012		West Coast Vancouver Island salmon escapements	$68,000	$90,000	$70,000	$85,000		$313,000
	UF	HR			99-FRB-HR-079			Baker Creek, Navor Creek, & Narcosli Creek riparian planting & fencing			$55,348			$55,348
	UF	HR				00-FRB(U)-HR-001		Blackwater River & Trout Lake watershed habitat protection				$15,000		$15,000
	UF	HR		98-FRB-HR-058				Cariboo River fishway		$100,000				$100,000
	UF	HR			99-FRB-HR-070			Chilako River stranding survey & riparain restoration			$72,025			$72,025
	UF	HR				00-FRB(U)-HR-007		Chilcotin River replacement of defective fish screens				$15,300		$15,300
	UF	HR					01-UF-HR-008	Horsefly River Black Creek Ranch dike breaching					$59,912	$59,912
	UF	HR					01-UF-HR-007	Horsefly River Kroener Ranch dam removal & pond reclamation					$35,674	$35,674
	UF	HR			99-FRB-HR-062			Horsefly River riparian restoration & fencing			$93,300			$93,300
UF-HR-1	UF	HR					01-UF-HR-003	Horsefly River watershed tributary restoration					$26,950	$26,950
	UF	HR				00-FRB(U)-HR-016		Narcosli Creek stream survey & habitat restoration				$33,000		$33,000
	UF	HR				00-FRB(U)-HR-009	01-UF-HR-006	Naver Creek Hixon Groundwater side-channel				$14,000	$9,800	$23,800
	UF	HR		98-FRB-HR-056				Restoration of placer-mined fish habitat		$76,000				$76,000

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
	UF	HR					01-UF-HR-010	Upper Fraser River biophysical evaluation of habitat restoration projects					$67,500	$67,500
	UF	HR		98-FRB-HR-039				Various agricultural & range habitat restoration projects		$100,000				$100,000
	UF	HR			99-FRB-HR-057			Willow River chinook enhancement feasibility study			$45,800			$45,800
	UF	RWS				00-FRB(U)-RWS-002		Chilako River watershed fluvial geomorphology study				$37,625		$37,625
	UF	RWS				00-FRB(U)-RWS-009		Development of native plant stock for riparian restoration				$24,300		$24,300
	UF	RWS		98-FRB-RWS-064				Horsefly River Black Creek Ranch land purchase		$150,000				$150,000
	UF	RWS					01-UF-RWS-002	Horsefly River watershed planning					$50,000	$50,000
	UF	RWS		98-FRB-RWS-003				Moffat Creek restoration & stewardship		$7,400				$7,400
	UF	RWS	97-FRB-30					Prince George habitat restoration	$165,000					$165,000
	UF	RWS		98-FRB-RWS-065		00-FRB(U)-RWS-004		Prince George urban fish habitat mapping		$100,000		$28,698		$128,698
UF-RWS-1	UF	RWS					01-UF-RWS-003	Salmon River gravel bar traffic control					$7,850	$7,850
	UF	RWS	97-FRB-26	98-FRB-RWS-012A	99-FRB-RWS-018			Tl'azt'en Fisheries Centre & fry enumeration project	$50,000	$60,000	$125,000			$235,000
	UF	ST				00-FRB(U)-ST-003		Quesnel River Salmon Hatchery				$70,455		$70,455
YT-HR-1	YT	HR			99-YT-HR-002	00-YT-HR-002		Klukshu River beaver & dam removal & habitat mapping			$25,062	$25,000		$50,062
	YT	HR					01-YT-HR-003	Mica & Willow Creek monitoring					$11,955	$11,955
	YT	HR				00-YT-HR-008		Michie Creek beaver & dam removal				$11,819		$11,819
	YT	HR				00-YT-HR-001		Pelly River habitat restoration & monitoring				$20,000		$20,000
	YT	HR				00-YT-HR-010		Upper Nordenskiold River habitat restoration planning				$15,000		$15,000
	YT	HR				00-YT-HR-003		Wolf Creek snomobile trail relocation & bank restoration				$7,778		$7,778
	YT	RWS			99-YT-RWS-005			Fry emergence monitoring			$1,480			$1,480
	YT	RWS				00-YT-RWS-006		Klusha Creek chinook spawning habitat assessment				$21,789		$21,789
	YT	RWS			99-YT-RWS-007	00-YT-RWS-014	01-YT-RWS-010	School field trips			$4,400	$4,960	$4,400	$13,760
YT-ST-2	YT	ST			99-YT-ST-006	00-YT-ST-002	01-YT-ST-001	Chandindu River counting fence			$45,000	$71,758	$63,796	$180,554
	YT	ST			99-YT-ST-021			Croucher Creek juvenile chinook migration study			$50,000			$50,000
	YT	ST			99-YT-ST-020		01-YT-ST-007	Ibex River salmon stock enhancment			$7,200		$4,670	$11,870
	YT	ST			99-YT-ST-008			Klondike River chinook spawner surveys			$15,900			$15,900
	YT	ST					01-YT-ST-002	Klukshu River sockeye genetic & habitat analysis					$15,000	$15,000
YT-ST-1	YT	ST			99-YT-ST-011	00-YT-ST-012	01-YT-ST-005	McIntyre Creek hatchery			$20,400	$24,400	$19,822	$64,622
	YT	ST					01-YT-ST-006	McQuestin River salmon stock enhancement					$18,113	$18,113
	YT	ST			99-YT-ST-016			Tuyu Lake salmon stock enhancment			$34,180			$34,180
YT-RWS-1	YT	ST				00-YT-ST-017	01-YT-RWS-001	Wolf Creek fish enumeration				$1,750	$4,050	$5,800
Total									$6,792,134	$8,001,092	$6,335,131	$5,721,515	$3,600,478	$30,450,349

Review Code	Zone	Type	HRSEP Review Code					Project Title	Project Budget					
			1997/98	1998/99	1999/00	2000/01	2001/02		1997/98	1998/99	1999/00	2000/01	2001/02	Total
		projects reviewed by Triton/MMK team, 2002												

