

# Building bridges for the Uapishka Biodiversity Reserve

---

A First Nation's vision for a better  
governance



**Cercle des  
partenaires**

Chaire de leadership  
en enseignement (cle)  
en foresterie autochtone

Andréanne Girard-Lemieux  
Jean-Michel Beaudoin  
Louis Bélanger  
Pauline Suffice

Presented in IUFRO-division 5 conference 2023

© Pixabay



01

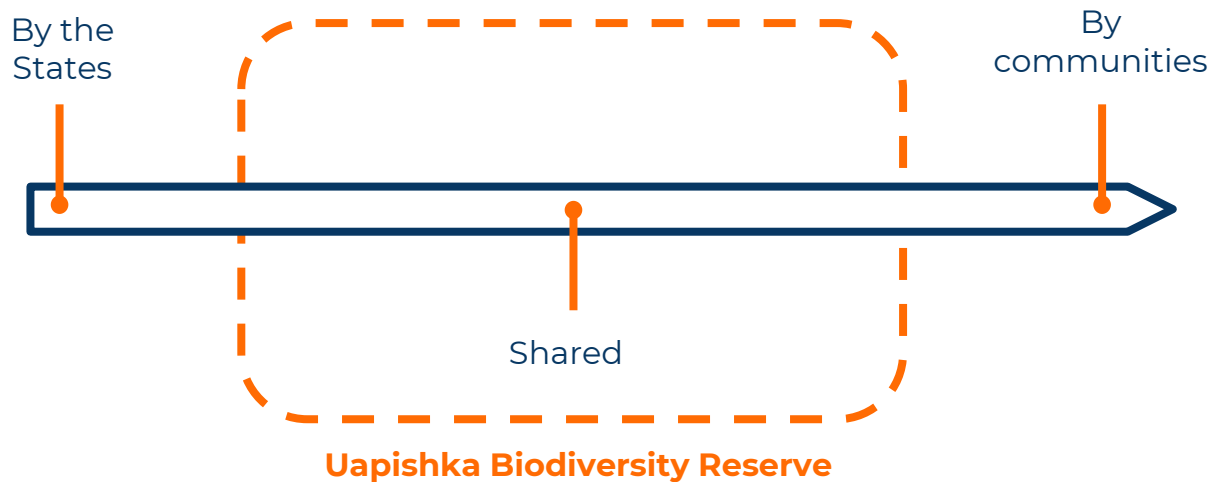
# Management and governance of protected areas

---

## **Management and governance according to IUCN\***

Governance	Management
Decides goals	Takes actions to achieve the goals
Decides means to achieve those goals	Execution
Decision making process	
Is responsible, owns authority and power	

