



HCSP STEWARDS CASE STUDY TEMPLATE

How have HCSP stewards met the Program Vision, “to establish partnerships to enhance habitat protection and expand community capacity to steward fish habitat resources”?

The Habitat Conservation Stewardship Program (HCSP) is an attempt to move in a “new direction” in the manner that Fisheries and Oceans Canada (DFO) protects fish and fish habitat. The Program endeavours to change the way that people interact with the landscape, rather than focus on restoration and enhancement projects or enforcement. This is accomplished by forming partnerships with various types of community-based organisations, First Nations, and local government to enhance habitat protection and to expand community capacity for stewardship and conservation. Partnerships involve the funding of stewards to work with communities on watershed management planning and proactive habitat protection activities.

Since January 1999, a total of 120 people across Pacific Region have been hired through HCSP. They form an extensive “stewardship network.” As a result, the level of proactive fish habitat protection initiatives is increasing in communities, however, this positive work has not always been clearly communicated to the general public, other stewards (HCSP and other), and to DFO and other levels of government.

What is a case study?

A case study is a “story” that is told from both personal insight and the perspective of the cases’ participants.

Why do a case study?

There are several reasons for developing this case study template for HCSP, and having stewards and/or community partners fill them out.

1. Create a written legacy for the Program.

Case studies gather information and experiences in a consistent and usable format. They will provide documented proof of the successes of the Program and community fish habitat stewardship partnerships.

2. Promote stewardship ethic.

When other people read these stories, they will be inspired to start their own fish habitat stewardship initiative.

3. Help to develop a stewardship network.

Case studies can be posted on the Internet to demonstrate the types of projects that people are undertaking across Pacific Region. They can help to form links between groups.

4. Promote fish habitat stewards.

Stewards and community partners can use the case studies to promote and highlight the project(s) that they have successfully completed to funding organisations.

5. Assess the successes/failures of the Program.

Case studies will demonstrate examples of how HCSP stewards successfully implemented the vision, goals and principles of the Program. This material also will be used as a critical component in assessing HCSP. Assessment is important because at the end of HCSP, it will be necessary for DFO staff to develop a set of recommendations on how to incorporate the positive attributes of HCSP into Fisheries Oceans Canada - Pacific Region.

6. Create a “Lessons Learned” document.

Case studies will be added to all of the other assessment data completed for HCSP to create a document that outlines the positive and negative aspects that were learned from the HCSP experience. This document will be presented to senior management along with a series of recommendations to aid in the design of future stewardship programs at DFO post March 31, 2003.

What type of case study?

We are looking for stories about initiatives that increase stewardship ethic, provide examples of alternate forms of governance, proactively protect fish habitat, demonstrate advocacy or highlight watershed planning. We are also looking for stories about a project, partnership, activity, event, etc. that met at least one of the HCSP objectives¹ and that you feel has been instrumental in, at least, initiating a proactive approach to fish habitat conservation or protection.

Incentive to Participate

The names of all of those who complete HCSP case studies will be entered into a draw for prizes. We will update you on the specific prizes at a later date.

¹ Please note, if you are profiling a restoration or enhancement project you must identify the watershed management plan that the project was part of, and how the project contributed to proactive fish habitat protection.

How to use this case study template:

1. Save this Word 6.0 file on your computer.
2. Follow the instructions below and complete the Case Study Template. If you require more space within a box for your response, simply keep typing and the box will expand as you type.
3. Please email the completed form to Lisa De Goes at degoesl@pac.dfo-mpo.gc.ca.

This case study template has been designed to be comprehensive and provide consistent and thus, comparable results. It is **NOT**, however, meant to be limiting so add it to it if you feel the need to do so. Some pointers for completing the case study:

1. Start with a rough draft of the most important points. Leave it for a week, and then revisit it.
2. Don't try to write the whole thing at once.
3. Talk to other people that were involved about their perspective.
4. Don't get too tied up with details.
5. Be conversational. It's a story!
But, don't overwhelm people with more information than they need.
6. Call Greg or Lisa to talk things through.

