



**City of  
Edmonton**

# **Land Trust Proposal Integrated Consultation Report**

February 15, 2006

**DRAFT FOR DISCUSSION**

**STRATEGIC COMMUNICATION SOLUTIONS**

**Suite 100, 10426 81 Avenue, Edmonton, Alberta Phone (780) 431-9551**

The DAGNY Partnership is the operating division of 1124163 Alberta Ltd.

## TABLE OF CONTENTS

<b>INTRODUCTION</b>	Page 2	<b>APPROACH RECOMMENDED BALANCES CONTROL, ACCOUNTABILITY AND COMMUNITY OWNERSHIP</b>	Page 12
		<b>ORGANIZATIONAL MISSION AND PURPOSE</b>	
<b>CONSULTATION PROCESS</b>	Page 3	<b>PRINCIPLES UNDERPIN APPROACH</b>	Page 13
<b>ENVIRONMENTAL SCAN</b> UNDERSTANDING GLOBAL, NATIONAL, PROVINCIAL CONTEXT	Page 4	<b>REGIONAL OR LOCAL MANDATE</b>	Page 13
<b>EDMONTONIANS' ATTITUDES ALIGN WITH BROADER TRENDS</b>	Page 6	<b>CORPORATE STRUCTURE AND GOVERNANCE</b>	Page 14
<b>LOCAL STAKEHOLDERS CHAMPION CONSERVATION CAUSE</b>	Page 7	<b>BOARD SIZE AND COMPOSITION</b>	Page 16
<b>STAKEHOLDERS AND PUBLIC AGREE ON OUTCOMES BUT DIFFER IN MOTIVATION</b>	Page 7	<b>MOVING IDEAS FORWARD – STEPS AND SUPPORT</b> FUNDING RELATED ISSUES – PUBLIC SUPPORTS PUBLIC FUNDING	Page 18
<b>CONSULTATIONS PROBE CURRENT ATTITUDES</b> PUBLIC ATTITUDES TOWARDS CONSERVATION CONSISTENT WITH EARLY RESEARCH	Page 9	<b>FUNDING AND SUPPORT POTENTIAL FOR OTHER SOURCES</b>	Page 19
<b>SUPPORT FOR LAND TRUST CONSISTENT</b>	Page 9	<b>OTHER ORDERS OF GOVERNMENT FUNDING</b> FUTURE FINANCIAL SUSTAINABILITY	Page 20 Page 20
<b>STAKEHOLDERS EXPRESS CONSENSUS ON MOST ISSUES – CITY'S ROLE PRIMARY DIFFERENCE</b>	Page 10	<b>LOCAL ORGANIZATIONS OFFER LINKS, EXPERTISE AND PROMOTIONAL SUPPORT</b>	Page 21
<b>CONSENSUS AROUND ISSUES RELATING TO THE LAND TRUST CONTROL AND STRUCTURE</b>	Page 11	<b>CONCLUSION</b>	Page 22
		<b>APPENDIX</b>	Page 23

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## INTRODUCTION

Over the past decade there has been significant discussion and several substantive reports completed that relate to the location, condition and numbers of significantly important natural sites both within the river valley and located on the table lands.

The river valley lands enjoy a degree of protection through the river valley bylaw and as a result of the ever-vigilant public scrutiny that occurs when any changes to this prized asset are proposed. However, the table lands present a different and more pressing challenge.

In some cases the lands are not perceived as appealing as the river valley and ravine systems and the location of many of the sites place them under ever-increasing development pressure.

When the pace of development was modest this threat was not as significant. Over the past several years with record housing starts, some of the sites have been lost and many more are under development threat.

Resulting from the Westworth Report on Natural Area Conservation in 2000, the City reviewed the concept of developing a land trust. The initial direction to the civic administration was to encourage a community organization rather than the City of Edmonton to take on the leadership role.

Other centres have done this. In the case of Calgary, their urban/rural land trust – The Western Sky – was kick started two years ago by Parks Foundation Calgary, who provided staff, office support, capacity building and legitimacy to the start-up operations.

In Edmonton, while there are several groups who have interest and support the concept there isn't any one group that has the capacity to lead the initiative.

The absence of a lead agency has not curtailed the dialogue on the issue. The City's Natural Areas Advisory Committee (NAAC), established as a result of the Westworth report and with broad stakeholder representation, has continued to press for the establishment of an urban land trust.

Various submissions to the City from NAAC and others have highlighted the ecological, environmental and urban planning benefits that can be achieved through the conservation of natural spaces.

In the absence of other proposals, the Office of Natural Area Conservation brought forward a proposal, endorsed by the Natural Areas Advisory Committee and its member organizations, to City Council in July 2005.

The proposal was to create and support a new not-for-profit entity that would act as an independent land trust for Edmonton.

When the proposal came forward to City Council, several concerns were raised by a couple of the stakeholder organizations and interested individuals.

In light of these, Council directed the Administration to enhance their consultation activities and to review, revise as appropriate and bring back a report in April 2006.

The following report reflects the results of the recent consultation process and provides recommendations based on the consultant team's understanding of the issues and supported solution.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CONSULTATION PROCESS (cont.)

In December 2005, The DAGNY Partnership was contracted to develop and implement a consultation plan to assist the civic administration in the development of a revised proposal.

The consultant team was given approximately six weeks to complete the task.

The approved approach integrates the following three perspectives:

- Environmental and land use interests
- Selected funders and other major influencers or potential partners
- General public – taxpayers

The consultant team undertook the following four tasks:

- Full day workshop with 15 stakeholder representatives from 14 different organizations. Several additional stakeholders who could not attend agreed to provide written input around the key discussion questions
- Four randomly selected focus groups of the general public with residents from all four quarters of the city
- Review of existing publicly available, public attitude research on related topics – local, national and international
- Selection of interviews with funders, influencers and the current Executive Director of Western Sky Land Trust

The thrust of the stakeholder consultation activity was to build from the various reports, studies and submissions provided to date and to identify new solutions to those areas of disagreement.

The thrust of the public attitude research was to enhance the understanding of the level of public awareness related to this issue and to assess the level of support or opposition for the development of a land trust designed to preserve, conserve, protect and/or restore natural sites.

Both the public and the stakeholders were probed to identify the role and level of support – if any – that the City should consider.

The research review was designed to assess if the qualitative input from focus groups varied from any



other more quantitative work done recently and how these attitudes aligned with broader national and international public attitude trends.

The interviews were designed to probe areas where there might be support, capacity building assistance and/or first-hand experience that could be drawn upon.

The consultant team reviewed and integrated the input gathered into a cohesive view of the issues, opportunities, solutions and support.

Any significant differences of opinion between groups of stakeholders, public and/or funders have been noted.

The consultation approach was designed to create a cohesive picture of the concept and to probe and develop the parameters and conditions that need to be in place to garner broad stakeholder, funder and public support. It was designed to develop a solid proposal to guide the implementation phase and provide parameters through which organizations can assess support or participation.

Through the process there was a far greater degree of concurrence than disagreement. The report strives to capture the trends and solutions supported across various stakeholders and publics and may not address or capture every individual nuance or personal preference.

Any absence of an issue or perspective simply reflects that it did not emerge with others and was very focused to one individual.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## ENVIRONMENTAL SCAN

### UNDERSTANDING GLOBAL, NATIONAL, PROVINCIAL CONTEXT

When forging forward on a new endeavor an important consideration is the current community and political environment that this initiative will operate within.

Tracking and understanding the long-term trends can assist organizations to best capitalize on public and private support.

While the underlying premise of this study was not 'whether a land trust is a good idea' but 'how might it be designed to effectively garner needed support,' the consultant team felt that a re-review of current data may provide additional insights that would support the City in its deliberations.

The results of this review indicated that Edmontonians' attitudes that were gathered in recent research work (Urban Parks Master Plan and Terwillegar Park Consultation Program) were aligned with provincial, national and international trends.

Globsecan found in a 20-country poll released at the IUCN World Conservation Congress in November 2005 that 94% of Canadians agreed that 'experiencing nature and wildlife is one of the best experiences that they could have.'

While Canadian respondents ranked this the highest of all countries polled many other countries came in at 90% levels of support.

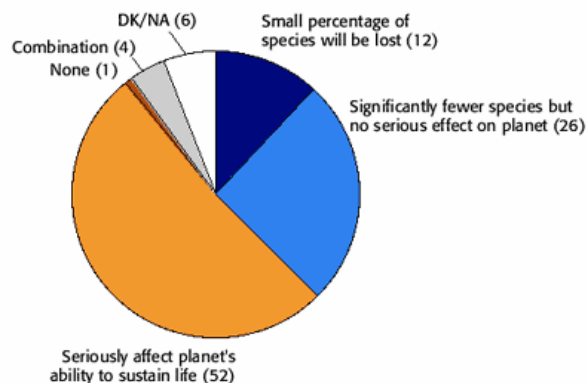
Other measured values reinforced Canadians' view that a strong personal connection to nature offers a 'special spiritual quality' that enhances their lives.

The study also probed attitudes around the impacts of species loss and the perceived ability to change or influence the current threats to species and habitat loss.

The following two charts note the results of the survey and highlight significant public understanding and concern over the issue.

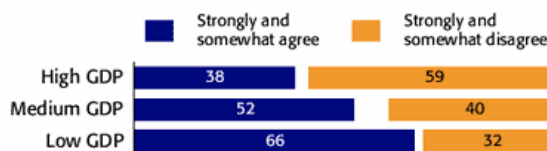
#### Result if No Action Is Taken to Reduce Species Loss Over Next 20 Years

Average of 20 Countries Surveyed, 2004



#### Individuals Can Do Little about Current Threat to Species and Habitat

"Agree" vs "Disagree," by GDP per Capita, 2004



An important distinction in this data was the marked difference between Canadians and our neighbours to the south. Nationally, 56% of Canadian respondents said a loss of species diversity was a threat to the planet's survival vs. only 40% of Americans.

David Boyd noted in his work "Unnatural Law: Rethinking Canadian Environmental Law and Policy" that Angus Reid's polling in the late '90s identified that Canada's natural heritage is an important defining feature of our national character.

Similarly to the Globalsecan poll, David Boyd references Angus Reid's 1997 poll "A Border Within" as finding that 98% of Canadians viewed nature in all its variety as essential to human survival.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## ENVIRONMENTAL SCAN (cont.)

### UNDERSTANDING THE CONTEXT (cont.)

While nature may be something that we cherish, enjoy and value its contribution, it often comes down to how this issue stacks up against other public priorities.

In 2005, as a support for the development of the federal budget, Leger Marketing probed the importance of the top 9 issues facing Canadians

While 16% of those polled ranked environmental issues as either number one or two priority for the federal government, the overall ranking was fourth after health, poverty, jobs and unemployment.

This trend is consistent when compared to other national data from earlier years.

When viewed from a provincial priority, national data indicates that the public ranks this behind the four national issues noted above and post secondary education.

As the issues are explored, a majority of Canadians (74%) and Albertans (69%) supported increased funding to support environmental policies.

This re-affirms earlier work done in 2002 that indicates that 6 out of 10 Canadians supported the use of their tax dollars for ensuring that natural heritage is protected for future generations.

The 2005 Canadian Values study highlighted the strength of the commitment to the natural heritage. This study found that 57% of Canadians agreed that 'protecting the environment is more important than creating jobs.'

While some may question that our current buoyant economy and strong job market presents a backdrop that encourages people to be more altruistic, it also re-enforces that as the primary 'need issues' are more adequately addressed, public support focuses on issues that impact quality of life and the legacy that they will leave for their children.

An important consideration in this discussion is that nature is not an abstract factor for many Canadians, especially in Western Canada. Compared to many in the developed world, many of our citizens live in close proximity to some degree of nature.

While Canada's natural heritage is an important defining feature of our national culture, nature also provides a valued backdrop for many preferred recreational pursuits – especially in Alberta.

The 1996 "Environment Canada Survey on the Importance of Nature to Canadians" noted Albertans have the highest participation rate (89%) of any province in nature-related recreational activities.

Activities such as relaxing in an outdoor setting and sightseeing (wildlife viewing) in natural areas top the list of outdoor activities with approximately 40% of Albertans noting participation.

While this data notes a slight bias towards rural Albertans having a higher participation rate in 'residential wildlife viewing,' the growing trend of urbanization may result in more rural transplants looking to keep some of the 'quieter and gentler' aspects of nature close to home within the urban context.

In addition, the data indicates a bias towards a demographic profile of people with post-secondary education, above average income and aged 25 – 44 years.

As Edmonton strives to attract and grow a strong knowledge-based economy, having a natural network within the city may be an attractive attribute.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## ENVIRONMENTAL SCAN (cont.)

### EDMONTONIANS' ATTITUDES ALIGN WITH BROADER TRENDS

Local research completed over the past several years confirms that the broader global and national trends are consistent with attitudes of Edmontonians.

The river valley park and natural network is consistently identified as the 'defining feature' of the city and is prized by residents regardless of their proximity or active use of it.

Leisure trends note an increase of passive unstructured recreational pursuits in addition to the traditional sports and playground needs.

More Edmontonians value and use the park system as a low-cost amenity that supports a healthier lifestyle. They actively support the development and expansion of it, particularly the trail network.

In a review of the Edmonton Recreation and Leisure Survey 2002, the more recently completed 2004 Urban Parks Master Plan Survey and the Terwillegar Park Citizen Survey 2005 the support has increased for unstructured activities in natural settings such as the river valley or a Terwillegar Park type setting.

Interest and/or participation rates in low impact activities such as walking, wildlife viewing and nature appreciation-related activities have risen significantly from the 2002 survey. In addition public support for more trails and natural areas outside the river valley has increased.

Residents see green spaces providing a visual break in the built environment and contributing to creating a more appealing community.

Spaces that are left in a natural or near-natural state offering the opportunity for low impact enjoyment at a 'near to home' location are growing in popularity.

The ability to access these spaces close to home offers a ready escape from the pace and pressures of a busy urban lifestyle and enhances the casual learning opportunities about our natural heritage.

While many Edmontonians use and appreciate the river valley, more and more Edmontonians are living a significant distance from it.

As the City grows towards its outer boundaries, more and more residents do not have easy access to Edmonton's prime natural area. This could in part be contributing the growing support for the creation or preservation of other natural sites around the City.

Residents expressed support for both and small areas. The large areas are seen to be able to sustain an ecosystem, while the smaller, defined natural areas distributed in the newer areas of Edmonton offer closer-to-home access to more modest wetlands, tree stands or grassland habitat.

Residents recognized the need for effective environmental management to ensure that the natural sites can continue to support their unique habitats, flora, fauna and resident wildlife.

However they also feel that within the urban environment these spaces need to have some accessibility for low impact recreation, education or potentially research activities.

While most appreciated that access can threaten conservation efforts, the strong public feeling was that 'defined, managed, low impact access' is a key ingredient for public support – especially if public funds are to be used.

The research indicated that the greater the awareness of the environmental benefits that nature contributes to the planet's health, the greater support for the conservation, preservation, protection and restoration of natural areas.

Responsible public exposure and education of the benefits available through these sites may be the most powerful long-term conservation tool.

While conservation of the land may be the primary objective, public education consistently enhances support which is key to long-term sustainability of any land conservation efforts.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## ENVIRONMENTAL SCAN (cont.)

### EDMONTONIANS' ATTITUDES (cont.)

Overall, past research indicates that the public sees natural sites as a tool to enhance the quality of life for residents, offering an accommodation to other species and contributing to a healthier community.

While the support and advantages far outweighed the disadvantages, residents indicated some concerns over:

- effective management of the lands to ensure their integrity is maintained,
- potential impacts on safety and security to adjacent areas including fire threats and the ability to offer a 'safe haven' for negative activities,
- safety around wetlands,
- impact of bugs and rodents on adjacent properties,
- potential increased housing costs if costs are borne by the developer, and
- the financial requirements that would be needed to purchase land within an urban municipality and any significant impacts on property taxes to support this.

While the reviewed studies indicate that Edmontonians support additional natural areas being set aside, it is also important to recognize that many Edmontonians feel that we currently are blessed with a lot of green space – both groomed and natural.

