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The Community Forestry Guidebook

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Tools and Techniques for Communities
in British Columbia



British Columbia
Community Forest
Association

The Community Forestry Guidebook

Tools and Techniques for
Communities in British Columbia

Jennifer Gunter (Editor)



British Columbia
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Association

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ABSTRACT

Rural communities in British Columbia are seeking solutions for sustainable community economic development, and many see community forestry as a very promising strategy. At its core, community forestry is about local control over and enjoyment of the monetary and non-monetary benefits offered by local forest resources.

In response to the increasing demand for information about community forestry, members of the British Columbia Community Forest Association (BCCFA), in collaboration with FORREX–Forest Research Extension Partnership, developed the Community Forestry Guidebook. This practical “how-to” guide provides valuable tools and techniques for everyone interested or involved in community forest management in British Columbia and elsewhere. It compiles the collective wisdom of community forestry practitioners in the province and embraces many of the lessons on community forestry learned to date.

Chapter topics include strategic planning, conflict resolution and decision making, policy development, communications and outreach, business planning and finance, marketing, creating multiple benefits, and evaluation. In addition, the Guidebook explores the challenges facing community-based forest management, providing a reality check to aspiring community forest organizations and assisting communities in determining their readiness for this type of resource management.

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PREFACE

The Community Forestry Guidebook was developed by members of the British Columbia Community Forest Association (BCCFA) in collaboration with FORREX—Forest Research Extension Partnership. One of the BCCFA's primary objectives is to provide mechanisms for networking, information sharing, problem solving, and education among community forest organizations. To this end, the BCCFA designed this practical resource for the benefit of existing community forest organizations and those communities with an interest in community forestry.

In 2003, the BCCFA established an advisory committee of 10 community forest practitioners working in British Columbia. This Guidebook compiles their collective wisdom and embraces many of the lessons on community forestry learned to date. Advisory committee members (Lisa Ambus, John Cathro, Bob Clarke, D'Arcy Davis-Case, Warren Leigh, Cliff Manning, Dennis Morgan, Susan Mulkey, Shawn Morford, and Marc von der Gonna) peer reviewed each other's work and guided the project from beginning to end.

The focus is strictly on rural British Columbia, including both First Nations and non-First Nations communities. We acknowledge, however, that additional topics unique to First Nations are not covered in this first edition.* If you live in a First Nations community and are working on community forestry, we encourage you to use those Guidebook materials most useful to you, and to share additional ideas with us.

Why We Wrote the Guidebook

Rural communities in British Columbia are seeking solutions for sustainable community economic development, and many see community forestry as a very promising strategy. Since the late 1990s, over 100 communities have expressed interest in establishing community forests, but until very recently they have worked in relative isolation. In 2003, the British Columbia government announced its intention to expand community forestry in the province. As part of its plan to revitalize the forest economy, the government will double the timber allocated to community-based forest tenures such as Woodlot Licences and Community Forest Agreements.

Navigating this complex landscape of resource management has created a great demand for information on community forestry. At the same time, communities with operational community forests have a great deal of practical experience and wisdom to share. The Community Forestry Guidebook assembles this experience in one easily accessible volume and provides a powerful tool to help community forest initiatives in First Nations and other rural communities.

Many changes are currently under way in provincial forest policy. For this reason, the BCCFA and FORREX have decided to call this the “first edition” of the Guidebook. In the coming years, the BCCFA will endeavour to create a second edition that reflects changes in forest policy and the new lessons learned by community forest practitioners.

Jennifer Gunter

August 31, 2004

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* See, for example, the National Aboriginal Forestry Association (www.nafaforestry.org) and the First Nations Forestry Program (www.fnfp.gc.ca).

ACKNOWLEDGEMENTS

The Community Forestry Guidebook is the result of the hard work and dedication of many individuals. Sincere gratitude is extended to the Advisory Committee who oversaw the entire project. These volunteers contributed ideas, writing, and continuous support. The members of the Committee were: Lisa Ambus, John Cathro, Bob Clarke, D'Arcy Davis-Case, Warren Leigh, Cliff Manning, Dennis Morgan, Susan Mulkey, Shawn Morford, and Marc von der Gonna. Thanks also to Kim Allan, Ramona Faust, Ken Guenter, Kirsten McIlveen, Claire Hutton, and Jim Smith for their contributions. The photographs in this guidebook were donated by: the Bamfield Huu-ay-aht Community Forest Society, the British Columbia Community Forest Association, Bob Clarke and contributors to the Revelstoke Community Forest Corporation's photo library, Pat Chelsea, Jennifer Gunter, Ursula Heller, Dawn Stronstad, and Del Williams.

We are also very grateful to the Revelstoke Community Forest Corporation and the Community Futures Development Corporation of Revelstoke for organizing the conference "Community Forestry: Opportunities and Practice" in April 2004. This conference gave us the opportunity to refine the Guidebook's content and to receive input from all over the province.

This project was made possible through the generous financial support of the Vancouver Foundation, as well as the Tides Canada Foundation–Endswell Fund. They saw the value in this work and enabled us to make the Guidebook a reality. We also acknowledge funding support from the British Columbia Ministry of Forests through Forestry Innovation Investment Ltd. and the Forest Investment Account, Forest Science Program and Small Tenures Program.

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Welcome to the Community Forestry Guidebook

JENNIFER GUNTER AND LISA AMBUS

WHAT IS THE GUIDEBOOK?

The Community Forestry Guidebook is a practical resource manual on community forestry. It represents the collective knowledge of a number of people practising community forestry in British Columbia. The Guidebook explores the challenges facing community-based forest management and provides essential information on best practices drawn from experience.

The Guidebook is a “how-to guide” designed to make it easier for those starting down the path of community forestry. We also hope that much of the information contained here will help established community forests become more effective and successful.

WHO IS THE GUIDEBOOK FOR?

This Guidebook is for everyone interested or involved in community forest management in British Columbia and elsewhere. The Guidebook is particularly geared towards people living in rural communities, including both First Nations and non-First Nations communities. We hope the Guidebook will:

- enhance the capacity of existing community forests to be successful, and

- provide valuable information to communities who are embarking on community forest development.

In addition, this Guidebook will:

- provide a reality check to aspiring community forest organizations, and
- assist communities in determining their readiness for this challenging type of resource management.

HOW DO YOU USE THE GUIDEBOOK?

How you use this Guidebook will depend on your community’s stage in developing and implementing a community forest initiative. You may want to take the information contained in the Guidebook as a whole, or you may just want to refer to certain sections.¹ Dip in and find a specific tool, or read it

Goal of the Guidebook

To enhance the capacity of rural communities to manage the forests in which they live in a culturally, ecologically, and economically sustainable manner.

¹ To explain the more specific, and perhaps unfamiliar, terms used in discussions of community forestry, we have included a glossary on page 81. Glossary entries appear in bold type when first mentioned in the text.

cover to cover to get a fuller sense of the types of things that we've learned about community forestry in British Columbia.

Communities that are in the early stages of exploring community forestry will find the Guidebook gives them a sense of the challenges ahead. Communities that already have a community forest are encouraged to compare what is presented here with their own experience and to share this information with other community forest practitioners. Whether your community already has a community forest or is simply exploring the idea, we hope that you share what you learn from the Guidebook with others who are interested in community forestry.

WHAT IS COMMUNITY FORESTRY?

Definitions

The definitions of community forestry are as numerous and varied as the communities trying to implement them. Community forestry involves the three pillars of sustainable development: social, ecological, and economic sustainability. At its core, community forestry is about local control over and enjoyment of the benefits offered by local forest resources. These benefits are both monetary and non-monetary. On the monetary side, benefits include local employment and economic development. Non-monetary benefits are derived from the many values associated with forests, including ecological (such as the protection of drinking water), cultural, spiritual, medicinal, recreational, and aesthetic values.

The legal arrangements that permit the conduct of community forestry are varied. For example, community forests can exist where a municipality owns forest land, or where land is managed through a covenant. In British Columbia, however, community forests are most often established when

"Participatory decision making" is an important concept underlying community forestry; people affected directly by a decision should participate directly in the decision-making process.

COMMUNITY FORESTRY IS . . .

- *Decisions made by people who must live with the outcome*
- *Finding local solutions to contentious issues*
- *Keeping benefits in the community*
- *Happening in every forested country on Earth*
- *A very good idea*
- *The hardest thing I have ever done*

— John Cathro, Kaslo

the government grants forest management rights to a community as a **tenure** arrangement, or **timber licence**. Examples include: community forest agreements, forest licences, and **tree farm licences**.

WHAT ARE THE BENEFITS OF COMMUNITY FORESTRY?

Some of the numerous benefits of community forestry include:

- Long-term community economic development resulting in the increased self-reliance of rural communities.
- Local employment in rural communities.
- Local-level decision making that leads to locally appropriate decisions and improves the incentives to consider the long-term benefits of sustainable management.
- Increased potential to resolve conflicts over timber harvesting in **watersheds** and other sensitive areas.
- Protection of drinking watersheds, viewpoints, and other values that are important to communities and to local and regional economic activity.
- Enhanced opportunities for education and research. Community forests can be laboratories for testing innovative forest practices.
- Improved awareness of forest management among members of the public.

BENEFITS OF COMMUNITY FORESTRY

The community forest has given us the opportunity to develop community-based enterprise, conduct forest education, and build capacity within the community. With every effort taken by staff, directors, and volunteers to focus on sustainable activity, it feels like a community-owned project. Without the community forest we might still be fighting the War in the Woods.

— Ramona Faust, Procter

Profits go to the community shareholders . . . not ones in New York or London.

— Ken Guenter, Burns Lake

The Bamfield Huu-ay-aht Community Forest is a great model for a Native/non-Native partnership. Ours works because we all look at the big picture and see the community forest as beneficial to our communities. That's the important thing.

— Dennis Morgan, Bamfield

We created local jobs and some profit to use in the communities . . . and we have a new relationship with people we didn't know.

— Robin Hood, Likely

A BRIEF HISTORY OF COMMUNITY FORESTRY IN BRITISH COLUMBIA

1945 The concept of community forestry was first developed in the province in 1945 when Gordon Sloan, in the Royal Commission on the Forest Resources of British Columbia, recommended that municipalities manage local forests. This recommendation led to the establishment of the Mission Municipal Forest.² In 1957, the second Sloan Commission recommended expanding this concept to involve other municipalities, but nothing came of this proposal.

1976 Yet another Royal Commission led by Peter Pearse supported the expansion of community forests. He said: "Local governments that are prepared to integrate their lands with surrounding Crown forest land is one attractive possibility. The sensitive balance between timber production, recreation, and other non-commercial forest uses that are particularly valuable close to centres of population can in these cases be struck locally, making resource management highly responsive to local demands."

Between that time and the late 1990s, only a handful of community forests were established in the province. These included: Revelstoke, Kaslo, and Creston. Each of these communities holds industrial forms of forest tenure—a Tree Farm Licence in the case of Revelstoke, and Forest Licences in Kaslo and Creston.

1998 To design a forest tenure specific to community forestry, the British Columbia Ministry of Forests introduced the Community Forest Agreement, and set up the Community Forest Pilot Project. Eighty-eight communities expressed interest in participating in this project, and 27 developed full proposals.

Clearly, widespread interest in and support for community forestry exists in British Columbia. In 1998, over 80 communities let the provincial government know of their interest in establishing community forests, and since then the number has grown steadily.

² The Municipality of Mission holds a Tree Farm Licence.

Currently, 11 community forest pilot agreements have been granted. Although these are only pilots, the *Forests Statutes Amendment Act* (1998, Bill 34) included provisions for the replacement of the pilot agreements with long-term community forest agreements (of 25–99 years).

2002 In March, representatives from 10 community forest organizations came together to form the British Columbia Community Forest Association (BCCFA; see the association's Web site at: www.bccfa.ca). The BCCFA is a non-profit society with a mission to promote and support the practice and expansion of sustainable community forest management in British Columbia. The BCCFA is a unified voice for the interests of all communities engaged in

community forest management in the province and those seeking to establish community forests. For more information about the BCCFA, see Appendix 1 (page 75). Appendix 2 (page 77) contains a directory of BCCFA members.

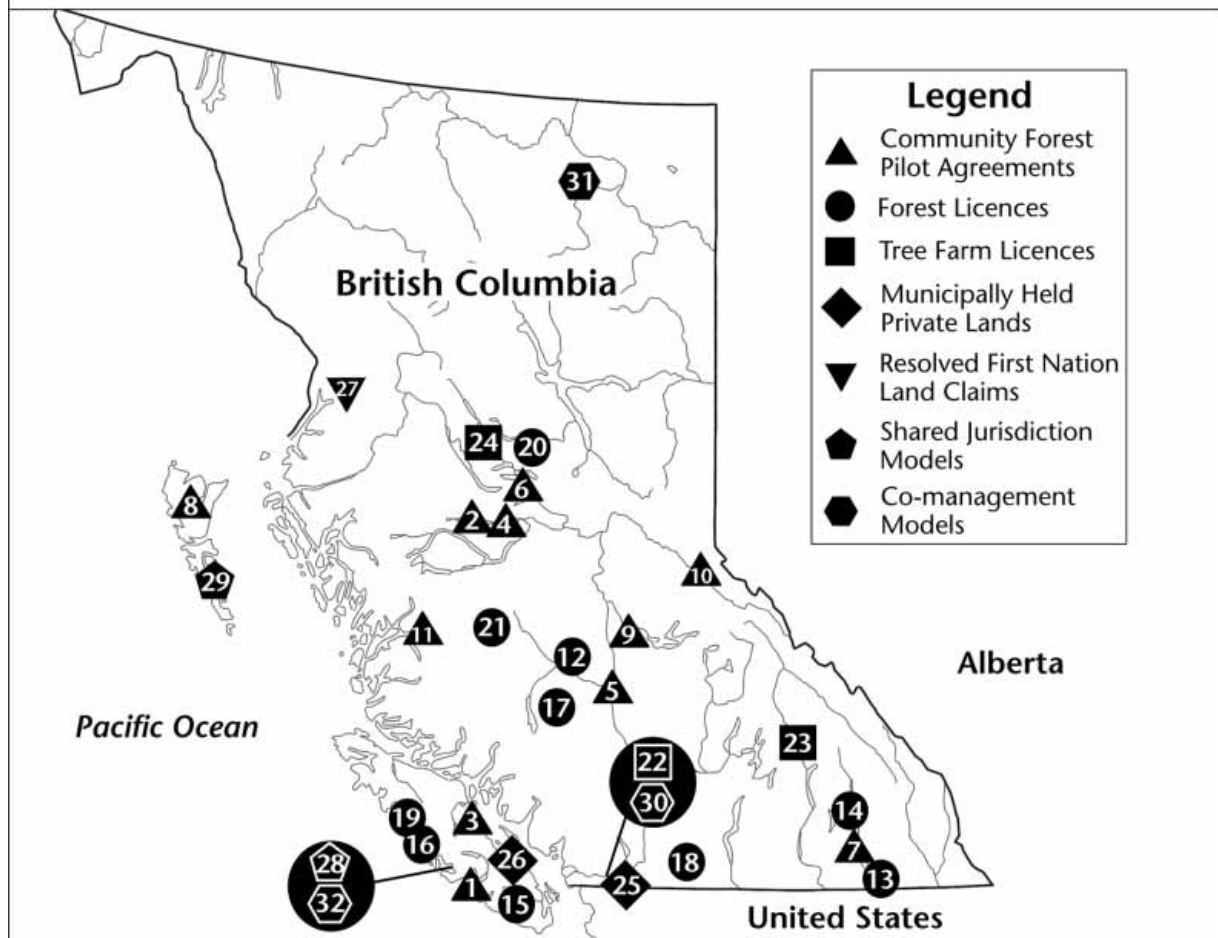
2003 The provincial government announced its intention to double the Small Tenures Program, which includes woodlots and community forests. Figure 1 shows the existing community forests. Table 1 identifies the communities that want to establish community forests. Doubling the volume of the **Allowable Annual Cut** (AAC) allocated to community forests will clearly not meet the demand. The BCCFA sees this proposed doubling as the first phase of a larger expansion in provincial community forestry.

TABLE 1 *Communities or community-based entities that want to establish community forests (2002)^a*

| | | | |
|--|--|--|--|
| 100 Mile House | Forest Renewal BC | Merritt | Salmo and Ymir |
| Alberni–Clayoquot | Fort Fraser | Merville | Salmon Arm |
| Alexis Creek | Fort Nelson–Liard | Mission | Saturna Island |
| Alkali Lake/Esketemc First Nation | Fort St. James | Monashee | Sayward |
| Bella Bella First Nation | Gambier Island | Mount Currie | Shuswap First Nation |
| Big Creek | Germansen Landing | Mount Waddington | Sicamous |
| Boundary Economic Development Commission | Gitanyow Development Corp. | Nakusp | Skeetchestn Band |
| Brave Engineering | Gold River | Nanaimo | Sliammon First Nation |
| Broughton Island | Golden | New Gen Resources Consultants | Slocan Valley |
| Burns Lake | Grand Forks | Nisga'a Economic Enterprises | Sooke |
| Campbell River | Harrop–Procter | Noostel Keyoh Development | Squamish First Nation |
| Canadian Overseas Log and Lumber Ltd. | Hazelton | North Island Woodlot Corp. | Stewart |
| Canim Lake | Heiltsuk First Nation | North Thompson | Sto:lo Nation |
| Central Coast Regional District | Hixon | Nuu-chah-nulth Uchucklesaht First Nation | Summerland |
| Chemainus First Nation | Hope | Nuxalk Nation | Tahsis |
| Cherry Ridge | Hornby Island | Omineca Community Forest Ltd. | Terrace |
| Cherryville | Huu-ay-aht First Nation | Oona River | Thomas and Norwell Forestry Consulting |
| Chetwynd | Islands Trust | Osoyoos | Tofino |
| Cheslatta Carrier First Nation | Kaslo | Pacheedaht First Nation | Trail |
| Chilliwack | Kimberly | Pemberton | Tumbler Ridge |
| Clayoquot Sound Central Region Board | Kitimat | Plateau Road Residents Assoc. | Uchucklesaht |
| Coast Forest Management Ltd. | Kwakwaka'wakw Mainland Forest Alliance | Port Alice | Ucluelet |
| Cortes Island | Ladysmith | Port Hardy | Upper Skeena |
| Cowichan Lake | Lantzville | Powell River | Valemount |
| Cranbrook | Likely | Prince George | Vanderhoof |
| Denman Island | Lillooet | Princeton | Wells |
| Ditidaht First Nation | Little Fort | Qualicum Beach | Whistler |
| Elkford | Logan Lake | Queen Charlotte Islands | Williams Lake |
| Elphinstone Mountain | Long Beach | Quesnel | Xeni'gwet'in First Nation |
| Enderby | Lumby | Roberts Creek | Xaxli'p First Nation |
| | Malcolm Island | Rosswood Community Assoc. | Youbou |
| | Maple Ridge | | Yun Ka Whu'ten Holdings Ltd. |
| | McBride | | |

^a Source: Noba G. Anderson and Will Horter. 2002. Connecting lands and people: Community forests in British Columbia. Dogwood Initiative, Victoria, B.C. URL: www.dogwoodinitiative.org/PDF/CFReport/cfreport.pdf

Local Land Control Initiatives in British Columbia^a



Community Forest Pilot Agreements

1. Bamfield/Huu-ay-aht*
2. Burns Lake*
3. Comox Valley (North Island Woodlot Corp.)
4. Cheslatta Carrier First Nation*
5. Esketem'c First Nation*
6. Fort St. James*
7. Harrop-Procter*
8. Haida Gwaii (Island Community Stability Initiative)
9. Likely/Xats'ull First Nation
10. McBride*
11. Nuxalk First Nation

* Denotes Community Forest Pilots with final agreements as of August 2002

Forest Licences

12. Alexis Creek
13. Creston
14. Kaslo
15. Lake Cowichan
16. Mowachaht-Muchalaht First Nation
17. Xeni Gwet'in First Nation
18. Princeton
19. Tahsis/Zeballos/Gold River

20. Takla Lake First Nation
21. Ulkatcho First Nation

Tree Farm Licences

22. Mission
23. Revelstoke
24. Tal'azt'en First Nation

Municipally Held Private Lands

25. Chilliwack
26. North Cowichan

Resolved First Nation Land Claims

27. Nisga'a Agreement

Shared Jurisdiction Models

28. Clayoquot Sound Central Region Board
29. Gwaii Haanas Agreement

Co-management Models

30. Indian Arm Provincial Park/Say-Nuth-Khaw-Yum Heritage Park Management Agreement
31. Muskwa-Kechika First Nation
32. Regional Aquatic Management Society

^a Source: Noba G. Anderson and Will Horter. 2002. Connecting lands and people: Community forests in British Columbia. Dogwood Initiative, Victoria, B.C.
URL: www.dogwoodinitiative.org/PDF/CFReport/cfreport.pdf

FIGURE 1 Existing community forests in British Columbia (2002)

GLOBAL PERSPECTIVES ON COMMUNITY-BASED FOREST MANAGEMENT

Across the globe you can find many examples of community forest initiatives—led by grassroots groups, supported by governments, funded by international agencies. The meaning of community-based forest management differs wherever you go. In some places, community-based forest management means that local people have full ownership rights over local forest lands. In other situations, governments claim to support community forests through “local participation” in “consultation processes” that, in reality, have no meaningful effect on centralized decision making.

Under pressure from civil society, forest laws are moving towards policies that allow more community-based management. In 2002, countries agreed to: “Recognize and support *Indigenous and community-based forest management systems to ensure their full and effective participation in sustainable forest management.*” (World Summit on Sustainable Development, Plan of Implementation, Section 43[h]). Although numerous international statements commit support for community forests,³ it remains to be seen whether governments will actually implement these commitments. However, we are reaching a critical moment when communities need to define *for themselves* the desirable (and undesirable) aspects of community-based forest management.

Other communities in different countries have valuable lessons to share. Whether in Bolivia, Bhutan, or British Columbia—similar questions apply. For example:

- Who controls the forests?
- Who benefits?
- What markets exist for “fair trade” sustainably managed forest products?

Do Community Forests in British Columbia Have “Control”?

Yes, but within the established provincial regulatory environment. For example, we must work within government cut control limits. We do control how we manage for community values and we can make decisions about our harvesting patterns. We can put recreation trails where we want and, instead of laying out a large clearcut, we can choose to lay out smaller areas with appropriate reserves. We can also control where the profits from the forest are directed.

— Kim Allan, Mission

- Do country/province/state tenure rules give local people secure access to forest land?
- Are the forest lands given to communities productive or marginal?
- What responsibilities are handed over to communities?
- What rights do local people have to manage the forests?
- What are local people doing to gain more control?

Answering these questions may reveal some interesting facts. A common feature is that community forests grow from the bottom-up, often in the face of resistance from established and historical powers. At the country level, policies allowing more community forests are also affected by global economic and political systems that tend to favour large-scale industrial development. Many governments have

³ Other international commitments to community forestry include: Chapter 11 of *Agenda 21 and Forest Principles* (United Nations Conference on Environment and Development, 1992); *Intergovernmental Panel on Forests and International Forum on Forests: Proposals for Action* (1997–2000), Sections 17f, 29c, 40b, 66, 115d; *Convention on Biological Diversity* (United Nations Conference on Environment and Development, 1992) expanded work program on forest biological diversity.

GLOBAL PERSPECTIVES (continued)

conflicting agendas, sometimes responding to the needs of “the people” and at other times complying with rules and policies set by institutions, such as the World Bank or the World Trade Organization, which push the industrial model of development and free market forces.

Many unseen influences affect the ability of local people to manage community forests in an ecologically sound, socially just, and economically viable way. Citizens must begin to recognize their latent power, should they decide to exercise more control over the fate of their forests and communities.

