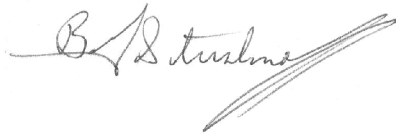


# Creston Valley Wildlife Management Area

## ANNUAL REPORT

2002/2003

Approved

A handwritten signature in black ink, appearing to read "B. S. Stuebe", written over a horizontal line.

July 25, 2003



## 1.0 TABLE OF CONTENTS

<b>2.0</b>	<b>ORGANIZATION OVERVIEW</b>	
2.1	Vision	3
2.2	Mission	3
2.3	Values	4
2.4	Enabling legislation	4
2.5	Description of products and services	5
2.6	Location of operations	8
2.7	Principal markets and clients	8
<b>3.0</b>	<b>MESSAGE FROM THE CHAIR/CHIEF EXECUTIVE OFFICER</b>	
3.1	Main accomplishments	8
3.2	Key developments	9
3.3	Significant market and industry issues	9
3.4	Major risks and uncertainties	9
3.5	Future outlook	10
<b>4.0</b>	<b>THE YEAR IN REVIEW</b>	
4.1	Key financial and operational highlights and trends	11
4.2	Major initiative	11
<b>5.0</b>	<b>REPORT ON PERFORMANCE</b>	12
<b>6.0</b>	<b>FINANCIAL REPORT</b>	
6.1	Management discussion and analysis	13
6.1.1	Results of operations and changes in financial conditions	13
6.1.2	External environment	13
6.1.3	Opportunities	14
6.1.4	Risks	15
6.1.5	Future outlook	15
6.1.6	Comparative operating data	15
6.1.7	Comparative financial data	see 6.3, 6.4, 6.5
6.2	Management responsibility	15
6.3	Auditor's report	17
6.4	Audited financial statements	18
6.5	Accompanying notes	20
<b>7.0</b>	<b>CORPORATE GOVERNANCE</b>	
7.1	Mandate of Management Authority (board of directors)	24
7.2	Membership of Management Authority (board of directors)	24
7.3	Management team	25
<b>8.0</b>	<b>GLOSSARY</b>	25

## 2.0 ORGANIZATION OVERVIEW

### 2.1 VISION

Our vision is a description of the organization we strive to become. We see the CVWMA becoming:

- **Financially secure**

We forge and perpetuate partnerships which offer value to our partners and collectively give us the financial stability we need to concentrate on managing the Creston Valley Wildlife Management Area for wildlife conservation, species diversity, scientific study, education, interpretation, recreation, use and enjoyment

- **Supported by the public**

We reach out to, and serve, a global community, and as a result enjoy strong support from the public for the wildlife conservation work we do, the knowledge we gain, the information we share, the public programs we offer, and facilities we provide.

- **Vigilant guardians**

We are mindful of the impassioned struggle which led to the creation of the Creston Valley Wildlife Management Area, and we are vigilant guardians and managers of the richly diverse landscape with which we have been entrusted, so we can pass on a lasting and inspiring legacy of wildlife conservation to future generations

- **Effective Managers**

We are specialists in the management of habitat and species; our efforts contribute to species diversity and the restoration of threatened or endangered native species.

- **Resourceful**

We are creative in our thinking, adaptable in our methods, collegial in our actions, and prudent in our utilization of the financial and human resources through which our work is accomplished

### 2.2 MISSION

Our mission describes the fundamental purpose of our organization. It is the reason we exist.

We exist to manage the Creston Valley Wildlife Management Area – a 7,000 ha (17,000 acre) wetland of international significance – for conservation and natural species diversity through active habitat and wildlife management, research, education and public support.

## 2.3 VALUES

Our values are the fundamental principles which guide our decision, actions and behaviours as we carry out our work managing the Creston Valley Wildlife Management Area. We believe in:

- **Responsible Stewardship**

We embrace our legal obligation to be wise stewards and responsible, accountable managers of the rich natural heritage and diverse landscapes that comprise the Creston Valley Wildlife Management Area – carrying forward a legacy of wildlife conservation

- **Fiscal Prudence**

We are efficient and effective in our utilization of the limited, hard earned, financial resources through which our work is accomplished

- **Building Partnerships**

We build strong partnerships by being a good neighbour and by treating our funding partners and volunteers with respect, providing them opportunities to derive value from their association with the Creston Valley Wildlife Management Area

- **Education and Awareness**

We are passionate in our efforts to expand our knowledge about the Creston Valley Wildlife Management Area, its biota and the results of our management actions, and equally passionate about sharing the knowledge we gain – creating a vibrant outdoor living classroom

- **Quality Work Environment** We establish and maintain a high quality work environment, where creativity and innovation are encouraged, individuals are treated with respect and dignity, and people work collegially and cooperatively to achieve common goals

## 2.4 ENABLING LEGISLATION

The CVWMA is governed both by enabling legislation and by conditions and constraints arising externally.

