



Stewardship

A PUBLICATION OF AUDUBON INTERNATIONAL

News

Volume 7, Issue 4 • July–August 2004

Partners for Success

BY PETER BRONSKI

“Partnership” is a popular buzzword these days, whether in the environmental community or elsewhere. It seems that everyone wants to be a partner with someone for something. For Audubon International, cooperation and partnering have been central themes from the very beginning. They are at the core of much of what we do, from large-scale formal partnerships between Audubon International, government agencies, and other organizations, to small-scale informal partnerships between program members, individuals, and local organizations in their communities.

All of this cooperation and partnering takes place with good reason—*partnering works*. Partnerships, both formal and informal, serve many roles. They are a support network, a way to build positive relationships, a way to tap into and coordinate resources, and a way to accomplish more together than any one partner might do on its own. In partnerships, the whole is greater than the sum of its component parts. Teamwork breeds success.

Partnering for Sustainability, a report from the Washington D.C.-based



Aspen Institute, notes that “when partnerships are carefully crafted, cooperatively pursued, and successfully implemented, they benefit [all partners] by synergistically achieving the objectives of improving environmental protection and enhancing [organizational] performance.” Similarly, the United States Environmental Protection Agency’s Urban Environmental Initiative found that “seeking out exceptional partners was a critical step that immediately enhanced the probability for success [on environmental issues].”

But there’s a silent partner here as well; one that unites a community in New York to a golf course in Colorado to a school in Oregon to a university in Florida. That silent partner—the common thread that runs through us all—is the environment. We each share the goal of being good environmental stewards.

With that shared goal, lines of communication open, barriers come down, and problems are solved. And the diverse examples of partnerships that follow show that the sky is truly the limit. Learn from their efforts, become inspired by their stories, and



Partnering works—Participation in the ACSP for Golf Courses led Brian E. Beckner, golf course superintendent of LaPlaya Golf Club in Florida, to contact Amy Heller of The Conservancy of Southwest Florida when a juvenile great horned owl was knocked from its nest by a bald eagle. With the help of a donated crane from Nations Rent representative, Steve Acquafresca, the owl was returned safely to its nest.

perhaps most importantly, get motivated to build upon the commitment you’ve made to the environment and get involved. Whether joining an existing partnership, starting a new one, or simply coming to realize that you’re not in this alone, there are thousands of other Audubon International program members standing right beside you, as partners for the environment, and partners for success. ●

Audubon International seeks opportunities to move our society toward a sustainable future by working cooperatively, and in partnership with, a diverse array of organizations, including academic institutions, governmental agencies, businesses, not-for-profit organizations, and citizens. Contact us to learn more about our partners or to discuss ways we might collaborate with organizations or institutions near you. Visit <http://www.auduboninternational.org/partners/>, e-mail Audubon@audubonintl.org, or call Kevin Fletcher at (518) 767-9051, extension 26.

Dear Members and Supporters,

When it comes right down to it, “partnership” is just another way to say “we couldn’t do it without you.” And it’s true. The success of Audubon International programs rests with the work you do to protect and sustain the land, water, wildlife, and natural resources around you. Last year, that amounted to environmental improvements made to 725,000 acres of land in twenty countries on five continents.

Our collective success also lies with the generosity of our financial supporters, including individuals who contribute each year, the United States Golf Association, which has sponsored the ACSP for Golf Courses since 1991, and companies that donate a portion of their sales. These are the folks who help keep our lights burning and heat on and computers and phones operating so that we can serve our members.

The whole premise of Audubon International is that no environmental organization, no matter how large or small, can make a dent in improving and protecting the quality of our environment by going it alone. Quite the contrary—broad-based involvement and support are crucial. We are encouraged by the ever expanding circles in which we and our members are working: increasingly, our efforts are going beyond individual properties to organizations, neighborhoods, and communities. So, keep up the great work—we *couldn’t do it without you!*



Jean Mackay
Director of Educational Services

In this issue...

3 Audubon International News: North American Birdwatching Open results are in! Plus, coastal Alabama gets set to celebrate fall bird migration; and a unique research project in Minnesota will investigate the value of golf courses as migratory stopovers.

4 Partners for Success: In this issue we explore a variety of ways that partners contribute to the success of Audubon International and its members in protecting and improving the environment where we live, work, and play. Audubon program members, Resource Advisory Group participants, and university partners share perspectives on their roles and the positive results of collaborative conservation.

9 Creating a Culture of Environmental Stewardship: Become an environmental champion for your organization with tips from the experts on how to make environmental stewardship part of “*the way things are done around here.*”

10 Habitat Assessment Tools Foster Green Developments: What are the requirements for wildlife habitat on an Audubon Signature Sanctuary? And how can two very different types of properties both achieve Audubon Signature certification? Find out how we evaluate and make recommendations for each unique property we work with.

11 Members: Welcome to our newest members and certified properties.



Students from western Washington prepare to release salmon raised in their classroom into a local stream. The project is the result of a unique partnership among Odle Middle School, Glendale Country Club, and the City of Bellevue’s Stream Team. See page 4 for details.



