

International Joint Commission

Study 7 (Part Two) - Outreach Campaign: Public Consultation and Stakeholder Engagement on Lake Level Management



Photo 1: Okanogan River Flood, 1971. Courtesy of Oroville Museum Archives.

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Executive Summary

The purpose of this report is to describe an outreach campaign focussed on lake level management that considers how to engage the public and stakeholders in order to:

1. Ensure that the public and stakeholders understand that the International Joint Commission (IJC) recognizes their concerns related to water flow and lake levels in Osoyoos Lake; and
2. Inform the public and stakeholders what the lake level management system can and cannot do and the recommended changes resulting from the work conducted in Study 7 (and potentially in concert with the work conducted in the other studies).

In presenting the outreach campaign work previously conducted by the IJC and other organizations responsible for similar or related issues is considered in the Current State section of the report. This was done in order to present a campaign that builds on other successful works. The second section describes the scope of the outreach campaign.

1. Current State Assessment;
2. Campaign Scope; and
3. Outreach Program and Benefits.

The overall campaign is designed:

1. to ensure that the public and stakeholders understand that the IJC recognizes their concerns related to water flow and lake levels in Osoyoos Lake; and
2. to inform the public and stakeholders what the current lake level management system can and cannot do and the recommended changes resulting from the work conducted in Study 7.

The framework for the campaign is outcome based. An overall long term impact is described, followed by a set of outcomes, outputs and activities all designed to provide the desired results.

Options for specific activities include:

1. Website and internet
2. Brochures, signage and collateral materials
3. Telecommunications
4. Media
5. Public presentations

Each item can stand alone yet together the activities describe a more complete and therefore likely more successful public consultation and stakeholder engagement process. The overall campaign could be successfully conducted for approximately \$40,000 to \$45,000.

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1 Introduction

This section provides the background for this report, the context for the initiative, the components of a successful campaign and the process for preparing the report.

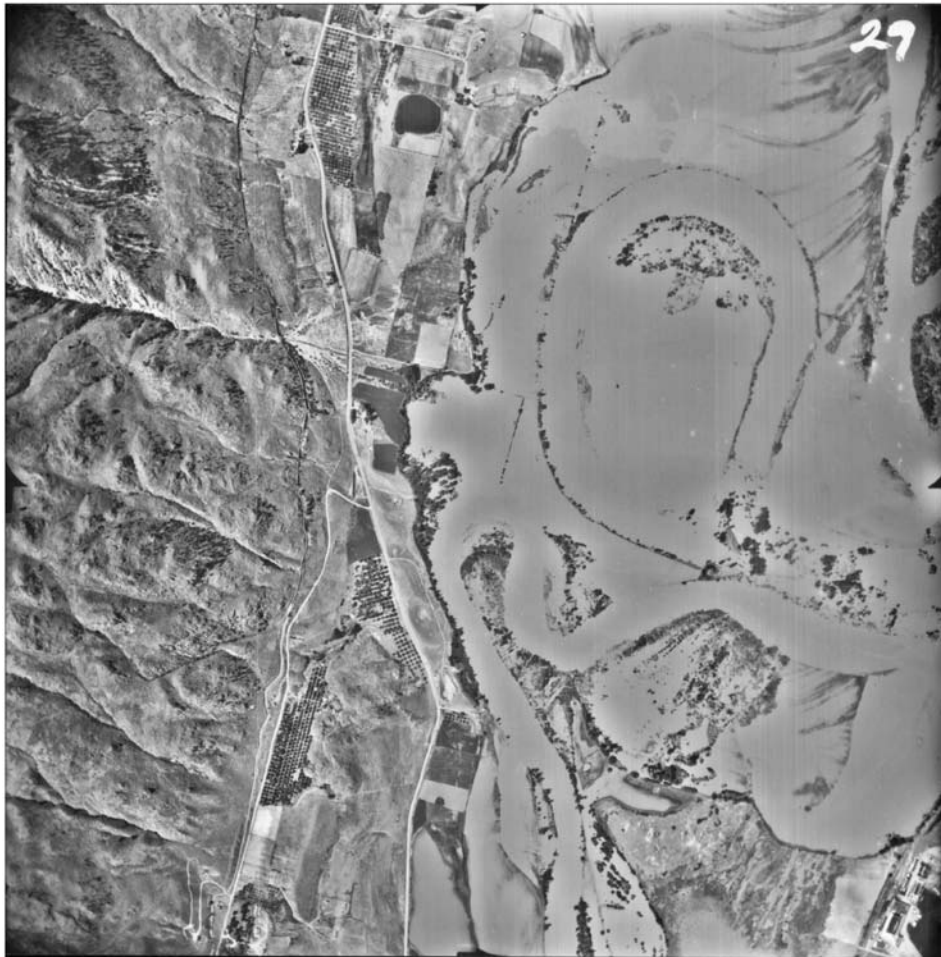


Photo 2: Okanogan River Flood, 1971. Courtesy of Oroville Museum archives.

1 – 1 Introduction

The International Osoyoos Lake Board of Control (the Board) has identified the need to investigate the effects of Osoyoos Lake water levels rising above the maximums specified in the Orders¹, and to recommend strategies to address public understanding of the issue. The aim of the outreach campaign is to provide information to the permanent and temporary residents living in the vicinity of the communities of Osoyoos, B.C. and Oroville, WA. Specifically, the outreach campaign will communicate to the public and stakeholders, on the one hand, that IJC understands their concerns, and, on the other hand, that there are limits to what the current system as directed by the Board can do in relation to water flow and lake levels in Osoyoos Lake.

The Outreach Campaign: Public Consultation and Stakeholder Engagement Report (the Report) is designed in part to address the results of the Plan of Study, Study 7; to conduct an independent professional review of the factors that affect flooding and the role played by Zosel Dam. The outreach program would inform and educate the public about the results of Study 7 (Part One) Demonstration of Factors that Govern Osoyoos Lake Levels During Floods² (the Study). The Study addresses water flows into and out of Osoyoos Lake, the difference in drought and normal high flow years, the differences in Dam operation based on the type of flow year, and the effects of natural events on the ability of Zosel Dam to prevent high lake levels.

1 – 2 Context

The Board wishes the public and stakeholders to be aware of the fact that in most cases when lake levels rise above the level of 913 as specified in the Orders, such levels are not preventable as these high levels occur regardless of how the Zosel Dam is operated. The Board recognizes that many people living in the vicinity of Osoyoos Lake have not been fully informed about the role of the Board, nor of natural events that override the possibility of the Zosel Dam operating as any kind of a control mechanism when major flood events occur.

The Orders for the International Osoyoos Lake Board of Control will expire in 2013. The Board commissioned a Plan of Study to identify the issues for potential consideration in the new Orders. The Plan of Study presents in priority order a number of areas for further investigation. The Board has a long history of public consultation which played an important role in the development of the Plan of Study and will contribute to the details of the new Orders.

¹ Orders of Approval <http://www.ijc.org/php/publications/html/osoyoos/orders.htm>, Orders of Approval Supplementary, http://www.ijc.org/php/publications/html/osoyoos/orders_supplementary.htm

² Summit Environmental Consultants Inc. 2010. Study 7 (Part One) Demonstration of Factors that Govern Osoyoos Lake Levels During Floods.

1 – 3 Components of a Successful Outreach Campaign

A community outreach campaign should be designed to have a clear outcome that will result in the intended impact for the long term. The approaches proposed in this report are designed to meet the needs of the identified target audiences and create the desired effect for the Board.

The public consultation and outreach campaign approaches are developed by examining the current Board efforts and case studies, and are informed by the professional experiences of the consultant in situations with a similar technical, public and decision-maker interface. Regardless of the medium, the final products must provide information appropriate to the audience. Technical details are presented in plain language to ensure the campaign is easily understood by the broadest possible audience.

The proposed campaign approaches will include advertising, publicity and promotional campaigns. There are numerous media and marketing companies with expertise in running media relations programs in both Canada and the U.S. Some campaigns may include public information sessions and interpretive signage in key locations, media coverage as well as the use of marketing material such as brochures and web-based message distribution and communication methods. It will be important to select the media used in the campaign as appropriate for the recipient's circumstances. An ongoing publicity campaign may include permanent signage in areas prone to damage during seasonal high water incidents. In rural areas, access to web-based communication platforms can be a challenge when high-speed internet connections are not readily available. Similarly, brochures can be effective with a willing audience but may be less so when there is a history of conflict. Whether to engage in a direct, face-to-face public engagement program will depend on the long-term impact the Board desires, and on the public and stakeholder concerns to be addressed. The options are considered in detail in the cost benefit analysis of this report.

1 – 4 Process

The study and outreach team will work together to ensure accurate information is provided for both technical and lay audience for the Outreach campaign. The Report is presented in the same manner in which a formal outreach campaign would be designed.

2 Current State

This section begins with the identification of information sources, current outreach initiatives of the Board, target audiences, and a summary of the key issues presented to the Board by members of the public and stakeholders based on Annual Meeting Minutes and Notes from 1998 to 2007. This is followed by case studies of outreach activities conducted by the IJC and other organizations faced with the question of how best to engage the public and stakeholders in issues of concern. This section concludes with an assessment of the Board's current outreach approach according to the activity.

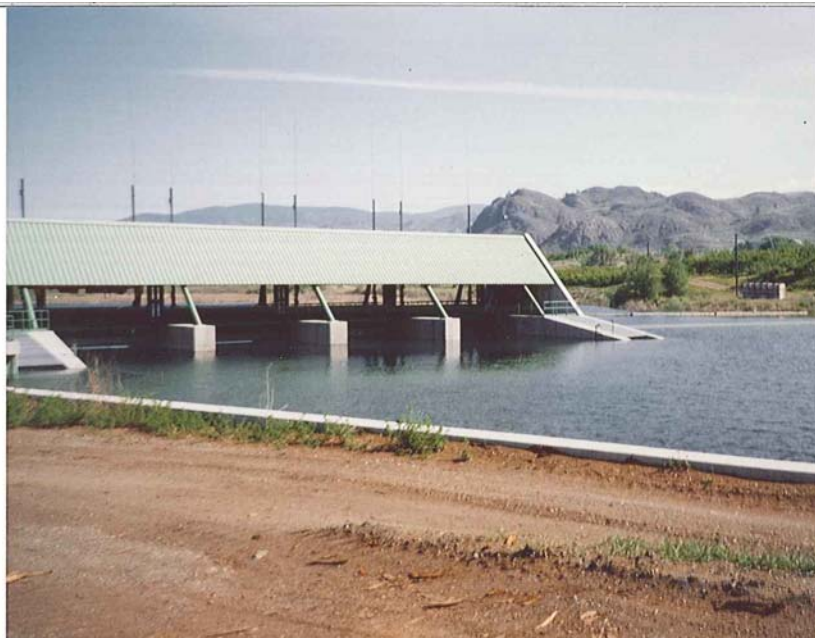


Photo 3: Zosel Dam, May 24, 2009. Courtesy of Ray Newkirk.

The effectiveness of the Board's current outreach initiatives has been reviewed based on available information. This review of the current situation is a necessary first step in a successful outreach campaign and is aimed at identifying both the Outreach efforts (activities, campaigns, communication products) carried out so far, and the constraints or difficulties experienced by the International Osoyoos Lake Board of Control (Board) in such previous public information campaigns. In addition, the current state assessment describes targeted audiences

and any partnerships resulting from the Board's efforts. To the extent possible, the current outreach efforts are evaluated to determine which efforts were effective and which were not.

