

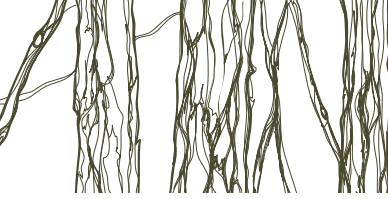


Lessons from the National Forest Strategy (2003–2008):

Recognizing the value of Canadians working together



NATIONAL
FOREST
STRATEGY
COALITION



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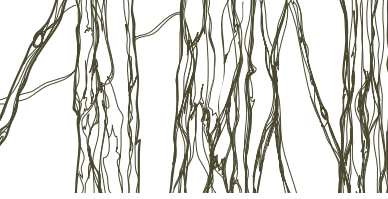
Leçons tirées de la Stratégie nationale sur la forêt (2003-2008) :
Reconnaître la valeur de la collaboration des Canadiens



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1 Reflections from the Chairs

Setting the stage



Over the past two decades, I have been involved in every *National Forest Strategy* for Canada. With each one, governmental and non-governmental relationships have evolved, expanding

our national direction and fostering much wider networking. Forest management across the country has advanced as a result. Internationally, Canada's performance is as good as or better than that of any nation. We must celebrate our accomplishments.

The *National Forest Strategy (2003–2008)*—*A Sustainable Forest: The Canadian Commitment* was this country's fifth Strategy. It was developed through extensive cross-country dialogue within the broad forest sector—a unique process, globally. Many diverse organizations, companies and individuals gave much of their resources, time and effort. As Chair until 2004, I saw an expanding Coalition build a consensus-based strategy that captured many different interests, thanks to a spirit of co-operation.

Developing the *Strategy* was challenging, but we emerged with a framework that formed the basis of a lasting partnership. I encourage all who assembled under the banner of the Coalition to continue to think of ourselves as “we,” rather than sub-groups of “us and them.” This will be key to our continued success as a forest sector. My very best wishes to everyone who played an active role in this *Strategy*. Collectively we had a great time, a rewarding time and a fun time. Together, we made a difference.

Mike Apsey, C.M., R.P.F. (Ret.)

Making progress



As Chair from 2004–2006, I worked toward implementing a new type of governance in Canada's National Forest Strategy Coalition. People from civil society defined a forest management program and implemented it jointly to improve the country's forest.

Our roundtable also helped to prevent conflict amongst forest users. People usually co-operated to find solutions after hearing about the challenges others faced. The Coalition, as an institution, is highly valuable; it is an investment in human resource of capital importance and a catalyst for change.

Members delivered on the *Strategy's* action items through eight themes and regional networks. The *2005 Highlights of Accomplishments* report captured a snapshot of activities. This *Strategy* was the first to address urban forests—vital, since this is where most Canadians bond with nature. The *Strategy* was also the first to include a reporting and accountability element on implementing the action plan. I believe that what gets measured gets done.

While provinces and territories dominate forest management, many issues affecting Canada's forest today transcend boundaries. To address issues such as climate change or struggling resource communities, we need to work together to be more creative at finding solutions and effective at implementing them. The *Strategy* allowed all members of the Canadian forest community to meet and discuss global economic, social and environmental issues and to develop solutions applicable to our circumstances.

Canada must pay careful attention to the evolution of the *Strategy*. Other countries observing the Canadian model are expecting continued leadership in sustainable forest management. With continued support for action, the forest community can make greater strides toward the vision of a sustainable forest that provides lasting benefits to everyone.

Jean Cinq-Mars, B.Sc., M.P.A.

Moving forward



I was Chair during the *Strategy's* final years, from 2006–2008. I commend Coalition members and the many individuals involved for their hard work and tremendous dedication in acting together to advance the

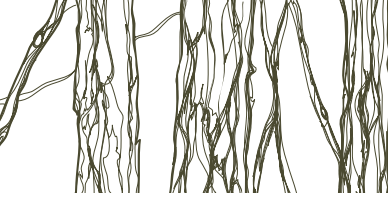
implementation of the *Strategy*. The *Strategy's* final evaluation report, whose highlights are contained in this publication, documents and assesses many of these efforts since 2003.

The final evaluation report and key membership messages were provided to the Canadian Council of Forest Ministers to help identify challenges that we face together as a sector. The findings reveal many areas towards which we can turn our attention and move forward with renewed commitment.

Together, the Coalition moved Canadian forestry forward. Over the next few years, however, our work will be even more challenging. All of us must focus our efforts and work together as never before. The partnerships and activities of the past five years are the building blocks that Canada needs to provide environmental, economic, social and cultural benefits for years to come.

M. L. Willick, R.P.F.





2 Canada's Forest:

A national treasure, an international responsibility

Rich, rugged, magnificent and resilient—Canada's forest is a national treasure that helps define the Canadian identity.

Canada's forest boasts many attributes. It plays vital ecological roles nationally and globally: as a biodiversity storehouse, reservoir of carbon, producer of oxygen, filter for air and water, moderator of climate and protector against soil erosion. It's home to a wealth of plants, animals and micro-organisms. The forest provides recreational, aesthetic and environmental benefits for Canadians.

Canada's forest ranks significantly on a global scale as well, accounting for 10 percent of the world's forest and 30 percent of the boreal and temperate rainforests. Canadians are acutely aware of the importance of their forest to the global community and are mindful of their international responsibilities as forest stewards.

Canada's forest is also the economic backbone of many communities. The wood and paper products industries are major contributors to Canada's standard of living, employing hundreds of thousands of Canadians directly and indirectly. Canada's wood and paper products industries continue to generate billions of dollars annually in total sales, contributing to more than half of the country's annual trade surplus. This essential economic activity provides jobs and contributes to the quality of life for Canadians. Canada is the world's largest exporter of forest products. At the same time, Canada's tourism and wilderness recreation business has grown annually and represents a significant investment in Canada, supporting businesses and jobs in both urban and rural areas.

These wide-ranging environmental, social and economic characteristics of Canada's forest prompt the ongoing question of how to bring complex interests together to work cohesively toward sustainable forest management.

Canada's answer to that has been based on an evolving model of consensus-building, public engagement and expanding partnerships, consistent with practices in Canadian jurisdictions.

Diverse, innovative, knowledgeable and synergistic—Canada's forest community is a resourceful, multi-dimensional group with a long history of working together. Nearly 94 percent of Canada's forest is publicly owned by governments, and the remaining 6 percent is privately owned.

Consequently, national forest policy development in Canada is often vigorous and spirited, requiring extensive cross-country consultations.

The *National Forest Strategies* represent a generation-long effort by Canadians to use and enjoy the forest now, and to protect and conserve it for the future. The Canadian approach has evolved to meet new challenges posed by rapidly increasing knowledge, understanding and participation. Each forest strategy has led to a uniquely Canadian definition of sustainable forest management, stimulated wider networking and attracted the participation of a broader array of representatives from the forest community. The voluntary spirit of co-operation among Canadians is evident in the development and implementation of these strategies, which include:

- *A Forest Sector Strategy for Canada: Discussion Paper (1981–1987)*
- *A National Forest Sector Strategy for Canada (1987–1992)*
- *National Forest Strategy (1992–1997)—Sustainable Forests: A Canadian Commitment*

- *National Forest Strategy (1998–2003)—Sustainable Forests: A Canadian Commitment*, and
- *National Forest Strategy (2003–2008)—A Sustainable Forest: The Canadian Commitment*.

