

EBM Working Group
Final Annual Report
to the
Land and Resource Forum

Fiscal Year
2008 - 2009

Introduction

This annual report summarizes the activities for the Ecosystem Based Management Working Group (EBM WG) for the 2008/09 fiscal year. It includes a summary of all of the projects completed by the WG and the status of the budget as of March 31st 2009. A summary version of this report will be posted on the EBM WG website at http://www.ilmb.gov.bc.ca/slrp/lrmp/nanaimo/cencoast/plan/ebm_wg.html.

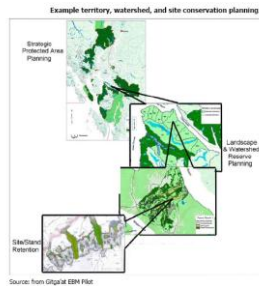
Background

The North and Central Coast LRMP table recommendations informed government-to-government discussions between the Province and First Nations with interests in the North and Central Coast including, but not exclusively, members of the Nanwakolas First Nations, the Coastal First Nations of the Turning Point Initiative and the Tsimshian Stewardship Committee. Those discussions resulted in a First Nation and Provincial government land use decision announced on February 7, 2006, which was followed by the signing of government to government agreements.

The Provincial-First Nation land use agreements established a commitment to establish an EBM Working Group to oversee technical and scientific work and make recommendations related to the further development and implementation of EBM in the Central and North Coast.



Ecosystem Based Management & Central and North Coast LRMP



EBM Elements

- Protect and Sustain First Nations Values
- Sustain freshwater ecosystems and Habitats at the watershed level
- Sustain Landscape and watershed scale biodiversity including Old ecosystem representation, red & blue list species
- Sustain stand level biodiversity
- Protect GB Critical Habitat
- Flexibility: meeting social, environmental and economic objectives

Land Use Announcement

- Signed Agreements & **Protocols** with First Nations on LUP implementation
- **EBM Zoning** System
- A Commitment to an LUP /EBM **governance structure**
- **EBM Objectives** to be implemented through legislative tools where appropriate
- Multi Party **Conservation funding** mechanism

Web site:

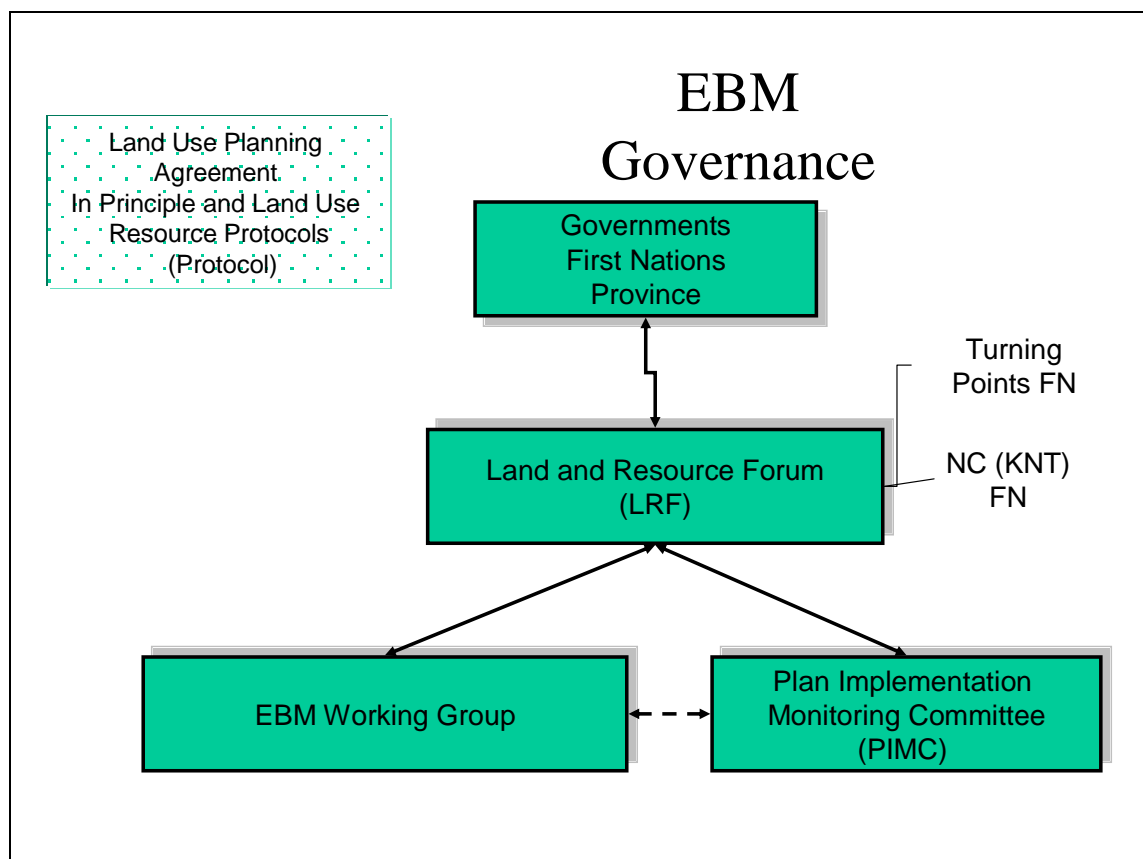
http://www.ilmb.gov.bc.ca/slrp/lrmp/nanaimo/cencoast/plan/ebm_wg.html

