100 Million Hectares
10 Per Cent of Canada
1 Generation

HOW WWF PUT CONSERVATION ON THE MAP
Front cover: Confluence of the Carcajou River and the Mackenzie River, in the Mackenzie Valley in the Northwest Territories, Canada with the Carcajou Wetlands in the foreground.
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WWF is one of the world’s most experienced independent conservation organizations, with over 5 million supporters and a global Network active in more than 100 countries. WWF’s mission is to stop the degradation of the planet’s natural environment and to build a future in which humans live in harmony with nature, by: conserving the world’s biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.
ACKNOWLEDGEMENTS

This isn’t a story about WWF. It’s about the people behind WWF who made this work possible – far too many for us to thank individually. However, we would like to offer our gratitude in particular to Susan Gibson, Bill Carpenter, Kim Bilous, Jim Lopez, Lewis Fix, and John Snobelen for contributing their memories and wisdom, as well as their enormous efforts to the successes described in these pages. We would also like to thank every Canadian (all 1 million of you) who signed the Wilderness Charter, as well as our donors, partners and collaborators from coast to coast to coast – these accomplishments belong to you as much as they do to us.

FOR GLEN

This publication is dedicated in particular to Glen Davis, who in our view, helped protect more of Canada than any person before him. Glen was happiest when trekking across the tundra with those odd walking sticks, or when sifting along on the current of a remote river, or when treating his conservation friends at an outdoor store. He was kind, funny, and deeply devoted to the wild. Most of all, Glen Davis was intelligently generous – a wise philanthropist whose support made much of what is written about here possible. Though his legacy stands, his friends and his country still miss him.
For millions of parents across the country, bedtime stories are a part of their nightly ritual with their kids. Personally, I’ve spent many evenings with my two children, book in hand. I’ve also spent many hours contemplating the state of the planet that they’ll grow up to inherit.

That’s why I’d like to share a different kind of story with you – the story of WWF-Canada. More than a chronology of milestones, 100 Million Hectares is about the way our organization works, how we catalyze the mindset, the partnerships, the science and the actions that underpin transformative conservation achievements.

Today, Canadians are facing significant conservation challenges: the future of the Arctic, the health of our three oceans, the sustainability of our freshwater supply and a dependence on fossil fuels that is driving global climate change. Our generation will be remembered for how we respond to these issues.

Fundamentally, that is what drove me to join WWF. This is an organization with both the capacity and the approach to tackle these issues on a scale commensurate with their global importance. I believe I can have no greater impact on the planet my children will inherit than through my work here. Of all the good reasons to support WWF, for me, that is the best.

100 Million Hectares is a powerful story, but it doesn’t end with this document. There is a new, ambitious chapter waiting to be written. I hope, as you read the pages that follow, you feel as compelled and inspired as I did by what has been, and can be, accomplished. If so, I invite you to join all of us at WWF as we continue doing the work that must be done for the future of our living planet.
How does one generation of work help conserve 10 per cent of Canada – over 100 million hectares of land? What does it take to create 1,000 new protected areas, establish Canada as a global leader in sustainable forestry and make conservation a prerequisite to industrial development in the Northwest Territories? This is the story of how WWF catalyzed changes that transformed the map of Canada – and rewrote the rules of conservation in the process.

The year was 1989. In Ontario, hundreds of protesters were blockading a logging road in Temagami. In British Columbia, 1,800 people rallied in front of the provincial legislature to demand protection for the Carmanah Valley. In Alberta, environmentalists were going to court to halt the Oldman River Dam.

Despite occasional conservation victories in this painfully slow site-by-site battle to save Canada’s wilderness, a mere 2.95 per cent of the country’s land mass was currently protected. Meanwhile, urban sprawl and industrial development were far outstripping gains for nature.

Clearly, a more proactive approach was required. At WWF-Canada’s headquarters, Arlin Hackman and Monte Hummel outlined an audacious plan: protect a representative sample of each of the country’s 486 ecoregions and, in the process, set aside at least 12 per cent of Canada’s land mass to meet UN-recommended conservation goals. And because deadlines have a way of spurring progress, they set a goal of completing it all by the year 2000.