Each five-year *Strategy* has resulted from consultation, review and consensual determination within the forest community. The *Strategy* stands out as a unique international example of a national partnership between civil society and the civil service to identify and address a comprehensive set of priorities for implementing sustainable forest management. By design, these priorities encompass and supplement existing forest policy tools in jurisdictions and encourage actions that improve forest management by integrating economic, environmental and social objectives.

While the *Strategy* and its associated *Canada Forest Accord* are important documents, the more significant developments are the collaborative and iterative processes leading to them. The evolution of consensus-building within Canadian forest policy parallels the development of each *Strategy*, and all of the partnerships, activities and initiatives that each has spawned. Similarly, regular evaluations have tracked progress, and identified successes and new challenges, and in doing so, promoted learning that helped to redefine issues and identify new objectives and commitments.

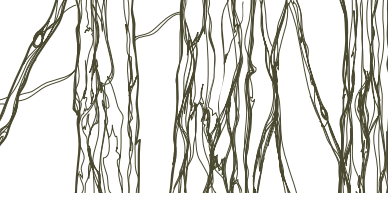
Through this uniquely Canadian strategy, Canada has helped to determine a global understanding of sustainable forest management and demonstrated its commitment through the actions of a broad cross-sectoral community—governments, industry, academia, research institutes, Aboriginal peoples, forest communities, recreation and tourism industries, forest practitioners, private woodlot owners, environmental groups and others who have an interest.

The long-term health of Canada's forest will be maintained and enhanced, for the benefit of all living things, and for the social, cultural, environmental and economic well-being of all Canadians now and in the future. This is the Canadian vision pursued by the diverse forest community in implementing the *National Forest Strategy (2003–2008)*.

The National Forest Strategy Coalition encouraged action in planning reviews and in evaluating and communicating the *Strategy*—regionally, nationally and internationally. This was done by working with governmental and non-governmental organizations in a complementary fashion, avoiding duplication, creating synergies, trying to harmonize definitions and approaches, and learning from past experiences. The approach continues to evolve with the Canadian Council of Forest Ministers as public trustee.

The Canadian Council of Forest Ministers consists of the governing officials from all Canadian federal, provincial and territorial forest jurisdictions. They are committed to addressing national and international issues and setting the overall direction for stewardship and sustainable management of Canada's forest. Here, too, there is an appreciation of the value of working together in partnership with the forest community at large and, in doing so, ensuring continued co-ordination.





3 From *Strategy* to Reality

Reflecting on the National Forest Strategy Coalition

The National Forest Strategy Coalition brought together many people and organizations with diverse interests. Members showed strong levels of commitment, advanced their objectives and made progress toward a sustainable forest consistent with the *Strategy's* vision. Coalition members and others successfully delivered on most of the 47 action items that were organized around the *Strategy's* 8 themes. Here are some practical lessons learned:

- **Participation:** The Coalition successfully brought together a wide array of partners, generating new forms of collaboration, data collection and products. However, there was under-representation from the industry sector as well as local governments, Métis, banks, the oil and gas sector, and the mining sector. Maintaining a high level of participation was a challenge; annual meetings seldom met quorum, members were reluctant to participate in theme activities, and theme networks and committees occasionally didn't have a lead.
- **Resources:** Volunteer efforts had significant impact and positive effects. However, the Chair position may have benefited more by being a paid position. For this to have happened, more resources would have been required. The Coalition didn't receive its expected financial contributions. There was also a lack of funding to support the volunteer champions and their theme teams. However, good value was received for the monetary and in-kind contributions that were made by Coalition members.
- **Roles and responsibilities:** The *Implementation Approach* used to oversee the *Strategy* outlined how the Coalition would monitor and report activities and evaluate impacts relating to the *Strategy*. The *Implementation Approach* was appropriate and sound, with well-defined roles and responsibilities. However, these roles and responsibilities were not well articulated within the theme structures, as some stakeholders thought that the *Strategy* would be implemented differently. In particular, the parameters to deliver on action items were not sufficiently explained.
- **Decision-making:** The Steering Committee did a satisfactory job in managing the Coalition's business. The supporting role of the Secretariat was instrumental in filling key gaps such as reporting and communications. However, frequent turnover in the Chair and the Secretary positions was not ideal.
- **Progress measurement and reporting:** While organizations reported activities within their individual responsibilities, it was difficult to assess results since indicators weren't well aligned with objectives or action items. Fewer objectives and action items should have been developed jointly with indicators.

Implementing the National Forest Strategy

Canada is a world leader in sustainable forest management, a conclusion expressed in the final evaluation report on the actions of the Canadian forest community to implement the *National Forest Strategy (2003–2008)*—*A Sustainable Forest: The Canadian Commitment*, the fifth in a series of evolving forest strategies. Under the National Forest Strategy Coalition, a broad cross-section of participants held discussions and learned from each other throughout the five years of the *Strategy*. As noted in *National Forest Strategy (2003–2008), Evaluation: Final Report*, the Coalition partnership set the stage for interaction between civil society and civil service. This was essential, because the *Strategy* was a public and collective responsibility, not the responsibility solely of the government but also of the forest industry and all other stakeholders. The *Strategy* and Coalition brought much-needed focus to many areas—particularly the emerging importance of ecosystem-based management, Aboriginal roles, urban forests and private woodlots—all of which advanced the uniquely Canadian definition of sustainable forest management. The *Strategy's* final evaluation found that, during the period of the *Strategy*, an overwhelming abundance of progress across the country occurred, but it also identified that much remains to be done, and in this sense, the *Strategy* continues to provide a useful framework for action.

"Members showed strong levels of commitment, accomplished their objectives and are making progress toward a sustainable forest consistent with the National Forest Strategy vision. . . . it is clear that volunteer efforts have had significant impact and positive effects."

- National Forest Strategy (2003–2008),
Evaluation: Final Report

Key findings:

1) Ecosystem-based management:

Continue work in areas relating to integrated land-use planning, conservation, invasive species, forest inventories (e.g., species at risk) and water management.

2) Sustainable forest communities:

Improve consultation processes (e.g., conflict resolution) to encourage residents to become even more involved in making their communities sustainable.

3) Rights and participation of Aboriginal peoples:

Do more to recognize institutional arrangements, to incorporate traditional knowledge in managing forest lands and resources, to create partnerships that share benefits, and to increase the impact of these gains.

4) Forest products benefits:

Boost investments in value-added wood products.

5) Knowledge and innovation for competitiveness:

Increase funding for conducting research and applying its results, and improve processes to set research priorities. Pay closer attention to forestry education in Canada.

6) Urban forest and public engagement:

Work further to advance urban forestry across the country. Create a national urban forest communications strategy.