Governance Structure

The EBM WG is one component of the governance framework which is utilized to implement EBM and the land use plan. The other components comprise the 3 Land and Resource Forums (LRFs) and the Central Coast and North Coast Plan Implementation Monitoring Committees (CC and NC PIMCs).

The LRFs, comprising coastal First Nations and the Provincial government, oversee the work of the EBM WG and the CC and NC PIMCs. The LRFs receive recommendations from these committees and approve their budgets, work plans and annual reports.

The CC and NC PIMCs monitor the implementation of the land use plan in the Central and North Coast plan areas and advise the LRFs on implementation strategies, revisions to the plan and other issues after assessing social impacts (i.e. the short-term balance between human well being and ecological integrity).



Membership

The membership of the EBM WG up to March 31, 2009 was as follows:

Member	Sector	Alternate
Kelly Brown	FN co-chair	
Denis Collins	Prov co chair (MFR)	
Alex Grzybowski	Director	
Ron Diederichs	MOE	Buck Tanner
Amy Beetham	MFR	Rod Negrave
Wally Eamer	NC LRF	Merv Child
Grant Scott	CFN LRF	Cameron Brown
Dan Cardinall	North Coast LRF	Whitney Lukuku
Jody Holmes	Conservation	Audrey Roburn
David Flood	Forestry	
Dorthe Jakobsen	ILMB	Dennis Crockford
Ralph Matthews	Economic interests	Terre Satterfield
Hans Grenander	Central Coast communities	
Gord Howie	North Coast communities	

EBM WG Events Calendar

The EBM WG held eight meetings and hosted two project briefing sessions, and two workshops during the current fiscal year. A complete list of all meetings and workshops since inception is included here:

EVENT	EBM WB PROJECT	DATE
WG Meeting # 1	EBM WG	October 31, 2006
EBM WG Meeting # 2	EBM WG	December 14, 2006
EBM WG Meeting # 3	EBM WG	February 15, 2007
Old Growth Representation Workshop	EI 01a: Refine Ecological Indicators	February 27-28, 2007
EBM WG Meeting # 4	EBM WG	April 19, 2007
EBM WG Meeting # 5	EBM WG	May 29, 2007
EBM WG Meeting # 6	EBM WG	July 18, 2007
Adaptive Management Implementation Partners Workshop	AM 02a: Adaptive Management Framework Design	July 19, 2007
Socio-economic Indicators Partner Implementation Workshop	HWB 01: Human Well Being Baseline and Targets	July 20, 2007
EBM WG Meeting # 7	EBM WG	September 25, 2007
Adaptive Management Framework Development Expert and	AM 02a: Adaptive Management Framework Design	November 1-2, 2007