**BREATHTAKINGLY AMBITIOUS**

Hackman, who was director of conservation at the time, recalls pitching the idea to a family foundation that had supported WWF-Canada in the past. Over lunch at an uptown restaurant, he laid out the vision for an “Endangered Spaces” campaign.

“They were really struck with the ambition of the goal, with the target and the deadline and the team,” Hackman recalls. So struck, in fact, that at the end of the meal, they wrote WWF a six-figure cheque and promised one like it for each year of the campaign. “I was flabbergasted,” he says. “It was an incredibly significant foundation for the success of the program.”

Not only did the vision capture the imagination of trail-blazing philanthropists, it also resonated with Canadians from coast to coast. A million people signed
WWF’s Canadian Wilderness Charter – a manifesto laying out the goals of the Endangered Spaces Campaign. Hundreds of organizations across the country, from the Girl Guides to the Canadian Chamber of Commerce to the Assembly of First Nations also endorsed the objectives.

The bigger challenge was getting the federal, provincial and territorial governments on board. “I was the Kissinger of conservation,” laughs Hummel, WWF-Canada’s former president, who spearheaded the campaign. “My job was to practice shuttle diplomacy and charm the relevant ministers and premiers into making a commitment to this goal.”

It took two intensive years of cajoling and plenty of political savvy, but by November 1992, WWF-Canada had a written commitment from every jurisdiction in the country. The next step was holding the politicians to their promises.

In each province and territory, regional coordinators were hired to provide on-the-ground support. Often, this involved channeling their salaries through an organization they were already working for – a bold and unusual model that united more than a dozen conservation groups under a single umbrella. Uniting Canadian ENGOs behind this big vision was key to the campaign’s success.

While regional coordinators negotiated with governments and industry, worked with communities and rallied local support, WWF-Canada issued influential report cards each year that graded jurisdictions on their progress. “I actually put the faces of the ministers in next to the grades, so we established accountability for the commitments,” Hackman recalls.

WINNING PEACE IN THE WOODS

Even so, the campaign teetered on the brink of crisis on more than one occasion. In Ontario, for example, stakeholder-driven roundtables established to hammer out a protected areas plan came back with recommendations that fell far short of 12 per cent – in large part because of the reluctance of the mining and forest industries to cede ground.

As then-Minister of Natural Resources John Snobelen recalls, the political wisdom of the day was to accept the roundtable reports and blame any deficiencies on the process. “That seemed to be the most politically expedient thing to do,” he explains. “But [Premier] Harris was serious about his commitment to 12 per cent.”

At the same time, both WWF-Canada and Tembec, one of the province’s more forward-
looking forestry companies, believed a better solution might be possible. On a late summer day in Toronto, they met to lay down their cards.

You could cut the tension in the room, recalls Jim Lopez, now Tembec’s president and CEO. With the so-called “war in the woods” raging between environmentalists and loggers, WWF-Canada and Tembec faced accusations of cutting a deal with the devil simply by sitting down at the same table.

But when the two groups actually compared their objectives, they discovered that not all their differences were irreconcilable.

“We figured the conservation groups wanted all the trees, right?” Lopez laughs. “But what we realized is that there are rivers, there are streams, there are rock piles. All those things represent ecosystems that the conservation groups also felt were important. Well guess what, we don’t harvest in the swamps. We already had to leave riparian areas around the lakes and rivers. The rock piles weren’t much good to us anyway. What we figured out was there was a large portion of good conservation protection that really didn’t affect our commercial interests at all.”

That realization opened the doors to a deal. It still required hard work and financial sacrifices to achieve full ecological representation – Tembec ultimately gave up hundreds of thousands of cubic metres of their commercially valuable forests – but Lopez says the costs were balanced out by the benefits of peace in the woods.

The two organizations went to the Ontario government and asked for another kick at the can. Snobelen agreed, sitting down key conservation and forestry representatives at a resort on Lake Couchiching and giving them five days to reach an agreement. It was a political risk, but one that paid off.

