



The **Teal-Jones Group**

Fraser Public Advisory Group

Preliminary Meeting

Forest Licence A19201 and Timber
Licence T0822

Sustainable Forest Management

Meeting #1: August 29, 2006





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Introduction

This document has been created to give members of the Fraser Public Advisory Group relevant background information regarding the development and maintenance of a Sustainable Forest Management (SFM) Plan for Forest License A19201 and Timber License T0822. These two licenses are considered a specified area of forest, including land and water, to which the requirements of this SFM Plan will apply. This forest area is termed: The “Defined Forest Area” (DFA). The DFA may or may not consist of one or more contiguous blocks or parcels.

The following sections provide information on The Teal Jones Group, the Defined Forest Area, current management issues, and a description of how the public advisory group will contribute to the development and maintenance of the SFM Plan.

The Teal Jones Group

The Teal Jones Group (Teal) is the largest private organization operating in the B.C. coastal forest products industry. The Jones family has been involved in the B.C. forest industry for over 75 years. Teal’s business segments cover lumber, shakes and shingles, and logs.

Teal operates sawmills throughout the lower mainland, Vancouver Island and the Queen Charlotte Islands, with annual sales of \$200 million and employment of 1,000 people. Mills produce standard and value added products, such as dressed lumber or grooved shingles.

Forest operations managed by Teal include Tree Farm License 46 (TFL 46) in Honeymoon Bay (Vancouver Island), TFL 47 in Sandspit (Queen Charlotte Islands/ Haida Gwaii) and the Forest License and Timber license in Pitt Lake and Boston Bar.



The Fraser Timber Supply Area

Description of the Fraser Timber Supply Area¹

The Fraser Timber Supply Area (Fraser TSA), located on the southern mainland portion of British Columbia's Coast Forest Region, covers approximately 1.4 million hectares and is administered from the Ministry of Forests and Range's Chilliwack Forest District office. It is the most densely populated TSA in the province, encompassing major population centres in the Lower Mainland and Fraser Valley. The population of the Chilliwack Forest District, already increased by 8.3 percent since 1996 to more than 2.2 million persons in 2001, is expected to grow by another 8.2 percent between 2001 and 2006.

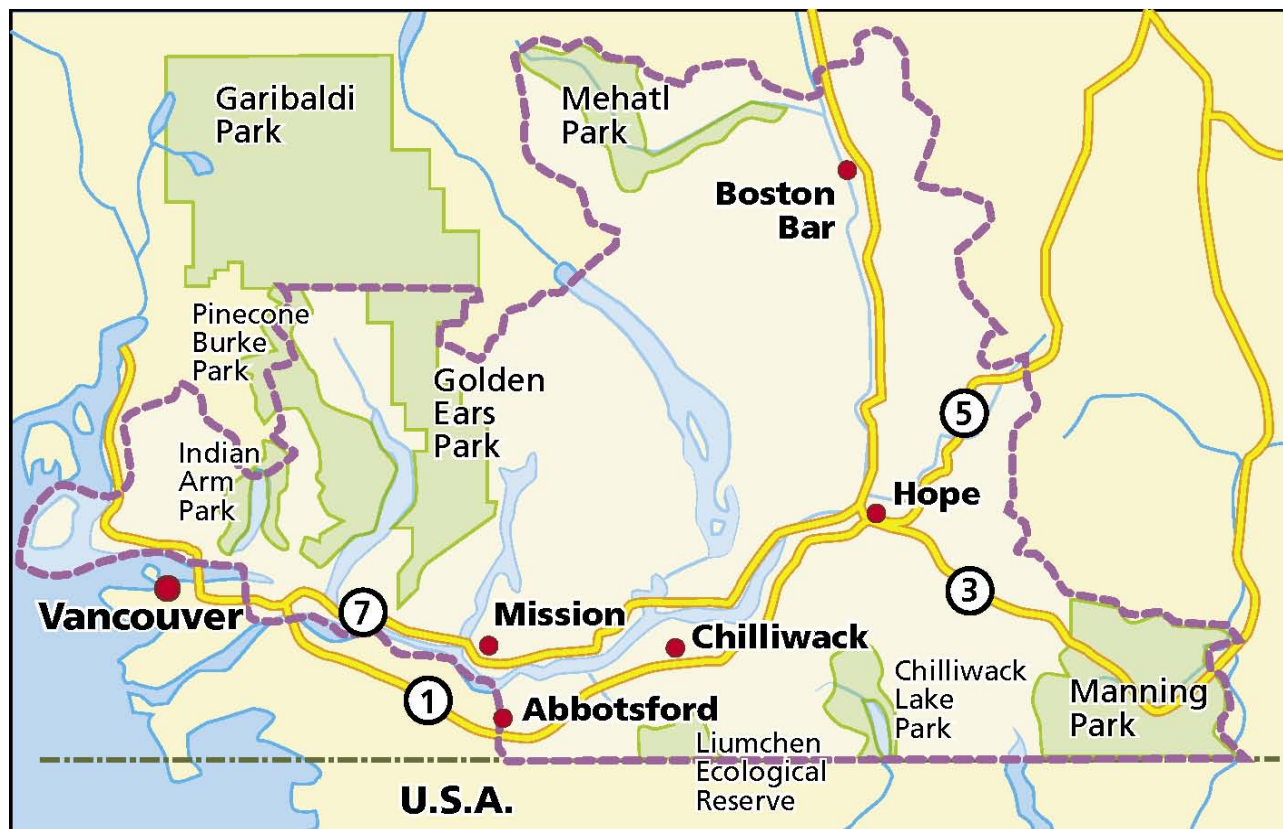


Figure 1: Fraser Timber Supply Area²

First Nations: Thirty-five First Nations Bands and five tribal organizations have asserted traditional territories in the Chilliwack Forest District; eight groups are in the process of treaty negotiation.

