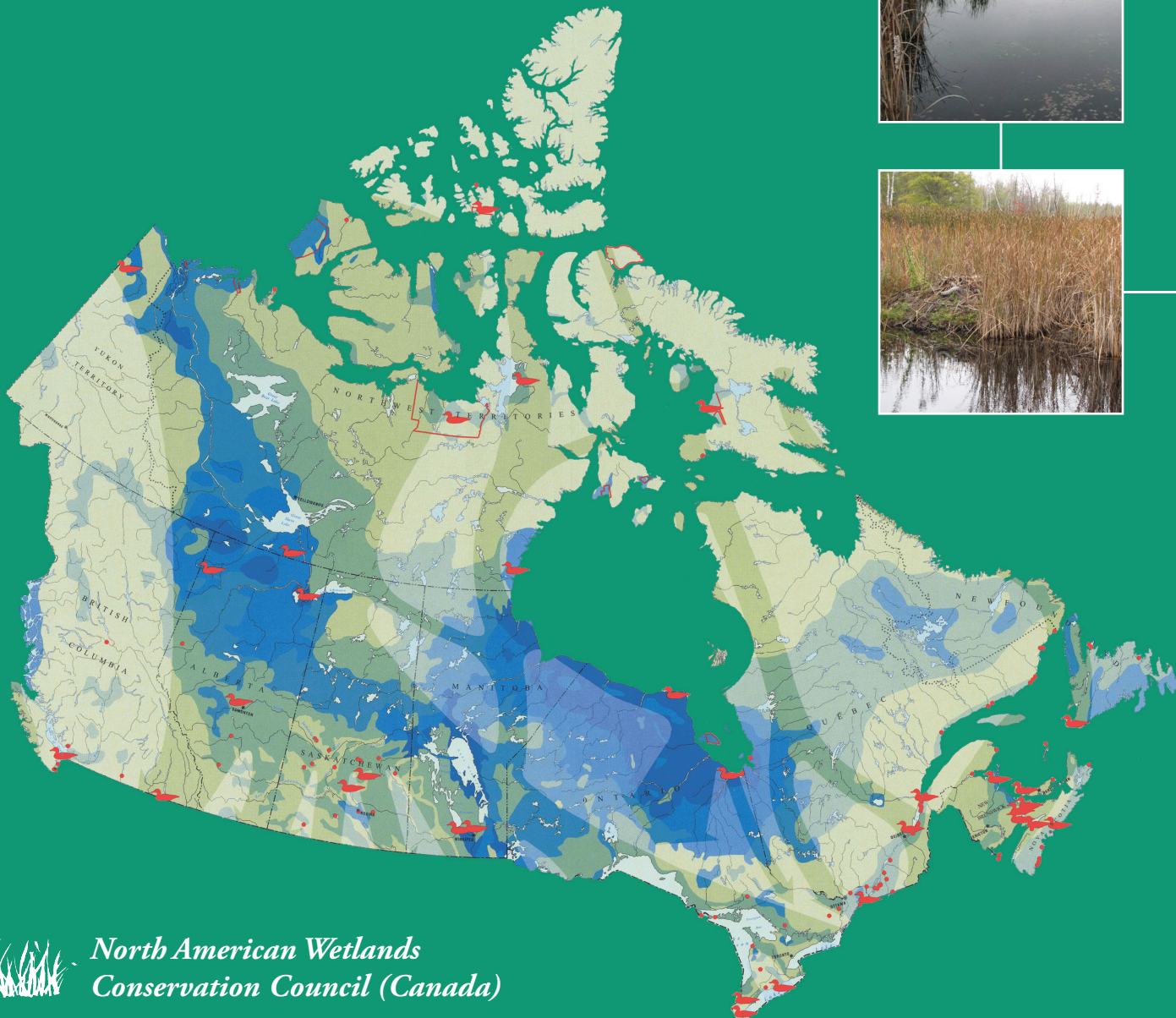


North American Wetlands Conservation Council (Canada)

STRATEGIC PLAN 2010 - 2020



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Strategic Plan 2010-2020

November, 2010

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Table of Contents

1. Introduction.....	1
2. NAWCC (Canada).....	2
3. NAWCC (Canada) Vision	4
4. NAWCC (Canada) Mission, Values and Guiding Principles	5
5. NAWCC (Canada) Goals and Strategies.....	6
6. NAWCC (Canada) ongoing and priority actions	8

APPENDIX A A Brief History of the NAWCC (Canada)

1. Introduction

The North American Wetlands Conservation Council (Canada) [(NAWCC (Canada))] provides a national mechanism for the implementation of the North American Waterfowl Management Plan (NAWMP), and takes a leadership role in wetland awareness.

