



FIVE-YEAR STRATEGIC PLAN

2011-2015

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Editors

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Executive Summary

The Western Hemisphere is home to a great diversity and abundance of shorebird species, with some migrating the length of the Americas. The endemic breeding shorebirds of South America are one of the least well-known groups of birds in the world. These species and the habitats they use face severe threats including habitat loss and modification; overfishing affecting food resources; hunting; and the effects of anthropogenic climate change. As a result, more than half (28) of the 53 shorebird species that breed in North America are at grave risk with some, like Red Knots (*Calidris canutus*) and Semipalmated Sandpipers (*C. pusilla*), being reduced in number by over 80% in the past 30 years.

The mission of the Western Hemisphere Shorebird Reserve Network (WHSRN) is to conserve shorebird species and their habitats across the Americas through a network of key sites. Our vision is for healthy shorebird populations that delight and benefit current and future human generations. The sites that shorebirds need to thrive are designated and managed for effective conservation of all shorebird species in the Americas.

WHSRN's goals are to: (1) Ensure the sustained management of all Network sites to provide adequate conservation of shorebirds and their habitats; (2) Facilitate communication, exchange of information, and sharing of experiences amongst the Network; (3) Strengthen the capacity of WHSRN to address issues affecting the conservation of WHSRN sites; (4) Strengthen the financial and technical capacity of WHSRN (with a focus on the Executive Office) to effectively implement the Strategic Plan; and (5) Strengthen existing and seek new partnerships with stakeholders engaged in activities fostering the conservation of shorebirds sites. Within each of these goals, specific objectives are described. These are detailed in Appendix I. The work programs for the Network derive from these objectives.

Three groups are the primary implementers of the Network's mission. These are: (1) Site Partners, the people on the ground at each WHSRN site; (2) Network Partners, the organizations that support the Network overall; and (3) the Hemispheric Council with support from the Executive Office. The roles and responsibilities of these groups are outlined in an organizational chart in Appendix II.

Leadership for the Network occurs at a variety of scales, as appropriate to the needs of the Site and Network partners. The Hemispheric Council is the body ultimately responsible for the entire network and matters affecting the WHSRN program as a whole. National Councils, where they are appropriate, design and implement pertinent activities that contribute to the achievement of the Network's mission. The Network's Executive Office is a function of the Manomet Center for Conservation Sciences (hereafter: Manomet) and provides core services supporting the Network's constituents. See Appendix II for an organizational chart.

The goals and objectives of the WHSRN program are consistent with those for migratory species and habitats of the Ramsar Convention, Convention on Migratory Species, Convention on Biological Diversity as well as other major initiatives including Western Hemisphere Migratory Species Initiative and the Important Bird Areas program of BirdLife International, and the Neotropical Waterbird Census program of Wetlands International. WHSRN works to develop and strengthen synergies with these frameworks to achieve effective conservation for migratory shorebirds and their habitats.

I. INTRODUCTION

Effective conservation of shorebirds must address three inherent challenges: 1) shorebirds are among the most migratory animals on the planet and require concerted action over an enormous geography; 2) many species aggregate in high densities at a small number of critical stopover sites; and 3) coastal and wetland habitats have been lost or degraded even faster than other habitat types. The effects of climate change exacerbate all three of these challenges.

The Western Hemisphere Shorebird Reserve Network (WHSRN) was established in 1985 as biologists were becoming increasingly concerned about threats to crucial stopover sites and wintering areas for shorebirds. WHSRN was created to identify these areas and promote their conservation through recognition of an international network of sites, including breeding areas and “wintering” areas¹ and as well as migration stopover sites. At the time of this writing (July 2011), 85 sites in 13 countries have been enrolled in the Network. “Sites” may differ in scale: they may be a single basin or section of shoreline, a series of wetlands, or a large landscape. No matter, each must meet WHSRN’s scientifically based criteria and qualify as “hemispheric” (used by over 500,000 shorebirds/yr or greater than 30% of a biogeographic population), “international” (>100,000/yr or >10%) or “regional” (>20,000/yr, or at least 5%) significance. Enrollment in the Network also requires that the site’s owners or legally responsible managers be in agreement with this action.

Over time, the WHSRN designation has come to be recognized internationally as a symbol of a site’s critical conservation importance for shorebirds. In addition to the international attention brought to sites, belonging to the Network also expands the capacity of the sites, including their neighboring communities and conservation partners, to achieve tangible conservation results often contributing significantly to the site’s ability to raise resources for management.

