

## **EXPERT WORKSHOP - Diversification Economic Development Opportunities**

**Centre for Advanced Wood Processing (CAWP), Forest Sciences Centre, UBC**

**June 26, 2012 Summary Report**

### **EXPERT WORKSHOP\_FORMAT**

The Expert Workshop format included:

- Introduction of the *Healthy forest-Healthy communities: A conversation on BC forests* Initiative
- Discussions in each of four (4) Breakout Groups based on the following themes:
  - Timber based wood products
  - Silviculture – forest management
  - Commercial and non-commercial recreation and tourism
  - Non-timber forest products and ecosystem services
- Specific questions for the first Breakout Session (*Specifying Desired Future State, Conditions for Success, Barriers to be Overcome*) included:
  - Describe the desired future state related to the community objective on which the workshop is focused (e.g., what is the current state of providing opportunities for community diversification)
  - What are the critical conditions to create the desired future state? (e.g., investment, awareness of opportunities, community marketing, product markets, fibre access, Government support)
  - What are the critical barriers to be overcome to achieve the desired future state? (e.g., available investment, government policies, access to fibre, markets)
- Specific questions for the second Breakout Session (*Identifying Audience/Behaviours Needed to Create Conditions for Success, Overcome Barriers*) included:
  - What specific audience/behaviours are required to achieve the desired future state? (Government, entrepreneurs, communities, current forest companies)
  - What are the roles of existing processes/organizations in helping to achieve the desired future state? (e.g., who needs to breakdown barriers, building informed communities, Government marketing assistance)
  - What new processes, agreements, policies are required to achieve the desired future state?
- Specific questions for the third Breakout Session (*Actions to Develop Behaviours to Create Critical Conditions for Success and Overcome Barriers*) included:
  - What actions / strategies could be taken to develop audience/behaviours to create conditions for success and overcome barriers identified in the morning session?
  - What organizations might be involved in strategy implementation and how?
- A Plenary Session to cluster Actions, name Strategies and discuss Next Steps.

## **SPECIFYING DESIRED FUTURE STATE, CONDITIONS FOR SUCCESS, BARRIERS TO BE OVERCOME**

Each discussion group provided the following information on the desired future state, conditions for success, and barriers to be overcome.

### **1) Desired Future State**

#### **a) Timber-based Wood products**

- i) Community or regionally-based, value-added economic development that is diversified across a range of forest resource sectors (not just within timber or wood fibre. Many of the ingredients are already there in some communities (e.g. Quesnel - lumber, MDF, plywood; Steinbach, MB - Loewen Windows plant using Douglas-fir from Oregon).

#### **b) Silviculture – Forest Management**

- i) Understanding what the forest can provide (ecosystems, ecosystem supply, ecosystem services) through proper inventories.
- ii) Knowledge and understanding of what society wants from the forest (social, economic and environmental objectives) through the use of a Forest Resource Management Framework and decision making process.

#### **c) Commercial and Non-Commercial Recreation and Tourism:**

- i) A provincial legislative framework that enables the integration and equity of tourism & recreation values and interest in community-based land use planning and decision-making.
- ii) A relevant and up-to-date recreation resource inventory that also incorporates local knowledge.
- iii) Secure, multi-use tenures with remote, near-community and urban recreational infrastructure and opportunities.

#### **d) Non-Timber Forest Products and Ecosystem Services**

- i) Shared decision making between communities, users, government and industry with Non-Timber Forest Products (NTFPs) and Ecosystem Services incorporated into land management and not just timber management. First Nations communities involved in the co-management of NTFPs and Ecosystem Services with the provincial government.
- ii) Respectful engagement and recognition of community and user inputs by government. Recognition of Aboriginal title and rights and treaty rights.
- iii) Improved interaction and information flow between all groups including a complementary relationship between western science and traditional knowledge.
- iv) Development of social, cultural, economic, and ecologically- viable businesses based on NTFPs and Ecosystem Services.
- v) Increased use of certification initiatives as a marketing tool and a mechanism to demonstrate sustainable management of Non-Timber Forest Products (NTFPs) and Ecosystem Services.

## 2) **Conditions for Success**

### **a) Timber-based Wood products**

- i) Supply chains and supply clusters that integrate industries together.
- ii) A profitable solid wood product industry. Without the commodity side, the higher value fibre and timber products are not viable.
- iii) A viable economic model and system for BC that is built on the full understanding of international markets and competition.
- iv) Government focus on developing the conditions to enable private sector investment and management (e.g. tax regime, access to fibre, etc). Less government control over skills training, and labour, etc.

