

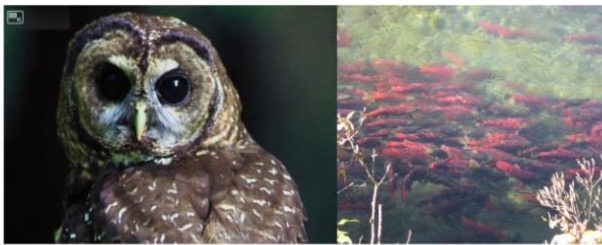
FROM CHAOS TO RESILIENCY

Applying a framework to Forest Asset management



**MOVING TOWARD FOREST
DEPENDENT COMMUNITY
RESILIENCY**

THE FRAMEWORK



The HFHC vision is to encourage government and the forest sector decision-makers to adopt a 21st Century vision for the BC Forest Asset as a means of fulfilling a significant contributor to community resiliency.

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2025

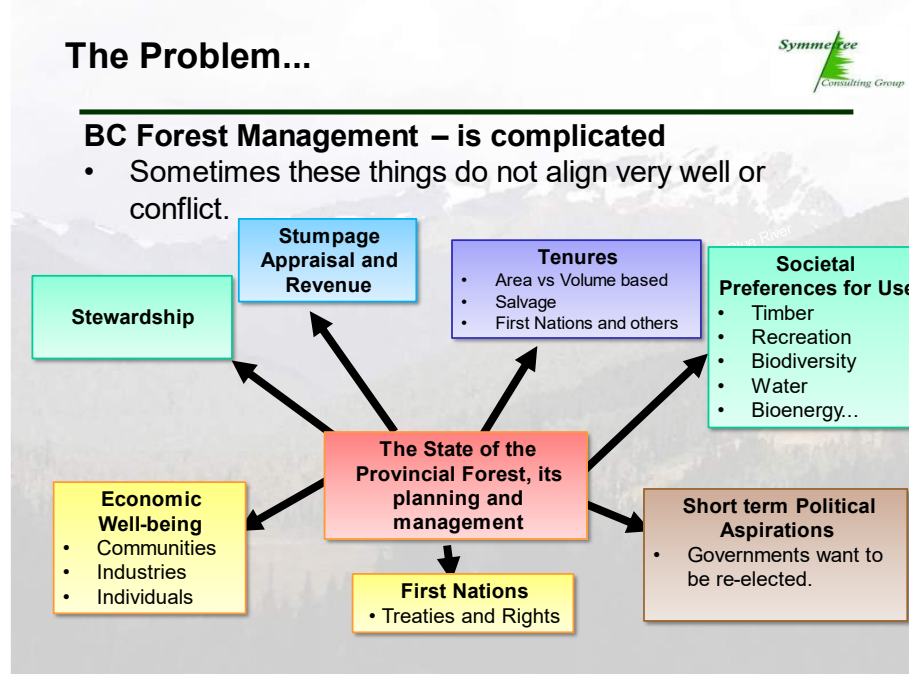
<http://www.bcforestconversation.com/>

FROM CHAOS TO RESILIENCY

INTRODUCTION

This paper focuses on my opinions related to the suggested actions required in moving toward long-term stewardship of the BC Forest Asset in support of achieving the community resiliency goal. These opinions have been influenced by others over the last 40 years. I am a great one to “steal ideas from others.” The following are two very influential in my thoughts about forest stewardship.