In its 25 years of existence, WHSRN has advanced conservation by fostering numerous strategic partnerships, sometimes among unexpected allies, and facilitated communication among them, and with the broader public. Trusted relationships have been developed with national

¹ We use the term “wintering” to indicate areas at the non-breeding terminus of migration, irrespective of the local season. For example, many Arctic breeding species “winter” in Patagonia South America in the austral summer.

governments across America's flyways, international conventions and agreements (e.g., the Ramsar Convention on Wetlands), regional species conservation initiatives, e.g., the Western Hemisphere Migratory Species Initiative (WHMSI) and North American Bird Conservation Initiative (NABCI), interested individual and foundation donors, e.g., the National Fish & Wildlife Foundation (NFWF) and the David and Lucille Packard Foundation, to mention a few. As WHSRN grows, collaboration with new entities will be critical for expanding WHSRN's ability to facilitate the conservation of Network sites and the species they support.

WHSRN has also raised the visibility and awareness of shorebirds and their habitats with the public and with political decision-makers and in doing so, has built capacity for their conservation. It has been a leader and role model across the hemisphere in advancing a cooperative, non-regulatory approach to conservation, recognizing that effective, sustainable conservation is inherently linked to benefiting the quality of life for human communities at the sites. Finally, WHSRN has enabled improved conservation efficiency through the creation or application of new tools for communication, mapping, identifying the status of the site's critical ecological attributes, threats and conservation responses.

Nonetheless, recent findings continue to paint a grim picture for shorebird health in the Americas. The situation is dire and should help all of us realize that our current level of shorebird conservation is not adequate. Recent shorebird surveys performed by many international colleagues show a definitive comparison of how populations of several key species have declined over the recent years.

Here's what we know now:

- Long-distance migrant Red Knots have dropped from 50,000 to below 10,000 in 11 years.
- Numbers of migrant shorebirds using Delaware Bay have declined by 80% since 1982.
- Semipalmated Sandpipers have dropped in their core winter range in northern South America from 1.8 million to 350,000 since 1982.
- Populations of shorebirds using Kachemak Bay, Alaska have fallen by 70% since the 1990s.

- No species of breeding or migrant shorebird in North America is in the category of “not at risk.”
- Natural and agricultural wetland habitat is being degraded or lost to other uses.
- Preliminary data show that populations have responded favorably, albeit slowly, to conservation efforts since the early 1990s.
- Population trend data for shorebirds are lacking for much of the Gulf and Pacific coasts.
- Populations and trends for austral-breeding and Neotropical shorebirds are generally unknown.

For some species, the most critical threats are well-understood: for the *rufa* subspecies of Red Knots, overfishing of Horseshoe Crabs (*Limulus polyphemus*) has reduced their ability to refuel on northbound migration. For American Oystercatchers (*Haematopus palliatus*), loss of nests to disturbance and predation seem to be critical. But for the majority of species, the causes for their declines—even the stage of their life history at which the causes act—is unclear. Certainly, other threats including loss or modification of intertidal and interior wetlands, disturbance at roosting and feeding areas, direct take through legal and illegal hunting, and the varied effects of changes in climate are all of grave concern.

It is clear there is great urgency to WHSRN’s mission.

The present Strategic Plan builds on previous successes and lessons, and identifies the priority actions that WHSRN partners must undertake in the next five years to help maintain the critical habitats required for shorebird conservation in the Americas. The power of WHSRN is the power of cooperation: to accomplish goals as an interconnected group of places and people that could not be accomplished by the separate efforts of these people and organizations. Thus, the goals and objectives presented in this document were selected to support site-based conservation as best accomplished through a network of partners acting in concert.

II. WHSRN MISSION, VISION & GUIDING PRINCIPLES

MISSION

To conserve shorebird species and their habitats across the Americas through a network of key sites.

Two critical words in this mission statement are “network” and “sites.” WHSRN seeks to accomplish shorebird conservation by engaging in actions collaboratively, actions that no one site could undertake on its own, but where a collection of sites—a network—can achieve results. Similarly, WHSRN emphasizes activities that are site-based rather than trying to be involved in all aspects of shorebird conservation.