Review Code	HRSEP Code				Proponent	Project Title	Main Type
	1998	1999	2000	2001			
CC-HR-1	98-VI-HR-017				Alberni Valley Enhancement Association	Somass Estuary Restoration Project	restoration - estuary
CC-HR-2	98-VI-HR-201				District of Campbell River	The Discovery Coast Wetland Restoration Project	restoration - estuary
CC-RWS-1				01-CC-RWS-009	Northern Vancouver Island Salmonid Enhancement Association	Port Hardy Stream Mapping and Sign Installation	mapping
CC-ST-1	98-VI-ST-208	99-VI-ST-008			Campbell River Indian Band	Heydon Creek Salmon Enumeration Project	stock assessment
CC-ST-2		99-VI-ST-026	00-VI-ST-039	01-CC-ST-012	Quadra Island Salmon Enhancement Society	Quadra Island Coho, Chum, and Sockeye Enumeration and Enhancement	hatchery, stock assessment
CC-ST-3	98-VI-ST-207				Kwakiutl District Council	Tsulquate River Enumeration Project	stock assessment; restoration - channel, access
LF-HR-1		99-FRB-HR-010	00-FRB(L)-HR-008	01-LF-HR-021	Hyde Creek Streamkeepers	Hyde Creek Restoration	restoration - channel
LF-HR-2	98-FRB-HR-035	99-FRB-RWS-029	00-FRB(L)-HR-025	01-LF-HR -011	Langley Environmental Partners Society (LEPS)	Langley Salmon Habitat Mapping, Enhancement and Restoration Projects	restoration - various
LF-HR-3	98-VI-HR-004	99-FRB-HR-086, 99-FRB-HR-082	00-FRB(L)-HR-011	01-LF-HR -022	Squamish River Watershed Committee	Squamish Estuary Habitat Restoration Projects	restoration - estuary
LF-HR-4				01-LF-HR-030	West Vancouver Streamkeeper Society	West Vancouver Urban Stream Restoration	restoration - access
LF-RWS-1	98-FRB-RWS-002	99-FRB-RWS-005	00-FRB(L)-RWS-022	01-LF-RWS-014	Alouette River Management Society (ARMS)	Alouette River Management Society work/watershed stewardship	stewardship
LF-RWS-2	98-GEN-RWS-048	99-GEN-RWS-001			Federation of BC Naturalists	The Living by Water Project	education
LF-RWS-3				01-LF-RWS-002	British Columbia Conservation Foundation - Cloverdale (BCCF)	Sensitive Habitat Atlas for Fraser Valley Regional District	mapping
LF-ST-1	98-FRB-ST-101	99-FRB-ST-029	00-FRB(L)-ST-004	01-LF-ST-007	Fraser River Fishermen Society	Salmon River (Langley) Wild Coho Assessment	stock assessment
LF-ST-2		99-FRB-ST-026	00-FRB(L)-ST-003		Yale FN Fisheries Stewardship Authority	Yale Fishwheel and Coho Tagging Program	stock assessment
MF-HR-1		99-FRB-HR-048	00-FRB(I)-HR-030	01-MF-HR-033	Bonaparte Indian Band	Bonaparte River Habitat Restoration	restoration - channel
MF-HR-2	98-FRB-HR-032	99-FRB-HR-049	00-FRB(I)-HR-003	01-MF-HR-005	Salmon River Watershed Society	Salmon River Watershed Project	restoration - channel
MF-HR-3				01-MF-HR-023	Eagle River Watershed Roundtable Society	Teto Creek Off-Channel Restoration	restoration - off-channel
MF-RWS-1			00-FRB(I)-HR-031	01-MF-RWS-001	DFO - HEB Kamloops	Assessment of Habitat Restoration Works - BC Interior South	assessment of restoration works
MF-ST-1				01-MF-ST-005	Little Shuswap Indian Band (LSIB)	Shuswap Lake Tributary Coho Spawner Survey	stock assessment
MF-ST-2	98-FRB-ST-037	99-FRB-ST-010	00-FRB(I)-ST-007	01-MF-ST-006	Nicola Tribal Stewardship and Fisheries Authority	Coldwater Coho Counting Fence	stock assessment
NC-HR-1	98-NCC-HR-047	99-NCC-HR-018	00-NCC-HR-007	01-NC-HR-007	Hecate Strait Streamkeepers	Skidegate Inlet, W. Skidegate Channel, Rennell Sound, Peel Inlet Fish Habitat Restoration Projects	restoration - channel
NC-RWS-1			00-NCC-RWS-006	01-NC-RWS-008	Community Fisheries Development Centre	Juvenile Salmon Distribution in the Intertidal Foreshores of Prince Rupert and Port Edward	stock assessment
NC-RWS-2		99-NCC-RWS-017	00-NCC-ST-018	01-NC-RWS-009	North Coast Fisheries Renewal Council	North Coast Stream Inventory Program	stock assessment
NC-ST-1			00-NCC-ST-009		Gitanyow Fisheries Authority	Kitwanga Coho Salmon Enhancement Program	stock assessment
NC-ST-2	98-NCC-ST-082		00-NCC-ST-014	01-NC-ST-013	Gitxsan and Wet'suwet'en Watershed Authority	Upper Skeena Coho and Sockeye Stock Assessment	stock assessment
NC-ST-3			00-NCC-ST-017		North Graham Island Streamkeepers' Society	Naden Guardian Adult Spawner Enumeration	stock assessment
NC-ST-4		99-NCC-ST-037	00-NCC-ST-029		Terrace Salmonid Enhancement Society	Adult Coho Enumeration Program	stock assessment
NC-ST-5	98-NCC-ST-054	99-NCC-ST-029	00-NCC-ST-033	01-NC-ST-007	Tlell Watershed Society	Tlell River Fish Counting Fence	stock assessment
SC-HR-1			00-VI-HR-080	01-SC-HR-016	Cowichan Tribes	Four Side Channels Restoration Project: Phases 2 & 3	restoration - off-channel
SC-HR-2				01-SC-HR-017	Huu-ay-aht First Nation Natural Resources	Klanawa Side Channel	restoration - off-channel
SC-HR-3				01-SC-HR-041	International Forest Products Ltd. - Kingcome Enhanced Forestry Division & Kyuquot Management Board	Jansen Lake Sockeye Spawning Habitat Restoration	restoration - access, spawning habitat; also stock enumeration
SC-HR-4	98-VI-HR-001	99-VI-HR-055	00-VI-HR-047	01-SC-HR -039	Island Stream and Salmon Enhancement Association (ISSEA)	Salt Spring Island Small Stream and Watershed Restoration	restoration - channel
SC-HR-5			00-VI-HR-041	01-SC-HR-008	Qualicum Beach Streamkeepers	Grandon Creek Culvert Barrier Removal	restoration - access
SC-HR-6			00-VI-HR-045	01-SC-HR-012	Western Forest Products Limited	Zeballos Estuary Ground Water Channel - Phases 1&2	restoration - off-channel
SC-HR-7			00-VI-HR-070		Millard/Piercy Watershed Stewards	Stream Channel Redefinition and Habitat Restoration	restoration - channel, streambank, access
SC-RWS-1	98-VI-RWS-034	99-VI-RWS-027			Comox Valley Project Watershed Society	Comox Valley Watershed Inventory and Mapping Project	mapping
SC-RWS-2	98-FRB-RWS-067	99-VI-RWS-017	00-VI-RWS-003		Pacific Streamkeepers Federation	Streamkeepers Program Coordinator Position	stewardship
SC-RWS-3	98-VI-RWS-033	99-VI-RWS-013	00-VI-RWS-038	01-SC-RWS-005	The Veins of Life Watershed Society	South Island Pollution Prevention and Watershed Renewal Project	stewardship
SC-RWS-4	98-VI-RWS-024	99-VI-HR-032	00-VI-RWS-046	01-SC-RWS-030	Wsikem and Tenten Creeks Stewardship Project	Wsikem (Tseycum) and Tenten (Airport) Creeks Stewardship Project	restoration -channel

