

***CANADIAN COUNCIL
ON ECOLOGICAL AREAS
BUSINESS PLAN 1994-1997***



*Canadian Council on Ecological Areas
Conseil canadien des aires écologiques*

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**CCEA Secretariat
Environment Canada
Ottawa, Ontario K1A 0H3**

Introduction

The Canadian Council on Ecological Areas (CCEA) is an independent organization focusing on the establishment and management of a nation-wide network of representative and specially protected areas for the conservation of ecosystems, species and biodiversity. CCEA has become an effective contributor and facilitator to many of the current initiatives concerning such conservation in Canada. It is a forum that provides leadership and shares information and expertise on the development of protected areas and biodiversity networks and action across Canada.

Since its creation in 1982 as a non-profit corporate organization, CCEA has attracted the involvement and financial support of federal and provincial/territorial government agencies as well as the non-government, private industry and research communities. The value of its activities and its unique position have been recognized by many groups including the Tricouncil Meeting of Ministers of Environment, Wildlife and Parks and the Canadian Environmental Advisory Council both in 1992, and international agencies.

In anticipation of changing times, CCEA has refocused its activities to continue its effective role in conservation of ecological areas in Canada.

CCEA presents the following **Business Plan** on its objectives, structure, budget and program proposals for the 1994 to 1997 triennium. This Plan specifically

looks at how CCEA will interact with its funding partners and stakeholders in this period.

Mission Statement

The goal of CCEA is to:

facilitate and assist Canadians with the establishment and management of a comprehensive network of protected ecological areas representative of Canada's terrestrial and aquatic natural diversity.

The objectives of CCEA are to:

- (a) provide scientific advice and guidance in the systems design and development of management practices for a nation-wide network of terrestrial and aquatic ecological areas and the selection of sites to complete it;
- (b) assist in determination of the ecological requirements and institutional arrangements for the securement and protection of unique and representative ecological areas;
- (c) advance sound stewardship practices for protected ecological areas including their management, restoration and use for biodiversity conservation, science, education and heritage appreciation;
- (d) promote the value of protected ecological areas for the environmental, social and economic well-being of all Canadians;
- (e) serve as a national forum for ecological areas meetings, research and reporting; and
- (f) facilitate interagency funding by governments, non-government agencies, private industry and the public for initiatives, programs and research in support of the above.

What has CCEA accomplished?

CCEA has published regular *CCEA Newsletters* and *Annual Jurisdictional Reports* since 1987, special reports including *Biennial Reports* from 1982 through 1990, the *National Registry of Ecological Areas* in 1990, a book on *The Status of Ecological Reserves in Canada*, and *Occasional Papers* on topics relating to protected areas and their management. It has also produced several fact sheets on ecological areas issues. It has held ten *Annual Conferences* in all regions of Canada providing a regular opportunity for national consultation on protected areas programs and biodiversity initiatives.

Who are CCEA Partners?

CCEA serves the common interests of its funding and program partners and stakeholders. CCEA partners have included the following federal agencies:

- Canadian Wildlife Service, Environment Canada
- Parks Canada, Heritage Canada
- Canadian Forest Service, Natural Resources Canada
- Indian and Northern Affairs Canada
- State of Environment Reporting Service, Environment Canada.

CCEA partners also include the governments of all ten Canadian provinces and the two territories. Agencies with management responsibility for parks, wildlife sanctuaries, ecological reserves and other protected areas in each of these jurisdictions participate in CCEA. Non-government groups such as the World

CCEA Publications

Occasional Papers:

- **Guidelines on Management and Research in Ecological Areas.** 1984.
- **Ecological Areas Decision-Making Processes and Case Studies.** 1984.
- **Guidelines for Annual Reports to Council.** 1989.
- **Sustainable Development, Scientific Research and Ecological Areas.** 1989.
- **Guidelines for the Selection of Protected Ecological Areas.** 1989.
- **Neglecting the Protected.** 1991.
- **Valuing Public and Scientific Involvement with Ecological Areas.** 1989.
- **Marine Ecological Areas in Canada.** 1990.
- **Selected Papers and Workshop Results CCEA Annual Meeting 1990.** 1990.
- **First Approximation of Principles and Criteria to Make Canada's Protected Areas Systems Representative of the Nation's Ecological Diversity.**
- **Framework for Developing a Nationwide System of Ecological Areas. Part I: A Strategy.** 1992.