**Enabling:** Specific responsibilities have been formally delegated to us by British Columbia’s *Creston Valley Wildlife Act*. We have been delegated legal authority to manage the Creston Valley Wildlife Management Area, a 7,000 ha (17,000 acre) area of provincial Crown land located along the Kootenay River system in proximity to the Town of Creston, British Columbia.

We must put into effect and uphold the spirit and intent of the *Creston Valley Wildlife Act* and any regulations enacted under that Act in our management of the Creston Valley Wildlife Management Area. Specifically, we must maintain and develop the Creston Valley Wildlife Management Area for the purpose of “*wildlife conservation, management and development . . . and, in particular, as a waterfowl management area*” [s. 7(1), and s. 2(1) of the *Creston Valley Wildlife Act*].

**Constraining:** The way in which we deliver our primary mandate is shaped by various legal obligations that set conditions and constraints. Most notable among these is the international *Ramsar Convention* on wetland conservation, to which the Government of Canada is a signatory, and under which the Government of Canada, in partnership with the Province of British Columbia, successfully sponsored the nomination of the Creston Valley Wildlife Management Area as a wetland site of international significance.

We must manage the Creston Valley Wildlife Management Area in a manner that maintains those values which make the area a wetland of international significance and preserves its status as a designated Ramsar site under the *Ramsar Convention* on wetland conservation.

Further, we must work within the regulatory framework, contracts, and agreements which guide our actions and decisions as we carry out our business of managing the Creston Valley Wildlife Management Area, including, but not limited to:

- BC Wildlife Act
- Canada Migratory Bird Convention Act
- Canada Wildlife Act
- Duck Lake Dyking District Agreement
- Ducks Unlimited Agreement
- BC Financial Administration Act
- employment legislation / labour standards
- BC Freedom of Information and Protection of Privacy Act
- BC Dyke Maintenance Act
- Canada Fisheries Act
- Canada Navigable Waters Protection Act
- International Joint Commission Order
- Canada Income Tax Act
- BC Budget Transparency and Accountability Act
- permits, agreements, contracts (terms and conditions)

## 2.5 DESCRIPTION OF PRODUCTS AND SERVICES

Without management, the 12,000 acres of wetlands within the CVWMA would be lost, because Kootenay River levels have been affected by the construction of dams. Endangered species depend on these wetlands. The habitat management work funded by grants directly benefits endangered species, and the countless other species, which are fortunately still at healthy population levels.

The CVWMA is unique. A non-profit organization, and a registered charity reliant on gifts, grants, and sponsorships, it fulfils an important role in government responsibility towards both endangered and non-endangered species.

Red- and blue-listed species depending on the CVWMA are:

<u>Group and Common Name</u>	<u>Scientific name</u>	<u>Red- or Blue-listed</u>
<b>Amphibians</b>		
Coeur d'alene Salamander	Plethodon idahoensis	Blue
Northern Leopard Frog	Rana pipiens	Red
Painted Turtle	Chrysemys picta	Blue
<b>Fish</b>		
White Sturgeon	Acipenser transmontanus	Red
<b>Mammals</b>		
Badger	Taxidea taxus	Red
Grizzly Bear	Ursus arctos	Blue
Northern Pocket Gopher	Thomomys talpoides segregatus	Red
Red-tailed Chipmunk	Tamias ruficaudua simulans	Blue
Townsend's Big-eared Bat	Corynorhinus townsendii	Blue
Wolverine	Gulo gulo luscus	Blue
<b>Birds</b>		
American Avocet	Recurvirostra americana	Red
American Bittern	Botaurus lentiginosus	Blue
American Golden-Plover	Pluvialis dominica	Blue
American White Pelican	Pelecanus erythrorhynchos	Red
Band-tailed Pigeon	Columba fasciata	Blue
Barn Owl	Tyto alba	Blue
Bobolink	Dolichonyx oryzivorus	Blue
California Gull	Larus californicus	Blue
Caspian Tern	Sterna caspia	Blue
Double-crested Cormorant	Phalacrocorax auritus	Red
Ferruginous Hawk	Buteo regalis	Red
Forster's Tern	Sterna forsteri	Red
Grasshopper Sparrow	Ammodramus savannarum	Red
Great Blue Heron, herodias subspecies	Ardea herodias herodias	Blue
Green Heron	Butorides virescens	Blue
Gyrfalcon	Falco rusticolus	Blue
Lark Sparrow	Chondestes grammacus	Red
Lewis's Woodpecker	Melanerpes lewis	Blue
Long-billed Curlew	Numenius americanus	Blue
Long-tailed Duck	Clangula hyemalis	Blue
Peregrine Falcon, anatum subspecies	Falco peregrinus anatum	Red
Prairie Falcon	Falco mexicanus	Red
Purple Martin	Progne subis	Red
Red-tailed Phalarope	Phalaropus lobatus	Blue
Sage Thrasher	Oreoscoptes montanus	Red
Sandhill Crane	Grus canadensis	Blue
Short-billed Dowitcher	Limnodromus griseus	Blue
Short-eared Owl	Asio flammeus	Blue
Surf Scoter	Melanitta perspicillata	Blue
Swainson's Hawk	Buteo swainsoni	Red
Trumpeter Swan	Cygnus buccinator	Blue
Western Grebe	Aechmophorus occidentalis	Red
Western Screech-Owl, macfarlanei subsp	Otus kennicottii macfarlanei	Red
White-headed Woodpecker	Picoides albolarvatus	Red
White-throated Swift	Aeronautes saxatalis	Blue