Review Code	HRSEP Code				Proponent	Project Title	Main Type
	1998	1999	2000	2001			
SC-ST-1	98-VI-ST-002, 98-VI-ST-002B	99-VI-ST-030	00-VI-ST-013	01-SC-ST-017	Coastal Enterprise and Resource Cooperative Association	Kirby Creek Coho Stock Assessment	stock assessment
SC-ST-2	98-VI-ST-003		00-VI-ST-006	01-SC-ST-030	Gold River Chinook Project Society	Gold River Chinook Project	hatchery
SC-ST-3	98-VI-ST-055		00-VI-ST-024	01-SC-ST-001	Nuu-chah-nulth Tribal Council	Kennedy Lake Expanded Sockeye Incubation Study	hatchery
SC-ST-4		99-VI-ST-038	00-VI-ST-027	01-SC-RWS-031	Regional Aquatic Management Society - Southern Region	Partnerships for SW Coast Vancouver Island Stock Assessment	stock assessment
SC-ST-5			00-VI-ST-002	01-SC-ST-006	Trout Unlimited Canada (Nanaimo Chapter)	Vancouver Island Salmon and Steelhead Recovery Plan	stock assessment
UF-HR-1				01-UF-HR-003	Quesnel River Watershed Alliance	Horsefly Watershed Tributary Rehabilitation	restoration - riparian
UF-RWS-1				01-UF-RWS-003	Spruce City Wildlife Association	Traffic Control on Salmon River Gravel Bars	restoration - bar habitat protection
YT-HR-1		99-YT-HR-002	00-YT-HR-002		Champagne & Aishihik First Nation	Klukshu mapping & selected beaver dam removal	restoration - access
YT-RWS-1			00-YT-ST-017	01-YT-RWS-001	Yukon Fish and Game Association (YFGA)	Wolf Creek Enhancement and Restoration	stock assessment
YT-ST-1		99-YT-ST-011	00-YT-ST-012	01-YT-ST-005	Whitehorse Correctional Centre - McIntyre Creek Hatchery	McIntyre Creek Salmon Incubation Project	hatchery
YT-ST-2		99-YT-ST-006	00-YT-ST-002	01-YT-ST-001	Yukon River Commercial Fishing Association (YRCFA) and Tr'ondek Hwech'in First Nation (THFN)	Chandindu River Salmon Enumeration Weir	stock assessment

Appendix C - FIELD GUIDE FOR REVIEW OF PROGRAM DELIVERY

Area:_____ Project Type:_____

Project Ref. No.:_____ Date:_____

Proponent:_____ Sub-Consultant:_____

1. APPLICATION PROCESS	
▪ Was the application process clear in terms of proponent expectations? ▪ Did the application process elicit sufficient information on which to make an informed decision of whether to fund the project? ▪ Did the application process encourage submission of proposals from relevant community organizations? ▪ Did the application process encourage coordination and linkages with other community programs (e.g., HCSP, FsRBC, HCTF) ▪ How were proponents of this project made aware of the HRSEP program? (eg. Newspaper advertisements) Any suggestions of more/other effective means? ▪ Are timelines for proposal submission, review, notification of success, *etc*. reasonable? Any suggestions for improvement?	Review of application forms. Review of communication materials/proposal call documents. Interviews with proponent(s), HRSEP administrative personnel, technical reviewers. Review of project application form and/or proposal.

2. PROJECT SELECTION CRITERIA	
▪ Was the selection criteria applied to this project consistent with the program goals? ▪ Was the selection criteria applied consistently across projects reviewed? ▪ Were selection criteria tailored to specific regions and the issues and priorities of those regions? ▪ Were selection criteria adjusted from year to year?	Review of project proposal documentation. Review of selection criteria documentation. Review of project evaluation documentation. Interviews with proponent(s), HRSEP administrative personnel, technical reviewers

3. PROJECT EVALUATION PROCESS	
▪ Who were the technical review committee members who reviewed this project and which organizations did they represent? ▪ Were technical review committee members qualified to review all technical aspects of the project? ▪ Were the project's technical aspects appropriately reviewed during the selection process? ▪ Was the project's contribution to broader community goals and priorities assessed in the evaluation process?	Review of lists of committee members. Review of committee member qualifications. Review of project evaluation documentation. Interviews with proponent(s), HRSEP administrative personnel, technical

FIELD GUIDE FOR REVIEW OF PROGRAM DELIVERY

4. NOTIFICATION OF SUCCESSFUL OR UNSUCCESSFUL PROPOSALS	
▪ To what extent were proponents of this project aware of the success/lack of success of other proposals that were reviewed at the same time as their own?	Interviews with proponent(s)

5. COMMUNITY PARTICIPATION AND EMPOWERMENT	
▪ Were members of the community consulted or involved in establishing priorities for project funding? ▪ Were members of the community engaged in the execution of the project? ▪ Were members of the community involved in oversight or monitoring of project activities?	Interviews with proponent(s), HRSEP program managers, community organizations.

6. BENEFIT AND SHORT/LONG TERM RESPONSE	
▪ Did the execution of this project result in any transfer of skills and knowledge to the community? Describe. ▪ Did this project provide a catalyst for further related activities in the community? If so, how were these activities funded? ▪ Did this project encourage formal/informal organization of individuals and groups in the community? ▪ In terms of the organization acting as proponent for this project: Did it predate this project? Will it outlive this project? ▪ Have these organizations continued beyond the life of the project and in what capacity? ▪ Did receipt of HRSEP funding for this project leverage additional project funding from other sources?	Interviews with proponent(s), HRSEP program managers, community organizations.

7. COORDINATION AND LINKAGES WITH OTHER COMMUNITY PROGRAMS	
▪ Did this project receive joint funding from another program?	Interviews with proponent(s), HRSEP program managers, community organizations.
▪ What benefits were realized for this project through program coordination?	Interviews with managers of other programs with linkages: HCSP, FsRBC, HCTF), if possible.
▪ Were program linkages sufficient to enable joint funding?	Review of project application/ proposal.

FIELD GUIDE FOR REVIEW OF PROGRAM DELIVERY

8. COMMUNITY INPUT, STRENGTHS AND WEAKNESSES	
▪ How do community members and organizations view the success of this project? ▪ How do community members and organizations view the success of the HRSEP program? ▪ What are the key strengths observed at the community level? ▪ What are the key weaknesses observed at the community level?	Interviews with proponent(s), community organizations, local government, and First Nations.

9. LESSONS LEARNED	
▪ Were there any areas (in relation to this project) where the HRSEP program did not address the community needs? ▪ How could the HRSEP program be improved to address these areas? ▪ What overall lessons have been learned about community funding of fisheries projects which could be applied to future programs?	Interviews with proponent(s), community organizations, local government, and First Nations.

