2011–2016

Action Plan for State Contributions to Canadian NAWMP/NAWCA Projects





ASSOCIATION of FISH & WILDLIFE AGENCIES

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and Waterfowl Working Group
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The Need for an Action Plan for State Contributions to Canada

The Association of Fish & Wildlife Agencies (AFWA) established a Task Force in the fall of 2010 to examine the progress state agencies have made in contributing to the Association's goal for states to collectively contribute up to $10 million per year to North American Waterfowl Management Plan (NAWMP) projects on the Canadian breeding grounds. The Association created this a goal in 1991, however the goal has not yet been achieved. The need for breeding habitat remains vitally important for the future of waterfowl hunting and viewing in the United States.

Using new science and adaptive management principles, the Canadian Joint Venture (JV) implementation plans have identified a need for an additional 20 million acres of habitat (excluding the Boreal region) to support NAWMP waterfowl population goals. It is estimated that at today's costs it will require a new investment of two billion dollars over the next 20 years. As a result, the 2011 report from the Task Force on State Contributions to Canadian NAWMP Projects recommended that the Association remain committed to the $10 M per year goal and that this Action Plan be developed to coordinate and stimulate activities that will help states to ultimately achieve the Association's goal.

States, as NAWMP partners, are responsible for initiating many projects in Canada. State funding provides non-federal monies which are matched by Ducks Unlimited and in turn matched by federal funds through the North American Wetland Conservation Act (NAWCA) and finally Canadian partners contribute funds — it all starts with State contributions.

The projects on the Canadian breeding grounds address many issues beyond just waterfowl. NAWMP partners have recognized that investing in wetland projects helps to address key issues such as: conserving the boreal forest (which contains 35% of the world's wetlands), changing climatic conditions, alternative energy development pressures, and direct impacts on wetland drainage. Additionally, NAWMP partners recognize the value of the continent's natural capital and the goods and services we derive from it and that environmental health and sustainability contribute to the quality of life in North America. The general public and waterfowl hunters desire to have sound water conservation strategies, landscape-based approaches to conservation of wildlife and endangered species, sound planning models for energy development projects, and maintenance of green spaces and wild lands.

Canadian breeding ground projects built upon state funding are vitally important to hunters and other outdoor enthusiasts throughout North America because 70% of waterfowl breed in Canada, producing an average of 26 million ducks per year. Since 1986, state agencies have contributed almost $60 million (13% of the $431 million U.S. non-federal match) to Canadian projects, while Canadian provincial and territorial contributions have been $265 million. In total during this period, $1.74 billion (Cdn) have been invested in waterfowl and wetland conservation projects in Canada by U.S. and Canadian partners.

Since the 1991 resolution establishing the $10 million goal, the annual contributions of state agencies has never exceeded $3 million. Current economic conditions are causing states and other NAWMP partners to evaluate their allocation of limited resources among conservation programs, including those in the waterfowl breeding grounds in Canada.

This Action Plan looks toward the future needs for waterfowl production in North America. It outlines a path forward to coordinate the efforts of Canadian and U.S. partners to retain and restore waterfowl habitat in the breeding grounds.

The Next 5 Years – 2011 to 2016

The NAWMP has pioneered a public private partnership approach, forging alliances to achieve healthy and sustainable landscapes. Its progress has relied on conservation organizations joining forces with federal, provincial, and state governments, industry, private companies, individuals and private landowners. Successful conservation depends on strong partnerships. Each partner has a unique interest and benefits directly by being part of and contributing to NAWMP initiatives.

While the unique and diverse partnerships have made significant gains, the task of conserving wetlands is a growing one. We are seeing new challenges as government policy emerges to address environmental issues such as wetlands and water conservation, growing demand for energy, needs of endangered species, carbon sequestration, and sustainable resource development.

There are also opportunities that provide a basis for optimism among the waterfowl community. The community continues to work with land owners to secure wetlands and the associated upland habitats to improve the biological foundations for waterfowl production. In addition, the waterfowl and broader bird conservation communities are exploring ways to better understand the human dimensions of waterfowl management which presents exciting opportunities for NAWMP partners.

States need to maintain and expand their investment in the waterfowl breeding grounds for hunters to continue having opportunities to successfully harvest waterfowl, to increase participation in outdoor recreation, and to ensure habitat exists for a broad diversity of wetland related species. State agencies can contribute significantly to raising the awareness and understanding of the need for continental scale waterfowl management. They can show leadership by contributing toward the $10 million goal established by AFWA.

Critical Sustainability and Environmental Issues

The $10M AFWA goal established in 1991 is based on the habitat needs in Canada. These needs have been updated since the NAWMP began using new science and adaptive management principles. As noted above, the Canadian Habitat Joint Venture's estimated requirement of an additional 20 million acres of habitat to support the NAWMP waterfowl population goals will costs $US 2 billion over the next 20 years. AFWA and the state agencies as key NAWMP partners play a significant role in contributing to the implementation of effective landscape level plans to address sustainability and environmental issues. The key issues include:

- Conserving the vast boreal forest region of Canada and Alaska that contains 35 percent of the world's wetlands and is home to 12 to 14 million breeding ducks— this amounts to approximately 40 percent of the continental breeding duck population in some years.

- Growing human populations, in North America and around the world, are increasing demands for fresh water, food, fiber, energy and living space, all of which contribute to continued loss and degradation of wetlands.

- Climate change is having a significant effect on weather patterns, directly affecting habitat quality and waterfowl population viability.

- Alternative energy sources like wind power and ethanol feedstock (fuel crops) production, thus land use conversion, have a direct impact on waterfowl conservation efforts.