The Board has defined the problems to be addressed as twofold: first, the Board wishes to ensure that the public and stakeholders understand that the IJC recognizes their concerns related to water flow and lake levels in Osoyoos Lake; and second, the Board needs to inform the public and stakeholders about the capacities and capabilities of the current system. This information is described in the recommended changes arising out of the work conducted in Study 7 and potentially in concert with the work conducted in the other seven studies.

2 – 1 Information Sources

The current state assessment identifies sources of information in order to establish existing outreach initiatives, audiences and issues. Four sources were consulted to identify current outreach initiatives, target audiences and issues. These sources provide a framework within which it has been possible to determine the effectiveness of the Board in garnering public support. The purpose and benefits are described for each outreach activity. The following sources were consulted: 1. The IJC website; 2. The IJC, Osoyoos Lake Board of Control; 3. The Plan of Study, 2006 and 4. The Osoyoos Lake Water Science Forum Summary Report, 2007.

2-1-1 IJC website

The following IJC website (www.ijc.org) pages provided information: Boards, Publications and Activities. Contact information is provided.

2-1-2 Board of Control

Two meetings were held with members of the International Osoyoos Lake Board of Control (Board) and government agents responsible for the operation of the dam and decisions related to Osoyoos Lake level management including the declaration of drought. These meetings were held in July and October of 2009 and provided insights into the target audiences most actively engaged with the Board in expressing concerns. The Board minutes and notes provide a record of the names of speakers and the names and agencies for government representatives. No contact information for public participants is provided.

2-1-3 Plan of Study for Renewal of the International Joint Commission's Osoyoos Lake Orders³

The Plan of Study describes in detail the work required to address some of the key issues the Board faces. In particular, Study 7 addresses Osoyoos Lake water levels. Appendix 5 is the key reference for target audiences and provides detailed lists of government agencies, special interest groups and user groups. No contact information such as website addresses, phone or email contact information is provided. Appendix A of the present report provides a review of the Plan of Study Appendix 5. Website, email contacts and possible page link suggestions are provided. The review in Appendix A also identifies sites with links or references to the IJC website or information specific to Osoyoos Lake.

2-1-4 Osoyoos Lake Water Science Forum Summary Report

The Board collaborated on and participated in this Forum hosted by the Osoyoos Lake Water Science Forum Committee, a collaborative partnership of government and special interest group representatives from both BC and Washington. The report provides useful information on possible target audiences and includes contact information. The report identifies a number of issues, but groups them differently from the descriptions in either the IJC Records and Minutes or the Plan of Study, Study 7.

2 - 2 Current Outreach Activities

The Board currently communicates with the public and stakeholders in person and through electronic media. This section describes five outreach activities, the purpose of each and the benefits.

2-2-1 IJC Website

The minutes and notes of annual International Board of Control⁴ Board meetings and public meetings provide an update on the operation of the dam, lake levels, drought declaration and any other relevant information related to the mandate of the Board. Notes and records from the public meetings, usually held in conjunction with the annual meeting of the Board, are located on various IJC website pages.

Purpose of the website

³ Plan of Study for Renewal of the International Joint Commission's Osoyoos Lake Orders, August 11, 2006, Glenfir Resources

⁴ International Osoyoos Lake Board of Control. Publications.
http://www.ijc.org/conseil_Board/osoyoos/osoyoos_pub.php?language=english

The records and publications posted to the website provide a publicly accessible source for current and historical information. Information on other IJC activities provides a context and reference point for Board activities. The website provides a basic level of transparency to the public and representatives of special interest groups and a broader international context for the activities of the International Osoyoos Lake Board of Control.

Benefits of the Website

The benefit of this outreach activity is that information is available to a broad audience at the convenience of the user, and that the records as posted ensure transparency of the processes undertaken by the Board on behalf of the IJC. It is most accessible to those with some knowledge of how to gain access to information using the Internet as a source. Once in the site, it is easy to navigate to the Board sub-site and associated pages.

2-2-2 Annual Public Meetings

The Board of Control hosts annual face-to-face public meetings in conjunction with the annual Board meeting; the exception was 2007, in which year the science forum took place and the annual meeting was not held.

Purpose of the Public Meetings

The purposes of this outreach activity are, first, to provide the public with an opportunity to receive informational updates on the activities of the Board, and second, for the Board to gather information on issues of interest or concern including those related to the effects of both changing and static lake levels and the timing and effects of the drought declaration.

Benefits of the Public Meetings

The meetings provide the Board with an opportunity to garner public support by meeting face-to-face with members of the public and representatives of special interest groups.

2-2-3 Plan of Study for Renewal of the International Joint Commission's Osoyoos Lake Orders

The Plan of Study was initiated to conduct a review of the issues and to recommend investigations in preparation for possible changes when the current orders expire in 2013. The community outreach in relation to the Plan of Study and has been completed. A copy of the Plan is available at www.ijc.org.

Purpose of the Plan of Study

The Plan of Study sets out the Board's intention to engage the public in identifying key issues. Over 500 groups and individuals were contacted. This work invited the public to provide input into the Plan of Study in preparation for the new Orders which will be developed by 2013. The consultant, Glenfir Resources, identified that *"conferring with agencies, individuals and organizations was key"*⁵ to the approach.

⁵ Minutes, International Osoyoos Lake Board of Control Public Meeting, Osoyoos, B.C., October 4, 2005

Benefits of the Plan of Study

As a result of the Plan of Study, work specifically focused on the issue of flooding and backwater from the Similkameen is being addressed in Study 7 (Part One) – Demonstration of Factors that Govern Osoyoos Lake Levels During Floods.

2-2-4 Osoyoos Lake Water Science Forum Summary Report

The Forum was hosted by the Osoyoos Lake Water Science Forum Organizing Committee in 2007. It is included here as the Board did participate.

Purpose of the Forum

The Osoyoos Lake Water Science Forum offered a novel approach in that it *“was intended to be interactive, a unique opportunity for dialogue amongst local residents, scientists, planners and politicians”*⁶. The forum included scientists and other content area experts, representatives from government agencies, not-for-profit organizations and members of the public.

Benefit of the Forum

The Forum provided an opportunity for decision makers, government agents and members of the public to explore the science related to Osoyoos Lake. The Board was seen actively collaborating with other agencies and organizations. The Forum Report provides valuable reference materials for inclusion in the Board’s public outreach campaign.

2-2-5 Board Communication

The Board communicate with members of the public on issues of concern in person, by letter and through telephone communication⁷. This is an adjunct activity rather than a formal aspect of an outreach campaign. The Board is responsible for responding to written communication.

Purpose of Board Communication

Personal communication via telephone or letter is often a preferred method for those individuals who either feel that their interests are not being considered or feel that they can influence decisions better through personal contact than through public communication. In addition, some individuals may have matters to discuss that are personal or proprietary in nature and would not be appropriate to address in public.

Benefits of Board Communication

The willingness of Board members or staff to communicate not only at a government to government level but also with members of the public sends the message that the Board of Control is accessible and willing to receive comments and information. It may be necessary in some instances to identify in the communication those areas of concern which are outside the mandate of the Board.

⁶ Osoyoos Lake Water Science Forum, Forum Summary Report , September 16-18, 2007.
http://www.obwb.ca/fileadmin/docs/osoyoos_lake/olwsf_final_report.pdf

⁷ Consultant notes, Board meeting, October, 2009.

2 – 3 Current Target Audiences

Target audiences are identified from their respective roles in relation to the mandate of the Board, which includes both public consultation and information sharing. For the purpose of this report three target audiences are described. The first audience has a primary responsibility to disseminate information. The second audience has a primary focus of gathering information. The third target audience is one whose focus is engagement for the purpose of discussing issues and providing advice to decision-makers.

The first audience includes those government agents who make up the Board or who are affected by the Board's mandate. This audience has an interest in fulfilling their respective responsibilities. To that end, they create opportunities to receive information from the Public in order to make decisions informed by public consultation. This audience will also have the responsibility to inform others within their organizations of information related to the organization's mandate including the Public consultation input that leads in part to the decisions made. In terms of community outreach, this audience disseminates information, makes decisions, and answers questions from individuals who contact their organizations as a resource. In relation to the Board, this audience includes Board members, government agencies and organizations with responsibilities in regard to the operation of the dam, including the determination of a drought designation. These people have a duty to fulfill the mandate of their organization or agency as determined by public policy or law including the IJC Orders.

The second audience is the Board's primary target with respect to the outreach campaign. This audience is primarily engaged in receiving information (i.e., the results of studies and actions undertaken on behalf of the Board); although this audience also has the role of giving information (i.e., engaging in public consultation). From a community outreach perspective, this second group has a need to access specific information as it relates to their specific interests or needs. The information must enable this group to understand the tools and resources that decision makers use in order to manage or mitigate the effects of, in this case, the Osoyoos Lake levels. Giving information allows this audience the opportunity to further influence decision makers. Receiving information allows this group to gather the particular information necessary to make personal decisions and to promote areas of special interest.

The third target audience includes those with an interest in becoming more active agents in the process. Therefore this audience provides the Board with the opportunity not only for public consultation but also a forum for ongoing advice and input from a broad cross section of those with special interests.

Each of the identified outreach activities meets the needs of a specific audience or caters to the needs of a particular group. The current target audiences are identified by outreach activity.

2-3-1 IJC Website Target Audience

In relation to this report, the IJC website audience likely includes: government agents (including Board members) with responsibilities for making decisions related to Osoyoos Lake water level management and dam operations; the public; special interest group members; and researchers and consultants with an interest in the work of the IJC and the activities of the Board. The target audience is likely familiar with the use of the Internet and is able to search the website for information relevant to a range of interests. The website is well laid out and simple to use.

2-3-2 Annual Public Meetings

Government agents and consultants participate by invitation in the annual Board meeting. The Board meeting is followed by a public meeting which is attended by individuals representing personal and or organizational interests.

2-3-3 The Plan of Study

Appendix 5 of the Plan of Study categorizes individuals by interest groups as follows: applicant, climatology, consultants, environment, First Nations and Tribes, Fisheries, Government (BC, Canada, County, Municipal, Regional, United States, and Washington State), interested individuals, navigation, power, process, recreation/tourism, research, unknown and water user. No contact information is provided, although participants were contacted for the purpose of completing the Plan of Study. The names of organizations that have been contacted and or participated in previous IJC meetings has been reorganized in Appendix A of this report into the following categories: Government - municipal, regional, provincial/state, federal, and First Nations/Tribal; Resource Use - agriculture, tourism, fisheries; and Not for Profit and Non Governmental Organizations. This revised list includes contact information including websites and email addresses where this information has been discoverable through the use of both Google and Yahoo internet search engines.

2-3-4 The Osoyoos Lake Water Science Forum

The Forum Summary Report⁸ provides lists that include contact information for organizations, agencies and groups working on projects related to Osoyoos Lake sustainability. Potential leaders for further scientific research, and panelists and presenters are also listed. The Report describes Potential Next Steps and Actions⁹ which could be useful for identifying partnership opportunities to further engage interested stakeholders.

2-3-5 Board Communication

This audience includes any member of the public, representative of an agency or association who prefers to present ideas and concerns or to request information from the Board through direct personal contact. The content of this type of communication is not publicly available.

