

RESTORING BC's FOREST LEGACY AND ENERGIZING THE FOREST SECTOR

Strategic Action Plan

October 2012

Draft v12

This Action Plan presents the current information for use in the dialogue on the future of BC forest lands and to assist in the on-going discussions regarding actions by political parties leading up to the commitments expected during the 2013 election campaign. Future drafts incorporating the results of upcoming expert and community workshops will be posted on the HFHC website.

The reader's level of interest in the *Strategic Action Plan* is assisted by the following:

Overview – located in the Executive Summary

“What to do” recommendations – located in the Action Plan

“How to do” recommendations – located in the Specific Action Recommendations

EXECUTIVE SUMMARY

The *Strategic Action Plan (Plan)* is based on the input generated through the *Healthy Forests-Healthy Communities: A conversation on BC forests* initiative (HFHC)¹ dialogue with communities and concerned citizens across BC and Provincial forest management experts.

The focus is on future forest lands management with the intent to inform politicians of the strategic actions necessary to ensure the future forest will restore the BC forest legacy and energize the forest sector.

As we know, BC Crown lands represent 94% of the Province. The forests are the cornerstone of the forest industry and without sustainability of this asset the companies cannot capitalize on the manufacturing and exports that generate revenue, create jobs and contribute to community resiliency. British Columbians expect the Provincial Government to manage these lands in the public's best interest, specifically, the protection of social, cultural and economic values over the long-term and the provision of products and services for the benefit of all BC residents.

There is a growing concern among professional foresters and biologists, conservationists, academics, community leaders, forest sector support companies and First Nations that BC forests need greater attention to meet long-term societal expectations. **Failure to manage forest lands through a long-term sustainability lens will result in a reduction in both investment and management of the forest asset leading to community economic development, family health and BC revenue instability.**

¹ A non-partisan, volunteer supported initiative to provide an opportunity for communities and concerned citizens to inform decision-makers of their views and concerns regarding the management of BC forest lands

The *Plan* is presented as a series of **nested recommendations to be delivered over 10 years** using strategic actions in each of two phases (0-5 years; 5-10 years). **The focus is on long-term stewardship and not short-term economics in order to protect forest sector jobs and deliver the expected goods and services. It builds on existing forest lands management instruments and experience with a focus on long-term sustainability.** Aspects related to forest lands management such as water and hydrology are not included but are recognized as important and need to be addressed through other integrated processes. The five major components are:

- 1) Building a Sustainable Forest Management (SFM) infrastructure to guide the management of BC forest lands, including SFM principles, Provincial and local visions and goals, strategies, forest management framework, actions, public involvement processes and supporting laws and policies
- 2) Employing land use, forest management, resource inventories and economic support mechanisms to increase community diversification while building a community forest culture
- 3) Ensuring resource inventories and monitoring and assessments provide reliable knowledge on the state of the forest, its values and its resources
- 4) Conducting forest management treatments to meet local, regional and provincial forest lands visions and goals
- 5) Ensuring a vibrant forest lands research sector to support long-term forest management, community resiliency and forest sector competitiveness

The *Plan* outlines the recommended strategic actions in each of these components, including specific "how to" action recommendations. Estimated incremental costs with overall associated benefits are also included.

HFHC continues to obtain information through Community Workshops and expert papers on previously identified key issues. This will be added to the draft *Plan* through the Fall of 2012 and included in the January-February 2013 final report.

Although in draft form, the current information is provided for use in the dialogue on the future of BC forest lands and to assist in the on-going discussions regarding actions by political parties leading up to the commitments expected during the 2013 election campaign. Future drafts will be posted on the HFHC website as more information becomes available.

ACKNOWLEDGMENTS

The success of the HFHC has been due to the efforts and contributions by a large number of volunteers and people concerned about the future of BC forest lands. The following are recognized for their contributions:

- The many volunteers across the Province who contributed to the writing of expert papers and organizing the Community Dialogue Sessions and the Expert and Community Workshops. Without the commitment of these individuals to provide their time and expertise to this grassroots initiative, this input into forest lands decision-making would not have been possible.
- The many people who are concerned enough regarding the future of BC forest lands to take time to share their views by attending the Community Dialogue Sessions, Expert and Community Workshops or submitting comments through the HFHC website and/or media articles.
- The members of the HFHC Advisory Team, the Website Management Team and the Strategic and Administrative Advisory Team for their work, advice and assistance.
- Special recognition is given to the Outdoor Recreation Council of BC who conducted the financial administration of the HFHC expenses.
- Special thanks to the Canadian Institute of Forestry, who provided assistance in various activities and demonstrated their commitment by lending their name, at the beginning and without hesitation, to the HFHC as a Provincial partner from the outset.
- Personal appreciation to the leadership of the BC2 Network, CommonsBC and BC Forest Society initiatives who provided the collaboration, inspirational support and encouragement throughout.
- The many community businesses and organizations who contributed in-kind services and money to facilitate the holding of the Community Dialogue Sessions and Community Workshops. The HFHC would not have been possible without their contributions.

- The financial and in-kind assistance from the following organizations:

Cash	In-kind
Vancouver Foundation	Canadian Institute of Forestry
Real Estate Foundation of BC	BC Forest Society
BC Government Employees Union	Cariboo Regional District
Western Canada Sustainable Forestry Initiative Implementation Committee	Mount Arrowsmith Biosphere Reserve
Pacific Salmon Foundation	Outdoor Recreation Council
PRT Growing Services Ltd	Association of BC Forest Professionals
BC Wildlife Federation	Fraser Basin Council
Professional Employees Association	Society of Consulting Foresters of BC
Anonymous industry organization	Royal Roads University
Anonymous private BC foundation	BC Forest Practices Board
Anonymous forestry organization	Simon Fraser University School of Resource and Environmental Management
	Simon Fraser University Centre for Sustainable Community Development
	Selkirk College School of Environment and Geomatics
	Thompson Rivers University Department of Natural Resource Science
	University of BC Faculty of Forestry
	University of Northern BC (NRES)
	Vancouver Island University Department of Forest Resources Technology