Why Canadians Should Care About Wetlands

Wetlands sustain as much life as many tropical rainforests. Occupying an intermediate niche between dry land and permanent water, wetlands provide habitat for a diversity of waterfowl and many unique and threatened species. Wetlands serve vital ecological functions such as providing natural purification and storage of freshwater and carbon. As well, wetlands provide countless economic and social benefits such as flood protection and a rich resource for hunters and tourists.

Canada has more than 1.2 million square km of wetlands covering about 14% of the country's land area. This represents over 25% of all the wetlands in the world. Wetlands are the only ecosystem type designated for conservation by an international convention (Ramsar).

The NAWCC (Canada) requires a strategic plan for a number of reasons. The NAWCC (Canada) needs to clearly define its mandate and role as a collective of partners working towards a common purpose and outcome. A Strategic Plan allows Council's purpose to be clearly stated and recognized as distinct from other organizations working in wetlands in Canada. The strategic plan also provides a foundational base from which Council's scope of work can be identified, undertaken and measured. Finally, a strategic plan is a vehicle to communicate to partners, stakeholders and the public the important business of Council.

The NAWCC (Canada) strategic plan demonstrates a national commitment to wetlands over a ten-year horizon (2010-2020; updated in 2015). The plan will serve as a tool to guide planning, coordination, decision-making, and allocation of resources. It is recognized, however, that planning is an adaptive process requiring periodic review and adjustments. New science, new environmental challenges, new approaches, and new partnerships periodically emerge which can provide opportunities for Council to adjust its course of work. Nevertheless it is expected that the fundamental purpose of the NAWCC (Canada) will remain intact for the ten year period of this Strategic Plan.

Since European settlement, wetland conversion to agriculture is estimated at over 20 million hectares which includes:

- 65% of the coastal salt marshes of Atlantic Canada
- 68% of southern Ontario wetlands
- as high as 40-71% of the Prairies (varies depending on study area, time frame, and survey technique)
- 70% of the Pacific estuary marshes, including 80% in the Fraser River delta

2. NAWCC (Canada)

Note: A brief chronological history and evolution of the NAWCC (Canada) can be found in Appendix A.

The NAWCC (Canada) was established in 1990 by the Federal Minister of the Environment as a national organization committed to advancing wetland conservation efforts in Canada. The Council was charged with acting as senior administrative authority to deliver the NAWMP in Canada. The goal of the NAWMP is to return waterfowl populations to 1970 levels through the conservation of wetland and upland habitat.

Between 1990 and 2010, the NAWCC (Canada) operated as a Standing Committee of the North American Bird Conservation Initiative (NABCI).

The Canadian Council provides leadership to the Habitat and Species Joint Ventures through which NAWMP goals are achieved. Council also serves as the national coordinating committee for developing and implementing national level programs in Canada.

With respect to Canadian Joint Ventures there are currently four habitat joint ventures – Eastern, Prairie, Canadian Intermountain and Pacific Birds Habitat (see map below). The Prairie Habitat Joint Venture contains a major Western Boreal Forest key area.



In addition, there are three species joint ventures – Black Duck, Sea Duck and Arctic Goose.

NAWCC (Canada) Strategic Plan 2010-2020

Projects within the habitat joint ventures are proposed each year and receive financial support through the *North America Wetlands Conservation Act* (NAWCA) of the United States as well as from Canadian sources.

The NAWCC (Canada) is a partnership that includes:

Role	Details
Council Co-Chairs (2)	Federal (currently Executive Director, Canadian Wildlife Service) and Provincial or Non-Governmental Organization Representative (currently Ducks Unlimited Canada)
Vice Chair	Director, Habitat Conservation Management, Canadian Wildlife Service
Plan Committee Member	NAWMP Plan Committee Co-chair
Habitat Joint Venture Representatives	Eastern Habitat Joint Venture Chair Prairie Habitat Joint Venture Chair Canadian Intermountain Joint Venture Chair Pacific Birds Habitat Joint Venture Chair
Species Joint Venture Representatives	Sea Duck Joint Venture Canadian Co-Chair Black Duck Joint Venture Canadian Co-Chair Arctic Goose Joint Venture Canadian Co-Chair
Non-governmental Organizations ¹	Ducks Unlimited Canada Nature Conservancy of Canada Bird Studies Canada Nature Canada Wildlife Habitat Canada
Provincial / Territorial Representatives	Two representing eastern provinces Two representing western provinces and the territories
Ex-officio members	Co-Chairs, NAWCC (Canada) Staff Committee Director, Wildlife Research, Wildlife and Landscape Science Directorate, Environment Canada NAWMP / Canadian Wildlife Liaison