⁸ Osoyoos Lake Water Science Forum, Forum Summary Report , September 16-18, 2007.
http://www.obwb.ca/fileadmin/docs/osoyoos_lake/olwsf_final_report.pdf

⁹ Ibid page 26.

2 – 4 Current Issues

A review of the minutes of Board meetings from 1998 to 2007 provides a record of the issues of concern. Issues were also identified or reiterated in conversation with the Board, government and stakeholder representatives and members of the public. This report only considers those issues that are related to Osoyoos Lake water levels and the operation of the Zosel Dam. The table below outlines the issues raised over the time frame examined.

Table 1: Summary of Public Comments Related to Osoyoos Lake Levels

Key themes for issues raised	Total times recorded
Development regulations and encroaching lake levels	4
Property damage and erosion	2
Irrigation & agriculture: timing of drought declaration and change in water levels	4
Compensation for loss of land	3
Sewage leakage during spring freshet	1
Lake level management including timing of lake level adjustments	3
Effect of lake level on milfoil control	3
Climate change and potential for change in timing of freshet and amount of water flowing	3
Dams & reservoir installation and or removal	3
Recreation requirements and hazards of higher lake levels	3
Drought Declaration timing and notification	4
Fisheries seasonal requirements	2

2-5 Other Public Consultation and Stakeholder Engagement Initiatives

The outreach campaigns reviewed and presented here represent a range of strategies from broad public consultation processes to lengthy stakeholder engagement initiatives. The work of the IJC has been considered first as the most closely related to the work of the Board. This is followed by a review of other campaigns produced by organizations seeking to communicate a similar message or to gather information have been considered.

The IJC has a long-standing history of providing an opportunity to gather information related to transboundary water issues and to mitigate any harm to those who share the waterways. The examples of the work conducted by the IJC and other organizations can help the Board decide on the best outreach campaign approach.

The history of the IJC is to invite public consultation. Several large-scale initiatives attest to this public consultation process and the commitment on the part of the IJC and the respective governments of the United States and Canada to the process. Two similar examples of the IJC's

work on public engagement that may be informative for the Osoyoos Lake Board of Control are described below.

2-5-1 The Great Lakes Water Quality Agreement¹⁰

This public consultation was initiated by letters of reference from the governments of Canada and the U.S. The IJC undertook to hold 15 public meetings in communities in the region on both sides of the border. Written comments were invited and the process was returned for further public input after the Draft Orders had been prepared. The resulting report synthesized the comments of the more than 4000 people and organizations who took part in the public consultation. The web dialogue was a new initiative that resulted in comments from 270 participants. The Synthesis of Public Comment on the Forthcoming Review by the Federal Governments of Canada and the United States of the Great Lakes Water Quality Agreement¹¹ is available in print and electronic format through the IJC website.

Effectiveness

Participants were invited to evaluate the effectiveness of the public consultation. Overall, there was widespread support for the agreement; however, some felt that the lack of implementation of strategies to address areas of concern was a major fault in the overall agreement.

2-5-2 Lake Ontario – St. Lawrence River Order of Appeal¹²

This is another example of a public engagement process undertaken by the IJC. The transcripts prepared during consultations with the public detail the process. For example, the transcript of the Jordan public meeting¹³ describes the context for the final public consultation, which was to receive public input on the Draft Orders. Prior public consultation processes during the development of the Orders are referenced.

Effectiveness

Details about the quantity of public input is referenced throughout the various documents produced as a result of the public engagement process; this process was primarily one of

¹⁰ The Great Lakes Water Quality Agreement (GLWQA), 2005.
<http://www.ijc.org/en/activities/consultations/glwqa/index.php>

¹¹ Synthesis of Public Comment on the Forthcoming Review by the Federal Governments of Canada and the United States of the Great Lakes Water Quality Agreement.
<http://www.ijc.org/en/activities/consultations/glwqa/synth.php>

¹² <http://www.ijc.org>

¹³ http://www.ijc.org/en/activities/losl/transcripts/2008_06_09_Jordan.pdf

receiving information, which was then used by the Commission as a reference in preparing the orders. To that end, this process is appropriately described as either public consultation or public engagement. As a result of these processes, it can be said that the public was consulted and given the opportunity to participate in a number of different ways and through a variety of means including, verbal, written, web-based and by invitation to be an observer of the process. During the review, a number of individuals and organizations in a particular region provide information about how they may be affected in various ways by subsequent decisions made by governments. The information gathered is then considered in the final product. By comparison in the case of Osoyoos, comments are collected and used but no direct response or answer is usually given at the time the comment is made.

2-5-3 International Watersheds Initiative (IWI)¹⁴

The IWI is a new initiative with the underlying premise “...that local people and institutions are often the best placed to anticipate, prevent or resolve many problems related to water resources and the environment, and to take shared actions towards shared sustainability objectives” The work envisions an extensive grassroots training program to develop the capacity of members of the public to provide insight and informed discussion to support local, provincial, state, and national governments in decision-making. The initiative has identified several other regions for future involvement including the Osoyoos/Okanogan basin as a result of increasing public interest¹⁵.

Effectiveness

Although the effectiveness of this project is yet to be determined, it is included here to provide an example of a new direction beyond public consultation to stakeholder engagement that is being considered by the IJC. It is interesting to note that the United Nations Development Programme is currently undertaking a similar initiative. A key aspect of both of these projects will be efforts to engage grassroots community members to increase the level of understanding and to enable participation in decision making on transboundary water issues.

2-5-4 The Living Shorelines Stewardship Initiative¹⁶ (LSSI)

The outcome of the outreach campaign was to provide scientific and basic technical information about living shorelines installation techniques, associated costs, risks, ecological and other benefits to property owners and interested groups in the Chesapeake Bay area of

¹⁴ The International Watersheds Initiative: Implementing a New Paradigm for Transboundary Basins, Third Report to Governments on the International Watersheds Initiative, page 1. January 2009.
<http://www.ijc.org/php/publications/pdf/ID1627.pdf>

¹⁵ Ibid, page 7.

¹⁶ Living Shorelines Stewardship Initiative, 2004

Maryland. The intended long-term impact was to execute a broad scale, face-to-face campaign that shares important and motivating information designed to prompt shoreline owners into taking action by installing appropriate living shoreline treatments.

The campaign outputs are oriented to promotion and publicity for the program. The promotional approach focused on face-to-face outreach presentations to groups such as realtors and homebuilder associations, watershed organizations, and homeowner associations. The publicity included educational materials and informative brochures designed for easy distribution to homeowners, related contractors and service professionals, and website and multi-media presentations for the face-to-face outreach activities.

Effectiveness

No formal evaluation has been prepared; however, the project is ongoing and continues to have the support of stakeholders and local government.¹⁷ Project participants are actively engaged in mitigation and education projects.

2-5-5 Regional Water Providers Consortium (RWPC), Portland Oregon¹⁸

The focus of the outreach campaign, initiated in 1997, was to engage water providers in the Portland Oregon water basin area in managing water utilities. The scale of this project is larger than the Osoyoos Lake campaign but the process is informative. The consortium took four years to develop. The focus of the project was initially a promotional campaign designed for a specific audience - water managers in the Portland region. Some of the key resources, tools and strategies that enabled the success of the project included:

- A knowledgeable consultant with expertise in creating buy-in and building a functional stakeholder group
- A regional focus rather than an individual one where there are multiple providers
- Consideration given to all factors at the same time
- Expertise in scenario planning and computer modelling to support decision making
- The flexibility to consider related issues such as climate change and conservation programs
- Provision of useful tools for public outreach and involvement of stakeholders.

Once the consortium was established, the campaign focused on publicity. This approach produced a range of promotional and advertising outreach materials including water conservation devices, brochures, pamphlets, educational materials, and watering gauges.

¹⁷ Maryland Shores Online http://shorelines.dnr.state.md.us/coastal_mang.asp

¹⁸ CIFAL International Water Forum, Atlanta, Georgia, July 2009. Presented by Lorna Stickel, Water Resources Planning Manager, Portland Water Bureau and Regional Water Providers Consortium Portland, Oregon. http://www.cifalatlanta.org/workshops/sustainability/wf09/Panel_IWRM_Lorna_Stickel.pdf

Effectiveness

The outreach campaign has proven successful as the organization has survived for 12 years and continues to evolve to meet changing needs. The Consortium is now a model for other water management regions.

2-5-6 Water – Use It Wisely Campaign

The campaign was primarily a social marketing strategy based on an advertising designed to engage the public in a comprehensive water conservation program. The Arizona campaign was widely supported, with over 350 private and public partners.

The campaign marketing materials were designed to get people talking and sharing their personal successes and commitment to the problem of water conservation and as a result to change their behaviour. Educational material included tent cards at restaurants, and placing the campaign logo on print material such as water bills, newsletter inserts, as well as in locations on public view such as movie theatres, on airport signs, and on municipal trucks, to name a few. The ads provided simple, do-able solutions to everyday water-wasting situations such as turning off the tap while brushing one's teeth rather than leaving the water running.

Effectiveness

The Behavior Research Center¹⁹ asked respondents about their awareness and recall of the Water – Use It Wisely campaign message, their behaviours regarding water conservation, and overall attitudes about the issue since the launch of the campaign. Of those surveyed, 80% recalled the slogan, 63% indicated they were familiar with the information, and 33 % made the desired behaviour change and had begun to use water more wisely due to the campaign.

The success of the campaign was a result of effectively identifying ideas that would motivate people and would remove the perceived barriers so that the target audience could select simple activities at which they could readily succeed.

2-5-7 A Dialogue on Ecosystems and Access Management²⁰

At the request of the Alberta Government, over 25 stakeholders from industry, government, Aboriginal groups and environmental NGOs engaged in a dialogue process. The goal was to capture the full range of views and values to be represented in an Environmental Management Plan for the Northeast region of Alberta. The dialogue process was initiated with a current

¹⁹ *ibid*

²⁰ A Dialogue on Ecosystems and Access Management: Perspectives for the Lower Athabasca Regional Plan, prepared for the Cumulative Environmental Management Association

assessment of environmental management initiatives. The stakeholder groups then presented their own values and benefit statements. The current assessment and stakeholder interests were then combined to provide the Government of Alberta with a comprehensive set of principles and management tools. The final document was well supported by stakeholders because they had been given the opportunity to explore their common issues and differing needs with respect to environmental management on a regional scale.

Effectiveness

Many of the resources, tools and strategies that enabled the success of the project are similar to those employed by the Portland Water Consortium:

- A knowledgeable consultant with expertise in creating and building a functional stakeholder group
- Establishment of guidelines to ensure that all views and values would be presented to government
- The Logic Model, which provided a design tool and path forward for the stakeholder group
- Expertise in scenario planning and computer modelling was provided to support decision making
- The flexibility to consider a broad range of related issues such as climate change, recreation and conservation programs
- Provision of useful tools for public outreach and involvement of stakeholders.

The report was received by government for inclusion in their ongoing Land Use Framework deliberations.

2-6 Assessment of Current State

Currently, the Board's actions are guided by the intent of the IJC to "*hold regular public meetings*"²¹ and "*to be a source of information*"²² through its website, publications and meetings.

The Board's outreach strategy is primarily one of gathering and disseminating information. Questions and concerns addressed by members of the public are noted in the public record. From the public perspective, the fact that some issues are outside of the mandate of the Board is interpreted as an unsatisfactory response. This may account for some public frustration that the Board does not concern itself with a larger scope of issues. In turn the Board is frustrated by the fact that issues continue to arise in spite of efforts to engage the public for comment including the act of conducting studies in anticipation of the Orders of Renewal. Given that the

²¹ International Joint Commission, About Us, http://www.ijc.org/en/background/ijc_cmi_nature.htm#respecting

²² *ibid*

new Orders will be prepared by 2013 it is timely to consider how the current communication strategy might be improved.