Yellow-billed Cuckoo	<i>Coccyzus americanus</i>	Red
Yellow-breasted Chat	<i>Icteria virens</i>	Red

**Plants**

Alkali-marsh butterweed	<i>Senecio hydrophilus</i>	Red
American sweetflag	<i>Acorus americanus</i>	Blue
Common downingia	<i>Downingia elegans</i>	Red
Crested wood fern	<i>Dryopteris cristata</i>	Blue
Fox sedge	<i>Carex vulpinoidea</i>	Blue
Leafy mitrewort	<i>Mitella caulescens</i>	Blue
Montana lupine	<i>Lupinus arbustus</i> ssp <i>pseudoparviflorus</i>	Blue
Mountain sneezeweed	<i>Helenium autumnale</i> v. <i>grandiflorum</i>	Blue
Narrow-leaved skullcap	<i>Scutellaria angustifolia</i>	Blue
Nine-leaved desert parsley	<i>Lomatium triternatum</i> ssp <i>platycarpum</i>	Red
Nuttall's waterweed	<i>Elodea nuttallii</i>	Blue
Perfoliate pondweed	<i>Potamogeton perfoliatus</i>	Blue
Pink fairies	<i>Clarkia pulchella</i>	Blue
Scalegod	<i>Idaho scapigera</i>	Red
Spurless touch-me-not	<i>Impatiens ecalcarlata</i>	Blue
Swollen beaked sedge	<i>Carex rostrata</i>	Blue
Tall beggarticks	<i>Bidens vulgata</i>	Red

The overall “product” and “service” – the provision of a world-class, internationally-accredited wetland – can be enunciated as follows:

**Conservation, management and development** of the 17,000-acre wildlife management area:

- to maintain diverse wetlands which could otherwise not exist under present Kootenay River management regimes
- for a range of diverse habitats supporting a diversity of species
- to safeguard endangered and imperilled species which depend on the CVWMA
- to maintain international designations under the RAMSAR Convention and the Important Bird Area programs

**Provision of public education and information:**

- to expand and share knowledge about the CVWMA, its wildlife species, and wetlands, through educational programs, public information, and visitor services at the Creston Valley Wildlife Centre

**In summary,** our product and service is our

- habitat
- infrastructure
- wildlife
- facilities
- programs

## **2.6 LOCATION OF OPERATIONS**

South-eastern British Columbia, west of Creston in the Kootenay River Valley, immediately adjacent to the boundary with the United States.

## **2.7 PRINCIPAL MARKETS AND CLIENTS**

• **Tourists and groups** from the Creston Valley, the Kootenays, the Province of British Columbia, the US Pacific Northwest, other Canadian provinces and overseas:

1. Summer travellers (families, couples, retirees) (global)
2. Naturalist clubs
3. Bus tours
4. Community groups from Creston and the Kootenays

• **Residents** of the Creston Community and Kootenay Region who are individual or family users

• **Students:** preschool to university

• **Researchers**

## **3.0 MESSAGE FROM THE CEO**

### **3.1 Main accomplishments**

With the participation of Kootenay Employment Services and Involve BC, a Strategic Plan was completed for the CVWMA. This is the essential start to the building of a self-sufficient financial operation.

A major grant for long-overdue vegetation management enabled the CVWMA to comply with provisions of the BC Dyke Maintenance Act. This partnered project brought together Human Resources Development Canada, College of the Rockies, Columbia Basin Trust, Caliburn Forestry, Kootenay Employment Services, D-Signs, and the CVWMA. The project was completed in 2002/03.

Pandion Ecological Research Ltd. Conducted field investigations on the CVWMA for a heron project in the Columbia River Basin. Sponsored by the West Kootenay Naturalists' Association, and funded by the Columbia Basin Fish and Wildlife Compensation Program, the study also involved volunteers and the general public.

More 2002/2003 partnerships were: BC Gas, Canadian Museums Association, BC Hydro, Environment Youth Team, Columbia Basin Fish and Wildlife Compensation Program, Ducks Unlimited, Eagles Ladies Auxiliary, HRDC Summer Career Placement, Habitat Conservation Fund, Labatt Breweries People in Action, and the Town of Creston/Regional District of Central Kootenay (and the Northern Leopard Frog partnership project described in 3.2.)



“Think Ahead”, the CVWMA planned giving program, bore its first fruits in the form of several legacies to the Endowment Fund held and managed by the Vancouver Foundation for the benefit of the Management Area.