10. PROGRAM LEGACY	
▪ What are the enduring characteristics of this project? ▪ What has the project achieved for the community and for fish? ▪ How will these achievements impact future related activities? ▪ Overall, did this project make a positive contribution to the community?	Interviews with proponent(s), community organizations, local government, and First Nations.

11. OVERALL PROGRAM ADMINSTRATION	
▪ How did proponents feel about the administration of the HRSEP program (e.g., its reporting requirements, timelines, contract-based delivery *vs.* grant-based delivery, *etc.*?	Interviews with proponent(s)

Review Reference Number:_____

HRSEP Project Ref. Nos.: _____

Date:_____

Proponent:_____ Sub-Consultant:_____

Project Title:_____

1. PROJECT APPROVAL	
a) Were the project's technical aspects appropriately reviewed during the selection process?	
i) Who was on the technical review committee?	- determine from HRSEP records
ii) Did provincial, territorial and/or federal government personnel contribute to proposal review? If so, indicate agencies and role.	- determine from HRSEP records or by inquiring from relevant personnel
iii) Were there established criteria for technical review of proposals? If so, provide a list of the criteria.	- determine from HRSEP records or by inquiring from relevant personnel

2. DOCUMENTATION	
a) Were all of the required documents provided?	
i) Which project-related documents are available?	___ Proposal ___ Interim report ___ Final report ___ Other documentation _____
ii) Is this documentation complete?	- review documentation for completeness.
iii) Were permits required? Obtained?	___ MELP Fish Collection Permit ___ DFO Fish Collection Permit ___ Section 9, Instream Works, *Water Act* ___ Section 35(2), Habitat Compensation Authorization Agreement, *Fisheries Act* ___ Municipal Bylaws (e.g., tree replacement bylaw, soil and deposition removal bylaw) ___ Agricultural Land Commission Approval ___ *Yukon Waters Act* water licences ___ Other permits _____
iv) If reporting requirements were specified by agencies external to HRSEP (e.g., MELP, DFO) for permit closure, were these reporting requirements met?	- review permit(s) for reporting requirements. - contact ministry representative specified on permit to determine if appropriate materials were submitted

3. GOALS AND OBJECTIVES	
a) Are the goals of the project clearly stated, and is progress toward them measurable?	
i) Are the goals and objectives clearly stated in the proposal?	- review proposal
ii) Is progress toward these goals quantifiable?	- review goals as stated in proposal
iii) Are any deliverables specified?	- review proposal
b) Are the goals in line with regional and HRSEP priorities?	
i) Do the project's objectives clearly address the stated priorities of HRSEP?	- compare stated objectives with those of HRSEP
Stated goal of HRSEP is "*Increasing the quality and quantity of salmon habitat and conserving salmon stocks in BC and the Yukon*". Acceptable project categories are *habitat restoration*, *salmon stock rebuilding* and *resource and watershed stewardship*.	
ii) Do the project's objectives clearly address the stated regional priorities?	- compare stated objectives with regional priorities, if these have been formalized

4. TECHNICAL COMPETANCE	
a) Methods - Were appropriate methods used?	
i) Are the methods to be used in completing the project clearly stated in the proposal?	- review proposal
ii) Are these standardized (e.g., RIC) methods?	- review proposal
iii) Are these methods appropriate?	- use professional judgment and experience with similar projects
iv) Were these methods used?	- review project documentation for full description of methods used. If documentation is incomplete, contact representative of proponent or consultant
v) Are these the most suitable methods?	- compare with other methods used for similar projects
b) Qualifications - Were the personnel who did the work qualified to do so?	
i) Are the senior personnel appropriately qualified to oversee the work? (What are the qualifications of the key personnel?)	- determine senior personnel from proposal documents, or discussions with proponent; contact personnel directly if necessary to establish credentials.
ii) Were junior staff appropriately trained and/or supervised?	- contact senior personnel for credentials of junior staff.
iii) Did an external consultant (i.e., private company, government agency) provide expertise?	- review documentation. If necessary contact individuals directly.
iv) If so, what was their role?	- review documentation. If necessary contact individuals directly.

v) Were the personnel who actually carried out the work the same as those originally proposed?	- review documentation. If necessary contact individuals directly.

c) QA/QC – Was an adequate QA/QC program put in place?	
i) What, if any, measures were employed for ongoing project QA/QC?	- review documentation. If necessary contact individuals directly.
ii) Were these methods used?	- review documentation. If necessary contact individuals directly.

5. AGENCY PARTICIPATION	
a) Did the project receive agency participation?	
i) Were relevant agencies, including First Nations, consulted at the project planning stage?	- review proposal.
ii) Did they provide letters of support?	- review documentation.
iii) Did they receive or review a report or other project deliverable?	- verify with agency personnel.

6. LINKAGES	
a) To what extent does the project contribute to the larger picture?	
i) Is the project spatially and/or temporally linked to other projects in the area? (i.e., Were previous projects carried out which provided background for the project? Was the project one component of a larger project?	- review documentation.
ii) Is the project a multi-year one?	
b) Did the project receive funding from a source other than HRSEP?	
i) Did the project receive funding from FsRBC or another agency (indicate type and amount of funding)?	- review documentation.

7. PROJECT SUCCESS	
a) Was the project successful in meeting its stated goals?	
i) Were the goals, as stated in the proposal, met?	- review documentation; verify with field visit if appropriate.
ii) Is project success quantifiable?	- review documentation.
iii) Are “hard” deliverables available?	- review documentation; verify with field visit if appropriate.

8. MONITORING	
a) Was the project's stated success verified?	
i) Was the completion of the project, as stated, verified by the proponent?	- contact proponent
ii) Was the completion of the project, as stated, verified by HRSEP, other than through receipt of a final report?	- contact HRSEP
iii) If applicable, has the project been monitored or otherwise re-visited since the end of the FY in which it received funding	- has the proponent undertaken any project monitoring?