7) Private woodlots' contribution to sustainability:

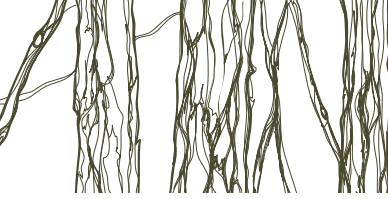
Provide more incentives and assistance to encourage private woodlot owners to contribute to forest sustainability.

8) Reporting and accountability:

Strengthen urban forest reporting.

The following section elaborates on key findings from the final evaluation report. These findings are organized by the *Strategy's* eight strategic themes.





Theme 1

Ecosystem-based Management

The objective is to manage Canada's forest using an ecosystem-based approach.

The evaluation's key finding is that work needs to continue in areas relating to integrated land-use planning, conservation, invasive species, forest inventories (for example, species at risk) and water management.

Generally, Canada's forest is healthy. Provinces have enacted legislation, following Canada's agreement on the Convention on Biological Diversity, which has put in place measures to ensure that Crown forests support all naturally occurring species of flora and fauna. In addition, progress on establishing protected areas further conserves forested landscapes of special value. Sustainable forest management, clearly documented by the high number of certified forests, also ensures that forests contribute to Canada's economic and social well-being.

Evaluation extracts

- Compared to the rest of the world, Canada has exemplary stakeholder participation in forest management planning. However, it could emphasize ecological principles more, and include Aboriginal rights and participation more often.

- Climate change effects and related commitments need to be better understood and reflected to a greater degree in forest policy and management planning.
- Incentives have worked well to divert harvesting into areas damaged by forest fire, pests and disease. New harvesting and processing technology, like in-bush chipping, also boosts salvage opportunities.
- Most provinces implemented new strategies to monitor and control invasive species. Invasive species remain a major threat.
- Harvested areas are being reforested within a few years following a harvest, using intensive forest management practices. More could be done to implement integrated pest management and phase out chemical use.
- Representative protected areas are well-established across Canada—almost all jurisdictions have a protected areas strategy in place. More ecosystem classification could be done since only two provinces have strategies with complete eco-region representation.

Canadian Forest Ecosystem Classification

In partnership with provincial/territorial governments and non-governmental organizations, **Natural Resources Canada–Canadian Forest Service** is developing the Canadian Forest Ecosystem Classification (CFEC) as a component of the Canadian National Vegetation Classification. The CFEC is a harmonized national classification that benchmarks the structure, vegetation composition and soil characteristics associated with “natural” ecosystems prior to major climate-induced changes. CFEC units are being integrated into the National Forest Inventory. In concert with the CFEC project, **Saskatchewan Ministry of Environment** has developed forest ecosystem classifications for its four ecozones.

Canada's Carbon Budget Model

The Carbon Budget Model of the Canadian Forest Sector (CBM–CFS3), developed by the **Natural Resources Canada–Canadian Forest Service** in collaboration with the **Canadian Model Forest Network**, is being actively used by scientists, policy makers and operational forest managers to evaluate the contributions of Canada's forest to the global carbon cycle. It's also being used to identify opportunities for the forest sector to contribute to climate change mitigation. Through the Carbon Budget Model, Canada is meeting its international forest carbon reporting requirements, as well.

A unique accord for coastal British Columbia

Provincial land use decisions for British Columbia's Central Coast, North Coast and Resource Management Plan areas are striking a balance between conservation and development. A new accord announced in 2006 protects vast areas of temperate rainforest in the 6.4-million hectare region, while providing an ecosystem-based management framework for industry to work in, furthering sustainable logging practices. This collaboration between First Nations, industry, environmental organizations, governments and other stakeholders represents significant progress towards resolving resource-use conflicts over Coastal lands.

Managing the watershed way

Ducks Unlimited Canada is collaborating with industry, governments and academic institutions on many research projects related to boreal hydrology, riparian areas and associated disturbance effects. This information will help inform watershed-based approaches to forest management and best management practices relating to riparian habitats, and assist in the conservation of water and wetland systems.

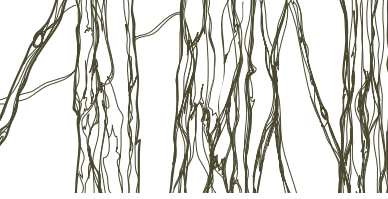
Controlling invasive species

With the approval of federal, provincial and territorial ministers responsible for forests, parks, wildlife and fisheries, and aquaculture, Environment Canada released *An Invasive Species Strategy for Canada* in 2004. **Natural Resources Canada–Canadian Forest Service** helped to develop it and its associated *Action Plan for Invasive Terrestrial Plants and Plant Pests*. Newly established councils will help carry out the *Strategy* and *Action Plan* at the provincial and territorial level. Most provinces already have strategies to monitor, survey and control invasive species. In a related development, federal, provincial and territorial governments are developing a *National Forest Pest Strategy* (NFPS) via the Canadian Council of Forest Ministers. Like the *Invasive Species Strategy*, the NFPS uses a risk assessment approach to guide decisions on forest pest issues, both native and invasive, at the landscape level.

Better tools for resource planning

The **Saskatchewan Ministry of Environment** has completed four new manuals with regards to the sustainable management of its forests. These manuals address forest planning, forest operations, scaling and compliance. They set out objectives, standards, guidelines and procedures for carrying out forest management activities in Saskatchewan.





Theme 2

Sustainable Forest Communities

The objective is to develop legislation and policies to improve the sustainability of forest-based communities.

The evaluation's key finding is that consultation processes (for example, conflict resolution) need to encourage residents to become even more involved in making their communities sustainable.

In 2000, at least half the jobs in nearly 300 of Canada's forest communities were in the forestry industry. But jobs have been scaled back due to operating improvements, a strong Canadian dollar, market changes and growing competition. Numerous Canadian mills have been shut down and forest-sector jobs lost. Still, communities are fighting back by creating new jobs.

Evaluation extracts

- Public engagement in forest management planning and decision-making has progressed significantly in forest communities across the country. However, more effective processes are needed to better understand and improve community sustainability.
- Community-based tenure systems and resource allocation models have increased in several jurisdictions. While community forests are expanding, greater tenure area and greater use of the resource is needed.

Discussion paper a milestone for Yukon

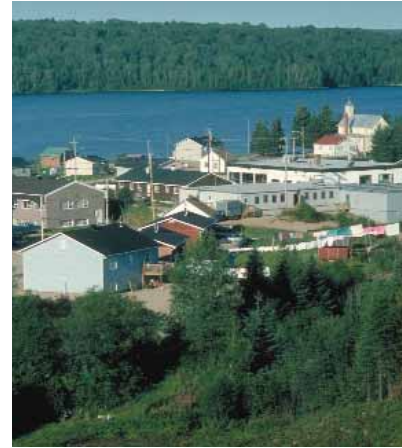
After lengthy consultations with First Nations, stakeholders and the public, the **Yukon government** produced a comprehensive forest policy discussion paper. The paper marks a milestone, and is being used as a key benchmark as the territory works toward a made-in-the-Yukon *Forest Resources Act* to replace the outdated *Timber Regulation* that was inherited during devolution of federal responsibilities.

Community management in B.C.