### **3.2 Key developments**

The last Northern Leopard Frog population in British Columbia, located within the CVWMA, is one step closer to recovery through the research and expanding rearing work of the Columbia Basin Fish and Wildlife Compensation Program on the CVWMA.

Partners in the project were:

- Columbia Basin Fish and Wildlife Compensation Program
- World Wildlife Fund
- Columbia Basin Trust
- Ministry of Water, Land and Air Protection
- Creston Valley Wildlife Management Area

### **3.3 Significant market and industry issues**

Since Sept 11, 2001, change has occurred in vacation and travel patterns as recorded in the Canadian Tourism Commission Annual Report. It has not been possible to determine the exact impact of such changes on the Creston Valley and those who travel here.

Economic factors include the softwood lumber tariff and adjustments arising therefrom. The impact of these changes on our clients is not directly measurable.

As governments reduce services affecting health and education, a reduction in charitable giving in the environmental area may occur. It is not possible to predict what effect this may have on the client group which we serve.

Interest and concern for endangered species is growing, with legislation a current hot topic. The CVWMA is well-positioned to explain and illustrate the link between endangered species and healthy habitats, but is not part of the controversy. With pressure on governments to “do something”, the CVWMA provides both governments with opportunities to be seen to address this problem without expenditure on new administrative or support structures.

### **3.4 Major risks and uncertainties**

In wetland management, variations in snowpack, precipitation, and speed of runoff are constant variables. Dry years result in limited water for management activities. This can accelerate the rate at which marshes fill in with vegetation and hasten the need for periodic “recycling” of compartments to rejuvenate vegetation and restore the wetland to productivity.

Higher-than-average rainfall occurring during a planned drawdown can foil all efforts to achieve the degree of drying of the soil required for the desired effect on vegetation.

Amount and timing of runoff directly affects our costs for pumping in the Duck Lake Unit, to comply with the Order of the International Joint Commission on lake levels. In years with high and/or sudden runoff, additional costs are incurred and staff time is diverted from other activities.

### **3.5 Future outlook**

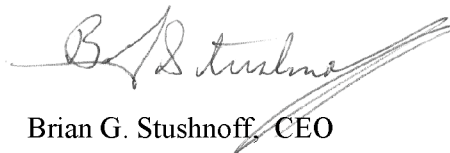
The CVWMA is firmly committed to developing the perpetual endowment fund managed by the Vancouver Foundation. The goal is to generate income from the fund for ongoing operations of the CVWMA.

The campaign to build the endowment fund will require a new approach, finding skills and contacts outside the present framework. This element of financial growth is under concerted study and approaches are evolving as new information indicates productive strategies.

The CVWMA is also committed to attracting additional donors of various types. Expanding the base of individual support will require new measures to attract donors, members and subscribers to CVWMA publications.

Some donors have made provisions in their wills, to leave legacies to the CVWMA and/or the endowment fund. Over time, it is anticipated that the desires of individuals to make a lasting contribution to this priceless resource will make a significant difference.

To maintain a sound management program, a staff biologist is required. At present the Area Manager combines the functions of a CEO and day-to-day supervision of the whole project with those of a biologist. Sound management is the key to continued success and credibility, and to growing support, financial and otherwise.



Brian G. Stushnoff, CEO

## **4.0 THE YEAR IN REVIEW**

### **4.1 Key financial and operational highlights and trends**

As always, what happened during the past year was a combination of planned activities and of opportunities researched, pursued, and seized. The baseline, non-restricted funding takes care of operating the infrastructure and providing core staff and programs. It is those staff who locate and pursue the incremental funding for defined projects (restricted funding). The resulting partnerships multiply many times over the effectiveness both of the non-restricted funding and of the additional grants obtained.

Grant-seeking follows rapidly-changing trends in society and in the agencies and corporations whose funding reflects those trends. The trends and the changing climate of grant-giving cannot be predicted. What can be predicted is the staff and resources needed to access the restricted funds which accomplish defined projects.

Similarly, many activities which can be undertaken cannot be predicted because they depend on the success of the grant-seeking process and the types of activities which granting agencies currently prefer.

### **4.2 Major initiative**

A major initiative, successfully completed during 2002/03, was the successful building of a multi-agency partnership to accomplish long-overdue vegetation management, to comply with provisions of the BC Dyke Maintenance Act. The project brought together 7 partners; total value \$145,000. It provided training and experience for a crew of 11 workers. The small amount of woody vegetation which was required to be removed from the slopes of a dyke protecting homes and farms within the Duck Lake Dyking District is far exceeded by the vast amount of the same type of cover which lies within the CVWMA. The demands of the project necessitated diverting staff from other tasks.