- Governments, industries, communities and society as a whole are realizing the importance

and value of our continent's "natural capital" and the tremendous goods and services we derive from it.

- Environmental health and sustainability contribute significantly to the quality of life in North America and the recent focus on environmental legislation, policy change, and initiatives such as provincial and state water conservation strategies, landscape approaches to protecting species at risk, and alternative energy development to deal with effects of climate change, are evidence of society's ever changing demands.

- Resource-based industries are realizing the importance of maintaining a "social license" to operate and place greater emphasis on conservation and stewardship. Communities are placing greater emphasis on maintaining green spaces, conserving water and improving environmental health.

Vision for State Investments in Canadian Projects

Vision: Association of Fish and Wildlife Agencies maximize contributions in support of the $1O million per year goal for U.S. non-federal match funding for North American Waterfowl Management Plan (NAWMP) projects in Canada.

Guiding Principles of the Action Plan:

- Waterfowl are among North America's most highly valued natural resources.

- Wetland and associated upland conservation must increase in real terms and be focused on objectives identified in the 2012 NAWMP revision.

- Funding for waterfowl habitat initiatives should come from the hunting community and public agencies.

- State agencies benefit from continental scale management of waterfowl habitat and financial investments in the breeding grounds provide economic and social benefits to the states.

- Waterfowl populations should be sustained at objective levels across their natural ranges to provide ecological and socioeconomic benefits.

- Protecting North American waterfowl populations and their habitats requires long-term planning and close coordination of management activities across North America.

- The U.S., Canada, and Mexico have made significant commitments to international migratory bird agreements and all partners should contribute to these commitments.

- Mutual accountability and transparency should continually improve to ensure continued public and private support for habitat investments.

Action Plan - Key Elements

The following key elements are central to the future of continental management of waterfowl and the prerequisite of protecting Canadian breeding ground habitat. The key elements are directly related to building a community of support for the critical sustainability and environmental issues identified in the NAWMP Value Proposition and the issues identified above. The way in which these elements are addressed has implications for the NAWMP partnership and the ongoing investments by state agencies for continental management of waterfowl and their habitats. This Action Plan outlines the means to implement these key elements, and will be overseen and administered by the Association of Fish and Wildlife Agencies' Bird Conservation Committee (BCC) and Waterfowl Working Group (WWG).

The key elements have been grouped into three Strategic Action Groups or themes and specific actions are identified for each key element. Within Appendices 1-10, initial urgency ratings are identified for the undertaking of each action item by means of a color coding scheme, whereby immediate is red, moderate is yellow, and blue is low. Recommendations are made in regards to which NAWMP partners should be involved in each action item and the target audiences and the potential impacts or outcomes that will result from undertaking the actions are identified. As the Action Plan is intended to cover a five year timeframe, the priority of each action has been identified within three time periods: short (1-2 years), medium (2-3 years) and long term (3-5 years).

The Appendices are meant to be a guide and a tool for the BCC, WWG, and the NAWMP partners to implement the action plan. The action plan will be an "evergreen" document that should be updated and revised as actions are undertaken, new information becomes available, or as issues/situations change over time. The action plan tables in the Appendices will be used by the WWG and BCC as a means of tracking progress toward implementation of the action plan and to report on this progress to state directors at the Association of Fish and Wildlife Agencies' annual meeting each fall.

Strategic Action Group One — Information

Information is required to assist state agencies in better understanding the intent and benefits of the state agency contributions to Canadian NAWMP/NAWCA initiatives. New information needs to be collected, centrally stored, and organized in a manner that provides easy access by a variety of partners. The following key elements and actions are intended to assist Canadian and U.S. agencies to assemble the necessary information.

Key Element 1:
Links to habitat Joint Venture Plans

The Association's goal to have state wildlife agencies contribute up to $10 million per year to Canadian NAWMP/NAWCA projects is based primarily on the habitat needs in the Canadian breeding grounds. State agencies require comprehensive information about the identified habitat requirements and the programmatic approaches being proposed in Canada in order to make effective decisions and to ensure their constituents are well informed about why the agency is investing revenues outside of the state.

Actions under Key Element 1 will produce maps, concise reports, and other products that help to illustrate the strong connections between the breeding grounds, flyways, and wintering areas of North American waterfowl. The Canadian Joint Venture partners will be engaged to help states better understand the program through enhanced reporting of Canadian activities and accomplishments. Additionally, all proposals and reports to state agencies will be better linked to the waterfowl habitat deficits, and will clearly reference Canadian Joint Venture goals and habitat accomplishments. Canadian partners will report on accomplishments to better inform U.S. audiences about how funds are targeted to address waterfowl habitat needs in the most important landscapes in Canada and will incorporate linkages to state non-game migratory species, ecological goods and services information, and provide linkages to other complementary Canadian and state initiatives.

Actions:

1.1 Develop harvest/bird derivation maps for each state to illustrate the strong connections between the breeding grounds, flyways, and wintering areas.
1.2 Develop, support, and engage Canadian JV partners through improved understanding of the state contributions program to

achieve enhanced reporting of Canadian activities and accomplishments.

1.3 Align DU, JV, and other proposals and reports on needs and accomplishments with JV goals, waterfowl habitat deficits, etc., and reference habitat accomplishments of JVs.

1.4 Identify and distribute existing, or prepare a new comprehensive summary report on Canadian accomplishments (different than Habitat Matters).

1.5 Inform U.S. audiences about how funds are targeted through Canadian JVs to address waterfowl habitat needs in the most important landscapes in Canada and report on Canadian habitat projects, by JV. [Include: support of non-game migratory species, ecological goods and services, JV goals, and efforts complementary to programs funded by States - provide better link of what JVs do with State contributions.]