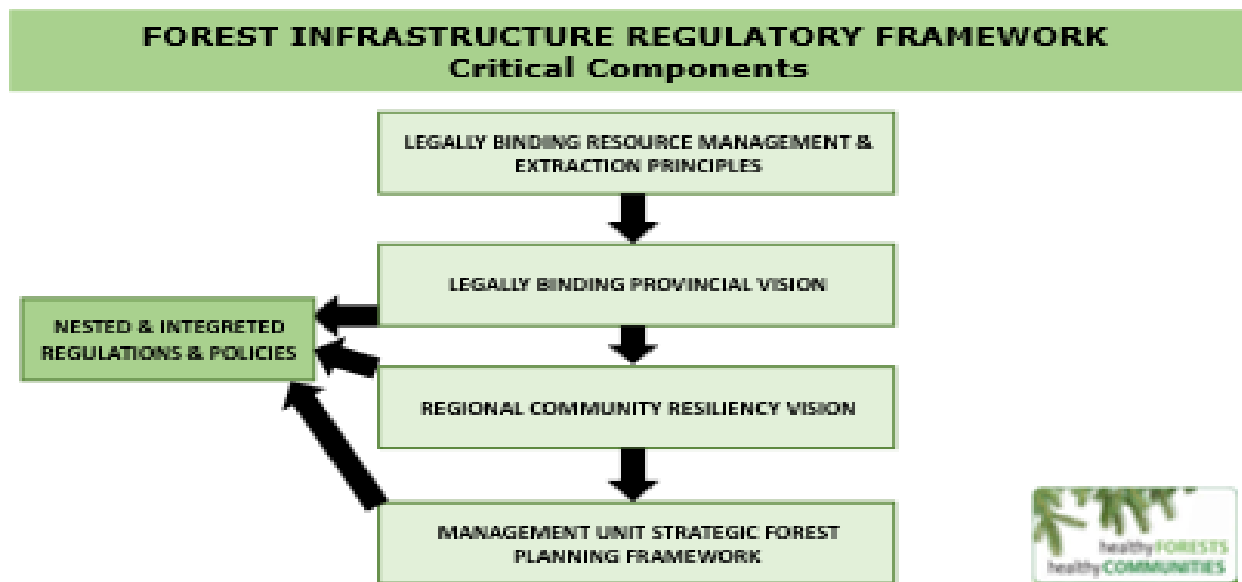
- The late **Dr. Gordon Baskerville** provided key advice to foresters “**Decide what you want from your forest and then go to the toolbox.**” In BC, we are always “playing in the toolbox through policies and legislation.”
- **Dr Fred Bunnell** – UBC Forestry emeritus stated – “**BC forestry is not rocket-science, it is more complicated.**”
- These are depicted in the following Zielke and Bancroft graphic from Symmetry Consulting and more emphatically in <https://www.bcforestconversation.com/wp-content/uploads/2022/12/21st-century-BC-forest-asset-vision-powerpoint-version.pdf>



The complications among the various management have traditionally been addressed by just adding an additional constraint to the package the foresters must deal with. **This has resulted in chaos.**

Forest Planning Regulatory Framework

- a) The Regulatory Framework (**Framework**) is intended to be a document on-which to evaluate existing and new legislation, policies and plans and provide decision-making guidance with supporting papers and graphics as appropriate to each component.
- b) If we are to get the most value out of the varied nature of forest resources across BC, it is my view foresters must use their knowledge and innovative skills to manage the Forest Asset within the guidance of a **Framework** that focuses on long-term stewardship and the application of management and extraction principles and a provincial vision, such as below.



- c) Some would say BC has a framework, but it is my opinion it is not appropriate and has resulted in chaos, as outlined in <https://www.bcforestconversation.com/wp-content/uploads/2025/02/BC-Forest-renewal-framework-action-plan-graphics.pdf>.
- d) The current system is not capitalizing on the knowledge and skills of BC’s innovative foresters. The application of an official and legally binding **Framework** is critical for long-term forest stewardship of the BC Forest Asset through the 21st century while at the same time reducing the chaos. It is my opinion the formalization of the **Framework** to guide both government and industry decision-makers is essential, especially to remove chaos.

2) Visions

a) BC Forest Asset Vision

- i. A critical second guiding statement after the principles is a vision statement. This is required because of the varied nature of the BC Forest Asset and assuring actions needed for long-term forest stewardship and ultimately community resiliency. The BC government has not formally adopted a vision essential to test the application in

developing and applying policy, legislation, and policy decisions such as is shown in <https://www.bcforestconversation.com/wp-content/uploads/2022/12/21st-century-BC-forest-asset-vision-powerpoint-version.pdf>. Consequently, Dr. Baskerville’s advice cannot be utilized.