2-6-1 Information Sources

The information sources relied on for this Report represent the Board's outreach initiatives.

2-6-2 Current Outreach Initiatives

The Board's current outreach activities have not been formally evaluated as there are no qualitative or quantitative targets with resulting data sets available.

The outreach activities currently undertaken by the Board address a broad range of activities and issues of concern. The specific issues of Osoyoos Lake flooding and backwater from the Similkameen River are not undertaken as a distinct outreach campaign initiative. Until a specific campaign focussed only on this issue is undertaken it is likely that the public will continue to bring it to the table even though it is outside of the ability of the Board to control. To that end the campaign must include a clarification of the Board's role in addition to any information on flooding and backwater flows.

Public consultation primarily through the annual meeting has been the primary approach of the Board and has enabled the organization to use the information gathered to inform their decisions. Stakeholder engagement approaches have proven effective as a means of public outreach: to afford the opportunity for face-to-face meetings whereby questions of concern can be addressed in a format that supports understanding, and on occasion include a content area expert to address technical details.

The Board's website both provides information and shows that a record of information gathered from members of the public has been kept since 1998. The approach has enabled the Board to commission studies and work to address some of these public concerns. However, there is no record of the level of satisfaction in regards to the Board's success or failure in addressing issues of concern. Thus, some individuals may present their particular concerns year after year, suggesting a number of recurring themes which have not been deemed to be adequately addressed. As well, it is possible that some issues have been addressed and the individuals representing those concerns no longer feel a need to stay engaged.

The Plan of Study calculated the total population for the region has risen to about 355,000. The population rises in the summer months, particularly on the Canadian side where there are many vacation homes and tourist accommodations. The population on the American side is predominantly rural although new home construction is appearing on the lake front.

As a result of the Plan of Study initiative, Study 7 proposes that the Board undertake the development of a set of questions designed to inform and educate the public. These questions would ask about such issues as:

*“How water flows into and out of the Osoyoos Lake, How drought, normal, and high flow years differ, How system operations and lake levels differ depending on the type of flow year, and How natural circumstances can result in very high water levels regardless of how the regulatory structures in the system are operated”.*²³

2-6-3 Current Target Audiences

Target audiences can be segmented in four ways: through demographics, by occupation, by geography (location) and by behaviour. The method selected for an outreach campaign may differ according to the classification or grouping approach selected for the identification of a particular target audience.

A target audience based on demographics groups people based on personal characteristics such as gender, age, income, organizational affiliations, and ownership of specific types of property (for example, recreational, agricultural, forest lands, or waterfront).

A target audience based on occupation groups people according to their work-related responsibilities. This would include groupings from all levels of government or government agents, including First Nations and Tribes; industry and business owners groups including tourism and agriculture; landowner groups and associations; special interest groups such as oxbow restoration and stream protection groups; and resource user groups such as fisheries and forestry.

A target audience grouped according to geography would be identified by area of residency such as permanent residents in Canada; permanent residents in the U.S.; permanent residents on First Nations and Native American reserve or reservation lands; and temporary residents. These categories would be further divided into urban and rural residents.

A target audience based on behaviour would group people according to the issues or areas of interest and the needs or responses to a given situation. Thus, groups could consist of those who want the lake maintained at a high level during the summer months for recreational reasons, those who want high water in spring for irrigation purposes, those who want lower levels in the summer for erosion reasons, and those who want lower levels in the winter as a strategy to manage invasive species.

²³ Plan of Study for Renewal of the International Joint Commission's Osoyoos Lake Orders, August 11, 2006, Glenfir Resources, page 54.

Table 2: Target Audiences by Classification

1. Demographic	2. Occupation	3. Geographic	4. Behaviour / Interests & Needs
Age	Water Managers	Urban permanent	Low lake levels Milfoil mitigation
Ethnicity	Government & Government Agencies Municipal Regional Provincial/State/Federal	Urban transient	High lake levels Fisheries Irrigation Dock placement
Income	First Nations and Tribal Councils & governments	Rural permanent	Static lake levels Dock placement Construction & development
Recreation	Local Businesses Farmers Orchardists Vintners Tourism Realtors Developers Fisheries	Rural transient	Dams Zosel Operation Other dams on the system Potential for new dams on the system Zosel Dam removal
Individual Special Interest Areas: Waterfront land owner Floodplain landowner Agricultural land owner/operator Septic system owner	Local user groups and organizations Wetlands Water quality Habitat Land owners Recreation	Location Canada U.S. First Nations & Native American lands, reserves and reservations	Flooding events Septic systems Dock placement Fisheries Erosion Property damage Variable lake levels Erosion control
Other special interests: First Nations & Native American Fisheries manager/operator Governance Tourism owner/manager Real estate Development			Drought declaration Decision making Predictability Alternative timing
			Actions and or demands of other user groups
			Compensation Land lost due to lake levels
			Development permits Consistency of lake levels on both sides of border

Alternately, the target audiences could be identified by the type of activity they perform on behalf of the Board. These types of groups are described primarily in target audiences one and two. One type of audience can assist the Board with their intention to garner public support and to ensure that timely information is provided to specific target audiences with whom they may have a particular relationship. For example, members of the public may go to a US Geological Survey website in order to access current information about Osoyoos Lake water levels.

The other activity-focused target audience will be the recipients of accurate and timely information. This audience is described in target audiences 2, 3 and 4. These individuals and groups have the opportunity to make informed decisions to mitigate the effects of lake levels experienced over the course of the year. For example, a local stream restoration group may provide a Board-produced brochure on Osoyoos Lake water level management to its members so the group can plan the timing of particular mitigation activities.

In identifying target audiences for the outreach campaign it will be useful to build upon specific partnership groups that exist among those members of the public with shared interests and concerns such as landowners or environmental groups. These groups are described in the fourth target audience grouping. Given that partnerships do not seem to exist between these special interest groups and the Board in any formal sense this would be a useful way to focus the campaign in particular if a stakeholder engagement process were to be undertaken.

Several collaborative opportunities for work are outlined in the Proposed Actions described in the Osoyoos Lake Science Forum. The Board itself is a good example of a well-functioning partnership between government agencies on both sides of the border. Other partnerships directly related to the mandate of the outreach campaign to address the results of Study 7 (Part One) have not been identified. Depending on the outreach campaign approaches selected by the Board, and the direction provided in the new Orders, it may be possible to foster collaborative partnerships from the target audience groups identified; in particular groups focused around areas of interest.

2-6-4 Current Issues

Although there are lists of participants along with records of their comments, it is difficult to determine the real level of public and stakeholder concern. The comments are those from members of the community willing to come to a public meeting or write letters to the Board. The representativeness of this information is not equivalent to that which would be derived from a well-designed survey intended to accurately reflect the understanding and concerns of the public..

Table 1, in 2-4 Current Issues, provides some indication of the number of times a particular issue has been raised. However, this tally may not be accurate if personal communications in

particular were included in the tally. In fact, if this were the sum total of comments then it would likely be the case that very few people are affected and the needs of those raising concerns, although continuously repeated, are not a reflection of broader public opinion.

However, the Board and the Plan of Study have determined that in general, the public lacks a clear understanding of the ability of Zozel Dam operations to manage Osoyoos Lake levels at various specific times of the year, and in particular, to address the problems that arise when the lake level rises above 912.5 or 913.0 feet. The Plan of Study notified 492 groups or individuals, and made contact with approximately 90 parties known to have interests relating to Osoyoos Lake. The Study team made presentations at two public meetings (The international Bilateral Okanagan Basin Technical Working Group and Okanagan Shuswap Land and Resource Management Plan Implementation Committee), and reviewed over 150 technical reports, meeting minutes, and government files.

2-6-5 Other Public Consultation and Stakeholder Engagement Initiatives

The public consultation and stakeholder engagement initiatives reflect approaches that focus on face-to-face communication and public information sessions for the purpose of gathering and disseminating information and to engage in decision making. The distribution of collateral and advertising materials is often intended to support face-to-face meetings, although these can be effective as a stand-alone campaign as well. Brochures and informational displays for retail outlets and local businesses provide educational information to encourage a change in behaviour through knowledge acquisition and by providing simple solutions.

The example of the Great Lakes Water Quality Agreement should be noted. Although the implementation of strategies is outside the scope of this report, it is unlikely that any information campaign will prevent the possible frustration that may occur as a result of the new Orders until the scope of the Board's work and ability to control water levels is better understood.

2-7 Conclusions

In conclusion the most cost effective outreach campaign over the long term would include both a strategy for the distribution of information to address the issues related to Osoyoos Lake levels in combination with a process for public engagement in order to clarify the mandate of the Board in relation to the broader issues often brought forward by the public.

Section 3 Campaign Scope

This section describes the scope of a broad public engagement and outreach campaign including the audience, planning tools and resources required for the campaign. The eventual project scope and design will be determined by the Board. The eventual scope of the project will depend on the time and resources available to the Board. Given the history of flooding in the region, the report identifies those activities that should likely be carried out in the near future. Over the longer term the Board may wish to achieve a broader degree of engagement at which point all aspects of this broad and comprehensive campaign should be undertaken.



Photo 4: Okanogan River Flood, 1948. Courtesy of Oroville Museum.

A successful outreach campaign is one that includes, in its introductory phase, a road map so that all who are involved can see where the journey will take them in the end. The

recommended outreach campaign has been designed using the Logic Model²⁴. This is a flexible tool that describes what the program will achieve and the steps to get the desired results. The added benefit of a Logic Model is that it is simple enough for a single manager to deploy, but can also be used to engage a multi-stakeholder group as the program grows and evolves.

The Logic Model provides an inventory of the resources, both human and financial, that will be required to operate the program; it also includes the detail needed to present the case for the program (i.e., how and why it will produce the desired results); and finally offers a method both to monitor progress and to evaluate the program's success.

The outreach campaign details and benefits are presented using the Logic Model in Section 4.

3-2 Scope

A successful outreach campaign based on information delivery can be highly successful. It will effectively engage members of the public choosing to change their behaviour to take ownership of the message and the program. The tools used to communicate the campaign messages may range from brochures and pamphlets to public meetings. More recently, the Internet and electronic media distribution methods are gaining popular acceptance. These include strategies ranging from email messages and websites to blog and web dialogues. In fact, the September 9, 2003 Minutes suggest that the IJC website be enabled with e-mail access/registration so that the Board could send announcements directly to interested people.²⁵

In reviewing a small sample of the IJC's outreach activities, it is clear the focus is on the act of gathering information from the public and special interest groups. This information is then used to conduct studies and to prepare the Orders. The reviews of the activities do not evaluate their quality, the number of occurrences of a particular issue, or the nature of the information provided.

However, if it is important to the Board that the campaign is successful in portraying to their audience that although the scope of their work is limited, they are interested in supporting the community to solve problems, a shift in focus is required. Currently the public focus appears to be on having the IJC resolve these issues. Should the Board desire to shift the problem-solving focus, this result is best achieved through a stakeholder engagement process.