CONTACT INFORMATION			
Name	Address	Phone	Date

Name	Organization	Date	Project(s)				
Al von Finster	DFO-HEB	19-Feb-02	YT-HR-1	YT-RWS-1	YT-ST-2		
Allen Gotesfeld	Gitxsan and Wet'suwet'en Watershed Authority	10-Jan-02	NC-ST-2				
Andreas Artz	Little Shuswap Indian Band (LSIB)	16-Jan-02	MF-ST-1				
Angela Smails	Millard/Piercy Watershed Stewards	30-Jan-02	SC-HR-7				
Anne Murray	Living by Water Project	14-Feb-02	LF-RWS-2				
Arnie Narcisse	Shuswap Nation Tribal Council	17-Feb-02	MF-ST-2				
Barry Manuck	Fraser River Fishermen Society	11-Feb-02	LF-ST-1				
Bart Proctor	Community Fisheries Development Centre	09-Jan-02	NC-RWS-1	NC-RWS-2			
Berry Wigdeven	Tlell Watershed Society	07-Jan-02	NC-ST-5				
Betty Frame	Gold River Chinook Project Society	22-Jan-02	SC-ST-2				
Bob Stirling	Little Shuswap Indian Band (LSIB)	11-Feb-02	MF-ST-2				
Brad Mason	DFO-HEB	13-Dec-01	LF-RWS-3				
Bruce Hansen	Community Fisheries Development Centre	09-Jan-02	NC-RWS-1	NC-RWS-2			
Bruce Whitehead	DFO-StAD	17-Jan-02	MF-ST-2				
Caress Ollenberger	ARMS	11-Dec-01	LF-RWS-1				
Cheri Ayers	Cowichan Tribes	07-Feb-02	SC-HR-1				
Chris Culp	Terrace Salmonid Enhancement Society	10-Jan-02	NC-ST-4				
Chris Marrs	North Graham Island Streamkeepers' Society	08-Jan-02	NC-ST-3				
Clive Calloway	Living by Water Project	14-Feb-02	LF-RWS-2				
Darrel Penner	Hyde Creek Streamkeepers	11-Feb-02	LF-HR-1				
Dave Sam	LEPS	20-Dec-01	LF-HR-2				
Debbie Pearson	Hecate Strait Streamkeepers	07-Jan-02	NC-HR-1				
Dennis Morgan	Regional Aquatic Management Society	05-Feb-02	SC-ST-4				
Dominic Hope	Yale FN Fisheries Stewardship Authority	08-Feb-02	LF-ST-2				
Don Chamberlain	Comox Valley Project Watershed Society	26-Feb-02	SC-RWS-1				
Don McEachern	Quadra Island Salmon Enhancement Society	25-Jan-02	CC-ST-2				
Edith Tobe	Squamish River Watershed Committee	12-Dec-01	LF-HR-3				
Faye Smith	Qualicum Beach Streamkeepers	04-Feb-02	SC-HR-5				
Frank Dalziel	Trout Unlimited Canada (Nanaimo Chapter)	04-Feb-02	SC-ST-5				
Geoff Clayton	ARMS	11-Dec-01	LF-RWS-1				
George Kaliszewski	Bonaparte Indian Band	14-Jan-02	MF-HR-1				
Ian Bruce	Wsikem and Tenten Creeks Stewardship Project	07-Feb-02	SC-RWS-4				
Jake Duncan	Yukon River Commercial Fishing Association	03-Jan-02	YT-ST-2				
Jennifer Lundgren	ARMS	11-Dec-01	LF-RWS-1				
Jim Van Tine	DFO	24-Jan-02	CC-HR-2				
Joe Tadey	DFO-StAD	21-Feb-02	LF-ST-1				
John Frame	Gold River Chinook Project Society	22-Jan-02	SC-ST-2				
Josie Osborne	Nuu-chah-nulth Tribal Council	29-Jan-02	SC-ST-3				
Justin Rodgers	Yukon Fish and Game Association (YFGA)	15-Jan-02	YT-RWS-1				
Karl Wilson	Northern Vancouver Island Salmonid Enhancement Association	21-Jan-02	CC-RWS-1				
Ken Hall	Western Forest Products Limited	22-Jan-02	SC-HR-6				
Kent Simpson	DFO - StAD	19-Feb-02	CC-ST-1	CC-ST-2	SC-ST-4	SC-ST-5	SC-ST-1
Kevin Koch	Hecate Strait Streamkeepers	07-Jan-02	NC-HR-1				
Leandre Vignault	Tlell Watershed Society	07-Jan-02	NC-ST-5				
Lonnie Prouse	LEPS	20-Dec-01	LF-HR-2				
Lynn Lee	Tlell Watershed Society	07-Jan-02	NC-ST-5				
Mark Cleveland	Gitanyow Fisheries Authority	10-Jan-02	NC-ST-1				
Melinda Coleman	British Columbia Conservation Foundation	20-Dec-01	LF-RWS-3				
Michael Jim	Champagne & Aishihik First Nation	03-Jan-02	YT-HR-1				
Mike Wallace	Salmon River Watershed Society	16-Jan-02	MF-HR-2				
Monica Tester	Coastal Enterprise and Resource Cooperative Association	01-Feb-02	SC-ST-1				
Pat Mathew	DFO-HEB	14-Jan-02	MF-HR-1				
Patricia Carlson	DFO-HEB	14-Jan-02	MF-HR-1	MF-HR-2	MF-HR-3	MF-RWS-1	
Paul Berlinguette	West Vancouver Streamkeeper Society	14-Dec-01	LF-HR-4				
Phil Edgell	Alberni Valley Enhancement Association	05-Feb-02	CC-HR-1				
Ray Biggs	Whitehorse Correctional Centre	04-Jan-02	YT-ST-1				
Reg Sherwin	LEPS	20-Dec-01	LF-HR-2				
Sabrina Aven	ARMS	11-Dec-01	LF-RWS-1				
Shane Hansen	Community Fisheries Development Centre	09-Jan-02	NC-RWS-1	NC-RWS-2			
Stefan Ochman	Huu-ay-aht First Nation Natural Resources	06-Feb-02	SC-HR-2				
Sue Hemphill	Quesnel River Watershed Alliance	12-Feb-02	UF-HR-1				
Susan Low	Pacific Streamkeepers Federation	01-Feb-02	SC-RWS-2				
Tasha Sutcliffe	Community Fisheries Development Centre	09-Jan-02	NC-RWS-1	NC-RWS-2			
Tim Seppanen	REM Contracting	23-Jan-02	CC-ST-1				
Tom Saare	ARMS	11-Dec-01	LF-RWS-1				
Violet Komori	Komori Wong Environmental	24-Jan-02	SC-HR-3				
Wally Sheardown	Whitehorse Correctional Centre	04-Jan-02	YT-ST-1				
Warren Fleenor	Millard/Piercy Watershed Stewards	30-Jan-02	SC-HR-7				
Warren Wartig	International Forest Products	24-Jan-02	SC-HR-3				
Wesly Ilnisky	Eagle River Watershed Roundtable Society	15-Jan-02	MF-HR-3				
Barry Peters	DFO-HEB, Terrace	Proposal Reviewer					
George Reid	BC Ministry of Water, Land and Air Protection	Proposal Reviewer					
Don Toews	Yukon Territorial Government	Proposal Reviewer					