Key Element 2:
Recognition of project benefits

The achievement of project results and benefits to continental population and habitat goals need to be measured, acknowledged, and reported to states and regional/national organizations. The benefits resulting from investments in wetlands and waterfowl breeding habitat go beyond the hunting community; they also provide significant benefits to birders. These extended benefits need to be documented and shared with state agencies and other interested groups. Likewise, the importance of the linkages between investments in the breeding grounds, migration habitat, and wintering grounds should be communicated to a broader audience than has traditionally received this type of information.

Investments in wetlands and the associated upland waterfowl habitat contribute to a suite of ecological goods and services, such as runoff attenuation, water quality improvement, erosion control, and carbon sequestration. These types of benefits can be realized locally, regionally, and internationally and should be documented and communicated to stakeholders involved in the decision making process for states investing in Canadian habitat projects. Although investment decisions regarding Canadian waterfowl habitat projects are based primarily on the benefits for waterfowl populations, many other non-game species also benefit from the habitat improvements, and state agencies should consider benefits for all species when making investment decisions. The following actions aim to improve the range, quality, and availability of information pertaining to the ancillary benefits of investing in Canadian breeding ground habitat projects.

Actions:

2.1 Compile information on the portion of the birding effort that is focused on waterfowl viewing and other wetland-associated migratory bird viewing to include in other articles, reports, presentations, etc.

2.2 Publicize the importance of breeding habitat in Canada to the overall life cycle needs of species by documenting connections of NAWCA breeding, migration, and wintering projects (probably only mallards and black ducks at this time, but expand in longer term) to include in other articles, reports, presentations, etc.

2.3 Document and publicize the continental benefits of the ecological goods and services (e.g., water quality, carbon sequestration, flood reduction) of waterfowl habitat conservation funded by states in Canada.

2.4 Document the connection between wetland habitat in Canada and non-game migratory birds, and benefits derived through birder activities in the U.S., collectively and for individual states.

Key Element 3:
Reporting conservation and economic value of investments

In order for States to be willing to initiate or increase funding for Canadian habitat projects, a clear case needs to demonstrate the overall fiscal value, importance of these waterfowl resources to each state and the benefits of such habitat projects. Actions under Key Element 3 will help accomplish this. Canadian partners will make available regular (annual) reports on state and partner contributions and the amount of habitat secured and conserved, clearly demonstrating the benefits to conservationists, bird watchers and waterfowl hunters alike. Reports will highlight the leverage of state dollars and document the relatively low cost of Canadian projects. Waterfowl derivation and harvest information will be compiled and/or updated to help states understand the importance of Canadian breeding areas to their stakeholders. The economic value of waterfowl viewing and hunting will further underscore the importance of waterfowl to local economies. Examples of similar habitat programs in the U.S. (e.g., NAWCA) will be developed, where funds are leveraged and great benefits realized for breeding, migrating and wintering waterfowl.

Actions:

3.1 Publicize the conservation value of leveraging funds through state contributions (e.g., 4:1 match for each state dollar contributed) to Canadian projects and include in other articles, reports, presentations, etc. [Note: using financial return alone doesn't convey the correct message – the conservation message is also important.]

3.2 Correlate band recovery/harvest information, for each state and region, to economic benefit or data/information regarding duck hunting and birders, and disseminate within states [Note: need derivation info first].

3.3. Document that the relative cost of conservation programs in Canada is low and relate cost information to the biological importance of waterfowl conservation work in Canada – message should be, "it's a good investment for states."

3.4 Compile and publish statistics and information on economic activity associated with waterfowl hunting and viewing [Note: information does exist and is being developed, i.e. Southwick and NFWF studies].

3.5 Draw parallels, in economic terms, between funds contributed to projects in Canada and funds invested in NAWCA projects in contributing states to build the story that migratory, wintering, and breeding habitats are all important to meet waterfowl life cycle needs.

Strategic Action Group Two — Outreach/communication efforts

Information that is developed or acquired within Strategic Action Group One or through other means needs to be appropriately distributed to the myriad of hunters, birders, decision makers, and other interested persons/groups. The effective communication plans, tools, and information products need to be developed and shared between Canadian and U.S. NAWMP partners. The following key elements and actions are intended to assist state agencies and non-government partners to disseminate information about the purpose, importance, and success of the State Agency Contributions to Canada Initiative.

Key Element 4:
Increased awareness of NAWMP/NAWCA

To build and maintain a consistent, high level of support for continental wetland habitat programs, it is important that the NAWMP and NAWCA are widely recognized, with their compelling benefits clearly and concisely described. Information should be provided to

commissioners, directors, and agency staff in an ongoing fashion to encourage participation in continental scale programs for waterfowl habitat retention and restoration, especially in light of recent staff turnover.

Actions in Key Element 4 will develop various levels of materials to help inform legislators, commissioners, agency directors and staff about these two programs. Materials will be of various formats (one page briefings, PowerPoints, stories, reports) and in a variety of ways will be tailored to particular audiences to encourage participation in continental scale waterfowl habitat retention and restoration programs. State-specific information will be developed, including current contribution level, maps of important waterfowl and non-game species that utilize and link both Canadian and state wetlands, and relevant Canadian success stories.

Actions:

4.1 Develop and distribute a general information package about state contributions to Canada that is designed to inform agency management and staff; identify how/what states are contributing to Canadian NAWCA projects (could include items referenced in Actions 5.1 and 5.3 below) [Note: States are responsible for multiple species and initiatives, so broad, diverse connections are needed].