With this in mind, a group of organizations and individuals, including the BCCFA,

formed a Global Caucus on community-based forest management. This group forms part of a global movement committed to forest conservation and ensuring the livelihoods of forest-dependent peoples. The Caucus’ vision is for local communities and Indigenous peoples to assert their rights and assume their responsibilities to manage, use, and control their forests. Working collectively, the Caucus’ goal is to create political opportunities to advance community-based forest management at the local, national, and global level. For more information about community forestry around the world, or background on the Caucus and how to join the movement, see: www.gccbfm.org



Before You Begin: What All Communities Need to Know

JENNIFER GUNTER AND MARC VON DER GONNA

We can learn a lot about how to establish and maintain a successful community forest by examining previous experiences with community-based resource management. Because all community forests are different, providing a “recipe” or “blueprint” is not advisable. However, we can provide a good idea of the factors, or conditions, that have resulted in successful community forestry. The following list distils many of the lessons learned by communities engaged in community forestry. The more of these “success factors” that are present, the more likely your community is to achieve its forestry goals. If your community wants a community forest, this list will help you evaluate your readiness.

LESSONS LEARNED FROM COMMUNITY FORESTS IN BRITISH COLUMBIA

Characteristics of Successful Community Forests

Community Commitment

Passion – Strong local desire to manage local forests; enthusiasm for community forestry. Indicators of this include a will within the community to become more self-reliant and evidence of entrepreneurial spirit.

Dynamic Leadership – A motivated “spark plug” and (or) a core group of committed individuals

who together have the necessary skills, knowledge, and community acceptance to make a community forest happen. Leadership having the capacity to bring a diverse group together is critical to starting a community forest. In the long term, however, participation from the broader community is essential.

First Nations Participation – Meaningful involvement is necessary to respect and integrate Aboriginal interests. Nearly all successful community forest initiatives involve First Nations as leaders or partners.

Sense of Community – Community spirit and civic engagement are good indicators of strong communities. When residents participate actively in their community, co-operative, trusting relationships grow, and leadership capacity is built.

Pragmatism – Willingness of the community to be pragmatic. The ability of community leaders to think realistically about resource management issues is very important in the effort to gain greater decision-making authority over local forest resources.

Local Knowledge – Existing local forest knowledge and (or) **traditional ecological knowledge**, as well as available local technical knowledge and skills. A commitment to education and training is necessary, with a focus on building local capabilities where knowledge and skills are lacking.

Holistic Viewpoint – Ability to think of community forestry as one aspect of community development. Community forestry is not just a “get-rich-quick scheme.”

An Effective Community Forest Organization

Trusted Representation – Creation of an organization that is trusted, transparent, inclusive, and efficient. This organization must include a broad spectrum of interests within your community with enough overlap of perspective to find common ground. An established process must exist for ensuring fair and equitable representation of all local interests. Working within an existing organization may be viable as long as the above criteria are met.

Shared Vision – A shared vision and agreement on expectations and objectives for a community forest. This may require significant communication and negotiation at the community level.

Business Sense – Ability to conduct sound business **planning** and production of a viable, fundable, business plan.

Capital – Access to sufficient financial capital to cover start-up costs.

Political Support – Developing a political strategy that builds alliances and influences key decision makers within all levels of government. Political will is necessary to create active support for community control over public resources.

An Appropriate Forest Tenure

Meaningful Tenure – Forest tenure with sufficient duration, security, and scope of management rights to involve the community and achieve community-defined objectives. This tenure should include:

- an area-based, long-term licence with a financially viable allowable annual cut and geographic area;
- the right to participate in decisions regarding how much to harvest and when (i.e., determining your own allowable annual cut);
- the right to manage non-timber resources;
- a **stumpage** appraisal system that takes into account the sensitive nature of the community forest land base; and

WHAT ARE THEY LOOKING FOR?

Existing Community Forest Agreements were evaluated by the Community Forest Advisory Committee (CFAC) based on the following criteria:

- *Evidence of an appropriate forest land base*
- *Evidence of community support and involvement*
- *Sound business plan*
- *A democratic and practical administrative authority and structure*
- *Stewardship and management objectives as contained in a preliminary working plan*

The CFAC stated that proposals produced by community members stood out from those produced by external consultants.

- a land base directly adjacent to the managing community.

Adequate Land Base – A land base that can support the community’s intended use over the long term. You’ll need a large enough area with an adequate stock of merchantable timber in a balanced age-class distribution to sustain the community forest over the long term.

Reliable Data – Up-to-date information about the state of the forest.

IMPORTANT STEPS IN ESTABLISHING A COMMUNITY FOREST

So you’ve made the decision that you want a community forest. Now what? Well, the road ahead is a long and demanding one—not to mention expensive. Given the eventual reward and payoff of this type of land management, however, it’s a road well worth taking.

Initially, the community is probably enthusiastic and looking for immediate gratification: “How

soon can we begin logging? How much money are we going to make and when will we be able to pave the streets in town? Can I get a job with the community forest? How many local value-added jobs will be created?” Managing expectations from the beginning can make for a smoother ride as you pursue converting your dream into reality.

To obtain and implement a community forest initiative, your community will need to follow many different steps. For the province’s existing community forests, this process took anywhere from 2 to 20 years. If you are beginning to pursue community forestry, the following section will steer you through these steps and give you a better understanding of what to expect (see Table 2 for a summary of these steps). This section shares the experience of some existing community forest organizations and introduces many of the topics discussed in the Guidebook. But remember—there is no blueprint for community forestry!

Developing Community Support

The initial spark for a community forest can come from a number of sources. In localities where a community forest is a reality, the conversations began at multi-sectoral planning groups and negotiating tables, at village council meetings, and within economic development and environmental organizations. The common thread is that a group of people with passion and drive were willing to organize and network.

In community forestry, a collaborative approach is essential. Collaborative processes vary widely in their structure and form but, by definition, invite a range of perspectives to the table. When assembling your steering committee or planning group, decide who needs to be at the table to carry the proposal forward and make it work.

The process of building a community forest needs to include, rather than exclude, the full range of community perspectives. Your group should have input from those individuals or groups who will be responsible for the final decisions and also from those who will be affected by those decisions. They should have relevant information or expertise and have the power to block or promote progress. Successful community

forest proposals demonstrate support from local government and industry, First Nations, and environmental perspectives. Your group also needs advice from skilled people with experience in the following areas:

- forestry
- community organization
- biology, ecology, hydrology
- economic development
- business management
- recreation
- environmental protection

Throughout most of British Columbia, the settlement of **Aboriginal title**, or “land claims,” is still an outstanding issue. It is essential, therefore, that community forests proposed by native or non-native communities also involve the local First Nation within whose **traditional territory** the community forest is located.

See “Shaping the Idea: Strategic Planning in Your Community” (page 17) for more information about developing community support.

Forming Partnerships

If your community is not a First Nation, you will need to involve the First Nation within whose traditional territory your community forest lies. In many parts of the province, overlapping land claims exist, so this may involve more than one First Nation. Discuss with the First Nation(s) whether a formal partnership should be established, or whether a less formal relationship is appropriate. Building a strong relationship, whatever the form, will take time and patience on everyone’s part.

In addition to partnerships with First Nations, other community-based partnerships can be beneficial to community forests. Community partners may provide critical skills or funding to support the start-up or long-term viability of the community forest. In Kaslo and Revelstoke, for example, partnership agreements were negotiated for start-up funding with a local milling facility in exchange for rights to harvested timber.

See “Shaping the Idea: Strategic Planning in Your Community” (page 17) for more information on partnerships.

TABLE 2 *Important steps in establishing a community forest*

| Phase | Activity | Responsibility of . . . | Time required |
|--|--------------------------------|---|---|
| PRELIMINARY RESEARCH AND INVESTIGATION | Developing community support | Everyone in the community | At least one year |
| PROPOSAL DEVELOPMENT | Forming partnerships | Planning group, First Nation | At least one year; concurrent with community support building |
| | Setting up the organization | Planning group | 1–6 months |
| | Securing financing | Planning group | Several months |
| | Community involvement | Planning group | Ongoing |
| | Management plan | Registered Professional Forester (RPF) | 1–2 months |
| LICENCE NEGOTIATION | Securing forest tenure | Community; B.C. Ministry of Forests | Several months |
| | Community involvement | Planning group or Board of Directors; staff | Ongoing |
| INITIAL DEVELOPMENT | Hiring staff | Board of Directors | 4 months |
| | Policy development | Board of Directors | 6 months; ongoing |
| | Community involvement | Planning group or Board of Directors; staff | Ongoing |
| | Monitoring and evaluation | Board of Directors, Staff | 1–2 months; ongoing |
| | Forest development plan | RPF; community; B.C. Ministry of Forests | |
| | – Assemble information | | 1 month |
| | – Public review | | 60 days |
| | – Revise plan | | 2 months |
| | Field work and cutblock layout | RPF | 4+ months |
| | Site plans | RPF; B.C. Ministry of Forests | 1–2 months |
| | Cutting and road permits | RPF; B.C. Ministry of Forests | 2 months |
| TOTAL | | | 3+ years |

Setting Up the Administrative Authority

In the early stages, the community must designate a lead proponent of the community forest proposal. This choice is often based on the ability of an existing organization to administer and finance the proposal. Community forests run by First Nations can be under the control of the Band administration through Chief and Council, or run through a First Nations' community economic development corporation, or a combination of both. Municipal governments are often the lead proponents, as in the case of McBride and Burns Lake community forests. Although a separate and independent administrative authority (e.g., a society or corporation) may be created to hold the tenure, during its formative stages the community forest may rely on the leadership of a core group of volunteers working with a well-established organization.

All community forests require an administrative authority to hold and implement the licence. For example, the Village of McBride formed a corporation. Depending on the legal entity you choose, setting up an interim board of directors and registering your organization will take some time and money.⁴ Whatever structure you choose, it must receive support from the community. This will require consultation with community members.

See "Shaping the Idea: Strategic Planning in Your Community" (page 17) for more information on administrative authorities; see "Communications and Outreach: How to Keep the 'Community' in Community Forestry" (page 43) for information on communications and community involvement.

Securing Forest Tenure

Securing some form of community forest tenure is perhaps the most significant step in this journey. Some communities (e.g., Revelstoke) purchased a regular forest licence when it came up for sale. Others were awarded Community Forest Pilot

Various forms of forest tenure exist, and different costs are associated with each one. This process can take years—Burns Lake worked for thirty years; Cortes Island has worked for a decade, and still has not secured tenure.

Agreements from the government. Other examples of community forest tenures also exist. Some First Nations communities are seeking opportunities as part of Interim Measures Agreements to treaty settlements. Other First Nations groups have partnered with non-native communities to broaden their opportunities for acquiring a community forest.

Most communities interested in community forestry seek a Community Forest Agreement (CFA). Developing the required proposal to secure a CFA can take a considerable amount of volunteer time and effort, or money if you contract out this exercise (some of which is unavoidable).⁵ Even when a CFA is awarded, however, much work is still required to gather public input and finalize the licence document.

Securing Financing

The range of funding opportunities available to you will depend on your partners. Community forest organizations with no formal partners have secured loans through a Community Futures Development Corporation. First Nations groups engaged in the treaty process can sometimes gain access to funds through treaty-related sources, the First Nations Finance Authority (www.fnfa.ca), or relevant training funds. Municipally held organizations can obtain low-interest loans through the Municipal Finance Authority. In these cases, municipal partners may be required to secure the loan. Non-profit societies can apply to some private funding sources which are not available to other entities;

⁴ Registering a Society is cheap and easy—you can adopt the Constitution provided through the *Society Act* and it only costs \$25 to register.

Registering a Corporation and setting up the articles of incorporation is more time consuming and will cost a few thousand dollars in legal fees.

⁵ The requirements for submitting a Community Forest Agreement proposal are currently under review. Given this situation, we are unable to provide detailed information on the process. Please see our Web site (www.bccfa.ca) or contact the BCCFA office for current information.

BAMFIELD HUU-AY-AHT COMMUNITY FOREST START-UP

We started working on a woodlot licence proposal in 1998. This was changed to a community forest proposal when the Pilot Program request for proposals came out. We were awarded a Pilot in June 1999, and it took until September 2001 to get a signed tenure agreement. Our management plan was signed in April 2003 and our forest development plan in August 2003. Our first cutting permit was approved in April 2004.

Approximately \$70 000 was required for 2003, \$60 000 for 2004. The previous years were the result of volunteers and small amounts of local fundraising for such things as copying and fees.

The sources of direct funding were as follows: Provincial Government (Ministry of Co-operatives, Communities, and Volunteers); Huu-ay-aht First Nation (direct funding award, Nuuchahnulth Economic Development Corporation loan). For special projects, other funding sources (e.g., Forest Investment Account, Federal Rural Development Initiative, and Mountain Equipment Co-op) were pursued.

— Dennis Morgan, Bamfield

a partnership with a charitable sponsoring organization can also be of benefit.

See “Business Planning and Financing: A Reality Check” (page 51) for more information on financing.

Hiring Staff

Regardless of your community forest’s size, you will require staff for three important areas:

- general management,
- office administration, and
- field or technical activities.

Depending on the size of the forest and your budget, these may be full-time or part-time positions and may involve contracted staff or unpaid volunteers from the community. Although one individual might fulfil all of these roles, you will need to carefully screen for these abilities when hiring your staff. A full-time manager (and an operation large enough to support this position) is highly recommended. You’ll need to draw on various forestry professionals, including a **Registered Professional Forester (RPF)** who must sign-off critical documents and plans. Foresters’ annual salaries range from \$50 000 to \$85 000; depending on their experience, day rates range from \$300 to \$900. The RPF is a very important person in

your organization. The experience of existing community forests shows that it is best to hire the most qualified person at the outset. Organizations who thought they couldn’t afford the best person for the job at the beginning spent more money in the long run through mistakes and poor decisions.

Your choice of administrative authority and organizational structure will determine how much experience the board of directors requires, and therefore the number of staff. Here are some important questions to ask when considering the lead staff position.

- Will the job be full-time or seasonal?
- How will you pay your staff?
- Where will they work?

Depending on the availability of these qualified individuals within your community, recruitment (advertising, screening, interviewing, and hiring) can take several months. This process may also incur some costs, especially if you bring in individuals from outside the community for interviews. Ensure that the process is transparent from the start.

See “Business Planning and Financing: A Reality Check” (page 51) for more information on staffing costs.

Policy Development

Successful community forests are built on a sound foundation of policy. This can take a considerable amount of time to develop, depending on the frequency of your board of directors meetings.⁶ A lot of good work has been done in this area by existing community forests; tailor existing policy to suit your own needs. Even with policy templates to work from, this process may take several months to accomplish. And because policy needs to evolve as your community forest evolves, the process is never really over.

See “Guiding Management: Developing Sound Policies” (page 33) for more information on policy development.

Community Involvement

Many different ways exist to involve your entire community in the community forest. We advise using a number of tools and techniques to ensure that as many people as possible take an active interest in its management. Community members should have the opportunity to provide input into strategic-level plans, the forest management plan, and the more detailed operational plans that affect them. Like policy development, ensuring meaningful participation is a task that never ends.

See “Communications and Outreach: How to Keep the ‘Community’ in Community Forestry” (page 43) for more information on community involvement.

Management Plan

After you secure your community forest tenure, you’ll be required to prepare a **management plan**. Although much of the content for the management plan is developed for your initial proposal, this will still require a month or two to put together. Depending on whether you contract out this work, this step may cost \$10 000–15 000 to complete.⁷

See “Business Planning and Financing: A Reality Check” (page 51) for more information on management plans.

Evaluation Plan

An evaluation plan allows your organization to gather important information on your operation and helps you to learn from your experiences. Community Forest Agreements require that you submit periodic monitoring reports to the Ministry of Forests. The current evaluation process can take up to 6 weeks to complete.

See “Tracking Progress: Measuring Your Success With Evaluation” (page 71) for more information on evaluation plans.

Field Work, Cutblock Layout and Design, and Cruising

Depending on your start-up situation, you may have considerable field work to accomplish before you can submit operational plans and permit applications to the Ministry of Forests. This may be the case if, for example, your community forest agreement area is small and undeveloped. If you have acquired or purchased an existing tenure, however, approved plans and **cutblocks** may already exist and roads previously laid out. If you have “inherited” a large area that other licensees or BC Timber Sales have developed, you might have access to the work already done, but the previous licensee may require some remuneration for this. If starting from scratch, plan to spend about \$4–8/m³ for cruising (about \$100 per plot) and cutblock layout. This work will take several months during the field season, although a small cutblock can take much less time.

Before conducting any layout or cruising field work, you may be required to complete inventories of other forest values (e.g., collect data for ecological, fisheries, recreation, or **cultural heritage resource values**).

Operational Plans

Depending on when your organization’s Community Forest Agreement took effect, you may be subject to planning requirements under the *Forest Practices Code of British Columbia Act* (FPC) or the *Forest and Range Practices Act* (FRPA). Under the

⁶ Societies are required to meet an average of once per month under the *Society Act*.

⁷ A template to guide you in writing your management plan is available from the Ministry of Forests at: www.for.gov.bc.ca/hth/woodlots/wl-stand-management.htm. It was developed for woodlots, but it is applicable to many community forests.

FPC, community forest agreement holders are subject to the requirements of the Woodlot Licence Forest Management Regulation. This regulation requires that you produce a forest development plan and site plans for the District Manager to review and approve. Under the FRPA, community forest agreement holders are required to produce a forest stewardship plan; site plans are also necessary, but need not be submitted to the District Manager for approval. If you purchased a major forest licence and already have an approved forest development plan and silviculture prescription as part of the purchase, you may be subject to FPC planning requirements that were in place when the plans were approved. Silviculture prescriptions are similar to site plans, but require more detailed content.

Forest Development Plan and Forest Stewardship Plans

When your community forest area is established and you have decided where to lay out cutblocks and build roads, you can start preparing your forest development plan. Please note that this plan must be signed and sealed by a Registered Professional Forester. It will probably take a good month to assemble all the necessary information and to have a plan ready for public review and comment. According to the legislation, a public review and comment period of 30 days is required; however, the District Manager may require a longer period (e.g., 60 days) to provide a better opportunity for public review. When this period is over, it will take at least another month to incorporate the public comments and fine-tune your plan, submit it, and get final approval from the Ministry of Forests. At the same time, you will be required to share information with First Nations, and the Ministry of Forests will also need to consult with them. This process can generally take up to 4 months.

Forest stewardship plans are a bit of an unknown because they are new and community forest organizations have little experience with them. They will probably take more time to prepare than a forest development plan.

Site Plans

After your forest development plan is approved, you can start submitting site plans to the Ministry

of Forests for approval. This step generally takes at least a month. Site plans must also be signed and sealed by an Registered Professional Forester.

Cutting Permits and Road Permits

Getting an approved **cutting permit** is the final step. The cutting permit is the document that gives you the legal authority to remove timber. It provides you with a **timber mark**, and the accompanying appraisal tells you what you will be paying for stumpage. It generally takes about a month to get an approved cutting permit and a further month to get your appraisal rate.

See “Business Planning and Financing: A Reality Check” (page 51) for more information about stumpage.

CONCLUSIONS

As you can see, the steps required to obtain and implement a community forest initiative—from deciding to acquire a community forest through to the actual harvesting of timber—can take years and a significant amount of money. It can take several years to actually get a form of tenure, and then another year or two of planning before harvesting can begin. Depending on the size of your community forest, the costs incurred will be in the tens to hundreds of thousands of dollars. So be prepared, and manage your time, money, volunteers, and staff wisely.

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Shaping the Idea: Strategic Planning in Your Community

DENNIS MORGAN AND SUSAN MULKEY

Here, we begin to flesh out many of the ideas presented in the previous chapter and discuss the questions that your community must answer to shape the idea of your community forest. First, we look at questions concerning who is involved in developing and implementing your initiative, and then discuss the issues to consider when choosing a land base. Clearly defining your goals and objectives is perhaps the most important task in the early stages of community forest development. We examine this task and then outline the pros and cons of different options for structuring your organization.

INTRODUCING THE PLAYERS

How Do You Define the Community?

“Community” is generally defined as “a social group of any size whose members reside in a specific locality, share government, and often share a common economic and cultural history.” A number of community forest organizations base their definition of community on municipal boundaries. For example, the Kaslo Community Forest Society’s members include residents and land owners in the Village of Kaslo and Area D of the Regional District of Central Kootenay.

“Communities” in sparsely populated rural districts may be defined as the people living

*At the beginning, the idea of a
community forest is like a lump of clay.
Each community will shape it differently.
Many hands will become involved
as it takes form.*

— Susan Mulkey, Kaslo

within a very large geographic area. More densely populated communities, however, may serve a much smaller geographic area. Definitions of community are not determined by geography alone; a number of other factors also require consideration. Most importantly, as in nearly all aspects of community forestry, the residents must decide on their definition of community.

LIKELY COMMUNITY FOREST SOCIETY POLICY EXCERPT

Society membership will consist of the residents and land owners from Morehead to Keithly. The membership will include those residents on and near the boundaries who hold a sense of belonging to the community of Likely.

In rural areas, distances may separate residents or population clusters, but all residents will have a common connection to a central location for a range of activities including shopping, school, culture, health, and other services. This shared connection creates allegiances, economic interdependency, and a sense of community.

When defining the “community” for your community forest, think about an area that creates:

- a shared sense of common boundaries, which marks one area as distinct from another in the minds of local residents;
- a “critical mass” for organizing a community forest—enough people to accomplish the goals; and
- an area small enough to encourage grassroots participation in the community forest’s activities.

Who Is Involved?

A community forest organization requires the inclusion of the full spectrum of community interests and values. One of the central questions that you will face as you establish your organization centres on who participates, both initially and later on in the process.

Perhaps the primary challenge of community forestry lies in bringing together people of different minds to develop a common vision. For example, stronger voices may advocate maximizing the timber output from the forest; however, it is equally important to hear from other, often quieter, voices that don’t know as much about “forestry.” These may include people involved in recreation, economic development, or education and research. Respectful dialogue is critical to ensure that the whole community accepts the community forest concept. The principles of interest-based negotiation will help communities to develop a common vision. See “Working Together: Conflict Management and Decision Making” (page 27) for more information.

The need to include the full range of community interests must be balanced by the need to build a group that will be able to work together. The first idea on the table will likely not be the final outcome. Take time to build the idea; be realistic and flexible. The first step is to invest in building support.

In most cases, funds are generally scarce and a great deal of volunteer time is necessary. A core group of committed people is needed to take the reins and begin the process. To get things rolling, a First Nation band council or a municipality may advance the funds and set up a board of directors to direct the spending.

Regardless of which organization or group takes the lead, the core planning group must have clearly written terms of reference. These should outline what the group wants to achieve within a specified time frame. In many cases, this information is expressed as the “Goals and Strategies” outlined in your initial business and management plans.

How do you get broad community participation and acceptance? Initially, it is important to spread the word and attract a lot of people to public meetings. Put a real effort into early meetings and so avoid the charge that you “left people out.” When you begin to meet regularly, the word will get out and your core people will become known. You should continue to encourage the attendance of a diverse range of participants. New energy is good, especially later on. See “Communications and Outreach: How to Keep the ‘Community’ in Community Forestry” (page 43) for more information on community involvement strategies.

Cultivate relationships with local government, the Ministry of Forests, First Nations, the Chamber of Commerce, Community Futures, economic development groups, local mills, contractors, tourism operators, and educational institutions. Clearly, your board of directors or other governing body can’t have members from all groups, but you can have committees or advisory groups that include the spectrum of interested parties. Involving a Regional District representative, the Mayor, or even an MLA is important, as they are able to speak for you outside the community, if necessary. At a minimum, ensure relevant politicians are at least apprised of your ongoing activities.

