



OLDMAN WATERSHED PLANNING VISION: A Process Summary

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watershed planning: OUR COMMUNITY VISION

“A healthy, resilient watershed where people,
wildlife and habitat thrive.”

ACKNOWLEDGEMENTS

It has taken almost a year to complete this journey; to meet with watershed residents and ensure that it is your vision that guides future watershed management in the Oldman Basin. Our Team spent hundreds of hours organizing interviews and workshops; transcribing interviews and notes; planning the process and discussing results. As co-chairs of this first phase of the planning process, it has been a great learning opportunity and rewarding experience. We know we have made mistakes along the way but we want to learn from them and continue to improve.

We would like to thank the Integrated Watershed Management Plan Visioning Team for all their hard work and dedication to the process. When we started, we had one common belief, that gathering local knowledge and understanding of the watershed was paramount in gaining a holistic view for future planning in the watershed. It is people on the landscape that

make and shape the landscape and ultimately it will be them that will take their passion and knowledge and make it a place to call home for future generations.

Thank you to everyone that participated in the interviews, questionnaires, workshops and surveys. These participants are the true volunteers and knowledge seekers in the watershed. As we move along this planning process and take a look at the environmental, social, cultural and economic issues in the Oldman Watershed, we hope that you will continue to work with us.

A special thank you to those people not officially on the Team, who helped to keep things moving by making phone calls, reviewing notes, carrying boxes and spending hours at the photocopier. And finally we would like to thank the Oldman Watershed Council Board of Directors for their support of this critical first phase of the planning process.



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TABLE OF CONTENTS

2	ACKNOWLEDGEMENTS
4	BACKGROUND Who is the Oldman Watershed Council Planning Context Integrated Watershed Management Plan Forming a Visioning Team The Process
7	SCOPING WATERSHED ISSUES AND OUTCOMES Interviews Data Collection and Processing “What We Heard” Summary Document
18	CONSENSUS BUILDING Delphi Technique Survey Results
20	RECONFIRM VISION Community Workshops Review and Summarizing Community Workshops Youth Engagement
25	PROJECT COMPLETION AND RESULTS Vision Statement and Qualitative Outcomes Future Planning Direction
28	APPENDIX A: Communication and Information Products Summary Table
31	APPENDIX B: Integrated Watershed Management Plan – Visioning Budget
31	REFERENCES

BACKGROUND

WHO IS THE OLDMAN WATERSHED COUNCIL

The Oldman Watershed Council (OWC) is a not-for-profit organization working in partnership with communities and residents to improve the Oldman River watershed through sustainable water management and land use practices.

The OWC is one of ten Watershed Planning and Advisory Councils (WPACs) in the Province of Alberta. *The Water for Life – Alberta’s Strategy for Sustainability* was released in November 2003 and renewed in 2008. *Water for Life* substantiates the Alberta government’s commitment to manage and protect Alberta’s water resources. The WPACs are directed to fulfill the mandate of the *Water for Life Strategy* and provide recommendations and advice to the Alberta Government on issues related to land and water management.

In 2004, the Oldman Watershed Council was officially designated as a Watershed Planning and Advisory Council for the Oldman Basin. The OWC is regulated as a non-profit society under the Societies Act of Alberta (S-14 RSA 2000). It consists of an eighteen member Board of Directors with representation from federal, provincial and local levels of government, health, academia, agriculture, irrigation, First Nations, environmental non-government organizations, and members at large. The members of the Board work together to make decisions promoting good

watershed management based on their expertise, experience, and local knowledge.

At present, the OWC has a membership of approximately 250 individuals and groups that live and/or work in the Oldman Watershed.

MISSION STATEMENT

To maintain and improve the Oldman River Watershed through partnerships, knowledge, and the implementation and integration of sustainable watershed management and land use practices.

GOALS

To understand our watershed;

To keep residents well-informed and actively engaged;

To define desired outcomes together with stakeholders that will form the basis of the Oldman Integrated Watershed Management Plan;

To build the capacity and commitment to achieve defined outcomes; and,

To adopt practices that will benefit the health and function of the watershed.

PLANNING CONTEXT

According to the *Water for Life Strategy*, each Watershed Planning and Advisory Council is required to prepare a State of the Watershed (SOW) Report and a Watershed Management Plan (WMP). The purpose of the SOW Report is to compile existing information on the ecological functions, land use activities, and water quality and quantity within the watershed to:

- describe and assess the current state of the watershed;
- identify existing and emerging issues and trends; and,
- identify gaps in knowledge.

The Watershed Management Plan will consider both land and water use, will look at all environmental media (water, air, land, biodiversity), and will form watershed scale outcomes that will provide recommendations to decision makers. These decision makers include all agencies, regulatory or otherwise, that have some responsibility for watershed management within their mandate.

It is important to recognize that the Watershed Management Plan is not the only planning exercise occurring. There are provincial, regional, municipal and local scale activities taking place in and around our watershed. Ensuring that our watershed outcomes integrate with the other regional, provincial or local scale outcomes, as part of the system, is extremely important.

During this process a provincially led regional planning exercise was underway to develop the South Saskatchewan Regional Plan under the Land-use Framework. Recognising the Oldman Watershed is part of the overall regional system, the Team ensured regular updates were sent to the Regional Advisory Council informing them of watershed resident’s issues and priorities.





“ We need to make sure that we not only have enough water for agricultural purposes and for municipal purposes, but that we also have enough water in the rivers to ensure the life of the river system in terms of fish and plant life. ”

Stakeholder interview

INTEGRATED WATERSHED MANAGEMENT PLAN

The initiation of the first phase of the Integrated Watershed Management Plan occurred concurrently with the finalization of the State of the Watershed Report. The intent was to ensure that all necessary foundational material would be available to kick off the next phase of the planning process. Community direction to the planning exercise will complement the scientific components of the SOW and serve as a critical foundation for a successful watershed management plan. In the fall of 2008, a small group of OWC members formed a Team to begin the work of preparing an Integrated Watershed Management Plan (IWMP). Individuals from Alberta Environment, Southern Alberta Group for the Environment (SAGE), and the Oldman Watershed Council met initially to determine the scope, intent, and desired outcomes of the planning process.

From the very beginning, the members of the Team agreed that an Integrated Watershed Management Plan must represent and consider all facets of society - social, cultural, environmental and economic values.

Often in planning projects, local knowledge becomes secondary to specialized research and management agencies. The OWC recognized the necessity to engage watershed residents and stakeholders in

the initial stages of the project to ensure the deep-rooted local knowledge of the community and landscape was incorporated into the planning. The Council believes that by sharing ideas and perspectives we can reduce polarization, break down communication barriers and build trust within the community.

FORMING A VISIONING TEAM

As a first step, the Integrated Watershed Management Plan Visioning Team (VIWMP) was established. The objective for this Team was to set the foundation for the development of the Integrated Watershed Management Plan by understanding and reflecting the community vision for the watershed. The process would be as valuable as the product, and would involve conversations with residents and stakeholders from around the watershed in a variety of forums. The final product would be a Vision statement accompanied by a set of qualitative outcome statements that would help set the direction and priorities for future watershed planning activities.

The VIWMP Team created a Project Charter¹ to guide the project. This included a description of the project, an outline of the project organization and management needs, identification of Team members and their roles, and a detailed

work plan. Because the Oldman Watershed Council has a number of active teams working to improve the watershed in various ways, the VIWMP Team recognized the need for integration and coordination. In January 2009, members of the VIWMP Team, the State of the Watershed (SOW) Team and the Watershed Legacy Program (WLP) Sub-committee held a workshop to discuss how the SOW Report, the Watershed Legacy Program projects and the VIWMP outcomes would complement each other. The workshop participants identified the importance of on-going communications between the teams to be facilitated by OWC staff.

