

Federal Beaufort Basin Workshop: Planning for Sustainable Development

As It Was Heard Report

FISHERIES AND OCEANS CANADA AND
INDIAN AND NORTHERN AFFAIRS CANADA

30 January 2008

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AGENDA

Federal Beaufort Basin Workshop:

Planning for Sustainable Development

BYTOWN Lounge Boardroom, Old City Hall

111 Sussex Drive, Ottawa, Ontario

8:00 AM - 5:00 PM

January 30th, 2008

Objectives

1. Identify a list of common outcomes
2. Identify vehicles to achieve the outcomes
3. Identify components of an integrated knowledge framework in support of the outcomes
4. Identification and agreement on mechanisms for achieving coherence in the Beaufort Basin

8:00 - 8:25

Meet and Greet

Coffee and Muffins

8:25 - 8:30

Facilitator convenes the group

8:30 - 8:35

Facilitator reviews agenda

Run through the process for the day

8:35 - 9:00

Opening Remarks

- Patrick Borbey, Assistant Deputy Minister, Northern Affairs, Indian and Northern Affairs Canada
- Mimi Breton, Assistant Deputy Minister, Oceans and Habitat and SARA Secretariat, Fisheries and Oceans Canada

9:00 - 10:30 Tour d’Horizon of Federal Initiatives in the Beaufort Basin

15 minute presentations:

1. Oil and gas exploration overview, Bharat Dixit, NEB
2. Beaufort Sea Strategic Regional Plan of Action, Mike Fournier, NRCAN
3. Integrated Oceans Management in the Beaufort Sea LOMA, Richard Côté, DFO
4. Towards Integrated Oil and Gas Management in the Beaufort Basin, Giles Morrel, INAC
5. Regional Environmental Assessment in the Beaufort Basin, Kerry Newkirk, DFO

Question and Answer Period

10:30-11:30 Strategic Objectives/Outcomes

Facilitated session:

- Identification of desired strategic objectives/outcomes of federal initiatives in the Beaufort Basin

11:30-12:15 Plenary

- Break-out groups report to plenary
- Debrief and commitment to key ideas

12:15 - 1:00 Buffet Lunch

1:00 - 2:00 Integrated Land-Ocean Management

Facilitated session:

- Identification of the requirements to achieve integrated land-ocean management (process efficiencies, common activities)
- Identification of integrated knowledge framework components

2:00-3:00 Plenary

Break-out groups report to plenary

3:00 - 4:00 Workshop Commitments

Facilitated session:

- Identification and agreement on mechanisms for achieving coherence in the Beaufort Basin
- Identify the common priorities coming out of the day
- Identify key players in support

4:00 – 4:30 Plenary

4:30 – 5:00 Next steps / Evaluation

Ideas for future workshops

Closing Remarks

INAC / DFO representatives

NB: Health Breaks are built in to the agenda

WHAT'S AN "AS IT WAS HEARD" REPORT?

DEFINITION:

An "As it was heard report" is the faithful transcription of what was captured by the facilitator on the flipcharts or by electronic medium. No editing is done to this report, other than adding some formatting to match the different phases of the facilitated session, or to reflect the process used. The "As it was heard report" used in facilitation is much like a transcript, except that it relates only to what was captured by or in the medium used.

PURPOSE:

The purpose of an "As it was heard report" is three-fold:

1. It is sent to the participants in the session to reassure them that what they said was actually captured.
2. It can be used as the source document for developing a more focused report
3. It can act as a continuing source of ideas for the participants in the session, over time.

CAUTION:

1. Many things are noted during a session which may appear out of context later on. The current As It Was Heard Report is not meant to be a set of recommendations but the basis for continuing dialogue.
2. The facilitator has ensured that participants controlled the words that went up on the flipchart. In reviewing an As It Was Heard Report it is important to verify that your words got onto the flipchart correctly.
3. Some folks are surprised when they receive an As It Was Heard Report, in that they expected more editing, or interpretation, or summarizing of ideas. Since the purpose of the As It Was Heard Report is to report on what ideas were captured during a session, editing or interpreting constitutes another layer of work and another movement of the mind. Participants in this session will be receiving a synthesis report that provides greater depth of analysis.

