

**STRANGE BEDFELLOWS:
CONSERVING HERITAGE IN AN
ERA OF GOVERNMENT
INDIFFERENCE**

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OCTOBER 12, 2012

The Challenge

- Heritage is not sexy
- Heritage sector is “losing ground”
- Government commitment, political will, funding “appear to be waning”
- “Heritage concerns are often portrayed in the media as being out of touch”

– *Toward a New Vision* Discussion Paper

Strange Bedfellows

- Strange Bedfellow strategies can work
- Why? People share many similar values whether corporate titans or lefty activists
- ENGOs and industry share distrust of partisan politics, bureaucratic inertia, need to control information and power
- Governments become nervous when “enemies” join forces
- Public usually likes it

Useful Lessons from The Environmental Movement?

- Success stories
- Conservationists and Environmentalists
- You think you've got it bad?
- Foreign-funded radicals
- And yet . . .

CBC.ca Headline
October 11, 2012

New federal-provincial air quality deal aims to cut smog: *New system seen as rare instance of cooperation between governments, business and NGOs*

By Margo McDiarmid, Environment Unit, CBC News
Posted: Oct 11, 2012 8:07 PM ET

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Strange Bedfellow Sleeping Arrangements

- ENGOs and industry associations collaborate to engage government
- ENGO and private company partner to achieve shared objective
- Multistakeholder initiatives

ENGOS and Industry Associations collaborate to engage Government

- New Directions
- Smog Initiative



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New Directions Group

- Established in 1990 with 11 Corporate CEOs and VPs and 11 ENGO leaders
- Members included Dow Chemical, Inco, E.B. Eddy, Noranda, Friends of the Earth, Canadian Nature Federation
- Why? Government is often the problem. ENGOs and industry can sort out environmental issues, avoid political/bureaucratic gridlock

New Directions Group

- *Reducing and Eliminating Toxic Substances Emissions: An Action Plan for Canada* presented to Environment Minister Jean Charest a year later
- National emissions inventory, sunsetting of particularly toxic substances, reduction of emissions from all sources
- Implemented very quickly by Charest

Smog Initiative (Air Quality Management System)

- ▶ Prime Minister commits to reduce smog by 50% by 2015 (April 2007)
- ▶ ENGOs/Industry jointly write to Prime Minister demanding consultations (Aug. 2007)
- ▶ ENGOs/Industry present alternative proposal (March 2008)
- ▶ Governments work with ENGOs, industry) on alternatives (Summer 2008)

Smog Initiative (Air Quality Management System)

- ▶ Proposal approved by provinces, industry, ENGOs (Feb. 2009)
- ▶ Multistakeholder group develops Air Quality Management System (2009 – 2012)
- ▶ Federal/provincial Ministers approve AQMS (Oct. 2012)

ENGOs and Industry collaborate to achieve shared objectives

- Nature Conservancy Canada
- “A natural legacy through partnership”
- Vision to “protect areas of natural diversity for their intrinsic value and for the benefit of our children and those after them”
- Partnerships with business include: TD Bank, ScotiaBank, Shell Canada, The Globe and Mail

Multistakeholder Initiatives

- National Round Table on Environment and Economy
- Species at Risk Task Force
- Regulatory Advisory Committee (CEAA)



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Features of Multistakeholder Initiatives

- Typically, a government response to political pressures from stakeholders
- Objectives are not usually too divergent
- Membership and process usually controlled by government
- Individuals selected tend not to be combative

Benefits of Strange Bedfellows?

- Financial
- Political
- Building the movement

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Disadvantages of Strange Bedfellows?

- Time Commitment
- Water in the Wine
- Dilution of public advocacy efforts
- Stockholm Syndrome

Advice for Heritage Community

- Why not a serious push for a Heritage Conservancy similar to Nature Conservancy Canada with big corporate sponsors? With heritage-led community regeneration as a focus?
- What about a strange bedfellow alliance of activist groups, green and heritage builders and developers for heritage-friendly tax reforms?

Advice for Heritage Community

- Revisioning of “heritage”, or at least some rebranding may be needed to make these approaches succeed