The case studies will be posted on the Internet. If you have any questions or comments regarding this template please contact:

**Lisa De Goes at (604) 666-1138
Greg Mallette at (604) 666-1459**

1. Insert the *TITLE* of the case study in the space below:

Title: Cooperative Management Between the Adams Lake Indian Band and Interfor-Adams Lake
Lumber Division

1. Indicate the *AUTHOR(S)* for this case study document:

Prepared By:	Greg Witzky
HCSP Steward Position:	Shuswap/Adams Lake Stewardship Coordinator (Half-time)
Organization/	Adams Lake Indian Band
Community Partner:	
Address:	P.O. Box 588, Chase, BC, V0E 1M0
Phone:	250-679-8841
Fax:	250-679-8813
Email:	gregwitzky@cablelan.net

1. Place an (x) beside the LAND and WATER USE(S) that affects/is effected by the issue presented in this case study:

<input type="checkbox"/>	Urban settlement	<input checked="" type="checkbox"/>	Agriculture
<input checked="" type="checkbox"/>	Rural settlement	<input checked="" type="checkbox"/>	Forestry
<input type="checkbox"/>	Recreation	<input checked="" type="checkbox"/>	Mining
<input type="checkbox"/>	Park	<input type="checkbox"/>	Industrial
<input type="checkbox"/>	Other (Specify)	<input type="checkbox"/>	Water extraction or diversion

1. Place an (x) beside the HCSP VISION, GOALS, or OBJECTIVE(S) that this case study aims to meet:

- ☒ Establish partnerships to enhance habitat protection and expanded community capacity to steward fish habitat resources.
- ☒ Strategic delivery in priority areas including watersheds and marine zones.
- ☒ Scientific and technical information exchange with stakeholders; local design and delivery.
- ☒ Building of long-term community stewardship capacity.
- ☒ Clear linkages with existing and effective habitat protection programs.
- ☒ Communication across governments, First Nations, industry, and communities.
- ☒ Adaptability to local opportunities, abilities, and fish benefits.
- ☒ Incorporate fish habitat protection requirements into local land and water use plans.
- ☒ Pilot the development of watershed management plans for several priority watersheds.
- ☒ Increase public and stakeholder awareness of fish habitat requirements.
- ☐ Improve habitat mapping and inventory data required for land management and resource planning.
- ☒ Increase local stream surveillance and monitoring.
- ☐ Improve compliance monitoring of development projects.
- ☒ Provide technical information, advice and support to partners and communities.
- ☒ Increase community responsibility for watershed management.
- ☒ Enhance and restore habitats as part of watershed management plans.

1. List *KEY PARTICIPANTS* for the case study in the space below:

Please list all of the key organizations and people involved - e.g., government agencies, developers, proponent, key individuals, etc. – and identify their organization.

Local/Regional Agencies:	
Provincial Agencies, Boards,	Ministry of Land, Air & Water
	Ministry of Forests
Federal Agencies, Boards,	Department of Fisheries & Oceans Canada
First Nations:	Adams Lake Indian Band
	Secwepemc Fisheries Commission
Non-government	Thompson Basin Fisheries Council
Inter-governmental	Water Licencees
	Forest Renewal BC
Organizations outside of	Sinmax Creek Watershed Roundtable
Politicians:	
Other (specify):	Interfor-Adams Lake Lumber Division
	Silvatech Consulting Ltd.

1. Indicate the *GEOGRAPHIC LOCATION* of your case study in the space below:

Please use the BC Watershed Directory to choose your major watershed. **If in BC**, please identify the stream, river, and watershed of interest.

HEB Area:	Southern Interior
Major Watershed:	Adams Lake
Sub-Watershed or River Reach:	Sinmax Creek
Stream/River	Sinmax Creek
Closest City or Residential Area:	Chase, BC

1. Issue/problem/challenge Background

Briefly outline the background or history of the issue/problem/challenge being addressed. (e.g., a new mall was being put into your watershed and was going to severely impact your local stream by increasing stormwater runoff, a spring flood eroded your bank and you lost a lot of land, etc.)

A SEVERE SPRING FLOOD IN 1997 SEVERLY ERODED THE STREAM BANK RESULTING IN LOST LAND AND DEGRADED FISH HABITAT. THE CHALLENGE WAS TO DEVELOP CAPACITY AT THE BAND LEVEL TO WORK COOPERATIVELY WITH ALL STAKEHOLDERS IN THE RECOVERY OF THE STREAM, BUT SPECIFICALLY WITH THE LOCAL FOREST COMPANY.