Spend time identifying local expertise, such as logging, road building, and other related contractors. But don’t stop there. Biologists, educators, tourism promoters, and many others have a place in community forestry. Your governing body, or at least its subcommittees, should make use of your community’s varying talents. Diversity brings stability.

Partnerships

If your community is not a First Nations community, you should partner with the First Nation within whose traditional territory your proposed community forest lies. **Aboriginal rights** and title exist throughout British Columbia. The provincial government has a responsibility to accommodate Aboriginal interests when they issue Community Forest Agreements (CFAs); therefore, meaningful participation of local First Nations will greatly enhance the chances of obtaining the licences. If a partnership or relationship is already formed with the local First Nation, the government is likely to take this into consideration.

Many First Nations are interested in re-engaging in the management of the lands within their traditional territories, and are interested in playing a more significant role in the forest sector. In addition, they may have access to training programs and funding sources that will enable their participation as partners. It may take a good deal of trust-building dialogue to achieve a functional partnership. Start this dialogue early in your work towards a community forest, beginning with discussions about how a community forest can be mutually beneficial. A number of other important issues should also be discussed.

BUILDING A COMMUNITY FOREST PARTNERSHIP

Why it works —

- *Non-native community brought skills and expertise to the table.*
- *Native community brought start-up funds.*
- *Non-native community did a lot of the leg work in the initial stages of development.*
- *Neither community thought they would be successful if they went on their own.*

— Robin Hood,
Likely-Xats'ull Community Forest

CAN WE FORM A PARTNERSHIP?

Native and non-native communities meet for the first time —

Xats'ull community members travelled to Likely for the first time to meet with the non-native community there.

David Pop, spokesperson for the Xats'ull community reported that, "You could cut the tension with a knife." After a while David said, "We're here to do business." This calmed everyone's nerves.

— Thomas Phillips,
Xats'ull First Nation

For example, how should culturally sensitive areas and resources be managed in the community forest? Funding for projects, such as archeological overview assessments and (or) impact assessments, may be necessary.

Experience with the Community Forest Pilot Agreements reveals the importance of a good relationship with local First Nations. Where such partnerships existed or were built, the community forests have advanced; where such partnerships did not exist, the community forest has not advanced. First Nations communities are diverse, and it is critical that any agreements last through band council changes. Talk to a diversity of representatives within the First Nation, particularly the Elders.

Non-Aboriginal partnerships are also beneficial to community forests—if we build bridges, we build opportunities. When we build partnerships, we combine our energies to pursue a shared vision, and achieve something we could not do alone. Each sector has a valuable contribution to make. Look across old political, ideological, geographical, and sectoral boundaries. Allow your definition of community to assume the broadest dimensions. This demands learning, because you will be challenging traditional models.

Here are some important fundamentals in building and sustaining successful partnerships.

- Appoint a facilitator who has the respect of all parties and the necessary expertise and leadership qualities to steer the partners through the early stages of formation and **strategic planning**. Ongoing skilfully directed discussion leads to understanding and builds trust and stronger networks.
- Discover the underlying reasons for establishing or developing partnerships. To secure a solid foundation for the partnership, these reasons should be tabled and discussed.
- Promote a clear understanding of each other's expectations and clarify the contributions each will make to the effort. Learn how to talk together about the "hard things" and incorporate these discussions into the partnership-building work. It is important to address the issues and go beyond superficial understanding or assumptions. Lack of understanding and candid discussion can lead to inappropriate or even disrespectful planning and implementation.
- Establish how the partners will work together; lay down clear ground rules for decision making and operational procedures. Do this before any activities start. Define decision-making procedures and identify alternatives in the event that an impasse is reached. Consider developing a simple conflict management mechanism *before* it is needed. Clarify how partners will be held accountable to agreed upon ground rules.
- Write things down. This ensures that everyone has the same understanding of decisions. Identify time lines and persons responsible to implement each activity.
- Follow through—do what you said you will do.
- Encourage open dialogue about each partner's different capabilities. Explore strategies to distribute power through the sharing of roles, responsibilities, and information, and by developing the skills and capabilities of each partner. Strive for transparency at all times.
- Clarify the resources available for the partnership at the outset. Seek explicit commitments

and agreements about the flow of resources to and from the partnership.

- Ensure all partners have clear information about the required investment of time and effort.
- Devote considerable time and resources to developing the skills, knowledge, and responsibilities of the partners. This process often builds trust, which will serve as the glue that keeps the partnership going through the inevitable challenges to come.
- Anticipate the need to adapt strategies and time lines as you move along.
- Consider the use of committees to encourage the efficient use of available resources and capabilities. Strive to diversify membership of these committees to reflect the breadth of the partnership. Make sure that all committees have a clearly defined mandate and terms of reference, unambiguous guidelines for communicating and reporting to the group as a whole, and a "sunset clause" that defines when the committee should be dissolved.

SELECTING THE LAND BASE

Obviously, a very important step is identifying a piece of available, or potentially available, land. You should look for a land base that is:

- directly adjacent to the managing community, or for which the community feels a sense of connection and **stewardship**; and
- capable of supporting the community's intended use over the long term.

As political support for community forestry grows, the options and possibilities are expanding. To identify potential lands, work with your local Ministry of Forests representative, your Regional District, Land and Water BC, and existing licensees. If the land you are looking at is "unassigned" **Crown land**, you need to work with Land and Water BC. This agency may have different views on what constitutes the "highest and best use" for the land you have identified; therefore, be prepared to make a strong case for placing any potential lands into the Provincial Forest, thus making them available as community forest land.

When searching for a potential land base, analyze the type of land you may be getting. Get information on:

- forest development history of the area (this information should be available from the Ministry of Forests)
- land productivity
- land constraints (e.g., is it a community watershed? do you want or can you handle the responsibility that goes with this?)
- habitat issues (e.g., is it all core grizzly bear habitat?)
- access (e.g., what roads exist?); roads are expensive and it would be better if you didn't have to spend your first years developing access roads⁸

STRATEGIC PLANNING

What's the Purpose of Your Community Forest?

Community forests are many things to many people. After looking at the available examples in the province, each community must collectively decide what type of forestry arrangement they wish to pursue. This also is an exercise in determining your community forest's management priorities. Some communities will take a more traditional approach, deciding to use the forests as a fibre source with other values being important, but secondary. Other communities may decide that water quality, or recreation, are primary management objectives and design harvest layouts to reflect this. For long-term viability, your community forest must be economically, ecologically, and socially sustainable.

Opinions will differ about the best use for your community forest. Your management and business plans can allocate resources such that all aspects receive equal priority. In this way, it is possible to have recreation and tourism, timber, non-timber forest products, research and education, and anything else that is important to your community. Keep two things in mind, however. First, don't expect that all these things will

happen at once. Second, determine which management issue will take initial priority on the basis of your available funding. Planning for the long term (especially when initially investing in non-revenue generating objectives) can keep all of your options alive.

Important questions to ask include:

- What is the long-term vision for your community forest?
- What benefits do you want to derive from managing the forest?
- What range of values are important to your community?
- What are your priorities?

When deciding on forest values, consider the following examples.

- Domestic water quality
- Forest industry jobs
- Long-term sustainability
- Scenery
- Biodiversity and wildlife habitat protection
- Logging according to an ecosystem-based plan
- Non-logging jobs dependent on forests
- Hunting
- Motorized access for recreation
- Non-motorized recreation
- Educational opportunities
- Spiritual values
- Forest fire protection around residential areas
- Traditional Aboriginal values
- Cultural heritage and archaeological values
- Non-timber forest products

Your community's vision for the forest will shape the financial realities of the organization. The community forest's goals and objectives, identified through strategic planning, will have a direct influence over the expected financial return generated by short- and long-term management.

***Your vision can be pure inspiration,
but your bottom line has to be
realistic and achievable.***

—Cliff Manning, Burns Lake

⁸ The Ministry of Forests district office will help you get this information.

WHAT ARE GOALS AND OBJECTIVES?

Goal: *Goals provide general purpose and direction. They are the end result or ultimate accomplishment towards which an effort is directed. They generally should reflect perceived present and future needs. You must be capable of effectively pursuing goals.*

Objective: *The end result(s) that must be achieved through management at any given administrative level. Objectives are measurable and indicate when things will happen and who is responsible to carry out activities.*

Temper discussions about these questions with realism. Any community forest should be built and approached as a business. Depending on your situation, the profits may initially not be high enough to build municipal infrastructure or to support local community services. In fact, many community forest organizations won't see any profits in the first few years of operation.

If the community decides that managing for values such as drinking water, recreation, and scenery is the priority, then your organization may choose to forego profits. This decision is best made before establishing the community forest. Keep in mind that a modern industrial approach to forestry is likely the least labour-intensive option, whereas an **ecosystem-based management** approach is the most labour intensive. Alternative types of forest management may require more advance work and a longer time frame to generate supporting income. However, these approaches may bring additional benefits such as management that is better suited to local needs and the land base.

Financial Benefits to the Community

How will potential revenue be managed and shared? Do you have a list of potential benefactors?

Will it go into the city or town's general revenue account? Can revenues fund various municipal programs? Some of these questions will depend on the type of administrative structure you choose to govern your community forest. For example, if you are a non-profit society, then you will be looking for ways to invest surplus funds in the society.

Given the amount of time it can take to generate a profit, it may seem premature to make decisions about how to disperse financial benefits. Taking the critical step in the early stages, however, will help you avoid any future conflict in your community.

Here are some questions to consider (depending on your administrative structure) about financial benefits.

- Who will own the shares of the community forest?
- Who will see the profit?
- For what will these revenues be used?

FINANCIAL BENEFITS TO THE COMMUNITY

Our first priority is to make sure our Forest Reserve Fund is topped up. This fund allows for uncompromised forest management during economic downturns. After this, we normally provide funding to larger community infrastructure projects, as directed by our Municipal Council.

We have also contributed to a stabilization fund that will cover new or unexpected municipal expenditures such as those downloaded from other levels of government. All contributions go to support the educational, historical, safety, recreation, environmental, and cultural objectives of the community.

— Kim Allan,
Mission Community Forest

BUILDING THE ORGANIZATION

Your community must decide on the appropriate administrative authority to legally hold the licence or Community Forest Agreement. This decision will involve:

- identifying the potential advantages and disadvantages of a particular legal structure to the community;
- determining the best representation of social, economic, and environmental interests; and
- avoiding dominance by one group.

To make a final decision on the most appropriate administrative authority for your community forest, you must seek independent professional advice. The details are very important and can be complicated; therefore, consult a lawyer or a qualified business consultant before proceeding. Try, if you can, to retain them as an advisor on your board of directors.

Regardless of the type of administrative authority or decision-making mechanism you choose for your community forest, your governing documents must clearly state the purpose, vision, goals, and guiding principles of the organization. Many societies incorporate under the standard set of bylaws. It is very important to develop a comprehensive set of bylaws that reflect the strategic priorities of the community forest organization.

RESOURCES FOR BUSINESSES

The B.C. Ministry of Finance's Corporate and Personal Property Registry Web site (www.fin.gov.bc.ca/registries/corppg/crinfpkg.htm#soc) has information on registering a company, society, or a co-operative. For additional information, you may call the staff at the Registrar of Companies: (250) 356-8673. Copies of all acts and regulations are available on-line at: www.crownpub.bc.ca

Local libraries and Chambers of Commerce will also have information on how to establish a business.

For example, the standard bylaws state that decisions must be made by majority vote. Is this appropriate for your organization? Take the time to closely examine the society bylaws, or the articles of incorporation. This will ensure that you have transferred to paper what everyone in the room “understands” as the community forest’s intent or direction.

The following section outlines the advantages and disadvantages of different types of administrative authority. Seek independent advice to make the most appropriate decision about your community forest’s organizational structure.

Administrative Authority: Advantages and Disadvantages

Corporation

A corporation is a distinct legal entity separate from its owners or shareholders. It is formed on the terms identified by the members or shareholders. The terms are laid out in the corporation’s charter, which includes the memorandum and articles. The memorandum includes the name of the company, the number of shares to be released, and information on the shareholders. The articles identify the rules of conduct or special rights and restrictions for the company. Companies are incorporated under the *Company Act*.

A corporation is made up of three groups of people: shareholders, directors, and officers. The corporation can borrow money, own assets, and perform business functions without directly involving the shareholders.

Advantages

A member of the company cannot be held personally liable for the debts, obligations, or acts of the company. Each shareholder has limited liability. Normally no member can be held personally liable for the debts, obligations, or acts of the corporation beyond the amount of share capital to which the members have subscribed.

Ownership interests in a corporation are usually easily changed. Because the corporation is a separate legal entity, its existence does not depend on the continued membership of any of its members. Shares may be transferred without affecting the corporation’s existence or continued operation.

Corporations have:

- Limited liability
- Separate legal entity
- Transferable ownership
- Continuous existence
- Capacity to raise capital
- Possible tax advantage (under \$200 000)

Disadvantages

- Closely regulated
- Most expensive form of business to organize
- Activity is limited by the corporation's charter and various laws
- Shareholders (directors) may be held legally responsible in certain circumstances
- Personal guarantees undermine limited liability advantage. When a corporation with no assets seeks to secure a loan, a lending institution will likely insist on a personal guarantee from the business owner. So although the corporation technically has limited liability, the owner still ends up being personally liable if the corporation can't meet its repayment obligations.

Examples of community forests that are corporations include: the Revelstoke Community Forest, the McBride Community Forest, Burns Lake Community Forest, Fort St. James Community Forest, and the Creston Valley Community Forest.

Society

A society is a not-for-profit organization that holds all of the powers of an individual while remaining separate and distinct from its members. Any funds or profits must be used only for the purposes of the society itself. Volunteer directors may not receive any financial compensation for performing the duties of a director. Directors may, however, work for the society and get paid for this work as long as they aren't paid for their roles on the board of directors.

Societies are incorporated in British Columbia according to the provisions of the *Society Act*. Each society requires a constitution and bylaws, list of first directors, and notice of address. The constitution sets out the name and purposes of the society and may contain other provisions. The bylaws set out the rules of conduct of the society.

Advantages

- A society is a not-for-profit organization and is the beneficiary of some tax benefits
- A society is typically seen as a very democratic form of incorporation
- Societies are easy and inexpensive to set up; the standard constitution can be tailored to your own needs
- Annual maintenance costs are low
- Board members can be chosen to afford wide community representation and skills

Disadvantages

- Any funds or profits must be used only for the purposes identified in the society's constitution
- Members of the society have full access to all financial information, unless limitations are specifically spelled out in the bylaws; full access can be burdensome and time-consuming for staff
- The purpose of the society, as stated in the constitution, can be changed by a vote of 75% of the membership; this can be potentially destabilizing should the goals of the membership shift from those stated at start-up

Examples of community forests that are societies include: the Bamfield Huu-ay-aht Community Forest and the Kaslo and District Community Forest.

Co-operative

A co-operative is an enterprise that is collectively owned and democratically controlled by its members for their mutual benefit. A co-operative is a legally incorporated business owned and controlled by its members. A co-operative is able to enter into contracts under its corporate name. Liability for the individual members of a co-operative is limited to the extent of the value of shares held.

Co-operatives are characterized by:

- Voluntary and open membership
- Democratic control (one member, one vote)
- Independence from the public and the private sector
- Meaningful voice members have in governance
- Member economic participation (both in financial contribution and financial benefit)

- Co-operative effort and service oriented
- Concern for community
- Commitment to values such as self-help, self-responsibility, democracy, equality, equity, and solidarity

Advantages

- Demonstrates to the community that the organization is democratic and inclusive

Disadvantages

- There is limited public understanding of co-ops and so efforts are required to educate the community about the benefits

The Harrop–Procter Community Forest is a co-operative.

First Nations

The Esketem'c and Cheslatta First Nations' bands administer their community forest agreements through a separate limited company that is wholly owned by the First Nation. The limited company allows for liability protection for the Band.

Department within a Municipality

The Mission Municipal Forest operates on private land owned by the municipality. The Forestry Department, which manages the operation, is a department within a normal municipal structure like planning or public works. The Director of Forest Management heads the Forestry Department and reports to the municipal Chief Administrative Officer who, in turn, reports to Mayor and Council. Although municipalities hold the Revelstoke, McBride, Fort St. James, and Burns Lake Community Forest Agreements, a separate municipal corporation forms their administrative authority.

Board Structures: Examples from British Columbia Community Forests

The type of organization you select and the partners you choose affect how your board of directors is structured. Ensuring that community and partner interests are fairly represented on the board should be the most important goal.

The board is the governing body of the organization. Design your board so that it provides strategic leadership to the organization through

proactive rather than reactive means. A clearly articulated and understood collection of policies is the best mechanism to express this leadership.

Volunteer boards have neither the time nor the energy to control every aspect of the workings of the community forest. Their job is to govern through policy. Implementation of those policies is the job of staff (Carver 1997).

Municipally Held Licences

The Mission Municipal Forest's seven-member board is made up exclusively of municipally elected officials. Membership on the McBride and Revelstoke Community Forest boards includes town councillors and (or) administrative staff and a number of council-selected appointees from the community. Councils are elected by the residents in municipal elections every three years. In addition to a municipal councillor and six appointees, the Burns Lake Community Forest Board has two First Nations representatives.

Societies

Society members elect their directors at their Annual General Meeting (AGM). Bamfield has a nine-member board. With four seats for Huu-ay-aht and four for the Village of Bamfield, native and non-native interests are balanced. The ninth member is a representative of the Regional District.

In Kaslo, membership in the Society is open to all residents 19 years and older. Seven of the nine seats on the board are elected by the membership at their AGM. The remaining two seats are reserved for appointees of the Village of Kaslo and the Regional District.

Co-operatives

The Harrop–Procter Community Forest Co-operative Board has 10 directors. Directors are elected for 1- and 2-year terms. Any community member over the age of 16 can be a board member. Half of the directors are elected from the Harrop–Procter Watershed Protection Society.

Corporations

Creston Valley Forest Corporation has five shareholders. Their board includes two representatives from each shareholder group. The shareholders

include the Town of Creston, the Regional District, Lower Kootenay Indian Band, Creston Economic Development Corporation, and the East Kootenay Environmental Society.

Revelstoke Community Forest Corporation is wholly owned by the City of Revelstoke and has timber removal agreements with the partner mills. A seven-member board of directors governs the Corporation; four members are city councillors or staff, and three are appointees from the community. McBride has a similar structure with a seven-member board including three councillors, the Village of McBride administrator, and three members at large.

In the Likely–Xats’ull Community Forest, the Likely Community Forest Society, representing the community of Likely, and the Soda Creek Indian Band each hold one share. The board consists of three representatives from each community (First Nations and non-First Nations). Figure 2 describes this relationship in detail.

REFERENCES

Carver, John. 1997. Boards that make a difference: A new design for leadership in non-profit and public organizations. Jossey-Bass, San Francisco, Calif.

ORGANIZATIONAL STRUCTURE

Purpose: To establish how the two communities of Likely and Xats’ull are represented on the board.

The Community of Likely

- The Likely Community Forest Society (the “Society”) membership will consist of the residents and landowners from Morehead to Keithly. The membership will include those residents on and near the boundaries who hold a sense of belonging to the community of Likely.
- The purposes of the Society are:
 - To hold one share in the joint venture partnership business with the Xats’ull Community who will hold one share of the Likely–Xats’ull Community Forest Ltd.
 - To identify three directors to the Limited Company Board
 - To serve as an advisory body to the Limited Company Board
 - To manage and distribute the Likely community share of any profits derived from the Limited Company
- The Society Board will have seven directors. In generating the slate of directors, the Nominating Committee will aim to find a mix of people whose perspectives represent the whole community.
- The directors of the inaugural board will hold a combination of 1-, 2-, and 3-year terms. Following the initial terms, new directors will then serve for 2-year terms.
- A quorum will consist of three directors.
- The Board of Directors will make decisions by consensus (as defined in the “Decision-making Policy”).
- The three community representatives to the Likely–Xats’ull Community Forest Ltd. Board will be selected from the Society Board of Directors.

Xats’ull Community

- The Xats’ull community will develop their own mechanisms for representation with the Limited Company.
- The mechanism will be communicated once it has been clarified.

FIGURE 2 Policy excerpt from Likely–Xats’ull Community Forest, Spring 2002.



Working Together: Conflict Management and Decision Making

SUSAN MULKEY

No matter how unified your community may be in its vision for a community forest, disagreements will arise at one time or another. This chapter provides an introduction to tools and techniques for collaborative decision making and conflict management. Learning how to manage the diversity of opinions at the community level in a co-operative and effective way is one of your most important tasks. The ability of the board of directors to work together, to make decisions fairly and efficiently, and to ensure that those decisions are durable will be a major factor contributing to your organization's success.

INTEREST-BASED NEGOTIATION: MEETING THE CHALLENGE OF INCLUDING ALL POINTS OF VIEW

The technique of interest-based negotiation is the foundation of effective group decision making. The principles of this inclusive approach can be applied in the context of larger community discussions and at the board and committee levels. Interest-based negotiations seek to understand and address the underlying interests of the parties at the table and to treat a difference of opinion or outcome as a mutual problem. An agreement that provides some level of satisfaction for each party's interests is more likely to be long-lasting.

*Building bridges builds opportunities.
But, if you can't build a bridge, go up the
creek a bit and lay a plank across.*

— Susan Mulkey, Kaslo

Here are some important points about negotiating on the basis of interest, not positions.

- Positions are things usually expressed as demands or solutions. People often engage in negotiations from the basis of their positions.
- Interests can be identified as the underlying needs, wants, fears, or desires that motivate us to take a particular position.
- Interests can be identified by asking the following questions:
 - “What is important to you?” This question identifies the issue or what we need to talk about.
 - “What would you like to do about this?” This question is usually expressed as a position or a solution.
 - “Why would this particular solution meet your needs?” This question identifies the underlying interests.

GUIDING PRINCIPLES FOR BOARDS

To work well as a group, it helps to set out ground rules, or principles for working together. Here is an example.

Board members shall:

- *Create and maintain an atmosphere that encourages free, individual expression and is respectful of different views*
- *Listen to each other thoughtfully, and allow equitable air time*
- *Allow others to fully express ideas without interruption*
- *Acknowledge that insults and putdowns are recognized as destructive to the goals of the group*
- *Be respectful of the agenda by staying focused on the topic*
- *Accept as legitimate the goals and concerns of others*
- *Aim to seek consensus through interest-based discussions*
- *Respect the authority of the Chairperson*

Understanding the interests of others, as well as your own, will help to identify workable outcomes. It's acceptable to compromise your position as long as you do not compromise your underlying interests. The goal of the discussion or negotiation is to find ways of reconciling or accommodating different interests and to reach an agreement that all participants can live with.

DECISION MAKING

Boards must clearly identify the decision-making process they will use. Consider the following issues in arriving at a decision-making method:

- voting and the percentage of votes necessary to pass motions;
- training board members in ways to achieve consensus;
- exploring alternatives to consensus-based decision making;
- ensuring the decision-making method is consistent with the constitution, bylaws, and legal documents; and
- deciding on a dispute resolution process.

Table 3 summarizes the different options for decision making and their advantages and disadvantages.

Consensus Decision Making

Consensus decision making is one tool that many community forest planning groups and boards have used to balance the values of community members. In practice we say: "can everyone live with this decision?" Consensus does not mean everyone likes or prefers the decision, but that they can live with it. A decision made through consensus is more likely to be durable because it meets the main interests of the parties and the participants agree that they can accept it. Contrast this with a decision made by majority rule in which some parties win and others lose in the decision. The parties that have lost may try to undermine the outcome or block implementation.

Because consensus decision making can be very time consuming, some community forest boards choose to adopt a policy whereby they "work towards" consensus, but can resolve a deadlock with a majority vote. In business, some decisions must be made quickly to keep things running and to prevent serious financial problems. Boards must be prepared to act quickly as a group, or to delegate authority to staff.