VISION

Healthy shorebird populations delight and benefit current and future human generations. The sites that shorebirds need to thrive are designated and managed for effective conservation of all shorebird species in the Americas.

GUIDING PRINCIPLES

WHSRN site designation and conservation action are based on the appropriate application of the best available information.

Site-based conservation is the centerpiece for accomplishing WHSRN’S mission within the larger ecological context of each site.

Traditional and local ecological knowledge and cultural practices are recognized, valued and respected.

Collaboration at local, national and international scales with other conservation groups and programs enhances WHSRN’s capacity to achieve its vision.

Communication and voluntary partnerships are key to an effective network and achieving common conservation goals.

III. GOALS & OBJECTIVES

Five broad conservation goals have been identified as being requisite for WHSRN's mission over the coming years. Within each, a number of more specific objectives have been emphasized. Activities and measurable outputs for each objective are found in Appendix A. While specific to shorebirds in the Western Hemisphere, these goals and objectives are consistent with those for migratory species and habitats of the Ramsar Convention, Convention on Migratory Species, Convention on Biological Diversity as well as other major initiatives including Western Hemisphere Migratory Species Initiative and the Important Bird Areas program of BirdLife International, and the Neotropical Waterbird Census program of Wetlands International. WHSRN works to develop and strengthen synergies with these frameworks to achieve effective conservation for migratory shorebirds and their habitats.

1. **CONSERVATION Goal:** Ensure the sustained management of all WHSRN sites.

Objective 1.1	Guide the development and implementation of site conservation agendas and plans at priority WHSRN sites, providing information and training to Site Partners and or responsible agencies
Objective 1.2	Ensure conservation plans are being developed and implemented at strategically selected WHSRN sites
Objective 1.3	Provide input and support for the implementation of WHSRN related activities within national shorebird conservation plans
Objective 1.4	Encourage and enable a suite of priority WHSRN sites--based on declining and at-risk species, threats, and feasibility of action--to apply for and receive designation as WHSRN sites

2. **COMMUNICATIONS Goal:** Facilitate communication, exchange of information, and sharing of experiences amongst the Network partners.

Objective 2.1	Provide a hemispheric context to inform and motivate local, state, provincial, and national governments
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Objective 2.2	Share the value of formal linkages between and amongst Site Partners at WHSRN sites to leverage conservation resources and action around shared species, threats, or other themes
Objective 2.3	Help Network sites access shorebird research and monitoring data, and integrate this into ongoing efforts at the site level
Objective 2.4	Ensure a fully functional, information-rich and current web presence accessible to the public

3. **CAPACITY BUILDING Goal:** Strengthen the capacity of WHSRN to address issues affecting the conservation of WHSRN sites

Objective 3.1	Enable WHSRN sites to systematically review their state of conservation, the threats they are facing, the responses needed and the effectiveness of site management
Objective 3.2	Enhance and facilitate the governance of WHSRN
Objective 3.3	Strengthen the capacity of key stakeholders at priority WHSRN sites to integrate the conservation of shorebirds into management practices
Objective 3.4	Work with Network Partners to better understand the impacts of and develop plans to mitigate for climate change
Objective 3.5	Strengthen capacity of Network Partners to tackle threats at WHSRN sites

4. **RESOURCING Goal:** Strengthen the financial and technical capacity of WHSRN (with a focus on the Executive Office) to effectively implement the Strategic Plan

Objective 4.1	Develop a financial resourcing plan for the Strategic Plan
Objective 4.2	Share information on potential donor opportunities within the Network
Objective 4.3	Identify and act on opportunities for collaborative fundraising/ proposal development among multiple Network sites and the Executive Office

5. **PARTNERSHIPS Goal:** Strengthen existing and seek new partnerships with stakeholders engaged in activities fostering the conservation of shorebirds sites

Objective 5.1	Work with key global and regional initiatives to ensure effective collaboration on common issues
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IV. CONSERVATION OUTCOMES

WHSRN strives to ensure that populations of shorebirds are restored, stabilized and or increased. Over the course of the Strategic Plan, WHSRN aims to achieve the following measurable outcomes:

- Conservation action is supported to the extent feasible at all WHSRN Sites, with emphasis on those of Hemispheric Importance or under greatest threat.
- New sites are brought into the Network, with a proactive emphasis on those of Hemispheric and International Importance (see Appendix III).
- Landowners and managers feel a sense of “ownership” and responsibility toward shorebirds and their habitats.
- The highest priority threats to shorebirds across the Network are identified and systematically mitigated.
- The number of sites with on-the-ground conservation efforts is increased.
- Social marketing campaigns are adopted as appropriate at priority sites along species’ flyways.
- National Councils are strengthened in Argentina, the U.S., and Canada, and created as appropriate in Mexico, Chile and other nations.
- Site assessments are completed for 95% of Sites of Hemispheric Importance, 75% of Sites of International Importance, and 60% of Sites of Regional Importance.
- Managers develop and adopt plans to mitigate impact of climate change at most vulnerable sites.
- Resources are secured to hire staff adequate to support the Executive Office in implementing the Strategic Plan.
- Resources are secured to enable collaborative actions at sites to implement the Strategic Plan.

More detailed information is found in Appendix I on the Goals, Objectives, Actions and Outputs.

V. LEADERSHIP & IMPLEMENTATION

LEADERSHIP

Governance and leadership of WHSRN is implemented at several scales.

The Hemispheric Council acts as “the keeper of the program.” The Hemispheric Council is responsible for the overall strategic direction and well-being of WHSRN and its progress in achieving its mission and vision. As a result, the Hemispheric Council oversees the development, implementation and evaluation of Strategic Plans. The Council is broadly representative of each of the major geographic regions in which the Network operates, and may include representation from groups elsewhere with shared interests in the conservation of shorebirds and shorebird habitat

Regional, and/or National Councils may be established to support Site Partners, suggest new WHSRN sites, design and direct work programs and/or promote the Network where deemed necessary or desirable. This decision is based in the given geography, considering its particular needs and opportunities. These Councils generally participate on the Hemispheric Council.

IMPLEMENTATION

Two groups are critical for the implementation of this five-year strategy, as well as future plans.

Site Partners are the grassroots, site-based component of the network where on-the-ground work occurs. Sites may have multiple public and/or private owners and may or may not receive some level of legal protection. Community-based organizations, including local conservation and “Friends groups,” often support and enhance the site’s conservation work. Local and national governments through their ownership and management of publicly protected areas play a key role in many countries to conserve and promote the conservation of sites.

Network Partners are organizations that play a key role in the operational aspects of the Network throughout its entirety. Partners from throughout the hemisphere and for all aspects of the work program are essential to WHSRN’s effectiveness.

Partner organizations provide connections, services and/or support to a number of sites on either a geographic (i.e. a large region) or thematic (e.g., training, education programs) basis. Partners include national government agencies, non-profit organizations, governing bodies for First Nations/ indigenous peoples, academic centers, businesses and related conservation consortia.

COORDINATION

The Executive Office provides core staff and services to the Network's Site and Network Partners, and governing Councils for the implementation of the Strategic Plan and work programs. For most of the Network's history, the Manomet Center for Conservation Sciences (Manomet) has provided **WHSRN's Executive Office**.

The detailed roles and responsibilities of the councils, partners and executive office are described in Appendix II.

V. RESOURCES

Implementing the WHSRN Strategic Plan will require considerably more resources than is currently available to the network, the site partners involved and the Executive Office. The present section outlines the existing human resources needed to maintain the core functions of the Executive Office and identifies additional human resources needed to increase its capacity to effectively implement the Strategic Plan. The Executive Office will prepare a more specific and quantitative three-year budget to be shared with Council

What is not articulated in the Strategic Plan are the resources required to fully anticipate the current and future needs of the network and site partners over the course of the Strategic Plan. This will need to be accomplished through a broader needs assessment of WHSRN and will fall to the partners to determine and communicate with the Executive Office.

CURRENT ASSETS

The WHSRN Executive Office currently functions with 3.5 full-time staff; a Director (based in Maine, U.S.), a Conservation Specialist (based in Massachusetts, U.S.), a Coordinator for the

Southern Cone (based in Santiago, Chile) and a half-time Coordinator for Northwest Mexico (based in La Paz, Baja California Sur, Mexico). The administration and finances of the Executive Office are managed by Manomet, based in Massachusetts, U.S.. Consultants, including site partners as defined above, are hired to carry-out specific project related work.