- ii. **Don Wright** – Former Deputy Minister to the Premier of BC and Deputy Minister of Forests presents the difference between government and industry decision-making. “Governments operate in a world of loosely controlled chaos,” he explained. “Unlike corporations, which have clear hierarchies and profit-driven goals, governments are influenced by a web of actors, including ministers, backbenchers, independent offices, and opposition parties. This fragmented structure often leads to inconsistent policies and shifting priorities”. <https://treefrogcreative.ca/improving-bcs-forest-investment-climate-insights-from-the-truck-loggers-association-80th-annual-convention/> Creating this situation is in direct conflict with moving toward the goal of achieving community resiliency. However, government refers to this desire in communications but it is not legally binding. <https://www.bcforestconversation.com/wp-content/uploads/2022/01/Moving-toward-community-resiliency-specific-actions-1.pdf>
- iii. The 2017 official forest vision for BC from the Chief Forester’s office is consistent with my opinion presented here. https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/forestry/silviculture/timbergoalsobjectives2017apr05_revised.pdf. However, this was never applied within operations and it has been changed recently to emphasize and give priority to specific values (e.g., old growth protection, climate resiliency, First Nations consultation). https://www.google.com/search?q=2025+bc+forest+vision&oq=2025+bc+forest+vision&gs_lcrp=EgZiaHJvbWUyBggAEEUYOTIHCAEQIRigATIHCAIQIRigATIHCA MQIRifBTIHCAQQIRIPAtIBCTE2OTgyajBqN6gCCLACAQ&sourceid=chrome&ie=UTF-8
- iv. It is my opinion the 2017 vision could apply today if the interpretation of specific socially important components were interpreted according to current social views specific to the regulated framework noted earlier. <https://www.bcforestconversation.com/wp-content/uploads/2022/12/21st-century-BC-forest-asset-vision-powerpoint-version.pdf>

b) Local/Reginal Visions

- i. Due to the varied nature of the BC Forest Asset and the desires regarding what would be preferred to compose local/regional resiliency, communities (Indigenous and non-Indigenous) should develop their own vision but within the confines of the provincial vision but with flexibility to address local desires.

- ii. The local/regional vision provides further guidance to those developing the Forest Landscape Plan (FLP) for the area. This is explained in <https://www.bcforestconversation.com/wp-content/uploads/2022/10/FLP-Critical-to-21st-Century-Forest-Stewardship.pdf> Given the community fiscal situation, it is my opinion government should provide the funding for developing the vision. It is in their best interests to have the guidance document so they should provide the resources.

3) BC Forest Asset – Goal of community resiliency

- a) Achieving community resiliency requires long-term forest stewardship of the BC Forest Asset and development and implementation of provincial and local/regional visions.
- b) Currently, government has not identified a specific goal. It is my opinion BC needs to formally adopt the goal of achieving community resiliency to provide guidance to foresters, communities and stakeholders. Collaborative, long-term forest stewardship in forest dependent communities (Non-indigenous and Indigenous) are major contributors. <https://www.bcforestconversation.com/wp-content/uploads/2022/01/Moving-toward-community-resiliency-specific-actions-1.pdf>

4) Forest Landscape Plans (FLP)

- a) FLPs are not new to BC. Lignum Ltd adopted the focus on ecosystem management in the late 1990's from work done in the Northwest USA. This was the approach taken in developing the corporate sustainable management program which was a precursor for the current FLP. The "plan" took three (3) years to complete and be acceptable to the multi-stakeholder and First Nations advisory committee. <https://pubs.cif-ifc.org/doi/pdf/10.5558/tfc74527-4>
- b) Within the **Framework**, the FLPs are a critical part of the provincial and local/regional visions, the community resiliency goal, and the Management of the Forest Asset. <https://www.bcforestconversation.com/wp-content/uploads/2021/11/Forest-renewal-vision-framework-action-plan.pdf>
- c) After reviewing the approach and talking to key players in some of FLPs, and the status of the FLP pilots, it is my opinion the current process is taking too long due to the structure, specifically the composition of the planning committee. Government may want to look at both the success of the Lignum Ltd model and the recent First Nations and industry partnerships that greatly influence the outcome of the FLP on their territory or licence area. To be successful the FLP model must be efficient. It would be a tragedy to lose the benefits the FLP provides due to excess bureaucracy.
- d) Key to a successful FLP are the planning committee decisions related to long-term forest stewardship and the balancing the values within the local/regional forest in the FLP area. <https://www.bcforestconversation.com/about/balancing-values/>

5) Tactical/operation management planning of a FLP area

- a) Based on my experience, BC needs to separate the stewardship of the woods from the management of the mill. Industry is driven by corporate performance measures. Assessment factors of the mill manager and the forest stewardship forester are very different. One is short term and the other long term.
- b) When the long-term management of the Forest Asset is combined with mill management performance measures, the forester is forced to get the logs to the mill at lowest cost which may not be consistent with the mill manager's performance measures which are usually "logs to the mill gate at the lowest cost". In most cases the forester reports to the mill manager consequently the short-term performance dominates.
- c) Profitable companies are part of achieving performance of both professionals in context with the community resiliency goal. This does not mean companies cannot keep profitability in the measures, but they have to include whether their supplier of wood is applying a long-term forest stewardship plan. This could be a question government could initiate, and a positive response would be part of a positive performance review.
- d) Separating the responsibilities of the mill manager and forest stewardship forester would require tenure responsibility changes. Tenure would have to be assigned to independent forest stewardship companies who would then sell the volumes to manufacturing companies. It may be assisted by log yards to get the full value from the logs to contribute to manufacturing diversification for the community.