4.2 Develop and distribute to states a one-page briefing on state contributions to Canada to be used by directors to communicate to commissioners, governors, etc., [Note: include state-specific information].

4.3 Publicize, using Section A resources/tools, the importance of NAWCA to habitat projects in the states and in Canada and how they contribute to migratory bird initiatives and economic benefits within the state, while providing success stories of multiple wildlife benefits.

4.4 Prepare written descriptions of Canadian project success stories to highlight benefits from their investments for hunters, states, and the U.S. public (also consider NAWCA projects in states, provinces, or by region; eastern, boreal forest, prairies, etc.) and publicize through events/opportunities in each State.

4.5 Develop graphics (map, etc.) of waterfowl and other important wetland species' breeding habitat in Canada and their wintering habitats in the U.S. to illustrate the importance and value of work done with state contributions.

4.6 Prepare communication products for birders (non-hunters). [Note; best write example of project success story and then each State non-game technical representative can write similar story for their state].

Key Element 5:
Effective information sharing

To maintain and grow support for the program, important and compelling information must be routinely and effectively shared with agency directors, commissioners, staff, and their constituents and supporters. Actions under Element 5 will focus on the identification of key audiences, production of information tools best suited to each, and the use of important events/venues at the state, regional and national levels as opportunities to share information about the program. Written brochures and PowerPoint presentations will be developed to tell the program's story, its relationships to NAWCA and NAWMP, its accomplishments and how they relate to states' individual and collective interests, and the associated urgent and ongoing conservation needs in a compelling fashion. Given that the program is AFWA-driven, annual summary reports of its accomplishments and future needs will be provided to the AFWA directors through the Bird Conservation Committee and Waterfowl Working Group at each AFWA annual meeting. Similar reports will be developed for use at the regional AFWA

meetings and for each state to underscore the collaborative and complementary nature of this unique international conservation partnership. Information tools will be developed to support personal interactions with individual state directors and agency staff involved in waterfowl and non-game bird management. Tools designed for each state agency's important constituencies, and the identification and use of appropriate media outlets will be used to broaden and strengthen the constituent support for each state's involvement in the collaborative AFWA program.

Actions:

5.1 Compose a brief history of state contributions to Canada, to provide a foundation for: (1) PowerPoint slides to explain state contributions to Canada to help "sell" the program; and, (2) PowerPoint slides to highlight successful projects that have received state contributions and NAWCA funds; (Note: to be done in a style that allows others to deliver the presentation).

5.2 Convey the urgency for states to invest in breeding ground/wintering habitat due to the rapid loss of habitat and the need to protect the remaining habitat and restore lost habitats [Note: several other actions contribute to or add value to this action].

5.3 Provide program level annual report to all state directors at all AFWA annual meetings to provide both accountability and encouragement to increase contributions [Include info such as: state contributions relative to their goals, leveraging ratio, habitat conserved, number of states with multi-year plans, etc.].

5.4 Develop a list of state waterfowl and birding organizations to target for communications (presentations/articles) about state contributions and Canadian projects.

5.5 Host meetings between (new) state director(s), DU regional director, and NAWMP/NAWCA program contact, and appropriate "old hand or champion" staff from the agency.

5.6 Collaborate with Outdoor Writers Association and present success stories to them.

5.7 Engage game and non-game flyway technical section representatives to communicate messages "up" within state agencies (Non-game staff could draft examples of wetland benefits to non-game species, use the state champion for the program, see Action 10.1)

5.8 Publish articles in state magazines to highlight NAWCA projects in Canada (including DU projects across the U.S. and in Canada, and the linkages between these projects).

5.9 Publish articles in state magazines on state and private funding of Canadian projects and the benefits to waterfowl and other species migrating south (i.e., generic article which states can modify for use on their web sites or state conservation magazines).

5.10 Explore the use of social media (YouTube, etc.) to reach younger stakeholders and to increase duck hunters' and overall public support.

Key Element 6:
Hunter awareness and support

State fish and wildlife agencies identify hunters and other stakeholders as important constituents of their programs. Hunters' influences can be political, financial, and/or regulatory in nature. The current level of support from hunters and other stakeholders is influenced by their level of awareness of the importance of the breeding grounds and the conservation efforts needed to preserve or restore these critical areas. Increased awareness by hunters can be valuable to state agencies by supporting state agency efforts to achieve their AFWA goals and ultimately sustain the tradition of wildfowling.

The actions within this key element will identify U.S. hunters that travel to Canada as a primary audience that can play a leadership role for communications back in their home states. The action items will establish a communication tree that identifies the most effective avenues for dispersing messages to the target audiences. These avenues and audiences will include publications, web sites, waterfowling organizations, etc., and will use various communication methods such as prepared presentations and success stories. The desired result will be that local hunters and stakeholders actively support state agency investments in the breeding grounds.

Actions:

6.1 Identify source(s), gather, and analyze data on U.S. hunters traveling to Canada to hunt, and target communications to solicit their support for the program (annual activity).

6.2 Develop a 'communication tree' identifying effective branches (avenues) for publishing breeding ground articles in state agency magazines and other publications. A reverse tree should be identified to feed requests to solicit articles.

6.3 Develop prepared programs to present to local waterfowl groups to generate interest and to show where the ducks they see in their state come from, those particular species' habitat needs, and how they will benefit from these projects as well as state NAWCA projects.

6.4 Distribute publication/messages on the history/successes of the program and identify publication opportunities (popular websites, state waterfowl web pages, flyways.org, individual flyway/JV web sites & newsletters, DU/Delta/Waterfowler magazine ads, etc.).