To ensure a successful process was developed, and to gain meaningful input from stakeholders, the VIWMP Team sought the expertise of a social science researcher. A contract tendering process (including a Request for Proposals) was completed and a qualified consultant with experience in qualitative research was hired to help develop and deliver the process.

In addition to Team members and OWC staff, a Planning Assistant was hired part-time to help ensure a smooth process.

An **OUTCOME** represents the desired future condition of the watershed.

¹ Appendix A provides a list of all Communication and Information Products

THE PROCESS

Our consultant proposed the following process, which was subsequently approved by the VIWMP Team and the OWC Board of Directors:

Step 1: Face-to-face interviews of stakeholders

Step 2: Production of Stakeholder Interview Results document

Step 3: Delphi Survey developed based on the interview results

Step 4: Delphi Survey sent to interviewees to complete and return

Step 5: Draft Vision statements and desired future outcome statements would be developed from the survey results

Step 6: The draft Vision statements and desired future outcome statements to be presented to the survey participants/interviewees for their review and confirmation that their input was represented.



SCOPING WATERSHED ISSUES AND OUTCOMES

INTERVIEWS

The decision to use a one-on-one in-depth conversational interview approach as the first step in the overall process was made to capitalize on the opportunity to achieve three specific outcomes: gather local context for a watershed management planning vision; find out how the Oldman Watershed Council could improve communication and outreach; and, develop relationships with residents.

The benefits of one-on-one conversational interviews included:

- the ability to target key individuals in the watershed who can provide specific knowledge of a particular area and/or sector;
- the opportunity to listen, and better understand concerns and/or issues;
- the opportunity to gather ideas on how to best communicate with people; and
- the opportunity to build trust and relationships not otherwise done through regular communication efforts.

Choosing Interviewees

Choosing the interviewees was a difficult task that took several meetings to complete.

The first step in the selection process was to compile a list of all OWC members, past and present, and sort by individual and/or according to sector. The list contained the names of hundreds of potential interviewees. The Team then reviewed the list to see if they could think of any additional sectors or individuals that were missing and should

be considered. The OWC Board of Directors was also asked for their input and review.

The OWC has a large number of government (provincial and federal) members. The Team made the conscious decision to initially exclude all provincial and federal government members from the interview process to reduce the tremendous number of potential interviewees. If interested, government staff could still participate, like all other basin residents or stakeholders, by completing the online questionnaire as part of their regular business work.

The second step of the process was to separate the list according to the sub-basins identified in the State of the Watershed Report. In order to get a true representation from each of the sub-basins, interviewee names were placed into the respective sub-basin where they actually reside. It was interesting to discover that some stakeholders live in one sub-basin and work or ranch in another.

During this second step of the process several key factors were considered:

- Balanced sector representation (ranching, irrigation, recreation, NGO, etc.);
- An equal number of stakeholders from each sub-basin;
- Gender distribution;
- Likely willingness of the individual to participate; and,
- A representative from municipal government in each of the sub-basins.

First Nations Engagement - Traditional Knowledge

The Oldman watershed includes an abundance of plant and animal life. It is also rich in cultural tradition and diversity. The Piikani Nation (Peigan) and the Kainai Nation (Blood) are the two First Nations of the Blackfoot Confederacy who live within the watershed. Their traditional knowledge is important to understanding the function and history of the watershed.

During the interviewee selection process, purposeful efforts were made to contact individuals from both of these First Nations. Two individuals from Kainai and one from Piikani responded to the invitation and agreed to participate in the interview process.

The Oldman Watershed Council will continue its engagement efforts with both of these First Nations through further conversations with their Consultation Coordinators.

Points to consider in First Nations engagement:

- Allow for sufficient time to schedule meetings, hold discussions, and develop meaningful relationships.
- Work through the Consultation Coordinator to obtain official recognition and involvement from the Tribal Council.

“If water was always clean enough that you could drink it. Clean enough that fish and things don't die and that livestock can definitely drink out of it.”

Stakeholder interview



Group/ Sub-Basin	Number of individuals identified for interviews	Number of individuals contacted ¹	Number of individuals interviewed ²
Prairie	20	19	16
Foothills	10	7	5
Mountain	11	8	8
Southern Tributaries	13	7	5
First Nations	11	5	3
Board of Directors	7	7	7*
TOTAL:	72	53	37*

* Board of Director members were grouped into the sub-basin in which they lived. There were a total of 37 one-on-one interviews conducted.

1 One stakeholder that was contacted declined to participate in the interview process.

2 One stakeholder withdrew from the overall process after the interview.

- Maintain personal or individual contacts.
- Be sensitive to any current legal or political issues.
- Be prepared to utilize contractors from Treaty communities. This is an excellent way to support and build trusting relationships.
- A Blackfoot interpreter may be required to facilitate discussions, especially with Elders and the older generation.
- Always convey respect for the individual, community and traditions.

From the list of over 400, the list was reduced to a final number of 72 potential interviewees; the individuals were contacted and interviews were scheduled.

Deciding on the Questions

Doing in-depth interviews provided us the opportunity to have a conversation about the watershed with key stakeholders. This was all part of the background work on building an Integrated Watershed Management Plan. The selected questions served two purposes: question one, two and three served to seek out their vision for the watershed to provide local knowledge and interests in the overall direction of planning; and questions four and five were added to find out how the Oldman Watershed Council could be doing more in the watershed and how to best communicate with stakeholders. The Consultant helped design the questions to achieve the objectives.

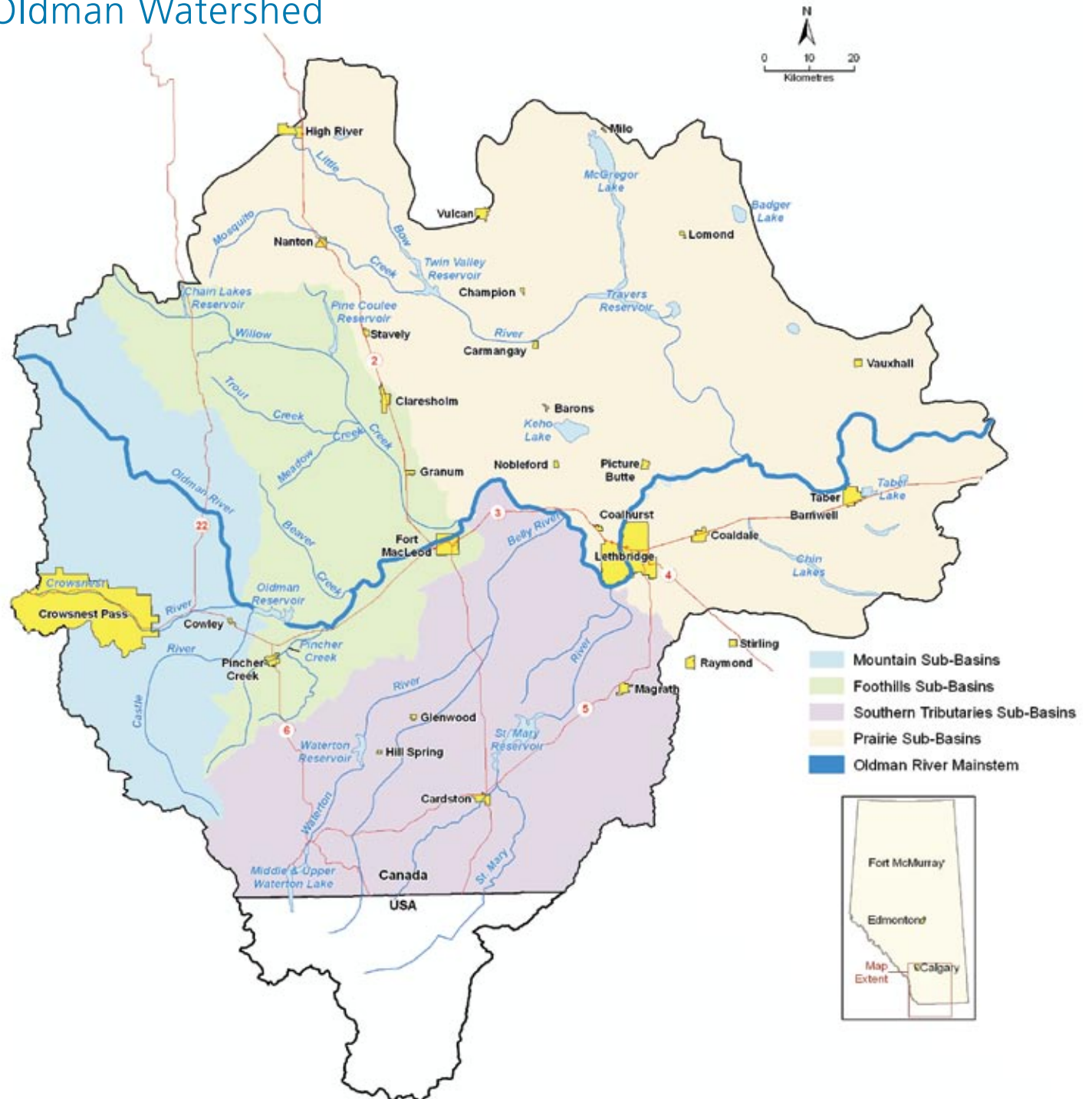
Interview Questions:

1. How would you like your watershed to look in the next 10, 20 or 50 years?
2. What, if anything, is standing in the way of that happening (barriers)?
3. What, if anything, will help that happen (opportunities)?
4. Where do we (OWC) need to do more work?
5. In what ways do you suggest the OWC involve the community in the IWMP process?

*Note: During the review of the interviews, the consultant separated the 4 original questions, into 5 questions that clearly outlined barriers and opportunities.



Oldman Watershed



Booking Interviews

Interviews were booked in early May with call backs occurring until the end of June. Initially there was only one person assigned to book interviews. However, it became apparent early on that a second person was needed in order to meet timelines. With two people calling to arrange bookings, regular communications and coordination of the interview schedule became critical. The interviews were booked between 8:00 am and 8:00 pm and were blocked in four-hour time slots. Time was blocked to include travel to and from interviews as well as time for the interview itself. The interview schedule was updated daily and e-mailed to interviewers.

One of the factors that helped facilitate the booking process was the guarantee of confidentiality. Many of the interviewees were not representing a specific sector and were being asked for their personal opinion. The process was about the people and not business. However, their social network and experiences played a large role in their belief system and therefore influenced their responses to the questions. For this reason, confidentiality was reaffirmed throughout the interview booking and interview process.

A key factor that benefited the interview process was the option for the interviewee to withdraw at any point in the process. If the interviewee felt they were not being recorded or represented in a manner in which they were comfortable, the interview would end and the interviewee could withdraw from the process. Only one interviewed stakeholder withdrew from the process prior to the “What We Heard” document being completed. That interview was not included in the document.

Challenges With The Interview Booking Process

- Interview booking was a slow process.
- There was some difficulty connecting with and booking interview times for industry representatives across the watershed.
- As an interviewer, it was difficult to plan personal events while waiting for daily confirmation of the schedule.
- Communications between the person(s) booking the interviews and the person(s) interviewing was very important.
- Interview schedules changed quite frequently as interviews were being booked in conjunction with interviews being conducted.
- Interviews were tentatively scheduled for an hour; however, they tended to extend beyond that hour. Interviews ranged from 30 minutes to 3 hours.



Interviewers ensured any personal time was relayed to interview bookers making sure there was little or no conflict with other appointments. Interviewers travelled to the interviewee’s place of residence or business – their choice.

Multiple interviews could be booked in the four hour slot depending on travel time and location of interviewee. We allowed for a minimum of an hour per interview.

This section was used to write out directions to farm houses or businesses that did not have street addresses. All interviewees for the day were listed here.

Rural addresses and street addressees were listed here.

It was important to have a minimum of one contact number here in case the interviewer was going to be late or got lost.

Email was used a great deal for follow-up and communication as the process continued on.

MONTH	INTERVIEWER: Farrah	INTERVIEWER: Stephanie	NOTES	Address	Phone number(s)	Email
1						
2						
3						

Training for Stakeholder Interviews

- What is an in-depth interview
- Characteristics of an in-depth interview
- Qualities of a good interviewer
- Contacting the respondent
- Conducting the interview: preparing, introducing, interviewing, wrap-up
- Managing the field data: field edit, debrief, transcribe and categorize results, verify results, submit verified results



Training the Interviewers

Prior to starting the interview process, the Consultant prepared a training manual and conducted an interview training session for Team members. This included sections on how to contact potential interviewees, how to use different interview techniques to obtain the information that was needed, and how to prepare the transcript into categories. One person from the interview list was contacted and agreed to be interviewed on camera for training purposes. Team members also had the opportunity to conduct interviews with each other. These interviews were used in the overall results.

As part of the training for the interviewers, the first five stakeholder interviews were planned to be delivered together so the interviewers could learn from each other and develop consistent techniques and prompts. After the first three stakeholder interviews, the interviewers decided they were comfortable with the process, and would continue on their own. The training received prior to going out to conduct the interviews was very beneficial to focus questioning, provide rigor to the process and build confidence in delivery.

Interviewing

When the Team sat down to design the process and discuss roles and responsibilities, two individuals were selected to conduct the interviews. The Executive Director of the Oldman Watershed Council was chosen as the first interviewer and the second interviewer was chosen because of the planning function that person would occupy in the future. Both individuals would have the opportunity to build relationships with residents of the watershed and bring consistency and validity to the process.

The questioning and probing techniques were different between the two interviewers because of their background and comfort level with various topics and issues concerning the watershed. The open-ended questions made it easy to have a conversation, but how much time to allow for each conversation was another challenge in itself. As one of the interviewers said, “It was interesting to see that perspective or interpretation of the question.”

The interviewing process started on May 21st, 2009 and wrapped up officially on June 26th, 2009.

Benefits of Volunteering

People volunteer their time for various reasons. The Team wanted to make sure the volunteers that helped with this process were thanked for their efforts and insights with special OWC vests. Team members, Board members, interviewees and special guests now sport the navy blue vests as a token of appreciation for their time.



Characteristics of the In-depth Interview

- Open ended questions
- Semi structured format
- Seek understanding and interpretation
- Conversational
- Explore topics through prompts
- Record responses
- Record observations
- Record reflections

DATA COLLECTION AND PROCESSING

As with any research or engagement process, how you collect, handle and process the information is important. During this part of the process, the Team quickly realized that there was a tremendous amount of work involved to meet set timelines and ensure consistency and validity of results.

Transcribing

All interviews were recorded using a digital recorder in order to use verbatim transcripts for coding and grouping. This was a very time consuming component of the process so it was decided to use additional staff to transcribe the interviews. Students from the University of Lethbridge were hired to assist in the process.