FORREX Forest Research Extension Partnership, the **British Columbia Community Forest Association** and the **Vancouver Foundation** produced the *Community Forestry Guidebook: Tools and Techniques for Communities in British Columbia* in 2004. This "how-to" guide, which received funding from other groups as well, including the **British Columbia Ministry of Forests and Range**, details governance structures, conflict management and more in establishing community forests.

Ontario's Forest Sector Competitiveness Secretariat

Responding to recommendations in a May 2005 report from the Minister's Council on Forest Sector Competitiveness, the **Ontario Ministry of Natural Resources (OMNR)** formed the Forest Sector Competitiveness Secretariat, a new branch within OMNR's Forests Division. The Ontario government has committed more than \$1 billion over five years to restore the competitiveness of the forest sector. Supported by an Assistant Deputy Minister Steering Committee, the Forest Sector Competitiveness Secretariat is implementing new programs to address challenges faced by the Ontario forest sector. These programs aim to provide a positive climate for investment and strengthen the industry's future through joint industry and government actions.



Islanders speak up for their forest

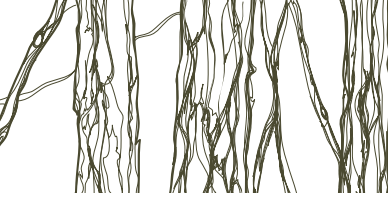
Several years ago, before the creation of Prince Edward Island's 2006 *Forest Policy*, hundreds of Islanders from all corners of society spoke during public consultations held by the Public Forest Council to offer recommendations for the future. The hearings asked for input into developing a new forest policy for P.E.I. They also examined the problems of harvesting ground hemlock. This led the **Government of Prince Edward Island** to enact legislation to ensure the resource's sustainability, fair treatment of landowners and long-term industry viability.

Forest Communities Program

A five-year \$25-million Forest Communities Program was launched in 2007. The program, created by **Natural Resources Canada—Canadian Forest Service**, will provide funding to 11 forest-based community organizations across Canada. The program seeks to develop and share knowledge, tools and strategies to address transitional challenges facing forest-based communities. It also aims to capitalize on emerging forest-based opportunities.

Canadian Wildland Fire Strategy

A series of severe forest fire seasons, especially the catastrophic event of 2003 in Western Canada, became a catalyst in bringing about the development of the *Canadian Wildland Fire Strategy*. Under the direction of the **Canadian Council of Forest Ministers**, in 2005, all governments committed to achieving a new approach to wildland fire management using the most effective and efficient means for each jurisdiction. Emphasizing proactive mitigation and preparedness measures as well as an ability to respond effectively and efficiently in a time of need, this innovative strategy will help enhance the protection of Canadians, their communities, their resources and their environment.



Theme 3

Rights and Participation of Aboriginal Peoples

The objective is to accommodate Aboriginal and treaty rights in the sustainable use of the forest in a manner consistent with constitutional requirements.

The evaluation's key finding is that more needs to be done to recognize institutional arrangements, to incorporate traditional knowledge in managing forest lands and resources, to create partnerships that share benefits, and to increase the impact of these gains.

Forests are vital to Aboriginal Canadians—spiritually, culturally and economically. Increasingly, the more than 800 Aboriginal communities located in Canadian forests manage their forests in partnership with others, benefiting from business development and job opportunities. Many Aboriginal peoples are also negotiating land claims, treaties and treaty land entitlements. Settling these will create Aboriginal-controlled land bases.

Evaluation extracts

- Forest inventories and management plans on Indian Reserve forest areas still need to be reviewed and updated. An inventory of commercially viable and accessible Reserve forests also remains to be conducted.
 - Various members of the forest sector are documenting the traditional knowledge of Aboriginal peoples. More effort is required to incorporate this knowledge into forest management planning and decision-making.
 - The interests of Aboriginal peoples were included in at least one international trade agreement, but more needs to be done. For example, Aboriginal peoples were not mentioned in Canada's pivotal Softwood Lumber Agreement of 2006.
 - The First Nations Forestry Program, the federal government's forestry capacity-building program for First Nations, continued to fund on average 150 community-level projects annually across Canada. The program is facing growing funding pressures due to increasing forest-based opportunities and the resulting need for greater investments in capacity to participate. Also, a parallel Métis forestry program has not yet been addressed.
- Partnerships that share responsibilities and benefits for the conservation and use of forests exist between some Aboriginal peoples and governments, and most provinces allocate a percentage of timber to Aboriginal peoples. But there is dissatisfaction with the rate of progress. Socio-economic conditions in Aboriginal communities remain below Canadian averages.
 - Agreements among Aboriginal peoples, governments and forest stakeholders must define clearer roles and responsibilities. Further work is needed to understand Aboriginal and treaty rights, related responsibilities and ways for governments to fulfil their duties.

British Columbia breaks new ground

British Columbia allocates 10% of allowable annual cuts to First Nations that enter into accommodation agreements with the province, and First Nations have a further 5% that they have acquired competitively. Another breakthrough came in spring 2005. *The New Relationship Agreement* between the **First Nations Summit**, the **Union of British Columbia Indian Chiefs**, the **British Columbia Assembly of First Nations** and the **Government of British Columbia** is a government-to-government approach accommodating Aboriginal rights and title on issues. One result so far has been the *First Nations Mountain Pine Beetle Action Plan*.

Finding solutions in Quebec

In 2004, the **governments of Quebec** and **Canada** as well as the **First Nations of Mamuitun** and **Nutashkuan** reached an agreement-in-principle that sets out the general direction and guiding principles to draft a treaty that will lead to the resolution of land claims.

Aboriginal approaches to forest management

In 2003, during revision of the **Canadian Council of Forest Ministers** criteria and indicators framework, the **National Aboriginal Forestry Association (NAFA)** proposed that a separate Aboriginal criterion with indicators reflecting the objective and action items of Theme 3 of the *National Forest Strategy (2003–2008)* be incorporated into the national framework. An Aboriginal criterion for sustainable forest management would assist community-based approaches and could help guide forest certification bodies in establishing their standards. NAFA outlined the need—and its strong preference—for an Aboriginal criterion within national criteria and indicators, and this remains NAFA's preferred approach. It feels the *Strategy's* Theme 3 objectives and action items are still most relevant and could still provide the basis for a national Aboriginal forest strategy going forward, bearing in mind the transformations occurring in today's forest sector.

Cross-cultural partnership in Labrador

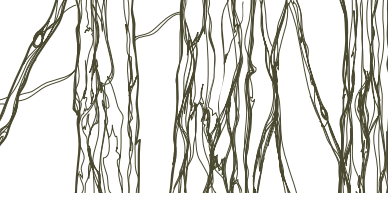
The **Innu Nation** and the **Newfoundland and Labrador Department of Natural Resources** joined up to implement a strategic forest management plan for District 19, a 2.27-million hectare management area in central Labrador. The **Model Forest of Newfoundland and Labrador** facilitated this relationship through project management and knowledge transfer activities. This project, supported in part by **Natural Resources Canada–Canadian Forest Service**, enhanced cross-cultural understanding and traditional knowledge of Newfoundland and Labrador's ecosystems.