Work Session 1: Strategic Objectives and Outcomes

OBJECTIVE OF SESSION:

Identify desired strategic objectives and outcomes of Federal initiatives in the Beaufort Basin

GROUP 1 RESULTS

- Ensure sustainable energy development
- Identify successful offshore basins as performance management
- Ensure a healthy ecosystem, safe/accessible waterways, sustainable fisheries
- Align all stakeholder interests
- Integrate data from collection to dissemination, better cooperation
- Exchange data in a transparent manner to avoid duplication, to address gaps and to ensure more effective decisions
- Provide baseline biophysical and socio-economic information
- Ensure connectivity of federal interests, objectives, etc.
- Ensure healthy communities streamlining of processes, based on a coordinated approach to project approvals and processing “consultation fatigue”
- Develop a Northern Strategy including long-term economic growth, prosperity, sovereignty, environmental protection, safe communities, stronger federation
- Educate the system on the value of the north to the rest of Canada’s national image, values, etc.

Key Strategic Outcomes

- Sustainable energy development
- Data management
- Healthy communities
- Development of a common vision

GROUP 2 RESULTS

- Develop a common database accessible to everyone
- Coordinate/simplify the regulatory environment at all levels
- Develop supportive aboriginal stakeholders (level of trust) based on an understanding of the culture
- Integrate research planning and implementation
- Develop an integrated plan for the area which is sustainable

- Integrate social, economic and environmental development in the plan
- Ensure that Canadian sovereignty is asserted
- Make effective use of all existing and future information (database, education)
- Clarify common overall federal mandates
- Ensure that the Canadian public is better informed
- Ensure the sustainability, growth and development of communities (socio, culture), a thriving community, while ensuring environmental health
- Align government policies
- Obtain sustainable and adequate funding (strategic, long term) – government and communities
- Ensure that Canada plays a leadership role internationally re. circumpolar objectives, coordinated federal approach
- Set in place a Canadian coordinated industry approach where our expertise is exportable internationally
- Establish efficient and effective dialogue with industry (ongoing, to and fro, governance structures in place)
- Ensure devolution to territorial governments

Key Strategic Outcomes

- Development of a common database
- Integrated planning process
- Coordinated Federal approach

GROUP 3 RESULTS

- Reduce competition within federal family
- Increase collaboration / cooperation
- Reduce duplication
- Do what needs to be done quickly
- Establish a single point of entry for a geographic area - Who's doing it? What are the timelines? Who's responsible for what piece?
- Establish a level playing field nationally
- Focus on bottlenecks in [process
- Streamline the regulatory regime i.e. simplify and ensure a more efficient, effective and timely system
- Harmonize REA requirements, harmonize consultation approaches
- Set in place an effective data management system (sharing, collection)
- Coordinate the science
- Use the science as an enabler for decision making / sharing
- Apply a precautionary approach, an adaptive management system

Key Strategic Outcomes

- Streamline environmental assessment processes and regulatory approval
- Develop a vision for Beaufort Basin, environment, socio-economic
- Establish a common governance structure
- Coordinate the science / information management
- Coordinate long term funding commitments

GROUP 4 RESULTS

- Ensure environmental integrity
- Ensure that the strategy is area based and sector driven
- Integrate data and information management
- Establish a common approach
- Obtain the buy-in of all players (resources, industries, regulators and managers, communities)
- Increase regulatory efficiency and effectiveness
- Ensure that all stakeholders are working together/planning
- Develop a common understanding and predictability of the process
- Establish a consultation process that is appropriate and effective / with guidelines / management
- Establish proper and transparent mandates, the valuation of mandates, balance
- Develop a central vision for government
- Obtain public awareness and support
- Obtain political awareness and support
- Identify the social / economic benefits to the region / to have healthy communities
- Ensure that ecosystems are functioning and intact
- Provide economic opportunities
- Establish an effective process to manage cumulative effects
- Put in place concrete tools to achieve and deliver, e.g. thresholds
- Put in place an accountability system for all decisions
- Identify and assess risks, identify the key questions
- Develop an effective process to determine environmental and cultural areas of importance and economic
- Standardize and consolidate all information and data
- Develop an area based planning framework / sectorally driven
- Integrate environment, social, cultural, and economic aspects – policies, laws and decisions
- Put a process in place to ensure cumulative effects assessment is achieved
- Ensure that the science, monitoring and enforcement is in place including the supportive legislation
- Ensure that the science is linked to TEK
- Ensure that decisions are supported by the science - to help delivery

- Ensure that the plan includes communication and education systems (regional / new people)
- Establish a headquarters and region balance
- Ensure that long term stability is achieved
- Set in place management systems that work based on accurate information and effective systems
- Integrate on-shore and off-shore

Key Strategic Outcomes

- Area based planning framework, sectorally driven
- Effective process to determine environmental, cultural and economic areas of importance
- Validation of mandates
- Assessment of risks
- Decisions supported by science