Miscellaneous Publications:

- **A National Survey of Data Bases on Ecological Areas.** 1984.
 - **Annual Jurisdictional Reports.** 1983-1993.
 - **The Status of Ecological Reserves in Canada.** 1985.
 - **Reports of the Biennium: 1982-1984; 1985-1987; 1988-1990.**
 - **National Registry of Ecological Areas.** 1990.
-

Wildlife Fund Canada, Nature Conservancy of Canada, and Wildlife Habitat Canada also have been active participants in CCEA.

CCEA regularly seeks the guidance of its partners in implementing CCEA projects. The day-to-day operation of CCEA rests with a nine-member Board of Directors comprised of individuals elected for three-year terms. Board members represent the range of expertise and programs for protecting ecological areas and biodiversity across Canada. Three board members are currently drawn from federal and provincial government agencies, three from environmental, non-government, and private groups, and three from the private industry sector in Canada.

A Changing World

Currently there are many protected areas and endangered species/spaces program initiatives led by government and non-government interests across Canada and internationally. The public and private industry have also shown significant willingness to support protected areas programs. CCEA has filled a valued role in promoting, delivering and participating in many such initiatives. However, it has recently reviewed the most productive and effective structure, roles and activities that it can play in a changing financial climate.

Governments and other major agencies generally feel that they can no longer necessarily be held to commitments of a long-standing nature. Agencies, boards, committees, and councils that cannot demonstrate direct relevance to the mission of supporting agencies run the risk of seeing support withdrawn.

With these concerns in mind, the *Business Plan* below presents the shorter-term (1994 to 1995) and the longer-term priorities (1995 to 1997) for CCEA's involvement and interaction with partner groups across Canada.

CCEA Responses to Changing Times

CCEA will remain a technical and scientific expert group liaising both with government and non-government groups in Canada. Its projects and publications are focused on practical needs and applications of ecological areas and biodiversity conservation management agencies in all sectors. Target clients are a cross-section of program managers and experts from government, non-government and private industry agencies, foundations, universities and research institutions.

Discussion with CCEA partners indicated that reorganization of the Council's budget and program planning was required to ensure effective delivery of CCEA functions. Organizational and budgetary options that CCEA has adopted for the 1994 to 1997 period include:

- (a) establishment of an Executive Secretary position on a full or part-time basis;
- (b) identification of separate Secretariat core budget and project budget requirements;
- (c) closer liaison of CCEA with senior intergovernmental bodies dealing with the full range of protected areas, habitat conservation and biodiversity issues in Canada;
- (d) establishment of an annual CCEA program review mechanism with CCEA partner agencies; and
- (e) development of flexible mechanisms to facilitate interagency funding of CCEA projects.

CCEA Secretariat

A small CCEA Secretariat is currently provided by Environment Canada. Other agencies also provide staff time for publication of the *CCEA Newsletter*, *Annual Jurisdictional Reports*, and *Biennial Reports* and organization of Annual Conferences. The CCEA Secretary currently supports the activities of the CCEA with reporting responsibilities to the CCEA Board of Directors and the Canadian Wildlife Service.

In order to deliver the CCEA program more effectively, it is proposed that the CCEA Secretariat be more formally established and supported. This includes more support for an expanded Executive Secretary position and an adequate level of financial support for the CCEA Secretariat's day-to-day operations.

Commencing in April 1994, it is proposed that the position of Executive Secretary to the CCEA be staffed for a minimum of six months per year with an annual operational program budget of \$48,500. It is proposed that federal partners provide the majority of funds and staff, through collective assignment of one or more qualified individuals, for this Secretariat. An annual program review to evaluate year-to-year continuation of this commitment is proposed. Provincial and territorial government partners will be encouraged to continue to support CCEA core or project activities in whatever manner they feel is appropriate. Restructuring of the CCEA budget, through definition of core funding and an expansion

of the role of the CCEA Secretariat, as well as promotion of partnerships targeted on project funding, will be conducted for an initial three-year evaluation period (1994-1997).

In cooperation with partners, the CCEA Secretariat proposes the following core activities in the forthcoming triennium. These are presented for the two areas of the Council's activities: (I) delivery of CCEA core functions, and (II) management of CCEA projects.

