

EBM Adaptive Management Steering Committee Terms of Reference

Endorsed by:

Date: March 30, 2009

Province of British Columbia

Coastal First Nations LRF Chair

Rainforest Solutions Project

Nanwakolas LRF Chair

Coast Forest Conservation Initiative

Tsimshian LRF Chair

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1.0 Introduction

The Central Coast land and resource management planning (LRMP) process began in 1996, and the North Coast began in 2001. The planning process resulted in consensus agreements from key stakeholders operating in the plan area being presented to the Province and First Nation governments in 2004 and 2005. Based on these recommendations and government-to-government (G2G) discussions between the Province and First Nations, the Land Use Decision for the Central and North Coast was announced on February 7, 2006.¹

A key component of the Land Use Decision was the adoption of a new approach to planning and resource management known as Ecosystem-based Management (EBM). EBM is defined as “an adaptive approach to managing human activities that seeks to ensure the coexistence of healthy, fully functioning ecosystems and human communities”. The commitment to EBM in the plan area was solidified in the G2G agreements,² the Land Use Objectives for forestry³ and the zoning designations for the plan area.

Adaptive Management is a crucial element of EBM that has been referenced in these agreements and commitments from governments. The G2G process has defined Adaptive Management as a:

“systematic approach to resource management that engages the Parties and stakeholders in structured collaborative research and monitoring with the goal of improving land and resource management policies, objectives and practices over time. Adaptive Management is a component of EBM and includes passive and active management approaches.”⁴

The Land and Resource Forums further defined an adaptive management system in the context of full implementation of EBM⁵ as:

“A collaborative adaptive management system, informed by recommendations of the EBM Working Group and the Plan Implementation Committees, that will support the further development and implementation of EBM beyond 2009, including:

- a) a system for monitoring and evaluating ecological integrity and human well-being;

¹ See announcement at http://www2.news.gov.bc.ca/news_releases_2005-2009/2006AL0002-000066.htm

² Land and Resource Protocol Agreement between the Coastal First Nations (Turning Point) and BC, March 23, 2006; KNT-BC Land Use Planning Agreement-in-Principle, March 27, 2006; Strategic Land use Planning Agreement between the Province of British Columbia and the following First Nation governments: Gitga’at First Nation (April 10, 2006); Gitxaala Nation (September 7, 2006); Haisla Nation (March 20, 2006); Heiltsuk First Nation (March 20, 2006); Homalco (August 24, 2006); Kitselas First Nation (April 6, 2006); Kitasoo/Xaixais First Nation (June 27, 2006); Kitsumkalum First Nation (April 12, 2006); Lax Kw’aalams (July 17, 2008); Metlakatla First Nation (March 20, 2006); Nuxalk (October 5, 2008); and Wuikinuxv (March 20, 2006), ,

³ LUOR OIC ref after review and comment period

⁴ Land and Resource Protocol Agreement between the Coastal First Nations (Turning Point) and BC, March 23, 2006; KNT-BC Land Use Planning Agreement-in-Principle, March 27, 2006

⁵ Definition of “Full Implementation of Ecosystem Based Management (“EBM”) by March 31, 2009”, July 10, 2007, Joint Land and Resource Forum

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- b) an independent research and inventory and data management system; and
- c) a decision support / analysis system.”⁶

The Vision for EBM Adaptive Management is a robust, collaborative system of processes and institutions that uses local engagement and quality principled science to support achieving EBM goals of high levels of human well being and ecological integrity.

Given that EBM is still a relatively new and innovative approach to resource management, significant uncertainties and knowledge gaps remain in both human well being and ecological knowledge.

March 31, 2009 was set as a milestone date for achieving full implementation of EBM for the North and Central Coast. It is recognized that EBM is intended to be an on-going dynamic land management system whose goal is to achieve ecological integrity and human well-being. There is a continued need for research, monitoring and evaluation to support governments and stakeholders, and stable long term funding, as they collaboratively move towards achieving this important goal. These terms of reference establish an Adaptive Management Steering Committee for the North and Central Coast (AMSC) and define its mandate, structure, and general operating and research procedures.

2.0 Purpose

The EBM Adaptive Management system has a governance and management structure, principles, concepts, processes and resources. Appendix 2 summarizes some important concepts and program and funding envelopes. In summary, Adaptive Management (AM) works at the regional (North and Central Coast) scale and local/territorial scale to improve management choices affecting human well being and ecological integrity. It uses the scientific method, traditional knowledge, communications among residents and operating professionals, rigorous prioritization processes, and other approaches. The AMSC is informed by the Local Government Committees and, possibly, Expert Workshops (see figure 1, following page).

The AMSC will work collaboratively to provide guidance to proponents, governments⁷ and the public on the regional AM system, and to prioritize and oversee regional research and monitoring related to knowledge and information gaps, and to develop recommendations on regional priorities for monitoring. Many or all regional projects may be partially or wholly funded by third parties (e.g. Forest Investment Account) and managed by contractors responsible to those third parties, but using the information and standards of, and supplying results to, the AM system.

Locally based AM projects of communities and/or proponents will use the information and standards of the AM system and typically be locally managed.