Practitioner Workshop		
EBM WG Meeting # 8	EBM WG	November 26, 2007
First Focal Species Workshop	EI 02c: Focal Species Analysis	December 9-10, 2007
EBM WG Meeting # 9	EBM WG	January 24, 2008
Human Well Being Baseline and Targets Workshop	HW 02: Human Well Being Baseline	March 7, 2008
EBM WG Meeting # 10	EBM WG	April 9, 2008
EBM WG Meeting # 11	EBM WG	May 22, 2008
Second Focal Species Workshop	EI 02c: Focal and Fine Filter Species	June 10 2008
Second Old Growth Workshop	EI 02b: Second Old Growth Workshop	July 18, 2008
EBM WG Meeting # 12	EBM WG	July 30, 2008
Ecological Integrity Project Briefing Session	All Ecological Integrity and Decision Support Projects	September 11, 2008
EBM WG Meeting # 13	EBM WG	September 12, 2008
EBM WG Meeting # 14	EBM WG	October 23, 2008
Human Well-Being Project Briefing Session	All Human Well-Being and Adaptive Management Projects	December 1, 2008
EBM WG Meeting # 15	EBM WG	December 2, 2008
EBM WG Meeting # 16	EBM WG	January 23, 2009
EBM WG Meeting # 17	EBM WG	March 12, 2009

Budget

The Ministry of Agriculture and Lands, through the Integrated Land Management Bureau Coast Region (the "ILMB") placed additional funds into the EBM WG sub-trust of the Coast Sustainability Trust (the "CST") by way of Unconditional Grants in order to further support the implementation of the EBM WG workplan. The sub-trust is a Donor Directed Trust managed by the Coast Sustainability Trust Trustee.

The total amount of funds in the EBM WG Trust at the end of the 3rd Quarter of fiscal year 2008/2009 was as per the following:

Status of the EBMWG subtrust - Summary

	Book Value	Market Value
EBMWG Sub-trust market value as of above date		\$620,123
Revenues		
Contribution from the Province of BC	\$1,644,320	
Net roll in from EBMLUP account	\$70,488	
Net roll in from ESAMDAP account	\$14,927	
Subtotal of contributed funds	\$1,729,736	
Interest income earned and accrued to date	\$47,796	
Total Contributions plus interest income to date	\$1,777,532	

Expenses

Trustee fees and expenses paid to date	\$51,911	
Project related expenses disbursed to date	\$1,108,781	
Project related expenses approved by EBMWG but not yet disbursed	\$546,349	\$546,349
Total Contractual obligations	\$1,707,041	
Contractual obligations not yet disbursed		\$546,349

Balance of funds available for new contracts **\$70,490** **\$73,774**

Note: Difference between Book Value and Market Value is unaccrued change in value of investments

It should be noted that \$200,000 of the Province of BC funding was provided by the Ministry of Forests and Range.

Workplan

The FY08/09 workplan and budget was approved by the LRF in May of 2008. Several changes were made to the workplan, with LRF approval, in order for the EBM WG to make adjustments based on the outcomes of completed projects and more in depth thinking regarding the information needed to support Full Implementation of EBM. The most significant change was a shift from the development of Human Well Being (HWB) targets to the development of recommendations to stimulate economic development within the renewable energy sector and the transportation sector. The rationale for the shift was that investment in recommendations for energy and transportation developments could potentially yield greater benefits for people on the coast than either identifying the targets that are implicit within existing HWB strategies on the coast or establishing more visionary targets - a political process that appropriately belongs with the LRF rather than with the EBM WG. The EBM WG did recommend that the LRF develop visionary HWB targets. The EBM WG completed the vast majority of the projects that were planned within the projected budgets. The relationship between the projects and the definition of full implementation of EBM is outlined in the table in Appendix 1. The reports and other results from these projects are available on the EBM WG website.

The projects completed by the Working Group are summarized in the following table. For detailed assessment of the project results by the EBM WG and any associated EBM WG recommendations see the project closeout reports on the EBM WG website.

Program Area / Element	No.	Project description and deliverables	Budget	Status
ADAPTIVE MANAGEMENT PROGRAM				
Framework Development	AM01	Land Use Planning Summary. Summarizes the goals, objectives, indicators, and targets in relevant land-use planning documents and decisions.	15000	Complete
	AM02(a)	Adaptive Management Framework design. Workshops with experts and implementation partners to develop AMF design ideas for incorporation into the terms of reference for the AMF development project.	25000	Complete