1. "Game Plan"

Indicate your "game plan" for addressing the issue/problem/challenge (e.g., hold a public meeting, set up a multi-stakeholder group to address the issue/problem/challenge, start a legal case, form a roundtable, etc.). It does not have to be a formal recorded plan, but could be a basic strategy.

- How did you arrive at your plan?
- Did the plan change significantly over time and how?
- If you did not have a plan, would it have helped to have one?

AN INTERIOR WATERSHED ASSESSMENT PROCEDURE (IWAP) WAS DEVELOPED IN RESPONSE TO THE FLOOD DISASTER. THE BAND'S PLAN WAS TO BUILD CAPACITY AT THE LOCAL LEVEL TO BECOME INCREASINGLY INVOLVED WITH THE RESTORATION AND ASSESSMENT PROCESSES OUTLINED IN THE IWAP. THE RESULT WAS A PROACTIVE AND COOPERATIVE MANAGEMENT RELATIONSHIP BETWEEN INDUSTRY, GOVERNMENT AGENCIES, LANDOWNERS, AND THE ADAMS LAKE INDIAN BAND.

1. Chronology of Major Steps and Events

In the box provided, identify the major steps and events that *actually* occurred in addressing the issue/problem/challenge. Start with the most important events then fill in the blanks. Use dates where possible.

- Did the actual events deviate from the "game plan"? If so, why?
- Identify the steps "backwards" and "stalls", as well as the significant "milestones" marking forward movement.
- Make sure to identify your mistakes/challenges, so that others can learn from them.

THE MAJOR STEP THAT OCCURRED IN ADDRESSING THE CHALLENGE WAS WHEN THE ADAMS LAKE BAND WAS AWARDED FUNDING, FROM THE DEPARTMENT OF FISHERIES AND OCEANS, FOR A HALF-TIME STEWARDSHIP COORDINATOR POSITION. THE NEW MONEY ALLOWED THE BAND TO CONTINUE FUNDING A FISHERIES MANAGER TO DEVELOP A COOPERATIVE MANAGEMENT RELATIONSHIP WITH THE LOCAL FOREST COMPANY. SOME SIGNIFICANT MILESTONES ENCOUNTERED REVOLVE AROUND THE INCREASED FINANCIAL CONTRIBUTIONS LEVERAGED FROM THE FOREST COMPANY, TO IMPLEMENT FISHERIES PROJECTS, IN THE SUMMER AND FALL OF 2000, 2001 AND AGAIN THIS YEAR. TO DATE THERE HAS NOT BEEN ANY SIGNIFICANT STEPS BACKWARD, BUT THERE HAVE BEEN SOME MINOR STALLS. THE STALLS ARE RELATED TO FUNDING SHORTFALLS RESULTING FROM THE FISHERIES AND FOREST RENEWAL CUTBACKS.

1. Tools Used

In the box provided, identify any tools that you used that assisted you in meeting your objectives (e.g., political pressure, lobbying, letter writing campaign, public hearing, court injunction, education materials, etc).

- How were they chosen and applied?

THE TOOLS USED IN MEETING OUR OBJECTIVES INCLUDED POLITICAL PRESSURE AND LOBBYING ON THE FOREST COMPANY BY THE BAND. IDENTIFYING THE KEY CONTACTS AND DEVELOPING PERSONAL RELATIONSHIPS WAS A VERY USEFUL TOOL USED TO ENSURE THAT BOTH PARTIES NEGOTIATED IN GOOD FAITH. THE FACT THAT SINMAX CREEK IS LOCATED IN THE HEART OF THE BAND'S TRADITIONAL TERRITORY GAVE A LOT OF WEIGHT TO THE NEGOTIATIONS. THE FOREST COMPANY WAS AWARE OF THE BAND'S HISTORICAL INTEREST IN THE AREA, THEREBY RESULTING IN PROACTIVE NEGOTIATION TACTICS. THE BAND AND ADAMS LAKE LUMBER ARE CURRENTLY DEVELOPING A DRAFT STEWARDSHIP AGREEMENT BETWEEN BOTH PARTIES THAT WILL SOLIDIFY FIRST NATION'S INVOLVEMENT IN RESOURCE MANAGEMENT ACTIVITIES, AND AT THE SAME TIME MOVE THE COMPANY TOWARDS FOREST STEWARDSHIP COUNCIL (FSC) CERTIFICATION. THESE TOOLS WERE CHOSEN BECAUSE THEY WERE DEEMED TO BE A WIN-WIN STRATEGY FOR BOTH PARTIES.