## Governance models according to IUCN\*



\*International Union for Conservation of Nature, 2020



02

# The case of the Uapishka Biodiversity Reserve

---

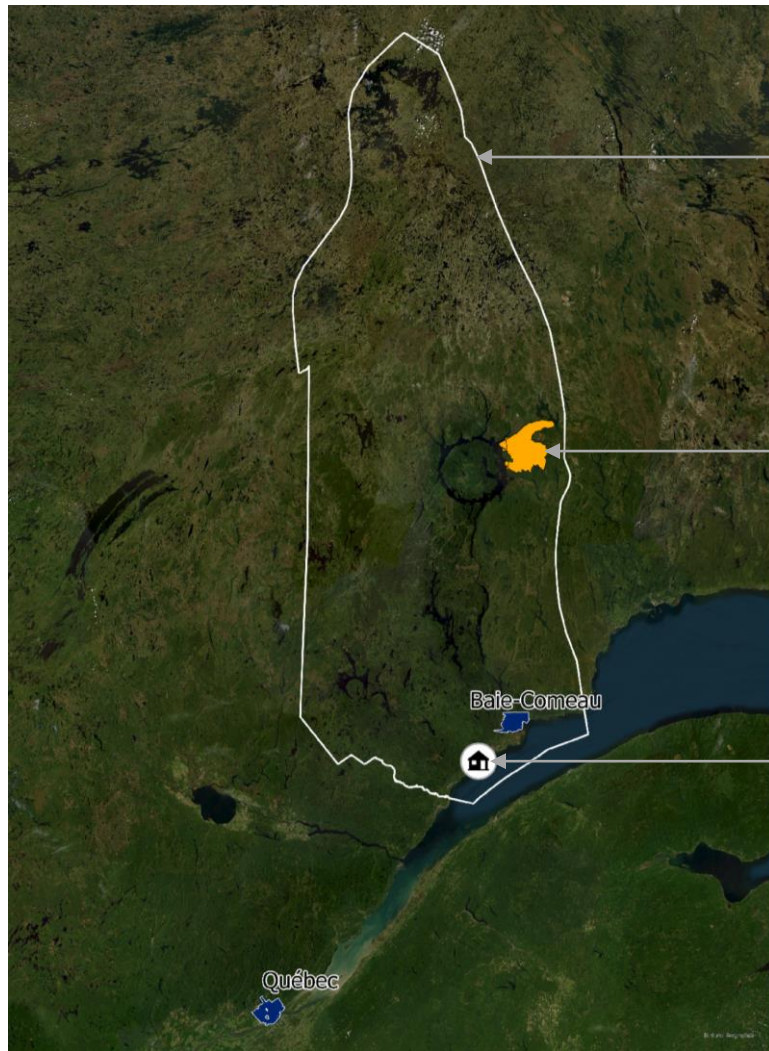


**The case of the  
Uapishka  
Biodiversity  
Reserve**



**Map of Canada**

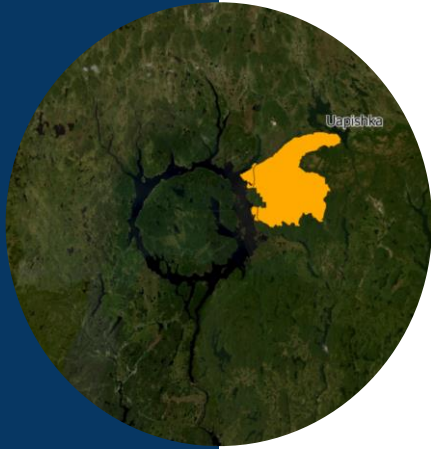
# The case of the Uapishka Biodiversity Reserve



Traditional territory of  
Pessamit Innus  
(Nitassinan)

Uapishka Biodiversity  
Reserve

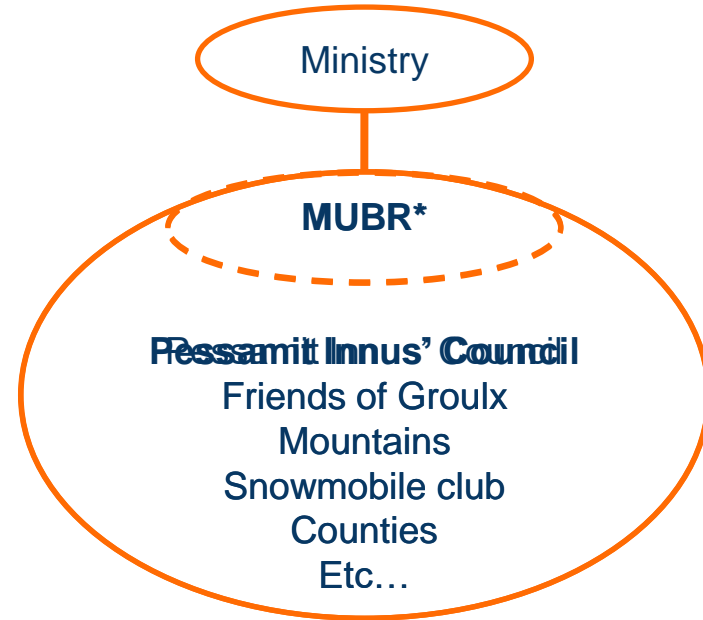
Pessamit community



## Biodiversity Reserve

Governance by Provincial environment ministry,  
management by local organisation committee

\*Manicouagan-  
Uapishka biosphere  
reserve



The case of the  
Uapishka  
Biodiversity  
Reserve



# Uapishka Station

Joint-venture

Research and ecotourism

The case of the  
Uapishka  
Biodiversity  
Reserve



# **Research objective**

**Better understand Pessamit Innus'  
vision of Uapishka Biodiversity  
Reserve**

**identifying needs, challenges, threats, and possible ways forward**

A man and a woman are hiking in a forest. The man is on the left, wearing a red shirt, a grey cap, and a backpack. The woman is on the right, wearing a light blue jacket and a backpack. They are both smiling and looking at each other. The background is a dense forest with green trees and a rocky path.