One Team member was assigned the responsibility to hire and supervise the student transcribers. Although this helped immensely with coordination, the Team realized that the need to move quickly had resulted in a valuable training component being missed for the transcribers. As soon as the transcriptions started being returned, some initial problems were identified; spelling, grammar, information taken out of context, and editing were a few of the concerns. Several transcripts were returned to transcribers to review and confirm content.

Overall, the transcription process went well. The turn around time was well-managed, and the colour-coded tracking system made

it easy to observe progress and identify bottleneck areas as the coding portion of the process began.



What Did We Learn About Transcribing?

- Provide training to transcribers on process and technology.
- Develop clear expectations on final product.
- Develop a format for returned transcriptions.
- Allow for more time to review transcripts.
- Ensure transcribers have some background with the topic and land area to reduce contextual errors.

Coding

Transcription In Progress
Transcription Completed
Coding
Sent to Interviewee For Review
QA/QC 1
QA/QC 2
Sent to Survey Consultant
Can't Use

The coding procedure took the verbatim interview results and grouped them into like or similar topic areas. To demonstrate, the following statements have been taken from one of the interviews to illustrate how they were grouped into like categories in response to the survey question “What would you like your watershed to look like in the next 10, 20 or 50 years?”

Sustainable

- “I’d like to see that there’s enough water for everybody and I guess a priority system would be something that I would definitely like to see because obviously there isn’t enough water for everybody to do everything all the time.”
- “Look like it does today and obviously there will be a lot more people around so to be able to retain its integrity and its quality and provide the most amount of enjoyment and living for the people that live in our watershed.”



“The most important things would be to maintain both the quality and the quantity of water in the watershed for long term. That means once allocations are done there’s still enough water left in there for all the ecosystem functions.”

Stakeholder interview

Quantity

- “First in time, first in right. I think that theory is probably the right one but I think we really have to look at the efficiencies of how those who have the rights to use water are using it because more of us can share the same resources and still have first rights but have more water left over at the end of it.”
- “Irrigation has done a tremendous job of increasing the efficiency in their canal system but there are probably still lots of places that can be improved.”



Land use

- “The amount of growth in our watershed is going to be mostly in cities so how do we use water as an individual homeowner and make sure that we are not wasting it or polluting it? I think that if everybody does a little bit, it gets you way further ahead than some organization trying to take on this huge task of increasing water efficiency. We all need to recognize that there is a limit quantity and realize how to make better use of a little bit of water.”
- “We don’t have very good method of telling our deer and elk how much they can drink and how to use the water. They do whatever they feel like. When we are talking about how many animal units you have on your land we should always be including wild life because they are there and they drink too so I guess when we do a census of Alberta, of the Oldman watershed we need to realize how much wild life we’re going to be looking after too cause we just take for granted they’re there but we don’t count what they’re using and they are definitely going to be using water.”

What Did We Learn About Coding?

- Allow enough time to be thorough and consistent.
- Provide training for people who are coding.
- Ensure that the process and tracking are well defined so there is clarity on where the information is in the process.
- The importance of a broad category list to help with consistency. There may be other categories needed but the broad list will at least narrow down the terminology and overall groupings.
- Designate one person to be the QA/QC (Quality Assurance/Quality Control) controller.
- Be committed to excellence and the final product.
- Be prepared for meetings and have a solid understanding of the process.
- Establish a clear set of roles and responsibilities for participants at the beginning of the process – e.g. Define who is leading what portion of the process.

Process Tracking Table

Date the interview was taken.	The name of the interviewee.	Which interviewer completed the interview.	A unique file name was used for each interview to aid in confidentiality.	The transcribers name was noted in case there were questions or concerns about the transcription.	The date the digital interview file was sent to the transcriber. There was usually a 3-5 day turn around for the transcription product.	The date the transcription was received from the transcriber. If the transcription had to be returned, the date and notes were identified here.	The completed and approved transcript date listed here.	How long the interview was.	Each transcription was assigned to a Team member (or additional staff), their name was listed here.	All coded interviews were sent to one person to review for quality control before sending out to interviewee for approval.	All coded interviews were returned to the interviewee for review and approval to use or continue in the process. There was one person doing this contact to ensure consistency.	The date of the approval received. Their email approval was saved in their electronic file.	The interviewee was given one week to review their coded transcript and respond back. If there was no response back, they were contacted once again by email or phone to confirm their approval.	Approved coded transcripts were reviewed a final time before information was sent back to the consultant for compilation into the "What We Heard" summary document.	
Interview Date	Interviewee	Interviewer	File Name	Transcriber	Sent To Transcriber	Received	Completed	Length	Coding Assigned To	QA/QC 1	Sent to Interviewee	Approval Received	Call Back Required	QA/QC 2	Sent to Consultant
1															
2															
3															
4															

“ I hope to see reduced agricultural and industrial water demand, and more efficient domestic water use.”

Stakeholder interview





Review of Interviews

After the coding process was completed, the interviews were sent for QA/QC 1 to ensure the statements were separated into the appropriate categories. One person was tasked with this responsibility to ensure consistency with coding categories and interpretation. There was a bit of a bottle neck at this point due to the considerable amount of work or review needed. Several interviews were sent back to the coders for additional information or refinement. This was a very important step in the process to ensure consistency and quality excellence.

Sample email note for coded transcript returned to interviewee for review and approval

Please review, provide your comments and return to:

Cheryl Dash
Cheryl.Dash@gov.ab.ca
By: July7th, 2009

If we have not received any comments or changes to the following transcript by (date), 2009, we will assume that you are satisfied with the interview results as they appear. Please remember your participation is anonymous and completely voluntary and that you can withdraw yourself or your comments from this process at any time.

Once reviewed at the QA/QC 1 stage, the coded interviews were emailed back to the interviewees for review and approval. They were given one week for approval. One person was responsible for the tracking and communication at this stage. If no response was received within the one-week time period, a call back was made to confirm everything was acceptable with the coded interview.

QA/QC 2 was the final stage before the coded interview was sent back to the Consultant for compilation. This stage allowed for one final review of the coding categories to assist the Consultant in document preparation. One person was responsible for this process.

A Note of Caution When Using Email

- The consultant recently moved to Australia; email communication was effective most of the time. However, after the final “What We Heard” document was finished and sent to the Team, the interviewers noticed certain quotes were missing. Upon further review, it was discovered that several coded interviews had been lost in cyberspace.

Recommendation: Make sure to have a checklist to confirm that ALL coded interviews have been reviewed, received or approved!

The “What We Heard” summary document was updated after this missing information was retrieved.

Overall, 2500 hours were spent on the project by Team members, excluding the Consultant and OWC employed staff time. Team members included representatives from the University of Lethbridge, Alberta Environment, Alberta Sustainable Resource Development, Alberta Tourism, Parks and Recreation, Canadian Parks and Wilderness Society, Southern Alberta Group for the Environment, a public member and the Oldman Watershed Council. (Appendix B provides the budget for the whole process.)

Activity	Number of People Involved
IWMP Team Steering Committee	6
IWMP Team Working Committee	5
Interviewers	2
Coders	7
QA/QC 1 Interview Approval	1
QA/QC 2 Consultant	1
Transcribers	2
	5

Website Surveys

In addition to the 37 one-on-one interviews, watershed residents were given the opportunity to answer the Vision questions on-line on the Oldman Watershed Council website (www.oldmanbasin.org). Information about the survey was circulated through Team and Board member personal contacts, through the OWC Weekly Updates and a media notice which was sent out to all media outlets in the watershed. The survey was not posted on the OWC website until after the one-on-one interviews were completed to ensure that the interviewees were given the first opportunity to see the questions. There were a total of 50 online questionnaires completed.