## 5.0 REPORT ON PERFORMANCE

### Goals, Measures, and Performance Targets

Strategies and Goals	Measure	Target 2002/03	Revised target	External factors	Results 2002/03	Reasons for Variance
<b>Habitat / Wildlife Management Strategies</b>						
Re-establish regular ongoing program of active habitat management	Priority list for habitat enhancement projects	*	deferred to 2003/04	Available staff time diverted by emerging demands in other areas and ongoing grant-funded project	n/a	n/a
	Applications submitted to potential funders	*	n/a	n/a	done	n/a
	Hectares of habitat enhanced	25	n/a	n/a	done	n/a
Re-establish program for systematic monitoring of habitat, wildlife populations & human impact	Number of aerial surveys conducted	10	n/a	n/a	done	n/a
	Trials conducted and technique selected	*	deferred to 2003/04	Available staff time diverted by emerging demands in other areas and ongoing grant-funded project	n/a	n/a
	Number of monitors installed	2	1	Available staff time diverted by emerging demands in other areas and ongoing grant-funded project	1	n/a
	# FTE's biologist employed	0.25	deferred to 2003/04	Emerging focus on new-format habitat management plan altered priorities	n/a	n/a
Upgrade / replace aging habitat management infrastructure and equipment	List of needs, priorities and cost estimates	*	n/a	n/a	done	n/a
<b>Public Outreach Strategies</b>						
Increase visitation to Wildlife Centre to 13,500	Number of visits to Wildlife Centre	13,500	n/a	September 11 reduced tourism; cutbacks in grants available for summer students caused reduced hours of operation and shorter operating season (154 days vs 158 in 2001).	10,343	n/a
	Number of students visiting	1,500	n/a	School busing down; USA schools won't bring kids across border because of documentation required for them to re-enter USA	1,040	n/a
	# of quarterly newsletters distributed	8,200	n/a	n/a	11,400	Target exceeded. Mailing list growing, more aggressive non-mailed distribution
Establish a market research function	Record data on the amount spent per visitor for marketing	*	n/a		done	n/a
Make improvements to public facilities to ensure safety and enjoyment	Repair/replace boardwalk to Wildlife Centre	*	replacement deferred to 2003/04	Project timing contingent on finding funding partners	repaired	Continuing to build funding partnerships
	Remove footbridge to LP trail and reroute trail	*	n/a	n/a	done	n/a
<b>Fund Development Strategies</b>						
Expand donor support from a donor base of 700 to 2,000 by the end of year 2005	Size of donor base	1,070	n/a	Economy slumped; tourism reduced; fewer Wildlife Center visitors	952	Up from 860 in previous year
Increase annual donations from \$30,000/yr to \$100,000/yr by the end of year 2005	Annual donations	48,600	n/a	Economy slumped; tourism reduced; fewer Wildlife Center visitors; over-optimistic target	20,700	Slight increase from last year; size of average donation fell; fewer than expected "in memoriam" donations
Build the endowment fund to a total value of \$6 million with an interim goal of \$2 million by the end of year 2005	Size of endowment fund	172,700	n/a	Legacy received	176,162	Exceeded target
<b>Business Process Strategies</b>						
Establish volunteer Fund Development Committee	Committee members recruited	*	deferred	n/a	n/a	Process revised; fundraiser needed to recruit and direct committee members: RFP issued
Commence program of annual business planning	or modified in budget process	*	n/a	n/a	done	n/a
Update office technology	Identify & purchase products needed	*	n/a	n/a	done	n/a

**Comparative results:** It is of very limited usefulness to extrapolate the operating results of 2002/03 into the future to create targets for years to come. The targets indicate a general direction: the degree of progress towards those targets which can be achieved is greatly affected by the uncertainties of life as a non-profit, registered charity. The comparison of actual to targets, for the year past, always reveals events (good and bad) which could not be foreseen when the targets were set.

As this year aptly demonstrates, even the rate and timing with which internal planning activities can be accomplished is strongly affected by the demands of activities which could not have been predicted nor themselves be included in targets. With a staff of 4 full-time and 2 part-time positions, each person is a specialist. When events change the demands on human resources, the equation is simple: what must be done today means that what had been planned for the day must be deferred or dropped.

When grant funding opportunities arise, or changing social trends create opportunities, the CVWMA cannot afford to let them go by if they can contribute significant benefits. This may necessitate the deferral of other activities as long as there are not detriments to the overall habitat and other programs.

The planning process can and does lay out the goals, objectives, strategies, targets and measures. These represent a map to the direction of the organization but cannot predict the rate at which they can be addressed. Where revenues are concerned, reliance on donations is strong, and numbers are small, normal variation in yearly data exceeds variation which can be achieved due to activities of the non-profit. For example, a single large donation from a generous donor skews totals (See 6.1.6).

## **6.0 FINANCIAL REPORT**

### **6.1 Management discussion and analysis**

#### **6.1.1 Results of operations and changes in financial conditions**

Operations and financial position have been stable over the past two years. The CVWMA cannot spend money which it has not already raised or received, so expenditure is tied closely to revenues. Most grants received are restricted as to purpose; the types of expenditure are also tied to the source and terms of reference of revenues.

#### **6.1.2 External environment**

The external business environment has permitted the CVWMA to continue in its established direction towards financial self-sufficiency. Factors affecting levels of charitable giving and tourism have a direct but not necessarily measurable effect on the rate of progress which is achievable, in following this direction.