03

# Focus groups

---

### Groups



9 groups from 2 to 5 participants  
Total of 25 participants

Ex: Family lots, users, Council members, Uapishka Station employees, territorial agents

### Interview guide



Created in collaboration with both partners

Allow for more uniform interviews

Open questions about different subjects:

- Vision
- Community involvement
- Improvement ideas



A person is shown from a top-down perspective, holding a round, flatbread-like object over a campfire. The fire is burning brightly within a stone fire pit. The scene is set at night, with the background being dark and textured. The person's hands and arms are visible, and they appear to be wearing dark clothing. The overall mood is warm and focused on the act of cooking or preparing food.

04

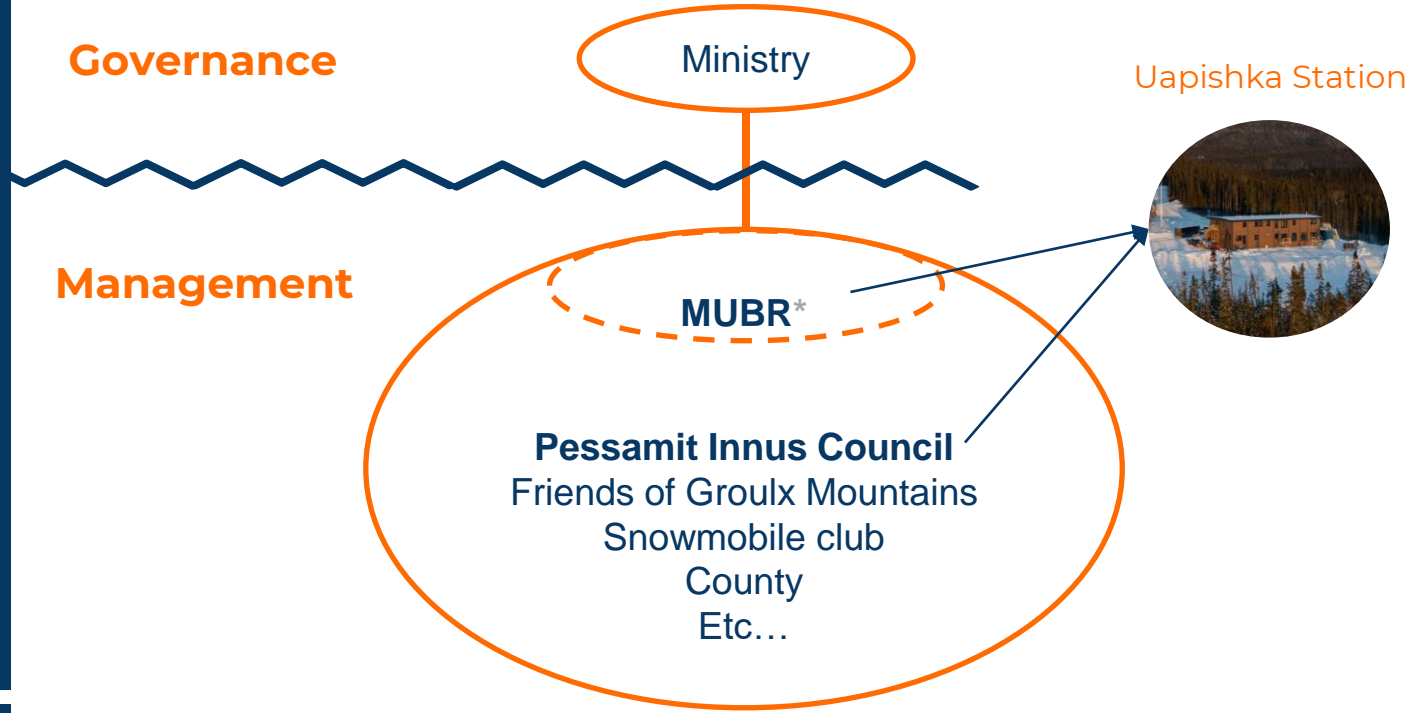
# For a better participation of Innu people