¹ From: *Fraser Timber Supply Area, Rationale for Allowable Annual Cut Determination*, Larry Pedersen, Chief Forester, Ministry of Forests. August 1, 2004.

² From: *FRASER TIMBER SUPPLY AREA. Public Discussion Paper*, Ministry of Forests. December 2003

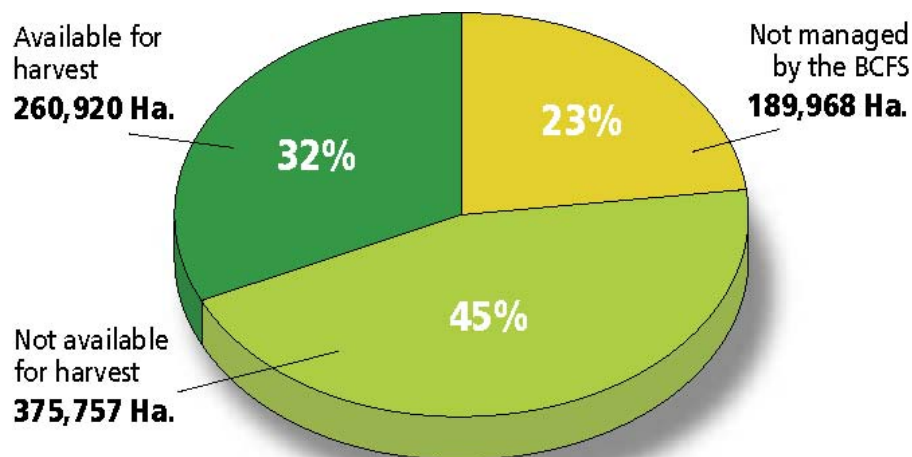


Environment: In brief, the TSA is one of the most biologically diverse regions in the province, with five biogeoclimatic zones providing habitat for more than 300 species of resident and migratory birds, 45 species of mammals, 11 species of amphibians, and five species of reptiles. The TSA is bordered by the Coast Mountains to the north and to the east, from which tributaries and lakes drain into the Fraser River, flowing through the broad, riverine plain lying between the community of Hope to the east and the city of Vancouver to the West, on toward the extensive delta of the Fraser estuary and into the saltwater of Georgia Strait. The diverse landscapes support thirteen commercial tree species.

Socio-economics: The TSA includes both major urban population centres, where various service sectors combine to provide about 70 percent of the region's employment, and smaller rural communities, where primary sectors including forestry provide important sources of employment and economic activity.

Productive Forest within the Fraser TSA³

Figure 2: Breakdown of the productive forest for Fraser TSA harvest



About 58 percent of the Fraser TSA, or 826,645 hectares is considered productive forest. As pie graph above shows, about 32 percent of the productive forest is considered available for harvesting (260,920 hectares).

The forest industry provides an important source of revenue and employment in the Fraser TSA. Other significant forest resources include tourism, recreation and commercial harvesting of botanical forest products such as wild mushrooms and salal. Forest management in the Fraser TSA complex due to its proximity to large population centres and concerns about harvesting near urban areas.

A more detailed description of the TSA and forest management issues are given in the Ministry of Forests' December 2003 Fraser Timber Supply Area Analysis Report:

www.for.gov.bc.ca/hts/tsa/tsa30/tsr3/analysis.pdf

³ From: *FRASER TIMBER SUPPLY AREA. Public Discussion Paper*, Ministry of Forests. December 2003



Annual Allowable Cut

The amount of timber that can be harvested on Crown lands is controlled by setting an "Annual Allowable Cut" (AAC). Every five years the Provincial Chief Forester determines the AAC for each Timber Supply Area, thus defining the maximum amount of timber that will be available for harvesting. In setting the AAC, the Chief Forester must specifically consider numerous factors, including: the rate of timber production that is sustainable; environmental factors; implications to British Columbia of alternative rates of cut; and economic and social objectives expressed by government. The AAC for Tree Farm Licenses, Woodlots, and Community Forests are set based on the forest area contained within a particular location with set boundaries. The AAC for the Fraser TSA is calculated after netting out these areas as well as parks, ecological reserves, Old Growth Management Areas (OGMA), spotted owl Special Resource Management Zones (SMRZ), riparian reserves, wildlife tree retention, Ungulate Winter Ranges, Wildlife Habitat Areas, and archaeological sites.

When setting the AAC, the Chief Forester is independent of the political process and is not to be directed by Government on his calculation. During this review, members of the public have an opportunity to examine the data and timber supply analysis, and provide public comment. The AAC is set through a "Timber Supply Review" process every five years.