The recurring theme that continues to emerge is that if we don't protect it now, we will have no choice later.



## LOCAL STAKEHOLDERS CHAMPION CONSERVATION CAUSE

The stakeholder community includes a mix of environmental, educational and recreational organizations. With a few exceptions they are small, volunteer-based organizations with limited staff and financial resources.

Most of these organizations, including larger organizations such as Ducks Unlimited, have focused mandates or areas of interest that touch on land conservation but aren't exclusively focused towards it. Some are interested in wetlands, others just the river valley; some are focused on ecological factors while others focus on nature appreciation or education.

Over the years, they have often acted as the community's conscience when development pressures intrude in significant natural areas and were a strong voice to support more proactive conservation activities.

To date, while there has been strong support for enhanced conservation efforts of any kind, no one organization has emerged with the capacity, resources or legitimacy to spearhead a major land conservation program.

## STAKEHOLDERS AND PUBLIC AGREE ON OUTCOMES BUT DIFFER IN MOTIVATION

Often environment or special interest groups find themselves at odds with the general public. A review of the past activities and input would indicate that there is a significant synergy between the desired outcomes of the stakeholder community and the general public.

Both support the conservation of natural areas within the urban boundaries.

However, there are different motivating factors and considerations that impact the design and implementation of a conservation program between these two groups.



## ENVIRONMENTAL SCAN (cont.)

### STAKEHOLDERS/PUBLIC MOTIVATION (cont.)

Most of the stakeholder community appears to be motivated to see the conservation of sites from an environmental and ecological perspective and tend to see 'the less public access - the better.'

Many stakeholders respect that constrained public access is a reality, but tend to see this as an acceptable compromise.

The public support conservation only if there is some 'reasonable and defined' access. While at a very broad level they see these sites as benefiting the health of the planet, in practical terms they support the costs because it provides local access to a natural experience.

The second area of difference relates to the public's view of the City of Edmonton, its role in land conservation and current perceived effectiveness as 'land managers.'

Generally, the stakeholder community feels that the City has not demonstrated enough action and does not have the skills or political will to lead the conservation and protection of natural spaces. There is a feeling that a community group would do it better if they could secure the resources to manage the effort.

On the other hand the public views the City as two distinct groups – the administration and Council.

The civic administration is viewed as having both the capacity and ability to effectively manage lands and a conservation program. The public aligns the needs as similar to natural park management and feels that this is done effectively.

The public also feels that City involvement can bring continuity, accountability and transparency to the process over the long term. The City will be there regardless of the level of volunteer commitment.

However, the public were far more wary of the impact of civic political involvement because of the perceived impacts of the "winds of political change" that ultimately are seen as changing political priorities. Many felt this could have a negative effect on land conservation if under the City's control.



Public participants reflected that for long-term sustainable conservation to succeed it would be best managed at arm's length from the City. This model was supported because it would not be influenced by the day-to-day political, development and financial pressures, which are seen to have a significant influence on municipal political decision-making.

While the general public concurred with stakeholders and supported the development of an independent community-based organization to champion and steward the conservation initiatives, they also felt that in the absence of a well-established organizational mentor, the City's participation could bring the needed credibility.

In addition non-political civic participation is seen to strength assurances that the activities would be open, transparent and have an appropriate degree of accountability.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CONSULTATIONS PROBE CURRENT ATTITUDES

### PUBLIC ATTITUDES TOWARDS CONSERVATION CONSISTENT WITH EARLY RESEARCH

The current phase of public consultation probed both the level of support or opposition towards conservation in general and then specifically around a land trust proposal and structure.

The results of these discussions re-enforced the broader public attitudes gathered in earlier research and are consistent with those shared in the Environmental Scan.

The bottom line for the public was that they expressed very strong support for 'protecting what we have' for residents to enjoy today and ensuring that future generations can enjoy 'pockets of nature' at their doorstep.

The themes and comments were similar to earlier work; however there was a stronger sense of urgency than was observed during the preparation of the Westworth report in 2000.

Rationale for support stated by the majority of the groups included the following:

- more green space and natural landscape creates a more pleasing and less stressful environment,
- protection of habitat for wildlife,
- protection enhances the integrity and quality of our environment – cleaner air and water,
- natural space 'at our doorstep' provides an important outdoor classroom for urban residents, especially children, to learn about and understand the inter-relationship between man and nature,
- preserving biodiversity is important because as we learn more about it we may discover important new linkages to our health and well being.

As noted in the earlier discussion, the current public focus groups strongly supported defined public access to sites, both large and small sites that are distributed around the City, and enhanced 'learning' opportunities that these sites could present.

They also supported a much higher level of public education around environmental conservation-related issues, impacts and benefits.

It is interesting to note that some of the commonly used language such as the term 'conservancy' and 'natural heritage' were not well understood and triggered a wide range of responses.

When 'conservancy' was explained as 'preserving, protecting and restoring sites to a natural state' there was far more clarity around what was being proposed.

Natural heritage evoked interpretations that ranged from heritage building preservation to land conservation.

While most of the participants associated natural spaces with the river valley, there was some awareness in each of the four groups of other areas that had been conserved or where there had been attempts to conserve them.

A common theme emerged from all the groups that the rapid pace of development had significantly impacted the quality of our community to date. Participants felt that given the pace of development if something wasn't done soon natural spaces would all be gone.

There was some awareness and support for initiatives undertaken by developers to integrate natural features into new development; however concerns were expressed that this style of development was the exception rather than the rule.

### SUPPORT FOR LAND TRUST CONSISTENT

The second objective of the public consultation was to test:

- public support for the concept of an independent land trust,
- any preferred hosting organizations that would engender public trust
- the proposed governing structure, and
- the role of the City and level – if any – of civic support for a new independent organization.

The public was also probed as to their unaided perceptions of the local not-for-profit organizations and who they thought would be well suited to lead a land conservation initiative.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CURRENT ATTITUDES (cont.)

### SUPPORT FOR LAND TRUST CONSISTENT (cont.)

Overall there was strong support for the establishment of a land trust.

When probed what lead agency might be seen as a credible host, the response was limited.

Organizations such as Ducks Unlimited and the Nature Conservancy of Canada were the two most commonly named. A few focus group participants added community organizations such as the Kinsmen, Scouts Canada, Mountain Equipment Coop and the Muttart or Winspear Foundations. Others identified selected government departments such as Alberta Fish and Wildlife and Alberta Environment as well as the City of Edmonton as reasonable alternatives.

The general consensus from this discussion supported an independent not-for-profit organization with the credibility to garner public and government support, rather than a government-run entity.

Since there was no obvious host organization there was support to start a new organization drawn from other credible local organizations with credibility, skill and experience to help a fledgling group succeed.

Participants identified the key qualities that they felt were important for this new organization to have:

- Be trustworthy – good stewards of land and money
- A proven track record of environmental management
- The capacity to undertake the initiative over the long term and to stay the course
- An organization that was transparent and accountable to the public and their contributors as well as neighbours of any conserved sites

Results of the discussion on purpose, governance and structure were consistent with others and will be addressed as part of the recommendations.



## STAKEHOLDERS EXPRESS CONSENSUS ON MOST ISSUES – CITY ROLE PRIMARY DIFFERENCE

As noted earlier there has been a substantial amount of discussion and work done by the stakeholder community to review, conceptualize and promote the concept of a land trust. With this in mind, the consultation program with stakeholders was focused towards the questions of purpose, governance, structure, participation and roles.

The stakeholder workshop was designed to build discussion off the work done to date by NAAC, Legacy Lands and the City of Edmonton as well as submissions made by other stakeholders such as UDI and the Environmental Law Centre.

These reports and submissions highlighted researched options, alternatives, best practices and proposed solutions and provided a knowledge base to identify the best-fit solutions.

When completing a side-by-side review of the various documents and an analysis of the stakeholder workshop discussion, it became apparent that there were only a couple of areas of significant disagreement between the City's July 2005 proposal and the stakeholders' perspective.

The two issues were inter-related and related to the role of the City of Edmonton.

The City's July 2005 proposal recommended the City as the only shareholder in a not-for-profit Part 9 Company, based on the premise that it was currently the only financial contributor and this model provided more comprehensive protection of purpose and organizational accountability.

While the report referenced the need and capacity for the organization to broaden the shareholder base during the implementation phase, the City's initial controlling interest raised flags with some of the stakeholder community.

A best practice review, commissioned by the Land Stewardship Centre of Canada, the Legacy Lands Conservation Society and NAAC, indicated that the most successful organizations should have a broader-based community 'ownership' to be successful.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CURRENT ATTITUDES (cont.)

### STAKEHOLDERS ISSUE (cont.)

While civic support was critical to the implementation of the new organization and ongoing cooperation with the City was seen as key, several stakeholders felt that the organization needed to be operated as an independent entity – not a wholly owned subsidiary that the proposed model inferred.

The second aspect of this issue was the role that the City would play to support the implementation of a new organization.

The initial concept saw the civic staff taking the 'catalyst' role to kick start the new organization.

While some stakeholders were not concerned with civic staff participation and saw the value in it, some felt that it positioned the City in too strong a 'leadership' role for the organization.

There was support for participation by civic staff as a part of the initiative but not as the catalyst or host agency for organizational development.

It is important to note that only a few of the stakeholders are seen by their peers to have the environmental stewardship, organizational capacity and proven track record to be seen as credible community alternatives to the City in the 'catalyst' or organizational mentor role.

The two local organizations perceived to have the most significant overall capacity and environmental track record were the Alberta Parks and Recreation Foundation and Ducks Unlimited, while the Land Stewardship Centre had credibility but less current in-house capacity.

The Edmonton Community Foundation (ECF) was also noted as a potential lead for this initiative. Clearly their participation would enhance the credibility of the endeavor, especially from a financial perspective; however the ECF lacks the environmental land management in-house capacity which is seen by all as an important ingredient for success.

Other organizations were perceived as too focused towards specific issues or lacking the organizational capacity, breadth of representation or proven track record needed to establish public credibility.

As noted in the overview of the public attitudes research, there was very low awareness of any of the local environmental organizations that have expressed any interest or support for this initiative. Ducks Unlimited was the only local organization that was referenced as having potential capacity and track record in land conservation albeit focused towards wetland conservation.

None of the focus groups identified any one not-for-profit organization as offering a complete fit and felt that several organizations needed to be brought together to create a credible partnership.

Countering some of the stakeholders' positions, the general public was far more comfortable with the civic administration taking on a catalyst role in the absence of other credible lead organizations.

## CONSENSUS AROUND ISSUES RELATING TO THE LAND TRUST DIRECTION AND STRUCTURE

The balance of the discussion around the purpose, objectives, governance, structure and implementation process was probed with all audiences.

***There was a significant degree of consensus between all publics consulted across all the fundamental elements of governance, accountability and structure.***

Because of this convergence of opinion amongst the various publics consulted, we have summarized the supported direction and noted any minor variations that emerged by topic rather than by public.

It is important to note that based on the consultation completed, the degree of synergy is such that any variations that may have been raised or noted were not 'show stoppers' and would likely be best left for the board of the new organization to address.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## **APPROACH RECOMMENDED BALANCES CONTROL, ACCOUNTABILITY AND COMMUNITY OWNERSHIP**

### **ORGANIZATIONAL MISSION AND PURPOSE**

The mission and purpose of the proposed land trust was probed with all audiences.

The general consensus indicated that the mission and purpose needed to:

- be focused toward 'land preservation/conservation' in the defined area of operations,
- ensure the region's unique habitat and biodiversity survive through the protection, preservation and potential restoration of natural sites,
- offer enhanced benefits to current and future generations.

The stakeholder representatives reviewed the specific mission statements proposed from earlier work. Several very salient points were raised that should be considered at this point.

First of all the purpose should be simple, focused to the primary business of the land trust and should capture the essence of the intent behind 'why you would conserve these lands.'

It should be permissive in tone rather than proscriptive affording the organization needed flexibility.

There was discussion around the inclusion of types of land such as agricultural land or types of benefits such as recreational or educational.

When factoring in the public input, we recommend that these 'qualifiers' be omitted from the stated mission. The current public focus group research indicates that terms such as 'agriculture, cultural heritage, recreation or conservancy' generated various interpretations and muddled the clarity of understanding of the purpose of the land trust and the access or limited access of any protected land.

References to agriculture raised questions that agriculture is seen as an intrusive land use in its own right and countered the concept of 'preservation in its natural state.'

While agricultural land was valued it was not seen as a fundamental part of the urban environment.

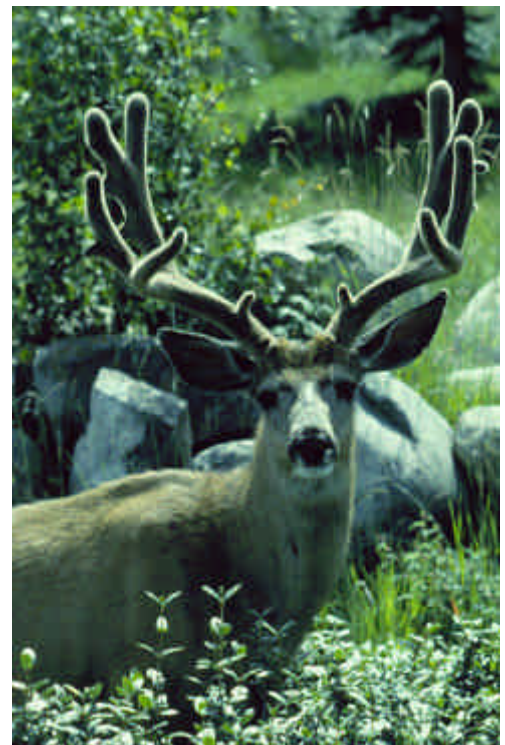
The same issue arose with recreation and cultural heritage and the need to qualify the type of activities that could be included.

For these reasons focusing on 'what is being conserved and the rationale and benefits of conserving it' is key.

Specifics can be incorporated into organization objectives or tied to site-specific projects.

At this stage of development concurrence of the principles behind the mission are important; however as one participant rightly raised, regardless of the work done by others, the formulation of the final mission and principles are clearly a Board responsibility.

From their experience, detailed work done before a Board is formed may be wasted as the Board will inevitably undertake the final task of drafting and approving key organizational statements.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## APPROACH RECOMMENDED (cont.)

### PRINCIPLES UNDERPIN APPROACH

The following five guiding principles emerged from the stakeholder discussions and again are consistent with the principles that the public feels should guide the organization.

1. Land conservation that seeks long-term security using many planning and land conservation tools to achieve the land trust's preservation, conservation and restoration objectives
2. Multi-stakeholder public and/or private collaborative partnership approach – working together with others in a cost effective and productive manner
3. Open, transparent and accountable management
4. Fiscally sustainable – raising funds and securing long-term financial commitments from public and private sources to ensure effective operations and land management requirements
5. Environmental stewardship and conservation based on best-practice approach and may include responsible defined public access to the natural spaces for education and enjoyment

### REGIONAL OR LOCAL MANDATE

An important consideration in scoping the overall purpose of the organization was the question of a local (City of Edmonton) or regional (defined by the outside boundaries of the four surrounding counties).

All publics consulted supported in principle that this independent organization should not be and need not be constrained to operate within the boundaries of the City of Edmonton.

Stakeholders, public and funders felt that the scope of interest should extend into the Greater Edmonton area and include those lands further away from development pressures closer to the urban core.

There are currently several other conserved sites and conservation organizations located in the region that could enhance the new organization by bringing their experience and community connections to the table.

### REGIONAL OR LOCAL MANDATE (cont.)

In addition, having a larger, but still manageable footprint to operate within would be a benefit on several fronts.

- Ecosystems don't respect municipal boundaries and the land trust may want land on both sides of a boundary to achieve a sustainable ecosystem.
- The slightly larger footprint offers the opportunity to secure land at more affordable rates before development is imminent.
- The broader catchment area offers a wider range of organizational support and potential funding sources.

A regional mandate does not mean that it needs political endorsement to operate.

As one of the stakeholders pointed out 'a regional mandate does not mean that we need to have formal approval or endorsement from every local government. As a private organization we can work in any part of the region, with other organizations in the region, and purchase land anywhere in the region if necessary.'