TABLE 3 *Options for group decision making*

| Model | Process | Benefits | Challenges |
|------------------|---|--|--|
| FULL CONSENSUS | <p>The goal is to reach consensus on all issues addressed by the group.</p> <ul style="list-style-type: none"> Degrees of agreement are possible in consensus decision making: <ol style="list-style-type: none"> <i>Full agreement to support a decision</i> <i>Ability to “live with” the decision</i> <i>Stand aside (e.g., a person does not necessarily agree with a decision, but will not block it)</i> <i>Not ready to make a decision</i> <i>No agreement</i> Consensus is defined as general agreement (e.g., points 1, 2, or 3 above) by the members of the group. A consensus agreement may be revisited only with the full support of the group. | <p>Win–Win</p> <p>Creates solid decisions that are widely supported and likely to endure through time.</p> <p>Considers all points of view, not just the majority. Requires a personal investment in the goals of others equal to individual goals.</p> <p>Focus on communication and listening.</p> | <p>Time consuming and can often delay decision making. Group cannot move ahead because of disagreement by one person.</p> <p>People are generally unfamiliar with consensus and a learning period is necessary to effectively implement.</p> |
| CONSENSUS DRIVEN | <p>A group uses the process described above in the full consensus model, yet the consensus-driven model also includes a procedure to resolve deadlocks when consensus cannot be achieved.</p> <p><i>Fallback to Consensus</i></p> <p>When consensus cannot be achieved and an impasse is reached the following procedure is used:</p> <ul style="list-style-type: none"> Those disagreeing must provide: a description of the interests not accommodated by the proposal at hand, alternative proposals for how those interests could be accommodated, and a description of how these alternative proposals accommodate the interests of others. In response, those agreeing with the original proposal must convey how it meets the interests of those disagreeing, as well as how it could be amended to better meet these interests. In the interests of timely decision making when and impasse is reached, the group will invoke a voting mechanism. The group agrees on this in advance. Many groups use a 75% majority vote. Some use a simple 51% majority, as is identified in the standard society bylaws. | <p>Includes all of the benefits listed above; however, includes an impasse resolution mechanism when consensus has been tried and not achieved.</p> <p>Still allows for participatory and inclusive discussions.</p> <p>In the case of no consensus, the fallback procedure allows for business to take place in a timely way.</p> | <p>Same as above, yet less time consuming than full consensus. Still requires individual investment to make a decision that is best for the group.</p> |

TABLE 3 *Options for group decision making (continued)*

| Model | Process | Benefits | Challenges |
|----------------|---|--|--|
| MAJORITY VOTE | Discussions are fairly informal and include an opportunity for each person to speak. Group discusses an issue and after time a motion is formulated that represents the shape of the group discussion. The motion is voted on by a majority of the people present, as long as the numbers constitute a quorum, or the required number of meeting participants necessary to make a decision. | Win–Lose Most traditionally used approach for community groups. | Perspectives under-represented in a group never see success. |
| ROBERT’S RULES | Formal motion made, requires a second. Discussion focuses on the motion only. Amendments are required to change the original motion. These must be voted on and approved to proceed. | Win–Lose This model is the one used in most formal organizations (e.g., local government and school boards use this procedure). | Very formal. Does not encourage full investigation of the concerns and needs of each participant because discussion is focused on a motion only. |

CONFLICT MANAGEMENT AND DISPUTE RESOLUTION

Conflict is a universal part of human interaction. Regardless of the issue, whether forest management, contract tendering, or board policy, conflict at some point in the life of a community forest is inevitable. Plan how to manage conflict *before* it happens. A clearly articulated dispute resolution policy will help your organization and community to move more swiftly towards a resolution. An organization with the capacity to resolve differences will increase its long-term sustainability.

The first step in the dispute resolution process is an attempt to resolve issues by consultation and negotiation. This means a dialogue in which the parties seek to understand the “why” beneath the conflict. The major goal in all community forest negotiations is to be “hard on the problem, but soft on the people involved.” In other words, don’t personalize the conflict—focus on the issue and not on the individuals. Negotiation allows us to make **trade-offs** and thus find an outcome that all parties can live with.

Sometimes efforts at resolution are unsuccessful. The next step is to seek mediation. The mediation process involves an independent third party (a mediator) with no decision-making power who attempts to obtain a mutually acceptable settlement between disputing participants. An agreement or consensus reached in mediation must be voluntary. The responsibility for the outcome of mediation rests with the participants themselves. The mediator should:

- serve all participants equally and remain impartial and independent in relation to all of the participants;
- ensure that the mediation is conducted in a way that provides all participants with an opportunity to fully participate in the process;
- encourage respect and civility among the participants; and
- ensure that the mediation process is conducted with integrity and that procedural fairness is maintained throughout.

In mediation, the participants agree to make a serious attempt at resolving the dispute by identifying underlying interests, isolating points of

agreement and disagreement, exploring alternative solutions, and considering compromises and accommodations. Frequently, the process helps the parties to discover previously unknown information about the other side.

If mediation is unsuccessful in a contract dispute, either the community forest or the contractor should be entitled to seek arbitration. Arbitration is a legal alternative to the courts,

whereby the parties to a dispute agree to submit their respective positions (through agreement or hearing) to a neutral third party for resolution. All contracts should include a mechanism that resolves any conflicts through discussion or mediation. The *Commercial Arbitration Act* (Revised Statutes of British Columbia, 1996, Chapter 55) should be referenced specifically in each contract as the method for ultimate resolution.



Guiding Management: Developing Sound Policies

SUSAN MULKEY

One of the biggest tasks of a community forest board of directors is to develop effective, practical policies that guide the management of the organization and the forest. Policy sets out how your organization will take action. Keeping policies up to date is vital, so policy development is an ongoing task. When an organization lives and operates from its policies, the policies will either work or will be revisited and changed.

SOME BASICS

Policies must be clearly defined and stated in meaningful language to support efficient governing by the board. Policy development builds on the legal obligations laid out in the governing documents of the organization. Policies should provide clarity and comfort for management and staff by giving specific details about their jobs. Policies also provide your community with specifics about the forest's management principles. Board members will move on and with them will go the memory of previous decisions. With succinct policies, the board's values and perspectives are accessible, allowing new members to catch up more quickly.

Policy documents must be stored in a central and accessible location. This visibility will go a long way to ensure the transparency necessary for an organization charged with serving the community.

New board members should receive a full copy of the policy document and the constitution and bylaws of the organization.

Policy Format

Develop a standardized format for policy. This format will ensure that all aspects of a decision or a direction determined by the board are stated completely. A standardized format will also help all involved in the organization to understand how the organization works. We suggest a format that includes the following.

- Date of policy approval and signature by the Chair of the Board.
- Purpose of the policy: This states the goal and the areas the policy is intended to address.
- Policy statement: The actual policy.
- Procedures for implementation: Identification of steps to enact the policy.
- Related policy areas: References to other policies that may affect the implementation of the policy.
- Term for assessment of applicability: For policies to remain relevant to an organization, they must be used and reviewed. A review will assess the effectiveness and appropriateness of the policy. A policy may be assessed before the identified term has expired to reflect substantial organizational or physical change(s) within the organization or any change required by law.

IMPORTANT POLICY AREAS

New organizations will find it useful to “borrow” template policy from an established organization. Other community forest organizations may assist your policy development by a quick e-mail transfer. Alternatively, an established organization in your community may be able to provide a comprehensive policy manual. In the following section, we offer a guide for policy development that identifies:

- areas for policy development,
- purpose of such policies, and
- issues to consider in discussions about policy development.

Important areas of policy that your organization needs to consider are:

- board roles and responsibilities, including conflict of interest and board confidentiality;
- terms of reference for committees;
- roles and responsibilities of management and administration; and
- contract tendering and administration.

Board Roles and Responsibilities

Policy Purpose: To clarify the roles, responsibilities, and expectations of a director.

The board’s structure and organization should reflect the time and energy its members can

contribute to the community forest. A clear, detailed policy that states the roles and responsibilities of the board of directors will allow efficient operation of the community forest and make sure it is accountable to the community (see “Sample Policy – Board of Directors Job Description”).

Issues for Discussion:

- Roles of officers and lines of accountability
- Principles of board conduct and communication
- Consistency of all policy language with articles, constitution, and bylaws
- Identification of any limitations and restrictions
- Rules for conducting outside-of-meeting discussions by board members
- Relationship of the board to fiscal responsibilities (corporately, the board has legal responsibilities, so ensure this is discussed and confirmed in their list of duties)
- Confidentiality and conflict of interest (may be separate policies)
- Identification of any specific requirements for meeting attendance and committee participation
- Identification of any training issues for the board or the need for regular self-evaluation procedures

SAMPLE POLICY – BOARD OF DIRECTORS JOB DESCRIPTION (EXCERPT)

Board Responsibilities

a) Board members will direct the operations of the Corporation by:

- *Defining corporate objectives and policies*
- *Annually approving a business/financial plan, including capital expenditures, as well as any substantial changes occurring later in the year*
- *Hiring and directing the General Manager*
- *Establishing personnel policies*

Limitations

The Board members shall not:

- *Engage in illegal activities*

- *Make public statements or take part in public demonstrations that may tend to reflect negatively on the Corporation. In the case of potentially adverse activities, these shall be discussed first with the Chairperson of the Corporation or the Board as a whole*
- *Use information acquired in the course of duties except in the best interests of the Corporation, nor act in conflict with the Corporation interests*
- *Divulge the contents of work regarding sensitive and (or) confidential issues performed for the Corporation under any circumstances without the prior approval of the Board*

Conflict of Interest

Policy Purpose: The maintenance of fairness, equity, and integrity in board decisions.

Most people in rural communities either know, or have close relationships with, most people in the community. Community members associate with each other through many venues and activities, such as schools, businesses, health services, churches, and sports. This situation makes standard corporate conflict-of-interest guidelines difficult, if not impossible, to apply. To manage any possible conflict of interest, each director should sign a personal interest disclosure form at the beginning of his or her term (see “Personal Interest Disclosure Form” and “Conflict of Interest Policy”).

Issues for Discussion:

- Disclosure by an individual director of real or perceived conflicts of interest

Conflict of Interest Management in Bamfield Huu-ay-aht

We decided that board members could work for the community forest—largely because, in such a small town, the people involved on the board are also the ones who may be submitting contract bids. In other words, there is only so much relevant expertise to go around.

This requires that the processes are very transparent and that board members bidding on contracts are not directly involved in those decisions. They are appointed to a subcommittee that has other board members and outside community members.

— Dennis Morgan, Bamfield

SAMPLE FORM – PERSONAL INTEREST DISCLOSURE

Purpose

The purpose of this Personal Interest Disclosure Form is to allow directors to declare personal interests, associations, and activities in order to manage for real or perceived conflicts of interest. This form is an important component of the Conflict of Interest Policy.

Process

Directors must complete the disclosure form by listing employer, contracts, associations, memberships, and other affiliations that may present a real or perceived conflict of interest. Space is also provided to list associations that do not fall within these categories. The Chair keeps completed disclosure forms on file. They are to be completed following the Annual General Meeting.

Employment

State employer (and/or major contracts) and briefly describe the nature of your work:

Associations and Memberships

State all clubs, societies, associations, and other memberships relevant to the organization:

Other Interests

List any additional information that is potentially of interest to the purpose of Conflict of Interest Policy:

I acknowledge that the information contained in this form is complete and accurate.

Date

Director

Chairperson

SAMPLE POLICY – CONFLICT OF INTEREST

Policy Purpose: *To ensure the maintenance of fairness, equity, and integrity in board decisions.*

Policy and Steps for Implementation

Directors must avoid real or perceived conflict of interest through arrangements of private affairs and personal conduct.

It is the responsibility of all directors to identify real, perceived, or potential conflicts of interest on their own behalf or that of a fellow director as soon as possible. Once identified, this issue must be recorded in the meeting minutes.

A director must remove him/herself from all discussions and decisions, in any situation with potential conflict of interest.

A director must disclose in writing if conflict of interest occurs.

The Board will then take the necessary steps to resolve, including the engagement of the dispute resolution policy.

- Eligibility of directors, their family members, or family members of staff to apply for work tendered by the community forest
- Identification of potential conflict of interest by directors

Committees of the Board

Policy Purpose: To set out the necessary committees, their membership, and clear terms of reference.

Issues for Discussion:

- Identification of required committees
- Responsibilities and limitations of committees
- Committee membership; decide whether committees should include directors only or public members who may bring added expertise or energy
- Committee reporting requirements (see “Sample Policy – Personnel Committee”)

Communication

Policy Purpose: To ensure clear and ordered communication within the organization and the community about the activities and processes of the community forest.

Issues for Discussion:

- Selection of the organization’s official spokesperson

- Guidelines for staff liaison with the board; procedures to notify the board of operational activities and all pertinent information and updates
- Procedures for making decisions outside board meetings (e.g., e-mail decisions, conference calls) (see “Sample Policy – Use of E-mail in Board Decision Making”)
- Guidelines to ensure ease and inclusion when conveying pertinent information and updates
- Timing and method of committee reporting

Conducting regular “rumour checks” is a good idea, especially in times of conflict. This can help clear the air and put to rest bad assumptions.

Board Confidentiality

Policy Purpose: To conduct business in a professional manner while adhering to policies and principles. Business considerations, particularly financial and personnel issues, occasionally require confidentiality.

This policy is intended to assist the board in maintaining a process that is transparent and accountable in all fundamental respects while keeping certain matters confidential and achieving solidarity within the board.

SAMPLE POLICY – PERSONNEL COMMITTEE

Policy Purpose: *The purpose of the Personnel Committee is to provide advice to the Board on the development of personnel policies and serve as a liaison between staff and the Board. The Personnel Committee consists of Board members only.*

Authority

The Personnel Committee does not make decisions, but does make recommendations to the Board of Directors.

Responsibilities

The Personnel Committee is responsible for:

- *Overseeing the hiring, contract management, and regular evaluation of the Woodlands and Business Managers*
- *Drafting and updating, as required, the performance evaluation criteria for board review and approval*
- *Advising the Board about personnel challenges, options, and opportunities*
- *Preparing draft materials for board consideration well in advance of board meetings*

Limitations

The Personnel Committee shall not:

- *Engage in illegal activities*
- *Make public statements or take part in public demonstrations, which may tend to reflect negatively on the Society and, in the case of potentially adverse activities, to discuss them first with the Chairperson of the Society or the Board as a whole*
- *Use information acquired in the course of duties except in the best interests of the Society, nor act in conflict with the Society interests*
- *Divulge the contents of work performed for the Society under any circumstances without the prior approval of the Board*

Issues for Discussion:

- Identification of information to be managed confidentially (see “Sample Policy – Confidentiality Policy”)
- Procedures for recording in-camera decisions

Community Consultation and Involvement

Policy Purpose: To define guiding principles and a structure for community involvement and information exchange that includes the community’s right to participate in decisions which affect them, the community’s right to information about ongoing activities, and the opportunity for the public to influence policies and planning.

Issues for Discussion:

- Timing of community involvement in operational planning
- Identification of an official spokesperson for the organization

- Guidelines for including and using the expertise and knowledge in the community
- Procedures for including the following in a community consultation plan: transparency, accessibility, affordability, and flexibility; appropriate timing; community awareness and education; encouragement of community feedback; community evaluation
- Guidelines for community participation on committees

See “Communications and Outreach: How to Keep the ‘Community’ in Community Forestry” (page 43) for more information on community consultation and involvement.

Management and Administration

Policy Purpose: To define how the management and administration of a community forest will be carried out. This usually entails a series of policies, as each position will require identification of specific roles and responsibilities.

SAMPLE POLICY – USE OF E-MAIL IN BOARD DECISION MAKING

Policy Purpose: *This policy is to set forth guidelines for the Community Forest’s Board of Directors’ use of e-mail as a mechanism for decision making between monthly meetings. This policy is intended to reflect the Community Forest’s commitment to the principles, goals, and ideals described in the Community Forest’s Mission Statement and its core values.*

2.0 Policy Statement

The primary and preferred method of arriving at decisions among the Community Forest Directors is through regularly scheduled monthly meetings of the Board of Directors. The Community Forest Board of Directors may, however, use e-mail to attempt to reach a decision on issues in which:

- 2.1 Waiting for the next scheduled board meeting would clearly impair the Society’s ability to conduct business in a timely and efficient manner;*
- 2.2 At least three working days can be allowed for directors to respond via e-mail; and*
- 2.3 The number of directors responding constitutes quorum.*

3.0 Procedures for Implementation

- 3.1 The decision to use e-mail as a mechanism for decision making on a particular issue outside of a regular board meeting may be arrived at in a regular meeting of the Board.*
- 3.2 In the case of 3.1, the decision will indicate as closely as possible the day on which the e-mail will be sent, and will identify the deadline by which all board members will commit to providing a response.*
- 3.3 From time to time, minor decisions or clarifications that have not been identified in a regular meeting may require a decision by e-mail. Staff and directors will use this mechanism with due caution to ensure all directors have an opportunity to respond.*
- 3.4 The initial e-mail on which the Board will attempt to make a decision will be sent by the Chair to directors at the e-mail address each has provided and will identify the deadline by which all board members may provide a response.*
- 3.5 All responses will be directed to the Chair with copies sent to all others on the original distribution list.*
- 3.6 The initial e-mail will contain a recommendation to the Board. Directors of the Board will be asked to support or oppose the recommendation.*
- 3.7 All e-mail between directors will be treated in confidence and no other parties will be added to the distribution list, except as deemed appropriate by the Chair. No board members, employees, or recipients of board e-mail covered under this policy will share, forward, or copy any part of the e-mail with any other party.*
- 3.8 Distribution of board correspondence beyond the members of the Board of Directors is the responsibility of the Chair.*
- 3.9 The Chair will summarize the results of the decision-making process and distribute the results, via e-mail, to the directors, employees, and other parties, as deemed appropriate.*
- 3.10 Upon receiving direction from the Chair, the Secretary will record the results of the e-mail-based decision as minutes of a special meeting. The minutes of the next regular meeting of the Board of Directors will also record the decision made via e-mail.*
- 3.11 In the absence of the Chair, the Vice Chair will be asked to implement the e-mail mechanism. In the absence of the Vice Chair, the Secretary will be asked to implement the e-mail mechanism.*
- 3.12 All other Society policy on decision making continues to apply.*

4.0 Continuous Renewal

This policy shall be assessed in three years from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time, as necessary, to reflect substantial organizational or physical change(s) at the Society, or any change required by law.

Signed by: Chair

Effective Date:

5.0 Certification of Process

Reviewed by: Board of Directors (date)

SAMPLE POLICY – CONFIDENTIALITY (EXCERPT)

Certain information is sensitive by nature. The Board requires the ability to determine what material is confidential. Generally, this is information without public benefit, but possibly harmful to individuals and (or) groups, if released. Examples of this type of information include:

- *Personnel matters*
- *Dealings in real property, leases, and other business transactions*
- *Draft material that has not been designated for public release (e.g., a discussion draft document)*
- *Sensitive information about legal issues, including matters before the courts or issues that involve sensitive negotiations*

Most confidential items are scheduled during “in-camera” sessions of the Board. All such sessions, and the minutes and documents of these sessions, are deemed confidential to the persons who access them on a need-to-know basis. No board or staff member shall reveal this information without authorization of the Board.

All other documents prepared by, or presented to, the Board are public information. Exceptions to this rule require a specific decision of the Board.

Issues for Discussion:

- Identification of the required positions (e.g., general manager, office administrator, field and technical staff)
- Guidelines for determining whether workers will be employees or have contract status
- Clarification of the tasks, responsibilities, and terms of employment for workers
- Procedures to ensure accountability, and methods and timing for reporting to the Chair
- Scope and limits of authority
- Spending authority
- Procedures for supervision and evaluation
- Performance appraisal
- Procedures to deal with grievances

Operational Contract Tendering and Administration

Policy Purpose: To clarify the practices of the community forest regarding operational contract work.

Issues for Discussion:

- Procedures outlining the contract tendering process
- Clarification about direct awards
- Guidelines for employing qualified local contractors
- Allowances (e.g., 5–10%) for higher bids to hire locally

- Procedures for hiring consultants (engineering, planning work) and contractors (logging or road building)
- Guidelines to allow fairness (e.g., spreading the work around the community) while ensuring quality and good price to the community forest
- Insurance requirements
- Pre-work and final payment requirements
- Supervision schedules and evaluation procedures
- Payment schedules

Marketing

Policy Purpose: To identify how and where to sell the products from the community forest.

Issues for Discussion:

- Guidelines for marketing logs (e.g., log yard, highest bidder, local preference)
- Decisions regarding commitments to a preferred market or processor
- Guidelines for tying log sales to local employment opportunities
- Identification of priorities for fibre flow to the local area
- Guidelines for encouraging and promoting the highest and best use of products
- Procedures for the bidding process
- Exploration of value-added opportunities
- Provision of a sort yard

Financial Matters

Policy Purpose: To ensure fiscal responsibility of the community forest.

Issues for Discussion:

- Sources and terms for start-up funding
- Procedures to manage for self-sufficiency
- Guidelines for annual budgeting and budget tracking
- Provision of monthly updates
- Guidelines for managing “extra work” requests, items not allocated within annual budget, or any substantial changes from budget
- Guidelines for reporting financial information to the community and the board of directors
- Procedures for audits required by governing documents
- Identification of the signing authority
- Criteria for borrowing and terms of the repayment plan
- Access to a line of credit

Net Profit Spending

Policy Purpose: To identify the goals, objectives, and priorities for spending projects.

Issues for Discussion:

- Criteria to determine priorities for spending of any profits returned to the community
- Identification of spending authority and of where to direct profits (e.g., the community forest or an outside community-based entity such as a community foundation)
- Guidelines for directing expenditures outside of the forest land base and to directly related activities

First Nations Rights

Policy Purpose: To ensure respect for, and integration of, Aboriginal interests in the management of the community forest. This will include consideration of Aboriginal rights and title, traditional and contemporary uses of the land, and issues related to land and treaty settlements.

Issues for Discussion:

- Protocol agreements with the local First Nation
- Involvement of the local First Nation in the community forest

- Involvement of local First Nation in the operational aspects of the community forest
- Guidelines for developing a consultation process with the local First Nation to ensure its satisfaction with forest management and planning in the community forest
- Provision of funding to enable First Nation involvement in community forest process
- Guidelines for communicating in an effective and accessible manner with the local First Nation
- Guidelines for integrating traditional ecological knowledge and other information from the First Nation into planning and management
- Promotion of cross-cultural awareness and understanding through the provision of cultural and sensitivity training to the non-First Nation community and board involved with the community forest
- Guidelines for providing technical support to the First Nation to ensure its meaningful participation
- Procedures to resolve any conflicts that may develop and that allows the community forest and First Nation to “agree to disagree,” if required
- Exploration of possibilities for a shared decision-making structure (e.g., co-jurisdiction, co-management)
- Involvement of First Nation community members in monitoring efforts related to the community forest
- Recognition that First Nation communities are diverse
- Provision of opportunities for the First Nation to increase its ability to engage in forest management and planning

Training and Education

Policy Purpose: To use community forest lands, expertise, and activities for education.

Issues for Discussion:

- Identification of educational opportunities and linkages with schools and training facilities
- Involvement of staff in student projects as student employment supervisors and to provide interpretative opportunities

- Development of the stewardship capabilities of the community to ensure meaningful and informed participation in all aspects of the community forest

Forest Management

This Guidebook focuses on organizational aspects that are specific to a community forest; however, operational policies must also be clearly articulated. The community forest's operational principles must support and expand on the governing documents, legal obligations, and the mission.