To act on its mandate, the Council established a Secretariat that facilitates coordination of Council's various activities. The Secretariat, housed at the Canadian Wildlife Service, sits as an observer on NAWCC (Canada) to support and facilitate Council business.

Additionally, since 2003, a NAWCC (Canada) Staff Committee has been formally operating to provide guidance to Council on the NAWMP and the NAWCA activities.

¹ Other Non-governmental Organizations may be added, as required

One-third of the species at risk assessed by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) live in or near wetlands

3. NAWCC (Canada) Vision

NAWCC (Canada) members share a vision of the future state of Canada's wetlands, waterfowl and other wetlands dependent species

NAWCC (Canada) Vision

Canada has abundant and resilient wetlands, waterfowl and other wetland dependent species that are sustained and valued



In Canada more than 200 bird species (including 45 species of waterfowl) and over 50 species of mammals depend on wetlands for food and habitat

4. NAWCC (Canada) Mission, Values and Guiding Principles

Mission

The NAWCC (Canada)'s reason for being is captured in the following mission statement

NAWCC (Canada) Mission

The mission of the North American Wetlands Conservation Council (NAWCC) Canada is to coordinate Canada's contributions to the conservation of wetlands, waterfowl and wetland dependent species for Canadians through the North American Waterfowl Management Plan (NAWMP).

Values and Guiding Principles

The NAWCC (Canada) undertakes its responsibilities, decisions and actions guided by shared beliefs, values and principles

NAWCC (Canada) Values and Guiding Principles

NAWCC (Canada) values its stakeholders and will undertake its mission through partnerships that involve public, private and non-governmental organizations.

NAWCC (Canada) will make decisions and take action informed by the best available social, economic, bio-physical science, and traditional knowledge.

NAWCC (Canada) accepts that an ecosystem approach is essential to effectively manage and conserve wetland, waterfowl, and other wetland dependent species.

NAWCC (Canada) believes in the principle of sustainable and wise use of wetlands, waterfowl, and other wetland dependent species.

5. NAWCC (Canada) Goals and Strategies

Goals

The NAWCC (Canada)'s goals are long-term expected outcomes of NAWCC actions. The goals cover four key areas of Council's business related to habitat, species, partnerships and communications.

NAWCC (Canada) Goals²

- I. Canadians recognize the value of wetlands.
- II. Canadian wetlands and associated upland habitats are identified, conserved, and restored.
- III. Wetland dependent species are conserved in accordance with the goals of the NAWMP and other conservation plans³.
- IV. Partnerships are maintained and appropriate governance and resources are employed to achieve the NAWMP and other conservation plan goals.

Wetlands occupy 6 percent of the world's land surface but contain 14 percent of the terrestrial carbon pool

² Goals are based on ten year life of the NAWCC (Canada) Strategic Plan

³ Examples include Wings over Water, Canadian Shorebird Conservation Plans, Partners in Flight (Land Bird Conservation Plans) and Bird Conservation Region plans.

Strategies

The NAWCC (Canada)'s strategies are long-term, continuous categories of actions that will connect the NAWCC mission to its vision. These are the key areas of work that the NAWCC (Canada) will undertake in order to achieve its goals for wetlands, waterfowl and other wetland dependent species.

NAWCC (Canada) Strategies

- A.** Oversee the administration and guide the implementation of the NAWMP in Canada and provide advice on the Plan (to the Plan Committee).
- B.** Influence and provide advice to science and technology priorities in order to support wetlands and other wetland dependent species conservation in Canada.
- C.** Provide information on wetlands, waterfowl, and other wetland dependent species to support informed decision-making.
- D.** Develop communications and outreach programs and materials (e.g., Habitat Matters) related to the conservation of wetlands, waterfowl, and other wetland dependent species as guided by the national communication plan.