⁶ Minutes of the Land and Resource Forum, 2007

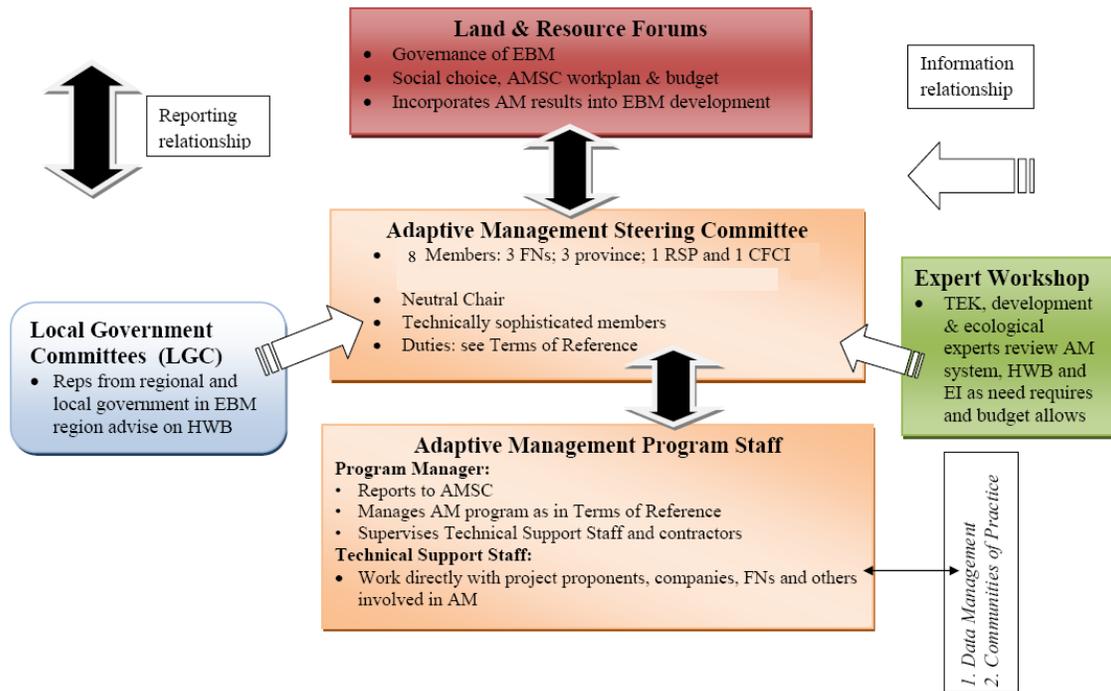
⁷ “governments” refers to the Province of British Columbia and First Nation governments within the plan area

3.0 Administrative Framework

The AMSC is responsible for the Adaptive Management program. It is one component of the larger framework which will be utilized to implement EBM over the long term within the plan area⁸.

The committee reports to the Land and Resource Forums. See “Decision Authority” section for further clarity.

Figure 1



The Adaptive Management program includes Program Staff, three Land and Resource Forums, the Local Government Committees and periodically there may be Expert Workshops.

The Land and Resource Forums, comprising First Nations and Provincial governments, oversee the work of the AMSC at a high level to ensure its consistency with these Terms of Reference. The Land and Resource Forums receive information, analysis and recommendations from the AMSC. The Land and Resource Forums approve their annual workplans, including budget and core strategies. The AMSC will collate, review and analyze recommendations and findings from the regional and local AM projects, the Expert Panel, and other sources and will present these to the Land and Resource Forums with comments in the form of an annual report and update knowledge summary.

⁸ The AM program has explicit links to the 2009-2014 workplan and the 2014 land use objectives review.

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The AM Program Manager, who reports to the AMSC Chair, will manage program staff, provide efficient and effective regional technical support, investigate and develop links to various funding sources (e.g. Forest Investment Account), and provide coordination and program administration. The Program Manager will be expected to coordinate scientific, business and cultural elements of the AM system and may manage regional projects directly funded by the AMSC. The AM program aims to increase ecological and human well-being knowledge to advance effectively towards EBM goals. The Program Manager must create a synergistic system with many independent actors. The program staff will, upon request, provide support to communities undertaking planning or monitoring/research for the purposes of adaptive management.

The AMSC and program staff will liaise with other EBM institutions and projects to integrate EBM across initiatives.

The primary role of the Local Government Committee is to feedback to the AMSC current conditions in their communities and regions, as the Land and Resource Forums do for First Nations' communities and Territories.

When the need arises and budget permits, one or more Expert Workshops may provide an independent, expert review of important issues in ecology, human well being and culture, and business development, and the effectiveness and efficiency of the AM program.