### **b) Silviculture – Forest Management**

- i) A revised Forest Management Framework that is focused on objectives and understands the social, economic, cultural and environmental impacts of tradeoffs. A provincial-level Framework with local (community) level involvement, accountability and responsibility for planning and implementation of forest management activities.
- ii) The continuous and appropriate funding of forest management activities through mechanisms such as taxation or private reinvestment based on incentives.
- iii) A broad re-inventory our forest resources. An inventory designed and implemented to focus on the information needed to support key objectives of the Forest Management Framework to create forest conditions that support communities.

### **c) Commercial and Non-Commercial Recreation and Tourism:**

- i) Revise existing legislation to ensure equity between recreation values and timber values in land-use planning.
- ii) A stronger role and authority in land use planning for sector-based advocacy groups such as the Outdoor Recreation Council.
- iii) More collaboration between government ministries regarding recreation and tourism objectives (e.g. a joint cabinet committee on Community Health and Recreation).
- iv) More local community organization and control over decision-making related to Commercial and Non-Commercial Recreation and Tourism. Develop partnerships between government agencies and outdoor recreation groups.
- v) Adequate funding of outdoor recreation programs and services (grants, etc.) to enable community engagement.

### **d) Non-Timber Forest Products and Ecosystem Services**

- i) NTFPs are reflected in the early stages of forest management planning through community input and shared decision making. Co-management of resources between the sector, communities, government and the forest industry.
- ii) Objective valuation of Non-Timber Forest Products and ecosystem services in the context of economic, social and cultural worth.
- iii) Better inventories of existing NTFPs.

- iv) Integrated management of NTFPs with special management areas in order to increase yields of NTFPs over the long-term and get more value from the forest.
- v) Development of a more equitable knowledge system that equates ecological integrity with economic value.
- vi) More education and training within forest resource management regarding Non-Timber Forest Products and ecosystem services (ecological and cultural).
- vii) Better communication and community engagement to determine the role and value of NTFPs in the local economy and local society (e.g. what are the community needs? what are the harvesting needs? what are the conservation needs?).
- viii) Marketplace recognition of certification initiatives such as the Forest Stewardship Council (FSC) or the Canadian Standards Association (CSA) as a means to ensure sustainable management of NTFPs for ecological, social, economic and cultural purposes.

### **3) Barriers to Be Overcome**

#### **a) Timber-based Wood products**

- i) The current tenure system encourages the high-volume production of commodities.
- ii) Timber lands are not truly “managed”, rather they are “administrated”.
- iii) Less use of the phrase “fibre supply” as it limits innovation.
- iv) High levels of investment risk including transportation infrastructure, fibre availability, access to capital/financing, shifts in market demand, etc.
- v) In the current business environment, if shipping wood products to the US, the incentive is to ship the lowest value products across the border then add value there.
- vi) The world trend to urbanization goes against efforts to develop economically-viable, forest-dependent industries in rural communities.
- vii) The public timber inventory is not on the balance sheet of government or anyone else for that matter, so no one is driven to maximize the capital employed. The focus is instead on cost minimization.
- viii) The lack of young people staying in small communities is a limiting factor. We need young people to become entrepreneurs. When “easy” jobs are available in the community or elsewhere, people won't consider creating something new.

#### **b) Silviculture – Forest Management**

- i) A lack of information / inventory on the current forest resource (not just a physical inventory of what timber is out there, but information on social perspectives, demands and expectations).
- ii) A forest management administration system that is inappropriate for the times (too bureaucratic, too much process, too many people, tactic-focused, permit-focused).
- iii) The lack of clear forest resource management objectives and the lack of responsibility / accountability for these objectives.

**c) Commercial and Non-Commercial Recreation and Tourism:**

- i) The quality of the industry consultation process is variable across the province. Government is not providing enough direction to foresters regarding management and protection of Commercial and Non-Commercial Recreation and Tourism.
- ii) The process for evaluating new Community Forest proposals is biased toward timber values.
- iii) Lack of government resourcing (staff & budget).
- iv) Lack of coordination and organization between government agencies, industry, communities and sector advocacy groups.
- v) A lack of adequate provincial legislation.
- vi) Inadequate notification & communication with other tenured & non-tenured users and the public.
- vii) The Forest Stewardship Plans are too broad for planning the adequate protection and management of Commercial and Non-Commercial Recreation and Tourism. This needs to be done with site-level plans.
- viii) A lack of land use planning at the local scale with effective public engagement.
- ix) A lack of tenure security for tourism operators. Government can take away tenure at any time. Overlapping tenures (timber, mining).