6. NAWCC (Canada) Ongoing and Priority Actions

Each NAWCC (Canada) Strategy has a number of Ongoing Actions that explain in more detail the range of activities the NAWCC (Canada) will undertake to achieve its vision. Ongoing Actions generally capture the routine business of the NAWCC (Canada).

Priority Actions are short and medium term activities that are required to improve the delivery of the business of Council. The planning horizon for Priority Actions is three years, although completion of specific priorities will vary from months to several years. Priority Actions will be reviewed annually by the NAWCC (Canada) Council and Staff.



Strategy A	Oversee the administration and guide the implementation of the NAWMP in Canada and provide advice on the Plan (to the Plan Committee)
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<p>Ongoing Actions:</p> <ul style="list-style-type: none"> A1.Ensure effective cooperation between NAWCC (Canada), the NAWMP Plan Committee and Joint Ventures in Canada A2.Lead the management of NAWMP partnership internationally A3.Provide strategic direction for Joint Ventures planning and implementation A4.Review and guide the allocation of funding, including NAWCA funds, among Habitat Joint Ventures. A5.Review and endorse NAWCA proposals to NAWCC (U.S.) A6.Foster, facilitate and actively maintain partnerships in support of NAWMP goals 	
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Strategy B	Influence science and technology priorities in order to support wetlands and other wetland dependent species conservation in Canada
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<p>Ongoing Actions:</p> <ul style="list-style-type: none"> B1.Support the creation and maintenance of research working groups on wetland and wetland dependent species in Habitat Joint Ventures and at the national level as required. The working group will work on a variety of topics, including linking threats to wetlands, waterfowl and other wetland dependent species (e.g. climate change) B2.Advocate resources for science needs. 	
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Strategy C	Provide information on wetlands, waterfowl, and other wetland dependent species to support informed decision making
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<p>Ongoing Actions:</p> <ul style="list-style-type: none"> C1.Facilitate the completion, maintenance and ongoing support for the Canadian Wetland Inventory in collaboration with the Canadian Roundtable in Wetland Conservation C2.Monitor the status and trends of wetlands in Canada in collaboration with the Canadian Roundtable on Wetland Conservation C3.Maintain national data on achievements under the NAWMP 	
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Strategy D	Develop communications and outreach programs and materials (e.g., Habitat Matters) related to the conservation of wetlands, waterfowl, and other wetland dependent species as guided by the national communications plan
Ongoing Actions: <ul style="list-style-type: none">D1. Undertake annual reporting of NAWMP program activities and achievementsD2. Lead on communication with the US on NAWMP-related issues and accomplishmentsD3. Preserve a longstanding partnership through public recognition of partner contributions and achievements.	

A Brief History of the NAWCC (Canada)

May 1986: Canada's Minister of the Environment and the United States Secretary of the Interior sign the North American Waterfowl Management Plan (Plan), agreeing on continental objectives for waterfowl, and associated habitat conservation objectives. The Plan commits these countries to spend \$1.5 billion over 15 years on habitat conservation. Mexico joins the Plan in 1994. The Plan is revised and updated in 1994, 1998 and 2004.

1988/1989: Two joint ventures (JVs) are initiated in Canada to implement the NAWMP: the Prairie Habitat Joint Venture (PHJV) and the Eastern Habitat Joint Venture (EHJV). Agreement is reached by federal and provincial wildlife directors that federal funds will be split 80%/20% respectively between the two JVs.

December 1989: U.S. Congress approves the North American Wetlands Conservation Act (NAWCA), providing a legislative framework for the United States to fund securement and conservation work for wetlands in support of the objectives of the Plan in Canada and Mexico, for the benefit of shared populations of waterfowl.

February 1990: U.S. Secretary of the Interior appoints the North American Wetlands Conservation Council (NAWCC) in the United States to evaluate wetland conservation projects against NAWCA requirements, and to guide the administration of Plan funds in the United States.

April 1990: The Sustaining Wetlands Forum, held in Ottawa, recognizes wetland conservation as a national issue of environmental and economic importance. The Forum initiates partnerships among business, agriculture, planning and environmental conservation, and recommends over 70 actions required to conserve wetlands in Canada.

April 1990: Canada's Minister of the Environment establishes the North American Wetlands Conservation Council (Canada), to oversee the coordination and implementation of Canadian Joint Ventures, to administer Canadian NAWCA funding proposals and to be the principal point of contact in Canada for NAWCC (U.S.). However, the Minister conveyed a wetland conservation mandate to the NAWCC (Canada) that reaches beyond the Plan, to include the facilitation of national and international wetland policy and programs. The mandate is reviewed every five years. Council was composed of federal, provincial and NGO members.