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ACCRONYMS

ABCFP – Association of BC Forest Professionals

BCTS – BC Timber Sales

FRPA – Forest and Range Practices Act

FSP – Forest Stewardship Plans

HFHC – Healthy Forests – Healthy Communities: A conversation on BC Forests

MPB – Mountain Pine Beetle

NTFP – Non-Timber Forest Products

NTFR – Non-Timber Forest Resources

SFM – Sustainable Forest Management

TFL – Tree Farm License

TSA – Timber Supply Area

RESTORING BC'S FOREST LEGACY AND ENERGIZING THE FOREST SECTOR

Strategic Action Plan

The *Strategic Action Plan (Plan)* is based on input generated through the *Healthy Forests-Healthy Communities: A conversation on BC forests* initiative (HFHC)² provided by communities and concerned citizens across British Columbia (BC), and Provincial experts. **The focus of HFHC is on forest lands management.** HFHC has conducted community dialogues, solicited resource management briefs from experts in fields related to forest lands management and obtained opinions from a wide range of professionals and interested parties (e.g., professional foresters and biologists, conservationists, academics, First Nations, community advocates, rural community citizens, outdoor recreationists, wilderness tourism operators, environmental lawyers, forest related unions, etc). **HFHC is continuing to obtain information through Community Workshops and expert papers** on previously identified key issues. These will be added to the draft *Plan* through the Fall of 2012 and included in the January-February 2013 final report.

The *Plan* will be updated as more information becomes available from workshops and expert papers.

1. PROBLEM STATEMENT

BC Crown lands represent 94% of the Province. The forests are the cornerstone of the forest industry and without sustainability of this asset the companies cannot capitalize on the manufacturing and exports that generate revenue, create jobs and contribute to community resiliency. British Columbians expect the Provincial Government to manage these lands in the public's best interest, specifically, the

² A non-partisan, volunteer supported initiative to provide an opportunity for communities and concerned citizens to inform decision-makers of their views and concerns regarding the management of BC forest lands

protection of social, cultural and economic values over the long-term and the provision of products and services for the benefit of all BC residents. The demands can be summarized in the overall objective of achieving healthy and resilient communities (Aboriginal and non-Aboriginal), which depend on conservation and use of healthy forests, commonly reflected in the practice of Sustainable Forest Management (SFM). There is a growing concern among professional foresters and biologists, conservationists, academics, community leaders, forest sector support companies and First Nations that BC forests need greater attention to meet societal expectations over the long-term.

PURPOSE

The purpose of the *Plan* is to generate dialogue among politicians, industry, professionals, communities, First Nations and other interested parties regarding the actions needed to ensure BC forest lands will be capable of providing the desired goods and services for the Province, its communities and BC residents, now and in the future. **The immediate focus is to capitalize on the upcoming 2013 provincial election to generate this dialogue and assist political parties in developing election platforms.**

The HFHC focus is on forest management leading to a future forest that provides the desired goods and services over the long-term

2. ACTION PLAN³

Leadership from Government, Opposition Parties, industry and professionals is essential to restore the BC forest legacy and energize the forest sector. Their commitment to collaborate and build partnerships will be required to achieve long-term sustainability. This necessitates a strategic and focused approach involving identification of a vision and a set of goals and targets for BC forests to guide decisions and strategic actions and measure progress towards the vision.

³ *Plan* developed from input provided by Expert Background Briefs, Community Dialogue Sessions, Expert papers, opinions submitted to HFHC and opinions provided through the media. All can be reviewed on the HFHC website.

The *Plan* is presented as a series of **nested recommendations to be delivered over 10 years** to address the problem statement. **The focus is on long-term stewardship and not short-term economics in order to protect forest sector jobs and provide forest lands public services.** The *Plan* is on forest management and related aspects for consideration by decision-makers. It outlines the priority recommended actions with specific “how to” action recommendations in Appendix 1. Aspects related to forest lands management such as water and hydrology are not included but are recognized as important and need to be addressed through other integrated processes.

The *Plan* is a series of
nested
recommendations

The five major components of the *Plan* are:

- 1) Building a Sustainable Forest Management infrastructure to guide the management of BC forest lands, including SFM principles, vision, goals, strategies, forest management framework, actions, public involvement processes and supporting laws and policies
- 2) Employing land use, forest management, resource inventories and economic support mechanisms to increase community diversification while building a community forest culture
- 3) Ensuring resource inventories and monitoring and assessments provide reliable knowledge on the state of the forest, its values and its resources
- 4) Conducting forest management treatments to meet local, regional and provincial forest lands visions and goals
- 5) Ensuring a vibrant forest lands research sector exists to support long-term forest management, community resiliency and sector competitiveness

Implementing the *Plan* requires initial preparation of a communications plan to inform interested parties and solicit input from key sources. This plan should be efficient, effective, non-political and informative.

PLAN STRATEGY

The *Plan* strategy is to build on appropriate existing instruments, practices and conditions that support moving towards the vision and removing those that do not.

The current and expected economic situation of the Province and industry will dictate the rate of movement towards the vision. Consequently, the strategy will consist of prioritizing actions into two phases.

Phase 1 (0-5 years) strategic actions

- Build a long-term forest stewardship infrastructure based on SFM principles
- Establish targets for each of the short and long-term goals
- Begin forest management treatments to restore forest health and meet community needs
- Create mechanisms to encourage private and public investment in the forest asset
- Create an environment to diversify the local forest sector in forest dependent communities using local-regional forest resources
- Begin creation of a forest culture in forest dependent communities
- Establish and implement mechanisms to demonstrate the practice of SFM
- Monitor progress towards goal targets for use in evaluation for Phase 2 strategic actions

Phase 2 (5-10 years) strategic actions

- Enhance the utilization of the forest stewardship infrastructure to achieve the goals
- Enhance the forest management treatments to restore forest health and create vibrant forest stands while meeting community needs
- Continue to encourage private and public investments in enhancing the forest asset
- Continue to build community resiliency and sustainability through a diversified local forest sector
- Continue to build a forest culture in forest dependent communities
- Make SFM demonstration progress a normal practice

SFM INFRASTRUCTURE

A BC SFM infrastructure is required to guide the management of BC forest lands, including adoption of SFM principles (Example in Appendix 2), vision, goals, forest management framework, forest practices, public involvement processes and supporting laws and policies. This begins with the adoption of the principles and identification of a forest lands vision and goals with targets. The following is a vision developed through the HFHC consultation processes and used to develop the *Plan* recommendations:

Vision – long-term sustainability

British Columbia's forest lands asset is protected, managed and restored to:

- Ensure the health and protection of all forest values;
- Support healthy, diverse and resilient communities; and
- Support viable and sustainable forest sector community businesses.