	AM02(b)	Adaptive Management Framework development. A multi-disciplinary consulting team worked in consultation with implementation partners and WG members to develop a recommended AM Framework and the institutional arrangements necessary to support its implementation.	100000	Complete
Framework Implementation	AM 03	Human Wellbeing Pilots. Three pilot projects to explore and demonstrate how the AMF can be applied in a human wellbeing context. The pilots included the Bella Coola Community Forest, the Heiltsuk Community Wellbeing Report Card and the Kitasoo Tourism Development Plan.	50000	Complete
	AM04(a)	Experimental Watersheds Workplan. Developed a workplan for coast wide research on key ecological questions in keeping with AMF.	35000	Complete
	AM 04 (b)	Example Adaptive Management Plan. Developed a pilot AM plan to explore the relationship between the draft AMF and the AM provisions in the Land Use Objectives and to provide recommendations regarding implementation of AMPs in keeping with the AMF.	20000	Complete
	SUBTOTAL			
HUMAN WELLBEING PROGRAM				
Indicators, baseline and targets	HW01	Socioeconomic Indicators. Define Socio-economic Indicators for Schedule C/G. Consultant review of Schedule C and G indicators and recommendations for modification to more comprehensively monitor Human Wellbeing.	35000	Complete
	HW02(a)	Human Wellbeing Baseline. Developed a HWB baseline for the coast and a recommended methodology for setting pragmatic and visionary Human Wellbeing Targets.	90000	Complete
Strategies	HW02(b)	HWB targets. Consulting team working in consultation with community representatives to recommend potential HWB targets given baseline conditions and existing strategies (output from HW03a).		Replaced by HW 03c and d
	HW03(a)	Strategies Inventory. Inventory and assessment of regional/local HWB strategies to identify barriers, gaps and policy issues.	30000	Complete
	HW03(b)	Benefit Sharing Models. Developed practical Benefit Sharing models between FN communities other governments, the private sector and Non-government organizations for use on a voluntary basis.	40000	Complete
	HW03(c)	Transportation. Assessed the coastal transportation sector and identify potential "shovel ready" transportation infrastructure development opportunities that will deliver short and long term benefits to coastal communities. Link to current provincial and federal infrastructure development programs.	50000	Complete
	HW03(d)	Renewable Energy. Assess renewable energy sector and identify potential development opportunities and policy recommendations that will expedite development of the sector.	50000	Complete
SUBTOTAL				
ECOLOGICAL INTEGRITY PROGRAM				
OG Thresholds	EI01(a)	Review Old Growth Indicators. Developed scientific background paper and held scientific workshop to review old growth indicators and thresholds.	15000	Complete
	EI01(b)	Review Old Growth Indicators. Developed additional background papers and held a workshop to address specific questions that were not addressed in EI 01a.	25000	Complete
Focal Species	EI02(a/b)	Focal/Fine Filter Species habitat mapping. Worked with MoE to develop improved focal species habitat inventories.	200000	Complete
	EI02(c)	Focal species risk assessment. Retain focal species experts to provide analysis of the implications of various scenarios (from DS04) at subregional and forest management unit scales on focal/fine filter species habitat supply and to identify limitations of data used in scenarios.	125000	Complete
Baseline	EI03	Ecological Baseline. Developed an ecological baseline and an inventory of existing ecological analyses and inventories for the central and north coast.	50000	Complete
Adaptive Management and Protected Areas	EI04	AM in PAs. Undertake a workshop to investigate the relationship between AM implementation and PA management.		Project planned but cancelled by LRF
Rare Ecosystems	EI05	Rare Ecosystems. Refine the criteria for identification of rare		Project

		ecosystems.		planned but not completed
		SUBTOTAL		
DECISION SUPPORT PROGRAM				
Data warehouse	DS01	Develop recommendations to enhance data access and management to support EBM implementation.	13000	Complete
Planning Units	DS02	Hold a one day workshop to develop recommendations on consistent approach to defining watershed and planning units.	3500	Complete
EBM Operational Costs/Benefits	DS03	EBM Operational Costs and Benefits. Develop reasoned estimates of the range of potential operational level costs/benefits, economic and ecological, of implementing EBM in the coastal forest sector.	50000	Complete
DSP Support and Integration	DS04(a)	Landscape Level Reserve Scenarios. Explored and tested the application of analytical tools and methodologies to support efficient location of landscape level reserves given multiple ecological and socioeconomic objectives. Developed landscape reserve scenarios for the central, south central and north coast for review by focal species domain experts involved in EI02(c) and for consideration in pilot reserve planning under DS04(b)	105000	Complete
	DS04(b)	Pilot Landscape Level Reserve Designs. Developed landscape level reserve designs using more conventional expert based approaches for comparison to Scenarios developed under DS04(a). Developed recommendations for an efficient and effective approach to landscape level reserve planning as part of EBM implementation.	40000	Complete
		SUBTOTAL		

A number of external organizations provided in-kind and financial assistance to help the EBM WG complete the projects outlined above including FORREX, Rainforest Solutions Project, Coast Forest Conservation Initiative, and Coastal First Nations.