For longer term benefits over a broad range of issues, a stakeholder engagement program can give rise to collaborative efforts resulting in new solutions that had not previously been

²⁴ Logic Model Development Guide, W.K. Kellogg Foundation, 2001.

www.wkkf.org

²⁵ Minutes, International Osoyoos Lake Board Of Control Public Meeting, Osoyoos, B. C., September 9, 2003

considered. Such engagement may mean that long-standing issues are more readily understood and accepted even among those with differing interests and needs.

This report considers whether the greater need is for a short term outreach initiative around the single issue identified in Study 7 (Part One), or whether the Board should embark on a more expensive long term process of stakeholder engagement. Given that the Orders are up for renewal in 2013 and that Osoyoos Lake water levels may rise above the maximum levels specified in the Orders during normal conditions, addressing the issue of flooding provides the opportunity to focus the community in the near term. The campaign could then focus on the possibility of operating Zosel Dam in such a way as to prevent lake levels from exceeding those specified in the Orders.

However, the fact that Zosel Dam cannot control lake levels when high inflows exceed maximum possible outflows is a fact that is not well understood by members of the public. Details of Osoyoos Lake high water levels and Similkameen backwater occurrences are described in Study 7 (Part One). Zosel Dam is located near the point where Osoyoos Lake enters the Okanogan River. As a result of the placement of this man-made structure, there are expectations that the dam ought to be able to manage high water levels. However, when unusually large volumes of water enter the system from upstream or when the Similkameen River is running high and restricting outflows from Osoyoos Lake, water levels rise uncontrollably. In fact, before the construction of the dam, the region had a history of large natural flood events during which the communities of Oroville and Osoyoos were wholly or partially under water. These issues are addressed, and recommended mitigation strategies are presented in Study 7 (Part One).

3 - 3 *Costs*

The estimated cost of the total outreach campaign as proposed would be in the \$40,000 to \$45,000 range, based on cost estimates provided by local service providers. This is equivalent \$0.12 per person, based on a population of 355,000 in the region. However, there are significantly fewer people in the Osoyoos and Oroville region. With approximately 6000 households and businesses, who are the most likely recipients of the outreach campaign, the cost is approximately \$7.50 per contact. These two costs cannot be accurately compared as the first one is based on the total population and the second based on points of contact representing one or more individuals depending on the size of the business or family.

The campaign could be made less costly by:

1. Asking existing partner agencies to undertake database development for email contacts and link exchanges,
2. Asking existing partner agencies to handle Public Service Announcement (PSA) preparation and distribution including development of media list, and/or

3. Inviting partners to collaborate on costs e.g. local businesses and governments to share costs to produce posters and permanent signage.

Some aspects of the campaign such as the design of website graphic, ad-mail flyers, brochures and face-to-face presentation materials should be done by knowledgeable web development and media relations experts. To that end cost estimates for specific activities have been solicited from both large companies with national and international experience and small local service providers. Other aspects of the campaign could be conducted by the authors of Study 7 parts one and two including the presentation and public engagement activities.

For the purpose of estimating costs, rather than going with large companies, the focus has been on requesting cost estimates from local service providers. The costs provided are based on the average of cost estimates received. Four large international companies were contacted for cost estimates for specific elements of the campaign. Only two responses were received. One response requested full details of the campaign prior to offering cost estimates and the other response was an offer to conduct the Media Outreach activities in the form of a business blog only, for a cost of \$5,000 plus a monthly service fee of \$200. This service seemed targeted to a larger national level campaign and therefore has not been included.

3- 4 *Audience*

The Plan of Study identifies a population in the region of 355,000²⁶. This represents the entire Okanagan, Okanogan and Similkameen basins. The target audience for the outreach campaign could potentially reach interested parties within this entire population base by incorporating strategies that both engage individuals and meet the needs of the audiences as described below. However, in order to provide accurate costs, the report uses the figure of 6000 contacts.

3-4-1 The Disseminating Target Audience

The purpose of designing a campaign that will garner attention from the first target audience is to create a conduit to provide accurate and timely information on issues related to Osoyoos Lake level management through existing resources and organizations. This audience includes decision makers within government agencies and stakeholder organizations that are already providing information to staff and volunteers who in turn provide information to members of the public or the members of those organizations and local grassroots groups. The focus of this target audience is on *disseminating* information.

²⁶ Plan of Study page 3.

3-4-2 The Gathering Target Audience

The purpose of the outreach approach for the second target audience is to garner support for the role of the Board in relation to Osoyoos Lake level management. During high water, this role is often perceived as a lack of action although in fact flooding cannot be controlled by Zosel Dam. This audience consists primarily of those individuals whose focus is to *gather* information to inform their own personal actions. It includes members of the public in the affected region and stakeholder groups more directly affected by varying water levels in Osoyoos Lake.

3-4-3 The Engaging Target Audience

Over the long term, the Board could establish a third target audience. The purpose of this audience would be to bring the *gathering and disseminating* audiences together into a multi stakeholder group. The purpose of this third audience would be to address the Board's challenge that often occurs when the recipients of the information feel that they have no say or have no opportunity to be involved in the decision-making process. The decisions which may be undertaken by this audience are not those of the Board but rather are those decisions needed to solve those problems which are outside of the purview of the Board (in spite of current public perception to the contrary). This approach can convey the message that the Board supports community involvement to address a broader range of related issues. It is likely this concern will persist as long as the public perceives that most of the information gathered through public consultation will be disregarded. In particular, individuals or groups who have been negatively impacted will likely claim that the decision was wrong and a different decision ought to have been made. Stakeholder engagement affords the opportunity for all stakeholders to share their concerns and exchange information in a process that often results in new solutions and synergies. The dialogue between those with differing opinions brings people together as they develop a sense that there are others who share their concerns and want to work together to create better solutions all around.

3- 5 *Message*

The key message identified from Study 7 (Part One) – Demonstration of Factors that Govern Osoyoos Lake Levels During High Water Periods is that when either Okanagan River or Similkameen River flows are high, Zosel Dam cannot be operated in such a way as to reduce the peak water levels on Osoyoos Lake that are reached during these conditions. The fact that this issue continues to be raised as a concern indicates that the current public consultation process is unsuccessful in delivering this message. The campaign message will select other secondary elements from the Study 7 (Part One) report by Summit Environmental Consultants Inc.

However, in order for this information to be openly received it must be tied to a message that describes the mandate and authority of the Board.

3 – 6 *Evaluation*

To ensure the impact of the outreach and public consultation approach adopted is effective, a clear monitoring and evaluation strategy is a critical element to include in the overall scope of the project. Monitoring will be done as the project unfolds; identified tasks are completed on time and on budget with the end result that identified outputs are generated with the desired outcomes. Outcomes should be identified in the overall project plan that can be measured both quantitatively and qualitatively. Quantitative measures include the number of organizations, agencies and households contacted by the selected means. Qualitative measures could be determined by requesting feedback through the information website, through a Web Blog or in written format during public information sessions. The results of the evaluation will assist the Board in determining whether or not additional campaigns using other types of media should be added to the campaign.

Section 4 Outreach Program and Benefits

This section describes the actual campaign in terms of a program logic model including the impact, outcomes, outputs, and activities required to conduct the campaign. The report recommends a comprehensive set of activities to allow for maximum contact with the identified target audiences. Additional options including a more comprehensive stakeholder engagement initiative provide the Board with alternate opportunities. Considerations for planning and evaluating the success of the outreach campaign are described.



Photo 5: Zosel Dam, May 24, 2009. Courtesy of Ray Newkirk.

4 – 1 Overview

This section describes the outreach campaign in detail following the program logic model. The Logic Model²⁷ is a planning tool that has been proven effective in both government and not for profit sectors. Using a step by step planning tool such as the Logic Model allows for the identification of the long term impact of the work to be undertaken and the immediate actions required in order to create the desired change.

“The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities/processes and the theoretical assumptions/principles of the program.”²⁸

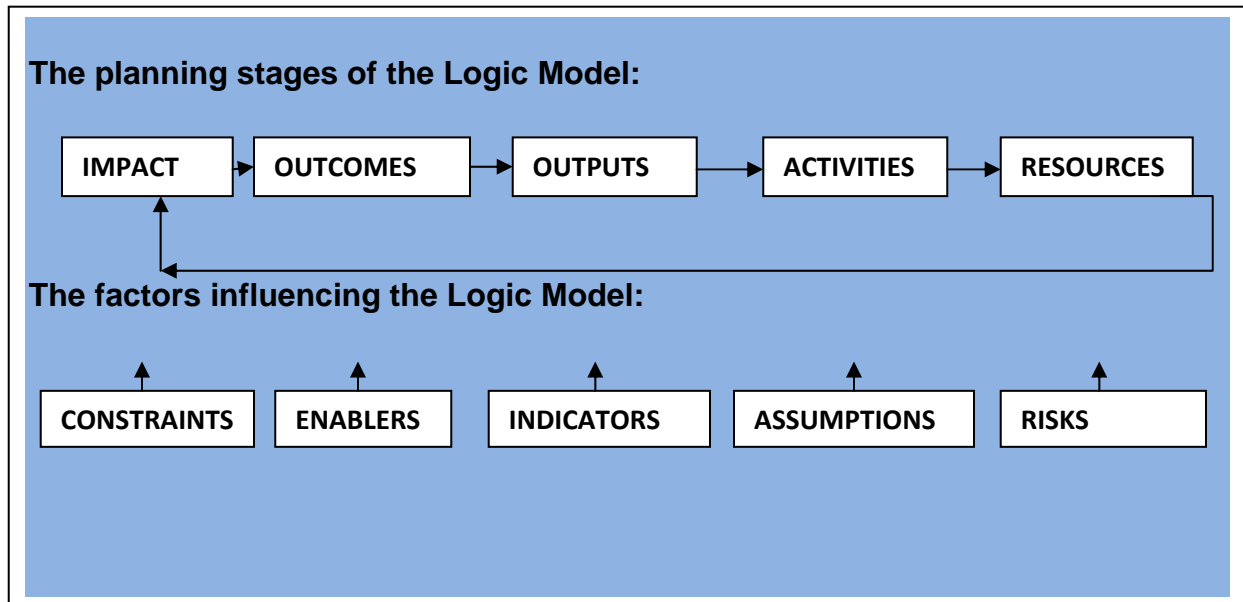
The logic model planning process is initiated by identifying the desired change in behaviour; called the Impact Statement. Other planning models use the term goal or vision to describe the intended result. The steps in the Logic Model are described in the following section. Each step in the Logic Model is designed to answer a specific set of questions. It is important to note that the impact or desired long term change may not be observable for several years until most of the short and medium term outcomes have been achieved. The ongoing monitoring as outcomes are achieved can then be used to evaluate the overall success of the project when it is recognized that the behaviour has in fact changed.

For the purpose of this report the impact statement and outcomes are described separately as these provide a high level overview of the project. The outputs may serve one or more outcomes. These are presented in detail including the specific activities, resources, costs, benefits and outputs. Planning and evaluation are considered separately from the campaign activities.

²⁷ Logic Model Development Guide, W.K. Kellogg Foundation January 2004

²⁸ Ibid page 3

Table 3: The Logic Model Chain²⁹



4 - 2 Campaign Plan

4-2-1 Impact Statement

The Public Consultation and Stakeholder Engagement Outreach Campaign is designed to address a particular problem that Board has identified. In the Logic Model, this problem is reframed into an *impact statement* that describes the behaviour that will have changed as a result of the campaign. The impact is a change that is felt in the long term as a result of a series short and medium term outcomes.