The current AAC for the Fraser TSA is currently set at 1.27 million cubic meters.

Timber Tenures

More than 95% of British Columbia is public or Crown land, and most of the province, 83%, has been classified as forest land and designated as part of the "Provincial forest." The BC government allocates rights to harvest or manage these forest lands to private parties through a system of licenses, or "timber tenures." There are two principle types of tenure in BC: "volume-based" tenures, which give licensees the right to harvest a specified volume of wood, usually on an annual basis, and "area-based" tenures, which give licensees harvesting rights for a specified area of land.

Two forms of licenses, area-based tree farm licenses (TFLs) and volume-based forest licenses (FLs), account for over 80% of the volume of timber cut on Crown lands in BC. These licenses give their holders the right to harvest timber but grant no rights to other forest values, and the Crown retains title to the land. Timber Licenses (TL) are an early form of tenure. Changes in the provincial tenure system have made the structure of TL's similar to Forest Licenses. TFLs and FLs are typically "evergreen" licenses, or perpetually replaceable, provided the licensee lives up to its obligations under the licence agreement, the Forest Act, and the Forest Practices Code of British Columbia Act (the "Forest Practices Code") which is being replaced by the Forest and Range Practices Act (FRPA). There are numerous other forms of area and volume-based tenures, including Timber Sale Licenses (TSL), pulpwood agreements, Woodlot Licenses (WL), and community forest agreements. BC Timber Sales auctions rights to harvest timber to private companies on a block by block basis via "minor" Timber Sale Licenses. More recently, the province has introduced Forest and Range Agreements (FRA) which are timber and revenue sharing agreements negotiated with First Nations.

A Forest License (FL) guarantees the licensee a volume-based right to timber somewhere in a Timber Supply Area. In other words, the licensee has a right to harvest a certain volume, but not necessarily in a particular area. However, general areas known as "**chart areas**" are designated within the TSA where the licensee can operate. Licensees are responsible for creating



operational plans for forestry such as Forest Development Plans or Forest Stewardship Plans, carrying out those plans, building roads, and reforesting cut areas. Holders of FLs are effectively given long-term rights to a set volume of timber.

Within the Fraser TSA there are 10 Forest Licenses, 12 Timber Licenses. The Teal Jones Group holds two licenses: FL A19201 and TL T0822.

Forest License A19201 and Timber License T0822: The Defined Forest Area

General Description

The Teal Jones Group (Teal) has initiated a public advisory group for Forest License A19201 and Timber License T0822 located within the Fraser Timber Supply Area as part of their certification initiatives. For the sake of certification, these licenses are grouped together and referred to as the Defined Forest Area (DFA). The DFA is made up of eight Forest Development Units (FDUs) located in southwest British Columbia along the lower Fraser River, generally between the town of Lytton in the Fraser Canyon and the City of Squamish.

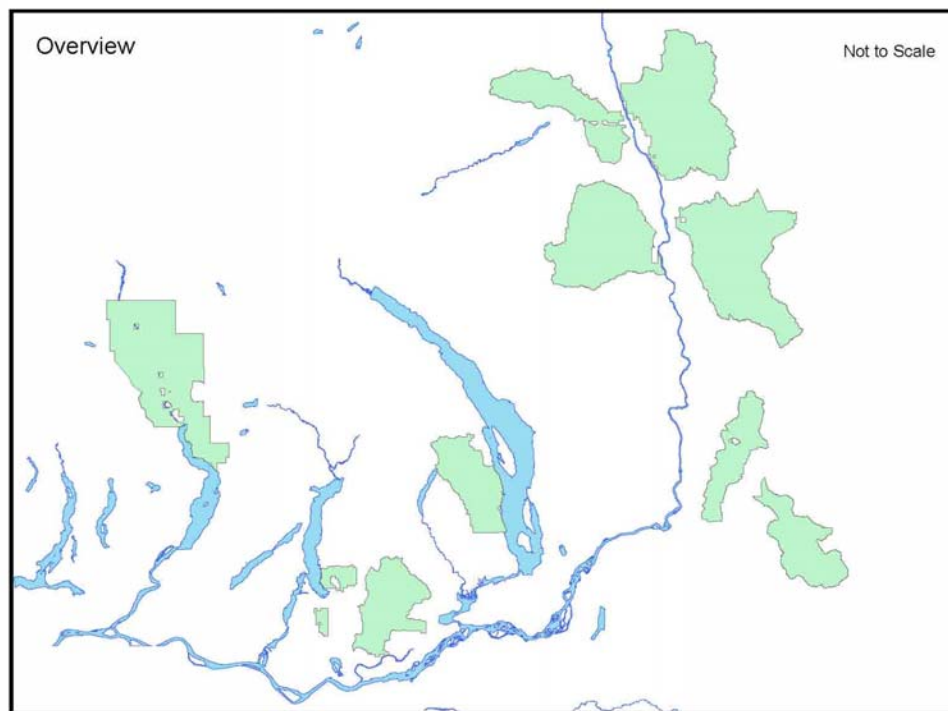


Figure 3: Overview Map the Defined Forest Area

The annual allowable cut for the DFA is set at 351,880 m³ per year. The topography of the area varies from flat, alluvial river valleys to steep, rugged and rocky slopes. Most of the drainages in the DFA flow into larger river systems such as the Pitt River, Norrish Creek (east of Mission), Sowaqua Creek (east of Hope), the Anderson River (southeast of Boston Bar), the Nahatlatch



River (west of the village of Ainslie), Mowhokam Creek (northeast of Ainslie), and the Coquihalla River. All of these rivers and creeks either directly or indirectly flow into the Fraser River.