4.0 Guiding Principles

The AM system will be guided by the following principles:

- **Carbon neutrality** – AMSC members seek ways to minimize their carbon footprint (e.g. tele/videoconference to reduce travel).
- **Collaboration** –members work together and seek consensus in the Committee and in operational work throughout the EBM Region;
- **Credibility** – the operations, and professional services and products of Adaptive Management reflect the best available knowledge and a collaborative consensus.
- **Durability** – governments and interested parties agree on mandate, and sign off and work within the AM Terms of Reference. Long term responsibilities in AM are matched by long term funding, and the AMSC may pursue different sources of funding (e.g. private philanthropic, public research funds);
- **Effectiveness** – members endeavour to make meaningful progress towards the EBM Goals, well functioning coordination and collaboration among the parties of EBM, and timely solutions to AM implementation issues;
- **Efficiency** – due consideration is given to timeliness and value for the people and money invested in AM;
- **Guiding Principles to the Use of Science** – Appendix 3.
- **Innovation** – AMSC members use the most appropriate technology, science, expert advice, and institutional design for effective resource management;

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- **Relevance** – AM projects support the EBM goals of Human Well Being and Ecological Integrity, and the objectives of communities and First Nations in the Central and North Coast.
- **Transparency** – AMSC meetings, agendas, minutes, policies, decisions, products, analysis methods, peer reviews, planning and data inputs are publicly accessible with appropriate provisions to safeguard confidential and sensitive data;

5.0 AMSC Roles and Responsibilities

The AMSC, in accordance with this Terms of Reference and Land and Resource Forums approved annual workplans, including budgets, will:

1. Draft annual Plans (see Appendix 6), funding envelopes (see Appendix 2) and budgets (see Appendix 4), and annual reports for approval by the Land and Resource Forums,
2. Develop the AM program through:
 - a. identification of research and monitoring priorities using a transparent and replicable prioritization procedure;
 - b. funding envelopes, including application and approval criteria that are sensitive to potential funding sources;
 - c. annual and longer term projects and outputs;
 - d. management of knowledge related to EBM implementation, including a) project results, b) communication and sharing of knowledge concerning EBM to First Nations, communities and other participating groups, and c) links to the Data Management program;
 - e. monitoring implementation of EBM, including evaluation of progress toward EBM and AM objectives (as a necessary input to project prioritization procedure particularly for ecological integrity);
3. Review and approve projects within the parameters of this Terms of Reference and Land and Resource Forums-approved envelopes and workplans,
4. Oversee work to:
 - a. Reduce uncertainties or knowledge gaps in order to improve land and resource use management and land use decisions;
 - b. Improve knowledge and capacities among the Parties⁹ to support ongoing implementation of adaptive management and be engaged in associated scientific and technical work to promote continuous learning;
5. Support and assist AM Program Staff;
6. Develop communication/capacity building strategies pertaining to adaptive management;
7. Make relevant AM information available to communities and practitioners;
8. Ensure that sensitive cultural and ecological information held or accessed by the AMSC is held or accessed in a manner that safeguards the information;
9. Adopt a technical oversight role to oversee the functions and requirements of the EBM data management system;

⁹ “Parties” are the governments and organizations represented on the AMSC.

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10. Update Ecological Integrity and Human Well Being knowledge summaries as new information is developed (program staff address on an annual or bi-annual basis) and identify key priorities for research and monitoring, to the best of its capacity.
11. Develop guidance for forest licensees on adaptive management plans;
12. Make recommendations to Land and Resource Forums on changes to policy or legal requirements based on improved information developed through AM projects.

The AMSC oversees relevant research projects in accordance with the “Guiding Principles for the Use of Science” in Appendix 3.

The AMSC reports to the Joint Land and Resources Forum.

6.0 AMSC Structure

6.1 Membership

The AMSC will invite eight (8) members, plus the Chair, from the following groups:

One member from each of: Coastal First Nations: Nanwakolas Council, and Tsimshian Stewardship Committee
Up to three members from Provincial resource ministries
One member representing Coast Forests Conservation Initiative (CFCI), or other member of the forestry sector
One member representing Rainforest Solutions Project (RSP), or other member of the conservation sector
Neutral Chair (extra to members)

The AMSC members will provide recommendation(s) to the LRF for the neutral Chair. The Land and Resource Forums (LRF) will consider the recommendation(s) and appoint the neutral Chair for up to two years. If circumstances require, and the budget permits, the AMSC may decide that a facilitator be used for one or more meetings.

Each representative shall name an alternate committee member who can attend meetings and participate in their absence.

The Land and Resource Forums will consider nominations for members and alternates from each representative group before confirming the final membership. All nominees should have the following qualities:

1. Commitment to the successful implementation of AM and EBM;
2. Knowledge, experience and understanding of AM, EBM and land use planning in BC;
3. Previous experience working effectively in a collaborative process as part of a team;
4. Willing and able to participate effectively, sign and abide by the Terms of Reference and commit to the time required;
5. Capable of assessing and understanding knowledge from multiple disciplines; and
6. Desirable areas of expertise for AM Steering Committee members include socio-economics; wildlife biology; business on the coast; TEK; First Nations culture,

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forest resources management; fish, stream biology; forest ecology; and hydrology – geomorphology.

6.2 Member Responsibilities

The AMSC Chair will:

- Conduct the meetings of the AMSC in an efficient, timely and neutral manner;
- Manage, on behalf and in service of the AMSC, the day to day administrative requirements of the Committee;
- Supervise, on behalf and in service of the AMSC, the Program Manager;
- Act effectively to create and maintain working relationships, including use of mediation principles, in the AMSC that enable consensus.