I: Delivery of CCEA Core Functions

The core functions of the CCEA Secretariat are to:

- facilitate organization and logistics, attend and prepare *Summary Reports* for CCEA Annual General Meetings and Meetings of the CCEA Board of Directors;
- facilitate logistics, and where appropriate, attend and prepare Records of Meetings for CCEA Committees and Task Forces;
- manage the compilation, editing, printing and circulation of *CCEA Newsletters* three times per year as well as *Biennial Reports* and *Occasional Papers* of the CCEA;
- assist the Chair and CCEA Directors in preparing for meetings;
- facilitate liaison with other national and international organizations;
- respond to public and interagency enquiries concerning CCEA activities;
- prepare annual budget and program planning documentation as directed by the CCEA Board of Directors and in

- consultation with CCEA partner agencies nationwide;
- compile and publish updated promotional materials on a periodic basis;
- compile contributions to *Biennial Reports* and circulate materials concerning CCEA partner agencies activities as appropriate;
- maintain the *National Registry of Ecological Areas* and publish periodic updates; and
- attend professional meetings on biodiversity and ecological areas conservation policy, scientific research, and resource management.

II: Management of CCEA Projects

The CCEA Secretariat will translate project concepts and partner agency funding into completed reports and products. These constitute "CCEA projects" requiring CCEA Secretariat management of project finances and scheduling. The CCEA Secretariat will lead the implementation and completion of specific projects in the 1994-1997 period assuming appropriate project support funding is acquired in association with CCEA partners. CCEA Secretariat activities include:

- project financial contracting and management;
- development of interagency project review and financial agreements;
- project report publishing and distribution; and
- proactive solicitation of project proposals and funding support with existing and new partner groups.

Program Plan

The CCEA Secretariat proposes to deliver the above actions and products through two financial mechanisms: "*core funding*" and "*project funding*":

"*Core funding*" will be utilized for all activities relating to CCEA operations such as staff salary and office infrastructure needs. This includes postage, photocopying, Secretariat staff and Board member travel, any required office space costs, supplies, communications (e.g. phone, fax), and related costs. All core budget funds are proposed to be provided by federal partner agencies including: the Canadian Wildlife Service and State of Environment Reporting of Environment Canada, Parks Canada, and Natural Resources Canada—Canadian Forest Service. Table 1 summarizes the proposed budget requirements for annual core budget activities for the 1994-1997 triennium.

"*Project funding*" is for research and operational projects. This includes contracts for: (i) production and printing of such products as the *CCEA Occasional Paper Series*; (ii) joint research projects and reports with external agencies; and (iii) other initiatives such as national workshops on current ecological areas management and biodiversity issues. External sources for project funding will include partner

**TABLE 1: Proposed CCEA Secretariat
1994-1997 Annual Core Budget**

Budget Item	Annual (\$)
• Travel (Exec. Secretary)	10,000
• Travel (Board Members)	15,000
• Partnership Office Lease	5,000
• Office Furniture/Computer*	6,000
• Stationery and Report Printing	4,000
• Misc. Photocopying	2,000
• Computers/Fax Supplies	3,000
• Meeting Supplies	1,000
• Phone/Courier Services	2,000
• Petty Cash, Supplies	500
Total	\$48,500
* First year only.	
<i>Proposed Federal Support Agencies:</i>	
• Canadian Wildlife Service, Environment Canada	
• Parks Canada, Heritage Canada	
• State of Environment Reporting, Environment Canada	
• Canadian Forest Service, Natural Resources Canada	

environmental non-government groups, corporations, and provincial/territorial government agencies. The CCEA Secretariat will establish appropriate agreements with partners for supporting funds or services.

Reporting and Liaison

The CCEA recognizes that reporting of achievements and activities is essential. It is proposed that a simple and low-cost *Annual Report* be provided to partners and stakeholders in addition to the current *Biennium Reports*, regular *CCEA Newsletters* and *Annual Jurisdictional Reports*.

Council also wishes to expand its interaction with parallel bodies involved in ecosystem conservation in Canada such as those involved in the Man and Biosphere Program, native government interests, and the management of national and provincial/territorial parks. A strategy to promote effective liaison with such groups will be developed.

CCEA Projects 1994-1997

Funding support for CCEA projects in the 1994 to 1997 period is proposed to be provided by CCEA partners, in particular the private and corporate sector and provincial and territorial government agencies. Individual projects may also involve federal partner agencies' support in addition to their core budget contributions.