The DFA has a long history of logging, and therefore a significant proportion of this forest area is composed of second growth stands. The dominant tree species are hemlock, and Douglas-fir with smaller amounts of western red cedar, yellow cedar, balsam fir and minor amounts of spruce, pine and alder. The combination of topography, soils and climate have resulted in a full range of growing sites for commercial tree species, however the majority of the DFA is situated on medium quality growing sites.

Current Management Issues

Current conditions present certain challenges to forest management within DFA. The following section discusses some of the conditions of operation and briefly describes the issues related to management. These issues will be examined in more detail in subsequent meetings.

Biological Diversity management within the DFA involves the maintenance of:

- Ungulate Winter Ranges (UWR) for deer and mountain goat, Special Resource Management Zones (SRMZ) for Spotted Owl, Wildlife Habitat Areas (WHA) for Grizzly bear, and habitat for the Coastal Tailed Frog
- Riparian Management Areas (RMA) around streams for water quality, fish and wildlife habitat
- Management of Coarse Woody Debris (large woody material that provides important habitat for various species)
- Establishment of Wildlife Tree Patches (reserve areas associated with each harvest area that provide habitat and structural diversity)
- General biodiversity considerations.

Management of habitat for spotted owl, deer, elk, mountain goat, black bear, and coastal tailed frog are specific **wildlife issues** dealt with in the DFA. There are five designated Wildlife Habitat Areas (#'s 2-101, 2-201, 2-102, & 2-203) within the DFA for the purposes of managing habitat for Grizzly bears.

Fisheries values are present in main watercourses and lower sections of their direct tributaries throughout the DFA.

Water management issues within the DFA are associated with the preservation of water quality and quantity, for Community Watersheds, domestic water supply and fisheries. There are seven community watersheds within the DFA: Centre Creek, Deroche Creek, Drachman Brook, Gurney Creek, Hallisey Creek, Jamieson Creek, and Norrish Creek.

Soil management issues within the DFA include potential impacts to the integrity and productivity of soils.



Issues related to **timber** management involve the protection, harvest, regeneration and maintenance of the timber resource:

- There are no significant forest health risks in the DFA, however, abiotic (windthrow and fire) and biotic factors (insects, disease, mistletoe), must be recognized and measures taken to deal with them
- The selection of appropriate silviculture systems for each development area is a critical element in achieving the objectives for other forest and non-forest resources within the DFA
- Reforestation with improved planting stock is practiced in order to increase the yield of merchantable volume and/ or improve wood quality, to reduce the time to future harvest, to increase wildlife utilization and/ or to increase employment in high unemployment areas.
- Minor salvage operations take place throughout the DFA.

There are no formal programs in place involving the management and harvest of **botanical forest products** within the DFA, however harvesting of mushrooms, cedar bark, medicinal plants and other products take place within the DFA. There are registered **trappers** and guides operating within the DFA.

Several **mineral claim** holders exist throughout the DFA.

There are many designated Scenic Areas within the DFA, in which the **visual resource** is managed.

The key **recreation** features within the DFA include the large fish-bearing rivers, as well as large streams and lakes. Recreation activities are largely road accessed and include hunting, hiking, four-wheel driving, fishing, camping and white water sports.

Forest management of the DFA contributes to the **community stability** of Ainslie, Boston Bar, Hope, Lytton, Mission, Pitt Meadows, Spuzzum, Yale, and to a lesser extent, Surrey and other lower mainland communities in the form of direct and indirect employment, as well as contributions to the tax base.

Resource management decisions must be examined to determine if they will infringe on aboriginal rights. Several First Nations bands have claimed **traditional territories** that overlap the land base of the DFA:

Boothroyd Indian Band	Boston Bar First Nation	Chawathil Indian Band
Cheam Indian Band	Chehalis Indian Band	Douglas First Nation
In-SHUCK-ch	Katzie First Nation	Kwantlen First Nation
Leq'a:mel First Nation	Matsqui First Nation	Nlaka'pamux Nation Tribal Council
Union Bar First Nation	Scowlitz First Nation	Seabird Island Indian Band
Skawahlook First Nation	Spuzzum First Nation	Sto:lo Nation
Sto:lo Tribal Council	Tsawwassen First Nation	Yale First Nation
Shxw'ow'hamel First Nation	Siska Indian Band	



Sites of **cultural, historical or archaeological value** must be managed appropriately and First Nations bands must be consulted regarding forest management activities within their claimed traditional territories.