Lessons Learned and Recommended Follow Up

The members of the EBM WG were stretched to capacity in order to complete the projects that were completed. There was not a lot of time for a final evaluation or review. While several members strongly recommended that an independent evaluation of lessons learned be undertaken, others felt that the money could be more usefully spent on EBM implementation. There was opportunity for some discussion on lessons learned and the following conclusions and recommendations are the product of that dialogue.

1. Think Tank or Project Managers? It was unclear from the outset whether the WG was set up to manage consulting contracts or to develop recommendations regarding key EBM implementation issues. While the TOR for the WG envisaged both, not all WG members supported the WG developing recommendations – particularly with respect to critical EBM implementation issues. Together with the lack of time to collaborate (see below), this confusion resulted in the WG proceeding with some projects before the members reached consensus on the issues internally. To some degree consultants were relied upon to develop “independent” recommendations, relieving the WG of the requirement to overcome their differences in order to deliver information. The fact that the WG included individuals with qualifications equal to some of the consultants that were hired exacerbated the problem of avoiding internal consensus building and resulted in disagreement within the WG regarding the outcomes of some of the projects.

Recommendation 1: Future WGs or Advisory committees should clarify whether the members are involved to develop and provide informed advice on key issues or to hire others to do so. If it is the former then the members must have the time to work through the issues and only hire consultants to deal with specific questions and information.

2. WG did not always take/have the time to work through EBM Implementation issues before initiating projects. As indicated in 1. The WG did not always take or have enough time to work through EBM implementation issues before issuing contracts. The WG used small representative steering committees to develop TOR for projects in an effort to use internal resources efficiently. Unfortunately, in some cases consensus at a steering committee level did not address all of the issues of concern to the broader membership and there was not sufficient time to work through these additional issues before projects were underway. This resulted in some confusion for members and consultants and less consensus than would have been possible had the members been able to devote more time to the projects during the start up phase.

Recommendation 2: In a multi-faceted and complex program like EBM it is essential that Group, Board or Committee members meet together early on in a focussed environment for enough time to gain an understanding of key issues before projects are developed, consultants hired, and money spent.

3. No clear Guidance Early on. The WG started out with a lengthy list of projects and no guiding definition of what Governments meant by Full Implementation of EBM. Considerable time was spent attempting to streamline the projects (see last annual report) in relation to the Definition of Full Implementation, which was not approved until Aug 08.

Recommendation 3: Ensure that future technical committees have a clearer mandate from the outset.

4. Too many projects. Even after streamlining the workplan, there were still too many projects for the time available, many of which were closely inter-related (e.g. all of the AM projects). Interrelated projects were often carried out by different consultants or teams of consultants. In some cases these consultants communicated with each other, which helped the projects to be better integrated, but increased transaction costs.

Recommendation 4: Future Groups, Boards or Committees should consider packaging projects and hiring a team with the combined skills to deliver projects

5. Unbalanced Capacity of Working Group members: Some EBMWG members were able to dedicate more time to fully engage in meetings, project design and in working with consultants, while working group members with less capacity had a difficult time even tracking all the projects. This resulted in friction between those that had more time and those that had less.

Recommendation 5: On future technical committees, ensure there is not only a balance in representation but also a balance in capacity to fully engage in activities. Identifying the time commitment required early on could help alleviate this issue.

6. Parallel Technical Processes. There were a number of parallel technical processes undertaken by various parties that were involved in the WG at the same time as the WG was implementing its projects. Some of these external projects (e.g. regional analyses, patchworks) overlapped with WG projects however the analyses and results were not as well coordinated as they could have been. This created some confusion and mistrust.