There was consensus that the local municipalities, particularly Edmonton and the surrounding counties, should be invited to participate, encouraged to support the land trust and its activities and informed of the land trust progress and activities.

There are a couple of different ways to ensure a regional perspective is brought to the organization beyond formal municipal representation or endorsement.

- Inviting representation from other regional not-for-profit organizations with cross-over interests.
- Inviting public representatives from different regional jurisdictions.

There is additional discussion on the role of government and other organizations in the following section relating to board structure and governance.

In conclusion, the consensus of all publics consulted is to create a regional mandate and the best practice of land trusts supports this approach.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## APPROACH RECOMMENDED (cont.)

### CORPORATE STRUCTURE AND GOVERNANCE

There was support for both models (Society and Part 9 Company) presented. Both models are used for land trusts elsewhere, can act as a registered charity and have the capacity if structured correctly to address the issues that need to be addressed.

The following issues were raised as being important and should be considered in the final choice for organizational structure:

- Long-term security and protection of the purpose of the trust and any land that it may hold in the future is paramount.
- Modest increased administrative costs or reporting requirements shouldn't drive the decision between a Society or Part 9 Company – protection of the purpose and assets should be the driver.
- Financial contribution should not be linked to governance control, therefore the share or membership structure should not be based on a 'buying in' approach where the more money – the more control.
- A mechanism for interested individuals to actively participate and support the organization should be offered; however protection from 'small group takeovers' needs to be factored into the design.
- The organization should be linked to like-minded organizations that can enhance the credibility, reach and accountability within the community. This is especially important during the formative stages of development.
- The structure should provide for a governance board to guide the organization with the skills, expertise and connections needed for success.
- The Board composition should reflect a wide range of compatible interests, skills and abilities and be large enough to ensure that no one organization or interest controls it.

The Board structure should have the expansion capacity built into the initial structure to support going forward governance requirements

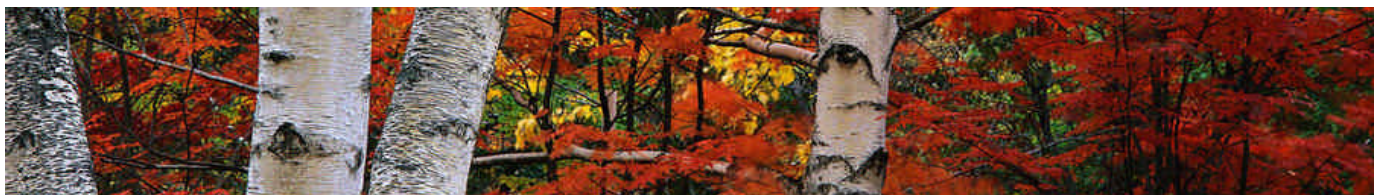
- The Board should use advisory committees to link into technical expertise as needed to supplement the work of the staff in areas of environmental management, fund development, land acquisition and the basics of association management.
- The organization and the Board must operate in a manner that provides an appropriate level of transparency and public accountability especially if public funds are used.
- The structure and purpose of the organization must be eligible for charitable status.

As pointed out in a submission from the Environmental Law Centre, both models can be structured to create an accountable and effective organization.

Input from potential funding organizations again reiterated that either model is satisfactory.

However, one potential funder who was interviewed indicated that he felt the not-for-profit Part 9 Company offered better long-term protection and, given the type and value of future assets, this should be a consideration.

Interestingly enough, this was also the view of the public, although some of the stakeholders leaned to the Society model as the more familiar and simple structure.





# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## APPROACH RECOMMENDED (cont.)

### CORPORATE STRUCTURE (cont.)

#### Recommended Corporate Structural Elements

In reflecting across the input gathered there was stronger support for the not-for-profit Part 9 Company primarily for the reason of long-term security and slightly more rigorous accountability.

To facilitate wider public participation within the organization a public not-for-profit Part 9 option would need to be pursued rather than the simpler private not-for-profit Part 9 Company.

It should be pointed out that no formal legal opinions have been gathered on the two options, nor has a full understanding of the increased complexity and costs involved with the public model been explored.

The results of these legal deliberations may swing the final choice back to the simpler Society Act with some additional governance rigor built into the structure.

Calgary's land trust – the Western Sky -- chose the Society model because of the reduced complexity.

However, their membership isn't completely open and they have implemented an interesting solution to protect against 'member take-over.' They require all membership applications to be approved by their Board. This protects against other interests taking over control of the organization, but clearly isn't an open membership structure inherent in most societies.

A final recommendation around structure is difficult to provide without appropriate legal advice and a better understanding of the final costs involved with the two options. However, it would appear that either not-for-profit option that is eligible for charitable status would be supported if the following key elements are reflected within the corporate solution.



The structure should have:

- two classes of shares or memberships. This would foster broader participation but protect against any one interest gaining control,
- no one organization or individual owning more than one share or membership,
- shares/memberships modestly priced to encourage support. For example the Calgary fee structure is \$500 for corporate or organizational memberships and \$40 for individuals,
- more than 1 shareholder or formal member at start-up,
- the capacity to raise funds through other means beyond shares or memberships. These could include fund raising, donations, sponsorship solicitation etc.,
- a representative-styled governance board. Being a shareholder/member doesn't guarantee a seat on the board,
- flexibility to ensure that as the organization grows and matures it isn't onerous to adjust the governance structure.

The final structure may require a somewhat unique hybrid solution that brings together the best of both not-for-profit models.



## APPROACH RECOMMENDED (cont.)

### CORPORATE STRUCTURE (cont.)

#### BOARD SIZE AND COMPOSITION

The input gathered indicated support for the following type and size of board:

- Board size between 10 and 12 members with growth capacity for up to 15.
- Board members would be established with staggered terms to ensure an orderly injection of new members occurs.
- Board members would be representative of key organizations that would bring credibility, experience and strength to the new organization. The following interests were seen to be potentially represented through Board membership:
  - Current environmental organizations
  - Local land conservation organizations
  - Government
  - Supportive funding foundations
  - Business and in particular the land development industry
  - Nature enthusiasts
  - Professional associations involved in environmental management
  - Educational and research organizations
  - Environmental law
- In addition, there was a lot of interest from the public focus groups and the stakeholder community to create an opportunity for some board representation by members of the public or by those 'passionate individual members' who may want to get involved.
- While the board membership would be structured to represent the identified 'interests,' as with any effective board recruitment, it is important to recruit a blend of personal skills to support effective governance including individuals who can also bring to the table experience in law, accounting, business or association management, real estate and fund development, and marketing.

- Routinely a board is supported by at least two standing committees that provide organizational oversight. These would be an **Audit Committee** and a **Governance Committee** (also responsible for executive staff and Board recruitment).
- The board is supported by professional staff and the staff and Board are supported by **technical advisory committees who bring additional technical expertise** to support the work of the organization. Initially the two most critical areas where advisory committees were seen to be needed were to support the environmental land management and/or acquisition activities and the fund development and organizational marketing needs.
- On a going forward basis when sites are secured, the public focus groups raised the need for a **local neighbourhood advisory committee**. This would ensure open dialogue and stronger community relations with those immediately impacted.

Through the stakeholder engagement process participants shared their specific ideas for organizations that they would like to see represented on the Board.

A full list of the suggestions is included in the Appendix; however the following represent organizations that were raised by multiple representatives. We have grouped them under the interests that they would represent.

#### Current environmental organizations

- North Saskatchewan Watershed Alliance
- Sierra Club

#### Local land conservation organizations

- Ducks Unlimited
- Land Stewardship Centre of Canada
- Legacy Land Trust
- River Valley Alliance
- Any other local land trusts

#### Governments

- City of Edmonton
- Parkland, Strathcona, Sturgeon and Leduc County
- Province of Alberta

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## APPROACH RECOMMENDED (cont.)

### BOARD SIZE AND COMPOSITION (cont.)

#### Supportive funding foundations

- Edmonton Community Foundation

#### Business and in particular the land development industry

- UDI
- Accountant
- Lawyer (general)

#### Nature enthusiasts

- Edmonton Natural History Club

#### Professional associations involved in environmental management

- Federation of Alberta Naturalists

#### Educational and research organizations

- Education / School Board
- University of Alberta

#### Environmental law

- Environmental Law Centre

#### Public at large

- Edmonton Federation of Community Leagues
- General public or member representatives

The stakeholder suggestions to date far exceed the optimum board size. We would suggest that some of the organizations may not wish to participate at the Board level because of other higher priorities.

Three additional suggestions could be considered to ensure breadth of representation and a Board of manageable size.

1. Establish a standing committee and invite representation from any formal land trust or conservation located with the Capital Region to participate. The chair of this standing committee would have a formal Board position.

This would link all the other land trusts and conservation area organizations to the new land trust while still having room on the Board for a wide range of skills and connections.

2. Focus the environmental representation to the organizations directly involved with land conservation, rather than the broader mandated organization.

Invite these organizations to participate on the advisory committees in their areas of interest.

3. Group organizations under the categories and ask each group to nominate board representatives from that particular interest.

The issue around government representation on the Board is a challenging one. On one hand everyone recognizes that a strong working relationship with government is important for success; however on the other hand the best practice research indicates that the organization must operate independently from government and local politics.

In the case of Calgary, they have not required formal Council endorsed support from any of the municipalities in their mandated area, and have no government board members.

They have treated any government financial contributions in the same way that they would any other grant, rather than as an equity contribution that has a degree of organizational ownership.

Calgary was in the fortunate position of having a strong credible hosting foundation to kick start the new organization.

If some of the major agencies listed above come to the table as part of the Board, the new organization may garner the needed credibility without formal leadership from the City of Edmonton.

All the publics consulted supported the need for a regional mandate, but felt it could be achieved through other regional organizations and without providing a direct governance link to the municipalities that the land trust would operate within.

The preferred model would see government as a funding and technical resource and the organization providing the agreed upon accountability for resources granted.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## APPROACH RECOMMENDED (cont.)

### BOARD SIZE AND COMPOSITION (cont.)



Again, government staff and their experience would be seen as a valuable asset to the advisory and working committees and would bolster the perceived organizational competency and capacity.

This could be a similar role that any major corporate contributor could play.

In this way the organization would deal with all its funding in a consistent manner and remain true to the principles that organizational governance and financial contribution are not linked.

## MOVING IDEAS FORWARD – STEPS AND SUPPORT

Moving from talk to action on this file has been a challenge. To date many have supported the concept in principle but there hasn't been the convergence of organizations, political will and resources to move the concept to reality.

With development escalating, more public support for natural green spaces and a rosy economic future the current conditions to support a new conservation initiative appear to be in place.

The work done to date as well as the best practice review highlights the need for incremental operational resources to support the formal incorporation of the land trust, development and implementation of the Board and the establishment of the overall administrative infrastructure.

## MOVING IDEAS FORWARD – STEPS AND SUPPORT

Three key elements around implementation were probed and are critical to moving forward.

- Start-up funding
- Community and stakeholder support – what support is willing to come to the table?
- Implementation structure – who leads and for how long?

## FUNDING-RELATED ISSUES – PUBLIC SUPPORTS CIVIC FUNDING

The City's July 2005 proposal recommended seed funding to support the first three years of operation of an independent land trust of \$275,000 per year.

The budget will fund basic stand-alone administrative operations including rent and office operations, a professional and support staff and some consulting resources to support environmental assessment, legal and accounting needs, marketing, communications and/or community outreach activities. It also has a modest amount of room considering current inflationary pressures.

This funding is not out of line with other similar types of organizations – especially if there is not in-kind support from a parent organization.

The consultant team probed very specifically with the four public focus groups whether their philosophical support for the concept of a land trust translated to financial support.

There was **very strong support for providing funds in the range of \$275,000** annually for three years to support getting this organization up and running.

In most cases participants also felt that it was worthy of ongoing financial support similar to other not-for-profit organizations that provide services that enhance our community.

Some participants felt that a larger investment should be made to support both operations and land purchases and there was a general concurrence that any public funding for land purchases should be made in the jurisdiction which provided the funding.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## MOVING FORWARD (cont.)

### FUNDING-RELATED ISSUES (cont.)

Of the 40 public participants, two participants expressed concerns about tax implications, feeling that while the land trust was worthwhile, there were higher priorities for civic expenditures.

Interviews with other potential funding sources felt that the City's investment in the start-up of the organization telegraphed an important message needed to grow the funding base from other sources.

During the fledging period, new organizations have the greatest challenge to 'keep the lights on' and this investment would allow them to get their feet on the ground and establish themselves in the annual funding cycle of foundations and government.

### FUNDING AND SUPPORT POTENTIAL FROM OTHER SOURCES

Through the outreach discussions with several community leaders, there is potential to grow and secure additional funding sources from existing foundations, targeted corporate foundations and through some grassroots fund development activities co-sponsored by other local organizations.

The Edmonton Community Foundation (ECF) indicated preliminary interest in supporting the development of a land trust and hosting any endowment funds that the land trust would likely wish to develop to support its operations and land purchases over time.

As a window into the philanthropy community, the ECF indicated that the recent lack of support for environmental projects may be driven more by the nature of the projects rather than interest in the area.

A local land trust, with both a conservation and educational focus, may appeal to some within the Edmonton's philanthropic community.

The ECF also indicated a willingness to assist in the capacity building needed to launch a new organization.

In addition, there could be the potential to have the ECF act as the trustee for any donated land as well as endowment funds.

While initially this might seem like the easy solution, the ECF would have to hire the land management capacity out of the earned income from any endowment funds entrusted to them.

In reflecting upon this option, we feel that while the management of an endowment fund and active involvement in the capacity building activities make a tremendous amount of sense, any land donated or purchased should be held in trust directly by the land trust.

This ensures that the selection, management and control of the land stay closest to those with the skills, interest and commitment to the cause. Money is a tool to do the work, but the land is the purpose.

The ability of the ECF to hold endowment land does offer a potentially appealing solution to the challenge of who would be the default owner of assets and land if the land trust were to fold.

The prevailing preference by the publics consulted was that any default option should be to a 'like-organization' rather than to government.

However if the ECF holds other assets, then this could be a reasonable option to explore with them.

Other foundations such as the Alberta Sport, Recreation, Parks, Wildlife Foundation, Wild Rose Foundation and the Alberta Real Estate Foundation offer traditional sources of relevant project-related funding and potential capacity building support.

UDI's support for the initiative and potential board involvement would strengthen any application to the Alberta Real Estate Foundation.

Other industry-related foundations have been a source of funding for other similar projects.

Preliminary discussion with Suncor representatives indicated that the Suncor Energy Foundation has recently provided significant funding for land conservation.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## **MOVING FORWARD (cont.)**

### **FUNDING OTHER SOURCES (cont.)**

In 2005 they invested over \$1.7 million in environment-related initiatives including a million dollar investment over three years with the Alberta Conservation Association for boreal forest conservation and \$100,000 in the Calgary market for environmental volunteer development.

The growing business link between the Wood Buffalo region and Greater Edmonton strengthens the opportunity to secure major funding support in this community from industrial players such as Suncor.

### **OTHER ORDERS OF GOVERNMENT FUNDING**

As with any other funding source, links to provincial and federal priorities should be pursued.

Whether it is specific funding programs such as the Eco-trust or other program support links to government conservation, preservation and educational priorities, there may be potential for program specific support.

There may be greater opportunity, especially with the provincial government, if the organization adopts a regional mandate and actively pursues activities in the rural counties surrounding Edmonton.

This should be one leg of a fund development strategy but not the only one.

### **FUTURE FINANCIAL SUSTAINABILITY**

Effective land trusts require substantial resources to succeed in any meaningful way.

Land acquisition is the tool of last resort.  
MEANING?? In the urban environment having the resources for land acquisition may be paramount.

Long-term success is achieved from building a strong, diversified and vibrant base of individuals, organizations and donors who will financially support the principles and work of the trust.

Whether it be endowments, donations, share or membership purchase, related business activities to support fund development or donations of land, long-term sustainability lies in this sector.

Government will and should play a role. Natural spaces add a lot to the health and quality of our communities but government alone cannot create sustainability for a private not-for-profit organization. When it does, it inevitably ends up operating as a wholly owned subsidiary – not the preferred option.