46 Rarick Road
Selkirk, New York 12158
(518) 767-9051
www.auduboninternational.org

ADMINISTRATION

Ronald Dodson, President, rdodson@audubonintl.org
Kevin Fletcher, Director of Programs and Administration, kfletcher@audubonintl.org
Howard Jack, Vice President, hjack@audubonintl.org
Mary Jack, Executive Assistant to the President, mjack@audubonintl.org
Paula Realbuto, Executive Assistant for Operations, prealbuto@audubonintl.org

AUDUBON COOPERATIVE SANCTUARY PROGRAMS

Jennifer Batza, Membership Secretary, jbatza@audubonintl.org
Peter Bronski, Staff Ecologist, pbronski@audubonintl.org
Shawn Williams, Environmental Technician, swilliams@audubonintl.org
Joellen Zeh, Program Manager, jzeh@audubonintl.org

AUDUBON SIGNATURE PROGRAM

Nancy Richardson, Signature Program Director, nrichardson@audubonintl.org
Linda Snow, Administrative Assistant, Signature Program, lsnow@audubonintl.org

AUDUBON SOCIETY OF NEW YORK STATE

Fred Realbuto, Director, frealbuto@audubonintl.org

EDUCATION DEPARTMENT

Jean Mackay, Director of Educational Services, jmackay@audubonintl.org

ENVIRONMENTAL PLANNING DEPARTMENT

Natalie Archambault, Administrative Assistant, natarc@audubonintl.org
Kraig Marquis, Sustainable Communities Coordinator, Florida, kmarquis@audubonintl.org
Alicia Oller, Project Manager, aoller@audubonintl.org
Miles (Bud) Smart, PhD, Director of Environmental Planning, bsmart@audubonintl.org
Larry Woolbright, PhD, Director of Research, lwoolbright@audubonintl.org

MIS DEPARTMENT

Eric Dodson, Director of MIS, edodson@audubonintl.org
Alicia Karas, Database Manager, akaras@audubonintl.org



Southern participants in the Birdwatching Open consistently report some of our most varied species of wading and shore birds, including the threatened Florida sandhill crane. Credit: Tom Biggy, Bent Tree Country Club, FL

2004 Birdwatching Open Results

Millions of migratory songbirds were on the move on Saturday, May 8th, right on schedule for International Migratory Bird Day and for our 7th annual North American Birdwatching Open. Teams from 70 golf courses participated and recorded 312 different species of birds. The friendly competition helps us gather data about birds on golf courses and offers participants a legitimate excuse to look at more than turfgrass, at least for awhile. Results are still coming in at press time, but top finishers include:

- Eagle's Landing Golf Course, Berlin, MD, 95 species
- Turning Stone Casino Resort, Verona, NY, 92 species
- Olympia Fields Country Club, Olympia Fields, IL, 90 species
- Tartan Park Golf Course, Lake Elmo, MN, 82 species
- Gull Lake View Golf Club, Augusta, MI, 79 species

For complete results and regional finalists, visit:

www.auduboninternational.org/projects/birdwatchopen/. ●

First Annual Alabama Coastal BirdFest Coming in October

No one has been able to estimate precisely the volume of migrating shorebirds, waterfowl, and passerines fanning out over the 600-mile-wide Gulf of Mexico each autumn and spring, but biologists estimate that the number could run as high as six billion. Biologists have documented more than 200 species of birds that use the rim of land around the Gulf as a way station and launch pad as they make their way to and from Mexico and Central and South America.

Every fall, millions of migrating birds come to or pass through Coastal Alabama. This fall, thousands of bird watchers are expected to join them when the first annual Alabama Coastal BirdFest is celebrated October 14-17,

2004. A series of paid and free events, including guided wildlife and bird tours, nationally known speakers, displays, exhibits, workshops, children's activities, and social events are planned to take place all around the Mobile Bay area. Guided tours along the 240-mile long Alabama Coastal Birding Trail, which has been noted for its diversity of natural habitats, will be a highlight of the event.

"What's great is that people can come here and see not only birds that are year-around residents to our area but also migratory species from all over North America," said Kathy Barton, communications director for the Eastern Shore Chamber of Commerce. "October is a beautiful time of the year here, and this event

Minnesota Research on ACSP Golf Courses and the Environment

During the fall of 2004, new research will begin on ACSP-registered golf courses in Minnesota. The research is being coordinated by Bonnie Sample, a graduate student at the University of Minnesota who is undertaking a Masters program in Conservation Biology. Ms. Sample will be investigating the value of golf courses as avian (bird) migratory stopovers. The research is an extension of a paper Ms. Sample wrote, "The Greening of America's Golf Courses."

Of the roughly 35 ACSP-registered golf courses in Minnesota, nine had expressed interest within two weeks of being invited to participate in the research—an excellent response rate. It is an opportunity for these golf courses to showcase their environmental stewardship, and to study how they might better manage their golf courses for migrating bird populations. They will also receive credit in the Outreach and Education portion of their certification for participating in the research. ●

is a great alternative or addition to a trip to the beach."

The Mobile Bay and Gulf of Mexico are priority watersheds for Audubon International's Sustainable Communities Campaign. All of the proceeds from the Alabama Coastal BirdFest will be used to purchase and improve habitats for birds on the Alabama Gulf Coast. For more information on Alabama Coastal BirdFest 2004, including registration forms and a complete schedule of events, visit www.mobilebayaudubon.org or call 251-990-0423. ●

(Submitted by D. Fran Morley, a freelance writer and editor living in Fairhope, AL)

Spawning Good Stewardship

BY STEVE KEALY



On this long awaited day, students and teachers release the salmon they have raised into Kelsey Creek at Glendale Country Club.