Successful partnership in New Brunswick

For the past four years, a province-wide partnership initiative has been underway in New Brunswick to train Aboriginal workers for jobs in the forest sector. The initiative involves New Brunswick First Nations, Aboriginal organizations, provincial departments, training institutions, industry, and the federal departments of **Human Resources and Social Development Canada** and **Natural Resources Canada**. So far, more than 300 individuals have been trained and placed in seasonal and permanent positions such as heavy equipment operators, mechanics, millwrights, truckers and business managers. In addition, more than 150 Aboriginal youth have participated in career fairs and other forestry career outreach activities.



Province of British Columbia



Theme 4

Forest Products Benefits

The objective is to stimulate the diversification of markets, forest products and services (timber and non-timber).

The evaluation's key finding is that more investments in value-added wood products are needed.

Timber, recreation, non-timber products and service-based industries are some of the many benefits that Canada's forest yields—benefits that are treasured here and around the world. Canada is responding to market demands for wide-ranging forest products with innovative research, new techniques and technologies to use the forest resource more efficiently, and new programs to expand markets.

Evaluation extracts

- Research and investment in forest sector productivity, innovation and competitiveness are being supported by new policies and programs such as FPInnovations and the Canadian Wood Fibre Centre. Value-added wood product investments and incentives need to continue to encourage innovation, and results need to be measured.
- Greater market share for primary and value-added timber and non-timber-based industries has also been aided by new policies and programs. Some programs encourage the use of wood, while others educate architects and engineers about new wood products.
- Canada has the most third-party certified forests in the world. Forest certification is another way that companies are assuring marketplaces of their sustainable forest management practices.
- Trade dispute settlement mechanisms are being devised to quickly resolve issues and to increase domestic and export markets. Still, strategies should concentrate more on increasing market share as opposed to maintaining market share or reducing losses.
- Canada's forest products industry continues to improve energy efficiency and is working to become more carbon neutral. This improves resource and energy efficiency while mitigating climate change.

Canadian Wood Fibre Centre

The **Canadian Wood Fibre Centre (CWFC)**, launched by **Natural Resources Canada–Canadian Forest Service** in March 2006, focuses on tools and techniques to improve forest productivity and fibre quality. Its work is intended to increase the value of Canada's wood fibre resources, and contribute to improving the competitiveness of the forest sector. The research it provides complements the work of **FPIInnovations**, the new national institute formed by the merger of **FERIC**, **Forintek** and **Paprican**. The CWFC is closely affiliated with **FPIInnovations**, and functions in effect as its forest-level research division.



Expanding market opportunities

The **Government of Canada**, through **Natural Resources Canada–Canadian Forest Service**, is investing \$40 million into expanding market opportunities for Canadian wood products. The Canada Wood Export Program aims to raise the profile of Canadian wood products and increase wood exports to offshore markets, notably in Japan, China, South Korea and Europe. The goal of the North American Wood First Program is to capture a share of the North American, non-residential construction market—notably for recreational, commercial and institutional buildings, such as schools and hospitals. The Value to Wood Program, meanwhile, is providing resources for research and technology transfer activities to improve the productivity and competitiveness of the value-added wood sector in Canada.

Boosting North–South trade

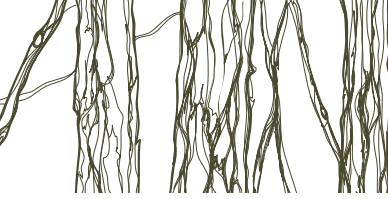
The **Canadian Model Forest Network** worked with the **Centre for Non-Timber Resources at Royal Roads University** in British Columbia, the **Latin American-Caribbean Network of the International Model Forest Network** and others to forge stronger North-South links, and to assess the potential for expanding development, marketing and trade in non-timber products and services between the hemispheres.

After the tsunami

When the devastating tsunami of December 26, 2004 killed almost 300,000 people, **British Columbia** helped by providing a number of demonstration houses for reconstruction in Indonesia. The houses were pre-cut in British Columbia for fast assembly by unskilled labour in northern Sumatran villages. The goal was to help those impacted by the tsunami while introducing this housing solution to international aid agencies involved in reconstruction after natural disasters.

Burning biomass pays off

Using initiatives to shrink its environmental footprint, **Alberta-Pacific Forest Industries Inc.** became the first North American mill in 2006 to achieve carbon neutrality. The company is certified by the Forest Stewardship Council. Its green endeavours included hybrid poplar plantations, burning biomass for energy, transporting part of the log haul by railway and exporting excess power at peak times to the Alberta electric system.



Theme 5

Knowledge and Innovation for Competitiveness

The objective is to maintain and enhance the skills and knowledge of forest practitioners, and mobilize the broader Canadian knowledge community to establish a new forest innovation agenda for Canada.

The evaluation's key finding is that more funding is needed to conduct research and apply its results, and to improve processes for setting research priorities. As well, closer attention must be paid to forestry education in Canada.

Innovative practices and new technologies are advancing sustainable forest management policies and practices in Canada, while helping the country capture a significant share of the global market. Science, innovation and education are key factors in keeping forest use sustainable and the Canadian forest sector competitive in world markets.

Evaluation extracts

- Innovation programs and partnerships are being maintained through science and technology networks. In terms of research and applying the results, though, greater funding and more effective means of setting priorities are needed.
- Research priorities would be better analyzed if forestry science and technology organizations had more effective advisory committees, industry consultation and strategic planning.
- Traditional knowledge will be better integrated into forest management planning only when guidelines for using traditional and scientific knowledge are created—something that still needs to be done. Aboriginal peoples' intellectual property rights must also be protected.
- Science and technology research funding is available, but application processes need to be simplified so that more forest community members can take advantage of this money.
- Forestry education in Canada needs to be investigated more closely to see if programs are adequate, particularly for those who grow, harvest and produce specialty wood products.

Governing in innovative ways

Created by the **Ontario government** in 1995, the Forestry Futures Trust is proof that private and public interests can work well together. Under the direction of the independent Forestry Futures Committee, funds help pay for intensive stand management and pest control in Ontario's publicly-owned forests, as well as silvicultural work in areas where the forest has been killed or damaged by fire or other natural causes. Today, the Trust is also responsible for the Independent Forest Audit program, the Enhanced Forest Productivity Science program and the Northern Forestry Initiative.

Promoting sustainable methods

The **Sustainable Forest Management Network's** knowledge exchange and technology extension program transfers and implements new information and results—like sustainable forest management frameworks for industry and First Nations. The Network has also championed an alternative approach to bringing the knowledge of Aboriginal peoples into sustainable forest management. Called the Two Row Wampum Approach, this method doesn't merge traditional knowledge with scientific knowledge, but rather uses it to inform indigenous management approaches for valued ecosystems.

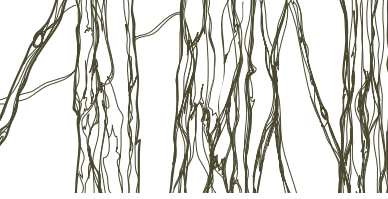
With knowledge comes awareness

Over the long term, education is critical to raising the forest sector's public profile. By being a tech-savvy network of forest professionals that harnesses modern media to full effect, the **Canadian Institute of Forestry** actively works to provide opportunities nationally for continuing education and professional development. National electronic lectures and discussion forums are just a few of the ways the Institute taps into the latest communications to conduct outreach. It also advocates and promotes public understanding of the forest sector through national and international initiatives.