Dedicating resources towards developing and commencing a fund development strategy should be considered a priority of the early phases of implementation.

The City's commitment to fund the implementation phase provides needed resources to achieve this.



## **MOVING FORWARD (cont.)**

### **LOCAL ORGANIZATIONS OFFER LINKS, EXPERTISE AND PROMOTIONAL SUPPORT**

In a follow-up survey with stakeholder workshop participants several have already stepped up to the plate to offer support in a variety of forms.

Follow-up responses received to date are from:

- The Environmental Law Centre
- Edmonton Nature Club
- Legacy Lands
- Canadian Wild Life Service
- Canadian Federation of University Women's Association
- Sierra Club of Canada
- Ducks Unlimited

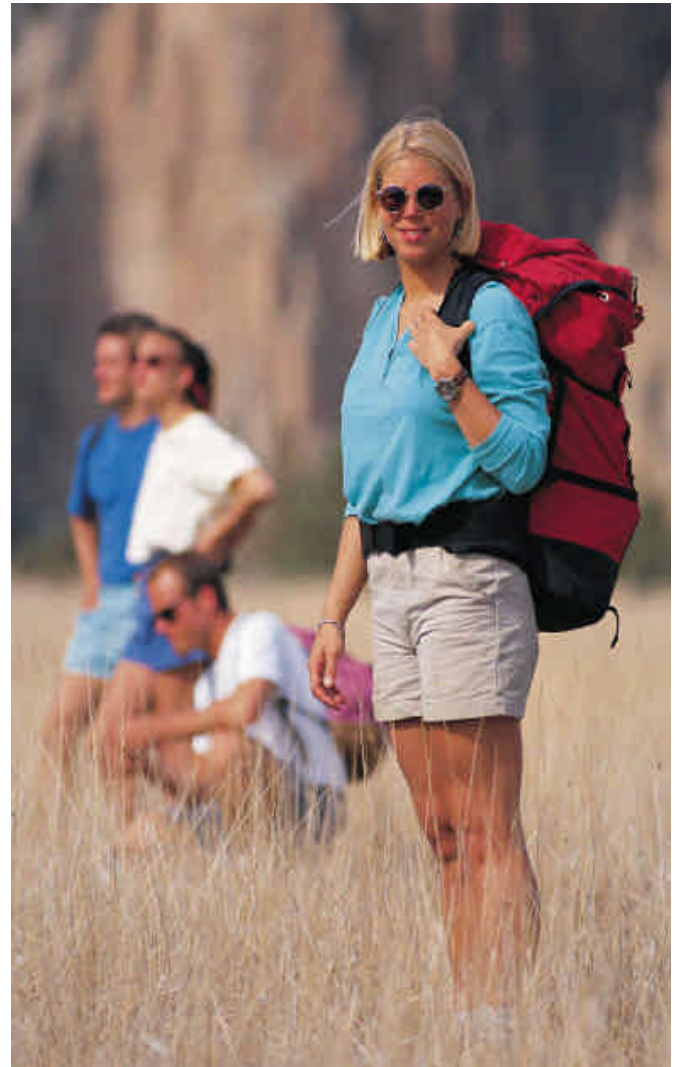
All the organizations expressed a willingness to share expert opinion and promotional access to their membership.

Other submissions of support have previously been received by UDI and previous support has been given by the Land Stewardship Centre.

Some organizations offer the opportunity to assist in fund development and smaller fundraising activities as well as promote fund development activities to their members.

Overall, these organizations indicated support for the concept of an independent land trust based around the principles and intent as reflected through the stakeholder workshop discussion.

From current and earlier stakeholder discussions, we feel the absence of a lead agency or substantive up front financial commitments from most of the local environmental community is driven more by the size and scope of the local organizations and not because of lack of interest.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## MOVING FORWARD (cont.)

### IMPLEMENTATION STRUCTURE – WHO LEADS AND FOR HOW LONG

There are three models for organizational start-up that have been proposed and discussed.

One model strikes a small volunteer implementation team or board that puts in place all the corporate requirements, defines the organization and hires an interim manager. The interim management would operate for potentially up to 2 – 3 years and would eventually be replaced by the formal Board.

A second model, which was consistent with the July 2005 civic report, sees the City hiring an interim manager on contract to complete the organizational requirements and commence recruitment of the Board. The initial Board members in this model were to be appointed by City Council.

A third model is to recruit a core group of respected organizations that would be willing to steer the implementation of the corporate structure and the timely (under 6 months) recruitment of the Board.

With the formal Board in place the permanent staff would be hired and the new Board and staff would refine the organizational mandate and priorities and complete the administrative requirements needed to operate this new not-for-profit charity.

The third model is the preferred approach with the efforts to bring major players who offer credibility, capacity and legitimacy from following interests to the table.

- Environmental land conservation – (i.e. Ducks Unlimited\*, Land Stewardship Centre\*, Legacy Lands\*)
- Financial/fund development and capacity building interests (i.e. Edmonton Community Foundation, Alberta Sports, Parks and Wildlife Foundation)
- Nature enthusiasts (i.e. Edmonton Nature Club)
- Environmental law (i.e. Environmental Law Centre)
- Development industry (i.e. UDI)

\*Note: At least one of these agencies is key to bring the needed public and stakeholder credibility.

The City's funding would be used to support this short (under 6 months) start-up period and then be transferred to the new formal organization.

There may be transitional financial management support available through the ECF for any funds granted prior to the official incorporation of the new organization.

Having reviewed the various approaches with stakeholders and in discussion with the Western Sky Land Trust's start-up issues, the best model would be to move quickly to a permanent Board of 10–12 members.

While this may be larger than one or two stakeholders envisioned, the recommendation from the Calgary experience is move to the full Board quickly to minimize the amount of orientation required when new Board members are added after year 1 or 2.

This board size ensures the Board is large enough to be representative, the whole team learns and grows together, and efforts and connections are duplicated by the interim team and the permanent leadership.

In the absence of any of the primary major groups having the capacity or willingness to come forward to assume the task, the City should consider acting as the catalyst to move the logistics forward.

While not the preferred model, as was noted in the public focus groups, the civic administration has the capacity and legitimacy to create some organizational momentum needed to take this initiative from talk to action.





# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CONCLUSION

This consultation process strongly re-enforced that the issue of ensuring natural spaces within the urban context is an important element of our community.

The data collected re-enforced the growing sense of urgency, both within the stakeholder community as well as with the public.

The models proposed garner a wide range of support and any differences reflect particular interests' opinions rather than any broad substantive concerns.

The process brought to the table a current and more comprehensive perspective of the public support which re-enforced earlier research.

The earlier issues of the City's perceived controlling interest can be easily addressed through a modified structure and through securing a core of other major environmental and philanthropic interests to shepherd the implementation and will address concerns of effective management and responsible accountability.

It is also clear that without an injection of incremental funding to support the operational start-up, it will be challenging to move this forward in a timely manner.

History has shown that the local community has an interest but no one organization has the legitimacy, capacity and/or expertise to champion this cause and undertake the responsibility to move it forward.

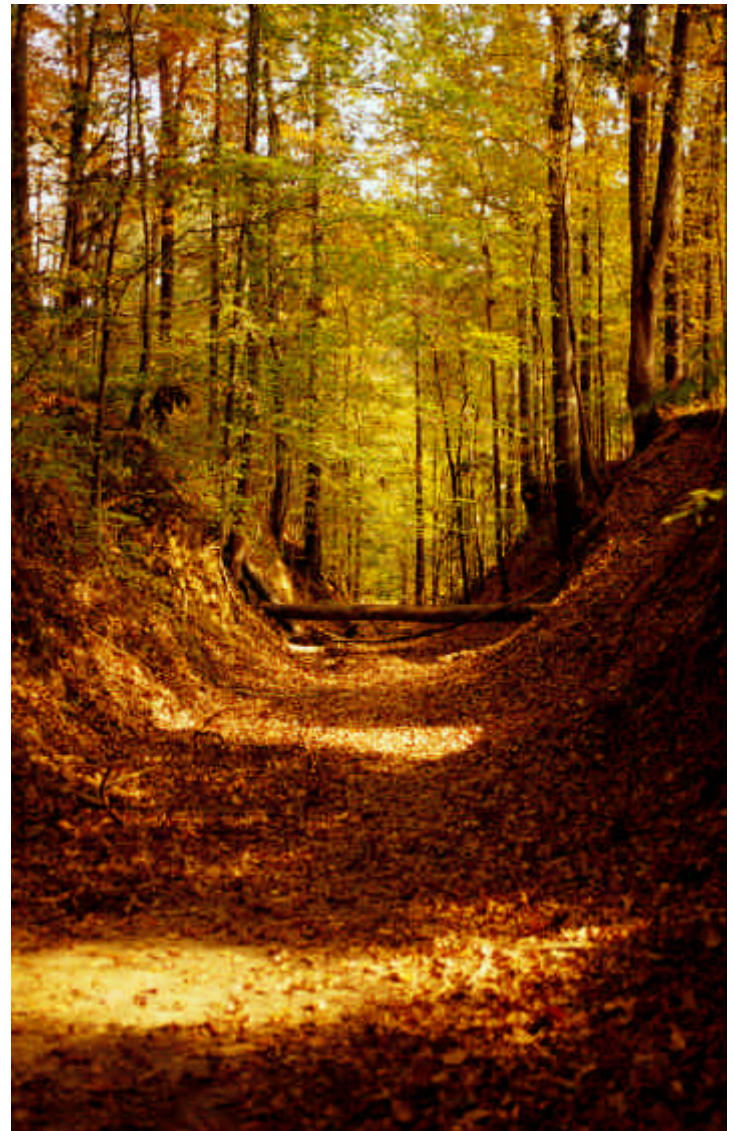
The collective and more organizational collaborative approach needed requires some 'administrative and financial glue' to initially hold the organization together.

As the Parks Foundation Calgary incubated the Western Sky Land Trust, the City of Edmonton's support is key to incubate this well supported concept from idea to reality.

Public participants expressed that a quality urban environment needs natural spaces and today we enjoy the river valley because of the foresight of earlier leaders. We need to show the same foresight with other unique areas that provide the needed break in urban development in the further reaches of the city.

All consulted supported a collaborative, transparent and accountable approach – between neighbours, stakeholders, funders and orders of government; however there was a growing sense of urgency to move talk to action.

Public representatives summed it up well by observing that 'when unique natural land is developed – it is gone forever'.





# APPENDIX

**Stakeholder Discussion Guide**  
**Stakeholder Workshop Participants and Interviewees**  
**Stakeholder Board Suggestions**  
**Public Focus Group Screener**  
**Public Focus Group Recruitment**  
**Public Focus Group Discussion Guide**  
**Secondary research review**

## Edmonton Land Trust Stakeholder Workshop Outline

---

### **Workshop Objectives:**

- To provide input to the City of Edmonton from the stakeholder community on the outstanding issues, concerns, areas of support, desired structure and key components needed to be integrated within a land trust proposal to ensure community support.
  - To explore and identify the key structural, governance and operational options that would strengthen the proposed land trust concept and enhance the community support for the final proposal
  - To focus on “how it should come together and move forward” not “whether it should happen”

### **Scope of Discussion:**

- To review and discuss the options and alternatives under consideration that relate to the development, structure and governance of a land trust
- To identify any new options for consideration relating to structure, governance and partner participation that may enhance the current proposal or provide a viable alternative
- To identify any key elements that may be critical for community/partner support
- To identify any areas of opposition and/or solutions to overcoming the opposition
- To explore proposed geographic scope – Edmonton only or regional and what that means
- To enhance the clarity around the stakeholders perspective of the role that the City should play

**Workshop Date:** January 27, 2006

### **Workshop Structure:**

The workshop is structured around three primary areas of exploration and discussion:

- ▲ Section 1 (morning) focuses on ensuring and understanding of the agreed purpose and the founding principles that any land trust structure and operation should work within.
- ▲ Section 2 (early afternoon) of the workshop focuses towards key governance and accountability issues.
- ▲ Section 3 (late afternoon) touches on the general approach to implementation.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust Stakeholder Workshop Discussion Guide – (continued)

Time	Activity	Information Outcome and Comments
9:00	Welcome and Housekeeping	
9:05	Review of the Agenda and Workshop Objectives	
9:10	<b>Overview of the process to date, current timeline and consultation process (Dagny Alston to summarize)</b> <ul style="list-style-type: none"> <li>• <b>*Note:</b> We want to stress that the consultation report will bring together a variety of perspectives that the final recommendations will be built around.</li> <li>• These will be forwarded back out to those that are interested for their formal support/reaction prior to Council.</li> <li>• I want to stress that we don't want to re-invent the work to date and I will be using some of it through the process of the day as a starting point for some of the discussions but it isn't meant to be exclusive of other new issues that may emerge.</li> <li>• We want to make sure that there is clarity of understanding and any outstanding issues are tabled so that they can be factored into the final recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Enhancing common understanding of the current status of the project, process and the decision-points coming forward</li> </ul>
9:30	<b><u>Sharing the Vision</u></b> <b>Process:</b> <ul style="list-style-type: none"> <li>▲ Participants will be asked to think of key words or phrases that capture the essence of Edmonton (encouraged to reflect on physical, social and environmental attributes) that they want to create or retain and write each word or phrase on a stickie</li> <li>▲ Participants will share each of their ideas which will be grouped and posted on charts by the facilitators</li> <li>▲ Facilitator to lead discussion on what is important, what is common and any competing visions</li> </ul>	<ul style="list-style-type: none"> <li>▲ Defines and articulate peoples' vision for the physical and social environment of Edmonton – especially in relationship to its natural heritage and its relationship to the urban landscape</li> <li>▲ Identifies important elements of the vision for integration into the final statements</li> </ul>
10:15	<b><u>Land Trust Mission and Purpose</u></b> <b>Process:</b> <ul style="list-style-type: none"> <li>▲ Facilitators to summarize the various "mission and purpose" statements from the initial report, Bolstad Discussion Paper, NAAC and Salomon's Discussion Paper.</li> <li>▲ Participants to identify any other 'elements of the mission and purpose' that may not be reflected in these statements.</li> <li>▲ Group discussion on what concepts from the statements are essential to reflect                             <ul style="list-style-type: none"> <li>○ Facilitator to id what is essential and what is 'important but not a showstopper from the mission and purpose</li> <li>○ Probe – breadth of mission issues and the breath of conservation covered (Ag, Heritage Facilities, Trails), probe public access issues – conservation or conservation with focused or limited access opportunities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▲ Ensure clarity of understanding of the purpose being considered</li> <li>▲ Identify any parameters or boundaries needed to include in the mission/purpose</li> </ul>
10:45	<b>Coffee Break</b>	

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust Stakeholder Workshop Discussion Guide – (continued)

Time	Activity	Information Outcome and Comments
11:00	<p><b><i>Guiding Principles Define Approach</i></b></p> <p><u>Process:</u></p> <ul style="list-style-type: none"> <li>▲ Facilitators to summarize the various “principles” identified within the initial report, Bolstad Discussion Paper, Salomons Discussion Paper and stakeholder letters submitted in July.</li> <li>▲ Brainstorm any new or missing principles that should underpin the design, structure and operations of the Land Trust</li> <li>▲ Break into 2 or 3 small groups and prioritize each as High (essential), Medium (should have and is beneficial), Low (Nice to have but not a show stopper)</li> <li>▲ Each group to share results and the rationale for their decisions</li> </ul>	<ul style="list-style-type: none"> <li>▲ Identify and prioritize the guiding principles that should be the foundation for the design, development and operation of the Land Trust</li> </ul>
11:30	<p><b><i>Defining the geographic scope – local (City of Edmonton), regional (Capital Region) or a combination?</i></b></p> <p><u>Process:</u></p> <ul style="list-style-type: none"> <li>▲ Whole group to discuss the following two questions: Best practice indicates that successful urban land trusts need to be regional in focus. This is partially because often the most sustainable land for conservation is on the fringe and inherent in its location is the impact of neighbouring activities.                             <ul style="list-style-type: none"> <li>○ <b><i>Given the current political realities here, do you agree or disagree that the Land Trust should be established with a regional mandate?</i></b></li> <li>○ <b><i>If yes, should all the desired munis be brought on prior to the formal implementation of the organization being commenced or should there be an invitation to participate and provision within the structure for expanded participation?</i></b> This would mean that the process would go forward even if there is only one muni at the table?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▲ Enhance the clarity around the geographic scope of the Land Trust and what ‘regional’ means – geographic, eco-regional, watershed etc.</li> <li>▲ Identify stakeholders’ perspectives on the relative importance of whether timing implementation is important or ensuring multi-munis are on board first</li> </ul>
Noon	Lunch	



