Supplemental Summary of the Final Report:

"Review of Alberta's Integrated Land Management Policies, Practices and Legislation"

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Summary

Changing social values, conflicting land uses, ever-increasing demand for access to public land and resources, climate change, increasing recreational use of forests and a host of other external demands have increased the complexity of land use in Alberta.

Integrated Land Management (ILM) has shown potential over the past couple of decades to reduce conflicts; however, many projects have found it difficult to advance ideas beyond analysis to on-the-ground implementation.

This project evaluated several cases of the latest efforts in resource and land policy integration, combined with a literature review, and interviews with 32 subject matter experts (SME's) from Indigenous communities, academia, forest and energy sectors, government, Alberta Energy Regulator, and environmental organizations to develop specific recommendations for Alberta to overcome conflicting barriers to ILM implementation.

Understanding where ILM fits in the planning hierarchy

The Alberta Land Use Framework (LUF) and Alberta Land Stewardship Act (ALSA) were designed to help with the establishment of integrated goals and objectives to: manage growth - not stop it, manage cumulative effects of development, and sustain Alberta's growing economy, but balance this with social and environmental goals. ILM is one tool that can support meeting the goals as defined in the LUF (Figure 1).

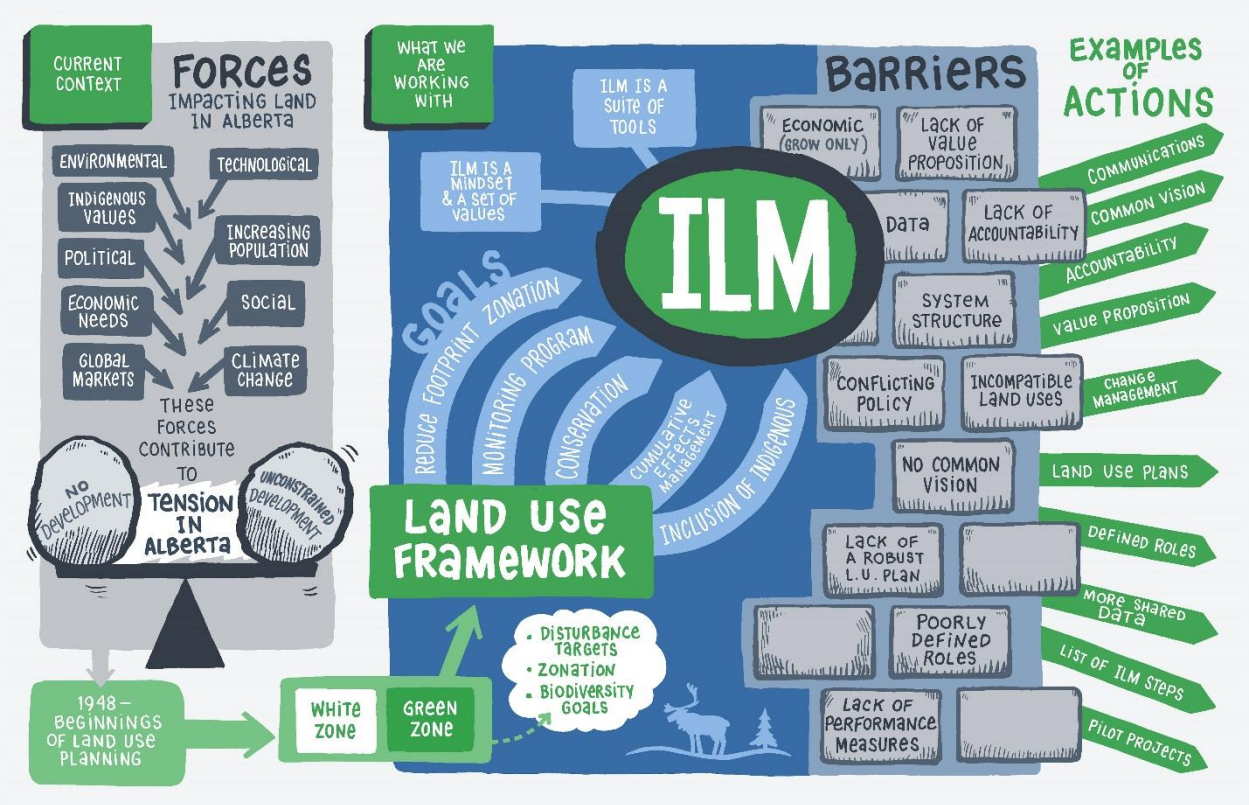

Figure 1. ILM in Alberta in a Land Use Context.

The system that ILM lives in is very complex and interconnected with high level strategic land use decisions (e.g. tradeoffs of values, allocations, tenure systems, etc.) to operational and tactical strategies employed by industry to develop resource extraction methods that maximize profits while at the same time employing mitigation on other values.

Understanding the Implementation Barriers

Based on the SME interviews and literature review, the following are the key significant barriers to the effective implementation of ILM in Alberta. Many of these barriers are also impacted/created by global forces such as climate change, social economic objectives, human population increases and use, political environmental values, and Indigenous rights (Figure 2).

