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## "Environmental Values and Adaptive Management"

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Norton, Bryan G., and Anne C. Steinemann. "Environmental Values and Adaptive Management." *Environmental Values* 10, no. 4 (2001): 473–506. doi:10.3197/096327101129340921 .

The trend in environmental management toward more adaptive, community-based, and holistic approaches will require new approaches to environmental valuation. In this paper, we offer a new valuation approach, one that embodies the core principles of adaptive management, which is experimental, multi-scalar, and place-based. In addition, we use hierarchy theory to incorporate spatial and temporal variability of natural systems into a multi-scalar management model. Our approach results in the consideration of multiple values within community-based ecosystem management, rather than an attempt to maximise a single variable such as economic efficiency. We then offer two heuristics—one procedural and one evaluative—to guide a community toward shared goals, and to develop indicators to measure progress toward these goals. We illustrate our approach by application to environmental and developmental decisions in the Southern Appalachians.

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