AMSC Members and their Alternates will:

- As a primary responsibility, serve the mandate of the AM program over and above their interests, although these interests may be considered in the course of the committee's work;
- Stay informed about various perspectives and consult when necessary;
- Focus on collaborative problem-solving (not positional bargaining);
- Ensure that scientific/expert findings and opinions are presented in a transparent manner;
- Be flexible and responsive to issues as they arise;
- Attend all AMSC meetings or, if unable to attend a particular meeting, provide an alternate;
- Attend the full scheduled meetings prepared to discuss existing and new items;
- Present issues and concerns to the AMSC in a concise, solutions-oriented format; and
- Provide the Chair with agenda topics one week prior to AMSC meetings.
- Recommend resources that will assist the Steering Committee in decision-making

The AMSC will maintain public transparency with respect to:

- Decisions of the AMSC and those LRF decisions that affect the AMSC and the AM program;
- Progress on AM program implementation;
- Recommendations and analyses prepared;
- Improvements in knowledge; and
- Other relevant matters.

6.3 Term of Membership

AMSC members and alternates serve at the pleasure of the governments or sector which nominated them, and they may be re-called at any time at that organization's discretion. Participating organizations must consider the need to maintain continuity in making nominations and in replacing members.

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If a member of the AMSC is consistently absent (i.e. two consecutive meetings without reasonable justification) or otherwise fails to meet their obligations with respect to the work of the AMSC, a quorum (see section 7.2) of other members of the AMSC may request, through the Chair, that the Land and Resource Forums rescind the appointment and request that the organization nominate a replacement.

6.4 Accountability

The AMSC reports to the Land and Resource Forums.

All meetings of the AMSC were open to the public and First Nations. Information used by the AMSC and all technical analyses will be available to the public and First Nations (except confidential data). In order to facilitate this transparency and accountability, relevant documents will be published on a website.

All decisions affecting the AMSC or AM program made by the Land and Resource Forums or other parties will be made public and accessible.

6.5 Sub-committees

The AMSC may delegate specific tasks to working sub-committees.

The AMSC will write terms of reference, or project description (including deliverables and timelines) for each sub-committee, using as a template the EBM Working Group sub-committee infrastructure. A sub-committee is advisory to the AMSC and adoption of any work/ recommendations produced will be decided by the AMSC as a whole. The AMSC will disband subcommittees once the task(s) have been completed.

Sub-committees must have a defined membership which includes at least one AMSC member or alternate but need not include representatives from every sector involved.

Sub-committees of the AMSC are responsible for providing a summary report at the end of their term which provides an assessment of the sub-committee's effectiveness in achieving goals and contribution to the overarching goal of implementing AM and improving knowledge.

6.6 Coordination & Support

After considering the advice of the AMSC, the Land and Resource Forums will approve an appropriate support through the Integrated Land Management Bureau or another party for the following:

1. Maintaining a public website;
2. Recording and circulating the minutes and action items for each AMSC meeting;

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3. Keeping agendas, meeting minutes, the Terms of Reference, AMSC Member (and Alternate) contact information, general correspondence, and Land and Resource Forums decisions regarding the AMSC and AM program;
4. Supporting the AMSC in preparing news releases.

6.7 Delivery of Projects and Programs

If the AMSC concludes that an existing institution meets their needs for effective and efficient delivery of projects and programs, a relationship can be built for that purpose with the institution (see Section 7.4 Decision Authority).

7.0 Steering Committee Function

7.1 Meetings

AMSC meetings are open to all, except for issues that the Chair determines are confidential. The following will govern meetings:

- Initial meetings may take place before all members have been appointed to the AMSC but the Chair must be appointed in order to call a meeting;
- Meetings will be held on a quarterly basis, or as directed by the Land and Resource Forums, or as otherwise stipulated by a decision of the AMSC;
- The Chair will call meetings with at least two (2) weeks notice to AMSC members;
- A quorum (see section 7.2) must be present in order to proceed with a meeting;
- Previous meeting minutes and an agenda will be distributed and made available to AMSC members not less than three (3) full working days prior to the meeting and will contain copies of correspondence, reports and such information as is necessary for AMSC members to be appropriately informed;
- Items not on the agenda may be brought to the attention of the AMSC but may not be discussed in any detail or decided upon until the following meeting unless decided otherwise by consensus; and
- The public attending AMSC meetings cannot participate in discussions, except as requested by the Chair. The agenda for each meeting of the AMSC shall provide for up to 30 minutes at the end of the meeting when members of the public may address the AMSC.
- The AM program manager will attend all AMSC meetings, unless the Chair otherwise directs.

7.2 Decision-Making

The AMSC will make decisions within its mandate. The AMSC will make best efforts to reach consensus in its work and recommendations. If consensus cannot be reached in a recommendation, the Chair will determine if the Land and Resource Forums should be provided with a minority report. If consensus cannot be reached in a decision that is

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directly implemented by Program Staff (i.e. not a recommendation to the Land and Resource Forums), the Chair will decide whether to:

- bring the issue to a future meeting to seek greater consensus; or
- implement the majority decision

Consensus in AMSC decisions is defined as general agreement or acceptance of decisions by participants in the consensus process. Members may have concerns about specific aspects of decisions, but can accept that the proposal goes forward and will support the overall set of decisions.