Innovation—key to sustainability

To enhance synergies within the forest innovation system, Canada's forest research institutes—**Forintek**, **FERIC** and **Paprican**—were consolidated into **FPIInnovations**. In addition, the **Canadian Wood Fibre Centre** was created to work with FPIInnovations to improve forest productivity and increase the value of Canada's wood fibre resources. By virtue of this consolidation, FPIInnovations is the world's largest private, not-for-profit forest research institute with more than 600 employees across Canada. The new research institute delivers the Transformative Technologies Program funded by **Natural Resources Canada—Canadian Forest Service**, working with governments, industry and academia to conduct research along the forest "value chain" to create innovative products and increase investment in a higher value-added forest sector. New products include novel building solutions, next-generation pulp and paper, and bioproducts that come from woody biomass.





Theme 6

Urban Forest and Public Engagement

The objective is to actively engage Canadians in sustaining the diversity of benefits underlying the importance of Canada's forest by advancing urban forest management and by enhancing communication and outreach programs.

The evaluation's key finding is that further work is needed to advance urban forestry across the country, and that a national urban forest communications strategy needs to be created.

For urban Canadians—that's 85% of Canada's population—trees can increase residential property values, attract industry and tourists, and reduce the energy needed to heat and cool buildings. How urban Canadians feel about their local forest often colours their view of Canada's entire forest, making urban forest issues a top priority.

- Educational initiatives and programs are helping youth learn about forest stewardship and getting them involved in local forest stewardship programs. But more needs to be done to focus on the importance of urban forests.
- Regulatory activity that helps conserve special ecosystems occurs in a few instances in Canada. More needs to be done to identify unique and threatened habitats in and near municipalities, and to conserve them. Developing guidelines and support tools to protect the surrounding forest and watersheds from urban pollution also calls for more work.
- Public outreach programs are helping to plant urban trees and communicate the value of urban forests. Further steps must be taken to establish a national urban forest communications strategy to teach the public more about forests and how they elevate the quality of life in cities.

Evaluation extracts

- Raising awareness of urban forests is an undertaking that's being greatly assisted by the Canadian Urban Forest Network and the Canadian Urban Forest Strategy. More support for urban forest research and data collection is needed.
- Guidelines and support tools to help municipalities improve their urban forests exist, but need to be more readily available.

The greening of urban Canada

Few organizations fight for urban forests with as much gusto as **Tree Canada**. Each year, it presents Canadian communities with its Green Streets Canada award for projects that foster urban forests—like naturalizing suburban yards. It also helps to orchestrate the Canadian Urban Forest Conference. Tree Canada worked with the **Federation of Canadian Municipalities**, too, to plan the *Compendium of Best Management Practices for Canadian Urban Forests*, and a “Model Tree Bylaw” for Canadian municipalities.

Afforestation leaders

Conservation Ontario—the umbrella organization that represents Ontario's 36 **Conservation Authorities**—delivers programs and services in partnership with government landowners and other organizations. As leaders in afforestation in Ontario, Conservation Authorities in 2006 worked with 1,900 landowners on a \$2.6-million project to plant 1.9 million trees on 1,244 hectares of land throughout southern Ontario. Conservation Authorities are watershed management agencies that own more than 66,000 hectares of forest properties. These properties contribute to the health and resilience of Ontario's watershed ecosystems.

A company that cherishes the forest

For Nova Scotia's **Barrett Lumber Company**, forests rule. Since 1978, the company has let neighbours use its lands for recreational purposes, so long as they sign a pledge to follow regulations enforcing environmentally responsible treatment of the forest. Since 2002, the company has also required anyone operating an off-highway vehicle on Barrett land to sign a similar agreement.

A Model teacher

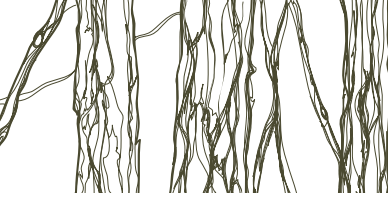
The **Manitoba Model Forest** has developed a science unit for Grade 10 students based on forest sustainability. A similar curriculum package for Grade 7 students has also been developed, and focuses on hands-on activities to encourage students to learn about forest resources. Recently completed is a third science unit on boreal woodland caribou that focuses on the ecology of the woodland caribou and includes several classroom activities. These curriculum packages, which have been well received by teachers and students, are being distributed and promoted in all Manitoba school divisions.

Teaching the teachers

The **Canadian Forestry Association** continued its long history of putting valuable information in the hands of Canadian educators. In 2005, it released *Canada's Forests and Wetlands, Our Natural Water Filters*. The sixth teaching kit from Canada's Forest Teaching Kit Program explored forests and wetlands as water filters. The Envirothon, Forest Capital of Canada and Smokey Bear programs raised greater awareness of forest and fire issues, too.



Tree Canada



Theme 7

Private Woodlots' Contribution to Sustainability

The objective is to increase the economic, social and environmental contribution by Canadian woodlot owners to Canadian society through a concerted effort to strengthen policies and services.

The evaluation's key finding is that more incentives and assistance are needed to encourage private woodlot owners to contribute to forest sustainability.

Six percent of Canada's forest is owned by 425,000 families, whose woodlots provide recreational opportunities, wildlife habitat, clean water and raw material for the forest industry. Incentives, awareness and out-reach programs are compelling ways to spur private woodlot owners to further embrace sustainable forest management.

Evaluation extracts

- Educational workshops, conferences and guidelines are helping private woodlot owners to contribute to sustainable forest management across Canada.
- A private woodlot owners national forum, organized by the **Canadian Federation of Woodlot Owners**, allowed a pan-Canadian review of progress in the design and implementation of policies, incentives and programs on training and technology transfers, forest renewal and certification, and more.
- Sustainable development could still be improved through better market incentives, silvicultural programs and tax policies.
- Tax incentives and programs are encouraging private woodlot owners to provide services that help the environment, like carbon offset trading. Still, more incentives are needed.

Quebec forges ahead

Different parties are making headway on woodlot management and outreach in *la belle province*. This includes 17 regional private forest development agencies that administer a program for woodlot owners involving cash incentives and forest management technical support. The program is jointly funded by the **Government of Quebec** and industry. Quebec also has a land tax rebate program for woodlot owners who carry out recognized forest management operations, and a financing program to help woodlot owners buy land and equipment. Provincial wood marketing boards help woodlot owners achieve third-party certification, too.

Forest 2020

In 2003, **Natural Resources Canada—Canadian Forest Service** launched the Forest 2020 Plantation Demonstration and Assessment Initiative. This three-year initiative analyzed the potential to attract large-scale private investments in future plantations by taking advantage of the combined benefits of wood fibre, carbon sequestration and other environmental pluses, and demonstrated how fast-growing trees could contribute to help offset greenhouse gas emissions. The **Ontario Ministry of Natural Resources, Manitoba Conservation, Manitoba Forestry Association, Trees Ontario Foundation** and **Conservation Ontario** were among the many partner organizations helping to carry out this initiative.