In management and governance

Bloom 2020, Cullen-Unsworth et al. 2012, Davies et al. 2018, Prystupa 1998, Ross 2009, Zurba et al 2012, Singleton 2009



# Actual structure



**Governance**

**Management**

Uapishka Station



For a better participation of Innu people

\*Manicouagan-Uapishka biosphere reserve

## Challenges for a better management



No one to lead the project



Labor shortage and lack of qualified persons



Non-priority project



Lack of information in the community and within the Council

**For a better  
participation  
of Innu  
people**

In management



## « Innu-ising » the protected area and Uapishka Station

Create a place for sharing with the Uapishka Station

- With visitors
- With community members
- Between communities

**« It is a pleasure for me to talk about my culture to young people, native or not, it is a suitable place for sharing »**

- U1

Hire guides from the community

1



« Innu-ising » the protected area and Uapishka Station

Involve community members in research projects taking place at the Uapishka Station

**« At some point, we would like to have a team trained to collect data and help with different environmental inventories. »**

- C3

Train community members to hold management positions

**For a better  
participation  
of Innu  
people**

In management



## Ensuring benefits for Pessamit

**« The best management is the one that will ensure benefits for the community»**

- C1

Economic benefits (tourism, employment opportunities)

Sharing and transmission of culture

**« There is a lot of people that would really like to learn making things like tanning hides. And if you hire people with this knowledge, you create new jobs! »**

- F1

**For a better  
participation  
of Innu  
people**

In management





## Working together

With MUBR:

Better inform community members and Council advisors

**« First of all, information should be provided. Before I came to Uapishka Station the first time, I didn't know it existed. »**

- U3

Giving more job opportunity (Station, research, agents)

Create a work group to identify the common vision for the protected area

**For a better  
participation  
of Innu  
people**

In management

## Challenges for a better governance



No Nation to Nation governance

For a better  
participation  
of Innu  
people

In governance



« Innu-ising » the protected area and Uapishka Station

Give a cultural vocation at the strategy level

Give more responsibilities to territorial agents

**« Sometimes, we see infractions but we do nothing... We can't do anything on the territory. We only take picture, GPS coordinate and send the information to the Ministry. We don't know what happen after that. »**

- C7

**For a better  
participation  
of Innu  
people**

In governance



## Ensure benefits for Pessamit

Give a better decision-making power

**« - Maybe giving more power to the management committee?**

**- Yes, absolutely, because this is them working there.**

**- They are on the territory...**

**- They know better... »**

**- C6, C7, C8**

**« How can you manage something if you are not there? »**

**- F4**

**For a better  
participation  
of Innu  
people**

In governance



## Working together

Nation to Nation governance

**« We should be in big decision also. The Pessamit Innus Council should be at the same table as the Ministry.»**

- C2

**« The problem is at the top. »**

- C4

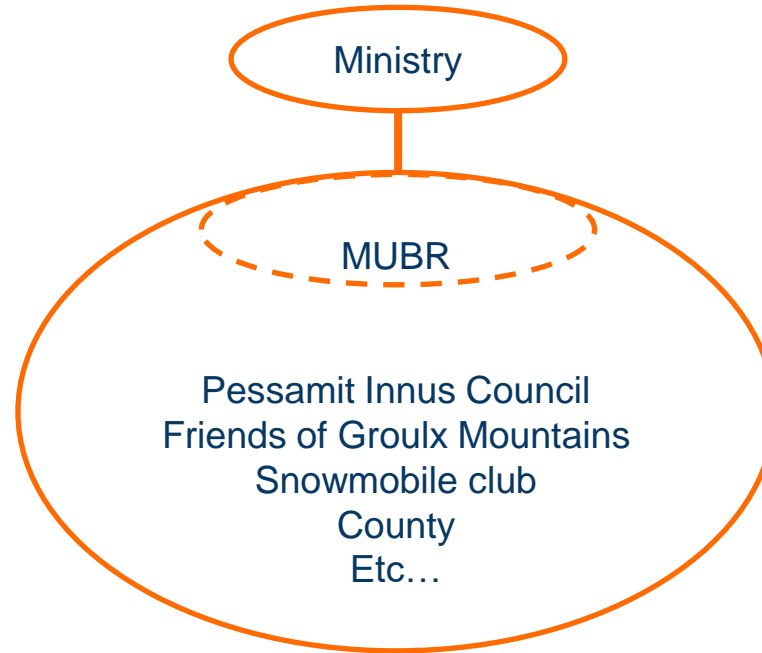
**For a better  
participation  
of Innu  
people**