Quorum for the AMSC is the Chair plus five (5) of the eight (8) members, including one First Nation member, one Provincial member and two stakeholder representatives, or their alternates. When there is a Quorum but a member is unavoidably absent from a meeting, and consensus is reached on an issue of significant interest to the absent member, the Chair will canvass that member, and will hold the consensus decision if requested by the absent member for further consideration at the next meeting of the Steering Committee.

7.3 Conflicts of Interest

Where the AMSC faces a decision which places a member in a situation where a conflict of interest may arise (for example, it enables the member to make a decision which furthers their private gain) the member shall declare the nature of the conflict and:

- Excuse themselves from the decision at hand; or
- The Alternate may decide on the issue; or
- Seek confirmation from the Chair that their participation in the given decision meets applicable conflict of interest guidelines adopted by the AMSC.

A member excusing themselves does not affect the Quorum.

7.4 Decision Authority

The AMSC will make recommendations to the Land and Resource Forums on the following issues (the examples provided are illustrative and not exhaustive):

- Information on social choice and resulting communications;
- Potential management improvements resulting from information generated through adaptive management;
- Strategic direction with respect to the following:
 - Issues affecting First Nations outside the Land and Resource Forums.
 - Terms required by major stakeholders to continue supporting EBM AM.
 - Terms required by potential 3rd party funding organizations of AM projects (e.g. federal government, foundations).
- Major policies and guidelines for AM, such as:
 - Consideration of the allocation of the work addressing human well being, ecological and cultural issues.
 - Criteria for the AM program directly engaging First Nations and communities.
 - Communications guidelines.

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- Annual Plans and budgets, including review of major projects within the envelopes of Appendix 2
- Format and content of a public Annual Report on EBM Adaptive Management. Draft a communication strategy for its release

All final decisions in relation to EBM are made by the province and First Nations on the basis of their G2G relationship and in a manner consistent with the decision making process(es) outlined in applicable G2G agreements.

The AMSC will make decisions to be implemented by the Program Staff on the following issues, with advice from program staff as appropriate (the examples provided are illustrative, not exhaustive):

- Setting the operating procedures and policies of the AMSC, such as:
 - when peer review is required, and
 - applications for project funding to Forest Investment Account or other 3rd party sources;
- Drafting the Annual Report and project summary for the Land and Resource Forums ;
- Meeting with the Local Government Committees;
- Engaging proponents and communities within the guidelines set by the Land and Resource Forums;
- Selecting Program Staff, and for secondments having mutual agreement with the province;
- Posting documents to the website, and making other relevant information on EBM accessible to communities and the public;
- Knowledge Summary updates;
- Appropriate Adaptive Management training to communities, First Nations and licensees;
- Accepting, requesting further scientific and technical work on, but not varying, expert products delivered to the AMSC;
- Specifying relevant AM monitoring standards, and specifying reporting formats or providing templates
- Developing funding partnerships for AM projects and management (Land and Resource Forums would approve the terms and conditions of successful partnership)

The decisions of the AMSC are within the following context:

- Agreement with an AMSC recommendation by a First Nation or Provincial government member will not be implied as agreement to the recommendation by any First Nation or the Provincial government;
- The AMSC is not an agent of any of the Parties; and
- For further clarity, the AMSC is not a forum where social choices regarding specific land use or resource management decisions will be made.

7.5 Peer Review

To ensure the credibility and rigour of relevant AM projects, the AMSC will ensure that projects are peer reviewed in accordance with generally accepted practice in the scientific community. The AMSC may also require peer review of proposed methodology before a project is initiated.

7.6 Information and Data Sharing

AMSC members will strive to ensure that the AMSC and its agents or employees have access to relevant scientific and technical information to support research and analysis relevant to AM implementation, while respecting the confidentiality requirements of cultural and commercial data.

The Chair will, in collaboration with members, ensure that scientific and technical data created during AM implementation is appropriately warehoused, documented and available to analysts and researchers.

7.7 Workplans

The AMSC shall prepare and submit to the Joint Land & Resource Forum, for approval, an annual workplan that will guide its work and research activities (see Appendix 6):

- The workplan shall contain detailed tasks and proposed research projects for the upcoming year and forecast work covering the term of each project, and shall be revised on an annual basis;
- Financial outlays and resource requirements implied by the workplan shall be reflected in the AMSC annual budget;
- The workplan will include and be submitted at the same time as the budget (see section 7.9 and section 8/Appendix 4).
- Once approved by the Land and Resource Forums, the Chair has responsibility for ensuring implementation of the workplan through the Program staff;
- The Chair will report at AMSC regular meetings on progress towards implementing the workplan.

7.8 Reporting

The AMSC shall, as soon as practical within 4 months after the end of each financial year, submit an annual report to the Land and Resource Forum containing:

- An assessment of progress of AM implementation in the planning area;
- The scope and effectiveness of AM projects;
- A summary description of human wellbeing work, including cultural elements, and ecological integrity work undertaken and the key findings and products developed, including the use of peer review;
- A summary of work undertaken in the past year, including:
 - AMSC recommendations to the Land and Resource Forums;
 - AMSC decisions;

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- Minority reports issued in the absence of consensus;
- AMSC's budget reconciled with project spending; and
- Land and Resource Forums decisions as they relate to the AMSC and AM program.