As a result of those closed-door negotiations, and huge public support, Ontario gained 2.4 million hectares of new provincially protected areas – 379 in all – and Premier Harris’ 12 per cent commitment was achieved. “Physically, we changed the landscape of the province. Forever,” says Snobelen.
“Throughout your career, you really have the light turned on just a few times. That was one of those times.”

– Jim Lopez, President and CEO, Tembec
Slowly, piece by piece, similar successes were achieved across the country. British Columbia created Canada’s first grizzly sanctuary in the Khutzeymateen Valley. Newfoundland laid the groundwork for the magnificent Torngat Mountains National Park. In Quebec, the amount of protected area increased by a factor of 10, while in Manitoba the percentage skyrocketed from 0.49 to 8.61.

Collaboration proved a vital ingredient. In the Yukon, for example, the Vuntut Gwich’in negotiated the creation of a national park on the Old Crow Flats as part of a land claims agreement. In Alberta, the Canadian Association of Petroleum Producers played a key role in preserving a million hectares of wilderness in the Rockies.

By 2000, the campaign had conserved a whopping 39 million hectares – over half the size of Alberta – creating 1,000 new parks, wilderness areas and nature reserves and more than doubling the amount of protected space from coast to coast to coast.

Perhaps even more important than the numbers was the concept of ecological representation that WWF-Canada pioneered. This was new science, using
geology, topography and climate to define distinct ecoregions and then assessing which regions were under-represented in Canada’s network of protected areas.

Like a stamp collector’s book, it defined what should be preserved and identified the blanks that remained. The fundamental principle of conserving biodiversity not only goes to the heart of WWF’s mission, it has also been adopted by every jurisdiction in Canada and far beyond our national borders.

“We changed the frame,” Hackman explains. “We changed the rules. And not only that, we made it mainstream.”

BEYOND THE PARK GATES

While the Endangered Spaces Campaign had succeeded in preserving wide swaths of wilderness across the country, including millions of hectares of forest, WWF-Canada recognized that conservation couldn’t stop at the park gate. Having good management practices in the working forests was just as essential.

In 2001, it approached Frank Dottori, Tembec’s former president and CEO, with a proposition. Would the company commit to certifying one of its forest tenures to the strict environmental and social standards of the international Forest Stewardship Council (FSC)?

An independent body, FSC was founded by WWF to leverage the power of the marketplace by giving consumers a simple way to identify products from well-managed forests. Its standards incorporate everything from protecting wildlife habitat to respecting the rights of aboriginal peoples.

“We thought this would be a challenge for Tembec,” Hummel says. “At that point, no major company in Canada had come on board. There were only little cottage-
industry certifications, private land owners.” Instead, Dottori responded with a counter-offer: to certify all its forests across the country, an area totalling almost 13 million hectares.

This was no simple task. Assessing Tembec’s tenures and implementing FSC standards required thousands of hours of work. On top of that, a strong Canadian dollar, the ongoing softwood lumber dispute with the U.S. and soaring energy costs combined to make the decade financially crippling for forestry companies – “the worst in the history of the industry,” according to Lopez. Tembec stayed the course, however, ultimately certifying every last hectare of its operations in Canada.
“We felt that FSC was a strategic part of the company’s business model,” Lopez explains, pointing to the social licence it gives them to operate and the payoff in sales that Tembec might not otherwise have won.

Domtar and Alberta-Pacific quickly followed Tembec’s lead. Today, many more of Canada’s major forestry companies have come on board, transforming industry practices. A glance at the map reveals that more than a quarter of Canada’s managed forests are now FSC-certified – 39 million hectares in total – making Canada the world’s FSC leader and proving it’s possible to have both a healthy forest industry and healthy forests.
Meanwhile, WWF-Canada was working not just in the woods but all the way down the value chain. A key example was the partnership with paper manufacturer Domtar to develop and launch EarthChoice, the first comprehensive line of FSC-certified papers.

Domtar had already certified many of its forest operations, providing a source of certified fibre for the EarthChoice line. The big challenge lay in breaking down marketplace barriers and helping customers understand the significance of the FSC logo.