October 1990: The first international habitat joint venture, the Pacific Coast Joint Venture (PCJV), is initiated. The Canadian JV Chair joins the NAWCC (Canada).

1991: The NAWCC (Canada) affirms an allocation of Canada's share of NAWCA funding to the JVs of 77% to PHJV, 17% to EHJV and 6% to PCJV.

1991: The Council establishes a Secretariat to facilitate its mandate.

1991: The NAWCC (Canada) launches the *Report* series of publications, with the *Report on Canadian First Step Projects*. Later Reports include *A Coming of Age: Policy for Wetland Conservation in Canada*, and *Wetland Mitigation in Canada: Proceedings of a National Workshop*.

Appendix A

1991-1993: Canadian Wetlands Conservation Task Force, a committee of the NAWCC (Canada), identifies strategies for accomplishing the recommended actions put forward by the Sustaining Wetlands Forum. The Task Force report sets the groundwork for the NAWCC (Canada) to coordinate wetland conservation in Canada, and to foster Canada's wetland initiatives abroad.

1992: The NAWCC (Canada) launches the *Sustaining Wetlands* series of publications, with the *Wetland Evaluation Guide*. Later publications include *No Net Loss: Implementing No Net Loss Goals to Conserve Wetlands in Canada* and *Wetlands and Government: Policy and Legislation for Wetland Conservation in Canada*.

1993-1994: Council commissions *A Coming of Age: Policy for Wetland Conservation in Canada*, and organizes a National Workshop on Wetland Policy Implementation in Canada.

1996: Formal Terms of Reference are adopted by the NAWCC (Canada). Primary roles are to:

- 1) Review and endorse the national NAWMP work plan, and in particular review and endorse proposals advanced by Joint Ventures for funding under NAWCA;
- 2) Establish and review the funding ratio for assignment of NAWCA funds among the Joint Ventures; and,
- 3) Provide advice to the Minister of the Environment on funding and implementation of Joint Venture programs/projects and on other aspects of wetland policy and initiatives. Council membership includes the following ten members: The CWS Director General (Chair), Chairs of the three NAWMP Habitat JVs, four provincial wildlife directors (two from the west and two from the east), Ducks Unlimited Canada and Wildlife Habitat Canada.

1996: The Wetland Mitigation and Compensation Project is launched by Council. The project encompasses a series of background papers, a national conference in 1997, and a final report in 2000 entitled *Wetland Mitigation in Canada: A Framework for Application*.

1997-2000: The NAWCC (Canada) plans and holds a series of *Working with Wetlands* workshops, tailored for various audiences, including the National Capital Commission, Department of National Defence, and environmental assessment practitioners.

1998- 2000: As part of the organizing committee, the NAWCC (Canada) sponsors, plans and hosts the Quebec 2000 Millennium Wetland Event, an international conference on wetland science, policy, regulation and management.

1999: The NAWCC (Canada) develops and produces *A Wetland Conservation Vision for Canada*.

June 1999: A North American Bird Conservation Initiative (NABCI) strategy and action plan is approved at the Commission for Environmental Cooperation (CEC) annual meeting.

2000: WetKit, a national web-based database for wetland conservation tools, is launched by the NAWCC (Canada) and its partners.

2000: The NAWCC (Canada) marks its tenth anniversary with *NAWCC (Canada) Celebrates a Decade of Influencing Change*, which documents Council's successes.

Appendix A

2000: After an unprecedented increase in NAWCA funding, the NAWCC (Canada) authorizes a change to the proposal process, allowing some funds to be allocated outside the 77/17/6 (PHJV, EHJV, PCJV respectively) split among JVs, through “expressions of interest”. The intention is both to bring in new partners and to launch wetland conservation trial projects aimed at species other than waterfowl, as promoted in the 1998 NAWMP update.

December 2000: At a meeting of the Interim NABCI Steering Committee and the NAWCC (Canada), the decision is made that an expanded NAWCC (Canada) will form the basis of a new council, to be known as the NABCI/NAWCC Canada Council. The NAWCC (Canada) continues to exist as a standing committee.