Observation Note

Because the interview questions were written open-ended to allow for prompting and conversation styles, the static nature of the Internet did not provide the opportunity for discussion and the depth or richness of the on-line answers was noticeably different. All the information collected was incorporated into the "What We Heard" summary document.





“WHAT WE HEARD” SUMMARY DOCUMENT

The final “What We Heard” summary document is a compilation of 37 one-on-one interviews and 50 online responses. The summary document includes verbatim responses (raw data) to the five key interview questions that were designed to elicit responses that would create a Vision for the Integrated Watershed Management Planning process.

From this collected information, a Vision statement and qualitative outcomes were developed and discussed at community workshops throughout the watershed.

Copies of the 181 page “What We Heard” summary document can be obtained by contacting the Oldman Watershed Council.

“ I would like to see recreational opportunities for people in this area not be negated. However, at the same time obviously I think that we’ve got to protect some of those areas. Currently they aren’t getting enough protection, so we aren’t getting these opportunities down the line. ”

Stakeholder interview

Summary	Main Categories or Headings
Question 1: How would you like your watershed to look in the next 10, 20 or 50 years?	Watershed condition; water quality and quantity; healthy ecosystems (aquatic, riparian, fish and wildlife, medicinal plants, valley bottoms); water allocation; land use; ecotourism; recreation and landscape; social values.
Question 2: What, if anything, is standing in the way of that happening (barriers)?	Nature/environment; global trends; behaviours/attitudes; lack of education/awareness; lack of knowledge/technology; development incentives/economics; planning issues; governance issues; natural resource management issues; human activities.
Question 3: What, if anything, will help that happen (opportunities)?	Nature/environment; global trends; behaviours and attitudes; incentives; knowledge and technology; education/awareness; planning; governance; natural resource management; human activities.
Question 4: Where do we (OWC) need to do more work?	Doing a good job/doing a bad job; structure and function; behaviour and attitudes; incentives; knowledge and technology; education and awareness; planning; governance; natural resource management; human activities.
Question 5: In what ways do you suggest the OWC involve the community in the IWMP process?	Ensure the process is legitimate and fair; who to engage/consult; engagement methods; analyze cost-benefit of decisions; build understanding of the IWMP process; communication; build capacity, leadership, ownership; learn from others.

CONSENSUS BUILDING

DELPHI TECHNIQUE

The Delphi Technique is a group consensus method that helps identify common goals and areas of agreement or disagreement. It is used to reveal group values and establish priority on the basis of pooled judgment. The Delphi Technique is based on the principle that opinions from a structured group of experts are more reliable than those from unstructured groups or individuals. It is a systematic, interactive method that relies on a panel of experts. This process is designed to reduce the range of answers and merge the group around a common set of answers. The Delphi Technique also provides anonymity to respondents, a controlled feedback process, and the suitability of a variety of statistical analysis techniques to interpret the data. Watershed residents and stakeholders are considered the local experts.

Development and Distribution of the Delphi Survey

The Consultant developed the Delphi survey from main themes that emerged in the “What We Heard” summary document. The recurring themes and visions were compiled into statements. The Team reviewed the draft Delphi survey and provided feedback to the Consultant. In the first draft, the Consultant had used short statements (e.g. “Water Quality: same as it is today”). The Team thought that the statements should be more complete so that participants had a clear understanding of what they were agreeing or disagreeing with. The Team also recommended that the introduction to the

survey should include a clear definition of the Delphi Technique. Areas that the Team thought were missing were also highlighted. The Consultant took the constructive comments and customized the Delphi into the version that was used.

Survey Tool

The Team partnered with Alberta Environment (AENV) to create an online version of the survey. Alberta Environment has a subscription to the “Zoomerang” software program and allowed the OWC to use it for this part of the visioning process. The online survey asked respondents to provide comments and rank their level of agreement (agree, somewhat agree, somewhat disagree, disagree) with each of the proposed statements.

Communicating the Survey to Interviewees

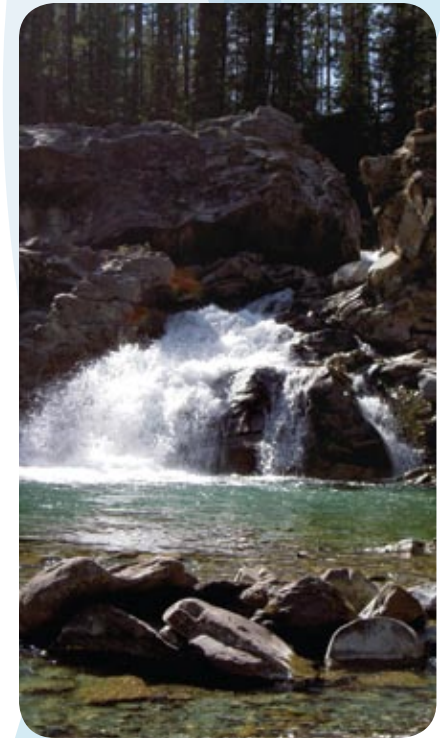
Once the Delphi survey was developed and the online version had been tested, an email was sent to interviewees requesting their participation in the survey. Interviewees were thanked for their previous involvement and provided a link to the online version. The “What We Heard” summary document was also attached to the email.

There was a two-week window within which interviewees could participate. During the second week, a Team member phoned all interviewees who had not completed the survey and reminded them of the survey and the fast approaching deadline.

Communicating the Survey to Others

In addition to sending the survey to interviewees, the Team decided to circulate the survey to basin residents. The Team wanted to include as many stakeholders as possible in the survey process and this was considered a good way for basin residents to provide their feedback. To keep track of whether an interviewee or a basin resident completed the survey, two versions of the survey were created. The first version, for interviewees, asked respondents to enter their name and phone number so the Team would be able to record which interviewees completed the survey. Interviewees were assured that their responses would be kept anonymous as their name would only be used to identify who completed the survey. The second version, for basin residents, required them to identify which sub-basin they lived in to ensure that each of the sub-basins was represented through the Delphi survey.

An invitation to complete the survey was circulated to the OWC membership through the OWC Weekly Update and by special invitation. Team members also sent the invitation to participate by email to interested parties. The invitation directed participants to the OWC website where they would find a link to the “Zoomerang” Delphi survey. This survey circulation also had a two-week response deadline.



“ I realize we have to accommodate growth, however I feel that we should look at this growth in terms of improving the watershed function, and not further limiting this function through ill planned development which is the current trend. ”

Stakeholder interview



SURVEY RESULTS

Twenty of the original interviewees completed the Delphi survey. It was hoped that a larger number of interviewees would complete the survey as the statements in the survey came directly from the interview process. Perhaps a longer response time or more reminders may have resulted in a greater response. It was discovered that a few interviewees completed the ‘basin

Sub-Basin Representation for All Delphi Survey Participants

Mountain sub-basin 13% (19)

Foothills sub-basin 8% (13)

Southern Tributaries sub-basin 8% (13)

Prairie sub-basin 57% (88)

Other 14% (22)

Total 100% (155)

resident’ version of the survey instead of the interviewee version. While some interviewees notified the Team of their survey entry mix-up, a few may have not, and therefore this figure may be conservative.

One hundred and thirty-five basin residents completed the survey resulting in a total of 155 completed surveys. The Team was pleasantly surprised by the number of basin residents that took the time to fill out the survey. Their participation was much appreciated.

Delphi survey results were compiled into one set of results as there was no way to identify interviewees who had completed the basin resident version of the survey. All 155 completed surveys were compiled and sent to the Consultant. The compiled results were also posted online.