GROUP 5 RESULTS

- Align initiatives and policies
- Resurrect COGLA
- Achieve sustainable development in Beaufort Basin
- Build capacity in the North for the management of sustainable development
- Streamline processes (industry accusation of a gap in this area)
- Measure effectiveness of Environmental Assessment outcomes in the North in REA
- Ensure that all stakeholders are engaged, e.g. Inuvialuit, Gwich'in, Inupiat?
- Establish/achieve a common set of objectives – land use, ocean planning
- Integrate all available data
- Make use of the knowledge for decision making that is available – increase knowledge, science based, TEK based, all science (social, physical, natural)
- Establish a common forum per BSB
- Establish a land based link to BSB/oceans plan (ecosystemic)
- Develop a common lexicon
- Establish a Government of Canada approach on development, Sustainable Development, environmental assessment, national / regional
- Coordinate agenda, Drivers?
- Set in place a “one window” in the North – MPMO, equivalent of MPMO
- Link to MG Project, feed the beast – oil sands
- Link plan to future scenarios on climate change
- Develop clarity in how to address, precautionary - Cumulative Effect versus Induced Effect
- Include temporal likely to occur

- Develop efficient RES's and Sustainable Development
- Identify legacy after resource development is over – Sustainable Development

Key Strategic Outcomes

- Sustainable Development – long term, legacy
- Align the government's approach
- Knowledge to decision making

Overarching Themes

OBJECTIVE

During lunch the group of facilitators convened with volunteers to identify overarching themes to drive discussion in the afternoon. They are:

THEME 1 – SUSTAINABLE DEVELOPMENT IN THE BEAUFORT BASIN

THEME 2 – PROCESS EFFICIENCIES: GOVERNMENT OF CANADA COHERENCE

THEME 3 – COORDINATED FEDERAL APPROACH AND ALIGNMENT

THEME 4 – LEGACY BUILDING

THEME 5 – SHARING INFORMATION AND KNOWLEDGE BASE FOR DECISION MAKING

Work Session 2: Integrated Land - Ocean Management

OBJECTIVE OF SESSION:

Identify objectives by key strategic outcomes.

GROUP 1: SUSTAINABLE DEVELOPMENT

- Apply the overarching objective of the Northern Strategy to the Beaufort Basin
 - Economic prosperity (removal of regional barriers) – Healthy ecosystems, sustainable fisheries, safe transportation and waterways
 - Environmental protection (healthy ecosystem) – Healthy ecosystems, sustainable fisheries, safe transportation and waterways
 - Sovereignty (stronger expression)
 - Healthy / safe communities
 - Stronger federalism (stronger territories and coordinated federal activities and clearer legislation of roles)
- Better data management / exchange
 - To improve connectivity, improved / expedited review process, reduce consultation fatigue, etc.
- Seamless inter-agency cooperation / coordination and investment
 - To educate Canadian stakeholders on the importance of the North
 - To improve decision making

GROUP 2: SHARING INFORMATION AND KNOWLEDGE BASE FOR DECISION MAKING

- Information and Knowledge Management
 - That does not reinvent the wheel
 - Common and accessible / shared
 - Need to get the message out! – communication / education
 - Covering all aspects of Sustainable Development (economic, ecological, social/cultural)
 - Including traditional knowledge
- Realization of economic development while meeting social, environmental and cultural needs
 - Balanced development with environmental, social and cultural needs

- Development based on what the ecosystems can sustain
- Science based
- Mitigation measures
- Coordinated federal approach on strategic priorities
 - Key areas of policy development
 - Reduce overlap
 - International leadership role
 - Better assertion / expression of Canadian sovereignty
 - Simplified process for involving industry

GROUP 3: COORDINATED FEDERAL APPROACH AND ALIGNMENT

- Coordinated Science
 - Is collected in shareable form
 - Informs government priorities and decisions – policy development, regulators
 - Coordinated research agenda – leveraging
 - Helps in the identification of environmental indicators / trends
 - Identification of ecological / biologically sensitive areas and implementation of appropriate management
- Beaufort Basin Integrated Management Office
 - Could have a vital component (portal)
 - Information sharing
 - Coordinated priority setting, decision making
 - Provides a regulatory roadmap
- Coordinated Inter-Agency funding commitment
 - Integrated challenge function
 - Sustained funding: 25 year time span
 - Strategic priority setting
 - Institute a five year funding cycle review process
 - Permanent ongoing mechanism for intergovernmental working group for the Beaufort Basin that does priority setting
 - We need to define what we mean by Beaufort Basin, i.e. Beaufort Sea plus the delta, or lower Mackenzie Valley