Long-term Goals

The long-term goals to achieve the vision are:

- A productive and healthy BC forest
- Demonstrated practice of SFM based on up-to-date data, science and planning
- Effective and efficient strategic forest lands decision-making process involving stakeholders, communities and First Nations
- Forest management that contributes to local-regional community needs
- A vibrant and innovative forest management sector

Short-term goals

There are three (3) priority short-term goals to begin restoring the BC forest legacy and energizing the forest sector are to:

- 1) Develop a SFM infrastructure;
- 2) Deliver priority needs of communities; and
- 3) Demonstrate long-term forest stewardship.

PHASE 1 STRATEGIC ACTIONS (0–5 years)

Delivery of the products from the actions will, in many cases, require consultation with key experts, stakeholders, First Nations and/or communities to refine the detailed actions. **In instances where appropriate existing programs, statements, etc can be used or modified to achieve the desired outcome, their use is encouraged.** “Starting from square one” should be avoided, whenever possible. The following are recommended strategic actions for each of the three (3) short-term goals.

All recommendations are subject to further community input in October–November 2012

Recommendations awaiting expert opinion are highlighted

1) Goal - Develop a SFM infrastructure

a) Provincial structural instruments

- i) Government to convene a provincial panel of recognized leaders in forest resources management, environmental conservation, community advocacy and First Nations that are widely respected for their professional judgment and non-partisan in their affiliation with stakeholders, First Nations or advocacy groups to develop SFM principles and interpretations and a Provincial forest lands vision and goals, with targets, to guide legislation, regulation, policies and operating practices
- ii) Government to formally adopt a vision statement and direct Ministry staff and the forest industry to use it in conjunction with the SFM principles in developing and reviewing legislation, regulation, policies and operating practices
- iii) Government to ensure existing laws are consistent with the delivery of the SFM principles and Provincial vision statements using the normal process of regulatory review
- iv) Government to create and implement a flexible and “living” land use and forest management planning system where Aboriginal and non-Aboriginal communities are willing to collaborate within a public process
- v) Government and First Nations to expedite the negotiations for viable and sustainable First Nations Woodland Licenses where First Nations have identified a desire to enter into the agreement and forest and administrative conditions are favourable

- vi) Government to collaboratively work with the forest industry and professional associations to revise the Professional Reliance-Forest and Range Practices Act (FRPA)-Forest Stewardship Plans (FSP) concept implementation requirements to improve accountability, public credibility and concept delivery
 - vii) Government to enter into a public consultation process and collaboration with land owners that will identify and respond to concerned citizen issues related to the impact of management of Private Managed Forest Lands on the protection of public resources and values
 - viii) Government to establish a 1-year independent Commission to review Government policy regarding silviculture and provide recommendations related to implementation of a decentralization, locally-driven and objectives focused forest resources management model
- b) Local-regional structural instruments
- i) Government to identify, after adoption of the provincial forest lands vision, the principles to guide the process of developing a community vision
 - ii) Communities to establish local-regional forest visions and goals consistent with the provincial vision and goals to guide local forest management practices
 - i) Government, communities and resource industries to establish planning mechanisms to minimize the footprint of resource management and extraction industries on the forest lands, including:
 - (1) Re-evaluating the operational management model of the District Manager
 - (2) Ensuring a coordinated and integrated governmental framework is available to the District Manager under which to operate
 - (3) Utilizing the processes and structures to increase community influence on decisions
- c) Forest asset investment mechanisms
- i) Government to create an investment climate and mechanisms that encourage Government and non-Government funding to maintain and enhance the Crown forest lands asset without privatizing the Crown forest
[Details to come from Expert paper]

2) Goal - Deliver priority needs of communities

- a) Community economic diversification
 - i) Government, communities and the forest industry to take action in removing barriers and encouraging diversity of viable and sustainable community wood products, non-timber forest resources, recreation and tourism and forest management businesses
- b) Community forest culture
 - i) Government to jointly fund, with the forest industry and communities, a collaborative organization involving professional associations, communities, First Nations, academic institutions and forest extension organizations in building community knowledge capacity in forestry, forest management and Non-Timber Forest Resources (NTFR)
 - ii) Government to consult with the medical community regarding international research that supports encouraging families to utilize Crown forests for health prevention
- c) Community influence on decisions
 - i) Government to establish mechanisms for communities or Regional Districts to influence and monitor local-regional strategic forest management and land use decisions
 - ii) Government to encourage Aboriginal and non-Aboriginal communities to work collaboratively on the management of local-regional forest lands

3) Goal - Demonstrate long-term forest stewardship

- a) Forest management unit actions
 - i) Forest licensees and BC Timber Sales (BCTS) to prepare strategic level plans for their operating unit(s) consistent with the proposed SFM framework requirements
 - ii) Government to provide for a six month to one year consultation process involving BCTS, forest industry, communities and experts to develop the necessary policy framework and funding required to make the following silviculture treatment prioritization paradigm shift