In order to understand the purpose of establishing a clear impact statement the current situation as presented in Section 1 of this report needs to be considered. First, there is the Board’s concern that their role is not well understood or is misunderstood. Second, there is a general lack of knowledge by the public of the effects of drought determination and of the responsibilities of the Board to oversee the management of Osoyoos Lake levels. After implementing the outreach and public consultation, the desired impact is that the work of the IJC and Board will be well understood and have broad public support. In behavioural terms the public behaves in a way that demonstrates this understanding. Given that an impact statement is generally designed to reflect the desired future, the impact statement might include an even

²⁹ Splash and Ripple Planner, Phil Cox and Kathy Coyne, June 2003

greater effect. For example, “as a result of the campaign there is an increase in the capacity of the community to work together, to educate others, and to plan projects to mitigate the effects of high water level events”. Finally, the impact might be a change in policy; in this case, a change in the Orders. An impact statement can be written to describe a combination of such elements or it can be written to describe a higher ‘vision’ with the more distinct elements being incorporated as outcomes. This report proposes a more inclusive impact statement for the Outreach Campaign and then reiterates some elements as outcomes:

The Public Consultation & Stakeholder Engagement Outreach Campaign of the International Osoyoos Lake Board of Control has broad public support and is recognized worldwide as a model for sharing information, proposing mutually beneficial solutions and developing management strategies for transboundary water issues.

4-2-2 Intended Outcomes

This report includes a broad range of outcomes to describe those changes that could occur once the scope of the campaign has been determined by the Board.

The intended outcomes for the community outreach campaign are those that will eventually result in the achievement of the overall impact statement. Outcomes describe specific changes most often in individuals but also within specific groups or target audiences. Some planning models refer to outcomes as goals or benefits that are directly attributable to the work conducted during the campaign. Outcomes describe a change in attitude, knowledge, or skill acquired through the selected program activities and the status, or level of functioning expected to result from program activities. For the Outreach Campaign the outcomes are:

4-2-2-1 Stakeholders

Public and Stakeholders have a good understanding of what the Zosel Dam can and cannot do in relation to Osoyoos Lake level management.

4-2-2-2 Collaboration

There is an increase in the capacity of the community to work together, to educate others, and to plan projects to mitigate the effects of high water level events.

4-2-2-3 New Orders

The new orders reflect the role of the Board to oversee the management of Osoyoos lake water levels.

4-2-2-4 Acknowledgement

The public and stakeholders understand and acknowledge that the Board understands their range of concerns related to water flow and lake levels in Osoyoos Lake

4-2-2-5 Information Exchange

Information and ideas are readily exchanged between the Board and the public.

4-2-3 Outputs, Activities and Resources

The following section describes the possible outputs, the activities to produce the output, the resources required and the target audience for the campaign outcomes identified above. The intention is that these new initiatives will build on the existing resources.

The three target audiences are identified by the groupings described Section 2 – Campaign Scope: 1. Disseminating, 2. Gathering, 3. Engaging

Outputs are the direct results of specific outreach campaign activities which when implemented result in the achievement of one or more of the outcomes. Outputs are specific products created for the delivery of program activities. Outputs are sometimes referred to as deliverables, and describe the size and/or scope of the services and products to be delivered or produced such as the number of meetings, amount of materials produced and distributed, and the program participation rates. The measurement of outputs both qualitatively and quantitatively provides an accurate way to monitor progress and evaluate success. The outputs are grouped in two parts: (1) the plan, and (2) the outreach campaign . The campaign strategies include: the web and internet, print materials, collateral materials, telecommunications, public media, and presentations.

Activities are the specific processes, techniques, tools, events, technology, and actions of the planned program. These are the actions required to produce a particular output. The cost per thousand users (CPM) is based on the population figure of 355,000 presented in the Plan of Study and the cost per contact (CPC) is based on telephone conversations with the towns of Osoyoos and Oroville.

4-2-3-1 Planning

Output:

A completed program logic model including project budget, timelines and an evaluation plan.

Activities:

The following activities are to be addressed first as they provide the guidance for the successful implementation and evaluation of the outreach campaign:

1. Develop program logic model, budget, and timelines.
2. Confirm strategy and design collateral materials for long term public consultation and outreach campaign.
3. Complete contractual agreements with service providers.
4. Develop monitoring and evaluation plan including qualitative and quantitative measures of performance.

Target Audience: IJC, the Board

Resources: Board members, Media Relations Company (www.mediability .com), Sequoia Consulting and Mediation, Summit Environmental Consultants Inc.

Cost: \$12,500

Evaluation: On time and on budget

Benefit: Clearly defined outreach campaign and evaluation plan

4-2-3-2 Web-based Outreach

Output:

Database of existing stakeholders

Activities:

The following activities can be built on existing resources including: the IJC website, maps and graphics made available to the consultant during the development of the report, and Study 7 (Part One). Should the Board choose to develop a stand alone website, the costs would be increased by about \$5000.

1. Link Exchange :

- Develop & send electronic icon file for target audience to place on their websites. Links exchanged with list of approximately 50 websites. The link request will include 'how-to' information on setting up a reciprocal link and placing an icon which, when selected, will go directly to the Campaign web page and graphic model.
- Identify target stakeholder websites and request link exchange with IJC Osoyoos Lake website. Link exchanges increase the visibility of a website and page rank on search engines which means that when an individual conducts a search the target site is more likely to occur on the top page of search engines.
- Create database
- Design interactive graphic to appear as separate link on IJC website.

Target audience: 1 & 2

Resources: Ingenius Web Design www.ingenius.bc.ca

Cost: \$500

Evaluation/Monitoring: Track responses.

Benefit: Stakeholder groups can disseminate information further into the public domain to target individuals with particular interests. The link exchange improves the IJC's position in Internet search engines which may result in a higher page rank and improved search results for users.

2. An interactive web-based Graphic model

- Demonstrate to what extent the operation of the dam on the U.S. side of the border can and cannot control lake levels. The model will show both overhead and cross sectional views of lake, dam and river downstream to the confluence with the Similkameen. The model is to be added to the Board's home page within the IJC website.
- Create cross section view of the lake and river which shows:
 - elevation of Osoyoos lake, Similkameen River, dam, etc.,
 - water flow and inflow at different times of the year, and
 - extent to which the dam is able to control river levels.
- Design overhead view of the lake and river which shows:
 - areas affected by flooding and extent of flooding,
 - direction of flow and inflow at different times of the year, and
 - extent to which the dam is able to control lake levels (for example, if the dam was closed under non-flood conditions, how far the water would back up the river).
- Enable graphics site to have click on links on specific areas of the graphics for more information including:
 - photos of flooding,
 - areas of increased inflow, and
 - scientific documents.
- Graphics site has links to supporting documents including:
 - tables,
 - data, and
 - selected pages from the Board website.

Target audience: 1 & 2.

Resources: Ingenius Web Design www.ingenius.bc.ca

Cost: \$2000 Should the Board choose to develop a stand alone website, the costs would be increased by about \$5000.

Evaluation/Monitoring: Hits to website tracked on site, page rank shows increase.

Benefit: Information on the functional capacity of the Zosel Dam is available to a broad audience at the convenience of the user. It is an ongoing resource with links to further information depending on the users' desire to access additional content.

Output: Website showing graphic depiction of extent of flooding and effects of management actions.

4-2-3-3 Print and Materials-based Activities

Output:

Brochures and flyers distributed to 6000 households and businesses in the region in support of presentations and in time for next flood season.

Activities:

The following activities will require access to existing content and the results of Study 7 (Part One).

1. Brochure

- Design and distribute brochure explaining what the Board's responsibilities are and what the dam can and cannot do.
- Direct mail to all households on both sides of the border.
- Include same graphics
- Include 1-800 number or other contact information including website address.
- Identify quantity required.

Target audience: 2

Resources: Mediability (www.mediability.com)

Cost: \$5,000

Evaluation/Monitoring: Identify number distributed. Later evaluate recollection of distribution and content by recipients.

Benefit: Members of the public including households and businesses will have a readily available reference document. The brochure will also contain contact numbers and website information. The brochure could also include ideas to mitigate the effects of high water levels.

2. Flyer

- Ad mail flyer announcing dates for public presentations on results of Study 7 (Part One).
- Same graphic as brochure and website.

Target audience: 2

Resources: Mediability

Cost: \$4500

Evaluation/Monitoring: Identify number distributed. Track response at meetings.

Benefit: Members of the public including households and businesses will receive direct information on issues of importance including a public meeting schedule and timing of events such as drought declaration and changing lake levels.

Output: Flyers distributed to 6000 contacts

3. Posters/Signs

- Design and produce permanent posters describing what the Zosel Dam can and cannot control and when natural high water levels are likely to occur.

Target audience: 1 & 2

Resources: Mediability

Cost: \$1000

Evaluation/Monitoring: Identify number distributed.

Benefit: Posters will provide an ongoing presence of the Board and its activities and act as a reminder for public to be prepared for high water levels that may occur due to natural events at certain times of the year.

Output: 100 posters/signs distributed to key access points such as wharves, boat launches, recreation and boating equipment stores, local parks, motels and campgrounds, and community centers.

4-2-3-4 Public Media-based Outputs

Output:

U.S. and Canadian media list and stakeholder organizations who respond to link request. Add email list of subscribers as developed; PSA template.

Activities:

1. Public Service Announcements

- Create local media list
- PSA-distributed on a scheduled basis with announcement about any planned (i.e. dam-controlled) changes, updates as available on status of drought declaration, updates on freshet conditions and predicted high water dates.
- PSAs distributed via email to local media and stakeholder list announcing new graphic available on IJC site.
- Request a permanent place in all local print media, in the weather or local information section of the paper or radio program so people know where to go for information.
- Prepare template for PSAs.
- Determine who will produce PSAs or hire firm to conduct activity on behalf of Board.

Target audience: 1,2 (Add email list of subscribers as developed.)

Resources: Media Relations Company

Costs: \$1,500 to design template and create media list \$500 for subsequent PSA's.

Evaluation/Monitoring: Track articles, PSAs, printed and radio announcements and postings on stakeholder websites.

Benefit: The Board controls the content and timing of announcements and is seen to be proactive in providing regular updates to the community and stakeholders.

4-2-3-5 Presentation-based outputs

Output: Power point slides and presentation script based on Study 7 (Part One) presented to members of the public and invited stakeholders in Oroville and Osoyoos.

Activities:

Although only two public presentations have been included, additional presentations to government agencies and other organizations with an interest in the findings could be considered.

1. Public presentation

- Identify presentation team including facilitator to manage process, and scientific and Board team to present results and respond to questions and concerns.
- Prepare PowerPoint presentation. Include graphics designed for web-based communication.
- Prepare handouts including information brochure.
- Design presentation including PowerPoint and handout materials. Send PSA to media list to announce date and locations. Identical graphics to those in the web based interactive graphic and brochure will be incorporated into the presentation.
- Hosted in both Oroville and Osoyoos to explain results of Summit's work on Study 7 (Part One). Identical graphics will be incorporated into the presentation as provided on graphics website.
- Post Study 7 (Part One) to graphics site

Target audience: 2, 3.

Resources: Summit Environmental Consultants Inc., Sequoia Consulting and Mediation

Costs: \$6,000

Evaluation/Monitoring: Track attendance.

Benefit: Board is seen to be proactive in conducting ongoing research and study in preparation of the new Orders. The public will have the opportunity to ask direct questions of the scientists involved in conducting the work.