In governance





## Working together

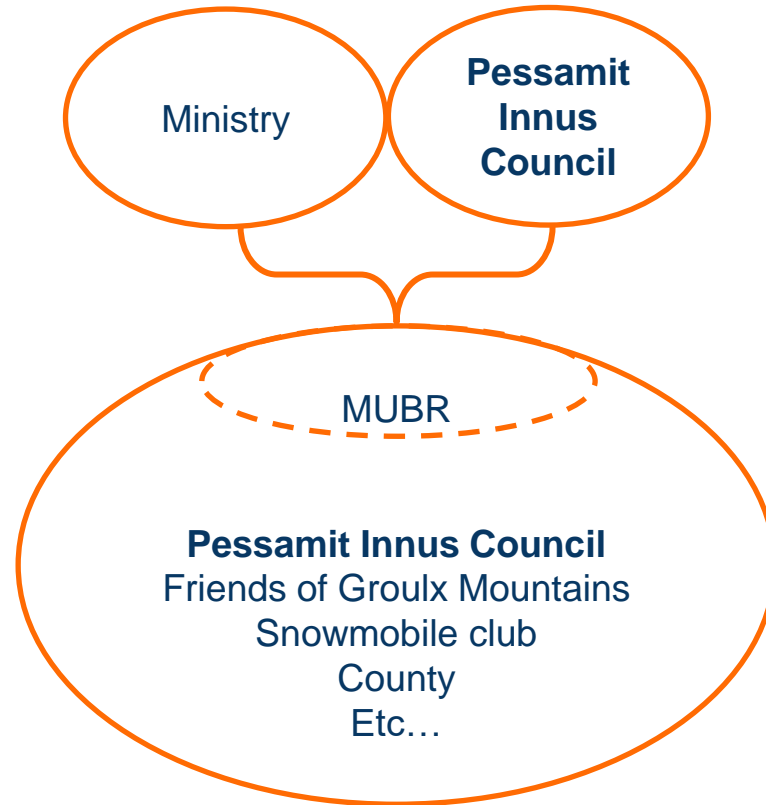


**For a better  
participation  
of Innu  
people**

In governance



## Working together



**For a better  
participation  
of the Innus**

In governance

Rethinking a new management and governance structure is not easy!

This reflection has allowed to identify needs and challenges, would be adaptable to other issues and could inspire other First Nations.

---

**Conclusion**

---



# Thank you!

Thanks to my partners



**Mitacs**



Contact information: [andreeanne.girard-lemieux.1@ulaval.ca](mailto:andreeanne.girard-lemieux.1@ulaval.ca)

CREDITS: This presentation template was created by **Slidesgo**, including icons by **Flaticon**, and infographics & images by **Freepik**.