- iii) Government to implement the paradigm shift by:
 - (1) Adopting and publically communicating the requirement to use the paradigm shift related policies in guiding strategic and operational decisions
 - (2) Modifying related policies to:
 - (a) Ensuring consistency with the paradigm shift and removing barriers to implementation
 - (b) Removing timber volume as the primary objective related to silviculture treatment decisions and move to maximizing recovery (i.e., volume X value)
 - (3) Modify the Land Base Investment Strategy (LBIS) or create a new mechanism to allocate silviculture and forest management treatment funds to local-regional multi-stakeholder committees that will:
 - (a) Determine priority strategic treatments with an emphasis on “core” forest management lands to meet community visions and goals
 - (b) Include flexibility in acceptable activities to meet the needs of the community visions and goals
 - (c) Direct the majority of the funds to community needs with provincial priorities being secondary
- b) Wildfire Management actions
 - i) Government to modify FRPA regulations and Ministry policies to require forest licensees and BCTS to integrate wildfire management with land management
 - ii) Government to work with the Federal Government to jointly provide funding for forest treatments in priority urban-forest wildfire interface areas around communities-at-risk and funding and staff for wildfire risk research
- c) Pest Management actions
 - i) Government and forest industry to treat all forest stands accordingly to avoid unacceptable levels of damage by forest pests (i.e., insects and disease)
 - ii) Government to provide the necessary resources to monitor and treat all priority forest stands justified to maintain forest health

d) Strategic Forest Resources inventories⁴

- i) Government, in partnership with stakeholders develop effective information based decision support tools that identifies appropriate indicators for a wide range of landscape values and is flexible to deal with changing information needs as different values arise
- ii) Government to revise the forest inventory model, including funding mechanisms, to provide the necessary data for strategic management decisions
- iii) Government to provide stable funding for priority fish and wildlife habitat inventories and habitat modeling essential for use in spatially and temporally explicit strategic planning
- iv) Government to provide a stable, efficient and effective 10 year recreational inventory program
- v) Government to facilitate collaboration between the forest industry, First Nations and non-Aboriginal Non-Timber Forest Products (NTFP) enterprises to utilize existing knowledge (e.g., resource inventories, western science and traditional knowledge) regarding NTFR while acknowledging Aboriginal Rights and Title and the need for information confidentiality
- vi) Government to utilize the expertise of the best forest lands practitioners in prioritizing strategic decisions regarding short-term strategic projects, while resource inventory structures are being developed

e) Monitoring and assessment system

- i) Government to establish a Task Force to develop an integrated monitoring and assessment system over a two year period, including implementation cost estimates that:
 - (1) Supports delivery of Provincial and Community visions, goals and targets
 - (2) Is supported by up-to-date and reliable forest resources inventories
 - (3) Integrates monitoring and assessment of all forest resources into a single system
 - (4) Is clear, simple and understandable by the public

⁴ Operational resource inventory costs will be the responsibility of resourced licensees

- (5) Is preferably based at the landscape level but at the minimum management unit level
- (6) Is the responsibility of an independent body, possibly the Forest Practices Board, to generate public credibility and avoid fear of retribution
- (7) Is based on identified cost effective strategic and operational indicators to measure performance
- ii) Government to ensure the monitoring and assessment system is integrated with a:
 - (1) Community capacity building program leading to a knowledgeable local public
 - (2) Communications plan to continually inform local communities of forest status
 - (3) Public access system for monitoring and assessment results
- f) Forest lands research
 - i) Government to establish and fund a vibrant forest research sector capable of generating new ideas and solutions to support world class forest management, enhance the competitiveness of the sector and capable of conducting research and monitoring to ensure forest practices lead to SFM
- g) Fish and wildlife habitat management and restoration actions
 - i) Government to incorporate the principle of balancing the maintenance of ecological integrity and biodiversity conservation with socio-economics in strategic level planning and operational decisions
 - ii) Government to focus on Species at Risk and conservation of BC's biodiversity for the protection and restoration of species and ecosystems
 - iii) Government to work collaboratively with the forest industry in developing and implementing ecosystems and fish and wildlife habitat restoration and management plans through the Conservation Framework

PHASE 1 ACTION TIMELINES

Table 1 identifies the years in which actions are proposed.

Table 1 Estimated timelines for Phase 1 actions

Goal	Action #	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10
1	Provincial structural instruments development						
	Private forest lands consultations						
	Local-regional structural instruments development						
	Forest asset investment mechanisms researched						
2	Community economic diversification encouraged						
	Community forest culture created						
	Community influence mechanisms process						
	Community influence pilots						
	Community influence implementation						
3	Forest Management unit paradigm shift development						
	Forest management unit priority treatments						
	Pest management actions						
	Forest inventory developed						
	Fish and wildlife inventory developed						
	Recreation inventory developed						
	Non-timber forest resources inventory planning						
	Non-timber forest resources inventory developed						
	Monitoring and assessment system developed						
	Monitoring and assessment implemented						
	Forest lands research conducted						
	Fish and wildlife habitat management-restoration						

PHASE 2 STRATEGIC ACTIONS (5–10 years)

Phase 2 strategic actions will build on the Phase 1 outcomes and progress as well as any new priority issues that arise. Phase 2 priorities will be determined after a four (4) year review of the status of achieving the goals and targets of Phase 1 action plan.

3. BENEFITS

The 10 year *Plan* is expected to result in the following benefits:

- Major forest resources contributions to healthy communities and families
- Generation of increased provincial revenue over the long-term
- Community resiliency and sustainability
- Jobs in forest management, manufacturing, technology development, research, skills training, etc
- Protection of forest resources values
- Increased forest lands asset value for the future
- Increased First Nations integration into the forest sector and economic development
- Protection of public resources and services (e.g., ecosystem services, water, etc)
- Increased innovation and technology development and implementation to meet SFM requirements efficiently and effectively

4. ESTIMATED COSTS

The delivery of the *Plan* consists of re-focusing Government direction, re-assignment of staff and allocation of incremental funds compared to the 2012-13 Ministry budget. The cost estimates associated with the latter are shown in Table 2. Options are presented regarding the funding of forest inventory and forest lands research within the preferred being endowments or trusts with a progressive reduction in annual budget allocations over the next five (5) years. This is reflected in the estimates in Table 2. The expectation is BC will enter into BC-Canada joint funding agreements for community diversification (\$40 million/year) and wildfire risk treatments and research (\$32 million/year) associated with MPB areas.

Potential off-setting funding sources, other than general revenue, include:

- Research endowment(s) funded by Government, forest industry, philanthropists and not-for-profit Foundations
- “Sustainability Fund” intended to support renewable resource assets generated from a portion of the Government revenue received from non-renewable resources extraction (e.g., mining, oil and gas)
- Tax on log exports from Crown lands to support community diversification

Table 2 Cost estimates associated with the Plan implementation – estimates awaiting expert opinions (?)