PROPOSED ASSETS

Through the years, WHSRN has maintained a core staff of 2-5 staff. The current configuration of staff is able to maintain minimal support to a network that has grown from 65 to 85 sites in five years. With increased involvement of National Councils in Argentina, Canada, the U.S. and Mexico, and with an increased emphasis to both communicate and provide capacity support to the existing Network, the Executive Office will need to grow. A phased-in approach over the five years envisions the addition of three main competencies: (1) a Communications Officer, (2) a Partnership Development Officer, and (3) a Regional Coordinator for Mesoamerica and the Caribbean. An additional support staff to fill the role of a bilingual Executive Assistant should also be considered to support the administrative and coordination functions of the Executive Office enabling professional staff to better focus their attentions on other more strategic functions.

FUNDING PROSPECTS

Over the past decade, the budget for WHSRN has grown 10-fold. Key to its success has been securing medium-sized blocks of grant funding (\$100-300,000). However, the diversity of funding sources has remained small with a reliance on Manomet's ability to draw on internal resources and institutional donors. Governments have provided critical core support throughout and several foundations including NFWF have been stalwart supporters of the program. In the coming years, WHSRN will consolidate its funding from governments while broadening its base of support, including from foundations, individuals, not-for-profits, corporate sponsorship and a growing Endowment Fund.

WHSRN's success will depend on Network Partners helping to identify and secure resources to support the implementation of the Strategic Plan as well as the National and Regional Councils'

ability to secure resources for their activities (particularly in the U.S., Canada, Argentina and Colombia).

VII. EVALUATION AND MONITORING

WHSRN will measure the impact of its efforts to conserve shorebirds and the sites on which they depend. This will be achieved through the development of annual work plans to be developed by the Executive Office and reviewed and monitored by the Hemispheric Council. Work plans will include measurable achievements corresponding to the Goals, Objectives and Outputs outlined in the Strategic Plan matrix (Appendix I).

While the Strategic Plan provides a guide for advancing the mandate of WHSRN, situations change and the program must be able to respond. To achieve this, the implementation of annual evaluations will form the basis for the adaptive management of the Strategic Plan.

Manomet will audit the program on behalf of the WHSRN Program.

VIII. ACKNOWLEDGMENTS

The growth and success of the Network since the creation of the last Strategic Plan (2004) has been in considerable measure due to the financial support of several groups, and we are pleased to thank them here.

Operational Funding for the Executive Office (alphabetic order):

- Canadian Wildlife Service
- Manomet endowment
- Manomet individual donors
- U.S. Forest Service--International Program

Project-specific funding at sites (alphabetic order):

28 September 2011

David & Lucille Packard Foundation

National Fish and Wildlife Foundation, U.S.

Neotropical Migratory Bird Conservation Act of the United States

T/V Anitra Oil Spill Resolution #3

APPENDIX I: GOALS, OBJECTIVES, ACTIONS AND OUTPUTS

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>CONSERVATION Goal 1: Ensure the sustained management of priority WHSRN sites</p>	<p>1.1. Guide the development and implementation of site conservation agendas and plans at priority WHSRN sites, providing information and training to Site Partners and or responsible agencies</p>	<p>a. Complete and implement the Site Assessment Tool for all future or recently designated WHSRN sites. Work collaboratively with site partners/ responsible entities to identify actions, build capacity and to abate threats.</p> <p>b. Re-engage at least three inactive WHSRN sites, focusing on those of International or Hemispheric Importance.</p>	<p>Site managers and network partners maintain and elevate the importance of the “WHSRN-approach” as the basis for action to conserve WHSRN sites.</p> <p>The Site Assessment Tool is used at 95% of Hemispheric sites; 75% of all International Sites; and 60% of the Regional Sites (see also Objective 3.1)</p>
	<p>1.2. Ensure conservation plans are being developed and implemented at strategically selected WHSRN sites</p>	<p>a. Collaborate with land managers, stakeholders and relevant partner NGOs to develop conservation area plans meeting their needs and including shorebirds as a conservation target.</p> <p>b. Monitor and support the implementation of WHSRN site conservation plans</p>	<p>Conservation action is supported and monitored by the Executive Office at the most threatened hemispheric WHSRN sites</p>