"Tools Not Rules" is an excellent resource dedicated to the requirements of the small woodland manager. It puts technical knowledge into

terms that a layperson can understand. It explains how to approach management planning and how to set harvesting priorities. The Likely-Xats'ull Community Forest found this resource to be a very useful educational tool. Tools Not Rules is available as a free download at: www.forestry.ubc.ca/resfor/afrf/tnr/

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Communications and Outreach: How to Keep the “Community” in Community Forestry

MARC VON DER GONNA

Communication is vital to the success of your community forest initiative. Although recognizing that good communication with your community is important, it's quite another matter to achieve this goal. Perhaps the most important thing to remember is that communication is an ongoing task—it is never completed.

Community participation is the cornerstone of community forestry. Your organizational structure and board should include various community interests. However, a successful forestry initiative creates additional opportunities for all community members to participate in decision making.

Although the need for communication is continuous, sometimes extra effort will be required. This is particularly important during the start-up phase of your community forest. Everyone must be aware of the vision for the community forest. It is equally important that expectations are tempered to avoid later disappointments.

So how can we measure success in communication? It is not sufficient to say that, “We put the information out there, and I’m not sure why the message isn’t getting through.” Communication is successful only when the message you sent reaches its target audience, and the target audience receives and understands the same message that you intended to communicate.

Everybody talks about the importance of communication, but nobody does it as well as they should.

— Marc von der Gonna, McBride

PRINCIPLES OF COMMUNITY INVOLVEMENT AND PARTICIPATION

Communication is a two-way street. Good communication creates a forum for community involvement and participation. The underlying principles are important to recognize:

- **Transparency** – All operations and decisions must be fully transparent. The community forest is accountable to the community; therefore, the community must have access to, and understand, the policies and the reasons for decisions made by the organization. “Behind closed doors—back room deals” are not acceptable.
- **Meaningful Involvement** – The public must be consulted and (or) involved in the community forest in a meaningful way. The seeking of public input must be real and genuine. When seeking feedback or participation, clearly show the effect it has had or the result to which it led.

So how can we turn these principles into a successful communication plan? Various forms of communication exist. To find out what works best for your particular community or specific communication situation, try a few of the techniques listed below. Don't be discouraged if nothing seems to work—persevere and keep trying new things. (See Tables 4 and 5 for summaries of the suggested communications tools and potential consultation methods discussed here.)

Communication Techniques

Written Messages

Written messages can take the form of press releases, information posters, mail-out flyers, or electronic newsletters. These are effective ways to get scripted messages out to a wide audience; however, this technique has its limitations. Feedback is not possible, and therefore you're never sure whether the targeted audience actually reads your message. Written messages must be suitably captivating or interesting to entice the reader to digest all the information provided. This requires interesting pictures, captions, or titles. Avoid technical terms. Write your materials in plain language to ensure that the layperson understands the messages.

Answer any written communication (letters) you receive with formal written responses. While this may seem like a small point, if someone feels strongly enough about an issue to send you a letter, you had better pay attention. You don't want anyone to feel like they are ignored or that their issue is not important.

Broadcast Messages

Broadcasting messages through local radio or television stations is another way to get a message out. Many communities have local stations and this provides an excellent medium for getting the word out. For instance, Bamfield has "Channel 5" and an associated cable FM station through the Community School, which is run largely by students.

Meetings

Meetings are one of the most effective forms of communication. Unfortunately, this is the communication method that most often fails. Meetings work well in situations where you want to

Meaningful participation is informed participation.

— Jennifer Gunter, Kaslo

have a dialogue with the public and get input or feedback about what you are doing. They also provide a useful forum to effectively explain issues that are too complicated for written messages. For example, a meeting would be an appropriate way to present your 5-year development plan or forest stewardship plan.

Here are some tips for successful meetings.

- Clearly outline "SMART" (succinct, measurable, achievable, realistic, and time-bound) objectives for the meeting
- Ensure that the meeting is well advertised and conveniently scheduled
- Present a clear agenda and stick to it
- Enlist the help of a Chair or a facilitator; make sure it's the right person for this task
- Start by outlining the goals for the meeting and get everyone's expectations
- Create an environment that welcomes discussion without getting off topic
- Keep people gently on track
- Start on time, finish on time
- Record follow-up "action items" and assign responsibility
- Ensure the discussion leads to results
- Avoid a defensive response to criticism

Any meeting should have a specific purpose—have just enough meetings to ensure that the public is informed about what you're doing.

Workshops

Workshops have a different goal or purpose than meetings. Workshop participants usually work on something—a test scenario or a product (e.g., a policy). To control the number of attendees at workshops, send out invitations. The tips supplied for successful meetings (see above) also apply to workshops.

Door-to-Door Visits

For some communities, using a door-to-door campaign to spread information is by far the most

TABLE 4 *Potential communication tools (Scott-May and Mulkey 2004)*

| Communication tool | Description and rationale |
|--|---|
| MEDIA RELATIONS (paid advertising, news releases, interviews, media kit) | <ul style="list-style-type: none"> • Effective way to reach broad audience with general messages; could even recruit new members while informing existing members of current issues • Ads and news releases timed to key points in the process • Interviews allow for in-depth discussion of process, issues, and alternatives • Detailed media kits encourage full, accurate coverage |
| PUBLICATIONS (newsletters, fact sheets, workbooks) | <ul style="list-style-type: none"> • Publications present facts, discuss issues, propose alternatives, provide results of studies, provide status reports and updates • Also used to solicit input through questionnaires or surveys • Easily updated or reproduced, as necessary, to support consultation efforts • Board controls content, accuracy, and distribution |
| WEB SITE | <ul style="list-style-type: none"> • Makes process and input opportunities accessible to broad range of people with on-line capabilities • Helps overcome “consultation fatigue” since participation is done at the convenience of the participant • Web site designed to accept comments (issues) and questions, and linked to issue-tracking methodology • Necessary tool to support effective consultation |
| DIRECT MAIL (Canada Post and e-mail) | <ul style="list-style-type: none"> • Enables board of directors to reach members with overall project messages or messages |
| DISPLAYS AND EXHIBITS | <ul style="list-style-type: none"> • Best suited to general messages and key points, can be updated as required • “Stand alone,” if necessary, in high-traffic areas without staff support |

effective means of communicating with the public. Naturally, this is only possible in smaller rural communities. Personal interviews and door-to-door surveys can help to create relationships. They are also a good way to raise awareness about the community forest. People can ask questions and get answers in a safe environment.

Community Events

To raise the level of interest and awareness about the initiative within the community, go to as many community events as possible and make presentations about your community forest. These presentations can be either visual (develop a poster display) or involve public speaking. Go to the Bingo Hall, the church dinner, the school meeting,

or the music festival. Turn up at a diverse array of community events so that you’re covering a spectrum of interests within your community.

Committees

Committees are a good venue to provide meaningful involvement of the public. Committees are usually formed to address specific operational or policy issues (e.g., balancing local employment and contracting with getting the best price for a job). Committees should consist of a cross-section of the informed public, be given specified tasks and deadlines, and have a finite life. A member of the board of directors (not necessarily the committee Chair) should serve as a committee member to provide a direct linkage with the board.

TABLE 5 *Potential consultation methods (Scott-May and Mulkey 2004)*

| Consultation method | Description and rationale |
|--|---|
| MEMBER MEETINGS | <ul style="list-style-type: none"> • High visibility • Attendance subject to member availability and hard to predict • Large preparation load • Reaches statutory membership and achieves visible accountability • To be used sparingly |
| OPEN HOUSES | <ul style="list-style-type: none"> • High visibility • Attendance subject to member availability and hard to predict • Large preparation load • Displays and explains plans and products at key stages • Meets statutory requirements |
| CALL FOR WRITTEN BRIEFS, LETTERS, OR RESPONSES | <ul style="list-style-type: none"> • Thoroughness of opportunity and documented record for input • Labour intensive to analyze the input • Can be open-ended or periodic in response to events |
| FOCUS GROUPS | <ul style="list-style-type: none"> • In-depth potential for member education and responses to specific issues at key points • Labour intensive |
| ADVISORY COMMITTEES | <ul style="list-style-type: none"> • Need careful tending and extensive support • Fixed membership; can be difficult to change • In-depth and knowledgeable advice over time • Potential for isolation • Continuous review of a longer process |
| AGENDA ITEM AT CONSTITUENCY MEETINGS | <ul style="list-style-type: none"> • Convenient access to broad range of interest group members over time • Respects and acknowledges existing community structures |
| KITCHEN-TABLE VISITS | <ul style="list-style-type: none"> • High trust building • Accurate feedback • Labour intensive • Increases credibility of the project and consultation program |
| ONE-TO-ONE SITE VISITS WITH KEY INDIVIDUALS | <ul style="list-style-type: none"> • Respect for positions indicated and therefore are taken seriously • Labour intensive • Provides understanding and means of working with advocates and critics |
| TELEPHONE AND MAIL-OUT SURVEYS | <ul style="list-style-type: none"> • Statistical treatment potential • Low return rates • Gives broad assessment of issues to refine through focus of other methods |
| CORE GROUP OF STAKEHOLDERS | <ul style="list-style-type: none"> • Uses core group of knowledgeable people as a “sounding board” to provide steering advice for an ongoing consultation • High trust building and trouble avoidance • Requires careful tending if created as a standing body |
| WORKSHOPS | <ul style="list-style-type: none"> • Flexible membership • Less opportunity than some other methods to inform people • Reasonable preparation load • Useful for periodic review of a longer process at important stages |

PRACTICAL STEPS FOR COMMUNITY SURVEYS

1. *At the outset, everyone needs to be clear about the purpose of the survey to ensure that the right information is collected.*
 - *What are the specific goals?*
 - *How will the information be used?*
2. *Design and pre-test the survey to ensure you will get the information you need.*
3. *Decide how the information will be stored and made accessible.*
4. *Plan how the information will be collected, compiled, and reported back to the participants.*
5. *Once the data has been collected and compiled, publicize the results.*

Surveys

Surveys can capture a measure of public sentiment about a particular issue. Typically, surveys are conducted to get evidence of community support for the community forest initiative during the process of seeking an award of a Community Forest Pilot Agreement. So what form should your survey take? We usually think of some sort of mail-in survey or telephone survey; however, you could consider conducting a survey in conjunction with a public information meeting. This assures you of a fairly high level of survey completion and of reaching people who are most interested in your community forest. Students from a nearby college can often be organized to help develop your survey. For more information on developing and conducting a survey, see Community Builders (2004) and Center for Land Use Education (2002).

Field Tours

Field tours are an excellent way to showcase your operations to the community as well as the media. Field tours are also useful in situations where potentially contentious operations are planned in highly visible areas or near water supply intakes. In addition, field trips play a role in educating people so that their participation in the planning and management of the community forest is well informed.

Education Programs

Educating children about forest ecology and forest management is an investment in the future of your community and your community forest. Here are several ways to initiate this process.

- Visit the school and make presentations in classes
- Host field trips to the community forest office and the forest itself
- Set up work programs where students shadow community forest staff for a day
- Implement a community forestry curriculum (see Gunter and Anderson 2000)

Many residents, who are concerned about logging in watersheds, have come out over the years to look at our forest management. I show them the results of past logging, as well as active "shows" and encourage them to talk to the loggers. In most cases, they are very surprised that logging can be so gentle and become supporters of forest management rather than opponents of logging.

— Jim Smith, Creston Valley

Ongoing Communication

Once you are established, ongoing communication with the community is imperative. A storefront office with an open-door policy is the simplest way to accomplish this. Well over 50% of ongoing public communication can be achieved in this way. Regular public meetings and annual general meetings provide another important venue. Finally, stay in the public eye by using the local media. This is one of the most effective, and most overlooked, ways to keep the public informed about what's happening in your community forest. Maintaining a good working relationship with the media is an important aspect of managing a community forest, but like any relationship, it takes a bit of work.

WORKING WITH THE MEDIA: TRICKS OF THE TRADE

Proactively working with the media is something that we seldom think of as a means to achieve our communication goals. More often than not, we deal with the media on a reactive basis. A road has washed out, a stakeholder is angry—you're called in the middle of a crisis and put on the spot by an aggressive reporter. Not exactly a proactive working relationship that you can control. Nevertheless, even in a reactive situation, you can do several things to make the best of the circumstances. Whether reactive or proactive, the following tips will help improve your dealings with the media. (See also the Institute of Media, Policy, and Civil Society [IMPACS] media guide at: www.impacs.org/index.cfm?group_ID=2723)

Media Contact

Appoint a spokesperson for the community forest. Typically, this is your general manager, but in the early stages before you have hired staff, the media contact could be the Chair of the board of directors. Introduce your spokesperson to the media by faxing or e-mailing contact information to them. Make sure the board of directors is aware of the organization's spokesperson and refer any media inquiries to this contact. If board members are compelled to give statements to the media, ensure that they let the spokesperson

know as soon as possible to avoid any embarrassing "conflicting messages."

Know Their Deadlines

Know the deadlines for your local press and return calls promptly to help the press meet their deadlines. A daily newspaper usually must have all stories ready by a certain time of day. A weekly newspaper has a fixed deadline every week (e.g., noon on Friday). A radio reporter may have a deadline every half hour. Find out this information and act on it appropriately.

Take the Time

Take the time to educate new reporters or reporters unfamiliar with forestry issues. Time spent in this proactive fashion helps to build bridges and saves time later. Learn about the various forms of local media and get to know the reporters' styles. Beware of reporters who tend to editorialize a story.

Stick to the Facts

When interviewed by a reporter, one of the hardest things is sticking to the facts and avoiding your own personal opinions. This is especially difficult when you are caught off guard by a phone call or when confronted by a reporter who thrusts a microphone into your face. You need to know your story ahead of time—keep important messages in mind and prepare quotable quotes. If possible, put reporters off for a few minutes by asking what the story is about and what questions they have; take a few minutes to collect your thoughts. This is easily done with telephone interviews; for personal interviews, you can refuse comment until you have this information.

If caught in the middle of a crisis, you are under no obligation to respond. Get the questions and call back—don't get defensive. If you don't know an answer, say you don't know. If you promise to follow up on a question, follow up. And when the crisis is averted, follow up proactively on the story.

If you've built up trust with a reporter (by returning calls promptly before deadlines), they will trust you to call them back. But remember, there is no such thing as "off the record"—anything you say may appear in the media. Keep this in mind when you are discussing the community forest with any reporter.

Ongoing Communications

Take the lead and contact the media—don't wait for the media to contact you. Working through the media is the cheapest and potentially most effective way to get your story out to the public. Submit press releases when you have something important to tell. These releases can cover simple news items, such as hiring new staff, completing a new development plan, or inviting the public to an annual general meeting. Think about good photo opportunities and invite the media on field trips or tours of your operations. Finally, just make sure that you are available to the media, whether for phone interviews on general forestry topics (e.g., the government's new market pricing system, or the softwood lumber dispute), or simply to debate the merits of various forestry issues while attending a local high school basketball game. Above all, remember that the media is there to do a job and that working with the media is an important way to achieve your communication goals.

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Business Planning and Financing: A Reality Check

CLIFF MANNING AND BOB CLARKE

This chapter will help you gain an understanding of the financial realities facing your community forest initiative. The information contained here is drawn from the experience of existing Community Forest Pilot Agreement holders.

THE REALITY CHECK

Community forest sizes vary greatly, and the organizations have access to varying degrees of in-house expertise, so generalizing about costs is difficult. For a community forest with a large land base, be prepared to spend \$100 000, or more, for initial setup costs and a minimum of 1–2 years to become fully operational. Table 6 lists the estimated expenditures required to develop a community forest proposal for the Interior of British Columbia and get the venture up and running.

Many of the cost variables depend on the location of your community forest and the degree of difficulty faced in identifying an area and negotiating with other parties. Your administrative costs will vary depending on the forest values and constraints to be dealt with, and the management standards you wish to implement. Some examples of variable costs you must consider include:

- Protection of forest values, such as biodiversity, water quality, visual landscapes, and recreation
- First Nations rights, traditional territories, and land claims
- Land and resource management plans
- Markets
- Public input
- Other land uses (mining, agriculture)
- Support from the log markets (e.g., major licensees, local sawmills)
- Certification

A GOOD BUSINESS PLAN

Preparing a good business plan should be one of your organization's first priorities. Prepare a business plan with enough detail to provide your board of directors and community forest proponents with good information about what to expect. This plan should guide the overall goals of the business.⁹

The components of a business plan include (see "Sample Business Plan Table of Contents"):

- Clear information on where the money is coming from for start-up

⁹ Your local Community Futures organization is a great contact for help with business plan development (see: <http://communityfutures.ca/provincial/bc>). Another useful Web site is "Business Planning Made Easy" (www.bplans.com).

TABLE 6 *Estimated initial setup costs to prepare and operate a community forest in the Interior of British Columbia (assumes an allowable annual cut of 50 000 m³)*

| Phase | Activity description | Optional cost | Estimated cost | |
|--|--|---------------|----------------|----------------|
| | | | Min (\$) | Max (\$) |
| PRELIMINARY RESEARCH AND INVESTIGATION | Ground Work <ul style="list-style-type: none">• Visit other community forests• Research and phone calls | | 2 000 | 5 000 |
| | Preliminary Meetings <ul style="list-style-type: none">• Advertising, hall rentals, guest speakers• Maps• Ministry of Forests/industry/First Nation meetings | | 5 000 | 10 000 |
| | Feasibility Study | 5 000 | | |
| PROPOSAL DEVELOPMENT | Management Objectives <ul style="list-style-type: none">• Develop guiding management objectives• How will your community forest work?• How will the various resources be managed? | | 5 000 | |
| | Land Base Determination/AAC Analysis <ul style="list-style-type: none">• Where will the boundaries be?• Area-based tenure?• What land-based constraints exist?• How big? How much AAC? | | 5 000 | 15 000 |
| | Preliminary Forest Management Plan <ul style="list-style-type: none">• Take management objectives and develop strategies to achieve these objectives.• How will you accomplish your goals?• What will you do on the land base?• How will you manage the land base? | | 5 000 | 8 000 |
| | Preliminary Forest Development Plan <ul style="list-style-type: none">• Where and how will your management objectives “play out” on your developed areas?• What strategies will be implemented and how will you achieve these? | | 10 000 | 15 000 |
| | Business Plan <ul style="list-style-type: none">• Is the venture economically feasible?• How much support in the community?• How will revenue and costs be dealt with?• How will start-up loans be managed?• Will capital acquisitions be financed? | | 8 000 | 15 000 |
| | | | | |
| LICENCE NEGOTIATION | Licence Negotiation <ul style="list-style-type: none">• Review documentation• Community input• Meetings and liaison with various groups | | 2 000 | 5 000 |
| INITIAL DEVELOPMENT | Office Administrative Equipment <ul style="list-style-type: none">• Air photos, maps, desks, cabinets• Phone, fax, printers, computers | | 5 000 | 20 000 |
| | Field Equipment <ul style="list-style-type: none">• Truck lease• All-terrain vehicle or snowmobile• Forestry equipment (hypsonometer, increment borer, cruising vests, compass, GPS) | | 15 000 | 30 000 |
| | Initial Forest Development – 20 000 m³ <ul style="list-style-type: none">• Interior (\$2–3/m³)• Coastal (\$8–10/m³?) | | 40 000 | 60 000 |
| TOTAL | | 5 000 | 102 000 | 183 000 |

SAMPLE BUSINESS PLAN – TABLE OF CONTENTS

- *Executive Summary*
- *Corporate Background*
- *Management - Organization*
- *Product/Service Description*
- *Industry/Market Analysis and Strategy*
- *Potential Risks and Pitfalls*
- *Implementation Plan*
- *Human Resources*
- *Future Plans*
- *Projected Financial Statements Summary*
- *Business Plan Summary and Spreadsheet*

In preparing the application, the Kaslo Community Forest Planning Committee had proposed linking up with a contracting company who would provide initial funding and manage the forest for the first five years. The appointed board, however, felt that this diminished the legitimacy of the community forest and looked for other sources of start-up capital. They eventually secured a loan from Community Futures, a federal government community lending agency and agreed on a second loan from a local company in exchange for first right of refusal on 50% of the timber harvest. The total loan was for \$120 000.

— Susan Mulkey, Kaslo

- Anticipated revenues, including two scenarios: one that shows average market conditions and one that shows poor market conditions
- Your best estimate of your projected costs
- Clear financial targets

Funding Sources

Accessing start-up capital is one of the critical hurdles for a new community forest. If the right blend of expertise and community support is available, new initiatives can be funded entirely with volunteer labour and donated equipment. This is a tall order, however; because harvesting revenues will take some time to accrue, most organizations will need to finance their start-up costs. Sometimes local mills will commit to purchasing timber that is produced and local bank managers will provide lines of credit.

The amount of start-up capital required will depend on the goals and structure of your organization. Funding can come from various sources; however, most groups will need to think creatively.

Examples of funding include:

- Cash
- Grants
- Bank loans (major banks are now interested in funding community forests!)

- Joint venture loans
- Financing from private corporations
- Volunteers
- Community Bonds from the Municipal Finance Authority
- Loans from the First Nations Finance Authority
- Major licensees and log brokers may loan money as an advance on guaranteed log sales
- Community fundraising
- Direct award timber sales and salvage licences to raise some initial capital
- Financing from sources such as the Natural Capital Fund or Eco-trust Canada

Start-up Funding in Likely-Xats'ull

We obtained some funds by logging two 500 m³ small-scale salvage blocks. A local woodlot licensee wrote the management plan under the woodlot regulations for free, and the Xats'ull Band contributed \$5000. Weldwood (local mill) did our mapping for free, which was probably the most helpful part for the start-up.

— Robin Hood, Likely

DEVELOPING A REALISTIC OPERATING PLAN

To see if your community forest proposal is economically viable, you must develop a cost/revenue projection or operating plan as part of your initial feasibility study. These projections will vary greatly depending on your particular situation, but the principles applied and the items considered remain the same. Unless you have expertise within your group, it is best to get professional help for this exercise, or at least have someone with experience review your plan. Be conservative, but try to use realistic numbers. Prepare an annual plan and then break it down into months to determine your cash flow requirements over the course of the year.

Table 7 presents a sample operating budget. This provides revenue and cost information for operating a community forest of spruce, pine, and fir in the British Columbia Interior and a cedar, hemlock, and fir forest on the Coast or a wet-belt area with steep ground. The numbers are fictitious, but should give you an idea of the amount of money involved in running an enterprise of this size and of the expected returns.

Factors Influencing Your Bottom Line

Administrative Costs

Because economies of scale do not change with lower allowable annual cuts (AAC), community

forest administrative costs are usually fixed; however, these costs will have a direct effect on your bottom line. For example, a skilled manager will cost the same amount regardless of the AAC. If the wages are \$50 000 and the AAC is 2500 m³ the cost is \$20 per metre. If the AAC is 25 000 m³ the cost is \$2 per metre.

Wages

You could safely estimate at least \$150 000 in wages in your first year of operation, regardless of whether you hire staff or contractors. Here are some important questions to consider.

- Will your community forest have a board of directors paid by an honorarium or will they be volunteers?
- Will you have a full-time general manager? Will you engage support staff?
- Will you hire local contractors?

Insurance Coverage

We live in a world that is dictated by concerns for liability and the community forest enterprise joins those that are concerned about asset protection. Securing insurance coverage is all about lowering the risk for your organization. Insurance coverage does not remove the need for due diligence and attentive supervision of contractors; it is considered a necessary part of doing business. Try to secure insurance locally, but be willing to shop around for the best deal.