PHASE 1 ACTIONS – COSTS ⁵ (\$ M)								PHASE 2 ACTIONS (\$ M/yr)
Goal	Action Area	Endowment Option	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10
1	Provincial structural instruments		1.1	1.1				
	Professional reliance		0.4					
	Forest management commission		0.2					
	Private forest lands consultations				0.3			
	Forest asset investment mechanisms		?	?				
2	Community economic diversification		30.8	30.8	30.0	30.0	30.0	30.0
	Community forest culture		0.1	0.1	0.1	0.1	0.1	0.1
	Community influence mechanisms		0.3	0.5	1.0	1.0	1.0	1.0
3	Forest management unit paradigm shift development		0.3					
	Forest management unit priority treatments			TBD	TBD	TBD	TBD	TBD
	Pest management		2.5	2.5	2.5	2.5	2.5	2.5
	Wildfire hazard management		16.0	16.0	16.0	16.0	16.0	16.0
	Forest inventory		3.5	1.1				
		Yes	48.0	48.0	48.0	48.0	48.0	
	Fish and wildlife inventory		4.0	4.0	4.0	4.0	4.0	4.0
	Recreation inventory		1.0	1.0	1.0	1.0	1.0	1.0
	NTRF planning		0.3					0.5
	NTRF implementation			0.5	0.5	0.5	0.5	
	Monitoring and assessment system development		0.3	0.3				
	Monitoring and assessment system implementation				TBD	TBD	TBD	TBD
	Forest lands research		15.0	12.0	9.0	6.0	3.0	3.0-1 year only
		Yes	60.0	60.0	60.0	60.0	60.0	
	Fish and wildlife habitat management-restoration		15.2	15.2	15.2	15.2	15.2	15.2
Totals			201.7	194.9	190.3	184.3	181.3	

⁵ Incremental costs compared to 2012-13 Ministry budget allocations and assumption BC-Canada agreements exist of \$20 million/year and \$1 million/year for community diversification and wildfire research respectively

5. LONG-TERM SUCCESS MEASURES

The following are suggested performance measures to assess progress in achieving the long-term goals.

- 1) All forest-dependent communities in the Province are able to utilize the forest in ways that meet both their current and future needs from a sustainably managed forest;
- 2) A land ownership and associated tenure system that encourages investment by licensees and other investors in the future forest estate;
- 3) A provincial monitoring system capable and regularly utilized in determining the conservation status of all species and ecosystems;
- 4) A full range of environmental values, enabling the use of the land base by multiple groups with seemingly conflicting objectives;
- 5) An effective public consultation process in place and operating for the management of public lands;
- 6) A flexible forest planning system that allows for adaptation to unknowns, such as natural events;
- 7) All forests managed to current strategic plans that addressed all aspects of sustainable forest management;
- 8) A forest sector that attracts more young people than it can accommodate;
- 9) Forest management decisions based on up-to-date, comprehensive, inventory information and utilizing the best available science;
- 10) A diverse array of forest products manufacturers, ranging from low-cost suppliers of commodity materials through a range of value-added industries to high-end manufacturers that maximize the value of the wood being harvested in the Province;
- 11) BC forest able to support jobs in all rural communities and in many urban centers;
- 12) A vibrant research sector capable of generating new ideas and products, enhancing the competitiveness of the sector and capable of conducting research and monitoring to ensure sustainable forest practices;
- 13) Genuine innovators present in BC ready to introduce new processes, products and practices to the Province.

APPENDIX 1 – Specific action recommendations

1) Goal - Develop a SFM infrastructure

c) Provincial structural instruments

- i) Government to convene a provincial panel of recognized leaders in forest resources management, environmental conservation, community advocacy and First Nations that are widely respected for their professional judgment and non-partisan in their affiliation with stakeholders, First Nations or advocacy groups to:
 - (1) Establish SFM principles and interpretations⁶ that have stood the test of time for the protection and management of BC forest lands and can be used to test all existing and new legislation, policies, administrative structures and processes, used by a public watchdog to alert the Government when the forest management system⁷ is out of alignment and/or the principles require updating to facilitate SFM
 - (2) SFM principles may be within Government approved Provincial natural resource management and extraction principles
 - (3) Develop a Provincial forest lands vision and goals, with targets, to guide legislation, regulation, policies and operating practices
 - (4) A draft vision and goals to be evaluated relative to incorporation of previously identified local values (i.e., land use plans) in a strategic provincial vision
- ii) Government to formally adopt a vision statement and direct Ministry staff and the forest industry to use it in conjunction with the SFM principles in developing and reviewing legislation, regulation, policies and operating practices
- iii) Government to ensure existing laws are consistent with the delivery of the SFM principles and Provincial vision statements using the normal process of regulatory review

⁶ An example is presented in Appendix 2

⁷ The forest management system is intended to include the entire package of legislation, policies, organization and administration for the management of all forest-related resource values.

- iv) Government to create and implement an open flexible and “living” land use and forest management planning system that:
 - (1) Supports Aboriginal and non-Aboriginal communities, through adequate funding and expertise, in collaborating on development of the vision for the local-regional forests and subsequent land use designations
 - (2) Utilizes updated existing Government and First Nations land use plans and other instruments, such as Beetle Action Coalition strategies, but not including “opening up” land use plans
 - (3) Allows for adaptation to unknowns, such as natural events
 - (4) Continually questions the current and changing state of the forest and associated resources and utilizes adaptive management principles
 - (5) Includes a SFM framework:
 - (a) Requiring consistency with the SFM principles
 - (b) Requiring clarity on the vision, goals and performance measures of the management unit over time and space
 - (c) Requiring balancing the maintenance of ecological integrity with protection and maintenance of socio-economic forest values and targets
 - (d) Requiring developing and communicating spatially and temporally explicit strategic level plans for all management units in an open and transparent manner
 - (e) Requiring First Nations and stakeholder input
 - (f) Guiding forest managers in developing strategic level plans
 - (g) A definition of SFM to guide management planning
 - (h) Building on existing SFM related components (e.g., updated land use plans that include First Nations’ interests, management standards, etc)
 - (i) Requiring review, updating and publicly reporting on progress in achieving the goals and targets every 5 years
- v) Government and First Nations to expedite the negotiations for viable and sustainable First Nations Woodland Licenses, where First Nations have identified a desire to enter into the agreement and forest and administrative conditions are favourable
- vi) Government to provide an additional \$0.4 million to work collaboratively with the forest industry and professional associations to revise the Professional Reliance-FRPA-FSP concept implementation requirements to improve accountability, public credibility and concept delivery by:

- (1) Embarking on an assertive communications program specific to the public, non-timber resource users and lay people to inform them of the concept and implementation requirements using existing Professional Reliance documents and including:
 - (a) Clarification of the responsibilities of foresters, companies and Government relative to Professional Reliance and the development and implementation of FSP
 - (b) Simplifying the description of responsibilities through the lens of the concerned public
 - (c) Clarification that Professional Reliance does not apply to the on-the-ground activities
 - (d) Companies, foresters and Government embarking on an assertive program, beyond the minimum requirements, to inform the public and concerned citizens about what is proposed in the local FSP and commitment to current non-regulatory resource planning activities
- (2) Strengthening the FSP by:
 - (a) Increasing the minimum level of FSP commitments to meet identified public expectations, including a requirement to contribute to meeting the community vision and goals
 - (b) Government review ensuring public expectations are met by results and strategies
 - (c) Requiring licensee making publicly available detailed plans prior to harvesting approval
 - (d) Requiring public consultation on detailed plans
- vii) Government to enter into a public consultation process and collaboration with land owners that will identify and respond to concerned citizen issues related to the impact of management of Private Managed Forest Lands on the protection of public resources and values, including:
 - (1) Entering into a public consultation process to identify the concerns of citizens and recommended actions regarding the management of Private Managed Forest Lands relative to protection of public resources and values
 - (2) Encouraging the Private Managed Forest Land Council to review the public consultation recommendations and take action, where appropriate
 - (3) Encouraging Private Managed Forest Land owners to embark on a community communications program to inform concerned citizens of

- regulatory and non-regulatory practices conducted to protect public resources and values
- viii) Government to establish a 1-year independent Commission (\$0.2 million) to review Government policy regarding silviculture and provide recommendations related to implementation of a decentralized, locally-driven and objectives-focused forest resources management model
- d) Local-regional structural instruments
- i) Government to identify, after adoption of the provincial forest lands vision, the principles to guide the process of developing a community vision
 - ii) Communities to establish local-regional forest visions and goals consistent with the provincial vision and goals to guide local forest management practices
 - iii) Government, communities and resource industries to establish planning mechanisms to minimize the footprint of resource management and extraction industries on the forest lands, including:
 - (1) Re-evaluating the operational management model of the District Manager in a renewed context where the manager is responsible for integrating information on all landscape values in decision making
 - (2) Ensuring a coordinated and integrated governmental framework is available to the District Manager under which to operate
 - (3) Utilizing the processes and structures identified in increasing community influence on decisions (i.e., section 2 c) through providing advise to decision-makers on integrated resource management planning guidance on a regional scale
- e) Forest asset investment mechanisms
- i) Government to create an investment climate and mechanisms that encourage Government and non-Government funding to maintain and enhance the Crown forest lands asset without privatizing the Crown forest
[Details to come from Expert paper]

2) Goal - Deliver priority needs of communities

- a) Community economic diversification
 - i) Government, communities and the forest industry to take action in removing barriers and encouraging diversity of viable and sustainable community wood products, non-timber forest resources, recreation and tourism and forest management businesses by:
 - (1) Government giving value-added wood product businesses first right of refusal for BCTS and Community Forest fibre at competitive prices
 - (2) Government providing \$3 million over a 2 year period to assist the value-added sector in establishing 2-3 cluster pilots to integrate opportunities with the existing commodity sector and stimulate the value-added industry
 - (3) Government designing and implementing updated forest resources inventories (timber, NTFR, recreation and tourism) for use by the private sector and communities in deciding local diversification opportunities
 - (4) Government to develop regulations and policies that support community land use decisions relative to what emphases will be assigned to portions of the local-regional forest lands to enhance economic diversification
 - (5) Government expanding the Community Forest program to:
 - (a) Provide a major contribution to timber for local value-added businesses
 - (b) Include an opportunity for a local focus on timber, recreation, tourism and/or NTFP
 - (c) Ensure Community Forest tenures are of a size to create viable and sustainable stand alone businesses requiring standard stumpage payments
 - (6) Government to utilize the recommended increased influence of communities mechanisms on local-regional land use to decide the focus of Community Forests and other regional forest land uses
 - (7) Government to establish requirements by forest licensees for shared decision-making in areas where NTFR, recreation and tourism values have been identified by communities as potential economic diversification opportunities

- ii) Government to deliver on a modified previous commitment of \$20 million/year to address the MPB epidemic adaptation issue and encourage the Federal Government to fulfill their commitment by providing an additional \$20 million/year for 10 years
 - iii) Government to provide \$10 million/year for 10 years to assist coastal communities with adaptation to the new forest sector economy
- b) Community forest culture
- i) Government to jointly fund, with the forest industry and communities, a collaborative organization involving professional associations, communities, First Nations, academic institutions and forest extension organizations in building community knowledge capacity in forestry, forest management and Non-Timber Forest Resources (NTFR) by:
 - (1) Entering into a collaborative funding mechanism at a cost of \$200,000/year composed of \$75,000 from each of Government and industry and \$50,000 from communities
 - (2) Building a collaborative organization involving professional associations, communities, First Nations, academic institutions and forest extension organizations in building community knowledge capacity in forestry, forest management and NTFR
 - (3) Building on existing extension programs to provide communities with non-technical forestry and forest management knowledge regarding local-regional forests in BC
 - (4) Providing advice on forest related legislation, regulation and policies based on science regarding necessary changes to allow achievement of community needs
 - (5) Providing forest lands extension services to communities regarding current western science and traditional knowledge related to achieving community needs
 - (6) Providing an opportunity to work collaboratively with scientists to address knowledge gaps related to community issues
 - ii) Government to consult with the medical community regarding international research that supports encouraging families to utilize Crown forests for health prevention