	CC-HR-1	CC-HR-2	CC-RWS-1	CC-ST-1	CC-ST-2	CC-ST-3	LF-HR-1	LF-HR-2	LF-HR-3	LF-HR-4	LF-RWS-1	LF-RWS-2	LF-RWS-3	LF-ST-1	LF-ST-2
	98/99	98/99	01/02	98/99-99/00	99/00-01/02	98/99	99/00-01/02	98/99-01/02	98/99-01/02	01/02	98/99-01/02	98/99-99/00	01/02	98/99-99/00	99/00-00/01
2 a i	n	n	nfr	y	nfr	y	nfr	nfr	nfr	nfr	nfr	y	nfr	nfr	y
ii	n	n	y	y	y	y	y	y	y	y	n	y	y	y	y
iii	y	y	n/a	y	y	?	y	y	y	y	n/a	n/a	n/a	y	y
3 a i	y/n	y/n	y	y	y	y/n	y/n	y	y/n	y	y/n	y/n	y	y	y
ii	y	y/n	y	y	y/n	y	y	y/n	y/n	y	y/n	y/n	y	y/n	y
iii	y	y	y	y	y	y	y	y	y	y	y/n	y	y	y	y
4 a i	y/n	n	y	y/n	y/n	y/n	y/n	y/n	n	n	y/n	n	n	y/n	y/n
ii	n	y/n	y	y/n	y/n	y/n	y/n	y/n	n	n	n	n	y	y/n	n
iii	y		y	y	y	y	y	y	y	y	y	y	y	y	y
iv	y		y	y	y	?	y	y	y	y	y	y	y	y	y
v	y		y	y	y	y	y	y	y	y	y	y	y	y	y
b i	y	y	y/n	y	y	?	y	y	y	y	y	y	y	y	?
ii	y	y	y	y	y	?	n/a	y	y	y	n/a	y	n/a	y	?
iii	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
DFO?	y	y	y	y	y	?	y	y	y	y	y	y	y	y	y
5 a i	y	y	n	y	y	?	y	y	y	y	y	y	y	y	y
ii	n	n	y	y	y	y	y	y	y	y	y	y	y	y	y
iii	y	y	n	y	y	?	y	y/n	y	y	y	n	n	y	?
6 a i	y	y	n	y	y	y	y	y	y	y	y	y	y	y	y
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7 a i	y/n	y	nyc	y/n	y/n	?	y/n	y	y	y	y	n	nyc	y	?
ii	y	y/n	nyc	y	y	y/n	y	y	y	y	y/n	nyc	nyc	y	y
iii	y	y/n	nyc	y	y	y	y	y	y	y	y	nyc	nyc	y	y
8 a i	y	y	nyc	y	y	?	y	y	y	y	y	nyc	nyc	y	y
HRSEP?	n	n	nyc	n	n	?	?	?	?	n	y	nyc	nyc	y	n
DFO?	y	y	nyc	y	y	?	y	y	y	y	y	nyc	nyc	y	y
iii	y	?	n/a	n/a	n/a	n/a	y	y	y	y	n/a	n/a	n/a	n/a	n/a

	MF-HR-1	MF-HR-2	MF-HR-3	MF-RWS-1	MF-ST-1	MF-ST-2	NC-HR-1	NC-RWS-1	NC-RWS-2	NC-ST-1	NC-ST-2	NC-ST-3	NC-ST-4	NC-ST-5
	99/00-01/02	98/99-01/02	01/02	00/01-01/02	01/02	98/99-01/02	98/99-01/02	00/01-01/02	99/00-01/02	00/01	98/99-01/02	00/01	99/00-00/01	98/99-01/02
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ii	y	y	y	y	y	y	y	y	y	y	y	y	y	y
iii	?	y	y	y	n/a	y	y	y	y/n	y	y	n/a	n/a	y
3 a i	y	y/n	y	y	y	y	y/n	y/n	y	y	y	y	y	y
ii	y/n	y/n	y	y	y	y	y	y	y	y	y	y	y	y
iii	y	y	y	y	y	y	y	y	y	y	y	y	y	y
4 a i	y	y/n	y	y/n	y	y	y/n	y/n	y	y/n	n	y/n	y/n	y/n
ii	y/n	y/n	y/n	y/n	y/n	y/n	y/n	n	y/n	y/n	y/n	y	y	y/n
iii	y/n	y	y	y	y	y	y	y	y	y	y	y	y	y
iv	y	y	y/n	y	y	y	y	y	y	y	y	y	y	y
v	n	y/n	y/n	y	y	y	y	y/n	y	y	y	y	y	y
b i	y/n	y	y	y	y	y	y	y	y	y	y	y	y	y
ii	y	y	y	y	y	y	y	y	y/n	y/n	y	n/a	y	y
iii	y	y	y	n	y	y	y	y	y	y	y	y	y	y
DFO?	y	y	y	y	n	y	y	y	y	y	y	y	y	y
5 a i	y	y	y	y	y	y	y	y	y	y	y	y	y	y
ii	y	y	y	y	y	y	y	y	n	y	y	y	y	y
iii	y	y	y	n	n	y	y	y	y	y	n	y	y	y
6 a i	y	y	y	y	y	y	y	y	y	y	y	y	y	y
ii	y	y	n	y	y	y	y	y	y	y	y	y	y	y
7 a i	y/n	y	y/n	y/nyc	nyc	y	y	y	y	y	y	y	y/n	y/n
ii	y	y	y	y/n	y	y	y	y	y	y	y	y	y	y
iii	y/n	y	y	y/n	nyc	y	y	y	y	y	y	y	y	y
8 a i	y	y	y	y/n	nyc	y	y	y	y	y	y	y	y	y
HRSEP?	n	n	n	y/n	nyc	n	y	n	y	y	n	n	y/n	y
DFO?	y	y	y	y/n	nyc	y	y	y	y	y	y	y	y	y
iii	y	y	y	n/a	n/a	n/a	y	n/a	n/a	n/a	n/a	n/a	n/a	n/a