**d) Non-Timber Forest Products and Ecosystem Services**

- i) The perception that NTFPs are only valuable in the short-term rather than the long-term.
- ii) A lack of community pressure to properly manage NTFP's. There is no a perceived value of NTFPs within the community.
- iii) A lack of shared decision-making and co-management of NTFP's between government, industry, communities and the resource sector.
- iv) Lack of a process for the integrated flow of NTFP-related information between government, industry, communities and the resource sector.
- v) A lack of government commitment and engagement with the identification, protection and management of NTFPs.
- vi) A lack of recognition that traditional knowledge is scientific knowledge. Currently, there is no complementing western science and aboriginal science. Both should be recognized as equal.

## **IDENTIFYING AUDIENCE/BEHAVIOURS NEEDED TO CREATE CONDITIONS FOR SUCCESS, OVERCOME BARRIERS**

Each discussion group provided the following information on the audience and the behaviours needed to create conditions for success & overcome barriers.

### **1) Identifying the Audience and the Behaviors**

#### **a) Timber-based Wood products**

- i) Most successful examples of encouraging value added wood products are those that don't consider the wood products sector in isolation but as part of an overall economic development plan that includes industries not related to forests (not at a national level but at a provincial level).
- ii) In the technology sector, many start-ups emerge with the aim of being acquired by large corporations. Corporate culture doesn't allow this to happen in the forest sector.
- iii) When MacMillan Bloedel and Canfor got involved with value-added products they lost money because corporate culture was not appropriate for the value added sector (small, responsive). We need to encourage big and small companies to collaborate and build business partnerships.

#### **b) Silviculture – Forest Management**

- i) Communities need to better understand their forest assets, engage in conversations, accept responsibility / accountability and begin to develop a land ethic.
- ii) The provincial government needs to realize that forest licensees are not the only approach to influence forest management. Government needs to take full responsibility for forest management with a longer term view of the forests, not a simplified, short-term view and realize that a continuous, objectives-focused planning process is required.
- iii) Provincial Government has to define the overall framework (rules of engagement , full extent of forest management) and then locally-driven groups need to develop plans, make tradeoffs, etc. within the framework.
- iv) Politicians could be more positive as well (at the municipal and provincial levels) regarding the shift toward more locally-driven decisions and responsibility.
- v) Foresters/locals can actively engage in forums to educate and inform the public and communities about the shift in forest resource management approaches.
- vi) Entrepreneurs can be more innovative and accepting of different approaches and educate others that entrepreneurs can provide solutions.

#### **c) Commercial and Non-Commercial Recreation and Tourism:**

- i) Foresters need to consider recreational values in forest resource planning.
- ii) Communities, the resource sector and government need to develop more partnerships to ensure recreation and tourism values are appropriately managed.
- iii) More government presence to represent the long-term interests of communities.
- iv) Less government administration and more management at the regional level.

**d) Non-Timber Forest Products and Ecosystem Services**

- i) Aboriginal people need to feel more comfortable with the sharing of information regarding the location and use of NTFPs.
- ii) The only way encourage harvesters to participate in the management of NTFPs is to build trust between all parties.
- iii) More ethical business practices will evolve through improved communication and relationship-building.
- iv) More government support of Non-Timber Forest Products and Ecosystem Services will help to legitimize the sector.
- v) Business or buyers of NTFPs can develop ethical business practices (fair prices, expectations regarding food safety, sustainability, etc.)

**ACTIONS TO DEVELOP BEHAVIOURS TO CREATE CRITICAL CONDITIONS FOR SUCCESS AND OVERCOME BARRIERS**

Based on results from each discussion group the following Actions were identified for each theme area.

**1) Timber-based Wood products**

- a) Encourage moving back to regional management of our forest resources with lots of local decision-making. The provincial government will need to devolve authority to the regions. Goods & services generated from our forest resources differ over time & space with a diversification of decision-making about how forest land is managed. Currently there is lots of administration, not so much management of our forest resources.
- b) Implement, through a pilot project, the move from the license model to the lease model where extraction of public resources benefits communities, government and the private sector. The province maintains standards of practice (e.g. environment), and the province maintains certain types of expertise and research as a service (e.g. inventory, growth & yield, modelling, etc.). Other, practical aspects of Forest Resource Management are approved and implemented at the community-level (e.g. road permits, cutting permits, plan approvals, etc.).
- c) Undertake a formal, disciplined discussion between the municipalities and the province regarding the redistribution of wealth (e.g. dollars coming into Victoria from other places within the province).