Steve Kealy serves as golf course superintendent at Glendale Country Club.

Glendale Country Club is located in Bellevue, Washington, a nearby suburb of Seattle. We've been involved in the ACSP for Golf Courses since its inception in 1991, and achieved certification in 1998, due in part to several unique partnerships we have forged.

Our golf course has a unique situation: two salmon spawning streams cross the length of the property and provide the primary spawning habitat for the entire reach of each stream. Because of our interest in salmon and the environment, we have been very active in the City of Bellevue's Stream Team program since 1989. During that time we have completed many restoration projects on the course, and have developed a very close partnership with the City of Bellevue. We continue to work with them on habitat enhancement projects at Glendale and adjacent properties surrounding the course.

In 1997, I was asked by the Stream Team coordinator to talk to Patty Shelton, a fifth and sixth grade science teacher at Odle Middle School. Patty wanted to start a "salmon in the classroom" program, but needed funding to get started. The school district had problems supplying new books and surely would not be able to fund her request for the needed equipment. I met with Glendale club officials who were very supportive of the project, and they donated \$1,200 dollars to purchase an aquarium and related equipment for the school.

Each year since 1997, Patty's students have successfully raised salmon in their classroom. Coho Salmon eggs are supplied by a local Washington State hatchery, and then spend the next ninety days or so at the school. During that time, the kids learn about salmon life cycles and discuss current issues that affect stream habitat and salmon survival, including pesticide use, urban development in and around sensitive areas, and water quality issues. They also explore things they can do around their homes

to prevent storm water contamination of nearby water bodies. When the fish have grown to the level required for release into the stream, Glendale pays for bus transportation for the fish and the kids to the golf course. (The school district has no money to pay for field trips either!)

The kids really enjoy the release of the fish into the stream. Representatives from the City of Bellevue school district, mayor's office, and Storm and Surface Water Utility are present, and talk to the students about the importance of their project. Some of the kids get emotionally attached to the fish because they invest a lot of time in the care and feeding of the fish over the previous three months. Many kids have names for *their* adopted fish and are really excited to release them with the hope that they will return to spawn four years later.

Although the quantity of salmon raised and released by the kids is relatively small (300 per year), the learning experience is great. Student interest in the subject matter is enhanced because they raise the salmon themselves. Best of all, the salmon project spawns a lasting sense among the students that getting involved personally in environmental stewardship matters.

Glendale Country Club is very proud of its partnership with Odle Middle School and the City of Bellevue. Besides the positive public relations aspect of being involved with the school and city, it's just the right thing to do. Development of these partnerships was very easy, and did not take a lot of time or money. Most schools are struggling due to budget shortfalls and welcome any offered assistance. If I had known how simple it was to get involved with a school and help make a positive impact on its program, I would have done so years earlier. We look forward to continued support of students, the environment, and the positive impact that our golf course is creating in our community. ●

Of Nature Centers and Golf Courses

BY KAREN I. SHRAGG

I will never forget the morning I saw my first coyote within the city limits of the Twin Cities. It wasn't at the urban nature center, Wood Lake, which I have directed for over 12 years, and it wasn't in any of the other Twin City metro area parks. It was at a golf course.

Not being a golfer, it may seem odd that I would be found hiking around looking for wild animals at a golf course. In fact, my experiences with golf courses years ago were pretty antagonistic. The nature center where I once worked was under constant threat of being mowed down and turned into a 9-hole golf course. But in recent years, local golf courses have become great places for nature center fundraisers, causing me to have change of heart. That is why I was pleased to help Braemar Golf Course in Edina achieve their Audubon Cooperative Sanctuary Certification by helping them with their wildlife survey.

The golf course staff of Braemar Golf Course had already done so many impressive things that I had to focus only on the educational components of their application. They had added no-mow areas, reduced pesticide usage, created all sorts of wildflower gardens, and provided enough habitat to make my hiking experience one of the most memorable of the year.

I have learned a lot by participating in this partnership. I've learned that the golf course staff are doing a more consistent job of controlling non-native buckthorn trees than we are able to at our nature center. I learned that their 450 acres allows for more bluebird houses than the 150 acres of our nature center. Most importantly, I discovered that golf and the environment do not have to be mortal enemies entangled in political battles over land usage.

We cannot reserve conservation efforts for designated parks and nature centers. Research repeatedly

indicates that far more green spaces are needed to sustain bird and butterfly migrations and local wildlife species. Golf courses are not going away and they can provide some key connecting habitats. To help them achieve a more sustainable way of existing is great not only for the wildlife and watersheds that will be healthier, but because the maintenance workers and golfers will benefit by not being exposed to so many herbicides. Some of my best friends are golfers and I feel that working on this project is for their benefit, too.

Seeing the coyote stare back at me on that beautiful May morning was a lesson in stewardship and partnership. Audubon International's Cooperative Sanctuary Program set in motion a partnership that has changed my way of thinking about golf courses, as it created one more sustainable green space which will benefit us all. ●

Karen I. Shragg, is director of the City of Richfield's Wood Lake Nature Center in Richfield, MN.

AUDUBON MEMBER'S RESOURCE ADVISORY GROUPS

Each Audubon Cooperative Sanctuary Program member and Audubon Signature Program member is required to create a Resource Advisory Group as part of its certification. Volunteer members of these Resource Advisory Groups provide their wisdom, talent, and expertise to help members protect and sustain the environment around them.