While Domtar launched their “No Excuses” campaign to counter misperceptions that environmentally responsible paper must be expensive, lower quality or hard to obtain, WWF-Canada’s Hadley Archer went from community to community, explaining to Domtar customers just what kind of impact they could make by buying FSC-certified products.

“It really brought credibility to the whole initiative,” says Lewis Fix, Domtar’s vice-president of branding and sustainable product development. “The reception was great.” From
45,000 tons of paper products in 2005, EarthChoice sales shot up to 400,000 tons in 2009, accounting for 20 per cent of Domtar’s paper sales.

“What was kind of a sidebar initiative has now become a strategic pillar for the entire company,” says Fix. “The business-to-business side of the market really started to understand and embrace certified products and write a preference for them into their procurement policies.”

Today, thousands of FSC-certified products, from sticky notes to two-by-fours, can be found on the shelves of major retailers like Staples, IKEA, Rona and Home Depot. Over the space of two decades, FSC has become the most internationally recognized and trusted symbol of sustainable forest management, sought out by institutional buyers and concerned consumers all over the world.

“IT’S OUR DNA”

Part of what enabled WWF-Canada to achieve so much was belonging to a global network that operates in more than a hundred countries around the world. “That international heft is tremendously powerful,” points out family foundation director Susan Gibson. When issues like forestry, fisheries or climate change cross national boundaries, WWF can too.

According to Hackman, another key to the organization’s success lies in its ability to bring together unlikely allies. “We try to find a basis for uniting people behind a common vision,” he explains. “It’s kind of our DNA.”

At the heart of it all lies the solid science that informs WWF-Canada’s approach to sustainable forest management, to protected areas planning and, more recently, to energy policy, oceans management and freshwater work.

What changes with each new initiative is the strategy. The Endangered Spaces Campaign took a top-down approach, targeting politicians with the power to create new protected areas. The FSC campaign put the focus on industry and markets, persuading companies to adopt sustainable forestry practices and consumers to look for the “check-tree” logo.

And then there was the Northwest Territories Protected Areas Strategy. Led by the territorial government and championed by WWF-Canada, it was a decidedly community-driven joint federal/territorial initiative to create a network of culturally and naturally significant protected areas before industrial development changed the landscape irrevocably.
LAND OF THE ANCESTORS

In October 2002, a 12-seater Cessna Caravan rolled to a halt on the gravel airstrip at Lutsel k’ee, a small Dene community perched at the far eastern end of Great Slave Lake. On board were WWF-Canada’s Monte Hummel and the organization’s conservation director in the Northwest Territories, Bill Carpenter, both there at the personal invitation of the local Chief.

As a key player in initiating the Protected Areas Strategy, WWF-Canada had been providing the community with GIS training and working to overcome a common reluctance among First Nations to record traditional knowledge for fear it would be misused. Despite years of work in Lutsel k’ee, no protected area plans had yet been committed to paper by the community itself.

When Hummel and Carpenter climbed out of the plane, Chief Archie Catholic greeted them with the news that the Elders and Band Council weren’t quite ready to see them yet. Perhaps they could take a walk, he suggested, or head out on the lake and do a little fishing instead.

It wasn’t until the following morning that the pair was finally invited into the log-and-timber community hall. What they saw there took their breath away. Along one wall, dozens of topographical maps had been taped one to another, stretching nearly 20 feet long and 8 feet high and intricately inscribed in pencil and ink.

“You could see lines that had been drawn and lines that had been erased and then lines that had been adjusted, and you could just feel the conversations that had taken place,” Hummel recalls. “You know, ‘I want that place protected because I got my first moose there. Oh, wait a minute, maybe it was a little further north. Move that line north.’”

“So you could see all the lines had been juggled and jostled, and then they had finally drawn one dark line after they’d had all the conversations,” he continues. “And they called it Thaydene Nene, which is their Dene language for ‘land of the ancestors.’”

Hummel estimated that the outlined area totalled more than eight million hectares, extending from the East Arm of Great Slave Lake right out to the Thelon Wildlife Sanctuary. “I said, ‘OK, well, if I understand this, this is your traditional territory. How much of this do you want to protect?’” he recounts. “And they said ‘all of it.’”