- c) Community influence on decisions
 - i) Government to establish mechanisms for communities or Regional Districts to influence and monitor local-regional strategic forest management and land use decisions, including:
 - (1) Building on appropriate existing and previous public consultation processes (e.g., Land Use Planning Implementation Committees, forest certification advisory committees, community advisory committees, Timber Supply Area (TSA) committees, etc)
 - (2) Communicating to the public a commitment by Government to emphasize a desire for communities to influence local-regional resource management decisions, including identification of the Government agency responsible for ensuring implementation of community involvement mechanisms
 - (3) Creating legislation requiring tenure holders and Government Ministries to be accountable to communities on an annual basis relative to land use and resource management actions on local-regional forest lands, including demonstrating to a “lay audience” progress towards the community vision and goals for local-regional forest lands as part of the open flexible and “living” land use and forest management planning system (see recommendation (1a iv))
 - (4) Providing \$0.3 million and re-directing sufficient staff to establish and implement a consultation process with community representatives, tenure holders and Government to design the mechanisms that meet the needs of communities relative to strategic land use and resource management on local-regional forest lands utilizing available cost efficient and effective information sharing technologies
 - (5) Providing \$0.5 million to support the pilot implementation of the process in five (5) communities, (one community or Regional District in each geographic region) willing to implement the process, modify, if necessary, to fit local conditions, identify lessons learned and communicate results to other communities
 - (6) Providing support funding of \$1 million/year to assist communities or Regional Districts in participating in the consultation process regarding local-regional forest land decision collaborations following the pilot initiative
 - ii) Government to encourage Aboriginal and non-Aboriginal communities to work collaboratively on the management of local-regional forest lands

3) Goal - Demonstrate long-term forest stewardship

- a) Forest management unit actions
 - i) Forest licensees and BCTS to prepare strategic level plans for their operating unit(s) consistent with the proposed SFM framework requirements
 - i) Government to provide \$0.3 million for a six month to one year consultation process involving BCTS, forest industry, communities and experts to develop the necessary policy framework and funding required to make the following silviculture treatment prioritization paradigm shift:
 - (1) Attainment of community visions and goals drive strategic level decisions (e.g., community forest sector diversification)
 - (2) Prioritization of strategic level treatments determined by a local-regional multi-stakeholder-First Nations Committee (e.g., TSA Committee, TFL advisory committees, etc) supported by independent experts
 - (3) Utilize area-based tenures as the unit for determining silviculture treatment decisions, including TSAs as an area-based management unit with MFLNRO as the manager
 - (4) Priority silviculture treatments to be primarily directed to implementing management unit strategic level plans that will deliver community visions and goals
 - (5) Allowing “non-core” areas impacted by wildfires and insect attacks to develop naturally, except where a small amount of funding could assist economically in stand development
 - ii) Government to implement the paradigm shift by:
 - (1) Adopting and publically communicating to the MFLNRO, stakeholders, First Nations, licensees and communities the requirement to use the paradigm shift related policies in guiding strategic and operational decisions
 - (2) Modify related policies to:
 - (a) Ensuring consistency between policies and the paradigm shift and removing barriers to implementation
 - (b) Removing timber volume as the primary objective related to silviculture treatment decisions and move to maximizing recovery (i.e., volume X value)

- (3) Modify the Land Base Investment Strategy (LBIS) or create a new mechanism to allocate \$185 million/year funding to silviculture and forest management treatments to local-regional multi-stakeholder committees that will:
 - (a) Determine priority strategic treatments with an emphasis on “core” forest management lands to meet community visions and goals
 - (b) Include flexibility in acceptable activities to meet the needs of the community visions and goals
 - (c) Direct the majority of the funds to community needs with provincial priorities being secondary
- b) Wildfire management actions
 - i) Government to to:
 - (1) Modify FRPA regulations and Ministry policies to require Forest licensees and BCTS to develop objectives and strategies that integrate wildfire management with land management in both operational plans and the implementation of land use plans
 - (2) Provide assistance to licensees and BCTS by:
 - (a) Establishing fire risk hazard definitions for use in planning and operations
 - (b) Working with the Federal Government to improve the Canadian Fire Prediction system
 - (c) Developing a fire management plan for MPB impacted areas
 - (3) Work with the Federal Government to jointly provide \$30 million/year (50% each) for 10 years directed at forest treatments in priority urban-forest wildfire interface areas around communities-at-risk
 - (4) Working with the Federal Government to jointly staff and fund wildfire risk research at a level of \$2 million/year (50% each) for 10 years
 - c) Pest Management actions
 - i) Government and forest industry to treat all forest stands accordingly to avoid unacceptable levels of damage by forest pests (i.e., insects and disease)
 - ii) Government to provide the necessary resources to monitor and treat all priority forest stands justified to maintain forest health by:

- (1) Maintaining regional and provincial staffing levels with associated required operational funding
 - (2) Providing dedicated pest management staffing and associated funding (\$1 million/year) at the Forest District level of one person/District in Districts with high priority pest management issues
 - (3) Providing a designated program commitment of \$10 million/year (\$1.5 million/year above current budget) of stable operational funding to conduct fundamental monitoring and operational activities to protect Provincial forests from unacceptable damage by pests
 - (4) Utilizing a portion of the previous MPB commitments (i.e., combined Provincial and Federal \$1 billion) to address the continued MPB “management”
 - (5) Establishing a “suppression vote”⁸ to provide reactionary funding for operational treatments of unpredicted outbreaks
- d) Strategic Forest Resources inventories⁹
- i) Government, in partnership with stakeholders develop effective information based decision support tools that:
 - (1) Identify appropriate indicators for a wide range of landscape values
 - (2) Are flexible to deal with changing information needs as different values arise
 - ii) Government to revise the forest inventory model, including funding mechanisms, to provide the necessary data for strategic management decisions by:
 - (1) Embarking on a re-alignment of the forest inventory that will improve efficiency, provide the necessary reliable data for strategic decision-making
 - (2) Increasing resource funding by \$3.5 million/year, including:
 - (a) Increasing (\$1.5 million/year) inventory staffing to 30 full time equivalents
 - (b) Funding strategic inventory requirements to a level of \$2 million/year
 - (3) Re-aligning of inventory funding (\$ 8.5 million/year) to new model

⁸ Line item in Ministry budget

⁹ Operational resource inventory costs will be the responsibility of resourced licensees