ADMINISTRATIVE COSTS IN THE INTERIOR APPRAISAL MANUAL

Examples of administrative costs are found in Section 4-8 of the Interior Appraisal Manual under "Administration and Other Costs." Table 4-8 summarizes overhead cost estimates for the province. The allowances vary from \$6.06 in Fort Nelson to \$10.46 in the Columbia. In 2003, the Burns Lake Community Forest Licence allowance is \$6.46, but the real cost is \$7.50/m³. (Check to see what is included in the allowance versus what your costs include.) The office operations portion of the allowance includes:

- Office rent/office equipment
- Staff wages: manager, foresters, technicians
- Transportation: all-terrain vehicles, snowmobiles
- Computer access to on-line data submissions

TABLE 7 Sample operating budget assuming a cut of 50 000 m³ per year

| | | Interior forest | | Coast or wet-belt forest | |
|----------------------------|------------------------|-----------------|-------------------|--------------------------|--------------------|
| Item | | \$ | \$/m ³ | \$ | \$/m ³ |
| REVENUES | | | | | |
| Saw log sales | | 3 000 000 | 60.00 | 3 800 000 | 76.00 ^a |
| Pulp log sales | | 0 | 0.00 | 300 000 | 6.00 ^b |
| Interest income | | 5 000 | 0.10 | 5 000 | 0.10 |
| Non-timber forest products | | 10 000 | 0.20 | 10 000 | 0.20 |
| TOTAL REVENUE | | 3 015 000 | 60.30 | 4 115 000 | 82.30 |
| EXPENSES | | | | | |
| Logging | Stump to truck | 875 000 | 17.50 | 1 500 000 | 30.00 |
| | Hauling | 200 000 | 4.00 | 200 000 | 4.00 |
| | Stumpage | 1 100 000 | 22.00 | 600 000 | 12.00 |
| | Log sort yard | 0 | 0.00 | 280 000 | 5.60 |
| SUBTOTAL | | 2 175 000 | 43.50 | 2 580 000 | 51.60 |
| Licence | Management plan | 10 000 | 0.20 | 15 000 | 0.30 |
| | Forest inventory | 5 000 | 0.10 | 5 000 | 0.10 |
| | Certification | 10 000 | 0.20 | 10 000 | 0.20 |
| | Maps and photos | 5 000 | 0.10 | 5 000 | 0.10 |
| | Waste and residue | 5 000 | 0.10 | 10 000 | 0.20 |
| | Amortize setup | 10 000 | 0.20 | 10 000 | 0.20 |
| SUBTOTAL | | 45 000 | 0.90 | 55 000 | 1.10 |
| Operations | Cruise and engineering | 125 000 | 2.50 | 200 000 | 4.00 |
| | Roads | 50 000 | 1.00 | 250 000 | 5.00 |
| | Road use changes | 10 000 | 0.20 | 25 000 | 0.50 |
| | Road maintenance | 50 000 | 1.00 | 100 000 | 2.00 |
| | Bridge maintenance | 25 000 | 0.50 | 75 000 | 1.50 |
| | Post-logging | 25 000 | 0.50 | 50 000 | 1.00 |
| | Silviculture | 150 000 | 3.00 | 300 000 | 6.00 |
| SUBTOTAL | | 435 000 | 8.70 | 1 000 000 | 20.00 |
| Administration | Advertising | 5 000 | 0.10 | 5 000 | 0.10 |
| | Audit and legal | 10 000 | 0.20 | 10 000 | 0.20 |
| | Board expenses | 10 000 | 0.20 | 10 000 | 0.20 |
| | Computer and supplies | 5 000 | 0.10 | 5 000 | 0.10 |
| | Donations | 10 000 | 0.20 | 10 000 | 0.20 |
| | Dues, fees, licence | 2 500 | 0.05 | 2 500 | 0.05 |
| | Insurance | 10 000 | 0.20 | 10 000 | 0.20 |
| | Interest and charges | 25 000 | 0.50 | 25 000 | 0.50 |
| | Business consulting | 10 000 | 0.20 | 10 000 | 0.20 |
| | Office rent | 10 000 | 0.20 | 10 000 | 0.20 |
| | Office supplies | 5 000 | 0.10 | 5 000 | 0.10 |
| | Telephone/fax | 5 000 | 0.10 | 5 000 | 0.10 |
| | Travel expenses | 5 000 | 0.10 | 5 000 | 0.10 |
| | Wages and benefits | 150 000 | 3.00 | 200 000 | 4.00 |
| | Workers' compensation | 10 000 | 0.20 | 10 000 | 0.20 |
| | Vehicles | 15 000 | 0.30 | 15 000 | 0.30 |
| SUBTOTAL | | 287 500 | 5.75 | 337 500 | 6.75 |
| TOTAL COSTS | | 2 942 500 | 58.85 | 3 972 500 | 79.45 |
| INDICATED PROFIT (LOSS) | | 72 500 | 1.45 | 142 500 | 2.85 |

^a This figure is based on average saw log sales of 40 000 m³ per year at \$95/m³.

^b This figure is based on average pulp log sales of 10 000 m³ per year at \$30/m³.

A community forest organization will require three different types of insurance:

1. Directors and Officers Liability Policy: \$2 million coverage.¹⁰ This policy will protect directors should they be sued for activities conducted on behalf of the organization.
2. Office Package: \$2 million coverage. Policy covers office contents, valuable papers, accounts receivable, computers, employee dishonesty (up to \$10 000), and tenant's legal liability.
3. Commercial General Liability with forest firefighting expense: \$2 million in liability with \$500 000 forest firefighting expense (\pm \$9000 annually).

When contracting out work, many community forest organizations now insist on being named as an additional insured party on the contractor's policy (see "Sample Contract Clause"). This protects the community forest's interests. Some smaller contractors, however, will be denied opportunities to work for the community forest because they do not have the level of insurance required, particularly for forest firefighting expenses coverage.

DETERMINING YOUR TIMBER SUPPLY AND LAND BASE

Timber supply analysis is the exercise that foresters use to determine the amount of timber that an area of land will produce given a specific set of constraints. In its simplest form, you will need to know the area that is available for growing merchantable trees and the rate at which the trees will grow (expressed in cubic metres per hectare, or mean annual increment [MAI]). This rate of growth varies by tree species and growing site. Information about **forest types**, tree species, and growth rates is gathered by the government and the forest industry and is referred to as "timber inventory information." The amount of timber available for harvest is constrained by factors such as:

- wildlife habitat;
- stream protection;
- losses of productive land to road and trail building;
- losses to insects, diseases, and fire;
- unstable soils; and
- culturally significant areas.

SAMPLE CONTRACT CLAUSE – "NAMING" THE COMMUNITY FOREST

- *The Organization [contractor name] will indemnify the Community Forest [name] and maintain insurance.*
- *The Organization will protect the Community Forest, its officers, directors, employees, servants, and agents against any claims and demands, including those for any personal injury or death or for damage to or loss of property, arising from its performance of contracted activities.*
- *The Organization will maintain insurance coverage for general public liability and property damage of at least \$5 million for each incident, including claims for bodily injury, death, or property damage arising out of the performance of contracted activities.*
- *The Organization will name the Community Forest as an additional insured party.*
- *Whenever the Community Forest requests, the Organization will provide the Community Forest with a cover note, certificate of insurance, or copy of each policy certified by the insurer showing Community Forest as an additional insured.*

¹⁰ The Kaslo and District Community Forest Society pays an annual premium of \$2038.

It is wise to estimate the allowable annual cut with poor markets in mind rather than strong ones; this will ensure economic viability in tough times.

The trees available for harvest must be of a useable size and are usually only available for harvesting when growth starts to slow at 80–100 years of age. The supply of merchantable-sized or -aged trees is your mature timber inventory.

When the government determines the AAC for a given area of forest, they use all this information and then, with the aid of computer modelling, they project land use and harvesting up to 250 years into the future to determine the effects on the supply of timber. The Chief Forester then considers this information, along with the social and economic effects on communities of varying the timber supply, before recommending an AAC for acceptance by the Minister of Forests.

This analysis of timber supply ultimately determines the AAC for your community forest and is something that will require the expertise of a professional forester. However, you will need to do some preliminary calculations to determine the area of forest that will be required.

Determine community goals and objectives *before* identifying the timber harvesting land base required to achieve a viable AAC. Then calculate the AAC that the identified land base will support. When the potential AAC is estimated, you can determine the type and size of organization required to manage the community forest. Of course, the amount of timber volume available will have a major impact on the organization's ability to survive in the economic realities of today's forest industry; many fixed running costs will need to be amortized. Species composition, potential for value-added manufacturing, and market price will vary from district to district.

With an AAC of less than 50 000 m³ in the Interior, some licensees feel it would be impossible

to survive in today's markets, considering species composition in the province's Northern Interior and the extent of beetle kill. Other licensees feel that a smaller volume is fine as long as the organization can draw on in-house expertise to help defray expenses. Species composition, market demand, harvestable volume per hectare, and various other factors must be considered; however, 50 000 m³, even with a low profit, should provide enough volume to keep your operation viable.¹¹ On the Coast, community forests could be viable with a lower AAC.

Land Base

Your profitability is directly related to the location of the **timber harvesting land base** and its timber profile. You should consider market demand, timber appraisals, and hauling distances to local mills, along with the many other objectives for your community forest.

Management Plans

Your management plan will guide forest development, which is a process that should be carefully considered. The sidebar, "Preliminary Management Plan for Burns Lake Community Forest," contains a sample table of contents for a Community Forest Agreement management plan.

Forest Stewardship Plans

Under the new *Forest and Range Practices Act*, forest stewardship plans will replace the forest development plans of the present *Forest Practices Code Act*. Constantly changing legislation is a fact of life that can add additional costs to your operation.

Stumpage Appraisals

Stumpage is one of the large cost components of your operation. Therefore, licensees must acquire an intimate knowledge of the method used to appraise Crown timber for stumpage. Stumpage is hard to forecast as it changes quarterly, and the allowances are updated annually in the appraisal manual. Failure to understand and work efficiently

¹¹ This level of allowable annual cut reflects the reality of operating in the Central Interior and is highly dependent on your timber profile.

PRELIMINARY MANAGEMENT PLAN: BURNS LAKE COMMUNITY FOREST

Vision, Goals, and Guiding Principles Statement

- Vision
- Goals: Environmental, Economic, and Social
- Environmental Goals
- Economic Goals
- Social Goals
- Guiding Principles

Resource Management Objectives and Strategies

- Timber Resources
- Botanical Resources
- Energy and Mineral Resources
- Recreation Resources
- Visual Resources
- Fish and Wildlife Objectives
- Tourism Resources

Resource Inventories

- Vegetation Inventories
- Vegetation Inventory Strategy
- Fish and Wildlife

- Outdoor Recreation
- Visual Resources

Proposed Harvest Rates and Methods of Self-Regulation

- Initial Rates of Resource Extraction
- Determination of Initial Rates of Extraction
- Determination of Rate of Harvest
- Proposed Method of Self-Regulation or Cut Control

Resource Planning

- Timber
- Recreation
- Ungulate Winter Range
- Visual Landscape Management Strategy
- Access Planning and Management
- Ecosystem Health
- Air and Water Quality
- Forest Protection
 - Fire Protection
 - Fire Management and Urban Interface
 - Mountain Pine Beetle

What is Stumpage?

Stumpage is the value of standing timber. Economists often refer to it as economic rent, or the residual value of the resource after all the costs of managing it, protecting it, and bringing it to market have been met. To land owners producing timber, stumpage is the value of their final product. It is a major determinant of their cash flow and provides a return to their investments in managing timber crops. Without the promise of recouping a return in the form of stumpage, there is no financial incentive to invest in the establishment and management of timber crops.

— David Haley (2004)

with the present Comparative Value Pricing system or the proposed Market Pricing System could have serious financial repercussions (e.g., marginal returns or bankruptcy). Good stumpage planning, like good tax planning, will save your organization money. The cost allowances given in timber appraisals provide a good check to compare your actual costs to those generated by the Ministry of Forests Logging Cost Allowance equations. Remember that these costs are averages, but they will indicate where your costs should be. Stumpage appraisal is another area in which you may wish to seek professional advice for your organization.

Harvesting

Many financial variables are related to harvesting. Some will depend on the type of harvesting that you must do to meet your objectives; others will depend on your commitment to community job creation or the current market rates for services. Tendering forest development, harvesting and

***This process has risks!
Although these are not insurmountable,
set realistic targets for your business.***

— Cliff Manning, Burns Lake

hauling, construction, and silviculture activities is a good way to test the markets and get a competitive price, but make sure that the bidding is done openly and fairly, with little opportunity for collusion. Again, refer to the Interior or Coast Appraisal manuals (B.C. Ministry of Forests 2004) for an idea of the allowances in your part of the province.

REFERENCES

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Generating Revenue: Marketing Your Logs

JOHN CATHRO

Your major source of revenue will be log sales from the community forest. Although non-timber forest products, and even recreation-related initiatives, may offer good revenue generating options, more research and experimentation is needed for these to be viable. Therefore, marketing of logs must be a top priority.

This chapter summarizes the various ways in which value is added to logs, from the forest to the mill gate and beyond. Particular attention is paid to those parts of the harvesting process where opportunities exist for increasing revenue. In addition, some examples are provided of how existing community forests market their logs.

Most harvesting in British Columbia is done by companies that also own sawmills. Whether these companies harvest all the logs that they mill or trade with other mills for the species and grade they need, the advantage is that revenue accrues on both the harvesting and the processing of logs.

Most community forests are “market loggers,” which means that they only generate revenue from the sale of logs and not from processing them. This is typical of some other smaller provincial licences, such as woodlot licences and independent logging contractors who work for BC Timber Sales.

This situation underscores the importance of maximizing the revenue from log sales (see adjacent sidebar for an example of log sale prices and harvesting costs). It also highlights the tensions between keeping the logs local (to employ local mill workers) and getting the best price for logs (by selling them outside of the community for more money).

REVENUE = LOG SALES – HARVESTING COSTS

For the Kaslo and District Community Forest Society, the average log sales price is \$75–80/m³ and the costs of harvesting are as follows (\$/m³):

| | |
|--------------------|---------------------------|
| Harvesting | 25 |
| Stumpage | 10 |
| Silviculture | 7 |
| Development | 11 |
| Road Maintenance | 2 |
| Road Construction | 10 |
| Hauling | 8 |
| Total Costs | \$73/m³ |

Clearly, not much is left over to pay for other projects.

Costs for all phases of harvesting will vary from region to region. For example, conventional logging can cost \$20/m³ or less. Cable logging can be \$30/m³, horse logging \$35/m³, and helicopter logging can be \$65/m³ or more.

Finally, most factors affecting the price paid for logs are outside the control of community forest practitioners. Beetle-killed wood in central and northern pine stands has dropped in price in the past few years as salvage log volumes have increased. If the community forest has only lodgepole pine to harvest and to sell, then it may

not be profitable to cut any trees right now. Conversely, prices for some logs (e.g., cedar poles) are volatile and depend on export markets, the volume of the logs in the mill yard, and the value of the Canadian dollar.

Therefore, from a log sales perspective, it is best to leave as many options open as possible. For example, by maintaining a range of cutblocks with different log profiles under cutting permits, harvesting and marketing can react to advantageous cycles in the purchase price.

MARKETING STRATEGY

Every business needs a well-researched business plan. Community forests will require a marketing strategy in their business plans to explain how the logs will be sold. Like everything else to do with community forests, the community should be consulted when preparing this strategy. The main issue is that if your marketing strategy keeps the logs local, then you will not necessarily get top dollar for the logs. See “How Much is a Log Worth?” for an explanation of how this works.

The guiding principles for your community forest may include the need to balance economic and social values. Local employment, worker training, skills development, and other “soft values” are as important to community forests as the old-fashioned “bottom line.” Whatever decision is

taken, it is important to incorporate an explanation of why this choice was made into the marketing strategy.

Recognize that it is impossible to keep everyone happy when choices like this are made. Community consultation provides an opportunity to help the board of directors make a decision that meets with the approval of the most people. Based on this input, the board or a policy committee formulates the marketing policy and once set, implementation decisions made by staff should not be a surprise to anyone.

HOW TO SELL LOGS

Logs may be sold through log sort yards, long-term purchase agreements for certain species or grades, or by tendering all logs. Although each approach has advantages and drawbacks, a community forest must base its marketing decisions on its own set of circumstances. For example, a log sort yard must have an annual volume of at least 30 000 m³ to cover the fixed costs of the yard itself; therefore, the volume you harvest locally may not be sufficient to run the yard.

Table 8 summarizes these three methods of selling logs and provides some pros and cons of each approach.

Log sort yards are often seen as a means of ensuring that maximum value is attained for

HOW MUCH IS A LOG WORTH?

Let's say that the community forest is associated with a town which has a small cedar mill producing siding and decking. This mill pays \$120/m³ for cedar saw logs. Trucking to this mill costs \$5/m³, which means the net value of the log before all other costs is \$115/m³.

Now, let's say that a large cedar mill exists in the next town and is willing to pay \$145/m³ for cedar saw logs. If trucking to this mill costs \$15/m³, then the net value of the log before all other costs is \$130/m³.

So, is it better to get more dollars per cubic metre by selling to the mill in the next town, or is it better to make sure that local people are employed? What if the logs are sold outside of the region or even outside of the province?

The right answer is whatever the community forest decides, based on community consultation.

TABLE 8 *Three approaches to selling logs in British Columbia*

| Marketing approach | Procedure | Pros | Cons |
|----------------------------------|---|--|--|
| TENDER THE LOGS | As with any other contract, bid proposals are solicited from eligible buyers. These are tabulated and top bids (consistent with policy) are selected. Typically done on a cutblock-by-cutblock basis. | <ul style="list-style-type: none"> • Ensures access to logs from many buyers • Ensures that spikes in log prices can be captured on a sale-by-sale basis • Rigorous and transparent • Bidders list can control who gets to bid on the logs | <ul style="list-style-type: none"> • Time consuming for seller and buyer • Logs sold at a trough in the market result in lower revenues • Only way to control where the logs are milled is to restrict the bidders eligibility list |
| ENTER INTO LONG-TERM CONTRACTS | Long-term contracts are entered into with mills for several years' worth of logs. This is typically done by species and grade. | <ul style="list-style-type: none"> • Very easy to manage, once established • An important step in building partnerships with existing businesses • Can be a means of ensuring that logs go to a local employer • Can result in increased revenue, based on certainty of supply | <ul style="list-style-type: none"> • Can be seen as exclusive, restricting access to logs • May result in missing peaks in the market, if selling price is set • May be difficult to get out of if conditions change for either party |
| SELL TO A REGIONAL LOG SORT YARD | Log sort yards buy logs and sort them into similar "sorts" for purchase by the top bidder at auction. | <ul style="list-style-type: none"> • All logs are sorted for top value, even firewood • Buyers can purchase one load or several loads • Auctioning ensures that the top dollar is gained for each species • Top dollar can be gained for each sort, even very high prices for logs used for musical instruments, "clear" logs for fine woodworking, etc. | <ul style="list-style-type: none"> • Very few log yards exist • No control over where the logs will be milled • Economy of scale dictates that a certain volume per year is necessary to make these work, likely in excess of 30 000 m³ per year • May not work very well for sales with a high volume of low-value logs (e.g., hemlock saw logs) |

each log. Current experience in British Columbia demonstrates that this is true. For example, Revelstoke Community Forest operates a very successful log sort yard.

Other options exist for selling logs. For example, Harrop-Procter Community Forest mills and sells cedar products, Douglas-fir and larch flooring, and other finished wood products. Another option is to contract an independent log broker who typically will earn a percentage of the sales. This approach is useful for understaffed or new organizations that do not have the capability to aggressively market the logs.

WHERE CAN VALUE BE ADDED?

At what points in the harvesting process can you add value? The choices made must be consistent with your community forest's policy. This section summarizes the choices—from standing trees to the logs on the truck.

Standing Trees

In the short term, only limited options exist to add value to standing trees. One choice is to cut only those trees with the highest value (e.g., cut only the cedar and leave the hemlock); however, this process—called “high grading”—is widely seen as economically short-sighted and ecologically damaging.

Silviculture treatments, such as pruning and spacing, can add value to individual trees over several years, but not during the annual marketing cycle. Research this option in the context of your local situation. Differing views exist on whether the increased net profit from higher volume or better grades can be realized when the costs of pruning and spacing are included.

Third-party independent certification (see sidebar) can add value by increasing access to markets; however, certification must be in place before the logs are put up for sale. To date, price premiums are rare on certified logs. Although Forest Stewardship Council (FSC) certification is widely believed to hold potential for increasing access to markets, this is not currently the case. However, community forests with FSC certification

can gain access to forests that would otherwise be off limits (e.g., in watershed areas requiring stringent management practices). Securing access to the timber harvesting land base is as important to net revenue as log prices.

Cut Logs

After trees are cut (and depending on the profile of the species and grades available), the best way to add value is to sort the logs at the landing. This means that markets are vigorously pursued for each species and each grade. Landings may have more than 10 sorts all being sold to different purchasers.

Unsorted logs in Kaslo are sold for between \$65 and \$75/m³, depending on species mix and quality. Sorted logs can sell for as high as \$200/m³ for cedar poles; prices of \$100/m³ are not uncommon for Douglas-fir building logs or cedar saw logs. Even without a wide range of species, value can be added by sorting lodgepole pine into different diameter classes; this makes it more efficient at the mill and should be reflected in the purchase price.

Loggers expect to be paid more for sorted logs, so add about \$3/m³ to the normal rate. However, experience shows that additional revenues will more than make up for the extra cost of logging and sorting.

CERTIFICATION

Harrop-Procter Community Forest was awarded Forest Stewardship Council certification in 2002. Since then, the community forest has marketed their own line of cedar decking and siding, flooring, and other wood products. Manager Ken Foot says that although Harrop-Procter gets calls from people looking for FSC-certified wood, the real benefit from certification is demonstrating that the standard of forest management is high enough to gain the support of watershed users.

Other Possibilities

Many marketing opportunities exist in the log-selling business. The advantage of a community forest licence is that the logs are a real asset, and can be used to obtain better revenues or lower costs while supporting the local economy. Here are some options that are currently in use:

- See about “back hauling.” So many trucks are moving logs around these days that it may be possible to find an empty truck heading in the

direction of the mill—especially if logs are sold outside the local area. This may be easier to co-ordinate when strong relationships are built with local mills.

- Promote existing local value-added businesses. Local manufacturers may be willing to pay more for logs, if they can get what they want when they need it. This may be as simple as supporting the local firewood industry or making sure that one load of good logs a year makes it to the shop of a local manufacturer.



Adding Another Dimension: Creating Multiple Community Benefits

SUSAN MULKEY AND JENNIFER GUNTER

Communities derive many benefits from community forest management. Community education programs, youth training and employment, comprehensive water monitoring programs, fire interface planning, and non-timber forest products all add value to the organization and the community beyond bottom-line timber harvesting. This chapter highlights a few examples of adding an additional dimension to your community forest initiative.

YOUTH TRAINING

The Kaslo and Harrop–Procter community forests have put youth crews to work on their forest lands. These crews help to complete priority local projects, providing meaningful annual employment and training opportunities for youth. In addition to tree planting, brushing, and trail-building activities, the Kaslo youth crew was hired out to other licensees to ensure a full summer season of work. Youth are trained and certified in first aid as a part of the program.

EDUCATION

The Kaslo and District Community Forest Society (KCFS) developed a forest stewardship education program that is delivered by teachers at the local school (K–12). The curriculum guide entitled, *The Forest Classroom: An Interactive*

Working with High School Classes

Prince Charles Secondary School (PCSS) has three forestry-related classes.

We take the grade 11 and 12 forestry classes for visits to our operations several times a year. We discuss forest ecology, our philosophy and its implementation on the ground (operations), and the unique nature of a community forest. As well, we work with the PCSS logging class, supplying them with an area to harvest, introducing forest management from a community forest perspective, and teaching them how to select trees for harvesting.