11. Information Exchange

In the box provided, summarize how information was transferred among the participants involved in addressing this issue/problem/challenge (e.g., email, meetings, brochures, etc.).

- Where did you or your organisation get important information?
- What were the challenges that you faced in trying to communicate?

INFORMATION WAS SHARED BETWEEN THE STAKEHOLDERS THROUGH FORMAL NEGOTIATION MEETINGS, E-MAIL, FAX, PHONE AND BY PERSONAL CONTACT AT THE PROJECT SITES. IMPORTANT INFORMATION WAS OBTAINED FROM THE ENVIRONMENTAL CONSULTANTS CONTRACTED TO DO THE EVALUATION, RESTORATION AND ASSESSMENT WORKS. THE CONTRACT BETWEEN THE FOREST COMPANY AND THE CONSULTING FIRM (SILVATECH) ALLOWED FOR FREE ACCESS TO ALL THE DATA BY THE BAND. THE MAIN CHALLENGE FACED IN TRYING TO COMMUNICATE WAS IN COORDINATING THE MEETING SCHEDULES OF THE PARTIES INVOLVED. FORTUNATELY, THE CLOSE PROXIMITY OF THE STAKEHOLDERS OFFICES TO EACH OTHER HELPED WITH ADDRESSING THAT CHALLENGE. IF THE OFFICES WERE LOCATED OUTSIDE OF THE REGION THEN THE ABILITY TO MEET REGULARLY, AND FACE-TO-FACE, WOULD HAVE SURELY BEEN HAMPERED.

11. Results

In the box provided, describe the outcomes or results of your efforts (e.g., add fish habitat considerations into OCP, protected 100 M stream bank, initiated a watershed management plan, changed government policy, etc.).

- Indicate whether or not habitat was protected or conserved and if so, how much.
- Describe how your goals were or were not met.
- In addressing this issue/problem/challenge, did it have implications beyond this specific case study?

OVER 3 KILOMETERS OF ENDANGERED THOMPSON COHO HABITAT HAS BEEN RESTORED AS A RESULT OF THE PARTNERSHIP. ALSO, 3 LANDOWNERS EACH SIGNED A 25 YEAR AGREEMENT WITH THE FOREST COMPANY TO PROTECT AND CONSERVE THE SINMAX CREEK RIPARIAN ZONE WITHIN THEIR PROPERTY. THE BAND HAS BEEN SUCCESSFUL IN OBTAINING FUNDING TO ADMINISTER HABITAT RESTORATION, AND SALMON STOCK ASSESSMENT AND ENHANCEMENT PROJECTS THROUGHOUT THE ADAMS LAKE WATERSHED, WHICH INCLUDES SINMAX CREEK. COOPERATIVE MANAGEMENT GOALS HAVE BEEN SUCCESSFULLY MET BY BOTH PARTIES. THE METHODS TO MEETING THESE GOALS HAVE INCLUDED BAND PARTICIPATION IN DECISIONS REGARDING FOREST COMPANY RESOURCE MANAGEMENT ACTIVITIES, FUNDING FOR THE BAND TO MANAGE FISHERIES PROJECTS, AND BUILDING OF CAPACITY WITHIN THE BAND. THE SUCCESS OF THE COOPERATIVE FISHERIES MANAGEMENT PROCESS HAS HAD A POSITIVE IMPACT ON THE CURRENT NEGOTIATIONS TO ENTER INTO A DRAFT STEWARDSHIP AGREEMENT BETWEEN BOTH PARTIES.

11. Challenges/Obstacles

In the box provided, indicate the challenges/obstacles that you encountered during the activities profiled in this case study (e.g., lack of political will, volunteer burn-out, bureaucratic inertia, lack of information, etc.)?

- How did you work towards overcoming these barriers?