These local partners often come from government agencies, environmental groups, and universities, while some are simply local citizens with training or expertise in a particular area (e.g., hydrology, wildlife biology). In all cases, Resource Advisory Groups provide a much-needed support system for our program members and serve as a third party to confirm certification activities.



As a result of her participation in Braemar Golf Course's Resource Advisory Group, Karen Shragg discovered that golf and the environment do not have to be at odds with each other.

University Partners Translate Academics into Action

BY KEVIN FLETCHER

At the heart of Audubon International's programs and services lies environmental knowledge, based on sound science. We rely on the expertise of researchers from around the world to provide accurate and useful information that will help all of us protect and sustain our natural world. At the same time, faculty, staff, and students at institutions of higher learning can serve as resources and conduits for delivering our programs to communities large and small. That's why Audubon International has been working hard over the past few years to establish productive partnerships with university and college communities. As a non-profit environmental organization focused on educating people from all walks of life, we see these partnerships as critical to our long-term success.

North Carolina State University

Since 2002, Audubon International has been working in partnership with faculty, staff, and students at North Carolina State University (NCSU) to help us launch and manage our Sustainable Communities Campaign in North Carolina. Specifically, NCSU is complementing our work as we implement our Sustainable Communities Program in our first North Carolina pilot site, the Town of Williamston. NCSU's Cooperative Extension faculty and graduate students are working with both community youth and town leaders in Williamston as they plan and implement projects and policies that advance the town toward a more sustainable future.

According to Assistant Vice-Chancellor Dr. Mike Davis, "land grant universities have a special role in sustainable community development. With our outreach mission, we can link our strengths in interdisciplinary research, teaching, and



First and fifth graders from A.W. Becker Elementary School explore pond life at Hollyhock Hollow Sanctuary, thanks to a partnership among St. Rose College education department, Audubon International, and local schools.

extension directly to communities to help solve complex local issues. In return, communities can offer our students the opportunity for meaningful service-learning, internships, and dissertation research. Everyone brings something valuable to the table and everyone stands to gain from this type of broad-based partnership."

We also worked with NCSU in the fall of 2003 to host a National Sustainable Communities Summit on the NCSU campus. By bringing together federal, state, and local government leaders, environmentalists, academics, business owners, and developers, we launched a discussion on what is needed to foster more sustainable communities across the United States. In the years to come, we seek to formalize a National Sustainable Communities Partnership, with Audubon International and NCSU providing leadership

and coordination among a full range of business, university, government, and non-profit partners.

University of Florida, Gainesville

We are also partnering with faculty and staff at the University of Florida as we grow our Sustainable Communities Campaign in that state. As in North Carolina, we are leveraging our collective programmatic, research, and staff strengths to provide better and more-available tools for Floridians looking to balance economic, social, and environmental goals in communities across the state.

Audubon International's education and certification programs are serving as a basis for training, with U of Florida faculty providing outreach, research expertise, and on-site consultation for program members. At the same time, the University is practicing what it's preaching, by

working to have the Gainesville campus become a Certified Audubon Cooperative Sanctuary. The lessons learned here will help us as we continue to pilot-test a program specifically designed for university and college campuses.

The College of St. Rose, Albany, NY

Audubon International/Audubon Society of New York is teaming up with faculty and students at the College of St. Rose to improve environmental education for middle and elementary school students and future teachers. Student teachers are working along-side college faculty and elementary school teachers to develop and deliver natural history lesson plans at Audubon International's Hollyhock Hollow Sanctuary. The partnership enables children, student teachers, and faculty to learn together, while connecting with nature and having fun. A grant from General Electric provides funding to the College of St. Rose to help offset costs.

"Working with Audubon International/Audubon Society of New York, along with three other natural sites in the greater Albany area, is helping us give our student teachers a chance to learn how to best use nature as a classroom," says David Hopkins, Adjunct Professor from the College of St. Rose. "It's important to help train our future teachers in this way—connecting kids with the outdoors in a way that might help them better understand the fragility of our natural world in a real and tangible manner." ●

Announcing the Audubon International Ecotourism Alliance

Promoting Ecotourism through Partners

As vacationers hit the road this summer, an increasing number are seeking environmentally-friendly destinations. According to a recent consumer study on travelers' environmental and cultural attitudes and behaviors, sponsored by *National Geographic Traveler*, millions of travelers are poised to support tourism that sustains or enhances the geographical character of the place being visited. Yet linking travelers with eco-friendly destinations is not always easy—both sides often need to do some searching to find each other.

Making those connections is about to get a little easier for golf course destinations enrolled in Audubon International programs. Audubon International and the American Ecotourism Association (AEA) have joined forces to form the "Audubon International Ecotourism Alliance." The alliance will enable environmentally friendly golf courses working with Audubon International to better market themselves to tourists interested in eco-friendly destinations.

Audubon International program members who participate agree to process credit card transactions at their facilities (*e.g.*, for food and beverage, green fees, pro shop purchases) through a special program of First Data Corporation Direct Business Group's Express Merchant Processing Solutions, an AEA partner. In return, they receive: free membership in the AEA to help promote and market their golf courses, including listing on AEA's website; a way to promote their involvement with Audubon International at every

point of sale at their facilities through placards and other notices; and low credit card processing fees. At the same time, First Data and AEA will make contributions to Audubon International for the Visa or MasterCard transactions made at that site.