	SC-HR-1	SC-HR-2	SC-HR-3	SC-HR-4	SC-HR-5	SC-HR-6	SC-HR-7	SC-RWS-1	SC-RWS-2	SC-RWS-3	SC-RWS-4	SC-ST-1	SC-ST-2	SC-ST-3	SC-ST-4	SC-ST-5
	00/01-01/02	01/02	01/02	98/99-01/02	00/01-01/02	00/01-01/02	00/01	98/99-99/00	98/99-00/01	98/99-01/02	98/99-01/02	98/99-01/02	98/99-01/02	98/99-01/02	99/00-01/02	00/01-01/02
2 a i	nfr	nfr	nfr	nfr	nfr	n	y	y	y	nfr	nfr	nfr	nfr	nfr	nfr	nfr
ii	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
iii	y	y	y	?	y	y	n/a	n/a	n/a	?	y	y	y	y	?	y
3 a i	y	y	y	y	y	y	y	y/n	y	y/n	y	y	y/n	y	y	y/n
ii	y	y	y	y	y	y	y	y	n	y/n	y/n	y	y	y	y	y
iii	y	y	y	y	y	y	y	y	n	y	y	y	y	y	y	y
4 a i	y	n	y	n	y/n	y/n	y/n	y	y	n	y/n	y	y/n	y	y/n	y/n
ii	y/n	y/n	y/n	y/n	n	y	y/n	y	n	y/n	y/n	y/n	y	y/n	y/n	y/n
iii	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
iv	y	y	y	?	y	y	y	y	y	?	y	y	y	y	y	y
v	y	y	y	?	y	y	y	y	y	?	y	y	y	y	y	y
b i	y	y	y	?	y	y	y	y	y	?	y	y	y	y	y	y
ii	y	y	y	?	y	y	n/a	y	n/a	?	y	y	y	y	y	y
iii	y	y	y	?	y	y	y	y	y	?	y	y	y	y	y	y
DFO?	y	y	y	?	y	y	n	y	y	?	y	y	y	y	y	n
5 a i	y	y	y	y	y	y	n	y	y	?	y	y	y	y	y	y
ii	y	y	y	y	y	y	n	y	n	n	y	n	y	y	n	n
iii	y	y	y	?	y	y	n	y	y	?	y/n	y	y	y	y	y
6 a i	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
ii	y	n	y	y	y	y	n	y	y	y	y	y	y	y	y	y
7 a i	y	y	y	?	y/n	y/n	y/n	y	y	?	y	y	y/n	y/n	y/n	y/nyc
ii	y	y	y	?	y	y	y	y	n	?	y	y	y	y	y	y/n
iii	y	y	y	?	y	y	y	y	n	?	y	y	y	y	y	y/n
8 a i	y	y	y	?	y	y	y	y	y	?	y	y	y	y	y	y/n
HRSEP?	y	n	?	?	?	n	n	n	n	?	n	y/n	n	y	n	y/n
DFO?	y	y	y	?	y	y	n	y	y	?	y	y	y	y	y	y/n
iii	y	y	y	?	y	y	y	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

	UF-HR-1	UF-RWS-1	YT-HR-1	YT-RWS-1	YT-ST-1	YT-ST-2
	01/02	01/02	99/00-00/01	00/01-01/02	99/00-01/02	99/00-00/01
2 a i	nfr	nfr	y	nfr	nfr	nfr
ii	y	y	y/n	y	y	y
iii	n/a	n/a	y	n/a	y	y
3 a i	y/n	y	y	y	y	y
ii	y/n	y/n	y	y	y	y/n
iii	y	y	y	y	y	y
4 a i	y	y	y	n	y	n
ii	y/n	n	y/n	y/n	y/n	y/n
iii	y	y	y	y	y	y
iv	y	?	y	y	y	y
v	y	?	y	y	y	y
b i	y	?	y	y	y	y
ii	y	?	y	y	y	y
iii	y	?	y	y	y	y
DFO?	y	?	y	y	y	y
5 a i	y	y	y	y	y	y
ii	y	y	n	n	n	n
iii	y/n	?	y	n	y	y
6 a i	y	y	y	y	y	y
ii	n	n	y	n	y	y
7 a i	y/n	y/n	y	y/n	y/n	y/n
ii	y	y	y	y	y	y
iii	y	y	y	y	y	y
8 a i	y	y	y	y	y	y
HRSEP?	n	n	n	y	y	n
DFO?	y	y	y	y	y	y
iii	y	n/a	y	n/a	n/a	n/a

y - yes
n - no
y/n - in part
nfr - no final report avaialble for 2001/02

nyc - not yet complete
y/nyc - yes for years prior to 2001/02, not yet complete for 2001/02
n/a - not applicable
? - unknown

Projects that were reviewed solely on basis of HRSEP files are highlighted in gray

	Watershed, Community and Environmental Groups	Non-profit Professional Service Providers	For-Profit Corporate Entities	First Nations	Government Agencies
Lower Fraser	Hyde Creek Streamkeepers Squamish River Watershed Committee West Vancouver Streamkeeper Society Langley Environmental Partners Society (LEPS) Alouette River Management Society (ARMS) Federation of BC Naturalists	British Columbia Conservation Foundation Fraser River Fishermen Society		Yale First Nation Fisheries Stewardship Auth.	
Middle Fraser	Eagle River Watershed Roundtable Society Salmon River Watershed Roundtable Society			Bonaparte Indian Band Little Shuswap Indian Band Nicola Tribal Association	DFO HEB Kamloops
Upper Fraser	Quesnel River Watershed Alliance				
South Coast	Qualicum Beach Streamkeepers Society Millard/Piercy Watershed Stewards Pacific Streamkeepers Federation Gold River Chinook Project Society Comox Valley Watershed Project Watershed Society Trout Unlimited Canada (Nanaimo Chapter) Regional Aquatic Management Society	Coastal Enterprise & Resource Cooperative Assoc.	Western Forest Products (WFP) International Forest Products	Huu-ay-aht First Nations (Nat. Res.) Cowichan Tribes Nuu-chah-nulth Tribal Council	Wsikem-Tenten Stewardship Project
Central Coast	Northern Vancouver Island Salmonid Enhancement Assoc. Quadra Island Salmon Enhancement Society (QISES) Alberni Valley Enhancement Association			Campbell River Indian Band	District of Campbell River
North Coast	North Graham Island Streamkeepers Society Terrace Salmonid Enhancement Society Hectate Straight Stream Keepers Tlell Watershed Society	Community Fisheries Development Centre North Coast Fisheries Renewal Council		Gitanyow Fisheries Authority Gitxsan Watershed Authority	
Yukon/Transboundary	Yukon Fish and Game Association	Yukon River Commercial Fishing Association		Champagne & Aishihik First Nations	Whitehorse Correctional Centre

Reviewer	CC				LF				MF				NC				SC				UF				YT			
	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02	1998/99	1999/00	2000/01	2001/02
DFO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MELP	x	x	x		x	x	x		x	x	x	x	x	x	x		x	x	x	x	x	x		x	x			
Yukon Salmon Committee																										x	x	x
Yukon Territorial Government																										x	x	x
First Nation		x	x					x			x	x			x	x		x	x	x			x	x				x
FsRBC Regional Partner Group				x							x	x				x							x	x				
FsRBC Main Office						x	x			x												x						
Pacific Salmon Foundation	x				x				x				x				x				x				x			
FRBC		x	x															x	x	x								
Private Citizen		x												x														
UNBC																							x					
ARMS								x																				
CFDC			x												x													
Fraser Basin Council						x	x			x												x						