A demo of woodlot management

As a partner in Alberta's province-wide Woodlot Extension Program, the **Woodlot Association of Alberta** manages 10 woodlot management demonstration sites. It's also developed a code of practice for woodlot management, published *Western Farm and Forest*, which promotes sustainable woodlot management, and much more.

Ontario Stewardship

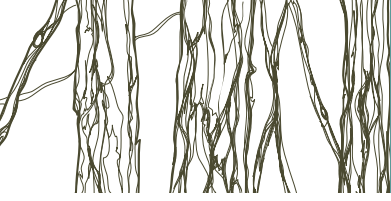
The Ontario Stewardship Program, founded in 1995 by the **Ontario Ministry of Natural Resources (OMNR)**, encourages greater landowner and community involvement in resource management through 40 stewardship councils. Each consists of local volunteers representing an array of organizations interested in resource stewardship, and each is supported by a full-time OMNR stewardship co-ordinator. Almost two-thirds of all projects have a forestry component, and councils may include members of the **Ontario Woodlot Association** or the **Ontario Forestry Association**, maple syrup producers, forestry consultants, loggers and woodlot owners. More than one million trees were planted by councils in 2005–06.

Private Woodlot Strategic Initiative

The Private Woodlot Strategic Initiative (PWSI) produced *Woodlot Owners: Meeting the Sustainability Challenge*, a national compendium of provincial woodlot statistics, which highlighted family forest owner stewardship success stories. PWSI is a collaboration between the **Canadian Model Forest Network** and the **Canadian Federation of Woodlot Owners**. Fifteen woodlot primers on topics such as species at risk, certification, conservation easements and taxation were also distributed by the PWSI to thousands of woodlot owners across Canada.



Woodlot Association of Alberta



Theme 8

Reporting and Accountability

The objective is to create a comprehensive national forest reporting system for all valued features of the forest, both urban and rural.

The evaluation's key finding is that urban forest reporting needs to be strengthened.

Improved databases and greater availability of information have enriched the quality of reporting, making it easier to inform the public about the value of Canada's forest and the accountability of its forest sector.

Evaluation extracts

- Access to standardized forest information is a reality for Canada now, thanks to refinements to the National Forest Information System and the National Forestry Database. Further work is needed to make this more comprehensive and user friendly.
- *State of the Forest* reports that partially use the Canadian Council of Forest Ministers' criteria and indicators framework are being published by many jurisdictions.
- Consolidating information systems that satisfy Canada's objectives and obligations related to conventions and policy initiatives is being pursued by the Canadian Council of Forest Ministers, joining other national programs in the works. This is ongoing.
- The status of Canada's forest has become a topic for which the public can retrieve high-quality information, courtesy of forest inventory standards and monitoring protocols being used by the jurisdictions. Urban forest reporting needs to be included.
- Programs to inform the public about monitoring of invasive species are being implemented.
- All provincial forest management planning requires some degree of assessment of socio-economic and environmental impacts. Two major certification systems also require this type of assessment.

Alerting the public to disease and pests

The roots of Saskatchewan's Dutch Elm Disease Management Program run deep. Since 1980, the provincial government has warned the public about the disease through ads, and employed management tactics such as firewood restrictions. The **Saskatchewan Ministry of Environment** also issues fact sheets and articles, and answers questions via a toll-free info-line. A new nemesis these days is the banded elm bark beetle. In 2004, the province set up a monitoring program using pheromone-baited traps to detect the presence of beetles early on.

Protecting NWT's biodiversity

The **Northwest Territories' Department of Environment and Natural Resources** has now released two reports on work being done by organizations and groups in the territory to protect the vast region's biodiversity. The 2004 report, *Northwest Territories Biodiversity Action Plan: Major Initiatives on Biodiversity*, reviews each goal of the *Canadian Biodiversity Strategy* from the perspective of the Northwest Territories. The second report, *Gap and Overlap Analysis and Recommendations for Future Actions*, came out in 2006.

State of the Forest in Ontario

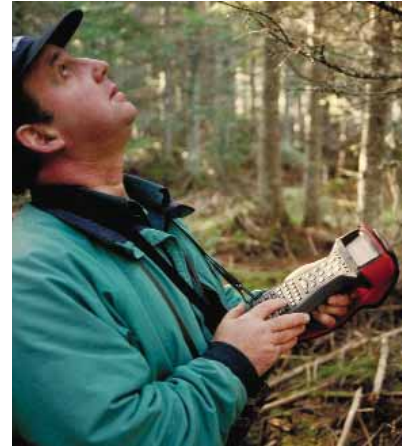
Ontario's *State of the Forest Report 2006*, produced by the **Ontario Ministry of Natural Resources**, was the province's second such publication. It was based on a comprehensive and objective evaluation of sustainable forest management practices and results. A hierarchy (framework) of internationally accepted criteria, elements and indicators was used to conduct the evaluation. The aggregate performance in all aspects of forest sustainability led to an overall conclusion about the state of Ontario's forests.

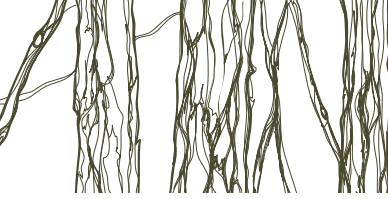
Survey says . . .

By surveying rural landowners on their attitudes toward stewardship and conservation, **Wildlife Habitat Canada** was able to better design policies and programs geared to improving stewardship practices and informing policy makers of the issues and opportunities facing the natural resource sector.

Quebec measures its progress

In 2007, **Quebec** published on the Internet an initial set of indicators that will help to report on its progress made towards sustainable forest management. These indicators are mainly based on those defined by the Canadian Council of Forest Ministers.





4 Participants' Perspectives

"The Canadian Council of Forest Ministers (CCFM) wishes to acknowledge and thank the Coalition and its members for their contributions towards advancing sustainable forest management in Canada over the past five years. The Coalition has worked hard at creating networks to facilitate the implementation of the strategy. This complex task required a strong commitment to this collaborative project."

- Tom Reid, Chair, CCFM Deputy Ministers

"From my first involvement in the Canadian Council of Forest Ministers' 1985 objective for the National Forest Strategy (NFS), 'to keep Canada's forest sector competitive in the global market,' I soon learned that the NFS was a very effective venue for differentiating Canada's forest sector's unique sustainable forest management practices. The 2003–2008 NFS differentiated Canada's sector even more uniquely by developing a Canadian definition of ecosystem-based forest management. Now climate change focuses Canadians on how, not only the forest sector, but everyone's long-term well-being depends on good ecosystem management. Once again, it will be the NFS's uniquely Canadian collaborative conflict resolution process that will uncover good 'ecosystem management.' The NFS inclusion of civil society, all stakeholders, forest industry representatives and government in a non-partisan neutral working process could only happen in Canada, which is why Canada will have a great legacy for its future generations."