Sahtu Territory Land Use Plan Meeting in Colville Lake, NWT, 2005

Land use planning, a process that maps out areas for protection and economic growth, begins in community meetings – like this one – where individuals come together to share local knowledge. Land use plans, a major vehicle for establishing conservation areas, continue to contribute to the success of the NWT Protected Area Strategy. They remain a tangible way for communities to document their hopes and ambitions for their own future.
“We always made sure that at the community level, the First Nations level, the deliverables were made.”

– Bill Carpenter, Past NWT Senior Advisor and NWT Conservation Director, WWF-Canada
It took another six years, a lot more investment and a lot of negotiations with the federal government, but protect it they did. By the time agreements were brokered with all six Akaïtcho Dene communities around Great Slave Lake, the protected area had grown to encompass more than 10 million hectares – the biggest ever in Canadian history – consisting of a proposed 3.3 million hectare national park nestled within an even larger area withdrawn from industrial development.

**FROM PROMISE TO PROTECTION**

“We accomplished a lot,” says Carpenter as he reflects on more than a decade at the helm of WWF-Canada’s work in the Northwest Territories. “Without WWF, there wouldn’t have been a Protected Areas Strategy.”

It was Carpenter who initially talked his way into the government working group in charge of developing the strategy in the late 1990’s. He organized meetings with Aboriginal groups, other conservation organizations, government and industry. He submitted memos and briefing notes and ultimately helped draft the Protected Areas Strategy itself, making sure it included the scientific elements of protected areas planning.

Next came implementation. Over the next decade, Carpenter returned to communities across the territory, meeting leaders face-to-face, fostering relationships and investing dollars to build local planning capacity.

It was a slow, painstaking process, but it paid off – and not just in Lutsel k’è. Carpenter lists off just a few of the many candidate protected areas WWF-Canada helped communities to put forward: Edéhzhíe, Saoyú-?ehdacho, Nááts’ihch’oh, Shúhtagot’ine Néné, Ka’a’gee Tu. Today, 20 areas of interest have been identified under the Protected Areas Strategy and nearly 20 million hectares have been reserved for conservation.

“It comes with building trust. It comes with hard work and continuing to give support and write reports and make sure that the deliverables are made,” says Carpenter. He pauses before reiterating the final point: “We always made sure that at the community level, the First Nations level, the deliverables were made.”

**THE PATHWAY TO THE POSSIBLE**

In June 2010, WWF-Canada wound down a 13-year commitment to the Protected Areas Strategy, to the disappointment of many who had hoped the organization would stay involved indefinitely. But just as they had known when to call an end to the Endangered Spaces Campaign and when to step back from the FSC trenches, the organization’s leaders were convinced that the Protected Areas Strategy could now succeed on its own.

According to Hummel, now president emeritus, WWF-Canada’s role is to foster new, bold approaches to conservation. Once an initiative is able to continue under its own steam, it’s time to begin pioneering something else.
In its latest strategic plan, created under the leadership of president and CEO Gerald Butts, WWF-Canada has taken aim at even more complex environmental issues: climate change, ocean health and the flow of water in our nation's rivers.

The organization has set goals of protecting at least 50 per cent of the Arctic, supporting the efforts of Northern communities to adapt to a rapidly changing environment and creating a sustainable future for ice-dependent species such as caribou, polar bears, narwhal and belugas. It plans to rebuild the cod fishery on the Grand Banks. In the Pacific’s Great Bear region, it seeks to create a world-leading stewardship model, protecting land and sea as one living ecosystem. Across the country, there is a plan to protect or restore the natural flow of water in our most iconic rivers. Finally, it aims to establish a new green energy strategy for Canada to catalyze the transition from planet-warming fossil fuels to sustainable, renewable alternatives.

“Are these ambitious goals? Of course they are,” says Butts. “But I absolutely believe they are in keeping with the capacity of our organization.”

Butts points out how WWF-Canada’s current work to restore healthy fisheries applies the same model that drove its forestry success. He explains how the strategies underlying the Endangered Spaces Campaign and Northwest Territories work apply directly to the new Arctic and freshwater initiatives. And he emphasizes that the moxy that propelled the campaigns of the past two decades is alive and well in the organization today.