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>CONSERVATION Goal 1: Ensure the sustained management of priority WHSRN sites</p>	<p>1.3. Provide input and support for the implementation of WHSRN related activities within national shorebird conservation plans</p>	<p>a. Where feasible monitor and support activities that advance WHSRN's mandate within national shorebird plans in Argentina, Canada, Colombia, Mexico and the U.S.</p>	<p>National shorebird plans advance the conservation of new and existing WHSRN sites</p>
	<p>1.4. Encourage and enable a suite of priority WHSRN sites--based on declining and at-risk species, threats, and feasibility of action--to apply for and receive designation as WHSRN sites</p>	<p>a. Proactively seek nominations of 2-4 sites of Hemispheric and/or International Importance, based on declining and at-risk species, threats, cooperative landowners, and feasibility of action.</p> <p>b. Promote dedications ceremonies at these priority WHSRN sites to enhance their profile as well as WHSRN's (if time, funding and interest permits, participate in dedications at other WHSRN sites that may have been brought into the network)</p>	<p>All critical Hemispheric WHSRN sites are included in the network over the 5 year period of the Plan</p> <p>Increased profile of WHSRN sites and WHSRN is achieved through site dedication events held at priority sites and where feasible, dedication ceremonies are organized at sites of regional and international importance</p>
<p>COMMUNICATIONS Goal 2. Facilitate greater communication, exchange of information, and sharing of experiences amongst the Network</p>	<p>2.1. Provide a hemispheric context to inform and motivate local, state, provincial, and national governments</p>	<p>a. Through a series of outreach tools, including festivals, signs, social "tweets", Facebook pages, pamphlets, individual presentations on radio, TV and classroom participation ensure that once a month, there is something "public" about the value of a site to shorebird conservation and the local community</p>	<p>The benefits of the Network's hemispheric approach are valued by local, state, provincial and national stakeholders and result in greater awareness and protection for WHSRN sites</p>

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>COMMUNICATIONS Goal 2. Facilitate greater communication, exchange of information, and sharing of experiences amongst the Network</p>	<p>2.2. Share the value of formal linkages between and amongst Site Partners at WHSRN sites to leverage conservation resources and action around shared species, threats, or other themes</p>	<p>a. Ensure that new Site Partners recognize the importance of communication and linking within the WHSRN network and facilitate their communication with the WHSRN Council</p> <p>b. Investigate the possibilities of establishing at least one formal partnership with another key stakeholder (other than WHSRN) - e.g. Landscape Conservation Cooperatives (in the US), Joint Ventures (in North America), IBAs (Americas), CRIMBI (Pacific Flyway), Linking Communities, etc</p>	<p>Formal links between/ amongst WHSRN sites increases and results in greater conservation of WHSRN sites (e.g. more Linking Communities type initiatives established)</p>
	<p>2.3. Help Network sites access shorebird research and monitoring data, and integrate this into ongoing efforts at the site level</p>	<p>a. Develop mechanisms to disseminate research and monitoring information to WHSRN (with groups like the Western Hemisphere Shorebird Group, others)</p>	<p>Formal links with conservation research and monitoring programs maintained and strengthened</p> <p>Information from research and monitoring projects disseminated to the WHSRN Network</p>
	<p>2.4. Ensure a fully functional, information rich and current web presence accessible to the public</p>	<p>a. Integrate social marketing tools (E.g., Facebook, Twitter etc.) into the existing website.</p> <p>b. Keep WHSRN site information up to date and accurate</p>	<p>WHSRN web site continues to be fully functional in English and Spanish.</p> <p>Face Book, You Tube, Twitter and other social marketing tools incorporated into the existing web site</p> <p>Individual WHSRN site information is current and updated as new information is made available</p>