— Jim Smith, Creston

Handbook for Forest Stewardship, introduces students to a range of topics from forest ecology to group decision making.

One activity engages grade 9 and 10 students in a role-playing game that teaches good communication skills and reveals the complexity of natural resource management decisions at the community level. Students assume “positions” on the board of the Community Forest Society. The board strives to operate by consensus and is made up of people

representing various perspectives in the community. In this simulation, the board has a very challenging dilemma: should motorized vehicles be permitted on Mount Buchanan back roads?

In addition to the school curriculum materials, the KCFS initiated education projects for the whole community. One of these—the “Winter in the Forest Festival”—was first held in 2001. The festival included guided nature walks and games that raised awareness about wilderness survival (see poster at right). This festival has become an annual community celebration focused on bringing families together for a day of outdoor fun.

NON-TIMBER FOREST PRODUCTS

Non-timber forest products (NTFPs; also known as “botanical forest products”) are forest resources other than timber. These resources, totalling over 200 species in British Columbia, are harvested for commercial, personal, and traditional uses. Many community forest organizations view NTFPs as an economic opportunity, helping to diversify their activities and reducing pressure to harvest timber for financial return to the organization.

In British Columbia, NTFPs are grouped into several general categories:

- edible wild mushrooms
- floral and greenery products
- wild berries, fruit, herb, and vegetable products
- landscaping products
- craft products
- medicinal and pharmaceutical products

The NTFPs with the highest commercial value in the province are edible mushrooms (e.g., chanterelles, matsutake, and pine mushrooms) and floral greens (e.g., salal and ferns).

No formal management system exists for NTFPs on public lands in British Columbia. Although the amount of research on NTFPs continues to grow, the development of specific management systems still faces unresolved issues. For example, one issue involves the interpretation of rights to access the resources. The Ministry of Forests has legislative jurisdiction over the Crown land base, including the NTFPs. Community Forest Agreement holders have jurisdiction to manage



and benefit from the harvesting of NTFPs within their licence areas. Specifically the *Forest Act* stipulates that community forests “. . . may grant exclusive rights to harvest, manage, and charge fees for Botanical Forest Products.” However, First Nations have specific and unique concerns regarding their access to land and rights to the resources found there, as well as their traditional ecological knowledge of NTFPs.

Non-timber forest products are known as “common pool” resources. It is very difficult to exclude or restrict access to these resources and a single individual’s use of the resource can reduce the opportunities for others. Overuse and misuse of common pool resources is referred to as “the tragedy of the commons.” Experience in other areas suggests that if an individual or group does not have exclusive access to a resource (i.e., they do not see secure, long-term opportunities to

access the resource), they will not invest in it or practise effective stewardship believing, that “if they do not take it all, someone else will.”

The effects of harvesting NTFPs range from the benign to the destructive, depending on the species and the ecosystem. Very little information is available on what constitutes sustainable harvest practices or levels for individual species or an ecosystem. First Nations peoples used complex traditional systems and principles that ensured appropriate and sustainable harvest volumes and techniques. Currently, resource inventories are lacking. With no regular monitoring of harvesting practices and volumes, it is difficult to understand the effect of multiple uses on traditional lands.

Changes to the unregulated harvesting of NTFPs for commercial and personal use will likely meet with resistance. Residents have harvested NTFPs for generations in the forested areas around rural communities. Much of the harvest is for personal use, but collection for commercial sales frequently contributes seasonal income to local families. Although numerous commercial ventures exist across the province, removal of NTFPs for commercial use is actually an illegal activity, with activities in community forests among the limited exceptions. Commercial NTFP opportunities increase with available volumes of a specific product, yet efforts to co-ordinate the industry have so far been unsuccessful, as the benefits are not seen to outweigh the costs. Any NTFP management system developed for community forests must involve co-operation from both commercial and personal users of the resource (see below).

Management of NTFPs offers unique opportunities to enhance the benefits of community forests. One example is the restocking of logged or burned forest areas with huckleberries, which will provide commercial harvests and additionally serve as a firebreak and as food for blue-listed grizzly bears. Clearly, the use of thoughtful, **adaptive management** principles will help guide the sustainable management of NTFPs.

Non-timber Forest Product Management System Checklist

The following checklist, adapted from Tedder *et al.* (2002), provides a discussion guide for those wishing to develop an NTFP management system. Does the proposed NTFP management system:

- Recognize the ecological diversity of NTFP species and the economic and social diversity of NTFP users?
- Promote stewardship of NTFP species and the ecosystems in which they flourish and create incentives for investments in the resource?
- Generate rents to resource owners based on fair market value of NTFP species consistent with rents charged for other forest resources?
- Involve those who use and manage NTFPs in the creation of systems to manage these resources?
- Minimize the transaction costs associated with co-ordinating users of forest resources?
- Create incentives for users and managers to adhere to management regimes established for NTFPs?

A MANAGEMENT SYSTEM FOR NON-TIMBER FOREST PRODUCTS

Formal System

- *Focuses on guidelines and permitting*
- *Resource managed by land owner or tenure holder*
- *More of a “stick” approach: enforcement is important*

Informal System

- *Focuses on education and certification to gain marketing advantages*
- *Self-monitored and controlled by harvesters or users*
- *More of a “carrot” approach: education and incentives are important*

- Provide appropriate sanctions for non-adherence to management regimes?
- Provide low cost and effective means of mediating conflicts?
- Recognize and support existing rights to forest resources, including Aboriginal rights and knowledge?
- Identify and direct revenues from NTFP use toward research, management, and sustainable community development?
- Encourage and, if necessary, enforce reasonable employment standards and working conditions for employees and contractors?
- Create financial benefits that exceed the total costs of administration of the system?

The Harrop–Procter Community Forest has spent considerable effort exploring the complexities and opportunities of NTFP management on their tenured area. This organization can advise other community forests who want to pursue management of these resources. The “Resources” section (page 84) contains other excellent sources of information on NTFP management issues in British Columbia and the United States Pacific Northwest.

INTERFACE FIRES: WHERE FOREST MEETS COMMUNITY

In the summer of 2003, British Columbia experienced its worst fire season. The hot, dry weather contributed to over 2500 wildfires. These fires claimed large forested areas, but also destroyed over 334 homes and many businesses. In this interface zone, where the forest meets populated areas, over 45 000 people were forced to evacuate. Three pilots were killed while undertaking fire suppression duties. The financial cost of the 2003 fires is estimated at \$700 million.

Reporting in *Firestorm 2003*, Gary Filmon confirmed that past fire suppression had led to a fuel buildup in the forests of British Columbia. As licensees, we are stewards of an unhealthy

forest. Because of fire suppression, forest stands are now more dense, loaded with fuels, and increasingly vulnerable to significant and severe wildfires. At particular risk is the wildland/urban interface zone. Filmon also cautioned that, “. . . there will be more interface fires, unless action is taken.” The full *Firestorm* report can be found at: www.2003firestorm.gov.bc.ca/firestormreport/toc.htm

Even though community-based interface fire preparedness falls outside the assumed responsibility of most licensees in the province, protecting communities from catastrophic fire is an important role for community forest organizations. Clearly, communities must take direct action to prepare for wildfire; we should not expect provincial firefighters to be the only line of defence. Communities across the province are taking proactive steps to become informed and prepared. Your community forest organization can act as a co-ordinator, managing activities on Crown land to reduce fuels adjacent to private land and keeping community members informed through well established communication channels. Educating community members about the steps necessary to reduce wildfire risks is a good start.

A community forest organization can reduce the risk of fire damage to their community through proactive **fire management** planning and stand treatment. Currently, the provincial government offers no official incentives for licensees to reduce fuel buildup. However, the whole area will benefit if your organization takes on a leadership role by raising public awareness and implementing appropriate **silviculture systems** and site preparation in the interface fire zone.

FireSmart: Protecting Your Community from Wildfire (www.partnersinprotection.ab.ca) is an important resource for communities. It was developed “to give communities and individuals across Canada the information and tools they need to confront interface fire protection issues.” See the “Resources” section (page 84) for additional information on interface fires.



Tracking Progress: Measuring Your Success with Evaluation

SUSAN MULKEY AND SHAWN MORFORD

Strategic planning and policy development shape the vision of your community forest. For these activities to be meaningful, community forest organizations must develop a means of evaluating their work. This chapter provides an overview of evaluation, and an explanation of its importance to community forests.

WHAT IS EVALUATION?

Evaluation is a management tool that involves measuring and reporting on:

- the outcomes of programs and projects,
- progress towards goals, or
- areas needing improvement.

Evaluation can be conducted at the end of a given time period (such as at the end of a five-year pilot period) to help decide a program's future, or at interim points during the life of a program to identify its strengths and weaknesses and improve the organization and its work. Evaluation is closely linked with planning; in fact, it is an important stage in a continuous cycle of planning, implementation, and evaluation.

Why Evaluate?

Community forest organizations are accountable to the community, their partners, and government regulators. They must demonstrate the effectiveness of their practices and programs.

Many people balk at the task of strategic planning and goal setting. They regard it as an intellectual exercise resulting in a report that sits on a shelf. Identifying and working towards measurable objectives takes the task to the ground where it makes sense in the day-to-day work of the organization.

— Susan Mulkey, Kaslo

They should also identify strengths and weaknesses in their organizations and improve the way they proceed towards their goals. Organizations often overlook evaluation because it requires time and resources, but then find themselves scrambling for data that show they are meeting, or have met, their goals. Evaluations also assist stakeholders, both within and outside the organization, to gain a common understanding of the community forest's objectives and thus help garner support. Interim evaluations can help organizations see challenges before they become "fatal."

Evaluation is most effective when considered as an ongoing part of the commitment to adaptive management and when the culture of the organization allows for openness to incorporate feedback and lessons learned into future activities.

HOW DO YOU SPELL SUCCESS? IDENTIFYING YOUR OBJECTIVES

The most important step in evaluation begins at the planning stage of the community forest program or project—identifying *measurable objectives* for the community forest. Although the economic “bottom line” is a common measure of business success, social benefits are also important indicators of success for community forest organizations. Evaluating a community forest project is seldom easy when stakeholders have different perceptions of what it will provide to the community. Measurable objectives for the expected benefits and outcomes of the community forest, both economic and social, are critical for an effective evaluation. Objectives that are vague and non-specific are difficult to measure.

Community forest organizations likely have social as well as economic objectives. Measurable social objectives include: increases in community participation, increases in social capital (networking, volunteerism, and civic involvement), individual satisfaction and quality of life, and perceived increases in neighbourhood cohesion. Measurable economic objectives include jobs and businesses created and income.

An evaluation can include all aspects of the organization and its activities, such as the board of directors, staff, operational activities, and special programs. One of the most pressing challenges is to develop participatory and systems-based evaluative processes to allow for ongoing learning, correction, and adjustment at all levels of the organization.

WRITING MEASURABLE OBJECTIVES

One of the most critical aspects of conducting an effective evaluation is developing clear measurable objectives at the outset. It's far more difficult to measure the success of a program if the objectives are general “motherhood” statements than if the objectives are specific, clear, and measurable. Too often, organizations write weak objectives and later struggle to quantify the effects of their programs. The time taken upfront to develop measurable objectives is time well spent.

Every program will have two types of objectives: “process” objectives and “outcome” objectives. Both of these are important and useful in setting the stage for evaluation.

Process objectives describe activities conducted by the organization (using words such as “to provide” or “to conduct”). By measuring progress towards these objectives, the organization finds out whether it is achieving its goals (e.g., did we conduct the four workshops we expected to do?).

Outcome objectives focus on the changes expected in the targeted audience (e.g., community members, tribal leaders, or small business owners) as a result of the program or project. Outcome objectives can begin with the statement, “As a result of our program/project, _____.” Complete the sentence by stating the intended effect on the targeted audience.

Both process and outcome objectives should be “SMART”:

- *Specific: Identify a specific action that will take place*
- *Measurable: Quantify the changes sought*
- *Achievable: Reasonable to expect as a result of your program*
- *Relevant: Relate directly to the organization's overall goals and mission*
- *Time-bound: Specify a time period in which the objective will be met*

PLANNING AN EVALUATION

An evaluation plan will clarify the purpose of the evaluation. Important questions to answer are: What do we want this evaluation to tell us and why do we need to know? Who is the audience of the evaluation? What will happen with the results and who will use them to make decisions? Do we need to evaluate the whole program or just some aspects of it?

Many organizations forget to involve the stakeholders of the evaluation (who are not necessarily the same as the stakeholders of the project) in determining the purpose of the evaluation. Before launching the evaluation, conduct brief interviews with funders, government officials, and others who will want to know its results. This will help you design a meaningful and useful evaluation. In the case of Community Forest Pilots in British Columbia, the Ministry of Forests (which is a key evaluation stakeholder) already outlined its evaluation criteria in a “Monitoring and Evaluation Strategy” developed in February 2003 in collaboration with the CFA licensees. This strategy outlines the evaluation categories that CFA holders must include in their reports. While community forest organizations may share some of these objectives, they may have additional objectives of their own to evaluate. The following are the provincial categories.

- Return to the province, including: fees and stumpage, access to areas previously considered unharvestable, and improvements (e.g., recreation sites, roads, and educational tools)
- Economic self-sufficiency, including: information on performance to business plan projections; all revenues, income from grants and donations, loans or debts and any unserviced debt, capital investment, and overall profit and loss
- Forest practices, environmental standards, and agreement compliance, including:

all non-compliance warnings and fines and situations where normal standards were exceeded, and performance on any special obligations or requirements from the CFA

- Innovation in the areas of resource management, forest practices, or planning; development of innovative products and marketing; ways of conducting business; forestry-related education and extension, or research
- Management across all resources, including: evidence and examples of consideration of all resources in planning and operations
- Economic diversity and stability, including: any examples of increased economic diversity or stability resulting from the CFA (e.g., new businesses or operations); direct or indirect employment; additional wood fibre that was manufactured locally; and creation of services or infrastructure that can be used by others in the community to further economic diversity and stability
- Incremental use of the land base, including: examples of forestry-related or non-forestry related use, directly or indirectly resulting from the CFA
- Demonstration of support, including: the support of the public and community members, First Nations, and other stakeholders

REFERENCES

Suvedi, Murari and Shawn Morford. 2003. Conducting program and project evaluations: A primer for natural resource program managers in British Columbia. FORREX–Forest Research Extension Partnership. Kamloops, B.C. FORREX Series 6. URL: www.forrex.org/publications/forrexseries/fs6.pdf

APPENDIX 1 The British Columbia Community Forest Association

WHO ARE WE?

The British Columbia Community Forest Association (BCCFA) is a network of rural, community-based organizations in British Columbia that manage community forests. Our members also include communities that are striving to establish community forests. Formed in March 2002 as a result of the very successful Community Forest Forum in Victoria, the BCCFA is a non-profit society whose mission is to promote and support the practice and expansion of sustainable community forest management in British Columbia. The BCCFA is a unified voice for the interests of all British Columbia communities engaged in community forest management as well as those seeking to establish community forests.

BCCFA VISION AND MISSION STATEMENTS

Vision

Our vision is a network of diverse community forest initiatives, where local people practise ecologically responsible forest management in perpetuity, fostering and supporting healthy and vibrant rural communities and economies.

Mission

Our mission is to promote and support the practice and expansion of sustainable community forest management in British Columbia.

PURPOSES

The purposes of the Association are to:

- work to ensure the viability of community forest initiatives in First Nations and other rural communities;
- provide education on community forestry issues;
- assist community forest practitioners in accessing resources required to succeed; and
- promote community forest management as a strategy for community economic development.

GUIDING PRINCIPLES

The guiding principles of the Association are to promote:

- Culturally, ecologically, and economically sustainable forestry.

- The management and practice of community forest initiatives in a manner which respects First Nations' rights and cultural values, and which fosters understanding and co-operation between rural communities and First Nations.
- Meaningful representation of community members in community forest initiatives.
- Informed public participation in community forest decision making.
- Leading edge forest practices.
- Local forest-based employment.
- The restoration of forest ecosystems as a basis for social, ecological, and economic health.
- Community responsibility for land use and allocation decisions.

WHO SHOULD JOIN?

Membership in the BCCFA is available to all existing community forest organizations in British Columbia that support the vision, mission, purposes, and guiding principles of the Association. This includes those that have forest tenure (through Community Forest Pilot Agreements or through other tenures such as Forest Licences and Tree Farm Licences), as well as community forest organizations that are seeking to obtain local forest management rights. This includes First Nations communities. Members of the Association have the right to elect directors and to vote on key decisions. All Community Forest Pilot Agreement holders who are eligible for Forest Investment Account funds must become members as the BCCFA administers these funds.

Associate membership is available to individuals and organizations that support the vision, mission, purposes, and guiding principles of the Association. This includes local, regional, and provincial organizations that wish to promote and support community forestry, as well as individuals that support and want to be involved in community forestry in British Columbia. These members are non-voting. The benefits of associate membership include access to information that the Association produces and networking with other individuals and organizations working in community forestry.

For more information about the BCCFA, call our office at (250) 353-2034, or visit our Web site at: www.bccfa.ca

BAMFIELD HUU-AY-AHT COMMUNITY FOREST

Tenure: Community Forest Pilot Agreement

Volume (AAC): 1000 m³

Area: 420 ha

Type of Organization: Society

Partners: Community of Bamfield; Huu-ay-aht First Nation; Bamfield Marine Sciences Centre

Organizational Structure: General Manager, part-time office assistant; contractors

Board Members: Nine selected by members at annual general meeting; four for Huu-ay-aht, four for Bamfield, one reserved for Regional District Director.

Mission Statement: The Society is geared towards sustainable forest practices within a rural community, giving local residents opportunities for management, employment, and education. The BHCFS operates under the Bamfield Community Vision and the Huu-ay-aht Guiding Principles of Sustainability of managing forests based on respect and "Hish Uk Tsa Wak" (Everything is One).

Contact Information:

Dennis Morgan, Executive Director

Phone: (250) 728-3888

E-mail: dmorgan@island.net or bhcfs@island.net

Web site: www.bhcfs.com

BURNS LAKE COMMUNITY FOREST

Tenure: Community Forest Pilot Agreement

Volume (AAC): 54 009 m³

Area: 24 000 ha ±

Type of Organization: Municipally owned Limited Company

Partners: No official partners (see Board Members)

Organizational Structure: General Manager, Registered Professional Forester, and one field technician

Board Members: Nine-member Board of Directors: six members from community;

also have one municipal (mayor) and two First Nation representatives. When a position is declared vacant, the community forest advertises for expressions of interest. The interested parties must submit a letter to the Village of Burns Lake expressing their interest. Two members of our advisory committee (not the board) and an appointee from the Village (usually the Chief Administrative Officer) interview the prospective directors and then select one based on their interview.

Mission Statement: "... will manage and operate in a manner that will enhance the forest resource while respecting the principles of integrated use, environmental stewardship, and public consultation."

Contact Information:

Michael Riis-Christianson, Secretary,
Board of Directors

Phone: (250) 692-7587

Ken Guenter, General Manager

Phone: (250) 692-7724

E-mail: blcomfor@ngis.ca

CHESLATTA CARRIER FIRST NATION COMMUNITY FOREST

Tenure: Community Forest Pilot Agreement

Volume (AAC): 210 000 m³

Area: 25 000 ha (approx)

Type of Organization: First Nations Band Limited Company

Partners: Cheslatta Forest Products Ltd.

Organizational Structure: Chief and Council

Board Members: Chief and two councillors

Contact Information:

Jason Gordon, Operations Forester,
Cheslatta Forest Products, Ltd.

E-mail: gordons@futurenet.bc.ca

Mike Robertson, Senior Policy Advisor,
Cheslatta First Nation

E-mail: cheslattanation@yahoo.com

CRESTON VALLEY FOREST CORPORATION

Tenure: 15-year non-replaceable forest licence

Volume (AAC): 15 000 m³

Area: 12 800 ha

Type of Organization: Corporation

Partners: Five shareholders: Town of Creston, Regional District of Central Kootenay, Lower Kootenay Indian Band, Creston Economic Development Commission, East Kootenay Environmental Society

Organizational Structure: Part-time (contract) General Manager reports to the Board and is responsible for administration, finance, and log marketing. Part-time (contract) Forest Manager reports to the Board and is responsible for forest planning, cutting permits, harvesting, and post-harvesting responsibilities. One staff secretary. All other forestry work done by contractors. Logging and hauling done by local contract through restricted tenders.

Board Members: Ten-member Board of Directors, two from each shareholder

Mission: To efficiently harvest the allocated volumes while protecting the integrity of other resources and enhancing social and economic benefits for the community.

Contact Information:

Dan Murphy, Corporation Manager

E-mail: dmurphy.cvfc@kootenay.com

Jim Smith, Forest Manager

Phone: (250) 402-0070 Fax: (250) 402-0080

E-mail: jimsmith@kootenay.com

DISTRICT OF FORT ST. JAMES

Tenure: Community Forest Agreement

Volume: 8290 m³

Area: 3582 ha

Type of Organization: Municipal Government

Partners: KDL Group (operations management contract)

Organizational Structure: Community Forest Tenure is in the name of the District of Fort St.

James (municipality). Governance is by municipal council consisting of Mayor and four councillors. Council has contracted with the KDL Group to manage the community forest operations.

Board Members: Municipal Mayor and Councillors

Goals and Objectives: To facilitate the active participation of the community in the stewardship of the land base and to demonstrate its capability to practise exemplary stewardship of an extremely complex, diverse, and rich area while also achieving sound and viable use of resources.

Contact Information:

Dan Zabinsky, Administrator

Phone: (250) 996-8233 Fax: (250) 996-2248

E-mail: district@fsjames.com

ESKETEM'c FIRST NATION

Tenure: Community Forest Agreement

Volume (AAC): 17 000 m³

Area: 25 000 ha

Type of Organization: First Nation

Partners: No formal partnerships

Organizational Structure: Administration is conducted through Esketem'c First Nation Forest Products Ltd., a company that is wholly owned by Esketem'c First Nation.

Board Members: Five-member Board of Directors

Mission Statement: The Esketem'c First Nation considers their community forest as a key economic driver for their community. It is an opportunity to increase their community economic and social stability. The economic contribution will come through forestry jobs in planning, managing, harvesting, reforestation, and manufacturing products from the community forest. These functions will assist them to employ their traditional relationship with the land and to demonstrate their interest in the land base for furthering cultural and heritage values.

Contact Information:

Irene Sure, Manager

Phone: (250) 440-5870 Fax: (250) 440-5872

E-mail: irenesure@msn.com

HARROP-PROCTER COMMUNITY FOREST

Tenure: Community Forest Agreement

Volume: 2603 m³

Area: 10 800 ha

Type of Organization: Community Co-operative

Partners: No official partners

Organizational Structure: General manager, two forestry staff, and one office administrator.

Board Members: Ten-member Board of Directors. Directors are elected for 1- and 2-year terms. Any community member over the age of 16 can become a member. Five of the directors are elected from the Harrop-Procter Watershed Protection Society.

Mission Statement :

1. The preservation and protection of all watersheds in the Harrop-Procter Community and the assurance of a consistent quality and quantity of water.
2. The development of public forest lands in the Harrop-Procter area according to site sensitive, ecologically based forestry practices.
3. To promote and encourage locally based employment available through the development of public forest lands.
4. Dedicated to ecosystem research, public education, and sustainable rural communities.

Contact Information:

Ramona Faust, General Manager

Phone: (250) 229-2221

E-mail: ramona@hpcommunityforest.org

Web site: www.hpcommunityforest.org

KASLO AND DISTRICT COMMUNITY FOREST SOCIETY

Tenure: 15-year non-replaceable, volume-based tenure

Volume: 10 000 m³

Area: 6000 ha

Type of Organization: Not-for-profit Society

Partners: No formal partners; have one fibre flow agreement with a local mill

Organizational Structure: Managed by a part-

time contracted business management team and a woodlands management team.