May 2001: The Terms of Reference for NABCI/NAWCC Canada Council are approved. As a standing committee, the NAWCC (Canada) is responsible for:

- Regular review and endorsement of Canadian proposals for funding under the North American Wetlands Conservation Act;
- Overseeing the North American Waterfowl Management Plan (NAWMP) in Canada;
- Establishment and review of the assignment of NAWCA funds among habitat Joint Ventures and other regional delivery mechanisms in Canada;
- Facilitating Canadian involvement in Ramsar and other international wetland conservation initiatives;
- Facilitating, encouraging and monitoring the development and implementation of wetland policies, wetland programs and wetland awareness in Canada; and
- Other activities pertaining to NAWCA or the NAWMP, or wetland related issues.

November 2001: The NAWCC (Canada) Committee membership is revised to add a third NGO grantee/banker (Nature Conservancy of Canada) and two members -at- large nominated by the Chair based on the NAWCC Committee discussion and approved by Council (Birds Studies Canada and Nature Canada).

July 2003: The new Canadian Intermountain Joint Venture (CIJV) is endorsed by Council and becomes the fourth Habitat JV represented on Council.

July 2003: The NAWCC (Canada) Staff Committee is formalized and endorsed by Council.

July 2003: The NAWCC (Canada) establishes a Funding Task Force to review the history of NAWCA allocations, identify what influences NAWCA allocations, draft criteria for determining appropriate NAWCA allocations, and recommend allocations to the Council.

October 2004: A revised NAWCA funding formula, as follows: PHJV: 70%; EHJV 17%; PCJV 7%; CIJV 3%; Western Boreal Forest: 3%. The Council also protects the interest of existing Grantees, by establishing a base amount that would be available first to these partners. Council agrees to review implementation of the allocations annually and to conduct a more comprehensive review of the allocation plan every 5 years, or earlier if necessitated by changes in NAWCA legislation.

2004: The NAWCC (Canada) strikes a Task Force to respond to concerns emerging from a number of sources about the scope, priorities, activities and direction of Council. The complexities surrounding Council balancing the goals of the NAWMP while moving to broader suite of issues is outlined in the report of the Task Force.

Appendix A

July 2006: Revised responsibilities for the NAWCC (Canada) and the NABCI Canada Council are approved, as follows:

This Standing Committee [NAWCC (Canada)] of NABCI Council has *sole* responsibility for:

- 1) Reviewing Canadian proposals for funding under the North American Wetlands Conservation Act and recommending a Canadian package to US NAWCC,
- 2) Overseeing the North American Waterfowl Management Plan (NAWMP) in Canada,
- 3) Establishment and review of the assignment of NAWCA funds among habitat Joint Ventures and other regional delivery mechanisms in Canada,
- 4) Other activities pertaining to NAWCA or the NAWMP.

This Standing Committee [NAWCC (Canada)] of NABCI Council has *lead* responsibility for:

- 1) Providing input to Canadian involvement in Ramsar and other international wetland conservation initiatives,
- 2) Encouraging and monitoring the development and implementation of wetland policies, wetland programs and wetland awareness in Canada,
- 3) Other wetland related issues.

NABCI Canada Council becomes responsible for:

- 1) Providing input to Canadian involvement in Ramsar and other international wetland conservation initiatives (international),
- 2) Encouraging and monitoring the development and implementation of wetland policies, wetland programs and wetland awareness in Canada (national).

October 2007: Species Joint Ventures added to the NAWCC (Canada) membership. These include Black Duck, Arctic Goose and Sea Duck.

June 2009: The NAWCC (Canada) reaffirms the scope of its interests goes beyond waterfowl/NAWMP, and that it is necessary to ensure that there is a broad public understanding of wetlands in order to deliver on the NAWMP goals. Council decides to create a Strategic Plan.

2013: NAWCC (Canada) governance changed from a single federal chair to two co-chairs. One from the federal government and one from a non-government organization.

October 2015: NAWCC (Canada) updated its 2010-2020 Strategic Plan and Terms of Reference to reduce overlap with the recently formed Canadian Roundtable on Wetland Conservation. NAWCC (Canada) removed one of its five strategies focused on influencing policies, regulations and legislation to conserve and restore Canada's wetlands. The Canadian Roundtable on Wetland Conservation agreed to take on this strategy and all of its associated activities. Collectively, the CRWC and NAWCC (Canada) will work on facilitating the completion, maintenance and ongoing support for the Canadian Wetland Inventory, and monitoring the status and trends of wetlands in Canada.