# References

## Articles used in literature review

1. Barrett, P., Kurian, P., Simmonds, N., & Cretney, R. (2019). Community participation in the development of the Ōngātoro/Maketū Estuary project: The socio-ecological dimensions of restoring an interconnected ecosystem. *Aquatic Conservation: Marine and Freshwater Ecosystems*, 29(9), 1547–1560. <https://doi.org/10.1002/aqc.3048>
2. Bataille, C. Y., Luke, K., Kruger, T., Malinen, S., Allen, R. B., Whitehead, A. L., & Lyver, P. O. 'B. (2020). Stakeholder Values Inform Indigenous Peoples' Governance and Management of a Former National Park in New Zealand. *Human Ecology*, 48(4), 439–453. <https://doi.org/10.1007/s10745-020-00170-4>
3. Berkes, F., & Davidson-Hunt, I. J. (2006). Biodiversity, traditional management systems, and cultural landscapes: examples from the boreal forest of Canada. *International Social Science Journal*, 58(187), 35–47.
4. Bloom, R., & Deur, D. (2020). Reframing native knowledge, co-managing native landscapes: Ethnographic data and tribal engagement at Yosemite National Park. *Land*, 9(335). <https://doi.org/10.3390/LAND9090335>
5. Cullen-Unsworth, L. C., Hill, R., Butler, J. R. A., & Wallace, M. (2012). A research process for integrating Indigenous and scientific knowledge in cultural landscapes: Principles and determinants of success in the Wet Tropics World Heritage Area, Australia. *Geographical Journal*, 178(4), 351–365. <https://doi.org/10.1111/j.1475-4959.2011.00451.x>
6. Davies, K., Murchie, A. A., Kerr, V., & Lundquist, C. (2018). The evolution of marine protected area planning in Aotearoa New Zealand: Reflections on participation and process. *Marine Policy*, 93, 113–127. <https://doi.org/10.1016/j.marpol.2018.03.025>



7. Dodson, G. R. (2014). A conservation partnership for development? Marine conservation and indigenous empowerment at Mimiwhangata. *Development in Practice*, 24(8), 1032–1047.
8. Feit, H. A. (2005). Re-cognizing Co-management as Co-governance: Visions and Histories of Conservation at James Bay Remembering and Listening. *Anthropologica*, 47, 267–288.
9. Gould, J., Smyth, D., Rassip, W., Rist, P., & Oxenham, K. (2021). Recognizing the contribution of Indigenous Protected Areas to marine protected area management in Australia. *Maritime Studies*, 20(5), 1–26. <https://doi.org/10.1007/s40152-020-00212-z>/Published
10. Hébert, A. (2013). Les parcs nationaux du Nunavik et du territoire d'Eeyou Istchee–Baie-James. *Téoros*, 31(1), 9–18. <https://doi.org/10.7202/1020705ar>
11. Hepburn, C. D., Jackson, A. M., Pritchard, D. W., Scott, N., Vanderburg, P. H., & Flack, B. (2019). Challenges to traditional management of connected ecosystems within a fractured regulatory landscape: A case study from southern New Zealand. *Aquatic Conservation: Marine and Freshwater Ecosystems*, 29(9), 1535–1546. <https://doi.org/10.1002/aqc.3152>
12. Hill, R. (2011). Towards Equity in Indigenous Co-Management of Protected Areas: Cultural Planning by Miriuwung-Gajerrong People in the Kimberley, Western Australia. *Geographical Research*, 49(1), 72–85. <https://doi.org/10.1111/j.1745-5871.2010.00669.x>
13. Hill, R., Grant, C., George, M., Robinson, C. J., Jackson, S., & Abel, N. (2012). A typology of indigenous engagement in Australian environmental management: Implications for knowledge integration and social-ecological system sustainability. *Ecology and Society*, 17(1). <https://doi.org/10.5751/ES-04587-170123>
14. Izurieta, A., Sithole, B., Stacey, N., Hunter-Xenie, H., Campbell, B., Donohoe, P., Brown, J., & Wilson, L. (2011). Developing indicators for monitoring and evaluating joint management effectiveness in protected areas in the northern territory, Australia. *Ecology and Society*, 16(3), 22. <https://doi.org/10.5751/ES-04274-160309>