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust Stakeholder Workshop Discussion Guide – (continued)

Time	Activity	Information Outcome and Comments
12:45	<p><b>Membership/Governance Design and Structure</b></p> <p><u>Process:</u></p> <p>Facilitator to review the following:</p> <p>There are three general types of membership/ownership structures that influence how an organization is governed and raises funding:</p> <ul style="list-style-type: none"> <li>○ <b>Broad-based individual membership</b></li> <li>○ <b>Representative members (organizations)</b></li> <li>○ <b>Shareholder – ownership</b></li> </ul> <p>In addition to membership fees organizations may raise major money through public or private sector sponsorship (defined marketing and profile objectives linked to the contribution), contractual agreements for service and/or grants linked to defined programs or mandates.</p> <p>Some funding sources require a degree of governance control and some simply require accounting for defined and agreed deliverables.</p> <p>The review done to date shows the strengths and weaknesses of each model (Part 9 and Society) and each have merit depending on the final objectives and accountability.</p> <p>▲ Group to discuss the following question:</p> <ul style="list-style-type: none"> <li>○ <b>Should you link financial contribution to ownership (the more the contribution the greater the control)?</b></li> <li>○ <b>Probe:</b> <ul style="list-style-type: none"> <li>○ <b>What are the pros and cons to the various approaches?</b></li> <li>○ <b>How would you ensure the appropriate accountability for financial contributions?</b></li> <li>○ <b>Are there any show stopper issues relating to this?</b></li> </ul> </li> </ul>	<p>▲ Provides input as to the link between contribution and ownership</p> <p>▲ Identifies any issues that the governance structure needs to address</p> <p>▲ Provides indication if there is a preferred option between a shareholder model and a membership based model</p>
1:15	<p><b>Governance Structure</b></p> <p><u>Process:</u></p> <p>Facilitator to review the following:</p> <p>The work to date recommends a governance board supported by one or two technical advisory committees. One advisory committee would provide expert opinion and guidance to the Board on environmental and conservation related issues and a second would be focused towards the business, real estate market and fund development.</p> <p>▲ Group discussion:</p> <ul style="list-style-type: none"> <li>○ <b>Are there any issues or concerns with this basic structure?</b></li> </ul>	<p>▲ Reviews basic board and advisory structure for input and support</p> <p>▲ Provides input as to the advisory and governance balance</p>

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust Stakeholder Workshop Discussion Guide – (continued)

Time	Activity	Information Outcome and Comments
1:45	<p><b>Governance (Board) Composition (cont.)</b></p> <p>Facilitator to highlight three basic types of board composition:</p> <ul style="list-style-type: none"> <li>○ <b>Members by category</b> (Government, Private Sector Contributors, Conservation/Environmental NGOs, Land owners, Recreation Organizations, Public and/or members at large)</li> <li>○ <b>Membership at large</b></li> <li>○ <b>Shareholder</b> – major financial contributor representative or their delegated board representatives.</li> </ul> <p>It is noted that with any of the options it is good board development practice to ensure that there is a good skill mix across the board members covering both environmental and business management areas.</p> <p>While the corporate structure chosen may influence the structure of the board there are still several options open for discussion.</p> <p>*Note: We will ensure that we cover off the accountability issue either here or earlier and respect the concerns about 'blank cheque' by City or any other partner.</p> <p><u>Process:</u></p> <ul style="list-style-type: none"> <li>▲ Group discussion: <ul style="list-style-type: none"> <li>○ <b>Which model do you like best? least? and why?</b></li> <li>○ <b>If there are specific types of members or categories what should they be?</b></li> </ul> </li> <li>▲ Following this discussion the group would be asked to individually identify which representatives they feel should be on Boards and Committees.</li> <li>▲ Each participant would be given up to 15 stickies and be asked to note the types of board member (public, member, org etc.) they feel is important (1 per stickie) and the type of advisory committee member (1 per stickie) and place on a common worksheet. <ul style="list-style-type: none"> <li>○ Participants would be encouraged to be specific as to the organization or type of individual needed (by professional experience or skill if really important)</li> </ul> </li> <li>▲ <b>Group Discussion:</b> participants would be asked to share their decisions with the group following a review of the results.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Provides input into the type of representation of the board and the organizational approach</li> <li>▲ Provides additional input into the key advisory skills that should be factored into the initial structure</li> </ul>
2:30	<b>Coffee Break</b>	

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust Stakeholder Workshop Discussion Guide – (continued)

Time	Activity	Information Outcome and Comments
2:45	<p><b>Implementation Strategies</b></p> <p>The current proposals suggest a two phase approach to implementation.</p> <p><u>Option 1</u></p> <p>Phase 1 – Implementation Start Up with an interim management committee or Board. This could be supported by an interim manager or contractor to help put in the basics of the organization – Term up to 1 year.</p> <p>Phase 2 – Ongoing Operation. During the first year the Interim Board and Manager would put in place the formal board recruitment process for recruitment of the formal board (usually with staggered terms) and oversee the Board Selection process. The new board would hire the Executive Director. Year 2</p> <p><u>Option 2:</u></p> <p>Put in place the board (staggered terms) and hire the full time staff needed without a transitional manager and governance group. This could be done by a working task team (very short term) potentially chaired and organized by a credible lead organization , the City or NAIC or others.</p> <p><u>Process:</u></p> <ul style="list-style-type: none"> <li>▲ Group Discussion: <ul style="list-style-type: none"> <li>○ Which option do you think is the best to pursue and why?</li> <li>○ Who should be the catalyst to move forward either option? Probe: City, specific group, NAAC etc.</li> <li>○ If no one has the in-house capacity other than the City to be the catalyst would you support waiting until someone comes forward or moving forward with the City taking a defined role?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▲ Input into the staging of implementation and the desired speed of implementation</li> <li>▲ Identification of lead for catalyst for implementation</li> <li>▲ Clarify the role that the stakeholder community sees the City playing during start up of the land trust as well as during the operational phase</li> </ul>
3:15	<p><b>Default Alternatives</b></p> <p>Concerns may be expressed with the public about what would happen to the land if the organization goes into default. There may be public concerns that the land or funds donated for conservation are sold for other purposes, not maintained appropriately or become a safety hazard.</p> <p>Group Discussion:</p> <ul style="list-style-type: none"> <li>▲ Who should be the default owner of the Land Trusts assets or alternately is there anyone who shouldn't be the default owner?</li> </ul>	<ul style="list-style-type: none"> <li>▲ Input into default considerations to support discussions with key supporters</li> <li>▲ Clarity of the process, sharing of the proposed direction and the next steps prior to the report going to Council</li> </ul>
3:30	<p><b>Next Steps and Timing – Dagny Alston/Grant Pearsell</b></p>	

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Stakeholder Workshop Participant List

### Attended

- |                     |  |
|---------------------|--|
| • Rick Shewchuk     | Ducks Unlimited Canada                                   |
| • Laurel Murphy     | Alberta Sport, Recreation, Parks and Wildlife Foundation |
| • Fran Savage       | Canadian Federation of University Women                  |
| • Allan Bolstad     | Legacy Lands   |
| • Mike Salomons     | Legacy Lands   |
| • Patsy Cotterill   | Edmonton Nature Club                                     |
| • Blaire            | Sierra Club  |
| • Cindy Chiasson    | Environmental Law Centre                                 |
| • Ross Wein         | NAAC   |
| • John Lilley       | River Valley Alliance                                    |
| • Olaf Jensen       | Canadian Wildlife Service                                |
| • Liz Tweddle       | UDI  |
| • Steven Hull       | Alberta Conservation Association                         |
| • Kerri O'Shaunessy | Cows and Fish  |
| • Ernie Ewaschuk    | Land Stewardship Resource Centre                         |
| • Grant Pearsell    | City of Edmonton   |
| • Angela Hobson     | City of Edmonton   |

### Invited – Regrets

- Larry Wall, Alberta's Industrial Heartland
- Ken Woitt, Alberta Capital Region Alliance
- Russ Dahms, Edmonton Federation of Community Leagues (Note: provided the opportunity for written feedback)
- Monica Allstrom (for Douglas Hutton - This Living World Land Trust)
- CPAWS Edmonton
- Tracy Tarves (Western Sky Land Trust)
- John Wood (King's College)
- Nic DeGama Blanchet (NCC)
- Marten Sharren (Alberta Fish and Game Ass'n)
- Craig Moore (University of Alberta)

## Influencers/Funders One on One Discussion

- Martin Garber-Conrad – CEO Edmonton Community Foundation
- Simon Knight – Acting CEO Climate Change Central
- Derek Chubb – Environmental Manager, Suncor Energy, Regional Municipality of Wood Buffalo

Outstanding due to recipients schedules. Discussion scheduled late February

- Gael Macleod – Executive Director Alberta Real Estate Foundation (To be completed Feb. 27)
- Morris Seifering, ADM Alberta Environment (To be finalized late February)
- Don Hickie, University of Alberta (not responded)

### Stakeholder Organizations Approached for Additional or Written Input

**\*Organizations haven't responded as of Feb. 15, 2006.**

- Edmonton Federation of Community Leagues
- Edmonton Youth Council

Note: Due to the constrained timeframe to complete the report there are a couple of outstanding interviews that will be completed. A brief follow up memo will be forwarded if there is any substantively different input.



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## STAKEHOLDER WORKSHOP BOARD SUGGESTIONS

Please note that each participant was provided up to 15 board places that they could nominate an organization or individual for. The following list reflects the results of this input. Where there were multiple suggestions for the same organization we have noted the number of participants that reflected this suggestion. We have sorted them alphabetically and with the multiple responses first.

<b>Board recommendations from multiple stakeholders:</b>	<b>Additional Individual Ideas</b>
<ul style="list-style-type: none"> <li>• City of Edmonton - 11</li> <li>• Legacy Land Trust - 11</li> <li>• UDI - 11</li> <li>• Ducks Unlimited - 9</li> <li>• University of Alberta - 8</li> <li>• Member at Large - 7</li> <li>• Edmonton Natural History Club - 6</li> <li>• Public at large - 6</li> <li>• Land Stewardship Centre of Canada - 5</li> <li>• Edmonton Community Foundation - 4</li> <li>• Federation of Community Leagues (Edm) - 4</li> <li>• North Saskatchewan Watershed Alliance - 4</li> <li>• River Valley Alliance - 4</li> <li>• Strathcona County – 4 with one specific reference to their environmental planner</li> <li>• County of Parkland - 3</li> <li>• Leduc County - 3</li> <li>• Sturgeon County - 3</li> <li>• Accountant – 2</li> <li>• Education rep - 2</li> <li>• Environmental Law Centre - 2</li> <li>• Federation of Alberta Naturalists - 2</li> <li>• Lawyer - 2</li> <li>• NAAC - 2</li> <li>• Neighboring municipalities or regional organization - 2</li> <li>• Other land trust - 2</li> <li>• Province of Alberta - 2</li> <li>• Sierra Club – 2</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural representative</li> <li>• Alberta Conservation Association</li> <li>• Alberta Fish &amp; Game</li> <li>• Alberta Parks and Wilderness</li> <li>• Alberta Real Estate Foundation</li> <li>• Archie Landals</li> <li>• Alberta Recreation, Parks and Wildlife Foundation</li> <li>• Beaver Hill Initiative</li> <li>• Business</li> <li>• Canada West Foundation</li> <li>• Canadian Federation of University Women (Environmental Committee)</li> <li>• Canadian Wildlife Service</li> <li>• City of St. Albert</li> <li>• Community Groups within the City</li> <li>• CPAWS</li> <li>• Ecological consultancy firm</li> <li>• Edmonton Developers Association (if it exists)</li> <li>• Environment Canada</li> <li>• EPCOR</li> <li>• Farm Group</li> <li>• Financial Advisor - Scotia MacLeod</li> <li>• Health Care (medicine) rep</li> <li>• Individual Member from Edmonton</li> <li>• Industry</li> <li>• Jan Reimer</li> <li>• Landowner Association</li> <li>• Local nature or natural history organization</li> <li>• Local organization working on urban sprawl</li> <li>• Local Watershed Group</li> <li>• Major Engineering Firm</li> <li>• Major Industry - Inland Cement</li> <li>• Major Land Developer</li> <li>• Major Law Firm</li> <li>• Marketing &amp; Communications</li> <li>• Municipalities</li> <li>• Naturalists</li> <li>• Nature Conservancy</li> <li>• Nature Groups (to help with education/interpretation of natural lands)</li> <li>• Other NGOs</li> <li>• Petrochemical Industry</li> <li>• Stewardship i.e. EFCL, Edm School Board</li> <li>• TransAlta</li> <li>• Wildlife organization</li> </ul>

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Edmonton Land Trust Public Focus Group Screener

Name \_\_\_\_\_ → **CHECK REFERENCE SHEET**

Address \_\_\_\_\_

Home# \_\_\_\_\_ Work# \_\_\_\_\_

Hi my name is \_\_\_\_\_ and I am calling on behalf of The Dagny Partnership. We are currently working on a project for the City of Edmonton and are looking for members of the public to participate in a round table discussion that will help the City make some decisions relating to natural spaces. If you qualify, we would invite you to a 2 hour discussion with 11 other randomly selected individuals and you would receive a \$60.00 honorarium to help cover expenses.

This is a market research study. We are not selling anything and are only interested in hearing your views. May I ask you a few questions to see if you qualify to attend?

Am I speaking to a household head?

**IF NOT: ASK TO SPEAK TO HOUSEHOLD HEAD**

---

1. Do you or any members of your immediate family work for any of the following types of organizations:

A market research firm.....	1	<b>THANK AND TERMINATE</b>
A newspaper, radio or TV station.....	2	<b>THANK AND TERMINATE</b>
An advertising agency.....	3	<b>THANK AND TERMINATE</b>
The Natural Areas Advisory Committee (NAAC) .....	5	<b>THANK AND TERMINATE</b>
The City of Edmonton .....	4	<b>Go to Q2</b>
None of these .....	7	<b>Skip to Q3</b>

2. Do you/does this person hold any of the following positions at the City:

Branch Manager .....	1	<b>THANK AND TERMINATE</b>
General Manager.....	2	<b>THANK AND TERMINATE</b>
City Manager.....	3	<b>THANK AND TERMINATE</b>
Mayor or City Council .	4	<b>THANK AND TERMINATE</b>

3. Do you live within the boundaries of the City of Edmonton?

Yes .....	1	<b>Continue</b>
No.....	2	<b>THANK AND TERMINATE</b>

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

4. Do you live north or south of the river?

North	1	➔	Is that east or west of 121 <sup>st</sup> Street?.....	East	1	<b>Recruit 3</b>
				West	2	<b>Recruit 3</b>
South	2	➔	Is that east or west of Calgary Trail North/103 Street?...	East	3	<b>Recruit 3</b>
				West	4	<b>Recruit 3</b>

5. Do you own or do you rent your home?

Own .....	1	<b>12 for OWNERS group; 0 for Renters group; 9 for rest</b>
Rent.....	2	<b>0 for Owners group; 12 for RENTERS group; 3 for rest</b>

**READ:** I'd now like to ask you about your closest natural space. By this I mean the river valley and ravines, OR, natural spaces in the City that are not in the river valley. They could be places with tree stands, wildflowers, grasses or open water marshland, with birds and wildlife, that are pretty much left to grow as they please. [Optional: It is not a manicured park or playing fields]

6. If you were to walk to the natural space that is nearest to your home, would it take you: **READ**

10 minutes or less .....	1	<b>12 for CLOSE group; 0 for distant; ±6 for rest</b>
or More than 10 minutes.....	2	<b>0 for Close group; 12 for DISTANT; ±6 for rest</b>
<b>DO NOT READ</b> No idea where it is .....	3	<b>Assume "DISTANT"</b>

## 7. RECORD GENDER BY OBSERVATION

Male	1	<b>Recruit 6</b>
Female	2	<b>Recruit 6</b>

8. Which of the following age groups can I place you in?

Up to 29	1	<b>Recruit 3 per Group</b>
30 – 44	2	<b>Recruit 4 per Group</b>
45 – 64	3	<b>Recruit 3 per Group</b>
65+	4	<b>Recruit 2 per Group</b>

9. What is your Occupation or Job Title and what type of company you work for?

_____ / _____	
Job Title	Type of Company

**INT NOTE:** Please get a good mixture of occupations

10. Would you feel comfortable reading some phrases to yourself, writing down answers and expressing your opinions in a group setting with 12 or so people?