6) Regional diversified manufacturing sector model – a long-term strategic model required.

- a) A component of achieving the community resiliency goal is a regional diversified manufacturing sector based on the nature of the wood products available over the long-term in the FLP area and their availability while delivering the local/regional vision.
<https://www.bcforestconversation.com/wp-content/uploads/2018/01/An-approach-to-community-diversification.pdf>
<https://www.bcforestconversation.com/government-funding-to-communities/>
- b) Although governments and others have promoted increases in "value-added" production over the years, the expectations have not been achieved. There are major challenges in investing in a diversified manufacturing sector, which many non-government and government have not realized over the last few decades. <https://www.bcforestconversation.com/wp-content/uploads/2018/01/An-approach-to-community-diversification.pdf>
[ads/2019/10/Building-a-diversified-mfg-sector-challenges_1.pdf](https://www.bcforestconversation.com/wp-content/uploads/2019/10/Building-a-diversified-mfg-sector-challenges_1.pdf)
- c) Integrated long-term forest stewardship and diversified manufacturing visions are critical to moving forward to the community resiliency goal.
<https://www.bcforestconversation.com/wp-content/uploads/2022/12/21st-century-BC-forest-asset-vision-powerpoint-version.pdf>

- d) As in Europe, a focus on using the cluster model where the conditions exist have been successful to fully utilize the fibre available. The FLP nature and sustainability of fibre supply is a critical factor in contributing to success of this model.
<https://www.bcforestconversation.com/wp-content/uploads/2017/04/Building-through-clusters-1.pdf>
- e) Although government has created the BC Manufacturing Jobs Fund, it does not appear to be integrated into a regulatory framework to increase a suitable investment climate as suggested in <https://www.bcforestconversation.com/wp-content/uploads/2022/04/Building-a-value-added-investment-climate.pdf>
- f) It is my opinion, to be successful in creating a BC diversified wood manufacturing sector it will require keeping Don Wright's assessment of government and industry decision-making front and centre, including:
 - i. Politicians thinking strategically beyond a one-term election period or political ideology.
 - ii. Politicians adopting a business environment that addresses the needs of investors, profitability of companies and acknowledging current and future markets.
 - iii. Companies committing support for a secondary wood manufacturing sector.
<https://www.bcforestconversation.com/wp-content/uploads/2022/04/Building-a-value-added-investment-climate.pdf>
 - iv. Communities being realistic and supporting local investments in secondary wood manufacturing based on long-term fibre supply.
 - v. **It is preferred that all the parties recognize BC is embarking on a journey, not an event!**

7) Supporting mechanisms – Priority areas

- a) **Forest resource inventory**
 - i. It is my opinion and that of others, BC needs an integrated enhanced forest inventory to support long-term forest stewardship of the Forest Asset and achieve community resiliency.
<https://www.bcforestconversation.com/wp-content/uploads/Forest-inventory-foundation-for-community-resiliency.pdf>
 - ii. This was also recommended in the Blue-Ribbon Panel recommendations of 2018. It is my opinion priority should be given to government's prioritization of adoption and implementation of the enhanced forest inventory Blue-Ribbon Panel recommendations.
https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/forestry/stewardship/forest-analysis-inventory/panel_summary_report_final.pdf
 - iii. Government should be congratulated for the action to acquire LiDAR for much of the province. This inventory is so important to decision-making around several components of the **Framework**, the funding needs to be continued until the whole province is covered and the following support is provided.