"We are looking forward to working with Audubon International program members who have been working hard to protect and sustain the environment," states Andrew Kinnecom, Executive Director of AEA. "This new partnership will add our ability to help market these ecotourism destinations, while minimizing their credit card transaction costs. It also provides a valuable means to increase donated dollars to Audubon International. We both believe it's a win-win for everyone."

To find out more about how your golf course can participate, call us or e-mail Audubon@audubonintl.org.

The American Ecotourism Association is a business which partners with various organizations in an effort to provide accurate information on ecotourism locations and promote environmentally-responsible travel. More information on the benefits of participating in the AIEA is available at www.seeamericanaturally.com. First Data Corporation is the leader in the electronic payment processing industry and serves over 3 million merchants. More information on First Data and the AEA partnership is found at www.firstdatadirect.com/partners/ecotourism. ●

How Can We Help You?

BY SHAWN WILLIAMS

Before I began working for Audubon International this past March, I worked as an Audubon coordinator for several golf courses in Canada. During that time, I spent numerous hours looking for resources to help the golf courses expand their environmental efforts. I surfed the internet and thumbed through resource manuals to find native plants for my region; I researched ways to restore degraded habitats, and I sought out best management practices to maintain them. I even spent weeks painting my own *environmentally sensitive area* signs. Imagine my surprise when I discovered that Audubon International already has these resources on hand, and many more, to help members.

So, for those of you who may not have known, or have simply forgotten: ACSP program manager Joellen Zeh, staff ecologist Peter Bronski, membership secretary Jennifer Batza, and I are always here to answer your questions or concerns regarding any matter, and can be reached via phone, e-mail, or snail mail. We can provide information regarding a project or answer questions about how to fill out the certification workbook. We can do the leg work for you if you need information about a particular wildlife

species, or recommend resources in your area. We can send you a native plant list for your region, or just be a sounding board for talking about how your Audubon efforts are going.

ACSP members also are entitled to fact sheets offered by Audubon International, which are available online or can be mailed out upon request. Fact sheets can be downloaded from our website at <http://www.auduboninternational.org/esource>. You can order more comprehensive books, videos, stewardship signs, art prints, and other resources from our catalog or online store at <http://www.auduboninternational.org/store/>.

Available educational materials and resources include:

- **Books:** Choose from a variety of titles and practical guides to environmental stewardship,
- **Stewardship Signs:** Three different signs are available. Each is 11" x 15", made of durable recycled thermoplastic, and includes the Audubon International logo.
- **Flags and Polo shirts**
- **Products from our Business Affiliates:** A portion of each sale is donated to support Audubon International.



Audubon International's new environmental technician, Shawn Williams, is ready to share resources or talk about projects and certification with Audubon Cooperative Sanctuary Program members.

- **Without Bricks:** This partner web store has an excellent selection of wildlife books, videos, products, and gifts all reasonably priced, with all revenue of sales going to Audubon International.
- **Nest boxes:** High quality, attractive boxes for songbirds, owls, wood ducks, and bats from **Coveside Conservation**
- **Environmental golf yardage books** from **The HoleView**
- **Proskimmer® System**, a non-chemical tool for removing floating aquatic vegetation (i.e., duckweed) from water sources, from **Proskim®**

For those without internet access, Audubon International's 2004 Spring/Summer Catalog can be mailed to you, simply contact us via phone: (518) 767-9051 (9 a.m. to 5 p.m., EST. Monday through Friday) or e-mail: acss@audubonintl.org.



Outreach and Education

Member families, including grandchildren, enjoy a day of fishing at ACSP certified Royal Oaks Country Club in Vancouver, WA, during its yearly Father's Day fishing derby. "It's a great way to get the whole family involved in a fun and unique activity at the club, which also calls attention to our many environmental efforts," said Alan Nielsen, golf course superintendent. "We provide refreshments and give away prizes for the biggest fish. It is a real kick to watch kids catch a fish for the first time. This event has been a great way to build support for ACSP at our club and raise a few dollars for our projects."

Creating a Culture of Environmental Stewardship

BY KEVIN FLETCHER

Once you make a commitment to improved environmental performance, you must become a *green change agent* or *environmental champion* for your organization. Your goal is to create an *environmental culture* within your organization, making environmental stewardship “the way people do things around here.”

Where do you begin? Start by reviewing eight common failures for environmental organizational change (adapted from John Kotter, *Leading Change*, Harvard Business School Press, 1996) and make a plan to ensure your success:

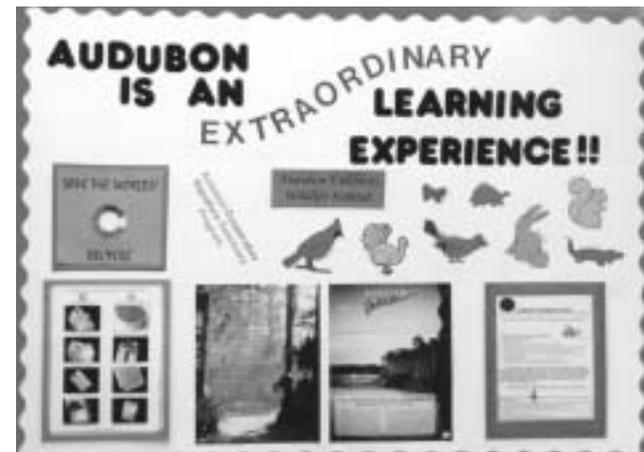
- 1. Failing to Create a Sense of Urgency**—Moving people, and entire organizations, in a new direction can be a little like moving an iceberg. Effective environmental champions find ways to create a sense of urgency: *This is important! What you do matters!* Environmental stewardship has to be viewed as a critical part of your long-term success, and a critical part of each person’s job.
- 2. Not Creating a Guiding Coalition (Team)**—You can’t go it alone. Build a “resource advisory group” or “green team” selecting people from all levels and departments on-site. Be aware of who, at your facility, has an ability to help you motivate staff and coordinate operations. Who has knowledge and technical skills to help solve environmental problems? Who has the authority and respect to help you mobilize people to take action?
- 3. Underestimating the Power of a Vision**—People want to feel as if they are a part of something bigger than themselves. Create a vision to inspire people. Your vision may be based on being the best, protecting the environment for future gener-

ations, operating efficiently, or developing a healthy and enjoyable workplace. Find the connections between the day-to-day actions that staff take and the effect that those actions can have on our natural environment.

- 4. Under-Communicating the Vision**—Once you’ve developed a “vision message” make sure that vision is communicated to staff. You may think that your staff have heard or read what you’re saying, but most environmental messages are under-communicated. Use posters, regular meetings, and perhaps even bonuses or other incentives to reinforce that vision and the role that each individual plays in achieving it.
- 5. Not Addressing Obstacles**—Most environmental efforts fail in businesses because they are viewed as side issues—not core to financial health. Avoid this by tying all of your actions explicitly to business value. Environmental performance and business goals (e.g., revenue generation, cost avoidance, image and public relations) can, and often do, go hand-in-hand.
- 6. Failing to Create Short-Term Wins**—Keep yourself and your staff motivated. Have a long-term vision, but set short-term goals. Meet them. Publicize and celebrate those shorter term successes. Then, set new goals to inspire continuous improvement and longer term excellence.
- 7. Declaring Victory Too Soon**—Don’t settle for limited results. Remember that the long-term goal is to create an environmental culture in your organization. One or two recycling success stories do not lead to changed culture.

Culture change takes five, eight, even ten years to accomplish. And the bigger the organization, the longer it takes. Be patient and include a periodic process to review program goals, set new ones, and keep environmental performance in front of staff constantly.

- 8. Not Anchoring Changes in the Culture**—Use projects and performance goals to change behavior, but use management systems, rewards programs, and training programs to reinforce and embed that behavior in staff. As an environmental champion, part of your job to ensure success is managing the environmental culture that you’ve created. ●



Workplace displays, like this one at Bonita Bay Club East in Florida, can be used to communicate your environmental goals, expectations, and successes.

Habitat Assessment Tools Foster *Green* Developments

BY LARRY WOOLBRIGHT

Developers seeking to “build green” have been partnering with Audubon International through its Signature Programs since 1993. Together, we work to protect water resources and wildlife habitats, design for energy efficiency, reduce waste, and establish sound environmental management systems. No two properties enrolled are alike—we’ve worked with a school, a sports complex, residential communities, and many golf courses—which makes every project a unique opportunity to blend the planned development with the characteristics of the land.

Several times over the past few years I’ve been asked to explain the exact requirements for wildlife habitat on an Audubon Signature Sanctuary, or to explain why two very different types of properties both achieved Audubon Signature Status. The short answer to these questions is that every property is unique. Audubon International wants each project we work with to provide as much meaningful and useful habitat as possible. But exactly what that means—*how much of what type of habitat in what location*—depends on a lot of things, like what kind of wildlife are on the site already, what kinds of habitats are available, and what the surrounding regional landscape is like.

How we evaluate habitat

To try to make sense of all of this for each unique property, Audubon International has developed a two-part process for analyzing the site and assessing the habitat needs that the property should try to meet. The first tool we use is called the Site Classification System. It is an adaptation of an evaluation system proposed by O’Connell and Noss in 1992 (*Environmental Management*, 16:435, 1992). We evaluate the property based on a variety of factors, including:



Audubon International Director of Environmental Planning Bud Smart conducts a habitat assessment at a site in Bellville, Ontario. Such assessments are critical to protecting functioning habitats as development proceeds.

- Overall acreage
- Amount and type of existing natural habitat
- Presence of significant species or natural communities
- Degree to which existing habitat has been degraded
- Surrounding land uses and natural habitats

The property is assigned to one of five site classes and one of six landscape categories, based on the results of this analysis. These determine management recommendations for the property, including what types of habitat the project should preserve, where on the property it should be located, and what types of wildlife the property should support.

Obviously, our goals for a large forested property surrounded by pristine natural wilderness would be much different than our goals for a small degraded property in the middle of a developed area.

The recommendations developed during the site classification process are largely qualitative. In order to determine exactly how much habitat the project needs, we use a second tool called the Wildlife Habitat Worksheet. This is a point system that assigns points for acres of habitat, wetlands, buffer zones, corridors, and other features that make up a habitat preserve network. The number of points each project needs, along with the type of habitat that is being preserved, are determined by the site class and landscape category.