15. Johnston, J. W., & Mason, C. (2020). The Paths to Realizing Reconciliation: Indigenous Consultation in Jasper National Park. *International Indigenous Policy Journal*, 11(4), 1–27. <https://doi.org/10.18584/iipj.2020.11.4.9348>
16. Langton, M., & Palmer, L. (2005). Community-Oriented Protected Areas for Indigenous Peoples and Local Communities 1. In *Journal of Political Ecology* (Vol. 12). [www.atns.net.au](http://www.atns.net.au)
17. Levine, H. B. (2011). Tieke: Marae and/or tourist campsite? Confrontation and cooperation in Whanganui National Park, New Zealand. *Anthropological Forum*, 21(1), 43–56. <https://doi.org/10.1080/00664677.2011.549449>
18. Makey, L., & Awatere, S. (2018). He Mahere Pāhekoheko Mō Kaipara Moana—Integrated Ecosystem-Based Management for Kaipara Harbour, Aotearoa New Zealand. *Society and Natural Resources*, 31(12), 1400–1418. <https://doi.org/10.1080/08941920.2018.1484972>
19. Orozco-Quintero, A., King, L., & Canessa, R. (2020). Interplay and Cooperation in Environmental Conservation: Building Capacity and Responsive Institutions Within and Beyond the Pacific Rim National Park Reserve, Canada. *SAGE Open*, 10(2). <https://doi.org/10.1177/2158244020932683>
20. Prystupa, M. v. (1998). Barriers and Strategies to the Development of Co-Management Regimes in New Zealand: The Case of Te Waihora. *Human Organization*, 57(2), 134–144.
21. Rist, P., Rassip, W., Yunupingu, D., Wearne, J., Gould, J., Dulfer-Hyams, M., Bock, E., & Smyth, D. (2019). Indigenous protected areas in Sea Country: Indigenous-driven collaborative marine protected areas in Australia. *Aquatic Conservation: Marine and Freshwater Ecosystems*, 29(S2), 138–151. <https://doi.org/10.1002/aqc.3052>
22. Ross, H., Grant, C., Robinson, C. J., Izurieta, A., Smyth, D., & Rist, P. (2009). Co-management and indigenous protected areas in Australia: Achievements and ways forward. *Australasian*

23. Singleton, S. (2009). Native people and planning for marine protected areas: How “stakeholder” processes fail to address conflicts in complex, real-world environments. *Coastal Management*, 37(5), 421–440. <https://doi.org/10.1080/08920750902954072>
24. Taiepa, T., Lyver, P., Horsley, P., Davis, J., Bragg, M., & Moller, H. (1997). Co-management of New Zealand’s conservation estate by Maori and Pakeha: A review. *Environmental Conservation*, 24(3), 236–250. <https://doi.org/10.1017/S0376892997000325>
25. Thibault, M. (2014). La place des Autochtones dans la gouvernance des parcs de l’Arctique canadien : de la cogestion à la « cojuridiction ». *Nouvelles Pratiques Sociales*, 27(1), 78–98.
26. Thomlinson, E., & Crouch, G. (2012). Aboriginal peoples, Parks Canada, and protected spaces: A case study in co-management at Gwaii Haanas National Park Reserve. *Annals of Leisure Research*, 15(1), 69–86. <https://doi.org/10.1080/11745398.2012.670965>
27. Tiakiwai, S. J., Kilgour, J. T., & Whetu, A. (2017). Indigenous perspectives of ecosystem-based management and co-governance in the Pacific Northwest: lessons for Aotearoa. *AlterNative*, 13(2), 69–79. <https://doi.org/10.1177/1177180117701692>
28. van Schie, R., & Haider, W. (2015). Indigenous-based Approaches to Territorial Conservation: A Case Study of the Algonquin Nation of Wolf Lake. *Conservation and Society*, 13(1), 72–83. <https://doi.org/10.4103/0972-4923.161225>
29. Zurba, M., Ross, H., Izurieta, A., Rist, P., Bock, E., & Berkes, F. (2012). Building co-management as a process: Problem solving through partnerships in Aboriginal Country, Australia. *Environmental Management*, 49(6), 1130–1142. <https://doi.org/10.1007/s00267-012-9845-2>

### **Other references:**

1. Borrini-Feyerabend, G., Dudley, N., Jaeger, T., Lassen, B., Pathak Broome, N., Phillips, A., & Sandwith, T. (2014). *Gouvernance des aires protégées: de la compréhension à l'action*. [www.iucn.org/pa\\_guidelines](http://www.iucn.org/pa_guidelines)
2. Cercle autochtone d'experts. (2018). *Nous nous levons ensemble*. [http://publications.gc.ca/collections/collection\\_2018/pc/R62-548-2018-fra.pdf](http://publications.gc.ca/collections/collection_2018/pc/R62-548-2018-fra.pdf)