Respondent Feedback on Survey

Survey respondents were given the option to provide feedback on the survey. A few of the comments focused on the vagueness of the statements indicating that they were ambiguous and left a lot for interpretation. Some of the respondents found the ambiguity made it difficult to answer and would have liked a “not sure what this means” or “don’t know” opinion.

A similar concern was raised by the Team to the Consultant as the Team thought a “neutral” opinion should have been added. The Consultant advised against a “neutral” opinion as there is no assurance that the respondent who picks the “neutral” opinion holds a “neutral” opinion.

One respondent expressed their frustration with the survey identifying that after the survey was completed the system rejected it saying the “the survey could not be submitted”. A Team member followed up with the respondent and it appears the issue was probably caused by the respondent’s computer or web browser.

Developing Draft Vision and Qualitative Outcomes

Statements in the Delphi survey that received 75 percent or greater overall agreement were rated as “top statements”. The Consultant created a set of draft Vision statements based on these top statements. To help reduce the overall number of statements, similar statements were combined.

In order to support the diversity that the “top statements” represented, the Consultant created an overall Vision statement and a set of twenty-one qualitative outcome statements (i.e. desired future conditions).

The qualitative outcome statements fit into five categories: Water Quality and Quantity; Ecosystem Health; Water Allocation and Use; Land Use, Landscapes, and Recreation; and Attitudes. Each of these categories includes a set of desired future conditions.

RECONFIRM VISION

After the draft vision statements were developed, the Team wanted to know if the draft statements represented what the public envisioned for the watershed over the next 10, 20, or 50 years.

To confirm the public's opinions, workshops were scheduled in five communities within the Oldman watershed: Town of Cardston; Town of Taber; Town of Pincher Creek; City of Lethbridge; and Town of Nanton. These locations were selected to facilitate the participation from interested public in each of the sub-basins.

COMMUNITY WORKSHOPS

Facility Bookings

Workshops were booked over a two-week period in the Fall of 2009. One Team member coordinated the workshop logistics, which included: booking facilities and caterers; advertising; and development of workshop materials. A local community hall or hotel was booked to host each workshop based on location and availability of amenities. Each workshop provided attendees with two session options: one in the late afternoon and the second in the early evening. A meal was provided for both groups of participants between the two scheduled sessions. Each session required Team members to either facilitate the conversations or to take notes. Volunteers also helped with logistics at the sessions.

Internal and External Communications

Advertisements inviting basin residents to the workshops were placed in local newspapers. A flyer was also developed and included in the OWC Weekly Update newsletter and circulated to the OWC membership. The flyer was forwarded to Dory Rossiter (CTV Lethbridge) to be posted on her "In Touch" news segment. SouthGrow (an economic development alliance of twenty-seven south central Alberta communities) forwarded the workshop information to their membership as well. The flyer was also circulated to Team members who offered to forward it on to their contacts.

Due to tight timelines and a number of other factors beyond the control of the Team, attendance at the workshops was less than anticipated.



A big THANK-YOU is extended to Donna McColl and Bill Dolan, who volunteered to facilitate at the workshops.

Community Workshop Specifics

Community	Date	Facility Booked	Papers Advertised	Number of Participants
Cardston	November 25	Civic Centre	The Temple City Star	3
Taber	December 1	Heritage Inn	Taber Times	3
Pincher Creek	December 2	Heritage Inn		18
Lethbridge	December 3	Lethbridge College	Lethbridge Herald Sun Times Prairie Post*	30
Nanton	December 8	Community Centre	Nanton News Vulcan Advocate Claresholm Local Press	11

*All dates and locations were advertised. Due to human error an advertisement was not placed in the Pincher Creek Echo or the Crowsnest Pass Promoter as the deadline passed before it was submitted.



Themes from Community Workshops

Cardston – Country residential development, water supply

Taber – Irrigation

Pincher Creek – Headwaters, recreation and forestry

Lethbridge – Youth, recreation and urban

Nanton – Urban pressures and oil & gas development in Foothills

Material Development

The following materials were developed specifically for the workshops:

- Five individual display panels (illustrating the overall Vision statement, a set of qualitative outcomes, and quotes from the “What We Heard” summary document);
- A giant map of the entire Oldman watershed with the four sub-basins delineated;
- A Visioning process/timeline wall chart;
- A PowerPoint presentation which introduced participants to the OWC, the VIWMP process, and the purpose of the workshops; and,
- A comment sheet for the overall Vision statement and desired future conditions (which included a section for comments on the Land-Use Framework initiative as the Team was providing feedback to the Regional Advisory Council for the South Saskatchewan Regional Plan).

Handouts were also provided to participants: the “What We Heard” summary document, the Executive summary of the “What We Heard” summary document, and the Delphi survey results.

Facilitation and Note Taking

The workshop began with the PowerPoint presentation to give participants an overview of the process and the purpose of the workshop. After the presentation participants were divided into groups and each group was assigned a facilitator and a note taker (these were members of the Team).

The role of the facilitator was to take the group through the comment sheet. The facilitator would read aloud the overall Vision statement and the desired future outcomes and then encourage discussion around these statements (i.e. did the group agree or disagree with the statement; what changes did they feel could be made to the statement, etc.). It was important for the facilitator to keep the group on track and make sure there was enough time spent on each statement. A challenge for facilitators was to remain neutral while probing participants for comments.

The role of the note taker was to work with the facilitator in an effort to capture the main points of the discussion. The notes were recorded on a flip chart so that the group could follow along and ensure that their points were being fully captured. These notes were used to revise the overall Vision statement and desired future outcomes. Some participants tracked their individual comments and were encouraged to hand those in if they felt they represented something different from the group responses.

REVIEW AND SUMMARIZING COMMUNITY WORKSHOPS

Notes from each workshop were typed up word-for-word after each session and circulated to the Team for review and confirmation. All comments were combined into one document and reviewed by the Team based on what was heard during the workshops.

Consultant Review

The Consultant received the community workshop results and for each of the Vision headings the Consultant:

- Pasted in the original Vision statements from the Delphi survey that had 75% agreement or higher (to make sure these were included in the revised Vision statements);
- Reiterated the draft Vision statements the Consultant first proposed;
- Inserted the proposed changes from the workshops, with the Consultant’s thoughts/comments indicated;
- Made suggestions for revised Vision statements; and,
- Provided a summary of all of the Consultant’s proposed revised Vision statements.

Note: The Consultant indicated that this was quite a difficult task - trying to balance the intent of the original statements made by stakeholders in the Delphi survey with the comments from the workshops.

Workshop Challenges

- Workshop timelines had to be moved back to accommodate an unexpected delay in the planning process.
- Booking facilities during the Christmas festive season.
- Workshops were scheduled around the Land-use Framework: South Saskatchewan Regional Plan, Regional Advisory Council Open Houses – an abundance of community outreach was happening at that time.
- Flip chart notes were not consistent which caused some difficulty when reviewing the comments; training before note taking would have alleviated this challenge.

Working Team Review

Available members of the Team reviewed the Consultant's suggestions/summary of workshops and made some revisions to the Vision statements. The final Vision and outcome statements were updated and presented to the Board of Directors.

YOUTH ENGAGEMENT

One of the most significant comments heard at the community workshops was that we were missing youth involvement in the Visioning process. This comment was most apparent in Lethbridge where we had participants who worked with youth. In response, the Team decided to organize youth workshops for post-secondary students and a youth forum for Grades 7-12. The Team viewed this opportunity as a great way to introduce youth to the OWC and get them interested in watershed issues. The youth participants were divided into two categories as many post-secondary students, especially those studying environmental science, have a higher than average understanding of watershed issues, while middle school and high school students are still learning the basics.