<https://www.bcforestconversation.com/wp-content/uploads/2023/06/Message-to-ministers.pdf>

- iv. BC needs to work at increasing value from BC's forests by supporting value-added and innovative forest products, creating good local jobs and diversifying BC's wood products for local and international markets. This involves diversification of the wood manufacturing sector where an enhanced forest inventory would provide solid evidence these opportunities exist within a FLP area.
- b) **Research model**
 - i. A couple of decades ago, the forest industry closed their forest research centres, other than forest engineering. Government closed their specific research branch, dissolved Forest Science Board and limited the research done internally on forestry. Consequently, as a regulator, the government needs to be actively involved in research of topics connected with a regulatory framework. However, times have changed and a new model is required to meet the needs of the 21st century management of the BC Forest Asset.
<https://www.bcforestconversation.com/wp-content/uploads/2017/07/Need-for-a-new-research-model.pdf>
<https://www.bcforestconversation.com/wp-content/uploads/2017/07/A-new-forest-research-infrastructure-model-1.pdf>
 - ii. It is my view there were organization and procedural lessons learned from the Forest Science Board that could benefit government in developing the new model, specifically around prioritization of topics and term of study to get the results.

8) Knowledgeable communities

- a) Forest education is critical in effectively respond to proposed government and industry actions and activities to deliver both a community vision for the local/regional forest and the desired content of community resiliency. Government and industry have been, and continue to be, active in providing independent input and education directed at creating a knowledgeable public that can influence and respond to decision-makers' actions leading to community resiliency. <https://www.bcforestconversation.com/wp-content/uploads/2017/01/Capacity-building-framework.pdf>
- b) However, a more concerted effort and resourcing needs to be done, if we are to create a forest culture in BC and ask for meaningful community input into decisions as outlined in <https://www.bcforestconversation.com/wp-content/uploads/2023/06/Forestry-knowledgeable-community.pdf>
- c) The HFHC initiative has tried to contribute by providing forest sector video-description links on BC forestry and wood products for public reference. <https://www.bcforestconversation.com/wp-content/uploads/2018/12/Forest-sector-video-description-links.pdf>

9) SUMMARY OPINIONS

a) **Framework**

- i. The lack of a regulatory framework to guide BC forest management decision-making has resulted in chaos resulting in deficiencies in delivering the greatest benefits from the BC Forest Asset.
- ii. The innovative skills of foresters is useful in responding to the varied nature of forest resources across BC to realize the full potential of the Forest Asset and remove the forest management chaos.

b) **Community goal**

- i. It is critical a community goal is provided to guide forest operational decision-making and Forest Landscape Planning (FLP). Failure to provide this goal results in forester uncertainty about “deciding what you want from the forest and then going to the toolbox” as Dr. Baskerville recommended.

c) **Forest Landscape Plans (FLP)**

- i. The FLPs are a critical part of the *Framework*, provincial and local/regional visions, the community resiliency goal, and the Management of the Forest Asset.
- ii. It is my opinion the existing process is taking too long due to the structure, specifically, and the composition of the planning committee which will negatively influence the outcome.

d) **Tactical/operation management planning of a FLP area**

- i. Based on my experience, BC needs to separate the stewardship of the woods from the management of the mill as industry is driven by corporate performance measures and assessment factors of the mill manager and the forest stewardship forester are very different. One is short term and the other long term.
- ii. Delivery of the FLP is long-term management of the Forest Asset. In my view it is critical this must be the performance measure for the foresters and the short-term mill performance kept separate.

e) **Regional diversified manufacturing sector**

- i. A component of achieving the community resiliency goal is a regional diversified manufacturing sector based on the nature of the wood products available over the long-term in the FLP area and their availability while delivering the local/regional vision.
- ii. Although governments and others have promoted increases in “value-added” production over the years, the expectations have not been achieved. There are major challenges in investing in a diversified manufacturing

sector that many non-government and government decision maker have not considered in their decisions over the last few decades.

iii. As in Europe, a focus on using the cluster model where the conditions exist have been successful to fully utilize the fibre available. The FLP nature and sustainability of fibre supply is a critical factor.

f) Supporting mechanisms – Forest resource inventory and research model

- i. I share the opinion of the Blue-Ribbon Panel of BC the province needs an integrated enhanced forest inventory to support long-term forest stewardship of the Forest Asset, to provide solid evidence value-added fibre is available, and achieve community resiliency.
- ii. It is my opinion a new research coordination model is required to meet the needs of 21st century forest stewardship.

g) Knowledgeable communities

- i. Forest education is critical in effectively respond to proposed government and industry actions and activities to deliver both a community vision for the local/regional forest and the desired content of community resiliency. Government and industry have been, and continue to be, active in providing independent input and education directed at creating a knowledgeable public that will influence and respond to decision-maker actions leading to community resiliency

10) Framework Action Plan and Priorities

The following is my opinion of a summary **Framework** action plan for 21st century Forest Asset Management.