### **6.1.3 Opportunities**

As a registered charity, the CVWMA can and does access a number of private and corporate granting agencies. The CVWMA continues to build corporate partnerships and to work with agencies which make grants for environmental projects. The performance and prospects of the CVWMA have been, and continue to be, largely a function of opportunities available to non-profit organizations. The CVWMA cannot spend funds it cannot acquire by its own efforts.

The extent to which the CVWMA can obtain approval for grant applications, and the extent to which it can build corporate financial participation hinges on the resources (especially human resources) available to carry out marketing and communications, and the quantity and quality of its publications.

### **6.1.4 Risks**

The CVWMA is too heavily dependent on its annual grant from one source. This funding has an enormously positive impact. It covers a large part of operations, and it covers much of the outreach, communications, and marketing activities by which the CVWMA is obtaining other, project-specific funds, and by which it is building towards financial self-sufficiency.

The BC Hydro funding is what makes possible the marketing and communications activities which turn opportunities into grants. The building of relationships with grantors occurs over time, as a continuing, consistent, professional activity. The CVWMA is making solid progress in expanding, diversifying, and deepening these relationships, and will continue to do so.

Without BC Hydro, the CVWMA could not achieve its objectives on the ground which create the wildlife, education and recreation “products”, “sell” the project to grantors, and build financial support among users and individuals. Furthermore, the CVWMA could not seize opportunities for obtaining additional funding from corporations and granting agencies. The risk of losing this funding is the greatest threat to the continued operation of the CVWMA.

There is a second significant risk. Increasing administrative reporting requirements, unrelated and incremental to the materials already regularly produced to report to donors, sponsors, supporters, and other users, are forcing diversion of effort which has previously been applied to the revenue-generating activities of the CVWMA, away from those activities and towards meeting those reporting requirements. This will prevent other initiatives from being undertaken to increase revenues from donations and public support.

The second risk exacerbates a third risk – burn-out of staff. Staff are employees of the Management Authority, not of the Government of British Columbia. They work unpaid hours without compensation, out of dedication to the CVWMA. They are, however, acutely aware that they do so because more paid time is applied to accomplish the reporting function. That means that more unpaid time is applied to achieve the wildlife, conservation and education project goals.

Eventually this leads to problems. “Front & Centre”, published by the Canadian Centre for Philanthropy says (November 2002):

*“A recently published study by Health Canada . . . notes . . . employees in the non-profit sector struggle with workloads that are among the most demanding in the country. Men in the sector face the heaviest workload, but both men and women are far more likely than their counterparts in other sectors to bring work home, work unpaid overtime, and travel on weekends.”*

### 6.1.5 Future outlook

The CVWMA is strong in its human resources, private support and corporate interest. These are the assets which, if maintained in good repair, will enable the CVWMA to achieve the potential of the enormous wetland and wildlife assets. The next big challenge, in achieving its goal of financial self-sufficiency, is the campaign to build the endowment fund. This will require a new initiative in addition to the ongoing work of marketing and communications, and the application of resources which have yet to be identified.

### 6.1.6 Comparative operating data

The form in which data is collected and recorded has changed over the past 5 years, rendering it unreasonably time-consuming to research, and the resulting data non-comparable. Such available data as is comparable follows:

	2002/03	2001/02	2000/01	1999/00	1998/99
Annual individual donations for operations/projects	20,700	20,500	33,844	32,492	27,289
Size of endowment fund	176,162	130,500	114,174	91,922	75,806

Limited comparable data is available for the following parameters:

	2002/03	2001/02
Visitor days at the Wildlife Centre	10,343	10,630
Number of donors	952	860

### 6.1.7 Comparative financial data (see audited financial statements, 6.3, 6.4, 6.5)

## 6.2 Management responsibility

Responsibility letter not available

**6.3 Auditor's report,      6.4 Audited financial statements,      6.5 Accompanying notes**

**CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY TRUST  
FUND**

**FINANCIAL STATEMENTS**

**MARCH 31, 2003**



## Report of the Auditor General of British Columbia

*To the Members of the  
Creston Valley Wildlife Management Authority, and*

*To the Minister of Water, Land and Air Protection,  
Province of British Columbia:*

I have audited the statement of financial position of the *Creston Valley Wildlife Management Authority Trust Fund* as at March 31, 2003 and the statement of operations and net assets for the year then ended. These financial statements are the responsibility of the Trust Fund's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Creston Valley Wildlife Management Authority Trust Fund* as at March 31, 2003 and the results of its operations and changes in its net assets for the year then ended in accordance with Canadian generally accepted accounting principles.