Habitat analysis informs good design

The Wildlife Worksheet allows us to evaluate any given project design to see if it meets our goals for the project. Based on the results of that analysis, we can advise the member about the suitability of the project design being considered. We might recommend, for example, that a design be altered to provide more of a certain type of habitat, more connections between larger habitats, or that certain elements of the preserve system be located in different places.

This process works best when we are involved early in the design stages of a project. When this happens, we can ensure that the project design meets our goals for preserving biodiversity on the site. All of our projects meet these standards, but what the final outcome looks like depends on the nature of the property, the landscape it is located in, and the target species or communities it is designed to preserve. ●

AUDUBON COOPERATIVE SANCTUARY PROGRAM

NEW MEMBERS

Golf Program

International

Glencarin Golf Club, Halton Hills, Ontario, Canada

California

Cascades Golf Club, Sylmar

Colorado

Columbine Country Club, Littleton
Ranch Country Club, Westminster

Connecticut

Brooklawn Country Club, Fairfield
Avon Golf Club, Avon

Delaware

Three Little Bakers Golf Course, Wilmington

Florida

Verandah Club, Fort Myers
Lakewood Ranch Golf and Country Club, Bradenton

Illinois

Maple Meadows Golf Course, Wood Dale
Green Meadows Golf Course, Westmont
Oak Meadows Golf Course, Addison

Indiana

Chesapeake Run Golf Course, North Judson

Kentucky

Battlefield Golf Course, Richmond

Louisiana

TPC of Louisiana, Avondale

Maryland

Turf Valley Country Club, Ellicott City

Massachusetts

North Andover Country Club, North Andover
Highlands Plantation Golf Club, Starkville

Ohio

Mill Creek Golf Course, Canfield
Golf @ Sugar Creek, Lima

Oregon

Indian Creek Golf Course, Hood River

Pennsylvania

RiverCrest Golf Club, Phoenixville

South Carolina

Columbia Country Club, Blythewood

Tennessee

Gettysvue Polo, Golf & CC, Knoxville

Texas

Silverhorn Golf Club, San Antonio

Virginia

Springfield Golf and Country Club, Springfield
Hell's Point Golf, Virginia Beach

Wisconsin

Kenosha Country Club, Kenosha
Oaks Golf Course, Cottage Grove

Business Program

Pennsylvania

Laurita Vineyards, New Egypt

South Carolina

Modern Turf, Inc, Rembert

School Program

Colorado

Dillon Elementary School, Dillon

RECENTLY CERTIFIED AUDUBON COOPERATIVE SANCTUARIES

Cavalier Golf and Yacht Club, Virginia Beach, VA

Centre Hills Golf Course, Aurora, CO
Hastings Country Club, Hastings, MN
Hidden Creek Golf Club, Egg Harbor Township, NJ

Los Lagos Golf Course, San Jose, CA
WCI Communities Corporate

Headquarters, Bonita Springs, FL
Whidbey Golf & Country Club, Oak Harbor, WA

Wilmington Country Club, Wilmington, DE

RE-CERTIFIED AUDUBON COOPERATIVE SANCTUARIES

Certified for 10 Years or More

Hindman Park Golf Course, Little Rock, AR
Prairie Dunes Country Club, Hutchinson, KS

Village Links of Glen Ellyn, Glen Ellyn, IL

Certified for Five Years or More

Aspen Golf Course, Aspen, CO
Barton Creek Club-Crenshaw & Fazio Courses, Austin, TX

Barton Creek Lakeside-Palmer Course, Spicewood, TX

Bay Pointe Golf Club, West Bloomfield, MI
Blue Mound Golf & Country Club, Wauwatosa, WI

Crosswater Golf Club, Sunriver, OR
Fiddler's Elbow Country Club, Far Hills, NJ
Fox Hills Golf and Banquet Center, Plymouth, MI

Glendale Country Club, Bellevue, WA
Gustin Golf Course, Columbia, MO

Hop Meadow Country Club, Simsbury, CT
Keth Memorial Golf Course, Warrensburg, MO

Lake Buena Vista Club, Lake Buena Vista, FL

Lakewood Country Club, Lakewood, CO
McCormick Woods Golf Course, Port Orchard, WA

Metedeconk National Golf Club, Jackson, NJ

Minnehaha Country Club, Sioux Falls, SD
Minikahda Club, Minneapolis, MN

Morro Bay Golf Course, Morro Bay, CA
Ocean Course at Sea Pines Resort, Hilton Head, SC

Pine Valley Golf Club, Pine Valley, NJ
Quivira Lake Golf & Country Club, Lake Quivira, KS

Robert Trent Jones Golf Club, Gainesville, VA

Royal Oaks Country Club, Vancouver, WA
Somerset Hills Country Club, Bernardsville, NJ