Sustainable Resource Management Planning

Sustainable Resource Management Planning is a new consolidated approach to establishing goals and objectives that the Government of British Columbia is using on provincial Crown lands. This approach replaces and streamlines a wide, and often highly confusing, range of former planning initiatives at various geographic and government levels and agencies. It consolidates the individual planning levels that were formerly conducted at the landscape, watershed, or local level of planning. The goal of this planning is to promote economic development, balanced with environmental conservation, and to provide the certainty and clarity for resource management that can be readily implemented on the ground at the site level. The Ministry of Integrated Land Management Bureau (ILMB) is responsible for this planning. This new process undertakes planning at the landscape level (typically a logical geographic area such as a watershed up to about 150, 000 hectares) will allow government to establish strategic objectives to manage a wide range of resource values, including biodiversity. These plans will include land-use objectives and guidelines for agriculture, forestry, mining, tourism, settlement and water resources, and will help government identify economic opportunities, design efficient sustainable development and conserve the environment (wildlife habitat and biodiversity).

First Nations are encouraged to participate in SRM Planning to identify their interests and as one way to determine economic opportunities. First Nations' participation in SRM Planning is conducted to be consistent with all legal obligations, government to government agreements and ILMB policy.

The public will have clearly defined and time-limited consultation for each process. Public consultation will normally follow a review and comment approach. Where substantial differences occur, government will strive to find common ground within a reasonable timeframe before approving the plan.

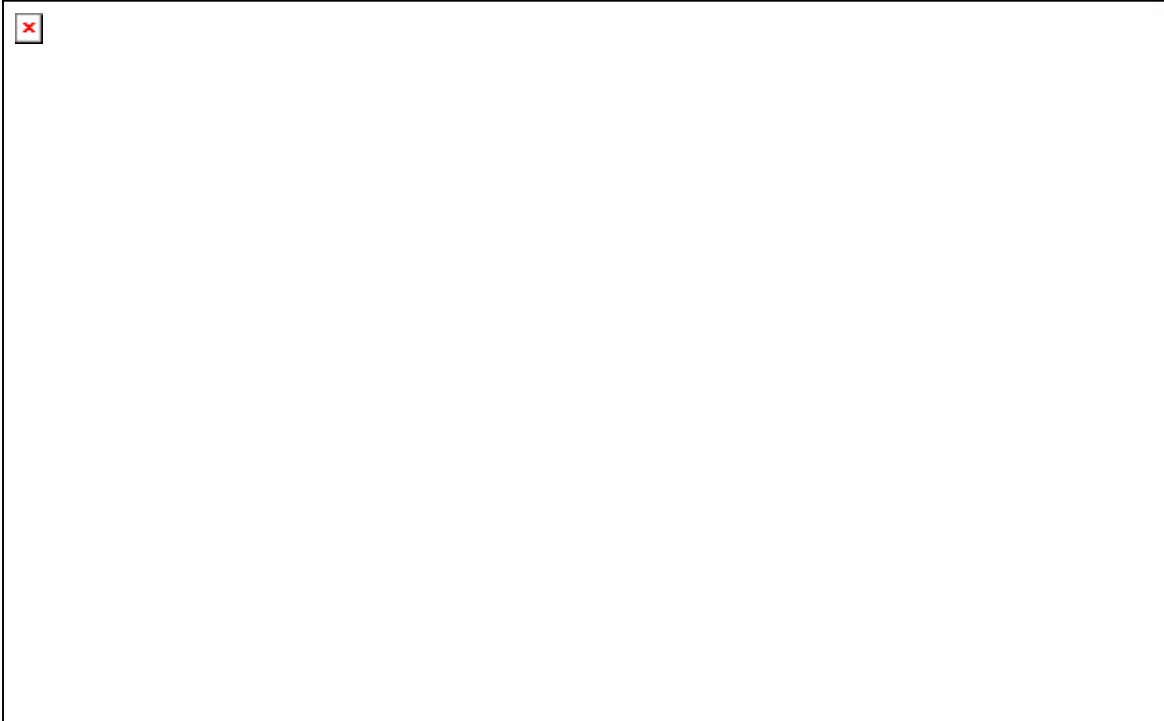


Figure 4: Landscape Unit Boundaries – Chilliwack Forest District

These plans will establish legal objectives and requirements for resource management that are more specific, measurable and able to be implemented. This process moves from the two-step process of the past, where land use plans were first approved then followed later by Higher Level Plan objectives, to a single step process.

Forest Management

The consolidated direction provided by SRM Plan objectives are essential for defining the results by which the forest industry will be measured under the results based code: the Forest and Range Practices Act. In areas where objectives are incomplete “proxy” or interim objectives are established. These transitional proxy objectives apply until replaced by objectives developed through SRM Plans.

Habitat and Biodiversity

SRM Planning serves to integrate existing habitat planning initiatives related to the Identified Wildlife Management Strategy and various conservation strategies (e.g., grizzly bears). The development of biodiversity conservation objectives is an important priority for SRM Planning and a significant and common component for most SRM Plans. It also integrates the overall intent of landscape unit planning, that had initially focused on biodiversity planning.

Water Planning and Management

SRM Planning incorporates the variety of existing approaches to water planning including Watershed-based Fish Sustainability Plans, Integrated Watershed Management Plans and Water Use Plans, such as those presently being led by BC Hydro.