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

Yes ..... 1  
No ..... 2      **TERMINATE**

11. Have you ever attended a focus group before, and if so, when did you last attend?

Never ..... 1      **More than half**  
In past 2 years ..... 2 ?      **TERMINATE**  
More than 2 years ago ..... 3      **As few as possible**

Thank you. I would definitely like you to attend this important research project which will be held at Leger Marketing, 1st Floor (Suite 101), 10155 - 114 Street at ... **pm** on ... **(date)**. The building is called B&H Towers and is situated ½ block off Jasper Avenue on 114 Street. There is street parking along 114 Street and at the Canadian Western Bank at the corner of Jasper Avenue and 114 Street during evening hours. You will need to dial 11 to obtain access to the building – note that Buzzer 11 is labeled Criterion Research.

We will call you the evening before to give you a reminder, but if for any reason you find that you are unable to attend please give me a call at \_\_\_\_\_ and let me know as soon as possible so that I can book someone in your place. We are only inviting 12 people to each session, so we are counting on everyone to show up to make this very important research project a success.

**January 31, 5:30 p.m. - Group 1: HOMEOWNERS**  
**January 31, 7:30 p.m. - Group 2: RENTERS**  
**February 2, 7:45 p.m. - Group 3: CLOSE PROXIMITY**  
**February 2, 5:45 p.m. - Group 4: DISTANT**

## Target demographic breakdown for each group

	HOME OWNERS	RENTERS	CLOSE	DISTANT
<b>Home ownership</b>	12 own	12 rent	9 own 3 rent	9 own 3 rent
<b>Distance from natural area</b>	6 close 6 distant	6 close 6 distant	12 close	12 distant
<b>Quadrant</b>	3 NE 3 NW 3 SE 3 SW	3 NE 3 NW 3 SE 3 SW	3 NE 3 NW 3 SE 3 SW	3 NE 3 NW 3 SE 3 SW
<b>Age</b>	3 aged up to 29 4 aged 30-44 3 aged 45-64 2 aged 65+	3 aged up to 29 4 aged 30-44 3 aged 45-64 2 aged 65+	3 aged up to 29 4 aged 30-44 3 aged 45-64 2 aged 65+	3 aged up to 29 4 aged 30-44 3 aged 45-64 2 aged 65+
<b>Gender</b>	6 female 6 male	6 female 6 male	6 female 6 male	6 female 6 male

**NOTE: Demographics shown in order of importance**

**Contact Person** at City of Edmonton: Grant Pearsell, Natural Areas Coordinator  
Office of Natural Areas, City of Edmonton 496-6080



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## **REFERENCE SHEET**

NAAC members are as follows. THEY SHOULD **NOT** BE RECRUITED:

### **Member**

Patsy Cotterill  
Linda Duncan  
Bob Gibbs  
Angela Hobson  
Scott Jones  
Andy McCready  
Grant Pearsell  
Rick Shewchuk  
Dr. Guy Swinnerton  
Susan Tiege  
Jodie Wacko  
Pat Wishart  
Dr. Ross Wein

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Edmonton Land Trust Recruitment

*\*Note: bolded participants attended*

<b>January 31<sup>st</sup>, 5:30pm- Group 1: Homeowners</b>	<b>January 31<sup>st</sup>, 7:30pm- Group 2: Renters</b>	<b>February 2<sup>nd</sup>, 5:45pm- Group 4: Close Proximity</b>	<b>February 2<sup>nd</sup>, 7:30 pm- Group 3: Distant</b>
<b>Hal O'Neil</b>	<b>Dustin Spence</b>	Margaret Marean	<b>Sheena Winczura</b>
<b>Melba O'Sousa</b>	<b>Blair Gifford</b>	<b>Chris Severin</b>	<b>Cheryl Eikeland</b>
<b>Hugh Ross</b>	Krista Billington	<b>Trish Taylor</b>	<b>Jillian Sell</b>
Dan Cormick	<b>Mark Taylor</b>	<b>Jason Crawley</b>	<b>Alison Cowan</b>
<b>Janice Bart</b>	<b>Mark Bore</b>	<b>Joelyn Crowther</b>	<b>Maria Molella</b>
Lorne Pendleton	Nora Eduveje	<b>Don Cooper</b>	<b>Sandra Plouffe</b>
<b>Graham Wisser</b>	<b>Dorothy Orbeck</b>	<b>Rolf Kristiansen</b>	<b>Dave Carey</b>
<b>Krystal Samis</b>	<b>Rosemary Manning</b>	Richard Rondeau	<b>Leona Bercman</b>
<b>Wanda Cable</b>	Linda Hennigan	<b>Herb Enns</b>	Greg Kucy
Maria Eden	<b>John McKinley</b>	<b>Kelly Borecki</b>	<b>David Mones</b>
Roseanne Rocshette	Donna Heino	<b>Elenore Hunter</b>	<b>Cliff Johnson</b>
<b>Peter Huizinga</b>	<b>Kevin Wozney</b>	<b>Tia Shipley</b>	<b>Kurt Heise</b>

## Edmonton Land Trust: Focus Group Guide

### Introduction

1.     #       Welcome
  - #       Housekeeping (time, refreshments, breaks, washrooms, cellphones, recording and speaking)
- Introductions (name – occupation – family status – where live – type of home owned or rented – distance from and use of parks and natural spaces)
  - Describe process for evening (Q&A/discussion – frank opinions needed – personal reactions, not agreement – no right or wrong answers – just as important to find out what you may not know as what you do)

### I. Knowledge of, and expectations from, natural spaces

- What does land conservation/protection mean to you – does nature or wilderness only occur away from where people live and work
- What is known about the conservation or protection of natural spaces in Edmonton

#### PROBE:

- where hear/learn about it
- how is it done (acquisition/ownership, leases, easements, partnerships)
- what know about current activities to conserve/protect land in Edmonton
- who is doing conservation of natural areas in Edmonton

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- How important is it to conserve or protect natural areas in Edmonton today – what are the advantages/benefits – what difference do they make to everyday life – which type of benefit is most important

## **PROBE:**

- What social benefits (e.g., liveable communities despite high density development; high educational value for adults and children; enhance QOL; promote active healthy lifestyle for walkers, hikers, bird/nature lovers)
  - What economic benefits (e.g., high value but lower cost to operate/maintain than groomed parks, sports fields and school grounds; cleansing function for surface drainage and help mitigate cost of hard infrastructure; add value to adjacent properties)
  - What ecological benefits (e.g., habitat for rare/uncommon species)
- What are the issues or challenges to natural area conservation in Edmonton – what disadvantages

## **PROBE:**

- Land management issues (e.g., safety (fire); security (vagrants, drugs); pest and bugs; difficulty of monitoring/enforcement)
  - Cost issues (e.g., land acquisition; infrastructure development (signs, fences, trails); maintenance (restoration after misuse/abuse, taxes, liability insurance); enforcement of conservation easements)
  - Other issues
- Has a change in conservation in Edmonton been noticed over 5, 10 years – what has changed – who is responsible for the change – why changed/not changed
- What is needed now

## **PROBE:**

- What kinds of lands should be the immediate or main focus for conservation
  - Small or large sites – why (e.g., small affordable areas vs. large significant sites for biological sustainability)
  - Areas under immediate threat of development even if not the highest identified priority
  - Forests, grasslands, the river valley/ravine system, water bodies and wetlands – why



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- Land that is linked to other natural spaces – why (e.g., maintain ecosystem health, sustain island areas, provide convenient access to natural areas, trails)
- Lands with ecological, built heritage, recreational or agricultural interest – why
- Should the land be left totally natural and fenced off to protect it, or is access wanted – by whom/for what (e.g., school access for education/interpretation, public access for activities)

## II. The concept of a land trust

- Ever heard of a Conservation Land Trust – if yes: describe it and what it does

### READ DESCRIPTION:

"A land trust is a means for supporting the protection, preservation and conservation of identified and significant natural spaces"

"Conservation land trusts are organizations whose primary role is protecting land under their stewardship from undesirable change"

- Reactions to idea as a means for conserving land in Edmonton – questions about it – perceived advantages/opportunities – disadvantages/concerns

## III. Ownership and Partnerships

- What one specific organization (or what type of organization) should start and run a land trust in Edmonton and own, manage and monitor the land over the long term – why

### PROBE:

- A private charitable not-for-profit organization OR the City of Edmonton OR another option (e.g., partnership) – why (is credibility/trust an issue) – advantages/disadvantages of being at arms length from the City
- If not City: What will ensure the accountability of the land trust
- What other groups are there already in Edmonton that would have confidence in
- Is confidence in the named groups higher, lower or same as the City
- Should the general public and other organizations be involved in the land trust in some way – which specific organizations or types of organizations – in what capacity – why/importance

### PROBE:

- adjacent municipalities
- community groups [such as, landowners, recreation organization, conservation/environmental groups, schools]

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- conservation groups [local, national/ international]
  - development community
  - private sector businesses (what roles – donors, members, volunteers, education)
  - other levels of government
  - the general public (what roles – donors, members, volunteers, education)
- Should the land trust cover just the City of Edmonton or include adjacent municipalities – why/importance – likelihood of building willing regional partnerships – what likely to happen if it started just with Edmonton

## IV. Structure of the land trust

- Where should the land and funding come from

### PROBE:

- What should be the role/s of the City regarding lands and funding (e.g., City provides funds to buy additional land; City buys some natural spaces and turns them over to the land trust instead of managing them itself; City turns over existing protected lands that it is currently managing; City funds the operations of a not-for-profit organization)
    - impact on homeowners' taxes
  - What conditions are needed so that individual landowners, farmers, businesses and other organizations would donate lands and easements (e.g., for significant sites, for trails to connect them, for other conservation purposes)
    - need for financial sustainability
  - What conditions are needed so that individuals, businesses and governments would donate money – donate volunteer time (e.g., know that will make a difference, confidence in longevity of organization)
  - Other sources of funding (e.g., fundraising, sponsorships, grants, endowments, membership fees)
- All land trusts are not-for-profit charitable organizations. However, there is some discussion about how a land trust should be legally structured as there are benefits and drawbacks to being a society or a Part 9 corporation. I'd like to hear your views on a number of areas where there are differences.

### PROBE:

- Land trusts can have one shareholder, like a municipality, but run at arms length from the municipality, or be a totally independent organization — advantages/disadvantages for each type of ownership

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- A land trust could start with one shareholder but allow for the inclusion of future partners — change in views — likelihood of success (would there be interest later if the City is the start-up shareholder) — is it better to have a land trust with the City as the shareholder than no land trust because partners can't be found at start-up — should it be a requirement that partners have a financial stake in the land trust — should the financial contribution determine the amount of control the partner has
- Some land trusts have large numbers of voting members and volunteers drawn from the general public (e.g., Western Sky Land Trust in Calgary); these are usually societies. Others have many members and volunteers drawn from the general public who do not have a vote (e.g., Ducks Unlimited); these are usually public Part 9 companies — interest in membership — preference/importance of public members having a vote
- Once determined, it is much harder for a Part 9 company to change key objects and statutes. As a society, it is easier to make changes, so there is greater flexibility, but it is also easier for a small group of members to take over and redirect the organization's purpose and assets — implications for Edmonton's citizens — importance
- If both types could have unlimited numbers of public members, which would be more important: protecting the organization from change by a small group (as a public Part 9 company) or lower administrative and legal costs (as a society)
- If land or funds are donated for conservation, what should happen if the organization becomes bankrupt and owes money to creditors — should there be a default owner of the assets — who

## V. Development of the land trust

2. Given everything you've heard tonight, would you support the development of a land trust — would you support the City's participation in developing a land trust — what role should the City play (e.g., funding sponsor to get it up and running [\$275,000 for each of 3 years], ongoing funder)

**THANK YOU — PLEASE COLLECT AND SIGN FOR YOUR HONORARIUM**

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Land Trust: Secondary data scan for public needs and attitudes relating to the natural environment

This document summarizes a number of disparate pieces of information that provide insight into how Canadians generally and Edmontonians in particular, view issues related to nature and the environment. Data from the national population on subjects not covered specifically by Edmontonians is included, as it is likely that values and attitudes are broadly consistent with those of the City's residents (though not necessarily to the same decimal point). Data were gathered during an internet search for publicly available Canadian market research studies and from the City of Edmonton.

### IMPORTANCE OF NATURE AND THE ENVIRONMENT TO CANADIANS

- In a poll of 20 countries conducted by Globescan and released at the IUCN World Conservation Congress in November 2005, nature was found to be an important quality of life issue for Canadians. 94% agreed that, "Experiencing nature and wildlife is one of the best experiences I can have". This was the highest among the 20 countries, followed by China, Germany, Great Britain and South Africa, all with greater than 90% agreement. In comparison, Brazil, Nigeria, Russia and Italy (60-70%) were much less likely to agree with this premise. (1)

Similarly strong values were found for the notion of a personal connection to nature, "Nature has a special spiritual quality for me personally" (1).

David Boyd (2), a critic of Canada's environmental record, observed that, "Canadians define themselves in terms of their natural heritage. Canada's national and provincial flags, coats of arms, and currency reflect Canadian landscapes and wildlife." He noted that Angus Reid in "A Border Within", 1997, identified a love of nature as one of two unifying Canadian values, supported by the following statistics:

- 82 percent of Canadians said nature has very important spiritual qualities for them personally.
- 90 percent of Canadians considered time spent in natural areas as children very important.
- A January 2005 Leger Marketing poll asked about the importance of 9 issues that should get the attention of the Government of Canada as they prepared the budget for the coming year. 6% chose the environment as the most important issue and 10% as second most important, for an overall ranking of fourth, after health, poverty, jobs and unemployment. (3)



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- A year earlier (January 2004), Ekos Research Associates found that the public ranked the environment fourth as a priority for the federal government and fifth for provincial governments, of 21 issues measured. An average rating of 5.69 out of 7 (1=Low priority, 7=Highest priority) was received for the federal government and 5.74 for provincial governments. More important priorities were health care, education, child poverty and, for the provinces, post-secondary education. (Note: education and post-secondary education were not used on the consideration list for the 2005 Leger poll). (4)
- Views on world progress in resolving global issues, showed that only 24% of Canadians felt that enough progress was being made on protecting the environment, while 73% thought that not enough was being done. To provide perspective, this ranked slightly behind drug control (75% negative), but significantly behind trust and honesty in government, business and international institutions; eliminating extreme poverty and hunger; reducing war and conflict; and closing the gap between rich and poor countries, where more people (83%-85%) felt insufficient progress had been made. (5)
- Reflecting the importance of environmental concerns to the Canadian public, 84% felt it important that Canada be recognized on the world stage as a world leader in environmental policy. However, Albertans were somewhat less interested in this position (73%), (3)
- In fact, a large majority of Canadians (74%) were favourably inclined to increase public spending at Environment Canada, which is responsible for managing Canada's environmental policies. Albertans were again somewhat less likely to endorse this point of view (69%). (3)
- Confirming their commitment to pay for what is needed, in 2002, six in ten Canadians supported the use of their tax dollars for ensuring that natural heritage is protected for future generations and for maintaining existing parks.

Objectives such as educating the public about issues related to the natural environment (50%) and promoting the benefits of the natural environment (47%) fell into a second tier, approved of by about half the population. This is an important result, since education is always identified as a key motivation and role for natural areas conservation.