Tartan Park Golf Course, Lake Elmo, MN
TPC at Heron Bay, Coral Springs, FL

TPC at Jasna Polana, Princeton, NJ
TPC at Piper Glen, Charlotte, NC

Town & Country Club, St. Paul, MN
Victoria National Golf Club, Newburgh, IN

Wilderness Country Club, Naples, FL

Colorado Springs Country Club, Colorado Springs, CO

Delhi College Golf Course, Delhi, NY
Glendoveer Golf Course, Portland, OR

Golf Club of Jacksonville, Jacksonville, FL
Hassayampa Golf Club, Prescott, AZ

Hermitage Golf Course (Presidents Reserve), Old Hickory, TN

IGM - Savannahs at Sykes Creek, Merritt Island, FL

IGM - Spessard Holland Golf Course, Melbourne Beach, FL

Landings Club-Marshwood & Magnolia, Savannah, GA

Magnolia Golf Course, Lake Buena Vista, FL

Maple Leaf Golf and Country Club, Port Charlotte, FL

Palm Golf Course, Lake Buena Vista, FL
Pelican Marsh Golf Course, Naples, FL

Raven Golf Club, Snowshoe, WV
Regatta Bay, Destin, FL

Reynolds Plantation - Great Waters Golf Course, Eatonton, GA

Reynolds Plantation - National Course, Greensboro, GA

Reynolds Plantation - Oconee Club, Greensboro, GA

Reynolds Plantation - Plantation Course, Greensboro, GA

Roaring Fork Club, Basalt, CO
Rockland Country Club, Sparkill, NY

Saucon Valley Country Club, Bethlehem, PA

Sea Marsh Golf Course - Sea Pines, Hilton Head Island, SC

Settler's Hill Golf Course, Batavia, IL
Skippack Golf Course, Skippack, PA

Sultan's Run Golf Course, Jasper, IN
TPC of the Twin Cities, Blaine, MN

TPC of Virginia Beach, Virginia Beach, VA
Village Country Club, Lompoc, CA

Wyndemere Country Club, Naples, FL

AUDUBON SIGNATURE PROGRAM

NEW SIGNATURE MEMBERS

Lake Malaren Golf Resort, Shanghai, China

Knysna River Reserve Project, Knysna, South Africa

WCI-Lands End, Naples, FL

RECENTLY CERTIFIED SIGNATURE SANCTUARIES

Conserve School, Land O'Lakes, WI

RE-CERTIFIED SIGNATURE SANCTUARIES

Raptor Bay, Bonita Springs, FL, *certified since 2002*

Indian River Club, Vero Beach, FL, *certified since 1995*

World Wide Sportsman, Islamorada, FL, *certified since 1998*

Top of the Rock Golf Course, Ridgedale, MO, *certified since 1997*

Barona Creek Golf Club, Lakeside, CA, *certified since 2002*

Audubon Steward Network Grows

Welcome to our newest Audubon Stewards, who are joining nearly 100 Audubon volunteers to provide local support and assistance to other ACSP members. Don't hesitate to contact them—they have a wealth of excellent experience to share. (For a complete listing of Audubon Stewards visit: http://www.audubonintl.org/programs/acss/stewardship_network.htm)

Colorado: Don Petrey, Keystone Resort Golf, Keystone, (970) 496-1441 dpetrey@vailresorts.com

Florida: Larry Livingston, CGCS, Camp Creek Golf Club, Panama City Beach, (850) 914-6170 larry_livingston@arvida.com

Illinois: Jason Snyder, CGCS, Short Hills Country Club, East Moline, (309) 755-6386 jsnydercgcs@sborthillsgc.com

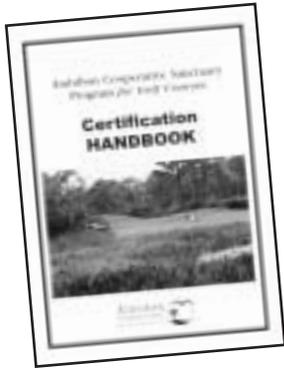
Massachusetts: Scott Nickerson, New Seabury Country Club, New Seabury, (508) 539-8341 snickerson@newseabury.com

Nevada: Shaun J. Riley, Mountain Golf Course at Incline Village, Incline Village, (775) 832-1151 sbaum_riley@ivgid.org

South Carolina: Jim Cregan, Ocean and Sea Marsh Courses at Sea Pines Resort, Hilton Head Island, (803) 363-4600 jcregan@seapines.com

New Golf Certification Handbook

A new, improved *Certification Handbook* is now available to ACSP golf program members. The new handbook includes the latest information on best management practices for golf courses and comes as a result of a recent external review of the program by personnel from universities, environmental organizations, and governmental agencies. The new handbook can be mailed to members upon request or downloaded from our Web site as a Microsoft Word document. Contact Jennifer Batza, Membership Secretary, at (518) 767-9051, ext. 12, or jbatza@audubonintl.org.



Stewardship News

Audubon International publishes *Stewardship News* six times a year. Inquiries, contributions, or letters to the editor should be addressed to:

Jean Mackay, Editor
Audubon International
46 Rarick Road
Selkirk, NY 12158

Or sent via e-mail to:
jmackay@auduboninternational.org

Layout and Design: 2k Design, Clifton Park, NY

Printing: Benchmark Printing, Schenectady, NY

Audubon International is a non-profit environmental organization dedicated to fostering more sustainable human and natural communities through research, education, and conservation assistance. Programs seek to educate, assist, and inspire millions of people from all walks of life to protect and sustain the land, water, wildlife, and natural resources around them. Funding is provided by memberships, donations, and program sponsorship. The ACSS Golf Program is sponsored by The United States Golf Association.

The newsletter is printed on recycled paper.

Help us to keep up to date!
If you have a change of address or contact person, please let us know. Call (518) 767-9051, ext. 12 or E-mail jbatza@audubonintl.org

Audubon International
46 Rarick Road
Selkirk, New York 12158
Phone: (518) 767-9051
Web Page: <http://www.auduboninternational.org>
e-mail: acss@audubonintl.org



AUDUBON
INTERNATIONAL