*Victoria, British Columbia  
May 13, 2003*



Wayne Streliaoff, CA  
Auditor General

**CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY  
TRUST FUND**

**STATEMENT OF FINANCIAL POSITION**

**AS AT MARCH 31, 2003**

	2003	2002
<b>ASSETS</b>		
Current		
Cash	\$ 102,344	\$ 112,361
Short term investments	113,187	113,300
Accounts receivable	21,570	2,832
Prepaid expenses	16,621	13,112
Inventory	9,331	14,379
	263,053	255,984
Capital assets, note 2	7,196	1,954
	\$ 270,249	\$ 257,938
<b>LIABILITIES</b>		
Current		
Accounts payable	\$ 45,519	\$ 45,559
Deferred contributions, note 3	4,300	5,105
	49,819	50,664
<b>NET ASSETS</b>		
Unrestricted net assets	110,430	97,274
Replacement reserve, note 4	110,000	110,000
	220,430	207,274
	\$ 270,249	\$ 257,938

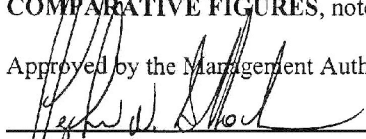
**SIGNIFICANT ACCOUNTING POLICIES, note 1**

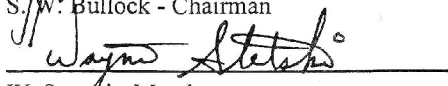
**PERPETUAL FUND, note 6**

**GOING CONCERN, note 7**

**COMPARATIVE FIGURES, note 8**

Approved by the Management Authority:

  
S. W. Bullock - Chairman

  
W. Stetzi - Member

**CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY  
TRUST FUND**

**STATEMENT OF OPERATIONS AND NET ASSETS**

**FOR THE YEAR ENDED MARCH 31, 2003**

	2003	2002
<b>REVENUE</b>		
Grants, note 5	\$ 375,734	\$ 374,895
Interest	6,615	9,069
Income from Perpetual Fund, note 6	7,413	6,590
Operations:		
Wildlife Centre and public programs	61,092	68,072
Donations	20,694	20,507
Other operations	38,130	38,316
	509,678	517,449
<b>EXPENDITURE</b>		
Wildlife Centre and public outreach	254,772	299,716
Fund development	24,489	26,698
Wildlife and habitat management	117,758	121,701
Administration and office	56,036	54,861
Other operations	36,054	35,038
Perpetual fund donation, note 6	7,413	6,590
	496,522	544,604
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR</b>	13,156	(27,155)
Unrestricted net assets, beginning of year	97,274	124,429
<b>UNRESTRICTED NET ASSETS, END OF YEAR</b>	\$ 110,430	\$ 97,274

# CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY TRUST FUND

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2003

---

### 1. SIGNIFICANT ACCOUNTING POLICIES

#### Purpose

The Creston Valley Wildlife Management Authority Trust Fund was established in 1968 by the Creston Valley Wildlife Act for wildlife conservation, management and development in the Creston Valley Wildlife Management Area. The Trust Fund is administered by the Creston Valley Wildlife Management Authority.

#### Basis of accounting

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for non-profit organizations. A statement of cash flows has not been included as it would not provide additional useful information.

#### Specific accounting policies

- a) Short term investments are valued at the lower of cost and market value.
- b) Donations are recorded on an accrual basis.
- c) Certain donated materials and services, such as biological advice, support services, and volunteer time in and around the wildlife management area are received on behalf of the Trust Fund. These donated materials and services are not recorded in the financial statements.
- d) Inventories are valued at the lower of cost and net realizable value. Cost is determined on the first-in, first-out basis.
- e) Capital assets are recorded at cost. Amortization is provided on a straight-line basis at the following rates:

Automobile	7 years
Buildings	20 years
Equipment	5 years
Software	1 year
Water control structures	30 years

**CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY  
TRUST FUND**

**NOTES TO THE FINANCIAL STATEMENTS**

**MARCH 31, 2003**

**2. CAPITAL ASSETS**

Net 2002	Cost	Accumulated Amortization	Net 2003
Equipment	\$ 9,605	\$ 2,409	\$ 7,196
			\$ 1,954

The following capital assets of the Management Authority are not included in the financial statements as financial information necessary to determine the cost of these assets is not reasonably determinable:

1. 17,000 acres of land in the Kootenay River Valley in southeastern British Columbia, within which approximately 21.5 miles of earth dykes were built between 1969 and 1996
2. 30-35 culverts with control pumps, built/installed between 1969 and 1996
3. An office building (built in 1971)
4. A visitor centre (built in 1974)
5. A tenting area (built in 1970) which has been closed

**3. DEFERRED CONTRIBUTIONS**

The following amounts have been received and will be expended in the next fiscal year:

	2003	2002
RBC Foundation	\$ 3,300	\$ -
Creston and District Credit Union	1,000	-
Prior year deferred contributions	-	5,105
	\$ 4,300	\$ 5,105

**4. REPLACEMENT RESERVE FUND**

The Management Authority has established a Reserve Fund for the purposes of funding new projects, contingencies and replacement of equipment and machinery. The balance of the Reserve Fund at March 31, 2003 is \$110,000. (2002 - \$110,000)

**CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY  
TRUST FUND**

**NOTES TO THE FINANCIAL STATEMENTS**

**MARCH 31, 2003**

**5. GRANT REVENUE**

	2003	2002
Grant revenue was received from the following sources:		
B. C. Hydro	\$ 325,650	\$ 319,530
Adama Consulting/World Wildlife Fund	16,762	-
Canadian Museums Association	2,705	2,770
College of the Rockies	3,655	6,688
Columbia Basin Fish and Wildlife Compensation Program	1,226	5,500
Ducks Unlimited	6,797	-
Eagles Ladies Auxiliary	1,000	-
HRDC Job Creation Program	1,288	5,462
HRDC Summer Career Placement	3,848	2,546
Habitat Conservation Fund	1,350	-
Kootenay Employment Services	540	-
Labatt Breweries People in Action	5,575	4,943
Town of Creston RDCK grant in aid	5,338	5,469
Other prior year grants	-	21,987
	<b>\$ 375,734</b>	<b>\$ 374,895</b>

**6. PERPETUAL FUND**

	2003	2002
Balance, beginning of year	\$ 130,533	\$ 114,174
Donations received	38,216	9,769
Income earned	7,413	6,590
Balance, end of year	<b>\$ 176,162</b>	<b>\$ 130,533</b>

In connection with efforts towards obtaining funding from non-government sources, the Management Authority has established a perpetual fund administered by the Vancouver Foundation. Under the terms of the deed of gift, the perpetual fund is owned by the Vancouver Foundation.

# **CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY TRUST FUND**

## **NOTES TO THE FINANCIAL STATEMENTS**

**MARCH 31, 2003**

---

### **7. GOING CONCERN**

Continued operation of the Management Authority is dependent on finding additional sources of revenue.

The British Columbia Government has asked BC Hydro to contribute \$300,000 per year to the Creston Valley Wildlife Management Authority beginning in 1999, to ensure that adequate annual funding is in place. This contribution is being indexed annually. The current year contribution is \$325,650.

The Management Authority is now focussing on raising funds for the Perpetual Fund, the income from which will be applied to operations, to address the long term funding problem.

### **8. COMPARATIVE FIGURES**

Certain figures presented for comparative purposes have been restated to conform with the current year's presentation.

## **7.0 CORPORATE GOVERNANCE**

### **7.1 Mandate of Management Authority (Board of directors) (see 2.4)**

Our mandate is the specific responsibility that has been formally delegated to us. It defines what we must do.

Our mandate is to manage the Creston Valley Wildlife Management Area, a 7,000 ha (17,000 acre) area of provincial Crown land located along the Kootenay River system in proximity to the Town of Creston, British Columbia.

We must put into effect and uphold the spirit and intent of the *Creston Valley Wildlife Act* and any regulations enacted under that Act in our management of the Creston Valley Wildlife Management Area. Specifically, we must maintain and develop the Creston Valley Wildlife Management Area for the purpose of “wildlife conservation, management and development . . . and, in particular, as a waterfowl management area” [s. 7(1), and s. 2(1) of the *Creston Valley Wildlife Act*].

### **7.2 Membership of Management Authority (Board of directors)**

The *Creston Valley Wildlife Act* establishes the Creston Valley Wildlife Management Area as a legal entity, and the Management Authority as the governing body responsible for the ongoing management of the area. The Management Authority is comprised of:

a provincial member appointed by the BC Minister of Water, Land, and Air Protection.  
a federal member appointed by the Minister of Environment Canada, and  
a public member appointed by the BC Minister of Water, Land, and Air Protection., if the minister so chooses

Members of the Management Authority are:

- Stephen Bullock (Chair), public representative
  
- Rick McKelvey, federal member (Manager, Pacific and Yukon Region, Canadian Wildlife Service)
  
- Rick Morley, provincial member until retirement at May 31, 2002 (Regional Manager, Fish and Wildlife Branch, Nelson)
  
- Wayne Stetski, provincial member after June 1, 2002 (Regional Manager, Environmental Stewardship, Kootenay Region, Ministry of Water, Land and Air Protection)

Management of the CVWMA is therefore a uniquely cooperative effort involving not only two levels of government but also the public.



### 7.3 Management team

The Management Authority puts its management responsibility into effect through the CEO (Area Manager), and a small complement of staff who have the delegated authority to manage the day to day affairs of operating the CVWMA. Their work in turn is supported through seasonal and contract employees, and a pool of energetic and committed volunteers.

Permanent staff: (management team starred)

*CEO / Area Manager	Brian Stushnoff
*Marketing & Fundraising Coordinator	Anne de Jager
Operations Officer	Don Bjarnanson
*Education and Interpretation Centre Coordinator	Gillian Cooper
Brenda Bruns (0.71 fte)	Office Manager
*Director of Development ( 0.57 fte)	Rosamond Eben

### 8.0 Glossary

In the interests of clarity for the reader, every effort has been made to use language which does not require reference to a glossary.