SRM Plans will be an important vehicle for supporting the implementation of the Living Rivers Strategy. SRM Planning will be consistent with drinking water legislation and will help to implement the source water protection planning requirements of the government's Drinking Water Protection initiative. Many of the approaches to managing biodiversity at the landscape level are also important for managing hydrology. These two elements are addressed simultaneously in SRM Planning where possible.

Landscape Unit Plans

The DFA overlaps ten Landscape Units (LU). Currently within the DFA there are six approved Landscape Unit plans completed under Sustainable Resource Management Planning. Landscape Units that occur within the DFA are listed below. Completed Landscape Unit plans that have been made legal by government order that apply to forest management within the DFA are denoted with an asterisk:

- Ainslie *
- Anderson *
- Coquihalla *
- Hatzic
- Nahatlatch *
- Pitt
- Tretheway *
- West Harrison *
- Widgeon

The government orders specify the legal objectives with respect to Old Growth Management Areas (OGMAs) and Wildlife Tree Patches (WTPs) in the Legal Objectives for the Landscape Units.

Using the Coquihalla Landscape Unit as an example, the legal objectives specify areas to be perpetually managed as old growth reserves or "Old Growth Management Areas", specifies what activities may or may not be undertaken within these reserves, specifies the amount of stand level reserves (Wildlife Tree Patches) required for each hectare of harvest area. More details and maps for these LU plans (and other LUs not associated with the DFA) for the Chilliwack Forest District can be found at: <http://srmwww.gov.bc.ca/cr/srmp/chilliwack/index.htm>