4-2-3-6 Evaluation

Output:

Report providing qualitative and quantitative assessment of campaign.

Activities:

Once the outreach campaign design is approved, quantitative and in some case qualitative measures will be confirmed for all outputs. These will include numbers of recipients of materials, numbers of website links, numbers of contacts made and attendance at presentations. A qualitative evaluation should consider whether or not the information was helpful and what if anything people did to change their behaviour in response to the information received. Factors should be considered that are barriers to success or which will potentially enable or limit program effectiveness.

A formal evaluation process should be conducted within two years and prior to the announcement of the 2013 Orders. The evaluation should be conducted by mail and through the website to ensure most households, stakeholder organizations and businesses have the opportunity to respond. The completed evaluation will be available for consideration by the Board as the final Orders are prepared.

Enabling factors include the fact that the Board holds public meetings. These meetings provide updates on flooding events and monitoring activities. In these meetings, the public is invited to make comments and express concerns. The meetings are hosted by the Board, which is made up of representatives from government agencies on both sides of the border.

Limiting risk factors or barriers include the mandate of the Board as described in the Orders, which limits its ability to control or manage issues other than water levels such as water quality, inflow stream levels including the upstream flow of the Similkameen during high flow spring freshet events, recreational and commercial use of the lake and surrounding watersheds. The public meetings, although intended to provide a forum for information exchange between the IJC, consultants and members of the public, do not offer the opportunity for public or stakeholder engagement in decision making or entering into a dialogue on strategies to address issues of concern. As a result, the same issues are brought forward from one year to the next.

Target audience: The IJC, 2, 3.

Resources: Summit Environmental Consultants Inc., Sequoia Consulting and Mediation

Costs: \$7,000

Benefit: Board will be able to assess the value of the outreach program.

4 – 3 Other Campaign Initiatives

This section includes ideas that were explored through the development of the report but are not part of the activities for the current outreach campaign described in this Report.

4-3-1 Stakeholder Engagement

Output:

Stakeholder group established as advisory group to the Board.

Activities:

- Invite selected individuals to participate in stakeholder group.
- Establish terms of reference (consider including other issues identified in the Plan of Study).
- Prepare agenda and issues for consideration.
- Conduct launch meeting.

Target audience: 2, 3.

Resources: Summit Environmental Consultants Inc., Sequoia Consulting and Mediation

Costs: To be determined.

Evaluation/Monitoring: Track attendance.

Benefit: Over the longer term, the Board will be seen to be supportive of community concerns and may also have the added benefit of getting stakeholders involved in conducting mitigation activities.

4-3-2 Collateral Materials-based Outputs

Output:

Information materials such as developed by Living Shorelines

Activities:

- Once a stakeholder group is established, the group may produce collateral materials such as how-to manuals and workshops to mitigate effects of erosion, damage to docks and other issues arising from fluctuations in lake levels.

Target audience: 1,2,3

Resources: Mediability, Sequoia Consulting and Mediation

Costs: \$5500

Evaluation/Monitoring: Develop terms of reference and track requests

Benefit: Board will be seen as leading capacity-building initiatives and supporting processes that mitigate the effects of natural events and dam management actions.

4-3-3 Business Blog

Output:

Blog and updates.

Activities:

- A business blog is located within the Board's home page.
- Updates are posted on a regular basis on activities planned including a schedule of when lake levels can be expected to change, current lake level, public meetings and events, and work being undertaken by local groups.
- The blog will be interactive with an opportunity for the public to post comments and ideas.

Target audience: 1 & 2**Resources:** Web 2.0 www.ieplexus.com**Cost:** \$5000 and \$200/month**Evaluation/Monitoring:** Track number of hits to page and responses on Blog.**Benefit:** Those with special interests can engage in conversations to see not only what the Board is saying but also what the concerns of other interest groups are. This may be particularly important in transboundary issues.**4-3-4 Telecommunications****Output:** Phone line operating and included in flyer campaign.**Activities:**

- A 1-800 number could be the number to call for Osoyoos Lake levels. A recorded message of current lake level and dates for any changes that are scheduled to happen in the next week. Will include numbers to call in case of emergency on both U.S. and Canadian sides of the border.

Target audience: 2**Resources:** The Phone People (will record message and update as requested)**Costs:** Approximately \$700, depending on call volume.**Evaluation/Monitoring:** Track calls.**Benefit:** Provides another point of access to the Board that will be readily available to permanent and seasonal residents as well as tourists. A recorded message can be updated easily and the costs are minimal.**4-3-5 Scientific presentation****Output:**

Power point slides and presentation script

Activities:

- Results of Study 7 presented to scientific community as in public presentation above.

- Post Study 7 (Part One) to “Publications” list of IJC website and provide link from blog page.

Target audience: 1 & 3.

Resources: Summit Environmental Consultants Inc., Sequoia Consulting and Mediation

Costs: \$6,000

Evaluation/Monitoring: Track attendance.

Benefit: Board is seen to be proactive in conducting ongoing research and study in preparation of the new Orders. The scientific and consulting communities will have the opportunity to ask direct questions of the scientists involved in conducting the work.

4 – 4 Conclusion

The Board has engaged in a number of outreach activities over the years. For the most part issues have been addressed and matters resolved. The issue of lake level management remains.

The Board has expressed an interest in ensuring that its work is supported and understood in the regions affected by changes in Osoyoos Lake water levels. Therefore, it is recommended that the Board proceed with the outreach campaign as described in section 4-2-3. The activities described in this section are designed at getting information to the broadest audience possible at the earliest opportunity.

Stakeholder engagement is an important outreach initiative. A multi stakeholder group could serve the board well in an advisory capacity and provide an ongoing presence in the affected communities. Such an initiative would be better undertaken as a separate project to address the broader spectrum of issues established in the Plan of Study.

The return on investment will not be known until the evaluation is complete. The campaign proposed in this report includes many strategies that are cost effective, engage the interest of members of the public in terms of their expressed concerns, and provide the opportunity to create a greater understanding of the Board’s mandate.

Appendix A: Current State

A review of the Plan of Study, Appendix 5 was conducted in order to assess the relationship between identified organizations and IJC. This list does not follow the same categories as the Plan of Study. It has been reorganized to assist in the identification of target audiences and collaborative partnerships for conducting many of the campaign strategies. Suggestions as to possible outreach campaign activities are included.

Government Sector	
Municipal	<p>1. City of Osoyoos www.osoyoos.ca -link to OBWB Osoyoos Lake Water Science Forum Summary Report -Link to water information and legislation - No information found on lake levels</p>
	<p>2. City of Oroville http://oroville-wa.com/ site currently under construction, email sent to webmaster 10/08/09</p>
	<p>3. City of Penticton http://www.penticton.ca/main.asp send media release</p>
Regional	<p>1. Okanogan County: http://okanogancounty.org/water/Flood%20Planning;%20CFHMP;%20okanogan.htm – link not yet completed -under emergency management - responders there is a link for flood information including forecasts: http://okanogandem.org/</p>
	<p>2. RD Okanagan Similkameen http://www.rdos.bc.ca/index.php?id=232 Links for water quality and conservation only RSDOS: Email: info@RDOS.bc.ca</p>
Provincial / State	<p>1. Ministry of Environment, Water Stewardship http://www.env.gov.bc.ca/wsd/ links to flood reporting and river forecasting – current streamflows are reported as are drought declarations</p>
	<p>2. Washington State Department of Ecology http://www.ecy.wa.gov/water.html focus more on role of Department including compensation and emergency preparedness, could not find links to Osoyoos Lake, Okanogan River or Zosel Dam</p>
	<p>Governor's Salmon Recovery Office http://www.governor.wa.gov/gsro send report and links</p>
	<p>Ministry of Environment http://www.gov.bc.ca/env/ send links and press release</p>
	<p>Washington Department of Fish and Wildlife Washington Department of Fish and Wildlife links and media release</p>
Federal	<p>1. Agriculture & Agri-food Canada – drought watch site</p>

	<p>http://www.agr.gc.ca/pfra/drought/dcontact_e.htm E-mail: doug.edwards@agr.gc.ca Provides province wide maps of precipitation status No references to specific streams or flood events found</p>
	<p>2. Canadian Climate Impact and Adaptation Research Network offered a forum for those in the agri-food industry, as well as research and policy, to learn from each other and work together on effective climate risk management strategies. Although not maintained, the C-CIARN Agriculture web-site is still accessible through http://www.c-ciarn.uoguelph.ca/ where a media archive, past monthly updates and other documents are available. http://www.ec.gc.ca/default.asp?lang=En&n=FD9B0E51-1 links to IJC, water quality, management and resources no specific links to specific details such as flood events</p>
	<p>3. Meteorological Service of Canada http://www.msc-smc.ec.gc.ca/contents_e.html The Service monitors water quantities, provides information and conducts research on climate, atmospheric science, air quality, ice and other environmental issues . Links are provided. No specific links to Osoyoos lake found</p>
	<p>4. US Army Corps of Engineers http://www.usace.army.mil/Pages/Default.aspx searches revealed no links or refs to Ok River or Zosel Dam articles available on flood mgmt and emergency response</p>
	<p>5. Canada Fisheries & Oceans http://www.dfo-mpo.gc.ca/index-eng.htm send link and information updates</p>
	<p>6. Environment Canada http://www.ec.gc.ca/default.asp?lang=En&n=FD9B0E51-1 send reports and link</p>
First Nations & Tribes	<p>1. Canadian Columbia River Intertribal Fisheries Commission Already engaged with IJC – send media and links 7468 Mission Rd. Cranbrook, B.C. V1C 7E5 Tel: 250-417-3474; Fax: 250-480-5760; e-mail: crrifc@cyberlink.bc.ca</p>
	<p>2. Columbia River Intertribal Fish Commission http://www.critfc.org/ send media release and publications</p>
	<p>3. Carrier Sekani Tribal Council http://www.cstc.bc.ca/cstc Toll Free: 1-800-280-8722 Send media info, publications and link request</p>
	<p>4. Colville Confederated Tribes http://www.colvilletribes.com/ send media release and link request</p>
	<p>5. En'owkin Centre Send media release and link info. Web: no longer available</p>

	Member of Okanagan Nation Alliance http://www.syilx.org/governance-memberbands.php
	6. Nk'mip Desert and Heritage Centre http://www.nkmipdesert.com/ Email: marketing@oib.ca Send media and offer link
	7. Okanagan Indian Band http://www.okib.ca/ Toll-free: 1-866-542-4328 Send media, and link Okanagan Nation Alliance http://www.syilx.org/ send media, publications and request link
	8. Osoyoos Indian Band www.oib.ca contact through ONA above Penticton Indian Band http://www.pib.ca/ 200 Westhills Drive Toll Free: 1-877-493-0048 And PIB development corporation http://www.pibdc.ca/index.html
	9. Secwepmc Fisheries Commission 274-A Halston Connector Road, Kamloops, BC V2H 1J9 PH: (250) 828-2178 FAX: (250) 828-2756 Send media info and through Shuswap Fisheries Commission – see below
	10. SenPokChin School Send education information package http://www.senpokchin.com/ RR3 S25 C1 email: office@senpokchin.com
	11. Shuswap Nation Fisheries Commission http://www.shuswapnation.org/departments/fisheries.html mailing Address: Shuswap Nation Tribal Council Suite 304-355 Yellowhead Highway Kamloops, BC, V2H 1H1 Telephone: 250-828-9789 Fax: 250-374-6331 fill in email request
	12. Turtle Island Native Network http://www.turtleisland.org/front/front.htm no contact – advertising primarily
Resource Use Sector	
Agriculture	1. Agriculture Environmental Initiatives: http://www.bcac.bc.ca/who_we_are.htm provide leadership and to take initiative in representing, promoting and advocating the collective interests of all agricultural producers in the Province of BC. No refs or links to Osoyoos issues
	2. BC Grasslands