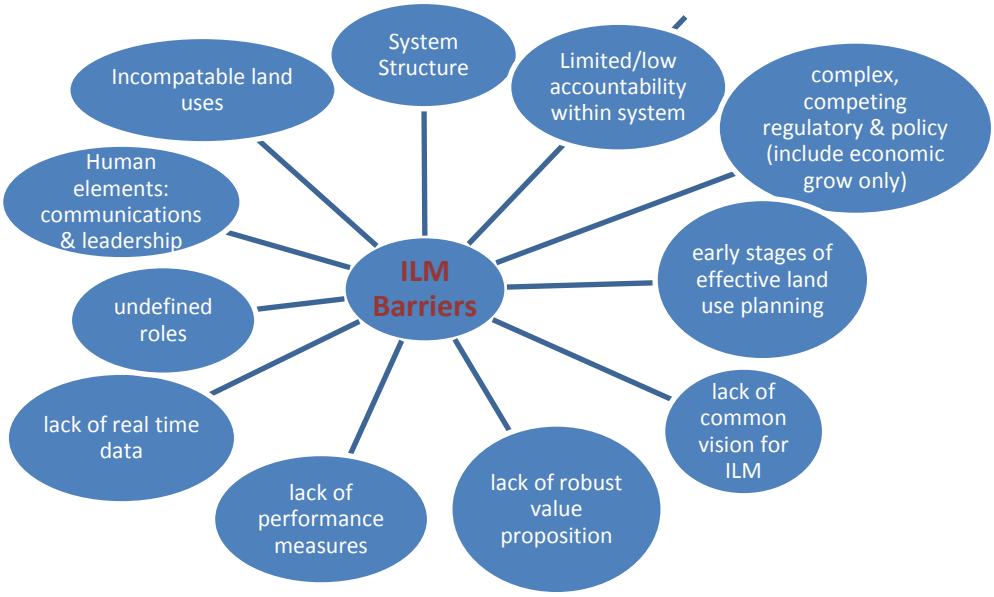

Figure 2. Barriers to ILM in Alberta.

The literature review and SME interviews did not find any "silver bullets" to resolve the ILM barriers and ensure successful implementation of ILM to meet goals. Reaching a common definition of ILM is the first step in the development of a suite of actions to overcome barriers.

ILM Defined

"Integrated Land Management (ILM) is a strategic, planned approach to manage and reduce human footprint on the landscape. It is a collaborative approach to promote responsible use of public lands by influencing human behavior and encouraging ILM as a way of thinking for all land users."

Recommended Actions

Long-term success and a move away from the ecological tipping point caused by resource development decisions will require much higher resource inputs and "buy-in" for a truly well-functioning relationship between strategic, operational, tactical, and enabling ILM actions to reduce human footprint and support goals for other values (e.g. caribou recovery).

Table 1. Summary of Recommendations for Enabling ILM in Alberta.

ILM Recommendations Spectrum

"Each supports the other"

Recommendations to guide and instill "power" to affect ILM		**Recommendations to enable ILM**		**Recommendations to Practice ILM (based on guidance and enabling recommendations)**	
Overcoming resistance to change	***Strategic***	***Enhance Indigenous engagement***	***Enabling and Bold Actions***	***Tactical***	***Operational***
1. GoA and Industry adopt a common definition of ILM. 2. GoA and Industry concentrate ILM efforts in areas where you have the most control (e.g. Reduce footprint). 3. GoA and Industry define roles and responsibilities for industry and government for ILM 4. GoA and Industry employ change management to support policy/regulations that support ILM and make cultural shifts within industry and government 5. GoA and Industry conduct a critical "effectiveness" review and update the Master Schedule of Standards & Conditions (MSSC 2017) 6. GoA to update the 2012 ILM Tools compendium to reflect advancements in ILM modeling, learnings from pilot projects, ILM steps (recommendation 23), and need for advancement in indigenous engagement (recommendation 14 & 15). 7. GoA and Industry to develop communications strategies (sell the concept) 8. GoA and Industry adopt environmental business performance indicators in business of government and industry (aligned with recommendations above and KPI's in 23.)	9. GoA to accelerate the current Office of "System Transformation" to align regulations to support ILM 10. GoA to accelerate efforts underway to complete land use and sub-regional caribou plans to provide clear direction for ILM 11. GoA to establish and fund formal ILM pilot projects to prove concept (including regulations) 12. GoA to adopt the learnings from the PBR pilot project. 13.Investigate and implement reforming tenure regimes to support ILM	**a. Indigenous engagement:** 14. GoA to develop and support capacity requirements for Indigenous communities to actively and meaningfully participate 15. GoA to bridge Traditional Knowledge (TK) and western science for caribou management	**b. Enabling actions:** 16. GoA to establish a comprehensive resource information system openly shared (see recommendation 3) 17. GoA to establish a process ILM planning tool similar to the AER Landscape Assessment Tool (LAT) 18. GoA, once supported by recommendations 1, 2, 8, 9, 10, 11, 12, 16, 17, 21, 23 & 24, mandate appropriate integration at all levels of the planning and management hierarchy. **c. Bold actions:** 19. GoA to reinvest in the "Resource Road Program." 20. GoA should consider forming a centralized road authority.	21. GoA and Industry formally develop jointly managed and funded regional ILM Working Groups (WG) 22. GoA should take action to provide a level playing field for inter-industry and government department cooperation. 23. GoA and Industry formally adopt process steps to develop ILM corridor plans and provide transparency and supporting actions: -FMA holder collaboration -Investigate energy partnership opportunities -Share business transparencies to support ILM -Federal participation 24. GoA to develop an approval mechanism for ILM corridor plans	25. Industry builds on successes of company to company ILM business advantages and document and report to recommendation 7 as examples of success. 26. Industry forms strategic industrial alliances in areas of alignment and publically report for to support recommendation 7 on progress (e.g. within caribou ranges).

Conclusion

Alberta has the tough job of balancing precautionary measures necessary for the protection of environmental values such as caribou with a duty to be cautious in implementing radical change that might inadvertently exacerbate economic challenges.

Despite the magnitude of the problem, and after a lot of thought, **we believe it's possible** for ILM to contribute to positive change by implementing the recommendations offered.