

Collaborative governance in the face of unpredictable complexity...

- Numerous independent users in the same place at the same time + many impacted interests/rights holders (the crowded landscape)
- The natural environment itself subject to uncharted and accelerating change (the shifting landscape)
- Many natural resources approaching or exceeding their sustainable limits (the exhausted landscape)





- ACT on the best available information
- LEARN as quickly as we can what works and what doesn't
- ADAPT based on the lessons learned



Managing Cumulative Effects in BC: Law Reform Solutions

- 2 year research project
- Includes analyzing institutional models with potential for use in the cumulative effects context from BC, North America and internationally.
- 22 'models' examined to date
- Looking for examples of innovation and best practices – what is or is not working



Institutional Mechanisms: Framework for Analysis

- How is collaboration among and within governments, and with non-governmental actors structured?
- Nature and scope of authority/activities?
- How is scientific and Indigenous knowledge used in decision-making?
- How are outcomes integrated into land and resource decision-making?
- How is the model funded?





STRUCTURING COLLABORATION AMONG GOVERNMENTS, INCLUDING FIRST NATIONS



- Focused on values/place
- Engage all levels of government/agencies whose legal responsibilities are impacted
- Recognize and give effect to First Nations governance rights
- Process and decision-rules 'balance' the power of participants (e.g., consensus-based)



 Ensure that management requirements & decision rules are enshrined in formal agreements & supported by necessary legal & policy changes





Collaborative Management

- Joint authority
- Parallel authority
- Constrained sole authority





NATURE AND SCOPE OF AUTHORITY





Elements of Cumulative Effects Management

- Identify values + baseline
- Set measurable objectives
- Assess, manage and regulate activities to ensure objectives are met
- Monitor effects
- Adaptive management



 Align the authority & responsibilities of new institutions with the relevant ecological & cultural context

 Several related institutions may need to function together to achieve goals





INTEGRATING SCIENTIFIC & INDIGENOUS KNOWLEDGE INTO DECISION-MAKING



- Commitment to use of best available scientific and Indigenous knowledge, & giving equal weight to each
- "Firewall" between science and social choice decisions + mutually agreed-to criteria for evaluating trade-offs
- No one party should have exclusive control over research and data analysis





PUBLIC & STAKEHOLDER ENGAGEMENT IN DECISION-MAKING



- Enhance resilience & legitimacy of decisions through robust stakeholder and community participation
- Maintain strong communication between comanagement bodies and communities & demonstrate tangible benefits of participation to community members





FUNDING TO DO THE JOB



- Ample, stable and apolitical funding
- Objective and mutually agreed-to criteria for prioritizing among uses of limited resources
- Funding arrangements that are flexible enough to address emerging priorities





INTEGRATING OUTCOMES INTO LAND AND RESOURCE DECISION-MAKING



Remove legal barriers to cumulative effects management

 Elegant solutions will likely require reshaping legal & administrative frameworks over time



"If co-management is to proceed, government[s] must take action to enact supportive policies, legislation and authority structures, which define jurisdiction and control, give legitimacy to decision-making arrangements, clarify the rights and responsibilities of partners and communities, and uphold local enforcement and accountability mechanisms"



Models for Structuring Collaboration & Decision-making

- Elected bodies
- Trusts
- Legislatively enabled board
- Board(s) enabled by government-to-government agreement or treaty
- Body established by MOU or other non-legal agreement
- Time-limited planning team or committee











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