Short-term priorities (1994-1995)

- 1• Publish a report on a *Model for Evaluating Representativity of Protected Areas*, drawing on three regional case studies by September 1994. \$20,000 in cooperation with the World Wildlife Fund and State of Environment Reporting, Environment Canada.
- 2• Complete a review paper on the *Utility of Protected Areas*, reviewing the value, representativeness, role of benchmarks, and linkages to biodiversity issues of ecological areas by March 1995. This project may include a national workshop. It will draw on sound stakeholder support and Canada's National Biodiversity Strategy. \$20,000.
- 3• Develop recommendations and provide advice to federal and provincial/territorial governments on *Protected Areas Data Bases* and variables needed for the evaluation of representativity, biodiversity risk, and ecological integrity of networks of protected areas in Canada and the implementation of a *Protected Areas Systems Plan* by December 1994. In partnership with Canadian Forest Service—Natural Resources Canada, Nature Conservancy of Canada, provincial and territorial governments, and State of Environment Reporting, Environment Canada. \$3,000.
- 4• Sponsor a *CCEA National Workshop on Implementing an Ecological Areas Strategy* in August 1994. \$2,000 in partnership with Nova Scotia Department of Natural Resources.
- 5• Compile and distribute *Annual Jurisdictional Reports* and issue updates in 1994 and 1995 to the *National Registry of Ecological Areas*. \$3,000 in cooperation with the Canadian Wildlife Service and Ontario Ministry of Natural Resources.
- 6• Publish and distribute three *CCEA Newsletters* by March 1995. \$3,000 in partnership with the Canadian Wildlife Service and Newfoundland/Labrador Department of Natural Resources.
- 7• Publish and distribute a *1982-1993 CCEA Achievements Report* by October 1994. \$4,000 in partnership with the Canadian Wildlife Service.
8. Publish and distribute the *Proceedings of the 1993 CCEA Conference on Caring for Southern Remnants: Special Species and Special Spaces*. \$10,000 with the Ontario Ministry of Natural Resources and other partners.

Longer-term priorities (1995-1997)

- 9• Develop research and overview papers on the *Linkages Between Biological and Cultural Diversity* with an examination of biodiversity definitions, goals and actions related to protected areas by May 1996. \$20,000.
- 10• Develop a *National Status Report on Implementation of Marine Ecological Reserves* by May 1996. This project will build upon a CCEA Report on marine ecological areas published in 1992. \$15,000.
- 11• Develop a Report on the status of *Approaches to Private Land Stewardship* in biodiversity conservation and protected areas management by June 1996. This project will include private, industry, aboriginal and government interests; co-management will be one focus as well as the role of aboriginal people in protected area programs. \$15,000.
- 12• Develop recommendations and/or guidelines on *Size and Ecological Integrity Standards for Protected Areas* in addition to monitoring of ecological integrity in protected ecological areas by May 1997. \$25,000.
- 13• Host a National Conference and publish a report on the *Role of Restoration Ecology in Protected Areas Management* by May 1997. The business sector, in particular the oil and gas industry and the mining industry, have special interests in restoration ecology; the role of private, corporate, aboriginal and government groups in this area will be assessed. Opportunities for business sector partnership in this field are sought. \$30,000.
- 14• Develop a *National Science Strategy for Environmental Monitoring Networks* by March 1996 to assess the ability of a national system of protected areas to serve the monitoring of environmental issues. CCEA will facilitate assessments through regional workshops to develop an ecozonal strategy involving the responsible agencies with clear and measurable objectives. The product will be a national strategic document using international experience and will lay out a national direction. \$50,000.
- 15• Develop a research paper on the linkages and strategies for integrating conservation efforts on rare, threatened and endangered species and protected spaces by March 1997. \$17,000.

What Can You Do?

CCEA seeks support for the implementation of the **projects** planned for its 1994-1997 triennium. CCEA recognizes the importance of access to a funding base from a wide range of partners, including government agencies, non-government and native organizations, foundations and private industry and thus will emphasize projects in the 1994 to 1997 period that are of practical value to these groups.

Support for projects is to be clearly acknowledged on CCEA products, recognizing project partners' direct role in the project planning and implementation phases. Interested agencies are encouraged to participate in CCEA with direct commitment of funds as partners in specific projects. This facilitates active involvement with well-defined project schedules and deliverables. Projects will be selected by the CCEA Board of Directors in consultation with partner agencies and managed on a day-to-day basis by the CCEA Secretariat.

For More Information

Copies of CCEA publications, general information and a 14-minute video, produced in 1993 and entitled *Our Legacy: Canada's Ecological Areas* are available from:

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