The lowest support was for increasing the use of national parks (39%), establishing a system of marine conservation areas (37%) and expanding the system of parks (35%).

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

Support for Parks Canada's history-related mandate was lower on average than support for the parks-related mandate, though 51% strongly supported the use of tax dollars for promoting a sense of Canadian identity and 46% for maintaining historic sites. This may suggest that emphasis on ecological, rather than cultural, preservation would be considered appropriate for natural areas.

Slightly fewer supported allocated taxes for educating the public about Canada's cultural heritage and history (40%) – again showing lower approval for an educational role. (9)

- There was also some willingness to sacrifice economic well-being for environmental concerns. The 2005 Canadian Values Study found that 57% agreed that “Protecting the environment is more important than creating jobs”, while the World Values Study (conducted in 81 countries from 1999 to 2001) showed that 64% of Canadians (61% of Americans and Chinese) chose the first of these two options:
  - Protecting the environment should be given priority, even if it causes slower economic growth and some loss of jobs
  - Economic growth and creating jobs should be the priority, even if the environment suffers to some extent.(7)

Similarly, the natural environment (71%) was ranked as a more important issue than employment levels (67%), while wildlife and habitat (60%) ranked higher than national security (58%) in the Parks Canada study in 2002. (9)

These findings point to a Canadian public that values its environment emotionally and is willing to support it monetarily, so that there can be positive action by its governments in ensuring that the natural environment receives the attention needed for its conservation. They also suggest that there is resistance to increasing human use of protected national parks and that natural heritage has a higher priority than cultural heritage.

## CANADIAN VIEWS ON ENVIRONMENTAL ISSUES

Canadian views on individual aspects of the environment display much the same level of support.

- In Nova Scotia, a 2004 survey asked: “Some people say that protecting more wilderness areas in Nova Scotia is necessary to conserve native plants and animals and for outdoor recreation. Others say there are already enough protected areas, and that to create more would be too costly, particularly for resource-based industries such as forestry and mining. All things considered, do you personally believe there should be more, the same amount, or fewer protected wilderness areas on publicly owned Crown land in Nova Scotia?” The majority, 69% felt there should be more protected areas, 28% the same amount and 3% fewer.

Given that the World Wildlife Fund Canada's "The Nature Audit" found that almost 90% of the Province's land has been used or changed by man in some way, resulting in a fractured landscape with shrinking patches of wilderness for native plants and animals to survive, there may be parallels with public opinion in an urban environment. (10)

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- Canadian responses to the question, "Thinking ahead 20 years, if no action is taken to reduce species loss, which one of the following do you think will most likely result?", were similar to a 20 country multi-national average, with 56% seeing the loss of species diversity as a threat to the planet's survival. In comparison to the United States, Canadians expressed significantly greater concern (in the U.S. only 40% thought species loss would affect the sustainability of life). (1)

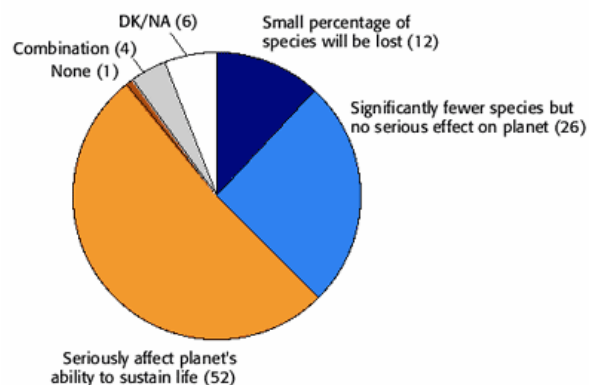
Similarly, Angus Reid (2) found that 98% of Canadians viewed nature in all its variety as essential to human survival.

- The world is divided on the extent to which individuals have the capacity to contribute meaningfully to curbing species loss, with 44% disagreeing that, "The current threat to species and their habitat is such a big problem that there is very little the individual can do about it."

Citizens of the G7 countries, especially the United States (77%) and Canada (74%), were most inclined to deny that there is little the individual can do to counter species loss. People in Indonesia (11%), Russia (15%) and China (23%) felt least empowered. (1)

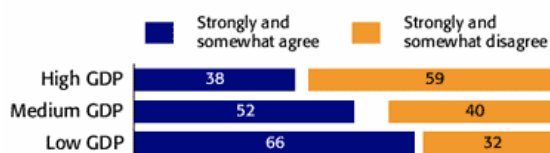
## Result if No Action Is Taken to Reduce Species Loss Over Next 20 Years

Average of 20 Countries Surveyed, 2004



## Individuals Can Do Little about Current Threat to Species and Habitat

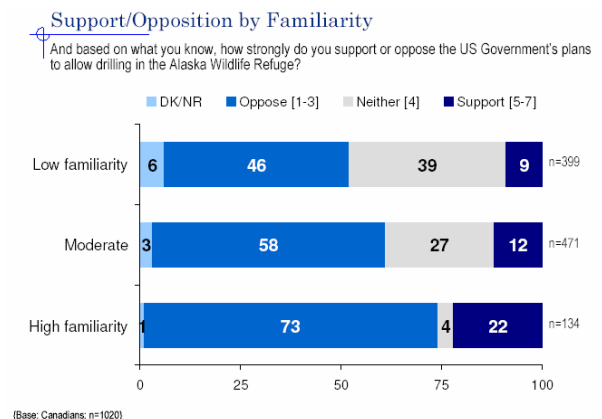
"Agree" vs "Disagree," by GDP per Capita, 2004



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- In July 2005, a minority of Canadians were aware of US plans to approve oil drilling in the Alaska Wildlife Refuge (35%). Based on what they knew or were told in the survey ("The Alaska Wildlife Refuge is a 19 million acre ecologically sensitive area that was set aside for protection in 1960. Supporters of the drilling say it will lessen US dependence on foreign oil and have a minor impact on the environment. Opponents say the amount of oil produced would have little impact on foreign dependence, create extensive damage to the environment, and that the focus for Americans should be on conservation rather than more oil production"), 54% of Canadian respondents opposed these plans, with only 12% supporting them. 29% neither supported to nor opposed them.



It is also interesting that the more familiar people felt with the issue, the more likely they were to oppose drilling in the refuge. If earlier findings about Canadians' attachment to their natural heritage are considered, the results suggest that Canadians might be equally (or more) likely to want to fend off development in their own natural areas. (8)

- When asked about different elements of safety and security that "affect us all and the world we live in", Canadians delivered a rating of 2.65 out of 5 (1=very poor, 5=very good) for environmental security, the lowest score (along with international security) out of 5 items rated. Performing better were: national security, the current economic situation (November 2003) and security in old age or retirement. (6)
- In The Canadian Values Study (September 2005), 64% of Canadians disagreed with the view, "'I think a lot of the claims about environmental issues such as global warming are exaggerated'". (7)
- On the issue of greenhouse gas emissions, 81% of Canadians (but only 72% of Albertans) felt the Government of Canada should be tougher on Canadian citizens and corporations to ensure that collectively Canadians reduce greenhouse gas emissions. (3)

As with issues relating to the environment in general, the need to address specific nature-related issues, or oppose those that deplete the country's natural heritage, garner the support of the large majority of Canadians.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## CANADIAN PARTICIPATION IN NATURE-RELATED ACTIVITIES

- A 1996 study of nature-related activities in Canada by Environment Canada found that 85% of Canadians, and 89% of Albertans (the highest of all provincial rates) participated in at least one of the following:
  - Outdoor activities in natural areas (recreational activities that take place on trips to natural areas, such as forested areas, water bodies, wetlands, open fields or others such as mountains or caves) – 44% of all Canadians, 51% of Albertans, the highest
  - Residential wildlife-related activities around one's residence (included watching – 84%, purchasing or putting out special feed – 57%, maintaining plants, shrubs or birdhouses for wildlife – 53%, studying and identifying wildlife – 43% and photography – 22%). 38% of all Canadians participated, 36% of Albertans, a below average participation rate and the third lowest among the provinces
  - Wildlife viewing on trips taken for the purpose of enjoying wildlife and natural areas, but excluding wildlife encounters on vacation or business trips (included watching – 83%, photography – 46%, studying – 42% or feeding wildlife – 25%). 19% of all Canadians participated, 19% of Albertans, an average rate
  - Recreational fishing – 18% of all Canadians, 17% of Albertans, a below average rate, third lowest in the country
  - Hunting – 5% of all Canadians, 4% of Albertans, a below average rate, fourth lowest in the country
  - Indirect nature-related activities (such as watching films/television programs about nature – 70%, reading – 43%, visiting a zoo – 29%, purchasing art/crafts/poster of nature – 17%, being a member of/contributor to a nature-related organization – 5%, or maintaining/restoring/purchasing land for conservation – 3%). 75% of all Canadians participated in at least one such activity, 81% of Albertans, highest among the provinces

In addition, 57% of Canadians who participated in outdoor activities in natural areas, visited parks or other protected areas (72% of Albertans, the third highest in Canada). On the whole, Albertans appear to be heavier than average participants in the type of activities offered by parks and indirect activities (11)

- 17 outdoor activities that can be enjoyed in natural areas were examined. Participation rates were as follows:



# Land Trust Proposal Integrated Consultation Report

February 15, 2006

Activity	Canada	Alberta	Alberta's Provincial Rank
Relaxing in an outdoor setting	32	42	1 <sup>st</sup>
Sightseeing in natural areas	31	38	1 <sup>st</sup>
Picnicking	26	31	2 <sup>nd</sup> highest
Swimming/Beach activity	24	22	3 <sup>rd</sup> lowest
Camping	19	30	2 <sup>nd</sup> highest
Hiking/Backpacking	19	16	2 <sup>nd</sup> lowest
Photographing in natural areas	16	16	3 <sup>rd</sup> lowest
Gathering nuts, berries, firewood	11	15	3 <sup>rd</sup> highest
Canoeing/Kayaking/Sailing	10	9	2 <sup>nd</sup> lowest
Power boating	9	10	Middle
Cycling in natural areas	9	10	3 <sup>rd</sup> highest
Downhill skiing	5	7	1 <sup>st</sup>
Climbing	4	7	1 <sup>st</sup>
x-country skiing/snowshoeing	4	3	Middle
Off-road vehicle use	3	4	Middle
Snowmobiling	3	2	Middle
Horseback riding	2	4	1 <sup>st</sup>

Albertans were more likely than average to relax and sightsee, to take advantage of the mountains and go downhill skiing and climbing and to go horseback riding. Like other Canadians they had high participation rates for picnicking and a much higher rate for camping and gathering nuts, berries or firewood. They were less likely to go hiking/backpacking, do photography or go boating.

Participants were somewhat younger than the general population, being overrepresented in the 15-44 year, and especially the 25-44 year age groups. They also tended to be of higher income and had an above average representation among university graduates. (11)

- Residential wildlife viewing included watching or caring for birds other than waterfowl (91% of those participating), small mammals like squirrels (57%), waterfowl such as ducks and geese (37%), large mammals (e.g., deer – 19%) and other wildlife like butterflies and frogs (23%).

This group was slightly more heavily represented among rural residents, people with post-secondary education and an above average income, and among adults aged 35-64 years. (11)

- Wildlife viewing while on a trip for the purpose of enjoying wildlife and natural areas was more often a secondary than main activity (16% vs. 6%). Wildlife viewing included watching waterfowl (58% of those participating), other types of birds (31%), small mammals like foxes (49%), large mammals (e.g., moose, whales – 43%) and other wildlife like butterflies (32%).

This group was particularly heavily represented among people with post-secondary education and slightly more among those with an above average income, and in the 25-44 age group, which tends to correlate with households with young (pre-school and elementary school) children. (11)

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- Recreational fishing was slightly more often a main than secondary activity (13% vs. 10%). Most fishing took place in freshwater lakes, rivers or streams (96%) and three-quarters caught fish while on their trips.

Participants were more likely than average to live in rural areas, to have an above average income and to be aged 25-44 years. Two-thirds were men. (11)

- Hunting was more often the main activity of the trip (4% vs. 2% where it was a secondary activity). Almost three-quarters (72%) hunted for large mammals such as deer, 38% for birds other than waterfowl (e.g., grouse), 24% for waterfowl (ducks and geese) and 23% for small game mammals (e.g., rabbits). Success rates varied from 42% to 69% depending on the game being sought.

This was the most extreme group demographically, with 85% of participants being men, more than one-third rural residents (37% vs. 17% in the population) and the highest income of all activities. They were also over-represented in the 25-54 age categories. (11)

## EDMONTON LEISURE AND RECREATION TRENDS

- In an analysis of leisure and recreation trends prepared in 2002 by Edmonton Community Services, the following conclusions were reached:

"Low cost, spontaneous, individual, less structured activities are becoming more popular. People are looking for experiences. Younger people will look for extreme activities and even older people will seek safer versions of adventure activities. Participation in outdoor activities will continue to grow, although there will be a switch to less strenuous activities by ageing Baby Boomers. Currently popular outdoor activities include walking, gardening, cycling, spectating at sports events and picnicking. Participation is expected to increase for mountain biking, in-line skating, cross-country skiing, downhill skiing, visiting historical places, sightseeing, biking and bird watching.

People are becoming more active, but are still not active enough for optimum health ... Access to safe parks, playgrounds, trails and paths will be important factors in increasing activity levels." (12)

- The table overleaf contrasts:
  12. Household participation rates in outdoor nature-related activities, as measured on a prompted basis in the Edmonton Recreation and Leisure Survey in 2002. (12)
  13. Spontaneously mentioned personal participation rates for the river valley system and Terwillegar Park (a fairly "natural" park in the system), and the importance of activity-related facilities in the future for Terwillegar Park, from the Terwillegar Park Citizen Survey (2005). (13)
  14. Spontaneously mentioned activities and activity-related amenities that are desired for the "perfect" park of the future in the river valley and in the City's neighbourhoods (table lands), from the Urban Parks Management Plan: General Public Consultation (2004). (14)

It should be noted that prompted and spontaneous questions provide very different statistics. Spontaneous responses that are given by 10% or more of the population, would be agreed to on a prompted basis by a large majority of the population. Spontaneous responses given by over 5% of respondents should also be given attention.