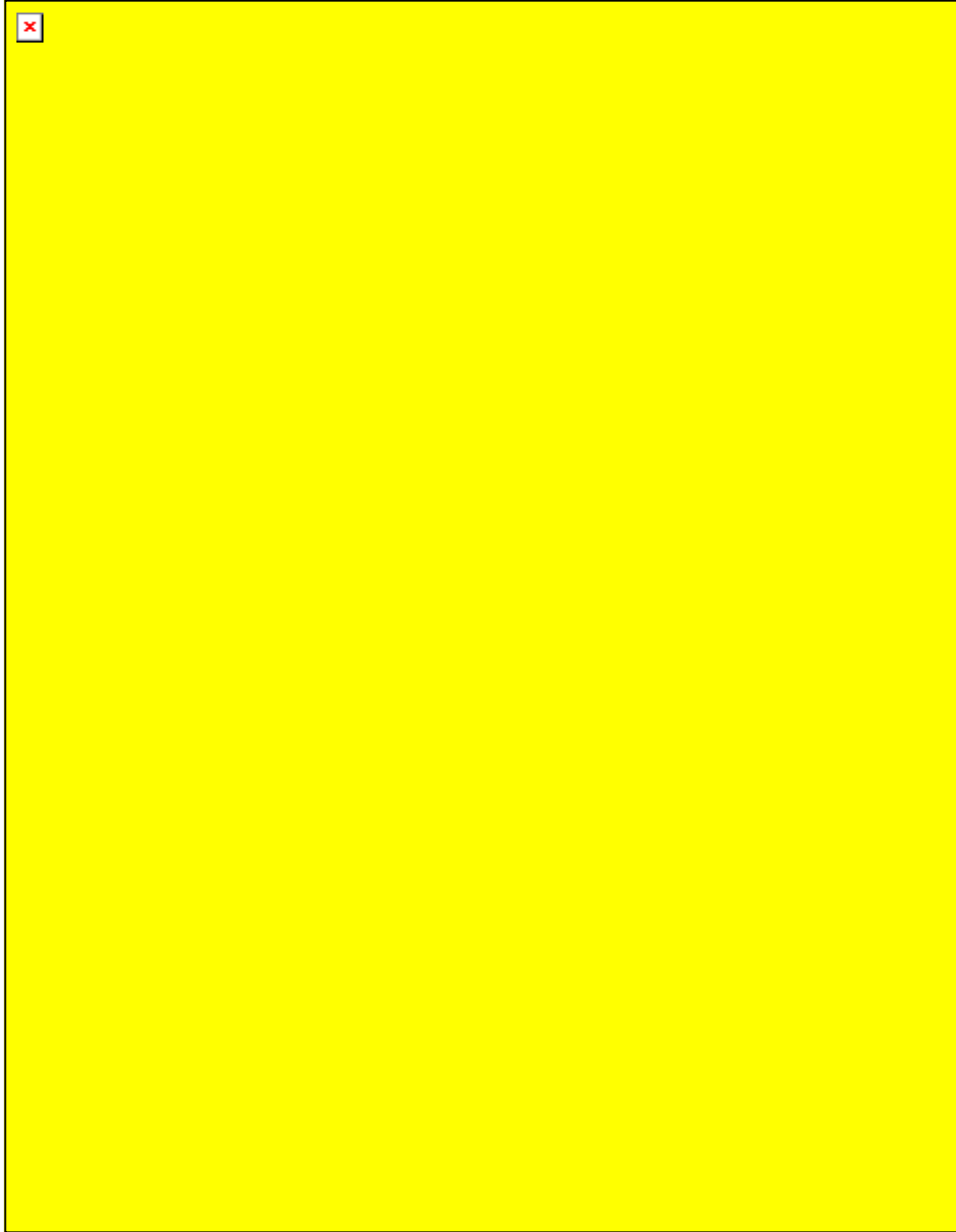


Figure 5: Example of LU Map - Coquihalla Landscape Unit



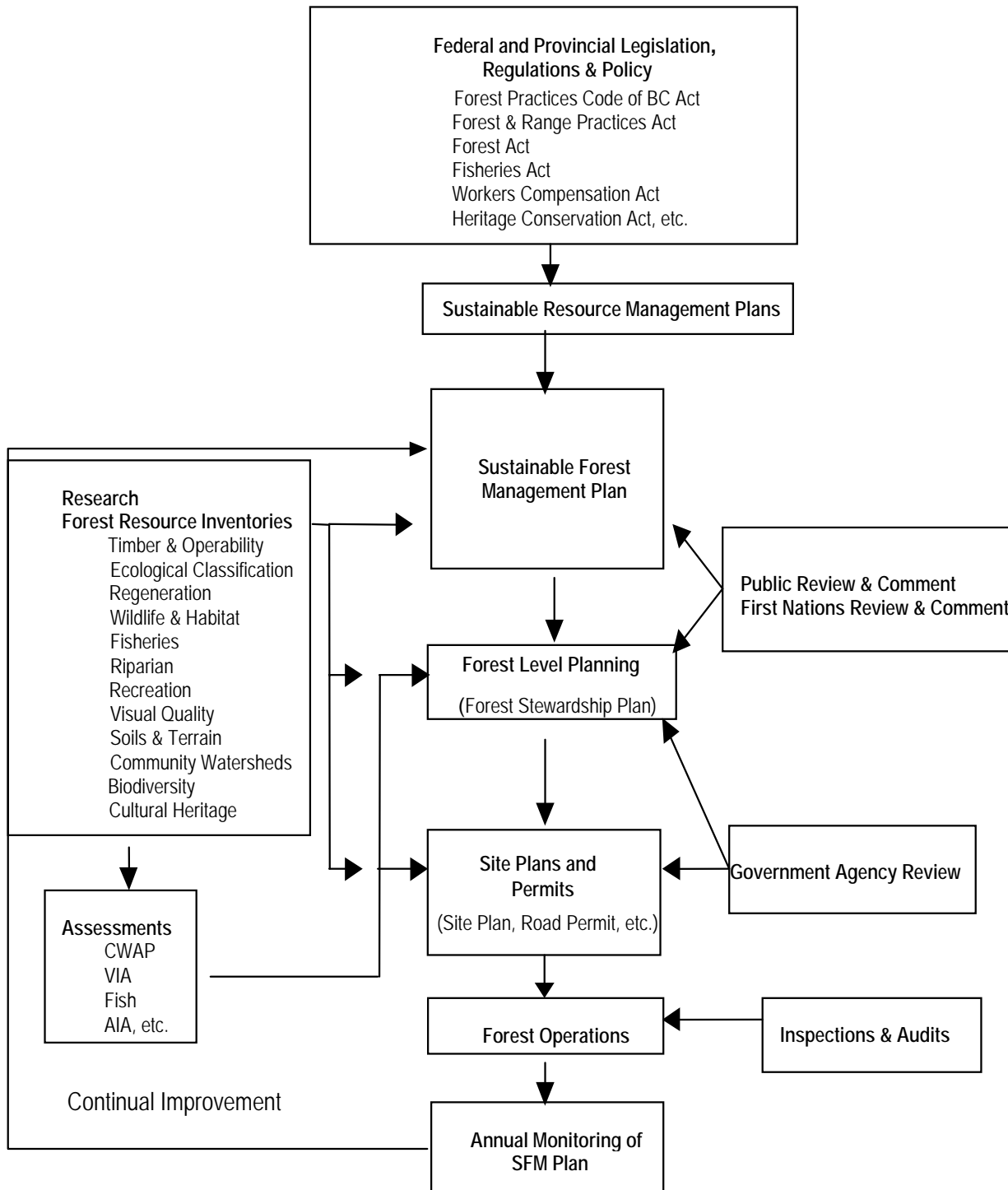
Sustainable Forest Management

Sustainable Forest Management (SFM) is defined as management to maintain and enhance the long term health of forest ecosystems, while providing ecological, economic, social and cultural opportunities for the benefit of present and future generations.⁴

Teal has committed to meeting the Canadian Standards Association Sustainable Forest Management (SFM) Z809-02 Standard in order to achieve their objective of managing the resources within the DFA in a sustainable manner.

A SFM Plan provides a vehicle for transferring Sustainable Forest Management commitments to on the ground commitments.

⁴ Source: Canadian Standards Association Sustainable Forest Management Z809-02 Standard.





Canadian Standards Association: Sustainable Forest Management Standard

The Canadian Standards Association (CSA) is a non-profit, membership-based association which has developed over 2000 standards for various industries. CSA develops nationally and internationally accepted standards for values such as health and safety, quality of life and the environment⁵.