	No site found
	3. Landing Nursery Email: daveenns@telus.net
Fisheries	1. Canadian Okanagan Basin Technical Working Group http://www.obtwg.ca/ send reports and link
	2. BC Federation of Flyfishers http://www.bcfff.bc.ca/ send reports and link
	3. British Columbia Freshwater Institute http://www.bcfi.ca/
	4. Columbia Basin Trust http://www.cbt.org/ send reports and link
	5. Committee on the Status of Endangered Wildlife in Canada http://www.cosewic.gc.ca/ send reports and link
	6. FishingwithRod.com http://fishingwithrod.com/ send links and press release
	7. Freshwater Fisheries Society of BC http://www.gofishbc.com/default.htm send links and press release
	8. Kalamalka Flyfishers http://www.kalflyfishers.ca/ send links and press release
	9. Lonely Loon Flyfishers http://www.okanagan.net/loon/ send links and press release
	10. Nooksack Salmon Enhancement Association Error connecting to web page
	11. North Olympic Salmon Coalition http://www.nosc.org/about/bios.html calendar of events andlinks
	12. Kelowna and District Fish & Game 4041 Casorso Rd., Kelowna, BC, V1W 4N6, Ph: 250-764-7558 www.kdfgc.org no links of refs.
	13. NW Chinook Recovery 15657 Yokeko Dr Anacortes, WA 98221 Website: Information not found (?)
	Oceola Fish and Game

	Phone #: 250-766-4617
	14. Pacific Fisheries Resource Conservation Council http://www.fish.bc.ca/ send reports and link
	15. Pacific Salmon Commission http://www.psc.org/ send link, calendar and reports
	16. Pacific Salmon Foundation http://www.psf.ca/ send link invite
	17. Peachland Sportmen's Association http://peachlandsportsmens.ca/ link and events, media
	P18. Penticton Flyfishers http://www.pentictonflyfishers.ca/101/pentictonflyfishers/index.htm link
	19. Salmon Recovery Funding Board http://www.rco.wa.gov/srfb/board/board.htm links and media release
	20. Salmon River Watershed Roundtable http://www.srwr.ca/ links and media release
	21. Skagit Fisheries Enhancement Group http://www.skagitfisheries.org/ links and media release
	22. Sport Fish Advisory Board http://www.pac.dfo-mpo.gc.ca/fraserriver/sfabfr.htm links and media release
	23. Summerland Trout Hatchery http://www.gofishbc.com/slh/default.htm register w gmail
	24. Trout Unlimited http://www.tucanada.org/ links and media release
	25 Upper Columbia Region Fisheries Enhancement Group http://www.ucrfeg.org/ links and media release
Tourism	1. Adventure Okanagan Co-operative http://www.adventureokanagan.com Email Adventure Okanagan Co-operative No references found
	2. Outdoor Recreation

	<p>Council of BC E-mail: outdoorrec@orc.bc.ca No links or info. add to links and send media releases</p>
Not for Profit & Non Governmental Organizations	
	<p>1. BC Conservation Foundation http://www.bccf.com/index.php/northern-bc-region conservation of BC's fish, wildlife and habitat No links or refs</p>
	<p>2. BC Environmental Network http://www.ecobc.org/who_we_are/index-2.html strengthen the activist voice for environmental responsibility in British Columbia No links or refs</p>
	<p>3. BC Grasslands Conservation Council http://www.bcgrasslands.org/ dedicated to the stewardship and conservation of the rare and beautiful grasslands of our province email gcc@bcgrasslands.org or phone 250-374-5787 no links or refs.</p>
	<p>4. Cdn & BC Heritage Rivers Society <i>If you want your link included in this page, please send a description to</i> keri.spink@pc.gc.ca &-mail: parkinfo@victoria1.gov.bc.ca No current links</p>
	<p>5. BC Lake Stewardship Society http://www.bclss.org/ local stewardship groups links to Osoyoos Lake Water Quality Group http://www.bclss.org/ discussion of Enloe and Shanker's Bend dams</p>
	<p>6. BC Nature's Trust No site found</p>
	<p>7. Rivershed Society of BC fin@rivershed.com www.rivershed.com No current links</p>
	<p>8. BC Wildlife Federation www.bcdf.bc.ca Email: officeinfo@bcwf.bc.ca No current links Add to media list</p>
	<p>9. Canadian Wildlife Service www.cws-scf.ec.gc.ca no current links</p>
	<p>10. Christina Lake Stewardship Society www.lakesteward.ca no current links</p>
	<p>11. Ducks Unlimited Canada 13370 - 78th Ave e: du_surrey@ducks.ca</p>

	<p>www.ducks.ca no current links create link on Okanagan Similkameen page in Intermountain region section</p>
	<p>12. Ducks Unlimited www.ducks.org/Washington/ no current links add to media list</p>
	<p>13. Earthwild www.earthwild.net/ <i>no current link</i></p>
	<p>14. Ecotrust Canada Vancouver Headquarters info@ecotrust.ca http://www.ecotrust.ca/home no current link add to press releases</p>
	<p>15. Fraser Basin Council info@fraserbasin.bc.ca No current link Send News</p>
	<p>16. Habitat Conservation Trust Fund www.hctf.ca no link – send press releases</p>
	<p>17. Heritage Rivers Network Kelowna and District Fish & Game http://www.kdfgc.org/ no links or refs – send news & link</p>
	<p>18. Kettle Range Conservation Group http://www.kettlerange.org/ Provides list of reports – no refs – send report and news updates</p>
	<p>19. Kingfisher Interpretive Centre Society 2550 Enderby Mabel Lk R, Enderby, BC V0E 1V0 Telephone : 250-838-0004 No website, no relevance</p>
	<p>20. Lake Country Watershed Roundtable contact through: http://www.regionaldistrict.com/ or Phone: (250) 469-8801 Fax: (250) 862-3371 Address: 2255 Enterprise Way, Kelowna, BC, V1Y 8B8</p>
	<p>21. Mission Creek Greenway http://www.greenway.kelowna.bc.ca/ No refs or links Send announcement Email link thru site only or Marilyn Foster at 250-764-8418.</p>
	<p>22. Naramata Citizen's Association Contact thru Email: naramatanca@yahoo.ca</p>
	<p>23. Naramata Creek Round Table</p>

	<p>Contact through: The British Columbia Environmental Network, By email: editor@ecobc.org http://ecobc.org/issues/ or send info www.rdosmaps.bc.ca (<i>site under construction</i>)</p>
	<p>24. Nature Conservancy of Canada http://www.natureconservancy.ca bcoffice@natureconservancy.ca Send links and announcement</p>
	<p>25. Nature Conservancy of Washington http://www.nature.org/wherewework/northamerica/states/washington/ E-mail: washington@tnc.org Or Media E-mail: rstanton@tnc.org <u>News Room</u></p>
	<p>26. Nature Trust BC http://www.naturetrust.bc.ca info@naturetrust.bc.ca Or South Okanagan Phone: 250-498-5474 Fax: 250-498-5475 Send info and PSA's</p>
	<p>27. North Okanagan Naturalists Society Website: http://www.nonc.ca/ Other: The Young Naturalists' Club: regine.pasquier@telus.net Contact Person: Pam Jenkins Email: pamj@telus.net Provide info letter</p>
	<p>28. Northwest Environmental Training Center Phone: (206)762-1976, Fax: (206)762-1979 www.nwetc.org Add tech report to resources, request link</p>
	<p>29. NW Wildlife Council http://www.wildlifecouncil.com/ send notice, request add to links Okanagan Region Wildlife Heritage Fund Society ✉ Email: info@onepercentfortheplanet.org</p>
	<p>30. Okanagan Similkameen Conservation Alliance http://www.osca.org/ send info sheet</p>
	<p>Okanagan Similkameen Conservation Alliance E-mail: outreach@osca.org or ecostudies@osca.org</p>
	<p>31. Okanagan Similkameen Riparian Coordination Group – no record found see SOSCP below</p>
	<p>32. SOS Stewardship SOSCP Shawn Black</p>

	<p>E-mail: penticton@conservancy.bc.ca Web Site: http://www.soscp.org Add to list – partnership group includes landowners</p>
	<p>33. Okanogan Conservation District http://www.okanogancd.org/ News & resources, add to links and send media releases</p>
	<p>34. Okanogan Valley Land Council (landowners) http://www.ovlandcouncil.org/ News & resources, add to links and send media releases ovlc@communitynet.org</p>
	<p>35. Osoyoos Desert Centre News & resources, add to links and send media releases toll free: 1-877-899-0897 e-mail: mail@desert.org website: www.desert.org</p>
	<p>36. Osoyoos Lake Oxbow Society (is a part of olwqs – see below) Osoyoos Lake Water Quality Society P.O. Box 1382, Osoyoos, B.C. Canada V0H 1V0 E-Mail: info@olwqs.org IJC Board of Control link, info on dams . add to links and send media releases</p>
	<p>37. Pacific Streamkeepers Federation Has message board – send media releases and publications http://www.pskf.ca/</p>
	<p>38. Pinchot Institute for Conservation National conservation organization has news – no current links- add to links and send media releases http://www.pinchot.org/water</p>
	<p>39. Restoration News Blog – send media info and links http://restoringrivers.blogspot.com/2009/08/stream-restoration-news-for-august-20.html</p>
	<p>40. Salmon River Watershed Roundtable http://www.srwr.ca/index.php Send email through website to contact - add links and news</p>
	<p>41. Sierra Club of BC Has media and publication pages – send media and publications 302-733 Johnson Street, Victoria, BC V8W 3C7 (250) 386-5255 : info@sierraclub.bc.ca http://www.sierraclub.bc.ca/</p>
	<p>42. Similkameen River Conservation Committee Part of SOSCP see note above http://www.soscp.org/</p>

	<p>43. South Okanagan Conservation Alliance E-mail: outreach@osca.org or ecostudies@osca.org http://www.osca.org/index.php?events/natural by design 2009 send info for newsletter</p>
	<p>44. South Okanagan Sportsman's Association http://www.peachlandsportsmen.com/sosa50a.html part of BC Wildlife Fed. Send info</p>
	<p>45. The Land Conservancy of BC http://blog.conservancy.bc.ca/2009/10/tlc-launches-new-website/ send media and events info Tidepool.org is a news blog - http://daily.sightline.org/ Send media info</p>
	<p>46. West Coast Environmental Law 200 — 2006 West 10th Avenue Vancouver, BC Canada, V6J 2B3 Phone: 604-684-7378 Toll-free in BC: 1 800 330-WCEL Fax: 604-684-1312 Email: admin@wcel.org Web: www.wcel.org Send info and link</p>
	<p>47. WhiteValley Resource Centre Community organization in North Okanagan - Provide media and info http://www.whitevalley.ca/Index.htm</p>
	<p>48. Canadian Heritage Rivers Network donald.gibson@pc.gc.ca www.chrs.ca no links or refs</p>
	<p>49. Northwest Power Planning Council http://www.nwcouncil.org/ send reports and link</p>