# Land Trust Proposal Integrated Consultation Report

*February 15, 2006*

- The most popular activities (walking/hiking, walking dogs, biking, running/jogging) required the use of trails. Many different types of trails were considered to be important for the use and enjoyment of current visitors to the river valley, with the most frequently chosen (on a prompted basis) being paved multi-use trails. They were:
  - Continuous paved multi-use trail and foot bridges to link the river valley – 85%
  - Trails suitable to persons with disabilities – 72%
  - Natural or unimproved trails – 65%
  - Asphalt or hard surface trails cleared of snow in winter – 61%
  - Crushed gravel trails – 55%
  - Wood chip trails – 48%
  - Cross-country ski trails – 45%      (13)
- Picnicking was the most popular summer activity, followed by informal play in open spaces. More popular winter activities were cross-country skiing and ice skating.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

Activities	Edmonton Recreation and Leisure Survey 2002 - Household participation (prompted) %	Terwillegar Park Citizen Survey 2005				UPMP : General Public Consultation 2004			
		Personal participation in the river valley system (spontaneous) %	Personal participation in Terwillegar Park (spontaneous) %	Desired activities in 10 years in Terwillegar Park (spontaneous) %	Important activity-related facilities for the future in Terwillegar Park (prompted) %	Desired activities/ activity-related facilities in river valley system (spontaneous) %		Desired activities/ activity-related facilities in neighbourhood parks (spontaneous) %	
Biking	53	40 paved 23 unpaved	34 unpaved*	10	58 continuous paved multi-use trail + footbridges	9	12 wider/ longer/more	3	3 wider/ longer/more
Walking/hiking	46	75	54	19 trails		10	trails/variety 2 nature/off-road trails	5	trails/variety + nature/off-road trails
Running/jogging	40	21	12						
In-line skating/roller blading	26	11		2 incl. skateboarding		1	1 bridges/ footbridges	1	
Walking dogs		15 off leash 14 on leash	36	4 off-leash 2 on-leash	56 off-leash	6		3	
Swimming/water spray area/deck	55			2	44	1		8	
Picnicking	47	18	6	14	79	14		13	
Fishing	13				45				
Canoeing/boating/kayaking		2	2	2 boat launch 4 rental/lessons/ whitewater park	62 canoe launch 16 power boat launch 49 whitewater canoe/kayaking course	3		+	
Open space/grass/frisbee/ throwing a ball/tetherball		2	2	2	75	6		7	
Ice skating	33	7		2	68	1		4	
Tobogganing/sledding	25	2			70	1		2	
Downhill skiing/snowboarding	24				n/a	+		1	
Cross-country skiing	8	7	2	3	n/a	2		+	
Snowshoeing			2		n/a				
Viewing wildlife/nature		2			77	3 wildlife		1 wildlife	
Nature interpretation/displays				4	62	2		1	
Orienteering					57				

\*including mountain biking      n/a = not asked      + = <0.5%

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## EDMONTONIANS VALUE NATURAL PARKS

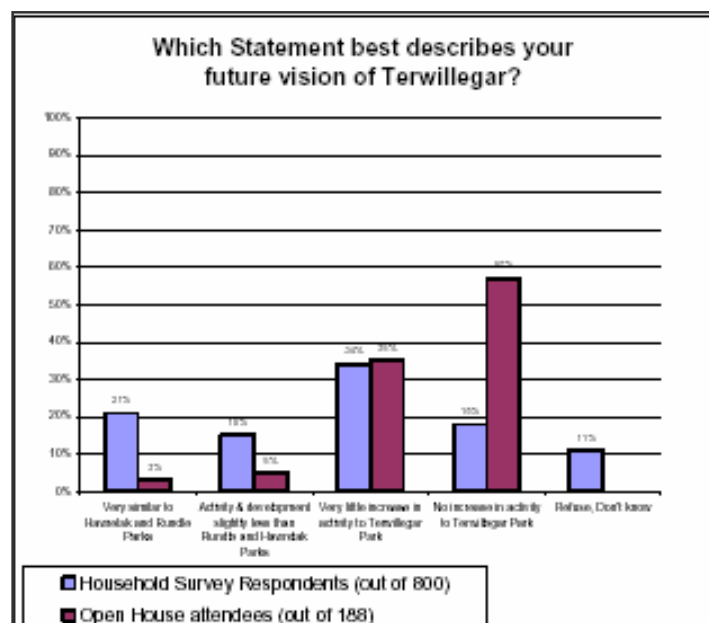
- In the analysis of leisure and recreation trends in Edmonton, it was concluded that, "Edmontonians support and value the city's parks and open spaces. The benefits of parks to the community are recognized by both those who use parks and those who do not use parks. Parks will become more important as places of respite from urban life and will be seen as "public places", not just places for recreation. Access to nature and nature interpretation will have growing importance.

Environmental preservation will continue to be important to Baby Boomers and may increase for others as awareness of environmental issues such as food and water safety become personalized. The use of pesticides on public and private land will be an issue of concern." (12)

- Respondents to the UPMP study identified several outcomes of having "perfect" parks:
  - Somewhere safe and affordable to go for fun and enjoyment
  - A place in the middle of the City to enjoy nature and outdoor activities
  - A healthy population – physically fitter, less stressed or cooped up
  - Stronger family units
  - Better quality of life with particular benefits for neighbourhood beautification and cohesiveness
  - Greater use by all types of people (14)
- When visualizing the perfect river valley system, 34% of City residents mentioned their desire for natural parks and the limitation of man-made items objects. This was the defining dimension for the river valley system that distinguished it from neighbourhood parks. The vision for some was of preservation of a pristine natural environment, but what others desired was simply a rustic, natural looking area. Elements that conveyed this included trees (especially), the presence of wildlife, the limitation or banning of motorized recreation vehicles, motor cars, paved areas and concrete/metal or unnatural materials, unpolluted fresh air, ungroomed spaces where underbrush may be seen and non-use of herbicides/pesticides/chemical fertilizers. (14)

The Terwillegar Park study asked respondents to describe their vision of the park in 10 years. Pre-eminent among the responses was, "Let nature take its course/leave it alone" (58%). When specifically asked about the activities, experiences, services or programs that should be available, 13% said, "No changes/leave it the way it is/leave natural".

In a further question, respondents were asked about options for development of the park by comparing it to others in the river valley system. The most popular response among citizens was, "Very little increase in activity, but enough to add





# Land Trust Proposal Integrated Consultation Report

February 15, 2006

facilities and activities to Terwillegar Park which provide a basic level of services", supporting the vision they described earlier. The graph above also shows the response of open house participants to the same question. These more actively engaged individuals, were in stronger agreement that the status quo should be preserved.

The consultants' final recommendations for re-development of the park were stated as follows:

"The Vision for Terwillegar Park reflects a public desire to design and manage this area as a unique natural park within Edmonton's river valley. This encourages the creation of a park which would retain and enhance natural, but accessible, landscapes. Terwillegar Park will continue to provide opportunities for cycling, walking, off-leash activities, nature appreciation, water based activities, special events and winter activities such as cross country skiing. "

It was described as "a place where all people can . . .

- find solace from the pressures of urban lifestyles;
- appreciate and learn about nature and how to preserve it;
- participate, including all levels of ability or disability, in both passive and active leisure pursuits in a safe natural setting, thereby contributing to their mental, physical and social well being;
- discover new things in nature, new friends and new pursuits; and
- enjoy nature and recreate in harmony with mutual respect for each other's needs. " (13)

- Another aspect of the "keep it natural" mantra for the river valley system is the amount of development supported by the population. In their vision in the UPMP study, 35% of residents spontaneously indicated a desire for an undeveloped, non-commercial area. Buildings both in the parks and on the perimeter of the parks – commercial/business or residential – were mentioned as specific no-no's. The potential for commercial ventures in the parks were a similar concern.

However, when asked specifically about four vending concepts, two appeared acceptable to the majority of the population. These were mobile vendors (76%) and small permanent structures housing things like a tea house, café or offering equipment rentals (62%). Only 9% felt that "no products or services should be sold". While there may be room for some commercial opportunities, anything that appears to be a threat to the natural environment, or its feeling of naturalness (in this question, larger built structures) was rejected.

- The view of the river valley of the future as a natural system was slightly more likely to be expressed by people in the highest income group (no more paving, no motorized recreation vehicles being key concerns), by people who rent (fresh, unpolluted air being a distinguishing motivator) and by older single people, often widowed/separated/divorced (unspoiled/untouched and a place to go for fresh air).

Those most concerned about the incursion of buildings in and around the system, or commercial development in the parks, were found increasingly with increasing income and education, among people within a 10 minute walk from the system, home owners, residents of the northwest quadrant of the city and older singles, especially in the 45-64 age group. (14)

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

From all of the above, it would appear that where land that is viewed as "natural" exists in the river valley, there is a distinct preference to maintain it that way, providing only basic infrastructure for human users (e.g., trails, washrooms, picnic sites, improved access and parking).

- The situation for table land natural parks was a little different. In the UPMP study, nature was a less important theme for neighbourhood parks than for the river valley system, though it was still mentioned by 24%. However, the primary need described was for shade trees, followed by a natural look. The defining dimension for neighbourhood parks was of a place for children to play, along with the equipment, amenities, activities and programs to fulfil that vision. A small number of people visualized stimulating simple natural and adventure play (climbing, logs, tires, ropes, places to explore) as part of these parks (2%). Current neighbourhood parks, on the whole, were not viewed as natural spaces.

To examine interest in table land natural spaces, several questions were asked with the following results:

- The amount of natural space that is available outside the river valley system was judged inadequate by the majority of citizens. 57% of respondents wanted more natural space, while 38% were happy with the current situation.

Those wanting more were overrepresented in the northwest, among young adults up to 24 years of age and among Aboriginals.

- The size of the natural area has implications for location and diversity. 71% wanted a combination of small spaces in walking distance of their homes and large spaces a 30 minute drive away, with more varied vegetation, wildlife and natural features. 14% preferred a few large spaces and 12% many small spaces.

Young adults (up to 24 years), single parents, pre-school families and Aboriginals were most in favour of having both large and small spaces. People in the southwest were interested in large spaces to a greater than average degree, while older singles aged 65+ and those not born in Canada were overrepresented in the group preferring many small spaces.

- 69% of respondents thought that an equal amount of new parkland should be devoted to landscaped parks and natural space, while another 20% thought most should be reserved for the preservation of natural areas.

Pre-school families, people in the 25-44 age groups, those living north of the Saskatchewan River, who owned their own homes, were in the middle income groups and had a lower level of education, preferred an equal division. Those who wanted most new parkland allocated to natural areas, were overrepresented in the southeast, among renters, households with activity limitations and in the highest income group. (14)

These results show that there is a great deal of support for more table land natural areas, even at the expense of traditional landscaped parks and sports fields. Interest in these spaces was high, since almost three in four residents wanted quick access to a natural area, especially groups that are considered to be "underserved" by the City's parks.

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

- Strong support for conserving more land in Edmonton was expressed by participants in a focus group conducted for the Westworth study, "Conserving Edmonton's Natural Areas" in 2001 – particularly in areas which do not have access to the river valley, green space or mature landscaping. Although some felt Edmonton had a lot of conserved land in the river valley, it was seen to be needed throughout the City. There was a desire for a legacy, not of concrete sprawl, but of a healthy, enjoyable environment.

There was also recognition that while natural areas contribute to quality of life, the real benefit was an ecological one and, for that to occur, there was awareness that sites needed to be large enough to support an ecosystem. The group concluded that such sites were the most important to preserve, despite appreciating that smaller sites provide local neighbourhood passive recreation and educational opportunities. (15)

## EDMONTON RESIDENT'S NEEDS RELATING TO NATURAL SPACES

- Participants in the Westworth focus group felt that there was a lack of public awareness of natural spaces that were already being conserved in the City and a need for increasing awareness if support for funding for conservation is to be gained. (15)
- Public access to natural areas was considered vital if people are to appreciate their value and support financial commitments to the sites. Since it was recognized that access that is not controlled or limited would spoil the habitat, there was support for usage options that would minimize impact, but still offer recreation opportunities, such as trails for walking, interpretive activities and wildlife viewing (15)
- Other advantages included factors such as:
  - An enhanced quality of life where there is "a bit of nature", which acts as a counterbalance to busy urban lifestyles and landscapes
  - Accommodation of other species that live here
  - Contributes to a healthy community (e.g., its water quality)
  - Offers learning and recreation opportunities for urban families
  - An important selling feature for the community
- Concerns relating to land conservation included the impact on:
  - Taxes, to purchase and maintain the land and the loss of tax revenue from it
  - Crime or vandalism in adjacent areas
  - Safety, particularly around wetlands
  - Higher housing costs
  - Insects (especially mosquitoes) and rodents

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

However, the advantages were considered to outweigh the disadvantages (15)

- Key issues in choosing land to conserve were cost (cost-effectiveness and infrastructure costs), ecological importance (residents were interested in the preservation of unique species that would give them a "window to nature") and the size of the area (should be large enough to sustain an ecosystem). Other criteria included its location in the City (geographic distribution to ensure access by all residents) and the immediacy of the threat of development, the presence of native species and appropriateness of the habitat for the species of interest, the aesthetics of the area (with a preference for wooded areas and streams over grasslands, open water or wetlands), the variety of lands already conserved and accessibility (assured through public ownership).
- Several funding options were explored:
  - Increased house prices or a local development levy generated only limited support, since there was a concern that this might create the perception among local residents that the area was exclusively for their benefit.
  - User fees received mixed reviews – the potential to reduce access of people with limited incomes and administrative costs to collect them, were concerns.
  - Corporate sponsorships were supported with the understanding that corporations should only be minor players who would not drive the design and management of the land. Corporations should receive appropriate recognition (signage, naming and access to the area were supported) but this should not spoil the ambience of the area.
  - Community fundraising was rejected due to fatigue at being faced with "yet another cause" and the perception that this was a core responsibility of effective municipal planning.
  - The group's preference was for public ownership, recognizing the impact this would have on taxes, since they did not support diverting funds from existing services. The majority of funding was expected to be provided by the municipality and province, especially for areas of regional significance. (15)
- There was also support for public ownership of the land:
  - Either by the City of Edmonton alone, or in partnership with the Province of Alberta, environmental or recreational interest groups, to provide assurance of continuity for future generations, accountability, resources to effectively manage the land, the commitment to provide appropriate public access in an environmentally responsible way and a "pretty good" track record of conserving and managing parkland.
  - While the participants thought local environmental groups would be better stewards of the land than community groups, a significant lack of awareness of and about such groups, negatively impacted the perception of their ability to manage the land – regardless of ownership. As a result, there was strong support for having effective management guidelines that an organization would have to follow (15)

# Land Trust Proposal Integrated Consultation Report

February 15, 2006

## Bibliography

- 1 Globescan. *Results of First-Ever Global Poll on Humanity's Relationship with Nature*, 19 November 2004 (press release) [http://www.globescan.com/news\\_archives/IUCN\\_PR.html](http://www.globescan.com/news_archives/IUCN_PR.html)
- 2 David Boyd. *Unnatural Law: Rethinking Canadian Environmental Law and Policy*, UBC Press, 2003. <http://www.ubcpress.ca/books/pdf/chapters/unnaturallaw/chap1.pdf>
- 3 Leger Marketing. *Canadians and the Environmental Policies of Canada*, January 2005. <http://www.legermarketing.com/eng/tencan.asp>
- 4 Ekos Research Associates. *Tracking Public Priorities*, January 2004. <http://www.ekos.com/admin/articles/PublicPriorities04Jan2004.pdf>
- 5 Leger Marketing. *What Canadians Think 2005 has in Store for Them*, November 2004. <http://www.legermarketing.com/eng/tencan.asp>
- 6 Leger Marketing. *Voice of the People*, November 2003. <http://www.legermarketing.com/eng/tencan.asp>
- 7 *The Canadian Values Study: A joint project of Innovative Research Group, the Dominion Institute and the National Post*, September 2005 [http://www.innovativeresearch.ca/Canadian%20Values%20Study\\_Factum%20280905.pdf](http://www.innovativeresearch.ca/Canadian%20Values%20Study_Factum%20280905.pdf) and <http://www.worldvaluessurvey.org/>
- 8 Ekos Research Associates, for the World Wildlife Fund Canada. *Canadian Attitudes towards Drilling in the Arctic National Wildlife Refuge*, July 2005. <http://www.ekos.com/admin/articles/25July2005background.pdf>
- 9 Minister's Round Table on Parks Canada 2005. [http://www.pc.gc.ca/agen/trm-mrt/2005/itm4-/table4b\\_e.asp#7](http://www.pc.gc.ca/agen/trm-mrt/2005/itm4-/table4b_e.asp#7)
- 10 Ecology Action Centre. *New survey says majority of Nova Scotians want more land protected*. February 2004. <http://www.ecologyaction.ca/cgi-bin/viewnews.cgi?search>
- 11 Environment Canada. *1996 Survey on the Importance of Nature to Canadians*. <http://www.ec.gc.ca/nature/highlights/contents.html>
- 12 Edmonton Community Services. *Urban Parks Master Plan: Leisure and Recreation Trends Analysis*, October 2002. <http://www.edmonton.ca/socialplan/documents/UrbanParksTrendsAnalysis.pdf>
- 13 Randall Conrad et al., for Edmonton Community Services. *A Vision for Terwillegar Park*. September 2005 (Appendix A) [http://www.edmonton.ca/portal/server.pt/gateway/PTARGS\\_0\\_2\\_286\\_221\\_0\\_43/http%3B/CMS/Server/COEWeb/recreation/planning/](http://www.edmonton.ca/portal/server.pt/gateway/PTARGS_0_2_286_221_0_43/http%3B/CMS/Server/COEWeb/recreation/planning/)
- 14 Infact Research and Consulting Inc. *Urban Parks Management Plan: General Public Consultation*, 2004. <http://www.edmonton.ca/ParksRiver/UPMPGeneralPublicConsultation.pdf>
- 15 Westworth et al., for Alberta Environmental Network and Edmonton Community Services. *Conserving Edmonton's Natural Areas: A Framework for Urban Conservation*, 2001



Research and Consulting Inc.