Strategic Action Group Three — State Actions

State wildlife agencies work in partnership with federal and international government agencies, conservation groups, and many others to achieve their desired wildlife management objectives. Diverse funding sources are required to undertake the many conservation initiatives of state agencies, including investments in waterfowl breeding grounds outside state boundaries. Legislation change and new administrative measures may be required in some states to support continental objectives such as the North American Waterfowl Management Plan. The following key elements and actions are intended to assist state agencies identify new sources of funding, share legislative and administrative approaches for dedicating revenues to international waterfowl habitat projects, and to learn more about the needs and successes of NAWMP/NAWCA projects in Canada.

Key Element 7:
Innovative funding sources

States have jurisdictional responsibility for managing wildlife and their habitats, both game and non-game species. State wildlife agencies collectively invest in excess of $1.5 billion annually from Sport Fish and Wildlife Restoration program revenues. Almost 75% of state agency funding is derived from sportsmen related activities. State agencies also invest funds from general revenue, license plate sales, special check-offs, and/or dedicated taxes for species and habitat conservation.

State wildlife agencies recognize the need for investing at the continental scale for management of migratory birds, especially waterfowl. They also desire to maintain or increase investment levels in the future; however, with declining hunter numbers there is a need to identify new funding sources. A

number of actions need to be taken to assist state agencies to assess their alternatives for securing new funds and to then develop appropriate agreements, processes, and other program or administrative materials. The following actions will assist states to expand their funding sources and potentially develop a financial incentive system that contributes towards each state agency's annual target in support of the $10M AFWA goal.

Actions:

7.1 Develop a complete SWOT (strengths/weaknesses/opportunities/threats) analysis and/or list of current sources of state funding (descriptions of how it's been communicated to constituents, politicians, directors, etc.) and a list of specific challenges/barriers that have been overcome or are currently preventing states from contributing to Canadian projects, and identify opportunities for states to designate time for discussions on funding successes and challenges.

7.2 Develop a business case for the investment of limited funding to partnerships that leverage funding and cause a greater conservation impact.

7.3 Develop a detailed description of how state duck stamp funds are used to support state contributions to habitat program work in Canada.

7.4 Document and summarize state sourced federal funds that could replace agency funding dedicated to state contributions to Canada.

7.5 Develop a template agreement that would facilitate the speedy disposition of year-end funding remaining at a state agency to take advantage of funds that may be reverted if not spent.

7.6 Identify and list corporate supporters, state-based foundations, or similar organizations that could contribute additional funding or allow for funds to run through them to the state contributions to Canada program (i.e., AFWA, WAFWA) [Note: identify any administrative issues/fees as part of this process; need to ensure that results are additive to current contributions].

7.7 Develop a list of all mitigation and fine revenues that state agencies receive that have a connection to migratory birds and wetlands; for new fines, ask judges to direct payments to a dedicated fund for contributions to Canadian projects.

7.8 Explore development of a sample online donation process for states to implement; allowing states to create a pool of dedicated funds that can be directed to the breeding grounds [Note: must result in additive contribution to current actions].

Key Element 8:
Legislative changes

Some states have legislative mechanisms in place that allow or facilitate state revenue to be invested in the breeding grounds outside state boundaries and in support of continental objectives. Actions in Key Element 8 will provide examples of such methods and the rationale used by states to help overcome any barriers to sending funds to Canada.

Actions:

8.1 Document the legislative approaches that have been used to overcome barriers to: (1) generate revenue that can be used for this purpose; (2) permit funds to be used out of state; (3) permit funds to be used out-of-country; (4) tap into non-traditional sources. Use this information to develop model language that could be used or easily modified.

8.2 Assist states with existing legislation to bolster or maintain the effectiveness of the legislation to restore or protect the breeding grounds.

8.3 Assess opportunities and assist states to use existing legislation or create new legislation for a Duck Stamp or Conservation Stamp program with a

portion of the revenues directed toward the breeding grounds in Canada.

Key Element 9:
Breeding ground visits

There is a broad diversity of people involved in the partnerships that support conservation on the breeding grounds. However, many people have never seen the Canadian waterfowl breeding habitat and certainly have a limited context within which to understand the conservation challenges in Canada. Providing on-the-ground tours of the breeding grounds for key state officials and other contributing U.S. partners, hosted by Canadian partners who work in the landscapes, demonstrate the habitat needs and achievements with an unparalleled level of understanding.

Actions within this key element will engage more Canadian partners and encourage them to work more actively with state agencies to coordinate tours. The actions will identify opportunities to incorporate habitat tours into meetings hosted in Canada and schedule tours for state flyway representatives attending these types of events. Materials will be developed that can be used to solicit interest in attending a tour or to solicit corporate funding to support a tour where states are hindered by internal travel restrictions. In order to maximize the effectiveness of the learning experience, an analysis of the types of tours will be undertaken to best match the audience and their desired experience. A strategic approach to breeding ground tours will better demonstrate the habitat needs and achievements in Canada.

Actions:

9.1 Canadian agencies need to develop a list of partners to engage, including NAWCC (Canada) members, to participate and facilitate in breeding ground visits.

9.2 State agencies will be encouraged to take a more active role in organizing Canadian visits by encouraging commissioners, directors, and working with Canadian partners to plan visits.

9.3 Develop a high-quality PowerPoint or video that simulates a breeding ground visit experience to encourage state agency commissioners, staff and other influential state representatives to attend a breeding ground visit.