GROUP 4: PROCESS EFFICIENCIES

- Commonly understood and predictable process (transparency)
 - Regulatory efficiency and effectiveness
 - Appropriate consultation
 - Governance mechanism

- Effective decision making
 - Tools / data and information management, risk assessment
 - Knowledge through science and TEK
 - Communication and cooperation
 - Clear accountability (Who) – Region / Headquarters
- Area based planning / sectorally driven
 - Integration of on-shore / off-shore
 - Contribute to national approach (transferable and adaptable)
 - Region / headquarters stakeholders / valuation of opinions

GROUP 5: LEGACY BUILDING

- Sustainable Development – long term and legacy afterwards
 - Federal collaboration on plan
 - Stakeholders engaged
 - Build “North” capacity to manage – ownership
 - Common objectives – land, oceans, socio-economic (ecosystem approach)
- Knowledge to make decisions
 - Integrated decision support
 - Plan to integrate knowledge
 - Link off and on-shore data used by regulators, stakeholders, residents
 - Coordinated MC’s – science, socio-economic, natural, TEK /PK, local knowledge
- Align Government of Canada approach to Beaufort Sea Basin
 - Include ABO governance
 - Territorial
 - Common lexicon of terms, forum
 - Institutional governance structure to direct / manage Federal Government approach
 - Vision – link to North Strategy, Sustainable Development, PA
 - In the beginning there was “A Plan”

Plenary Work Session: Integrated Land – Ocean Management

SUSTAINABLE DEVELOP IN THE BEAUFORT SEA

FOCUS – THE WHAT:

- Balance of social, economic and environmental needs
- Effective local decision making and engagement
- REA versus SEA versus BSSTPA versus MPA versus LOMA (Off-shore Environmental Assessment framework versus another vehicle)

FOCUS – THE HOW:

- To attain a clear / common shared understanding of Sustainable Development in the Beaufort Basin
- To ensure that traditional cultures are sustained
- To establish a framework / protocol to enable local decision making
- To ensure that Sustainable Development includes financial investment in economic development
 - Provide a solid employment base
 - A future for youth, etc
- To establish indicators for setting the right balance between economic / social / cultural / ecological (critical limits, coexistence, cause and effect, harmonious coexistence)
- To identify overlap and gaps between the REA / SEA's etc.
- To ensure that the existing Federal Agencies that play a role in this area “talk together” to maximize efficiencies
- To ensure we maintain healthy environments including ecosystems and protected areas
- To take an integrated approach to include on-shore / off-shore, i.e. a Basin wide approach
- To ensure that the political will is there, including a long term vision for the Beaufort Basin
- To develop the indicators required to ensure effective Sustainable Development in the Beaufort Basin

PROCESS EFFICIENCY

FOCUS – THE WHAT:

- Seamless inter-agency cooperation and coordination
- Regulatory roadmaps
- Transferable / adaptable
- Tools / Decision Support Tools
- Partnership with industry

FOCUS – THE HOW:

- To establish the co-location of Federal Agencies / Departments in a common cluster at a local level including setting place the mechanisms to transfer common understanding / communication up the system
- To obtain additional financial and human resources – long term A-base injections
- To establish collaborative approaches for seeking funding versus one-offs
- To ensure that demonstrable results are identified
- To establish individual departmental priorities and to develop coordinated Government of Canada northern priorities collectively (need for senior level support)
- To analyze the legislative “grid” of all departments and budgets to identify bottlenecks and opportunities for improvement (Beaufort first plus regional roadmaps)
- To identify best management practices and approaches to ensure process efficiencies
- To establish a dedicated Arctic Office(s) in the North in order to coordinate federal activities; to conserve, manage, disseminate information; to help set priorities; establish legacy objective, etc.
 - Would need senior executive membership (Arctic Czar)
 - Reports to Deputy Minister Committee
 - Like federal council plus
 - Would work with Territorial Premiers, IFA, etc.

COORDINATED FEDERAL APPROACH / ALIGNMENT

FOCUS – THE WHAT:

- Common language
- Governance structure
- Seamless process – regional – national – international
- Transferable and adaptable
- Sector (e.g. oil and gas, fishing) versus land / seascape

FOCUS – THE HOW:

- To establish a Beaufort Basin Office (structure similar to Biophysical Working Group of LOMA IM Process)
- To establish the Beaufort Basin Interdepartmental Working Group at the Regional Director General/Director General/Assistant Deputy Minister Level (Star Chamber)
 - Policy coordination
 - Funding priorities
 - Program priorities
- To ensure engagement strategy
 - Federal/Provincial/Territorial
 - Aboriginal
 - Industry
 - Communities
 - NGO's
 - Academics
- To value and legitimize inter-agency collaboration where applicable (eliminate competition)
- To monitor and evaluate for alignment and coordination
- To identify best practices, lessons learned, emergency response
 - Domestic
 - International