Code	Year(s) 1998	1999	2000	2001	Project Title	Main Type	Success	Comment
SC-HR-4					Salt Spring Island Small Stream and Watershed Restoration	restoration - channel	?	Project success could not be verified because we were unable to interview the proponent.
SC-RWS-3					South Island Pollution Prevention and Watershed Renewal Project	stewardship	?	Project success could not be verified because we were unable to interview the proponent.
CC-ST-3					Tsulquate River Enumeration Project	stock assessment; restoration - channel, access	?	Project success could not be verified because we were unable to interview the proponent.
SC-RWS-2					Streamkeepers Program Coordinator Position	stewardship	y	
CC-RWS-1					Port Hardy Stream Mapping and Sign Installation	mapping	nyc	This project was not yet complete at the time of our review.
LF-RWS-2					The Living by Water Project	education	n	The proposal for this project clearly indicated that it was to have been completed by the end of 1999/00, and the project's key deliverable is not yet finished.
LF-RWS-3					Sensitive Habitat Atlas for Fraser Valley Regional District	mapping	nyc	This project was not yet complete at the time of our review.
MF-ST-1					Shuswap Lake Tributary Coho Spawner Survey	stock assessment	nyc	This project was not yet complete at the time of our review.
CC-HR-1					Somass Estuary Restoration Project	restoration - estuary	y/n	This project was originally intended to build three bridges, but only two were completed.
CC-ST-1					Heydon Creek Salmon Enumeration Project	stock assessment	y/n	During the 1999/00 year, the late completion of fence construction caused the first part of the coho migration to be missed.
CC-ST-2					Quadra Island Coho, Chum, and Sockeye Enumeration and Enhancement	hatchery, stock assessment	y/n	During the 1999/00, 2000/01, and 2001/02 years, stated production goals were not met because of low adult returns.
LF-HR-1					Hyde Creek Restoration	restoration - channel	y/n	During the 1999/00 year, planned instream works were not completed.
LF-HR-2					Langley Salmon Habitat Mapping, Enhancement and Restoration Projects	restoration - various	y	
LF-HR-3					Squamish Estuary Habitat Restoration Projects	restoration - estuary	y	
LF-HR-4					West Vancouver Urban Stream Restoration	restoration - access	y	
LF-ST-1					Salmon River (Langley) Wild Coho Assessment	stock assessment	y	
LF-ST-2					Yale Fishwheel and Coho Tagging Program	stock assessment	y	
MF-HR-1					Bonaparte River Habitat Restoration	restoration - channel	y/n	This project experienced very low survival of riparian vegetation plantings.
MF-HR-2					Salmon River Watershed Project	restoration - channel	y	
MF-HR-3					Teto Creek Off-Channel Restoration	restoration - off-channel	y/n	As built, the Teto Creek side channel is considerably different than the one which was planned. No bore holes were dug before construction was begun. The berm which impounds the pond has a water leakage problem which the proponent has yet to solve.
MF-ST-2					Coldwater Coho Counting Fence	stock assessment	y	
NC-HR-1					Skidegate Inlet, W. Skidegate Channel, Rennell Sound, Peel Inlet Fish Habitat Restoration Projects	restoration - channel	y	
NC-RWS-1					Juvenile Salmon Distribution in the Intertidal Foreshores of Prince Rupert and Port Edward	stock assessment	y	
NC-RWS-2					North Coast Stream Inventory Program	stock assessment	y	
NC-ST-1					Kitwanga Coho Salmon Enhancement Program	stock assessment	y	
NC-ST-2					Upper Skeena Coho and Sockeye Stock Assessment	stock assessment	y	
NC-ST-3					Naden Guardian Adult Spawner Enumeration	stock assessment	y	
NC-ST-4					Adult Coho Enumeration Program	stock assessment	y/n	This project had a stated goal of employing First Nation personnel, but none were hired.

Code	Year(s) 1998	1999	2000	2001	Project Title	Main Type	Success	Comment
NC-ST-5					Tlell River Fish Counting Fence	stock assessment	y/n	In the 1999/2000 year, the pink salmon run was not enumerated because of unforeseen cost overruns during construction.
SC-HR-1					Four Side Channels Restoration Project: Phases 2 & 3	restoration - off-channel	y	
SC-HR-2					Klanawa Side Channel	restoration - off-channel	y	
SC-HR-3					Jansen Lake Sockeye Spawning Habitat Restoration	restoration - access, spawning habitat; also stock enumeration	y	
SC-HR-5					Grandon Creek Culvert Barrier Removal	restoration - access	y/n	This project took a year longer to complete than was originally planned, because of shortfalls in partner funding.
SC-HR-6					Zeballos Estuary Ground Water Channel - Phases 1&2	restoration - off-channel	y/n	This project was originally planned to take one year, but was extended to two years when monitoring by DFO indicated that further excavation work was needed.
SC-HR-7					Stream Channel Redefinition and Habitat Restoration	restoration - channel, streambank, access	y/n	This project had the stated goal of increasing salmonid productivity. This was not achieved, as the project resulted in the production of plans, rather than physical habitat restoration works.
SC-RWS-1					Comox Valley Watershed Inventory and Mapping Project	mapping	y	
SC-RWS-4					Wsikem (Tseycum) and Tenten (Airport) Creeks Stewardship Project	restoration -channel	y	
SC-ST-1					Kirby Creek Coho Stock Assessment	stock assessment	y	
SC-ST-2					Gold River Chinook Project	hatchery	y/n	This project In 2000/01 and 2001/02, the project collected much less broodstock than was intended, because of low returns.
SC-ST-3					Kennedy Lake Expanded Sockeye Incubation Study	hatchery	y/n	In 1998/99, this project did not create the stock rebuilding plans that was originally intended. In 2000/01, predation and vandalism resulted in very little data being collected.
SC-ST-4					Partnerships for SW Coast Vancouver Island Stock Assessment	stock assessment	y/n	In 1999/00, the planned otolith study was not carried out. In 2000/01, the planned enumeration course was not held.
UF-HR-1					Horsefly Watershed Tributary Rehabilitation	restoration - riparian	y/n	The proposal for this project indicated that there was to be a monitoring component. However, none of the monitoring data have been assembled or reported.
UF-RWS-1					Traffic Control on Salmon River Gravel Bars	restoration - bar habitat protection	y/n	Vandalism and inavailability of matierial has meant that this project was undertaken differently than was planned.
YT-HR-1					Klukshu mapping & selected beaver dam removal	restoration - access	y	
YT-RWS-1					Wolf Creek Enhancement and Restoration	stock assessment	y/n	Early stream walks did not yeild good observations because of turbidity raised by observers walking downstream in the channels. This was later corrected.
YT-ST-1					McIntyre Creek Salmon Incubation Project	hatchery	y/n	Some of the stated production goals for this project were not met because of low returns.
YT-ST-2					Chandindu River Salmon Enumeration Weir	stock assessment	y/n	The counting weir could not be operated as planned because of forest fires during 1999/00, and extreme high-water during 2000/01.
CC-HR-2					The Discovery Coast Wetland Restoration Project	restoration - various	y	
LF-RWS-1					Alouette River Management Society work/watershed stewardship	stewardship	y	

Code	Year(s)				Project Title	Main Type	Success	Comment
	1998	1999	2000	2001				
MF-RWS-1					Assessment of Habitat Restoration Works - BC Interior South	assessment of restoration works	y/nyc	The final year of this project was not yet complete at the time of our review.
SC-ST-5					Vancouver Island Salmon and Steelhead Recovery Plan	stock assessment	y/nyc	Data collection for the current year was not yet complete at the time of our review.