- Dirk Brinkman

"To work within the Coalition was a stimulating experience, with its successes and disappointments. In fact, I consider the Coalition to be an audacious experiment of close co-operation between governmental and non-governmental organizations. It demonstrated not only the great potential of such a collaboration, but also its constraints. I hope we continue this way in order to find the right conditions to benefit fully from the different perspectives, competencies and willingness of all partners within the forest community."

- Jean-Pierre Dansereau

"The National Forest Strategy and the Coalition provided the opportunity for forest practitioners to work collaboratively with all forest sector interests in implementing and delivering the national strategy for Canada. We are proud to have been part of these combined efforts and are proud of the progress Canada has made on behalf of Canadians and our forests."

- Roxanne Comeau

"It is a given that all Coalition members accept that those who show up make the rules, but more particularly, that those who participate benefit the most from the Strategy. Where in Canada would you find the opportunity to test your notional instinct as to the best solution to our major forest problems with articulate representatives of all stakeholders. . . . Valuers will find that if they ask coalition members the question, 'Was what you learned through your participation in the NFS process . . . the most important value contribution to your organization or yourself?,' that the answer will fall predominantly in the positive range of strongly agree/agree/neither agree nor disagree/disagree/strongly disagree."

- Coalition member, *Final Evaluation Report*

"In a time of significant land management challenges, the Strategy has once again proven that a group of dedicated, interested and engaged Canadians with varied interests and values can work together to not only produce a document, but effect real change in day-to-day practices and policies across Canada. The adage 'none of us is as smart as all of us' (Margaret Mead) is certainly in this Strategy, as it was in past Strategies."

- Barry Waito

"I am proud to have been a part of the Coalition where such a variety of members shared their knowledge, expertise and resources towards sustainable forest management in Canada. The role of Secretariat to the National Forest Strategy Coalition Chairs was made easy as Mike Willick, Jean Cinq-Mars and Mike Apsey were instrumental in making this initiative a success."

- Helen Kerr

"The great strength of the Strategy was that it was a national strategy, rather than a federal strategy or a Canadian Forest Service strategy. It transcended jurisdictions and therefore could act to knit together the efforts of the many into something greater than the sum of the parts. Implementation is the hard part. To achieve alignment there needs to be a good structure, processes and funding as a practical demonstration of commitment by all parties. And this was not perfect in this regard. Nonetheless, much was achieved and this Strategy can serve as a springboard to the next if lessons about triumphs and shortfalls can be incorporated into the next round."

- Tony Bull

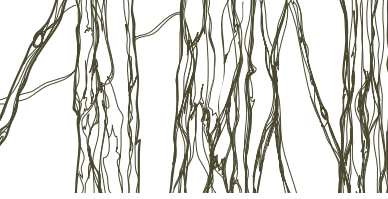
"The Coalition was an interactive forum where multiple interests shared their views and values of what constitutes sustainable forests in Canada. It also provided a mechanism to report on various activities being undertaken by agencies and groups working toward the goals and objectives of Canada's National Forest Strategy."

- Christopher Smith

"Canadians can be proud of what the Canadian forest community has accomplished over the past decade and a half on its journey toward the sustainable management of its forest. . . . I had the privilege of serving the Coalition, a network of networks, its Chairs and its dedicated membership for some 15 years and I was always pleased with, and impressed by, the willingness of all to step up to the plate and share and work co-operatively, within their respective areas of responsibility and their capacity. . . . The strong foundation and numerous leading-edge policy and forest management tools that the Canadian forest community has given itself and the world over the past few years, on its long journey toward the sustainable management of its forest, bodes well for our quality of life and our future. The legacy we leave behind us is rich and significant. However, we must not rest on our laurels and be overtaken by events that currently assail us. We must persevere and continue our collective démarche in making our vision a reality all across our great country. One regret I have is that our Strategies and our Accords are some of the best-kept secrets in Canada. They are better known and praised in other countries like Sweden, Russia, the United Kingdom and New Zealand. Canadians are good at what they do and should not be shy in saying so and in giving themselves credit where credit is due."

- André H. Rousseau





5 Progress Through Co-operation:

Bringing the forest community together

From the evidence reviewed, Canada's diverse forest community has made great strides towards sustainable forest management by working in partnership. The following organizations, and their networks, have contributed significantly:

- Alberta-Pacific Forest Industries Inc.
- Alberta Sustainable Resource Development
- Alberta Wilderness Association
- Association des biologistes du Québec
- Association of British Columbia Forest Professionals
- Association of Saskatchewan Forestry Professionals
- Barrett Lumber Company
- BIOCAP Canada Foundation
- British Columbia Ministry of Forests and Range
- Canadian Federation of Woodlot Owners
- Canadian Forestry Association
- Canadian Institute of Forestry
- Canadian Institute of Forestry—Central Ontario Section
- Canadian Institute of Forestry—Ottawa Valley Section
- Canadian Institute of Forestry—Saskatchewan Section
- Canadian Institute of Forestry—Southern Ontario Section
- Canadian Model Forest Network
- Canadian Silviculture Association
- Canadian Wildlife Federation
- College of Alberta Professional Foresters
- Conservation Ontario
- Council of Forest Industries
- Conseil de l'industrie forestière du Québec
- Ducks Unlimited Canada
- Farm Woodlot Association of Saskatchewan
- Federation of Canadian Municipalities
- Fédération des producteurs de bois du Québec
- Forest Renewal Co-op Inc.
- ForestCare Corp.
- Forest Engineering Research Institute of Canada
- Forintek Canada Corp.
- FORREX Forest Research Extension Partnership

- Friends of the Oldman River
- Fur Institute of Canada
- Lakehead University–Faculty of Forestry and the Forest Environment
- Manitoba Conservation
- Maritime Lumber Bureau
- Ministère des Ressources naturelles et de la Faune du Québec
- National Aboriginal Forestry Association
- Natural Resources Canada–Canadian Forest Service
- National Round Table on the Environment and the Economy
- New Brunswick Federation of Woodlot Owners
- New Brunswick Department of Natural Resources
- Newfoundland and Labrador Department of Natural Resources
- Northwest Territories Department of Environment and Natural Resources
- Nova Scotia Department of Natural Resources
- Nunavut Department of Environment
- Ontario Forestry Association
- Ontario Federation of Anglers and Hunters
- Ontario Ministry of Natural Resources
- Ontario Professional Foresters Association
- Ontario Urban Forest Council
- Ontario Woodlot Association
- Ordre des ingénieurs forestiers du Québec
- Prince Edward Island Department of Environment, Energy and Forestry
- Prince Edward Island Nature Trust
- Pulp and Paper Research Institute of Canada
- Registered Professional Foresters Association of Nova Scotia
- Saskatchewan Ministry of Environment
- Sierra Club of Canada
- Sustainable Forest Management Network
- Tree Canada
- Trees Ontario Foundation
- Union of British Columbia Municipalities
- University of British Columbia–Faculty of Forestry
- Université Laval–Faculté de foresterie et de géomatique
- Wildlife Habitat Canada
- Woodlot Association of Alberta
- Yukon Territory Department of Energy, Mines and Resources