OBTAINING THE NECESSARY FUNDING TO IMPLEMENT LONG TERM FISHERIES PROJECTS HAS ALWAYS BEEN A CHALLENGE FOR BOTH PARTIES. FUNDING COMMITMENTS ARE BASED ON A YEAR-TO-YEAR TIMEFRAME AND NO AGREEMENT IS IN PLACE FOR EXTENDED FUNDING ARRANGEMENTS. THE CURRENT DRAFT STEWARDSHIP AGREEMENT NEGOTIATIONS WILL HOPEFULLY ADDRESS THIS ISSUE.

11. Lessons Learned

In the box provided, indicate what you would do the same/differently next time.

- What can others learn from your experience?
- What have you learned?
- What would you do differently? What would you do the same?

ONE OF THE MAIN LESSONS LEARNED WAS THE ACTUALITY THAT FIRST NATIONS HAVE ALWAYS BEEN THE CORE STEWARDS OF THE LAND AND ITS RESOURCES, AND WHEN ALL STAKEHOLDERS ADDRESS THIS REALITY IN A PROACTIVE MANNER THEN ALL PARTIES INVOLVED CAN BENEFIT FROM A COOPERATIVE APPROACH TO SUSTAINABLE RESOURCE MANAGEMENT. FOR CO-MANAGEMENT TO SUCCEED IT IS IMPORTANT FOR THE LOCAL COMMUNITY TO SEE PROGRESS WITHIN ITS MEMBERSHIP. THE HABITAT CONSERVATION STEWARDSHIP PROGRAM HAS BEEN INSTRUMENTAL IN PROVIDING THE RESOURCES TO BUILD LOCAL CAPACITY, AND WITHOUT THE COMMITMENT FROM GOVERNMENT TO CONTINUE THIS INITIATIVE IT WILL BE DIFFICULT TO LEARN MORE IN THE FUTURE.

11. Additional Comments

In the box provided, add any other details or information that you believe is important to understand the case study.

EVEN THOUGH THE MAIN GOAL OF THE PARTNERSHIP IS TO ADDRESS THE CAPACITY BUILDING FOR THE BAND, IT MUST ALSO BE MADE CLEAR THAT THE LONG TERM GOAL IS FOR THE BAND TO BECOME ECONOMICALLY SELF SUFFICIENT. ECONOMIC STABILITY IS A REALITY OF TODAY'S SOCIETY AND WHEN THE ADAMS LAKE BAND POSSESS THE SAME FINANCIAL FOUNDATION AS OTHER RESOURCE USERS THERE WILL BE TRUE COOPERATIVE MANAGEMENT AMONGST ALL STAKEHOLDERS.

11. Next Steps

In the box provided, indicate the next step(s) in completing this initiative (i.e. planning, monitoring, ongoing lobbying, land owner education, etc.).

THE NEXT STEPS IN COMPLETING THIS INITIATIVE INVOLVE THE CONTINUED NEGOTIATIONS REGARDING THE DRAFT STEWARDSHIP AGREEMENT BETWEEN THE ADAMS LAKE BAND AND INTERFOR-ADAMS LAKE LUMBER.

11. Contacts and Reference Material

In the box provided, fill in the contact information of the agencies and/or individuals involved and any reference materials (e.g., articles, books, web-sites, etc.) that you feel would help people facing similar challenges.

ADAMS LAKE INDIAN BAND CONTACTS INCLUDE GREG WITZKY (FISHERIES MANAGER/STEWARDSHIP COORDINATOR), DAVE NORDQUIST (NATURAL RESOURCES MANAGER/RPF), AND JOYCE KENORAS (COUNCILLOR RESPONSIBLE FOR NATURAL RESOURCES). THE INTERFOR-ADAMS LAKE LUMBER DIVISION MAIN CONTACT IS AL THORNE (LOGGING SUPERVISOR). SOME REFERENCE MATERIAL FOR THE CASE STUDY CAN BE FOUND IN THE INTERIOR WATERSHED ASSESSMENT PROCEDURE FOR THE SINMAX CREEK WATERSHED PREPARED BY SILVATECH CONSULTING LTD. IN APRIL OF 1998. THE CONTACT THERE IS DAVE WALLENSTEIN.

11. Executive Summary

In the box provided, provide a summary of the activities profiled in this case study (please complete in point form).

**PLEASE E-MAIL THE COMPLETED TEMPLATE AS AN
ATTACHMENT TO:**

Lisa De Goes: degoesl@pac.dfo-mpo.gc.ca