A summary version of the annual report will be prepared for distribution to First Nations, communities and the general public, and posted on the public website.

7.9 Term and Budget

The AMSC must submit its budget for the upcoming financial year, with a projection of budgetary requirements for the term of the projects, to the Land and Resource Forums before June 15th. The financial year of the AMSC is from April 1st to March 31st of the following year.

The Land and Resource Forums will review the effectiveness of the AMSC at the end of each fiscal year within the context of reviewing and approving annual reports. Provincial financial support is subject to appropriation of funds by the legislature in accordance with the *Financial Administration Act*. The budget submission from the collaborative drafting committee for 2009/10 is:

Annual Program Budget - \$339,000 in 2009/10 and \$397,000 in later years (*cash requirements reduced to \$92,000 in 2009/10 and \$81,000 in later years if all program staff seconded from province*)

Steering Committee: \$64,500 in 2009/10 and \$47,000 in later years (no Chair costs)
Funding for FN representatives & venues; province and others absorb cost of own members. Committee meets 4 to 6 times annually (assume each FN representative bills 5 days work for preparing and attending each Committee meeting, and briefing FNs).

Program Staff: Up to \$274,500 in 2009/10 and \$316,880 in later years plus any salary increases (may include secondments¹⁰ based upon AMSC discussion and approval).

Annual Project Budget - \$275,000 in 2009/10 and \$350,000 in later years

Project Budget: \$350,000 (prepare budget + review FIA and other possible sources in 2009-10). AMSC will recommend allocation of \$275,000 in 2009/10 among envelopes to the LRF in the 1st Quarter.

Local Government Advisory Committees: \$0

Expert Workshop: \$0 (costs up to \$45,000 for a medium-sized workshop)

A detailed budget is in Appendix 4.

¹⁰ Provincial agencies absorb cost of staff salaries, office space, communications and IT support for seconded staff. Initial staffing is 3 full time staff.

8.0 Funding

The Province will, subject to appropriations by its legislature in accordance with its *Financial Administration Act*, provide adequate financial support to the AMSC consistent with the AMSC's mandate and the approved workplan to cover the costs of:

- AMSC and subcommittee meetings, including First Nation participants and their travel, and support services that report to the AMSC (recognizing that the AMSC will work to minimize these where possible);
- AMSC operations and staffing; and
- Delivery of products from human well being (including cultural) and ecological projects, participation in or review of AM and other projects to be delivered with support from the AMSC.

Other funding may be sought to undertake or contribute to scientific, technical and/or pilot projects that are not provided for in the Province's allocation of funds to the AMSC.

All funds used by AMSC, except seconded staff, must be deposited to and taken from the proposed *Financial Trust*. The Trust will be an "Adaptive Management Sub-Trust" under the Coast Sustainability Trust. The funds will be managed similar to the EBM WG according to an approved budget for expenditure.

9.0 Amending the Terms of Reference

The AMSC has discretion to propose amendments to the content of the Terms of Reference if they believe that such an amendment will be an improvement. Requests for amendment to the Terms of Reference must be presented, with written rationale for the changes, to the Land and Resource Forums.

Amendment to the Terms of Reference requires joint sign-off by the Land and Resource Forums and acceptance by all AMSC members. All final decisions in relation to EBM are made by the province and First Nations on the basis of their G2G relationship and in a manner consistent with the decision making process(es) outlined in applicable G2G agreements.

Appendix 1: Central and North Coast Plan Areas

Figure 2. Central Coast Plan area:



Data Sources:
Basemapping: ILMB

Produced by Hillcrest Geographics

 LRMP Boundary





March 22, 2006

Figure 3. North Coast Plan area



Appendix 2: Adaptive Management Framework and Envelopes

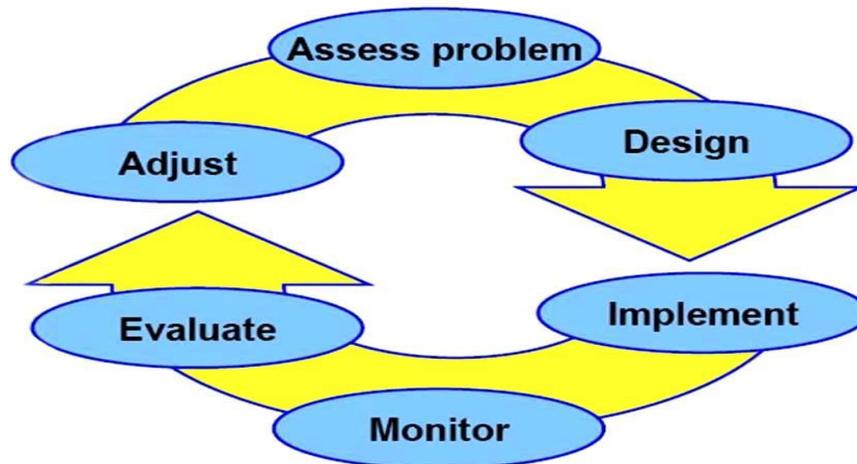
The AMSC is responsible to the Land and Resource Forums for an effective Adaptive Management system, and operates according to the Terms of Reference.

