



Morice LRMP Sector Guidelines

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1. Introduction

The Morice LRMP will be a consensus-seeking public planning process designed to ensure that all key interests are represented. Stakeholder participation will be based on a sectoral model in which individuals and organizations from similar resource values are grouped into sectors. The sectors, rather than the individuals or organizations, will be represented at the table.

The sectoral model will assist in achieving greater process efficiency in discussion at the main table and increase accountability of sectors for the recommendations they make to government through the planning process.

The purpose of the Sector Guidelines document is to assist interested LRMP participants in organizing themselves as participating sectors, establishing operating procedures and selecting a sector representative.

The document includes the following sections:

- Principles
- Role of Sectors
- Preparation for the LRMP
- Selecting a Sector Spokesperson
- Operating Procedures
- Decision-making Process

2. Principles

Participating sectors in the Morice LRMP will aim to:

- Provide a balanced representation of all interests in their sector;
- Support a fair, open and inclusive process;
- Select a representative who is capable of representing the full range of sector interests and is an effective communicator;
- Respect the interests in the sector as well as the interests of other sectors in the LRMP process;
- Act in "good faith" in all aspects of the process; and.
- Aim to achieve consensus on issues being addressed.

3. Role of Sectors

The public participation model for the Morice LRMP will be a consensus-seeking multi-party planning table with representation from approximately 15 sectors. This model will ensure accountability by asking sectors to demonstrate that they are inclusive of all interests, have agreed on processes to ensure comprehensive communication within their sectors, and are prepared to work through consensus to bring the diverse interests and perspectives of their sector to the table.

Given that sectors are often diverse, sector formation can be particularly difficult if people focus on who will be the spokesperson and alternate before they address the broader issues of sectoral organization.

The role of sectors in the Morice LRMP will be to participate in the development of recommendations to the provincial government on general management direction for all resource values and resource management zones and associated objectives including objectives to address community economic development needs related to the implementation of the plan.

Sectors will be required to organize themselves into defined caucuses and select a planning table spokesperson who is able to represent the interests of the sector and who has good interest-based negotiation skills and/or interpersonal skills.

Key questions that need to be considered in sector organization include:

- How will the sector ensure it is inclusive of stakeholders and interests from local, regional and provincial levels?
- How will the different interests within the sector be acknowledged?
- How will sector participants consult and communicate amongst themselves?
- How will the sector achieve and ensure accountability to its own constituents and to the table?
- How will the consensus model of decision making be used?
- How will the interests of people who are not present at sector meetings be included in decision-making?
- How will the sector clarify interests, prepare for meetings, and identify negotiating approaches?
- What criteria should be used to select a table spokesperson and alternate?
- What will the role of the spokesperson and alternate be and what responsibilities will they have to their sector?

4. Preparation for the LRMP

In preparing to participate in the LRMP, sectors will need to go through a number of key steps including:

- Define the broad range of interests the sector will represent in the LRMP;
- Determine key individuals and/or organizations who need to be included as part of the sector;
- Determine the process the sector will use to develop its negotiating strategy and to provide information to sector participants;
- Determine decision-making and dispute resolution process;
- Identify key information requirements and procedures for acquiring information;
- Establish a process for selecting a planning table spokesperson and alternate;
- Select a spokesperson and alternate; and
- Develop a work plan and schedule showing tasks that need to be completed prior to the commencement of the LRMP.

5. Selecting a Sector Spokesperson

It is typically easier for sectors to select a spokesperson and alternate once other aspects of sector organization such as decision-making, dispute resolution and communication have been addressed. Selecting a spokesperson after these issues have been resolved leads to a more constructive and positive experience for sector members and a higher level of ownership about how the sector will function.

In selecting a spokesperson to represent their interests at the planning table, sector participants should look for a candidate who is able to:

- Listen attentively, accurately and respectfully;
- Engender respect and confidence from other participants in the sector and other sector representatives at the planning table;
- Fairly represent all diverse elements of their sector;
- Convey knowledge and understanding of the substantive issues that are important to the sector;
- Understand and communicate the negotiating mandate (including decision-making authority) provided by the sector;
- See the common good over their own particular view of a solution;
- Demonstrate leadership in developing consensus solutions (within the sector and at the planning table);

- Work to build trust, facilitate communication, clarify perceptions and unmask assumptions;
- Shift discussions from positions to underlying interests and communicate the interests of the sector in terms of its needs, desires, concerns and hopes rather than as predetermined solutions;
- Show imagination in devising solutions and making proposals;
- Look for mutually acceptable outcomes that, to the greatest extent possible, meet the joint objectives of all parties;
- Come to the Table well prepared with facts and research; and
- Commit to attend meetings and undertake supportive work as needed.

6. Operating Procedures

Operating procedures will define how sectors will operate once the LRMP planning table has been convened. These procedures will define how the sector will gather necessary information, make decisions and resolve disputes, develop a negotiating strategy, communicate information on the progress on the LRMP and revise the negotiating strategy as required.

Key questions to be considered in the development of operating procedures include:

- How will the sector's negotiating strategy be developed (i.e., what are the key issues that need to be addressed in the LRMP; what are the interests that need to be met in resolving the issues; and what are the options for resolving the issues?)
- How will the sector define the decision making authority of its spokesperson?
- How will the sector communicate progress on the LRMP (including updates on key issues) and solicit input from constituents on the development and refinement of its negotiation strategy?
- How will the sector maintain accountability with its constituents? For example, will it require an advisory group to ensure representation of all members and provide support to the spokesperson and alternate?
- How often will the sector meet and how will meetings be conducted?
- Will the sector prepare basic terms of reference to document its operating procedures?

7. Decision-making Process

Sector participants will aim to reach decisions on the basis of consensus. Consensus is defined as “general agreement by all participants on LRMP recommendations and sector negotiating procedures.”

To assist in the consensus process, sectors are encouraged to apply basic principles of interest-based negotiation¹. To facilitate consensus-based decision-making, sector participants should be encouraged to:

- listen carefully, ask questions and educate themselves regarding the interests of others;
- accept the concerns and goals of others as legitimate;
- state concerns openly and directly and as interests rather than positions;
- share relevant information;
- identify information gaps and options for addressing gaps;
- fully explore issues and clarify options for addressing issues; and
- evaluate options and work co-operatively to develop consensus solutions that accommodate as many interests as possible.

Consensus is not generally required for housekeeping items such as scheduling, meeting dates and locations.

If, after having negotiated in good faith sector participants are unable to reach agreement on a significant issue related to the LRMP, the sector spokesperson may request external mediation assistance from the Government Process team.

The mediator will assist the sector through a structured dispute resolution process. If the impasse is not resolved through this process, the mediator will make recommendations to the Government Team on how best to resolve the issue.

¹ An orientation to interest-based negotiation will be provided to participants at the LRMP planning table and materials from this session will be available to sectors.