Post-Secondary Student Workshops

Workshops were hosted at the University of Lethbridge and Lethbridge College in late February 2010. An invitation was sent to professors at the University of Lethbridge (U of L) and instructors at Lethbridge

The OWC partnered with Agrium on their Caring for Our Watersheds™ program, a writing contest for grades 7-12. This was seen as a good tie-in to the Visioning process.

College (LC) who circulated the invitation to their students. Students were required to register for the workshops. There were a total of ten students that attended the University of Lethbridge workshop and six students participated in the workshop at Lethbridge College. A revised comment sheet was created for the students (with the Land-Use Framework comment section removed). The displays created for the community workshops were used again at the youth workshops as was the giant watershed map and the process display.

Instead of breaking the students into groups similar to the community workshops, the students were kept in one large group. There was one facilitator and one note taker for the group. The facilitator used the same format as for the community workshops, starting with a presentation and then going through the Vision statements one by one. Students were asked for feedback on the following questions: what they thought of the Vision statements; what words stuck out for them; anything they would like to see included or excluded from the statements; and, where more clarification was needed. Once the workshop session was done, a meal was served to the students in appreciation for their contribution to the visioning process.



Themes from Post-Secondary Workshops

University of Lethbridge – Need to define terms; missing industries as not all industries are included.

Lethbridge College – Need more details as Vision statements were too specific and open to interpretation.

Water-Related Tours:

- Helen Schuler Nature Centre
- City of Lethbridge Waste Water Treatment Plant
- City of Lethbridge Water Treatment Plant
- Aquaculture Facility at Lethbridge College
- St. Mary River Dam



“... an eco-tourism approach for the youth to share and be the guides. So it would be a process of them becoming immersed in the culture, in environment...”

Stakeholder interview

YOUTH FORUM

The VIWMP Team was looking for an innovative way to include high school students in the visioning process. The Team wanted to engage them in the watershed and expose them to watershed issues. To achieve this, a two-day Youth Forum was planned for grades 7 to 12.

One of the main objectives of the Youth Forum was to gain the youth's perspective on the future of the watershed. We completed a visioning activity where students created a visual representation of what they would like their watershed to look like in 10, 20, 50 years. Students were given a poster board and craft supplies to create their Vision. They had to include their Vision statement on their poster. The Team organized a writing session so the students could begin working on their Caring for Our Watersheds™ contest submission.

Logistics

- A hotel was booked in Lethbridge to provide accommodations and a home base.
- Meals and snacks were provided for the students.
- A letter was sent to possible sponsors for assistance with the snacks we were providing. Hostess Frito Lay and The Canadian Wholesale Club contributed to snacks for the students. THANK-YOU!

- Transportation was arranged to pick up students in their community and brought to Lethbridge for the Forum. Students from Nanton, Claresholm and Coalhurst were picked up by bus. Alternate arrangements were made for students from Pincher Creek, Iron Springs, Picture Butte and Lethbridge. A VIWMP Team member escorted the students to and from their community.
- All students travelled together by bus for the tour activities.

Advertising

- A package was sent to schools in the Oldman Watershed to inform students and teachers of the Youth Forum and the Agrium Caring for Our Watersheds™ writing contest.
- Personal visits were made to a few schools in the watershed.
- Phone calls were also made to schools to confirm they received the information package.
- A press release was sent to local newspapers to advertise the Youth Forum. A second press release was issued when the registration was closed.

The Claresholm Local Press newspaper ran an article on the Youth Forum. Several articles were also printed by the Nanton News.

Youth Vision Statements

Our vision of our Watershed in 50 years will include:

- Clean/ Sanitary/ Safe Water
- Less Pollution
- An ecosystem with a high biological diversity
- Safe ecosystem
- More Watershed appropriate tools / appliances / transportation

Everyone try to improve their watershed.

People and nature living together in a clean, beautiful pure watershed.

Keeping our watershed healthy for a healthy future.

A vision of a sparkling world.

Registration

Students were required to register online through the OWC website during a four week registration period.

After the registration process was completed, a Team member phoned all parents to confirm their child's registration and to provide more details. Students were required to have a signed consent form to attend the Youth Forum.

Youth Forum Participants

Community	School	Grade	Number of Students
Claresholm	West Meadow School	7	8
Willow Creek	Composite High School	9	9
		12	1
Nanton	JT Foster School	11	3
Coalhurst	Coalhurst High School	7	3
Pincher Creek	Matthew Halton High School	7	3
Picture Butte	St Catherine's School	7	1
Iron Springs	Huntsville School	9	2
Lethbridge	Wilson Middle School	8	1
	Families Learning Together	7	1
	Winston Churchill High School	12	1
Total Students Registered			33



What Did We Learn About Planning a Youth Forum?

The agenda for the two days was very full. Free time was limited which did not help with the students' attention span. Some recommendations for future youth forums include:

- Limit the number of presentations and increase hands-on activities;
- Have the schedule of events more flexible for adjusting;
- Have a clear objective or outcome as a result of the forum;
- Clearly identify the age group and build the forum around the learning objectives and skill/knowledge level;
- Look to partner with other watershed planning and advisory councils or stewardship groups;
- Allow for more time to plan the event;
- Target schools ahead of time to improve communication and involvement;
- Seek additional sponsors to reduce the costs to the Council and improve relationships; and
- Have experienced chaperones during the forum.

“ A watershed where riparian areas are protected from development to improve water retention and quality. ”

Stakeholder interview



Thank-you to everyone that participated!

- 37 one-on-one interviews
- 50 online questionnaire responses
- 155 online Delphi survey responses
- 65 community workshop participants
- 16 post-secondary workshop participants
- 33 youth forum attendees (grades 7-12)

PROJECT COMPLETION AND RESULTS

VISION STATEMENT AND QUALITATIVE OUTCOMES

Over the past 10 months, the VIWMP Team interviewed and gathered input from watershed residents to develop a Vision and a set of outcome statements or desired future conditions. This information, or local knowledge, will link with the scientific information to help define the next phase of watershed planning. The following are the results of this work and input from watershed residents.

Vision Statement

Through the development and implementation of an Integrated Watershed Management Plan, our community vision for the watershed is:

- **A healthy, resilient watershed where people, wildlife and habitat thrive.**

Outcome Statements

- **Environmentally aware, responsible and motivated watershed residents.**
- **A safe and secure water supply.**
 - Clean ground and surface water, for safe drinking and healthy ecosystems
 - Naturalized river flows for healthy aquatic and riparian ecosystems
 - Aquifers are understood and sustained
- **Balanced allocations and wise management of water.**
 - Efficient water use through improved urban, agricultural, and industrial conservation practices
- **Abundant, healthy and biologically diverse aquatic and terrestrial ecosystems in particular riparian areas, native grasslands, headwaters, native fish, and forested areas.**
 - Reduce invasive species
- **Land managed for multiple use with minimal impact on natural, cultural and historical assets.**
 - Agriculture land base maintained
 - Well planned, minimal impact developments along waterways
 - Population growth that compliments watershed function
 - Protects headwaters
 - Low impact recreational public access to waterways and river valleys
 - Responsible tourism and recreation opportunities

FUTURE PLANNING DIRECTION

Ultimately, a watershed management plan should move along a pathway from identifying problems to implementing actions to achieve the established goals. It is a roadmap of who will do what, where, and by when. Regardless of scale or complexity, the foundational elements involve:

- Identify stakeholders and other public interests and form a Team to carry out the planning activities.
- Create a shared vision of the watershed. Answer the question – What is the desired outcome of the planning exercise?
- Identify or define the issues or problem to be resolved by the plan.
- Explore the issues by developing background reports (“State of Watershed”), models and forecasts or other analysis.
- Develop and evaluate potential solutions including cost-benefit analysis.
- Describe a course of action in a plan.
- Implement the plan.
- Evaluate plan implementation and its success in achieving desired outcomes.
- Modify the plan as required.