9.4 Develop a list of opportunities when Canadian partners are hosting meetings to incorporate habitat tours of projects funded by state partners (i.e., Central Flyway meeting in Alberta in 2012, which will have tours)

9.5 Complete a SWOT analysis for spring vs. fall tours to clarify the values and limitations of each.

9.6 Create a schedule of flyway workshops that will engage the technical waterfowl staff and flyway council members and inform them about Canadian breeding ground activities.

9.7 Develop a template that can be used to solicit corporate funding to provide a "scholarship" to offset the costs of a state sending staff and commissioners to a tour in Canada.

Key Element 10:
Effective partnerships

Like the NAWMP and NAWCA, this program is founded upon partnerships, and its past and future success has been, and will continue to be, dependent upon the effective collaboration of the many partners who collectively work on behalf of the achievement of AFWA's goal of providing U.S. non-federal match for NAWCA funding of Canadian projects. Action items under Key Element 10 will focus on building upon the benefits of diverse, active partnerships, particular at the state level, to maintain and build support for state contributions for the conservation of habitat for waterfowl and non-game birds in Canada. The key partners and spokespeople in each state will be identified and those partnerships will be

actively cultivated and supported, and they will in turn be responsible for reaching out to others to diversify and broaden the partnerships. Tools, such as key message documents and templates that support and enhance planning at the state level, will be developed for the use of the program's "champions" and spokespeople within each state.

Actions:

10.1 Create and maintain program champions within each state or state agency (game and non-game).

10.2 State agency staff, commissioners, etc., that participate in 'breeding ground visits' should be recruited to become advocates to neighboring states and encourage their participation in the program and future visits.

10.3 Develop a template for state agencies to create an action plan for their respective states; make resources/ideas available to them, perhaps through the AFWA web site for the Waterfowl Working Group (see below for specific ideas).

10.4 Develop a detailed list of other conservation partners in the U.S. (e.g., The Nature Conservancy) to partner with on projects in Canada to help them meet their goals to conserve other (non-game) migratory species. Use the list to focus the engagement of these partners and encourage them to contribute to state agency goals for contributions to Canadian projects.

10.5 Develop a partnership key message document that clarifies the importance of all partners and identifies the common value and benefits to participation.

10.6 Establish / expand the "Speaker's Bureau" of well-informed and articulate individuals who are available to come to commission meetings, legislative hearings, etc., to support a state's efforts to explain and help "sell" the program. (Individuals could include AFWA and DU staff involved with the program, and state agency staff from states already contributing to Canadian projects – state champions)

Appendices

Action Plan Matrices Identifying Priorities, Partners, Audiences, and Impacts/Outcomes

Table A: Information

	Urgency*	Priorities			Principal Partners										Audiences									Desired Impact / Outcome								
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
1. Links to habitat JV plans																																	
1.1 - Develop harvest/bird derivation maps for each state	■	●				●		●	●			●				●		●		●	●		●	●				●	●	●		●		
1.2 - Develop support and engage Canadian JV partners and improve reporting of breeding ground accomplishments	■	●	●	●	●	●				●									●									●					●	
1.3 - Align all proposals and reports with JV goals, habitat deficits and reference habitat accomplishments	■	●	●	●		●		●			●								●	●			●	●				●					●	
1.4 - Identify and distribute new/existing summary report on Canadian accomplishments	■	●				●			●									●		●			●	●				●		●				
1.5 - Inform state agencies/ commissions/ hunters how funds are targeted to address waterfowl habitat needs in important landscapes	■		●			●		●			●									●	●		●	●		●	●	●						
2. Recognition of project benefits																																	
2.1 - Compile information on birding efforts focused on waterfowl and other wetland-associated species	■	●								●				●			●						●	●				●						
2.2 - Publicize importance of breeding habitat in Canada to the life cycle needs of species; document connections of NAWCA breeding, migration, wintering projects	■	●	●	●			●	●			●									●			●	●			●	●		●				
2.3 - Document and publicize the continental benefits of the ecological goods and services related to waterfowl habitat conservation	■	●	●	●				●	●														●	●			●	●						
2.4 - Document the connection between wetland habitat in Canada and non-game migratory birds, and benefits derived through birder activities	■	●						●	●		●			●		●	●							●				●						

*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

(continued)

	Urgency*	Priorities			Principal Partners											Audiences									Desired Impact / Outcome									
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
3. Reporting conservation & economic value																																	
3.1 - Publicize the conservation value of leveraging funds through state contributions to Canadian projects	■	●				●		●			●							●			●		●	●			●						
3.2 - Correlate band recovery/harvest information to economic benefit or data/ information regarding duck hunting and birders	■	●												●	●			●			●	●	●	●				●		●			
3.3 - Document the relative cost of conservation in Canada is lower than in the U.S. and relate to biological importance of waterfowl conservation	■	●				●		●			●							●			●		●	●				●		●			
3.4 - Compile and publish statistics and information on economic activity associated with waterfowl hunting and viewing	■	●	●							●				●	●							●	●	●		●	●				●		
3.5 - Draw parallels, in economic terms, between funds contributed to projects in Canada and funds invested in NAWCA projects in contributing states	■	●				●	●				●	●		●									●	●			●				●		

*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

(continued)

Table B: Outreach & Communication

	Urgency*	Priorities			Principal Partners											Audiences										Desired Impact / Outcome									
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
4. Increased awareness of NAWMP/NAWCA																																		
4.1 - Develop and distribute information package about state contributions to Canada to educate agency management and staff	■	●				●		●															●	●		●	●							
4.2 - Develop and distribute to states a one-page briefing on state contributions to Canada for directors to communicate with commissioners/ governor	■	●				●		●						●				●				●		●				●		●				
4.3 - Publicize the importance of NAWCA to habitat projects in the states and Canada and their contribution to migratory bird initiatives and economic benefits to states	■	●				●	●															●							●					
4.4 - Prepare descriptions of Canadian project success stories to highlight benefits of investments for hunters, states, the U.S. public and publicize in each state	■	●			●	●		●			●							●		●	●	●						●		●				
4.5 - Develop graphics of waterfowl and other important wetland species' breeding habitat in Canada and relate to wintering habitats in the U.S.	■	●						●			●	●	●					●				●	●					●						
4.6 - Prepare communication products for birders; involve non-game tech reps or prepare sample for them to follow in each state	■	●			●				●					●			●						●					●						