- (4) Establishing a stable funding mechanism (e.g., endowment of \$240 million created over 5 years) that will generate \$12/year for forest inventory activities
 - (5) Establishing an expert-user Committee to prioritize the allocation of endowment funds utilizing the Association of BC Forest Professionals (ABCFP) inventory assessment report as a basis for establishing priorities
 - iii) Government to provide stable funding of \$4 million/year for priority ecosystem and fish and wildlife habitat inventories and habitat modeling essential for use in spatially and temporally explicit strategic planning
 - iv) Government to provide a stable, efficient and effective 10 year recreational inventory program by:
 - (1) Providing \$1 million/year additional funding for an efficient and effective recreational inventory and analyses
 - (2) Improving efficiency and effectiveness of the inventory program by adding 5 staff and entering into a new inventory program using existing data and new technology for use in spatially and temporally explicit strategic planning and delivered by an expert-user Committee
 - v) Government to provide \$0.5 million/year to facilitate collaboration between the forest industry, First Nations and non-Aboriginal Non-Timber Forest Products (NTFP) enterprises to utilize existing knowledge (e.g., resource inventories, western science and traditional knowledge) regarding NTFR while acknowledging Aboriginal Rights and Title and the need for information confidentiality
 - vi) Government to utilize the expertise of the best forest lands practitioners in prioritizing strategic decisions regarding short-term strategic projects, while resource inventory structures are being developed
- e) Monitoring and assessment system
- i) Government to provide \$0.3 million/year for two years for a Task Force to develop an integrated monitoring and assessment system, including implementation cost estimates that:
 - (1) Supports delivery of Provincial and Community visions, goals and targets
 - (2) Is supported by up-to-date and reliable forest resources inventories
 - (3) Integrates monitoring and assessment of all forest resources into a single system

- (4) Is clear, simple and understandable by the public
- (5) Is preferably based at the landscape level but at the minimum management unit level
- (6) Is the responsibility of an independent body, possibly the Forest Practices Board, to generate public credibility and avoid fear of retribution
- (7) Is based on identified cost effective, scientifically supported strategic and operational indicators to measure performance regarding:
 - (a) FRPA requirements
 - (b) Licensee on-the-ground commitments
 - (c) Land use commitments
 - (d) Indicators used in SFM strategic (spatially and temporally explicit plans)
 - (e) All forest resources (e.g., recreation, wilderness, NTFR, carbon, exploration- mining, oil and gas, conservation status of all ecosystems and species, etc)
 - (f) Includes sufficient Government staff in communities to communicate results and provide information services
- ii) Task Force to include the following expertise:
 - (1) Experts in the field of monitoring and assessment
 - (2) Community forest lands advocates
 - (3) Independent monitoring and assessment body representatives
 - (4) Government representatives, including forests, fish and wildlife, etc
 - (5) Industry representatives
 - (6) First Nations
 - (7) Professional foresters and biologists
- iii) Government to ensure the monitoring and assessment system is integrated with a:
 - (1) Community capacity building program leading to a knowledgeable local public
 - (2) Good communications plan to continually inform local communities of forest status
 - (3) Public access system for monitoring and assessment results
- iv) Government to ensure adequate funding is available to the independent body to adequately and cost effectively implement the monitoring and assessment system recommendations

f) Forest lands research

- i) Government to establish and fund a vibrant forest research sector capable of generating new ideas and solutions to support world class forest management, enhance the competitiveness of the sector and capable of conducting research and monitoring to ensure forest practices lead to SFM by:

- (1) Establishing a stable research funding mechanism (e.g., Endowment of \$300 million over 5 years or Trust Fund funded annually through stumpage levy) under the Forest Act to generate multi-year, \$15 million/year, forest research budget to address priority forest management issue knowledge gaps
- (2) Investigating a shared (50/50) funding for the endowment between Provincial Government and forest industry to reflect the land owner and third party certification responsibilities respectively with the possibility of philanthropic contributions potentially being involved
- (3) Investigating the option of providing provincial research tax credits to forest licensees contributing to forest lands research

g) Fish and wildlife habitat management and restoration actions

- i) Government to incorporate the principle of balancing the maintenance of ecological integrity and biodiversity conservation with socio-economics in strategic level planning and operational decisions
- ii) Government to provide an additional \$5 million/year to the Species at Risk Task Force for the conservation of BC's biodiversity and the protection, and restoration of species and ecosystems directed to:
- (1) Removing the CDC backlog of inventory data entered into the system
 - (2) Establishing and implementing priority actions
- iii) Government to work collaboratively with the forest industry in developing and implementing ecosystems and fish and wildlife habitat restoration and management plans through the Conservation Framework by:
- (1) Allocating and specifically directing \$2 million/year to the updating and implementation of the Conservation Framework
 - (2) Allocating and specifically directing \$7 million/year to fish and wildlife habitat management and restoration
 - (3) Providing stable funding of \$2 million/year (additional \$1.2 million/year compared to existing allocation) to eradication of invasive species

- (4) Evaluating the additional resources to address added fisheries concerns expected to be “off loaded” by the Federal Government relative to environmental assessments

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APPENDIX 2 – SFM principles¹⁰

Example of a principle of sustainable forest management:

Forest management works with the complexity of the landbase through explicit analysis, planning, implementation and monitoring within workable units and subunits that are appropriate in scale for the key management goals, the forest conditions and the strategic issues of concern.

Interpretation

SFM subdivides the management unit into workable subunits. For SFM to be successful, it must use suitable spatial scales for analysis and direction. No single scale works for everything. SFM does not try to manage everything at the cutblock level, where it is difficult to consider the significance of a particular cutblock to forest management values, goals and objectives across the entire forest. Conversely, SFM does not try to manage everything at the forest level where the myriad of overlapping values set in a mosaic of ecological conditions can become a complex muddle with irresolvable conflict.

To make sense out of a diversity of values and ecosystems, thoughtful subdivision of the landbase greatly simplifies the complexity by spatially limiting the potential conflicts, and clarifying the opportunities. With diverse forests, subdivisions may include a number of nested levels (e.g. landscape units, watersheds, sub-watersheds, ecological groups, stand units, ecosystems). The scales to be included in SFM in any one forest are determined within the process, based on the characteristics of that forest.

¹⁰ Example provided by K. Zielke, B. Bancroft, G. Weetman-HFHC Background Brief