LEGACY BUILDING

FOCUS – THE WHAT:

- After oil and gas
- Territorial / local decision making and engagement
- Shared stewardship
- Co-management

FOCUS – THE HOW:

- Planned, coordinated, conscious, sustained
- Education and institutions
- Infrastructure (roads, IT, CT)
- Devolution (prepare for)
- Beaufort research hub
- Entrepreneur (enable / promote / create)
- Opportunities for resident businesses

- Enabling local government bodies
 - A framework
 - Beyond fish / wildlife
- Diversify / sustainable businesses
- Heritage fund (create)
- Protection of cultural legacy
- Mentoring / succession / knowledge transfer
- Retain skilled people
- Build community well being (retain)

SHARING INFORMATION AND KNOWLEDGE BASE FOR DECISION MAKING

FOCUS – THE WHAT:

- Science / engineering / technological based
- Connectivity / integration
- Ever green / current data
- Compatibility
- TEK
- Common language
- Partnerships with industry (proprietorship)

FOCUS – THE HOW:

- To develop a plan with clear activities – identify scenarios incorporating existing models
- To conduct risk assessments, e.g. climate, communities, shipping, social, physical, political, economic
- To identify common priorities, framework, new information, gaps
- To centralize information management, coordination and access, share / communication, e.g. Mackenzie Gas Project
- To provide access to information for decision making across departments
- To acquire resources to properly deliver and disseminate information, e.g. internet, web-based, in a timely manner
- To remove barriers for data sharing, e.g. proprietary
 - Champion or leader with accountability
- To have / develop common guidelines for TK and consultation requirements in the view of breaking down barriers

ADDITIONAL OBJECTIVES:

- To identify and analyze lessons learned
- To ensure that the corporate memory is not lost
- To develop a succession planning
- To take a client perspective in the development of an integrated plan
- To review Environmental Assessment statements from the 1980's
- To identify and incorporate non-government information bases
- Identify and find a means of incorporating proprietary information

Review of Strawman - Generic LOMA Governance Model for Integrated Management Planning

- How to get participant support on a working group / in the partnership, i.e. need a commitment of resources (time)
- Need to be cautious about developing another committee structure
 - Where are the overlaps in existing programs?
 - Departmental fatigue
- Need to change mindsets from standalone to networks
- Need to be flexible enough to use passive and active members
- Need to test the hypothesis “table top” of such a working group and invest in personnel resources to represent completely both on-shore and off-shore concerns and interests
- Need to set in place an institutional structure which is effective and acceptable to all stakeholders
- Need to develop a system to ensure sharing and exchange of data
- Need to create the capacity for Beaufort Basin partnership (if needed)
- How to capture all “lost voices”
- Need to set in place the systems/mechanisms to best use the processes in place
- Need further discussions on a governance model

Review of Strawman - Knowledge Integration Model

- Explore / review the MSOC models (Marine Security Operation Centre)
- Obtain details on roles and responsibilities from OGDs
- How to develop a distributed model to ensure content control over data and ensure we always have the current data
- How to ensure proper use of data so agencies don't pull away
- Identify relationships between various groups – infrastructure need to elaborate further on how all departments fit in
- Obtain agreement from the key players re. working together on Beaufort Basin Sustainable Development
- Redefine the integrated plan outcomes
- Take a rule-based approach to information and knowledge management – rules to be clear / understood by all

Next Steps

Actions	Accountability	Deadline
1. Table As It Was Heard Report with Carolina	Ron	08/02/04
2. Disseminate AIWH Report to all participants (Beauforseapartnership.ca)	Carolina	08/02/04
3. Provide feedback, re. accuracy of AIWH and identify your top action(s) to achieve your top outcome(s)	All Participants	08/02/13
4. Disseminate to partners relevant results of the workshop	(Workshop Committee)	08/02/13 +
5. Analyze the results of the workshop and identify means of developing momentum to move forward, i.e. recommendations on integration	INAC / DFO	TBD

Action Research

What Went Well	What Concerns
<ul style="list-style-type: none">• Good bunch of people• Worked hard• Coffee• Good facilitation• Thanks to the support facilitators (a last minute request!)	<ul style="list-style-type: none">• No tea• Lack of clarity re. objectives / outcomes required of the workshop provided ahead of workshop• There is so much more to discuss (need another half day)• How does this link to other initiatives