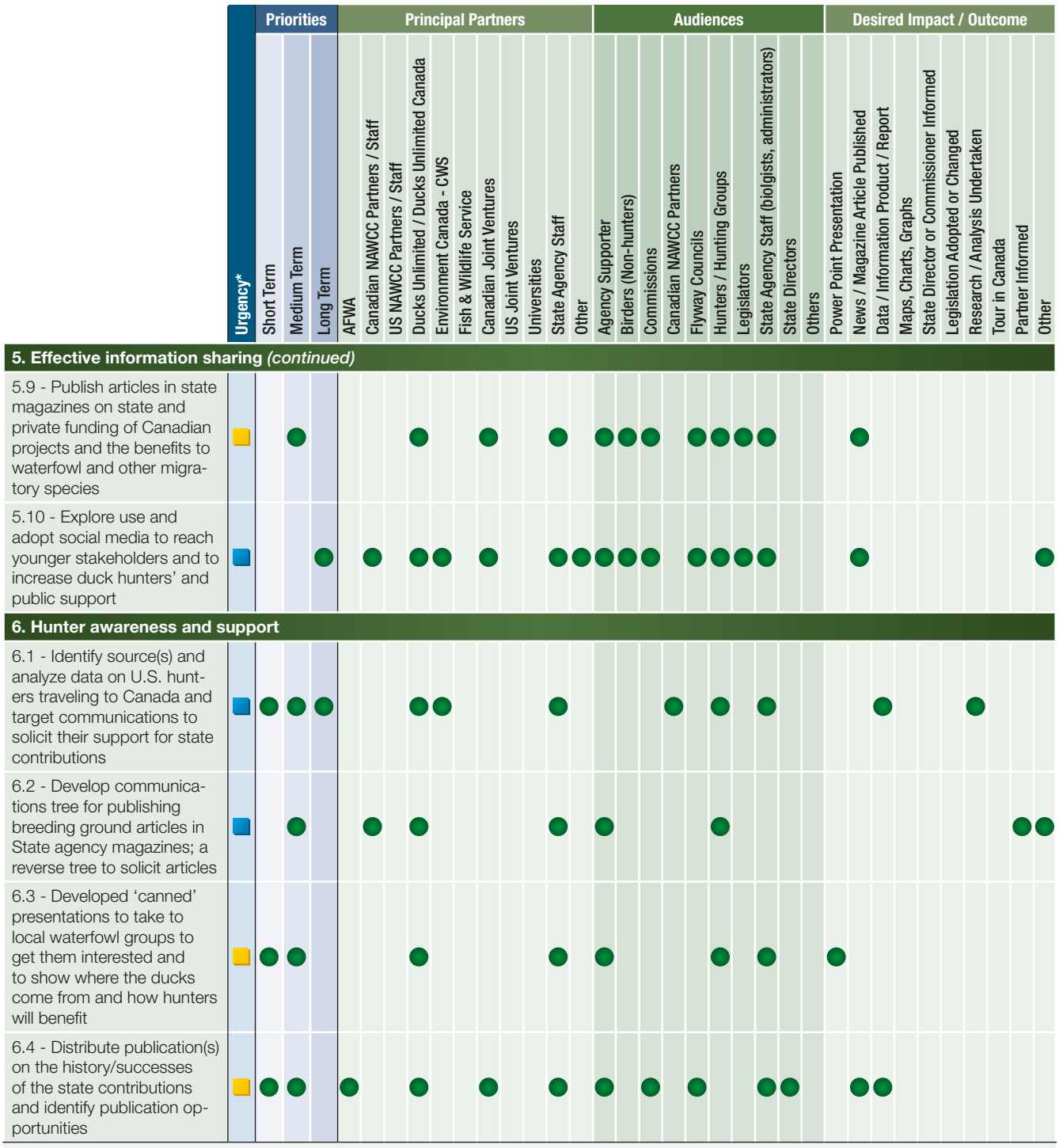
*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

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	Urgency*	Priorities			Principal Partners											Audiences									Desired Impact / Outcome									
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biologists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
5. Effective information sharing																																	
5.1 - Compose brief history of state contributions to Canada and use to develop PowerPoint; also PPT slides to highlight successful projects	■	●			●			●										●		●			●	●		●	●						
5.2 - Convey urgency for states to invest in breeding ground/wintering ground habitat due to rampant loss of habitat and need to protect it	■	●				●		●			●					●	●	●		●	●	●	●	●					●				
5.3 - Provide program level annual report to all State directors at all AFWA annual meetings; identify targets for next period	■	●	●	●	●															●			●	●		●	●						
5.4 - Develop list of state waterfowl and birding organizations to target for communications about state contributions and Canadian projects	■	●			●	●		●								●	●	●		●			●	●				●					
5.5 - Host meetings between (new) state directors, DU regional director, and NAWMP/NAWCA program contact - involve champion from the agency	■	●	●	●				●						●				●						●					●				
5.6 - Collaborate with Outdoor Writers Association and present success stories to them	■	●	●					●			●			●		●					●		●	●		●							●
5.7 - Engage game and non-game tech section representatives to communicate messages "up" within state agencies (also see C.10.1)	■	●	●					●	●	●				●						●			●	●									●
5.8 - Publish articles in state magazines to highlight NAWCA projects in Canada; include linkages between DU projects in U.S. and Canada	■		●					●			●			●		●	●	●		●	●	●	●				●						