Where Caribou Roam

In the NWT, many protected areas were designed explicitly around the needs of caribou, which continue to hold great economic, cultural, and spiritual importance to the people of the North. In fact, the total range of woodland, mountain and barren-ground caribou extends far beyond the NWT, covering three-fourths of Canada. Therefore, guaranteeing the future of this species means safeguarding a huge portion of our country.
“It was the best philanthropic investment we ever made.”

– Susan Gibson, director, a family foundation
“We’ve earned the right to think this big, and we keep earning that right on a daily basis,” he says.

It’s that combination of vision coupled with strategic know-how – the ability to see what is possible and the ability to see the pathway to the possible – that has been the key to so many successful partnerships and has attracted major donors and supporters to WWF-Canada.

Most vital have been the visionary donors who were willing to take risks to support change at the level that was necessary, providing funding at the beginning to get big projects off the ground and staying in it for the long haul, recognizing that the payoff would not happen tomorrow, or even the day after tomorrow.

For supporters like Susan Gibson, director of a family foundation, the reward has been well worth the wait. “When you have a large, intractable problem, it usually needs a decade at least to begin to approach the problem and get solutions,” she says. “WWF is one of the few organizations that has that kind of long-term focus.”

She points to the outcomes achieved, particularly from the Endangered Spaces Campaign. “Our investment in [that] WWF program was the best philanthropic investment we ever made,” she says. There’s no question that the organization achieved enormous gains through programs like the Endangered Spaces Campaign, FSC and the Northwest Territories Protected Areas Strategy.

For the donors, partners and staff involved, the conservation successes of the past two decades also had a very personal resonance.

“I got an exciting taste of success early in my career and saw how apparent brick walls could be turned into doorways,” says WWF’s Hackman. “I’m not going to forget that.”

For Lopez, it was the realization that together, Tembec and WWF-Canada could do something that nobody had dreamed possible. “Throughout your career you really have the light turned on just a few times,” he says. “That was one of those times.”

As for Gibson, it was a moment on the Northwest Territories’ Horn Plateau with Bill Carpenter and several Dene Elders, gazing across the land they were working so hard to protect, while the scent of pine trees and wood smoke mingled in the autumn air. “I feel I have been given the biggest gift in the world,” she says, “which was to work with these people whose passion it was to conserve these special places.”
What kind of country do you want to leave for future generations?

Imagine a Canada with prosperous cod fisheries on our Atlantic coast. Where we can point to thriving species, like sharks and salmon, in our Pacific waters, knowing they are among the best safeguarded populations in the world. Where, across the country, consumer choices at our grocery store seafood counters reflect Canadian fisher’s sustainable practices on the sea and a global industry in tune with the needs of our oceans.

What lies ahead for the Canadian Arctic? One of history’s greatest conservation achievements, in which the protection of nature is harmonized with sustainable development on a grand-scale, ensuring the resilience of one of the most unique ecosystems on earth.

And our great rivers? Abundant, healthy, teeming with life – and secured by forward-thinking freshwater policies based on the best science in existence.

Picture Canada, a global green-energy leader, helping win the battle of a changing climate by setting precedents that other nations will follow.

This is our vision at WWF-Canada — a living planet for people and nature. We invite you to join us as we bring this vision to life. We’re building on everything that we have achieved so far and bringing everything we’ve got to make it happen. Including our most valuable asset: people like you who are ready to think big. People who are ready to shape the future.
Conservation by the Numbers

1,000
The Endangered Spaces Campaign added a thousand new parks and wilderness areas to the map of Canada.

1 million
One million Canadians signed the Wilderness Charter, building the public will for change.

100 million
One hundred million hectares were protected, conserved and sustainably managed through these efforts (39 million through the Endangered Spaces Campaign, 22 million through the NWT Protected Area Strategy, and 39 million through FSC certification).

Why we are here
We are creating solutions to the most serious conservation challenges facing our planet, helping people thrive with nature.

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