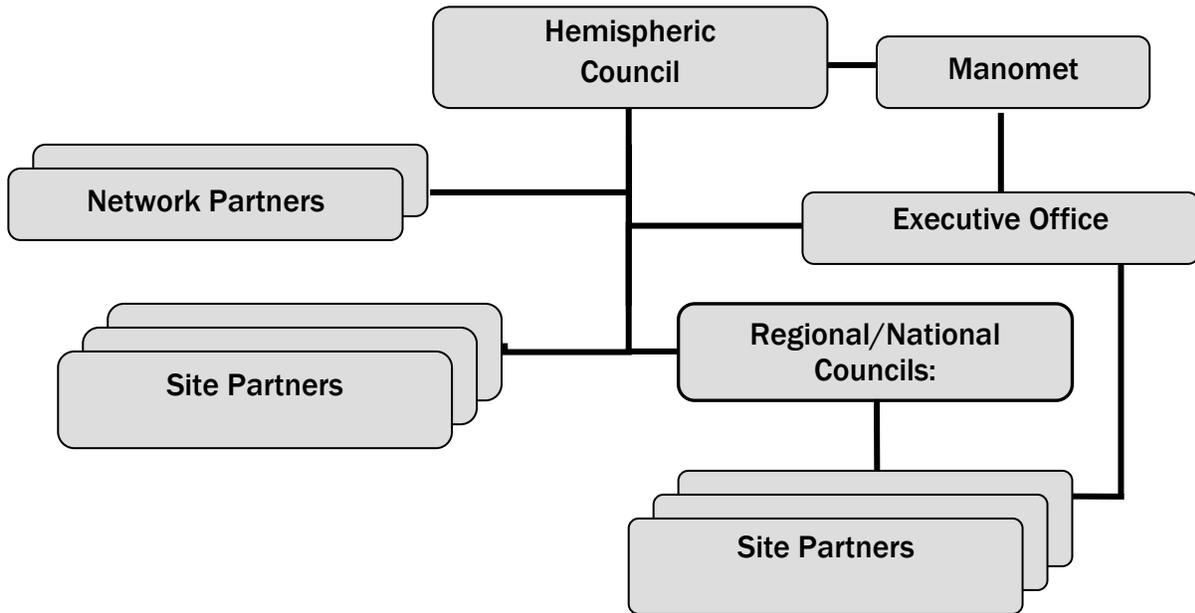
GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>CAPACITY BUILDING Goal 3. Strengthen the capacity of WHSRN to address issues affecting the conservation of WHSRN sites.</p>	<p>3.1. Enable WSHRN sites to systematically review their state of conservation, the threats they are facing, the responses needed and the effectiveness of site management</p>	<p>a. Continue supporting the implementation of the Site Assessment Tool</p> <p>b. Information from the Site Assessment Tool is made available on the web site if landowner agrees</p> <p>c. Use information gathered from the Site Assessment Tool to inform site management</p>	<p>Site Assessment Tool is used at 95% of Hemispheric sites; 75% of all International Sites; and 60% of the Regional Sites. (see also Objective 1.1)</p>
	<p>3.2. Enhance and facilitate the governance of WHSRN</p>	<p>a. Create and maintain a “Lessons Learned For Regional Council Development” section on the WHSRN website</p> <p>b. Organize regular meetings of the Hemispheric Council</p> <p>c. Support the work of the Executive Hemispheric Council</p> <p>d. Provide guidance to the establishment and operations of National Councils and ensure their efforts are represented on the Hemispheric Council</p>	<p>Hemispheric Council meets regularly and advances the overall strategic direction of WHSRN</p> <p>WHSRN's mandate is implemented through National Councils in Canada, US, Mexico, Argentina and Chile</p>
	<p>3.3. Strengthen the capacity of key stakeholders at priority WHSRN sites to integrate the conservation of shorebirds into management practices</p>	<p>a. Provide Network Partners with tools/ training to engage local stakeholders at Network Sites to integrate shorebird considerations into site management plans/ activities</p>	<p>Shorebird conservation efforts are encouraged and viewed favorably by key stakeholders at WHSRN sites</p>

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>CAPACITY BUILDING Goal 3. Strengthen the capacity of WHSRN to address issues affecting the conservation of WHSRN sites.</p>	<p>3.4. Work with Network Partners to better understand the impacts of and develop plans to mitigate for climate change</p>	<p>a. Make accessible to Network and Site Partners information on the Climate Change Vulnerability Assessment</p> <p>b. Provide training in the application of CCVA</p> <p>c. Make the information from the CCVA accessible to Network Partners and others who would benefit from this information</p> <p>d. Adapt existing Climate Change Vulnerability Assessment for Shorebird Habitat (CC-VASH) tool to be usable at any WHSRN site</p>	<p>The Climate Change Vulnerability Assessment (CCVA) for Shorebird Habitat informs conservation work at priority WHSRN sites</p>
	<p>3.5. Strengthen capacity of Network Partners to tackle threats at WHSRN sites</p>	<p>a. Determine priority need for skill development in one region per year to address specific threats</p> <p>b. Coordinate workshops to address priority needs</p> <p>c. Create and staff a WHSRN Network Development Officer position to provide technical assistance in new site recruitment, site development, partnership building and governance</p>	<p>Network partners adopt social marketing campaigns (e.g. RARE Pride Campaigns) to address common threat to sites throughout hemisphere</p> <p>Skills in conflict-resolution transferred to Network partners</p>