The AMSC should, when practicable:

- maximize project partnerships with research institutions, licensees, existing monitoring programs, environmental non-government organizations, Coast Opportunities Fund, local community groups (e.g. streamkeepers, Guardian-Watchmen) and others in the North and Central Coast;
- maximize capacity-building among First Nations, communities and local businesses;
- effectively inform the 2014 review of the 2009 Land Use Order; and
- consider opportunities for integration of AM land based projects with marine planning and related activities.

Adaptive Management works within a long term cycle at the local/territorial and regional (7 million hectares in the North and Central Coast) scale. Although parts of the cycle may be annual or even shorter, some important issues may require a decade or longer between 'assess problem' through 'implement' and 'monitor' and 'evaluate' to 'adjust'.

The AM Cycle



Human Well Being and Ecological Integrity are within each envelope. The AMSC will use, as a starting point, the envelope system in the 2009/10 allocation process. The first draft envelopes at the Regional and Local levels are:

1. Monitoring and Evaluation
2. Applied Research/Validation Monitoring
3. EBM Adaptive Management Practises
4. Informing Resource and Area Strategies

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The AMSC will, as a priority, further develop the above envelopes at the regional and local levels by:

1. Affirming, further developing or changing the envelopes,
2. Developing priority projects within each envelope,
3. Developing criteria for project selection for priority projects,
4. Recommend the allocation of funding to the project envelopes and priority projects.

The AMSC will develop the criteria used to:

1. Identify priorities,
2. Allocate among envelopes, and
3. Develop projects within each envelope

for adoption and use. The AMSC is responsible for developing procedures to identify priority “problems” in the AM Cycle for further work, and for developing criteria to allocate resources among envelopes and developing projects within envelopes. The AMSC will carefully and explicitly use the documents in Appendix 5 including EBMWG project recommendations on a prioritization procedure as it develops procedures and criteria for prioritization.

The AMSC:

- does not select or manage projects that create Social Choice targets and objectives. However, once accepted by the LRF, new Social Choice targets and objectives become part of the Adaptive Management system.
- receives input from existing work like provincial Compliance and Enforcement monitoring, but does not seek to duplicate or replace it.
- may recommend inventory projects that affect Adaptive Management for Forest Investment Account or other funding, but it does not fund inventory projects from AM sources.

Appendix 3: Guiding Principles for the Use of Science

Sound science knowledge is a critical input into strategic land use and resource management policy, plans and decisions. However, while its role is to inform the decision making process, it will not necessarily be the deciding factor. Science needs to be integrated into decisions along with other factors such as public values, socio-economic conditions, perception of risk, political contexts and legal constraints. The principles outlined here are aimed at making sure that the most credible and current science informs decisions. The AM projects and products will adopt and adhere to the following principles:

Principle 1 – Provide effective scientific advice

Effective scientific advice should be relevant and informative to policy questions without being policy-prescriptive.

Principle 2 – Capture the full diversity of scientific thought and opinion

Science knowledge should include information integrated from multiple disciplines (natural, social and economic sciences), and should be interpreted in the broadest sense to include all types of knowledge sources, including scientific, technical (professionals, practitioners and technician), local and traditional ecological knowledge systems. Incorporating a broad range of input will enhance the likelihood for robust and sustainable solutions and decisions in the face of uncertainty and complexity.

Principle 3 – Use Sound Science Knowledge

Science knowledge that is to be used in decision making must be sound and trusted by all interested parties. It should be deemed to be independent, credible, relevant and legitimate.

Credibility – the science knowledge/information is seen by scientists to be of high quality, accurate and technically reliable. This means assuring the quality of scientific input by: peer review, using information from a diversity of viewpoints and knowledge sources, and clearly identifying of points of view and bias. This allows the use of good technical knowledge that is proprietary (associated with the interest group that provides it) yet has value and relevance to the land use issue.

Relevancy – science and technical knowledge being used in the decision making process is relevant and at the appropriate scale. The knowledge must be clearly identified and understood by the scientists and those providing expertise as well as by decision makers.

Independence – science knowledge is perceived by all interested parties to be legitimate and free of coercion and bias. Independence is achieved by using methods that ensure there is open flow of information and a clearly identified knowledge base to be used in the decisions; that all pertinent information, data, assumptions, values and interests are identified, accessible and able to be understood by scientists and non-scientists alike.

Principle 4 – Consider Uncertainty and Knowledge Gaps

Uncertainties and information gaps are an integral feature of scientific knowledge, particularly in complex resource management contexts. Uncertainty, associated risk, and significant gaps in knowledge must be clearly identified and explicitly taken into account when formulating a recommendation. Dissenting views should be clearly identified.

Principle 5 – Ensure Transparency

Ensuring transparency involves open and honest disclosure. Transparency requires careful consideration of communication activities so that the scientific knowledge is available and understandable and easily available to all. This means that all pertinent information (including assumptions, uncertainties, risks, values, and interests) is clearly identified. Consequences of competing information should be assessed and understood.