Recommendation: Future WG processes should ensure that relevant analyses that are being undertaken by members of the WG outside of the WG are coordinated/integrated with the WG projects. This is particularly important where the external analyses are being presented to the LRF and the public in an effort to inform decision making. Standards for peer review and transparency should be consistent across these projects.

7. Meetings in affected communities, not in Vancouver and Victoria: Since all of the activities ultimately impact on the communities of the South, Central and North Coast it would have been very advantageous for EBMWG members and affected communities to have meetings in the Plan area followed up with field trips for a "reality check". However, cost was a significant limiting factor.

Recommendation 7: Meetings should be in the Plan area, and include a field component where appropriate.

8. Unfinished projects: The Working Group did not complete several projects due to lack of time and human resources. In addition to the projects noted in the table above these included:

- Undertaking a data workshop to agree of a site series surrogate dataset to support ongoing EBM implementation and the associated fixes required to make the data base functional.
- Engaging practitioners in a workshop to explore practical implications and implementation strategies associated with the information developed on old growth indicators and thresholds,
- Community based HWB targets.

Recommendation 8: The organizations tasked with follow up on EBM implementation should consider undertaking these projects.

The conclusions and recommendations outlined above are offered as constructive advice to future initiatives. These future groups should also know that the WG accomplished a massive amount of work in a short period of time under conditions that none of the members would likely describe as ideal. Perhaps Niccolo Machiavelli described these types of circumstances best when he wrote:

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order, this lukewarmness arising partly from fear of their adversaries ... and partly from the incredulity of mankind, who do not truly believe in anything new until they have had actual experience of it.

- Niccolò Machiavelli

APPENDIX 1

Linkages to definition of Full Implementation of EBM

Draft EBM Implementation Table

Definition of Full Impl.	LRF Decisions/Rec	EBM WG Info. Products
<p>Governance</p> <ul style="list-style-type: none"> • government-to-government collaborative structures and processes for ongoing collaborative and/or consultative stakeholder involvement 	<ul style="list-style-type: none"> • Decision process for ongoing Implementation including: <ul style="list-style-type: none"> ➢ addressing flexibility requirements ➢ Dealing with new issues, opportunities, sectors ➢ Process for ongoing stakeholder collaboration and consultation • Confirmation/adaptation of institutional arrangements 	<ul style="list-style-type: none"> • Data warehousing and access • Watershed boundaries • Costs and Benefits of EBM Implementation at operational scale • AMF Institutional recommendations
<p>Human Wellbeing</p> <ul style="list-style-type: none"> • CIII management and funding mechanisms in place; • Coast Sustainability Trust renewed; • regional economic development policies and initiatives; • capacity building and management/technical training programs 	<ul style="list-style-type: none"> • Regional strategies and policies that will improve HWB 	<ul style="list-style-type: none"> • Inventory of existing strategies and related barriers • Benefit sharing models report and template • Renewable Energy Sector development report • Transportation sector development report • Applications of Adaptive Management to human wellbeing pilot projects
<p>Ecological Integrity</p> <ul style="list-style-type: none"> • Land use zones • Landscape reserves • Land use objectives 	<ul style="list-style-type: none"> • New legal objectives reflecting: <ul style="list-style-type: none"> ➢ DSPs ➢ Regional risk allocation (map of risk zones) ➢ Reserves ➢ Other? 	<ul style="list-style-type: none"> • Focal species inventory • Landscape level reserve scenarios for south central, central and north coast • Assessment of subregional landscape reserve scenarios for focal species • Methodology for landscape reserve planning • Costs and Benefits of EBM Implementation at operational scale • Ecological baseline Old Growth indicators and thresholds review
<p>Adaptive Management</p> <ul style="list-style-type: none"> • Monitoring and evaluation system • Decision support system • Ind. Research and data mgt. system 	<ul style="list-style-type: none"> • Adoption of AM Framework 	<ul style="list-style-type: none"> • AM Framework • Ecological Baseline • Human Wellbeing Baseline • Experimental watersheds workplan • Human Wellbeing AM Pilots • Model AM Plan
<p>Flexibility</p> <ul style="list-style-type: none"> • Strategic plan flexibility • Operational flexibility • Decision variance 	<ul style="list-style-type: none"> • Addressed under governance 	<ul style="list-style-type: none"> • Project planned but cancelled by LRF