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>RESOURCING Goal 4. Strengthen the financial and technical capacity of WHSRN (with a focus on the Executive Office) to effectively implement the strategic plan</p>	<p>4.1. Develop a financial resourcing plan for the strategic plan</p>	<p>a. Coordinate a working group to develop a resourcing plan b. Develop and implement the resourcing plan c. Monitor progress</p> <p><i>Note: resourcing plan will need support from Council/ others</i></p>	<p>A resourcing plan is completed and successfully guides and enhances the fundraising efforts of the Executive Office and WHSRN in general</p>
	<p>4.2. Share information on potential donor opportunities within the Network</p>	<p>a. Where feasible/ relevant facilitate the sharing of information on relevant donors for activities outlined in the strategic plan</p>	<p>Current information on donors is available to Network and Site Partners and increases knowledge of and access to resources</p>
	<p>4.3. Identify and act on opportunities for collaborative fundraising/ proposal development among multiple Network sites and the Executive Office</p>	<p>a. Strengthen three-way communication and information exchange among the Executive Office, Network sites, and the donor community about funding opportunities and shared strategies. b. Proactively develop proposals with sites sharing species, threats and/ or conservation responses.</p>	<p>Funders recognize the value of working at multiple sites in coordination with the Executive Office.</p> <p>New financial resources are raised to implement targeted conservation action across multiple sites</p>

GOALS	OBJECTIVES	ACTIONS	OUTPUTS
<p>PARTNERSHIPS Goal 5: Strengthen existing and seek new partnerships with stakeholders engaged in activities fostering the conservation of shorebirds sites</p>	<p>5.1. Work with key global and regional initiatives to ensure effective collaboration on common issues</p>	<p>a. Invite representatives to participate as members or observers on the WHSRN Council</p> <p>b. Participate in strategic meetings of key global and regional initiatives</p> <p>c. Maintain communications with key global and regional initiatives</p> <p>d. Working with appropriate national WHSRN Councils, expand communications and collaboration with national, state, and municipal governments including protected areas systems;, the Southern Cone Grassland Alliance, and growers cooperatives for enhanced shorebird conservation action and funding</p>	<p>Collaborative efforts to conserve WHSRN sites are advanced with key Conventions including Ramsar, CCC, CBD and CMS (others as relevant)</p> <p>Strategic partnerships to advance shorebird and habitat conservation forged with regional and international organizations and initiatives (e.g. BirdLife, IUCN, NAFTA CEC, TNC, WHMSI, WI, etc)</p>

APPENDIX II: ORGANIZATIONAL CHART



Notes:

1. Regional and National councils are involved when the Site Partners and/or Network Partners within a nation or group of nations choose to create them.
2. The Executive Office is a program of, and supervised by Manomet, with input from the Hemispheric Council. It serves to support all elements of the Network.

APPENDIX III: EXISTING & POTENTIAL WHSRN SITES BY COUNTRY DECEMBER 2011

(NOTE: DATA ARE NOT AVAILABLE FOR MEXICO)

Country	Hemispheric		International		Regional	
	Exist	Pot'l	Exist	Pot'l	Exist	Pot'l
Anguilla (to UK)						1
Argentina	2	1	2	1		19
Bahamas						8
Barbados						2
Belize						1
Brazil	1	1	1			2
Canada	3	3	1	12	2	68
Chile	2				1	31
Colombia					1	1
Costa Rica						8
Cuba						7
Ecuador					1	2
Falkland Is / Islas Malvinas						1
French Guiana		1				2
Honduras						2
Jamaica						1
Mexico*	2	?	6	?	8	?
Netherlands Antilles						1
Nicaragua						1
Panama	1					4
Paraguay				2	1	1
Peru					2	1
Puerto Rico (to USA)					1	1
St Kitts and Nevis						1
St Vincent and the Grenadines						1
Suriname	3					1
Trinidad and Tobago						1
Turks and Caicos Islands (to UK)						2
United States	9	2	11	12	23	93
Uruguay					1	5
Totals	23	6	21	15	40	176