*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

(continued)



*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

(continued)

Table C: State Actions

	Urgency*	Priorities			Principal Partners											Audiences										Desired Impact / Outcome									
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
7. Innovative funding sources																																		
7.1 - Develop SWOT of methods of securing State funding and list of barriers preventing state contributions	🟡	●			●			●						●				●					●	●				●			●			
7.2 - Develop business case for investment of funds through leveraged partnerships	🟡	●			●			●															●	●				●						
7.3 - Develop detailed description of how state duck stamp is used to support contributions to Canadian projects	🟡	●				●	●											●		●			●	●				●						
7.4 - Document state sourced federal funds that could replace agency funding for Canadian projects	🟡	●						●		●				●									●	●				●			●			
7.5 - Develop template agreement to facilitate disposition of funds available funds at State agency's year end	🟡	●						●						●									●	●				●						
7.6 - Identify corporate supporters, foundations, etc., that could contribute through State agencies to Canadian projects	🔵	●						●						●	●	●									●								●	
7.7 - Develop list of mitigation and fine revenues within state agency that have connection to migratory birds	🟡		●	●										●	●								●								●			
7.8 - Develop sample online donation process for States to implement for creation of dedicated funds for Canadian projects	🟡			●				●						●			●				●													●

*** Legend:** *(High-red 🟥; Med-yellow 🟨; Low-blue 🟦)*

(continued)

	Urgency*	Priorities			Principal Partners											Audiences									Desired Impact / Outcome									
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
8. Legislative changes																																	
8.1 - Document the legislative approaches that have been used to overcome barriers to: generate revenue; transfer funds out-of-state; transfer funds out-of-country; and other non-traditional funding sources	🟡	●			●			●						●									●					●		●			
8.2 - Assist states with existing legislation to bolster or maintain the effectiveness of the legislation to restore or protect the breeding grounds	🟡	●	●		●			●						●									●					●		●			
8.3 - Assess opportunities & assist states to use existing legislation or create new legislation for a Duck Stamp with a portion of the revenues directed toward the breeding grounds in Canada	🔵	●	●	●	●			●						●									●					●		●			
9. Breeding ground visits																																	
9.1 - Canadian agencies develop list of partners to engage for hosting breeding ground visits	🔴	●				●		●			●								●													●	
9.2 - State agencies take more active role in organizing Canadian visits by encouraging Commissioners, Directors, and working with Canadian partners	🟡	●						●						●				●				●	●								●	●	
9.3 - Develop PowerPoint or video to simulate a breeding ground visit and encourage state officials to visit in person	🟡	●				●		●	●								●	●			●	●	●	●		●							
9.4 - Develop list of opportunities to incorporate breeding ground tours when Canadians hosting other meetings involving state agency personal	🟡	●	●	●		●		●	●		●			●				●	●				●	●				●			●		

*** Legend:** *(High-red 🔴; Med-yellow 🟡; Low-blue 🔵)*

(continued)

	Urgency*	Priorities			Principal Partners											Audiences									Desired Impact / Outcome								
		Short Term	Medium Term	Long Term	AFWA	Canadian NAWCC Partners / Staff	US NAWCC Partners / Staff	Ducks Unlimited / Ducks Unlimited Canada	Environment Canada - CWS	Fish & Wildlife Service	Canadian Joint Ventures	US Joint Ventures	Universities	State Agency Staff	Other	Agency Supporter	Birders (Non-hunters)	Commissions	Canadian NAWCC Partners	Flyway Councils	Hunters / Hunting Groups	Legislators	State Agency Staff (biolgists, administrators)	State Directors	Others	Power Point Presentation	News / Magazine Article Published	Data / Information Product / Report	Maps, Charts, Graphs	State Director or Commissioner Informed	Legislation Adopted or Changed	Research / Analysis Undertaken	Tour in Canada	Partner Informed	Other
9. Breeding ground visits *(continued)*																																	
9.5 - Complete SWOT for spring versus fall tours to clarify value/limitations of each option	■		●			●		●							●					●			●	●			●			●		
9.6 - Create a schedule of Flyway workshops to engage technical waterfowl staff and Council members	■		●					●	●											●			●	●								●
9.7 - Develop template to solicit corporate funding for "sponsorships" for sending state staff and Commissioners to Canada	■		●					●						●		●								●			●					●
10. Effective partnerships																																	
10.1 - Create and maintain program champion within each state agency	■	●				●	●	●						●									●									●	●
10.2 - State agency staff, commissioners that visit breeding grounds become advocates for others to visit	■	●												●				●					●	●					●				
10.3 - Develop template for State agencies to create their own action plan and make resources available to them	■	●			●			●						●									●	●								●
10.4 - Develop list of US conservation partners to collaborate with on Canadian projects for non-game migratory species and engage partners projects in Canada	■		●				●			●				●									●	●			●					●
10.5 - Develop partnership key message document to clarify importance of all partners and identify common values and benefits to participation	■		●		●			●															●	●			●					
10.6 - Develop/expand speakers' bureau to attend Commission meetings, legislative hearings, and other key events to support State agency efforts and "sell" program	■		●	●	●	●	●	●	●		●			●	●							●	●	●								●

*** Legend:** *(High-red ■; Med-yellow ■; Low-blue ■)*

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