Board Members: Seven-member Board of Directors elected by the members and two seats for municipal appointees (one from Village of Kaslo and one from Regional District of Central Kootenay)

Mission Statement: The mission of the Society is to manage the diversity of values of the community forest in an ecologically responsible and fiscally accountable manner on behalf of the people of Kaslo and Area D of the Regional District of Central Kootenay.

Contact Information:

Donna Cormie, Chairperson

Phone: (250) 353-9677 Fax: (250) 353-9678

E-mail: kcfs@netidea.com

Web site: www.kaslocommunityforest.org

LIKELY-XATS'ULL (SODA CREEK) COMMUNITY FOREST

Tenure: Community Forest Pilot License

Volume (AAC): 12 500 m³ and 1500 m³ deciduous

Area: 12 230.9 ha

Type of Organization: Limited Company

Partners: Likely Community Forest Society and the Soda Creek Indian Band each hold one share

Organizational Structure: A part-time co-ordinator contracts out all work under the guidelines presented by the limited company board.

Board Members: Seven-member Board of Directors, including three from each community and an independent Chair

Mission Statement: Through the collaboration of community members both in Likely and Soda Creek, we intend to create a model multi-use forest that ensures environmental quality, while creating economic opportunities. This forest will become the focal point for community pride.

Contact Information:

Robin Hood, Co-ordinator

Phone: (250) 790-2458 Fax: (250) 790-2433

E-mail: robin_hood@uniserve.com

MCBRIDE COMMUNITY FOREST CORPORATION

Tenure: Community Forest Pilot Agreement

Volume (AAC): 50 000 m³

Area: 60 000 ha

Type of Organization: Corporation wholly owned by the Village of McBride

Partners: No official partners

Organizational Structure: Volunteer Board of Directors appointed by the council of the Village of McBride. Supervises and provides policy direction to General Manager who then supervises Operations Supervisor/Salvage Co-ordinator.

Board Members: Seven-member Board of Directors, including three councillors, Village of McBride administrator, and three members at large.

Mission Statement: The long-term vision of the McBride Community Forest Corporation is to serve the social, environmental, and economic needs of the community. In general terms, we will sustainably manage the forest for all of its potential rather than just timber.

Contact Information:

Marc von der Gonna, General Manager

Phone: (250) 569-2229 Fax: (250) 569-3276

E-mail: marc@mcbridecommunityforest.com

Web site (under construction): www.mcbridecommunityforest.com

MISSION COMMUNITY FOREST

Tenure: Tree Farm Licence No. 26

Volume (AAC): 43 398 m³

Area: 10 500 ha

Type of Organization: Municipality

Partners: No official partners, although we do liaise and communicate with a variety of groups or individuals

Organizational Structure: The Forestry Department that manages the operation is a department within a normal municipal structure. The Director of Forest Management heads the Department and reports to the Chief Administrative Officer, who reports to Mayor and Council.

Board Members: Seven-member Board of Directors, including Mayor and six councillors who are elected by the residents of Mission in municipal elections every 3 years.

Mission Statement: Purpose statement for District of Mission, which includes Forestry Department: "Our purpose is to build a safe and healthy community abundant in economic, cultural, and recreational opportunities."

Overall Forestry Department Goal: "To manage the Mission Municipal Forest considering integrated use, environmental principles, forest management knowledge, and legislative requirements to optimize economic, social, and environmental forest values."

Contact Information:

Kim Allan, Director of Forest Management, District of Mission

Phone: (604) 820-3762 (Forestry Department)
(604) 820-3764 (direct office phone)

Fax: (604) 826-8633

E-mail: kallan@mission.ca

Web site: www.mission.ca

REVELSTOKE COMMUNITY FOREST CORPORATION

Tenure: Tree Farm License No. 56

Volume (AAC): 100 000 m³

Area: 119 000 ha

Type of Organization: Corporation under municipal government

Partners: Downie Timber, Kozek Sawmills, Cascade Cedar

Organizational Structure: 100% of shares owned by City of Revelstoke; Timber Removal Agreements with partner mills. Five paid staff: general manager, accountant, operations forester, woods supervisor, administrative assistant

Board Members: Seven-member Board of Directors, four city councillors or staff, three appointees from the community

Mission Statement: Community goals include: local control of local resources; economic security/stability, and job protection; access to information and a voice in decision making; forest enhancement and environmental protection; revenue to benefit the community; community pride in direct management and ownership of local resources

Contact Information:

Bob Clarke, General Manager

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E-mail: bob@rcfc.bc.ca Web site: www.rcfc.bc.ca

GLOSSARY*

ABORIGINAL RIGHTS: An increasing number of court cases recognize that British Columbia's First Nations have rights to land and resources, and powers of self-government. These rights are not granted to them by the provincial or federal governments; they are rights that the First Nations had as nations at the time of contact with the British, and which have never been taken from them. These rights have given First Nations peoples a powerful legal tool with which to have a say over what happens in their traditional territories.

ABORIGINAL TITLE: In an area where the First Nation historically had exclusive occupation and possession of land, they may have rights approaching ownership of those lands.

ADAPTIVE MANAGEMENT: Adaptive management rigorously combines management, research, monitoring, and means of changing practices so that credible information is gained and management activities are modified by experience.

ALLOWABLE ANNUAL CUT (AAC): The allowable rate of timber harvest from a specified area of land. The Chief Forester sets AACs for **timber supply areas** (TSAs) and tree farm licences (TFLs) in accordance with Section 8 of the *Forest Act*.

BIODIVERSITY (BIOLOGICAL DIVERSITY): The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

CLEARCUT: A silviculture system that removes the entire stand of trees in a single harvesting operation from an area that is one hectare or greater and at least two tree heights in width. A clearcut is designed to be managed as an even-aged stand where only one age class is present.

COAST: That geographic area west of the Cascade Mountains, as officially delineated by the Cascade Mountains Administrative Line through British Columbia from Washington state to Alaska, including the lower Fraser River area south of Hell's Gate (south of Boston Bar), taking in the Coquihalla, Silverhope, and Skagit River drainages lying east of the line, but excluding the portions of the Kalum Forest District and Cariboo Forest Region lying west of the line.

CROWN LAND: Land that is owned by the Crown. Referred to as federal Crown land when it is owned by Canada, and as provincial Crown land when owned by a province.

CUTBLOCK: A specific area of land identified on a stewardship plan, or in a license to cut, road permit, or Christmas tree permit, within which timber is to be or has been harvested.

CUTTING PERMIT: A legal document that authorizes the holder to harvest trees under a licence issued under the *Forest Act*.

DEVELOPMENT: The advancement of the management and use of natural resources to satisfy human needs and improve the quality of human life. For development to be sustainable it must take into account the social and ecological factors, as well as economic ones, of the living and non-living resource base, and of the long-term and short-term advantages and disadvantages of alternative actions.

ECOSYSTEM: A functional unit consisting of all the living organisms (plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow. An ecosystem can be of any size—a log, pond, field, forest, or the earth's biosphere—but it always functions as a whole

* This glossary was adapted from: West Coast Environmental Law's *Guide to Forest Planning* (www.wcel.org/frbc/Appendix1); the B.C. Ministry of Forests' glossary (www.for.gov.bc.ca/hfd/library/documents/glossary); and the Dogwood Initiatives' *Connecting Lands and People Glossary of Terms* (www.dogwoodinitiative.org/PDF/CFReport/cfreport.pdf).

unit. Ecosystems are commonly described according to the major type of vegetation (e.g., forest ecosystem, **old-growth** ecosystem, or range ecosystem).

FIBRE FLOW: The industrial conversion of forest stands into manufactured wood fibre products, such as lumber, plywood, oriented-strand board, chips, pulp, paper, and cardboard, for monetary profit.

FIRE MANAGEMENT: The activities concerned with the protection of people, property, and forest areas from wildfire and the use of prescribed burning for the attainment of forest management and other land use objectives, all conducted in a manner that considers environmental, social, and economic criteria.

FOREST TYPE: A group of forested areas or stands of similar composition (species, age, height, and stocking) which differentiates it from other such groups.

MANAGEMENT PLAN: Detailed long-term plan for a forested area. Contains inventory and other resource data.

MEAN ANNUAL INCREMENT (MAI): The average annual increase in volume of individual trees or stands up to the specified point in time. The MAI changes with different growth phases in a tree's life, being highest in the middle years and then slowly decreasing with age. The point at which the MAI peaks is commonly used to identify the biological maturity of the stand and its readiness for harvesting.

OLD GROWTH: Old growth is a forest that contains live and dead trees of various sizes, species, composition, and age class structure. Old-growth forests, as part of a slowly changing but dynamic ecosystem, include climax forests but not sub-climax or mid-seral forests. The age and structure of old growth varies significantly by forest type and from one biogeoclimatic zone to another.

PLANNING: The determination of the goals and objectives of an enterprise and the selection, through a systematic consideration of alternatives, of the policies, programs, and procedures for achieving them. An activity devoted to clearly identifying, defining, and determining courses of

action, before their initiation, necessary to achieve predetermined goals and objectives.

REGISTERED PROFESSIONAL FORESTER (RPF):

A person registered under the *Foresters Act*, who performs or directs works, services, or undertakings that require specialized knowledge, training, and experience in forestry.

SILVICULTURE SYSTEM: A planned program of treatments throughout the life of the stand to achieve stand structural objectives based on integrated resource management goals. A silvicultural system includes harvesting, regeneration and stand-tending methods or phases. It covers all activities for the entire length of a rotation or cutting cycle.

STEWARDSHIP: Caring for land and associated resources and passing healthy ecosystems to future generations.

STRATEGIC PLANNING: An approach used to determine mission, vision, values, goals, objectives, roles and responsibilities, and time lines. It is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

STUMPAGE: Is the fee that individuals and firms are required to pay to the government when they harvest Crown timber in British Columbia. Stumpage is determined through a complex appraisal of each stand or area of trees that will be harvested for a given timber mark. A stumpage rate (\$ per m³) is determined and applied to the volume of timber that is cut (m³). Invoices are then sent to individuals or firms.

SUSTAINABILITY: A state or process that can be maintained indefinitely. The principles of sustainability integrate three closely intertwined elements—the environment, the economy, and the social system—into a system that can be maintained in a healthy state indefinitely.

SUSTAINABLE FOREST MANAGEMENT: Management regimes applied to forest land which maintain the productive and renewal capacities as well as the genetic, species, and ecological diversity of forest ecosystems.

TENURE: The holding, particularly as to manner or term (i.e., period of time), of a property. Land tenure may be broadly categorized into private lands, federal lands, and provincial Crown lands. The *Forest Act* defines a number of forestry tenures by which the cutting of timber and other user rights to provincial Crown land are assigned.

TIMBER HARVESTING LAND BASE: The portion of the total area of a management unit considered to contribute to, and be available for, long-term timber supply. The harvesting land base is defined by reducing the total land base according to specified management assumptions.

TIMBER LICENCE: Area-based tenures which revert to the government when merchantable timber on the area has been harvested and the land reforested. Many of these licences have been incorporated into tree farm licences.

TIMBER MARK: A hammer indentation made on cut timber for identification purposes.

TIMBER SUPPLY AREA (TSA): An integrated resource management unit established in accordance with Section 6 of the *Forest Act*. TSAs were originally defined by an established pattern of wood flow from management units to the primary timber-using industries.

TRADE-OFF: A management decision whereby there is a reduction of one forest use in favour of another, such as a reduced timber yield in favour of improved wildlife habitat. In some cases, a management decision favouring one use in one

location, is offset by a reverse decision favouring another use in another location.

TRADITIONAL ECOLOGICAL KNOWLEDGE: The product of generations of learning and experience with the lands, waters, fish, plants, wildlife, and other natural resources by First Nations peoples.

TRADITIONAL TERRITORY: Land occupied and used historically by First Nations. Land has spiritual, economic, and political significance for First Nations peoples and traditional territory is integral to their identity and survival as a distinct nation.

TREE FARM LICENCE (TFL): Privately managed Sustained Yield Units. TFLs are designed to enable owners of Crown-granted forest lands and old temporary tenures or the timber licences which replace them, to combine these with enough unencumbered Crown land to form self-contained sustained yield management units. These licences commit the licensee to manage the entire area under the general supervision of the Ministry of Forests. Cutting from all lands requires Ministry of Forests' approval through the issuance of cutting permits. A TFL has a term of 25 years.

WATERSHED: An area of land that collects and discharges water into a single main stream through a series of smaller tributaries.

WOODLOT LICENCE: An agreement entered into under Part 3, Division 5 of the *Forest Act*. It is similar to a Tree Farm Licence, but on a smaller scale, and allows for small-scale forestry to be practised in a described area (Crown and private) on a sustained yield basis.

RESOURCES

ADMINISTRATIVE AUTHORITY

B.C. Ministry of Finance Corporate and Personal Property Registries: www.fin.gov.bc.ca/registries/corppg/crinfopkg.htm#soc

Society Act: www.qp.gov.bc.ca/statreg/stat/S/96433_01.htm#section24

BOARD MANAGEMENT

Board development: Board development training, accountability, and governance in the Canadian Volunteer Sector: www.boarddevelopment.org

Carver, John. 1997. Boards that make a difference: A new design for leadership in non-profit and public organizations. Jossey-Bass, San Francisco, Calif.

BUSINESS PLANNING

Business Planning Made Easy: www.bplans.com

Community Futures Development Association of British Columbia: <http://communityfutures.ca/provincial/bc>

COMMUNICATIONS AND OUTREACH

Center for Land Use Education, University of Wisconsin: www.uwsp.edu/cnr/landcenter/tracker/winter2002/commsurv.htm

Community Builders, New South Wales, Australia: www.communitybuilders.nsw.gov.au/getting_started/needs/surveys.html

Institute for Media, Policy, and Civil Society, (IMPACS) media guide: www.impacs.org/index.cfm?group_ID=2723

COMMUNITY FORESTRY IN BRITISH COLUMBIA

Bamfield Huu-ay-aht Community Forest Society: www.bhcfs.com

British Columbia Community Forest Association: www.bccfa.ca

B.C. Ministry of Forests Community Forest Pilot Project: www.for.gov.bc.ca/hth/community

Dogwood Initiative: www.dogwoodinitiative.org

Harrop-Procter Community Forest: www.hpcommunityforest.org

Kaslo and District Community Forest Society: www.kaslocommunityforest.org

McBride Community Forest Corporation: www.mcbridecommunityforest.com (under construction)

Mission Community Forest: www.mission.ca

Revelstoke Community Forest Corporation: www.rcfc.bc.ca

COMMUNITY FORESTRY IN OTHER PARTS OF THE WORLD

Centre for International Forestry Research: www.cgiar.org/cifor/index.htm

Forest Community Research: www.fcresearch.org

Forests, Trees, and People Programme: www-trees.slu.se

Forest Trends: www.forest-trends.org

Global Caucus on Community Based Forest Management: www.gccbfm.org

Regional Community Forestry Training Centre in Asia: www.recoftc.org

FIRST NATIONS

British Columbia Treaty Commission: www.bctreaty.net/files_2/issues_landres.html

First Nations Finance Authority: www.fnfa.ca

First Nations Forestry Program: www.fnfp.gc.ca

National Aboriginal Forestry Association: www.nafaforestry.org

INTERFACE FIRES

Alberta FireSmart: www.partnersinprotection.ab.ca

British Columbia Ministry of Forests, Protections Branch: www.for.gov.bc.ca/protect/

To get detailed information on currently burning fires, see: www.for.gov.bc.ca/pScripts/Protect/WildfireNews/index.asp

California Department of Forestry and Fire Protection: www.fire.ca.gov/php/index.php

Canadian Interagency Forest Fire Centre: www.cifffc.ca/about.htm

“Fire Wise”: Comprehensive American site sponsored by the National Wildland/Urban Interface Fire Program: www.firewise.org

“Fire Works”: An American educational site: www.firelab.org/fep/research/fireworks/fireworks.htm

Smokey Bear: www.smokeybear.com

MONITORING AND EVALUATION

Suvedi, Murari and Shawn Morford. 2003. Conducting program and project evaluations: A primer for natural resource program managers in British Columbia. FORREX–Forest Research Extension Partnership. Kamloops, B.C. FORREX Series 6: www.forrex.org/publications/forrexseries/fs6.pdf

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Jones, Eric, Rebecca McLain, and Kathryn Lynch. 2004. The relationship between non-timber forest products management and biodiversity in the United States. Institute for Culture and Ecology, Portland, Oreg.: www.ifcae.org/projects/ncssf1/publications/USNTFPMManagementBiodiversity-IFCAE2004.pdf

Lynch, Kathryn, Eric Jones, and Rebecca McLain. 2004. Non-timber forest product inventory and

monitoring in the United States: Rationale and recommendations for a participatory approach. Institute for Culture and Ecology, Portland, Oreg.: www.ifcae.org/projects/ncssf1/publications/USNTFPParticipatoryIM-IFCAE2004.pdf

North Island Non-timber Forest Products Demonstration Project: www.island.net/~ntfp/pages/overview.html

Tedder, Sinclair, Darcy Mitchell, and Ann Hillyer. 2002. Property rights in the sustainable management of non-timber forest products. B.C. Ministry of Forests, Economics and Trade Branch and Forest Renewal BC, Victoria, B.C.: www.for.gov.bc.ca/ftp/Het/external!/publish/web/non_timber_forest_products/NTFP_Property_Rights_FRBC_PAR_02001-30.pdf

Tedder, Sinclair, Darcy Mitchell, and Ramsay Farran. 2000. Seeing the forest beneath the trees: The social and economic potential of non-timber forest products in the Queen Charlotte Island/Haida Gwaii: www.for.gov.bc.ca/ftp/Het/external!/publish/web/non_timber_forest_products/qcismf~1.pdf

Wills, Russell and Richard Lipsey. 1999. An economic strategy to develop non-timber products and services in British Columbia. Forest Renewal BC, Victoria, B.C. Forest Renewal BC Project No. PA97538-ORE: www.sfp.forprod.vt.edu/pubs/ntfp_bc.pdf

PLANNING AND MANAGEMENT

British Columbia guide to watershed law and planning: www.bcwatersheds.org/issues/water/bcgwlp/

Federation of BC Woodlot Associations: www.woodlot.bc.ca

Guide to developing management plans: www.for.gov.bc.ca/hth/woodlots/woodlot-program.htm

Tools Not Rules: www.forestry.ubc.ca/resfor/afrr/tnr

ABOUT THE AUTHORS

LISA AMBUS is involved with community forestry, both provincially and internationally, as the facilitator of the Global Caucus on Community-based Forest Management. She is an associate member of the British Columbia Community Forest Association. Based in Vancouver, Lisa returns to the University of British Columbia in September 2004 to start a Master's degree in Forestry with a continued focus on building a community forest movement.

JOHN CATHRO is a Registered Professional Forester and a forest consultant who has lived and worked in Kaslo for the past ten years. He assists communities and First Nations with land-use planning, business management, and facilitation. He has been involved with the Kaslo and District Community Forest since its inception in 1996, both as a Board member and as Business Manager. John was the Executive Director of the Forest Stewardship Council, BC Regional Initiative from 1999 to 2002, and a tree planter for more than 10 years before that.

BOB CLARKE is the General Manager of the Revelstoke Community Forest Corporation, a position he has held since the company first started in 1993. Bob graduated from the Northern Alberta Institute of Technology's Forest Technology program with an Honours Diploma in 1975 and attained his British Columbia Registered Professional Forester status in 1994. Since graduation, he has held a number of forestry positions in the province's Interior forest industry. Before joining the Revelstoke operation, he was Woodlands Manager at Canfor's Fort St. John/Taylor Division. He is presently Chairman of the British Columbia Interior Forest Museum Society, and a Director of the British Columbia Community Forest Association.

JENNIFER GUNTER is the Co-ordinator of the British Columbia Community Forest Association, and has been involved in community forestry in the province since 1996—first as a student and then a practitioner. Jennifer holds a Master's degree in Natural Resource Management from



*Some "community forest folks" (authors in **bold type**). Back row (left to right):*

***Cliff Manning** (Burns Lake), **Warren Leigh** (Nakusp), **Marc von der Gonna** (McBride).*

*Front row (left to right): **Bob O'Neil** (Hope), **Jennifer Gunter** (BCCFA Co-ordinator), **Dennis Morgan** (Bamfield), **Susan Mulkey** (Kaslo).*

Simon Fraser University (2000), and a Bachelor's degree in Geography and Environmental Studies from McGill University (1995). She has been involved in the Kaslo and District Community Forest Society as a board member, and served as the Public Outreach Co-ordinator for two years. Her recent work has also included community economic development projects and stewardship education. She lives in Kaslo on the south slope of Mount Buchanan.

CLIFF MANNING is a graduate of Forest Resource Technology at the College of New Caledonia (1978), and has worked primarily in northern British Columbia for the past 26 years. Since 1988, Cliff has managed a forest consulting operation (Cliff Manning Forestry Services Ltd.). As part of a team, Cliff and other community members wrote the proposal for the Burns Lake Community Forest, making it one of the successful community forests in the province. Cliff served as President of the Burns Lake Community Forest from 1999 to 2004. Cliff is a woodlot licensee and President of the Lakes District Woodlot Association.

SHAWN MORFORD is Socio-Economics Extension Specialist with FORREX–Forest Research Extension Partnership in Victoria. She has a Bachelor's degree in forest management and communications from Michigan State University (1981), and a Master's degree in rural development and extension from Oregon State University (1990). She has worked in community development, extension, and public affairs for 22 years in the United States and Canada, mainly in natural resource-based communities. From 1991 to 1995, she led a community development extension program in timber-dependent Mill City, Oregon. She conducted community-based agroforestry research in Thailand with the Regional Community Forestry Training Center, served as Community Forestry Co-ordinator for the Musgamagw Tsawataineuk Tribal Council and Kwakiutl District Council in Alert Bay, B.C. (1996–1999), and as Healthy Communities Co-ordinator in Campbell River, B.C. (1995–1996). She is currently a doctoral candidate in the University of British Columbia's Faculty of Forestry, focused on program evaluation in natural resources.

DENNIS MORGAN was born on the edge of the boreal forest of Saskatchewan. He received a BSc (Biology, 1983) from the University of Calgary and an MSc (Environmental Studies) from the University of Oregon (1991). He has lived in Bamfield since 1995, starting as a founding resident faculty member in Coastal Ecology at the School for Field Studies (SFS). After leaving SFS in 1998, Dennis worked on several watershed restoration, fisheries, GIS, and related projects, as well as continuing to work with SFS and teaching a summer course at the Bamfield Marine Sciences Centre. His involvement with the Bamfield Huu-ay-aht Community Forest (BHCFS) began in 1998 when a small group in Bamfield pursued a woodlot licence for adjacent Crown lands. When the request for proposals for Community Forest Pilot Projects came out, one of these was successfully pursued instead. In January 2001, he became Executive Director for the BHCFS.

SUSAN MULKEY has a background in education, mediation, and facilitation. She has worked with a wide range of community-based and government groups in community development, strategic planning, and capacity-building projects with a particular focus in rural British Columbia. She has been involved with the Kaslo and District Community Forest since 1996 and is a director with the British Columbia Community Forest Association. Susan also works as a mediator and trainer in negotiation and conflict management. She has been a resident of the Kaslo area for over 25 years.

MARC VON DER GONNA has been a Registered Professional Forester in British Columbia since 1990. He holds both Bachelor's and Master's degrees in forestry. In 2003, Marc accepted his current position as General Manager of the newly formed McBride Community Forest Corporation. Before that Marc worked for the B.C. Ministry of Forests for many years, most recently as Assistant District Manager and Leader of the Robson Valley Enhanced Forest Management Pilot Project.

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