For setting planning priorities in the watershed, the Vision and qualitative outcomes should provide a direction for planning, while the responses to question 2 and 3 provide a wealth of local knowledge

highlighting specific issues, challenges, and opportunities to improve watershed management. Questions 4 and 5 provide information to the Council in regards to the recommendations for improved communication, engagement and operations. These responses will not specifically inform the priority setting phase but will be valuable in planning a strategy to engage and encourage participation from the watershed community in the activities of the Council and the watershed planning process.

In doing this process, the Team discovered that most residents agreed that they want to see the watershed in a healthy and sustainable state, able to support our environmental, economic, cultural and social needs for years to come. It was recognized that there are barriers involved in reaching these outcomes.

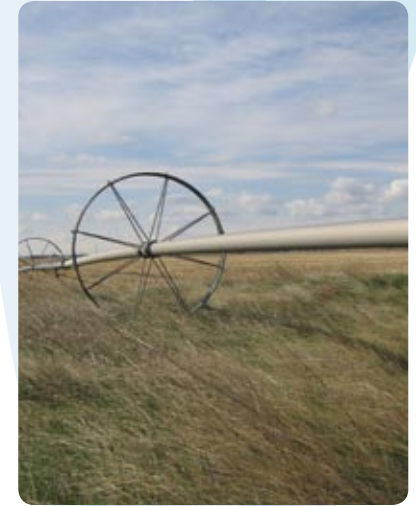
The Oldman Watershed Council will strive to work with stakeholders and residents of the watershed to combine scientific and local knowledge to move forward to create an Integrated Watershed Management Plan. The Council will continue to search for solutions to overcome barriers and find opportunities to improve communication and action. Through a process of consensus, the Council will seek ways to address issues and concerns to best suit the environment and the residents in the watershed.

This is not a simple process. It is a process that brings together watershed residents to implement change on the landscape. We need to be adaptive and considerate of

both local knowledge and perceptions while examining the factual information from all sources. We need to explore the issues, develop a plan, evaluate and modify as changes occur.

Questions Asked

1. What would you like your watershed to look like in the next 10, 20 or 50 years?
2. What, if anything, is standing in the way of that happening? (Barriers)
3. What, if anything, would help that happen? (Opportunities)
4. Where do we (OWC) need to do more work?
5. In what ways do you suggest the OWC involve the community in the Integrated Watershed Management Process



water

CONNECTS US ALL.

“Not a day goes by that we do not use water in some way. How we use our land and water today will determine the health of our people, our environment, and our economy tomorrow.”

Stephanie Palechek

APPENDIX A: COMMUNICATION AND INFORMATION PRODUCTS SUMMARY TABLE

Phase	Product	Description
BACKGROUND		
Research and process development.		
	Project Charter	Define project, scope and responsibilities.
	Team Membership List	Contact information for Team.
	OWC Board of Director's Presentation	To provide Board with an introduction to the project and background materials. Seeking endorsement to continue with project.
	Project Flow Chart	To provide Team members with a process description and timeline. Timeline was adjusted throughout project.
	Website	Introduce project and Team members.
SCOPING WATERSHED ISSUES AND OUTCOMES		
In-depth interviews and website surveys to gather community input into the five main questions.		
	Interview Training Manual	Provide background information to project Team.
	Media Release	Announce project beginning and share website with watershed residents.
	OWC Weekly Update	An email weekly update is sent out to all members of the Oldman Watershed Council. This was used to announce project and encourage participation.
	Telephone Conversation with Interviewee	To discuss project and confirm participation
	Preparing a Vision for the Oldman Watershed Fact Sheet	Provide a background to watershed management planning and outline the overall process.
	Stakeholder Interview Results	Verbatim results from interviews and online responses – not sorted into categories.
	Process Update Fact Sheet – August 2009	Updated timeline information.
	Letter to Regional Advisory Council– August 2009	Provide an update of the project and share results.
	OWC Board of Director's Presentation	Provide project updates.

Phase	Product	Description
	QA/QC Flow Chart	To show the process flow for interviews, coding, checking and approval.
	What We Heard Summary Document	Compilation of interviews and online responses into issue categories.
	Website Update	Posted fact sheets and What We Heard summary document.

CONSENSUS BUILDING

Delphi survey to narrow topics and develop draft outcomes.

	Delphi Survey	A ranking survey to narrow issues and priorities.
	OWC Weekly Update	An email weekly update is sent out to all members of the Oldman Watershed Council. This was used to encourage participation.
	Process Update Fact Sheet – October 2009	Updated timeline information.
	OWC Board of Director’s Presentation	Provide project updates.
	Creating a Vision for the Oldman Watershed Survey Results Fact Sheet	Fact sheet summarizing the interview and online results.
	Website Update	Posted Delphi survey results and notice of community meetings.

RECONFIRM VISION

Community meetings to review outcomes and vision statement.

	Draft Vision and Qualitative Outcome Statements	Draft statements developed from the Delphi survey results and presented at the community workshops.
	Community Workshop Advertisements	Advertisements in weekly and daily newspapers to notify watershed residents of the workshops.
	OWC Weekly Update	An email weekly update is sent out to all members of the Oldman Watershed Council. This was used to encourage participation.
	Process Update Fact Sheet - November 2009	Updated timeline information.
	Letter to Regional Advisory Council– December 2009	Provide an update of the project and share results.

Phase	Product	Description
	OWC Board of Director's Presentation	Provide project updates.
	Community Workshop Comment Sheet	Comment sheet provided at community workshops for participants to record their comments.
	Website Update	Posted new fact sheet and meeting results.
	Post-Secondary Workshop Email	An email sent to professors and instructors to circulate to students.
	Post-Secondary Workshop Comment Sheet	Comment sheet provided at post-secondary workshops for participants to record their comments.
	Post-Secondary Workshop Notes	All comments gathered at the workshop combined into one document.
	Youth Forum Poster	Poster sent to all schools to inform teachers and students of the forum.
	Youth Forum Agenda	A detailed agenda for the activities during the two days.
	Youth Forum: Students' Vision Fact Sheet	Summary of results from the youth forum.
	Website update	Posted youth component results.

FINAL RESULTS

Present final outcomes, Vision and summary document.

	Vision and Outcome Statements Fact Sheet	Listing of final Vision and outcome statements.
	Letter to Regional Advisory Council – March 2010	Provide an update of the project and share results.
	OWC Weekly Update	An email weekly update is sent out to all members of the Oldman Watershed Council. This was used to announce final results of the project.
	Website Update	Posted final results.
	Vision Summary Document	Overview summary of the process taken identifying learning's, process and results.

APPENDIX B: INTEGRATED WATERSHED MANAGEMENT PLAN - VISIONING BUDGET

Item	Expense
Meetings	579.12
Travel	156.55
Interviews	3,070.20
Transcription	1,542.50
Consultants	28,895.30
Community Workshops	4,593.76
Youth Forum	8,258.73
Post-Secondary Workshops	594.20
Advertisement	350.45
TOTAL	\$ 48,040.81

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The OWC is a not-for-profit organization working in partnership with communities and residents to improve the Oldman River watershed through sustainable water management and land use practices.