**2) Silviculture – Forest Management**

- a) Establish an independent Commission to review government policy regarding silviculture. Move away from the term “silviculture” toward “forest resources management”. Undertake a one-year policy review with recommendations leaning toward decentralisation, locally-driven and objectives-focused
- b) Define what each community wants by appointing municipal-level, grassroots forest advisory committees. This will allow for more community-minded engagement with forest licensees. The

process will require each community to define their vision in the context of the existing, local resources.

- c) Encourage the provincial government to design and implement a new resource inventory. The inventory should be based on remote sensing technology in support of “forest resources management” goals.
- d) Encourage the provincial government to expand the Community Forest program across the province in an effort to engage different communities in forestry.
- e) Encourage the provincial government and industry to separate wood from the mills in an effort to ensure the best use of the log.
- f) Encourage better local use of existing resources by having transparent, community-based land management (including allowable annual cut determination).

### **3) Commercial and Non-Commercial Recreation and Tourism:**

- a) Encourage more formal identification of community values in decisions about development of crown land.
- b) Encourage more local, community-based planning focused on recreation and access.
- c) Recognise and protect near-community recreation opportunities. Government creates the framework with the process driven by Communities and Industry (Community Resource Recreation Areas & wilderness areas).
- d) Encourage government to develop legislative tools that provide a land use designation for intensive recreational land use - similar to a Community Forest concept with recreation use having a higher priority than harvesting.
- e) Develop an objective process to evaluate the economic impact of recreational use:
  - i) Trail head surveys to estimate indirect impacts to communities
  - ii) Use local knowledge to identify economic drivers and use these to set objectives (e.g. mountain biking versus timber harvesting).
- f) Add recreational areas to Community Forests
  - i) Many communities don’t want to be involved in community forestry, but would be interested in a Community Forest that is focused on recreation activities and other resource values.
  - ii) Implement user fees to generate revenue and fund programs. User-pay is a more transparent way of justifying land use changes.
- g) Bring forward as a resolution at the next Union of BC Municipalities meeting.
- h) Government & First Nations need to be involved in decision-making as do provincial federations (“societies”).

### **4) Non-Timber Forest Products and Ecosystem Services**

- a) Work collaboratively to find solutions to problems and issues. Not all solutions require funding. Define “success” (health, inter-generational communication / training) and share success stories.

- b) Work collaboratively to build genuine local capacity and relationships (e.g. cost sharing of GIS software, Universities). raise awareness about “sector” uses at a range of levels. Recognize the validity & equity of local and traditional knowledge compared to science-based knowledge.
- c) Work within existing structures to develop practical action (i.e. Forest Resource Groups). Flag issues across government agencies (e.g. better sharing of information – how do we better use information we already have?). Identify critical information to be shared throughout the planning process, and share across all interests.
- d) Develop culture-based resource management entities.
- e) Move toward more product-oriented descriptions and terms for NTFPs and link with other interests (e.g. silviculture, recreation).
- f) Reinvigorate the provincial First Nations Forestry Council as a mechanism to support regional strategy development. Develop a sustainable funding mechanism (cost sharing) to ensure this Council will persist long-term.
- g) Engage local organisations interested in “place-based” management.
- h) Engage with all entities who are going to have an impact/footprint on the land base
- i) Engage with Universities and Community Colleges on two-way collaboration & training / knowledge exchange
- j) Engage with the provincial Government through an inter-agency committee.

## **NEXT STEPS**

The *Healthy forests-Healthy communities: A conversation on BC forests* initiative welcomes additional input from concerned citizens. These can be provided through the website e-mail [info@bcforestconversation.com](mailto:info@bcforestconversation.com) or through the facebook and twitter mechanisms accessed through the website <http://bcforestconversation.com>.

All the information will be posted on the *Healthy Forests-Healthy Communities* initiative website and provided electronically to key decision-makers. The HFHC organizers, partners, communities and concerned citizens will be encouraged to let politicians know of their support for the views from the communities and individuals regarding the future management of BC forests and their expectation for action on the key messages.