Principle 6 – Provide Clear Recommendation Rationale

A rationale should be provided for significant recommendations and should be easily available to all interested parties. Recommendations must be made in a transparent process, with key information, assumptions and uncertainties explicitly outlined in the rationale. This includes explaining the scientific information that has been considered and the way it has been used.

Principle 7 – Practice Adaptive Management

Information should be reviewed periodically in an adaptive management framework and updated with new science knowledge. This requires capturing new and emerging technologies and advances in scientific disciplines, and assessing their implications.

Appendix 4: Proposed Budget¹¹

Below is the provincial budget requirements for the AMSC, program staff and program budget.

Major Assumptions:

- Steering Committee members are funded by their nominating organizations, except for the 3 First Nation members
 - 6 meetings in 2009/10, then 4 meetings annually
- The position of Chair of the Steering Committee is not funded,
- Additional program funding may come from the Forest Investment Account, federal, university and other potential research and adaptive management partners.
- If staff are seconded from the province, their home organizations will cover office space, telecommunications and accounting costs

	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>
Steering Committee	\$64,500	\$47,000	\$47,000	\$47,000	\$47,000
Travel	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000
Office supplies	\$2,625	\$3,600	\$3,600	\$3,600	\$3,600
Sub-Total	\$92,125	\$60,600	\$60,600	\$60,600	\$60,600
<i>Program Manager & staff salaries</i>	\$209,625	\$273,000	\$278,460	\$284,030	\$289,710
<i>Program Manager & staff office, Information Technology, accounting</i>	\$37,510	\$43,880	\$43,880	\$43,880	\$43,880
Program Total	\$247,135	\$316,880	\$322,240	\$327,910	\$332,590

Project budget \$275,000 \$350,000 \$350,000 \$350,000 \$350,000

Program & Project

Total – if hired staff \$614,260 \$747,480 \$752,940 \$758,510 \$764,190

Program & Project

Total – if seconded staff \$367,125 \$430,600 \$430,600 \$430,600 \$430,600

¹¹ It is recognized that adequate and continued additional funding may be needed to ensure the efficient and effective delivery of AM implementation through the AMSC both for administration and project related activities. The actual provincial allocation in 2009/10 was not known when the Terms of Reference were finalized.

Appendix 5: Supporting Documents

The AMSC and its program staff will use information from a number of sources, including:

Government to Government:

Current Government to Government Agreements

- province with individual Nations, and Coastal First Nations, Nanwakolas, and Tsimshian Stewardship Committee
- Detailed Strategic Plans

Reports from Land and Resource Tables and the Coast Information Team processes:

First Nation Land Use Plans

Central Coast Table Report

North Coast Table Report

EBM Handbook

CIT Reports

EBM Working Group (documents, peer reviews, and close out reports):

Adaptive management guidebook

- information about AM implementation in the Central and North Coast.

Guide to Knowledge Summary and Project Prioritization Procedure

- technical recommendations for development of project development, selection and funding criteria for an AM program.

Ecological Integrity and Human Well Being Knowledge Summaries

- starting point for collating and summarizing Ecological Integrity information that supports implementation of AM.

Ecological Integrity and Human Well Being Research Priorities

- documents and associated spreadsheets) as a starting point for discussion of AM priorities.

EBM Working Group Reports on AM implementation

- includes BCTS, Heiltsuk 'report card', Kitsoo XaiXais tourism, Community (Hagensborg) forestry, and experimental watersheds.

Land Use Plan Summary

- summarizes objectives, strategies, and indicators in land use planning documents.

Appendix 6: Annual Plans

This series of questions may give greater assurance to the AMSC that the annual plan will be effective:

- 1) Is it consistent with and seek to fulfill the AM mandate, as agreed to by all parties and captured in the Terms of Reference for the AM Steering Committee?
- 2) Does the plan appropriately address all envelopes in Appendix 2, taking into consideration the long term nature of Adaptive Management?
- 3) Does the plan respond to feedback from the Land and Resource Forums?
- 4) Is the plan realistic and achievable?
- 5) Is the annual plan consistent with the recommendations from the project prioritization procedure?
- 6) Does the annual plan respond to community requirements?
- 7) Do sufficient funding sources exist to fulfill the core elements of the annual plan (i.e. staffing, AMSC meetings, outreach/communication, administration, and “core projects”)? What alternative funding sources have been explored? Used?

Appendix 7: Program staff desired skills & expertise

The program staff should collectively have or be able to access the following skills:

Management experience: ability to plan projects, delegate tasks, works with clients, etc.

Communication Skills: ability to prepare presentations, briefing notes, reports

Facilitation: ability to hold workshops, conduct public meetings, etc.

Cultural awareness: sensitivity to First Nations and small town cultures

Coastal knowledge: knowledge or experience with coastal land use planning processes and outcomes, and/or coastal commercial or government operations

Ecological expertise: ability to understand/revise knowledge summary and to review and interpret research findings

Human well-being expertise: same as for ecological expertise

Research expertise: ability to design experiments, critique study designs, and prepare project funding submissions to 3rd parties

Resource development expertise: understand economics and management practices

Analytical skills: ability to use digital maps and databases

Viability for coastal businesses: the skills and conditions for sustainable private sector businesses on the Central and North Coast.