To learn more about CSA and standards development, go to: <http://www.csa.ca>

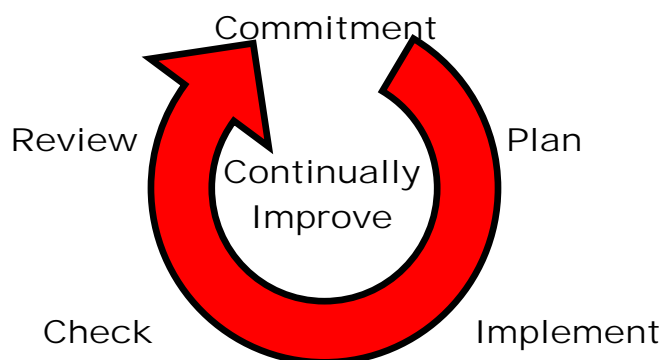
The CSA SFM Z809 Standard requires:

- A **systematic approach to management**, based on continual improvement; and compliance with legislation, regulations and government policies, taking into account environmental, social and economic factors
- **Public participation** in order to give local communities a voice in how their forests are managed
- Practical demonstration of **sustainable forest management performance**
- A **third party audit** to confirm adherence to the standard

These aspects of the CSA SFM Z809 Standard are described briefly in the following text. To view the full CSA SFM Z809-02 standard, go to: http://www.csa-international.org/product_areas/forest_products_marking/program_documents/Z809-02july.pdf

Systematic Approach

Teal must manage its environmental commitments and resources based on an adaptive management system that allows for a systematic approach to continual improvement. This requirement is based on the concepts of: commitment; planning; implementation and operation; checking; and management review.



⁵ Source: <http://www.csa.ca>



Public Participation

The CSA SFM Z809 Standard requires that Teal involve the public in identifying and selecting local Values, Objectives, Targets and Indicators, as well as alternate strategies. Any issues relevant to SFM in the DFA are potential topics of discussion at meetings. Refer to the Fraser PAG Meetings section below and the Fraser Terms of Reference document for more information.

Sustainable Forest Management Performance

The Canadian Council of Forest Ministers (CCFM) is a group of federal, provincial and territorial government officials responsible for forests who work together to address major areas of concern. CCFM provides leadership on national and international issues and sets direction for the stewardship and sustainable management of Canada's forests. The CCFM have created a set of criteria and indicators to better define a Canadian interpretation of sustainable forest management. These criteria are generally accepted as being a significant step towards formulating scientifically based indicators of sustainable forest management in Canada and are intended to be consistent with Forest Principals negotiated at the United Nations Conference on Environment and Development (UNCED) held in June 1992 at Rio de Janeiro, Brazil. For more information on CCFM visit: http://www.ccfm.org/3_e.html

The CCFM Criteria are used as the basis for the CSA standard. The following is a summary of the CCFM Criteria and CSA Elements, which will serve as a starting point for organizing values and objectives in the DFA. Where local level values and objectives do not fit into CSA Elements, new elements may be developed.

CCFM SFM Criteria 1: Biological Diversity

Conserve biological diversity by maintaining integrity, function, and diversity of living organisms and the complexes of which they are part.

CSA SFM Element 1.1 Ecosystem Diversity

Conserve ecosystem diversity at the landscape level by maintaining the variety of communities and ecosystems that naturally occur in the DFA (Defined Forest Area).

CSA SFM Element 1.2 Species Diversity

Conserve species diversity by ensuring that habitats for the native species found in the DFA are maintained through time.

CSA SFM Element 1.3 Genetic Diversity

Conserve genetic diversity by maintaining the variation of genes within species.

CSA SFM Element 1.4 Protected Areas and Sites of Special Biological Significance

Respect protected areas within the DFA and implement management strategies appropriate to their long term maintenance.



CCFM SFM Criteria 2: Ecosystem Condition and Productivity

Conserve forest ecosystem condition and productivity by maintaining the health, vitality, and rates of biological production.

CSA SFM Element 2.1 Forest Ecosystem Resilience

Conserve ecosystem resilience by maintaining both ecosystem processes and ecosystem conditions.

CSA SFM Element 2.2 Forest Ecosystem Productivity

Conserve forest ecosystem productivity and productive capacity by maintaining ecosystem conditions that are capable of supporting naturally occurring species.

CCFM SFM Criteria 3: Soil and Water

Conserve soil and water resources by maintaining their quantity and quality in forest ecosystems.

CSA SFM Element 3.1 Soil Quality and Quantity

Conserve soil resources by maintaining soil quality and quantity.

CSA SFM Element 3.2 Water Quality and Quantity

Conserve water resources by maintaining water quality and quantity.

CCFM SFM Criteria 4: Role in Global Ecological Cycles

Maintain forest conditions and management activities that contribute to the health of global ecological cycles.

CSA SFM Element 4.1 Carbon Uptake and Storage

Maintain the processes that take carbon from the atmosphere and store it in forest ecosystems.

CSA SFM Element 4.2 Forest Land Conversion

Protect forestlands from deforestation or conversion to non-forests.

CCFM SFM Criteria 5: Economic and Social Benefits

Sustain flows of forest benefits for current and future generation by providing multiple goods and services.

CSA SFM Element 5.1 Timber and Non-Timber Benefits

Manage the forest sustainably to produce an acceptable and feasible mix of both timber and non-timber benefits.

CSA SFM Element 5.2 Communities and Sustainability

Contribute to the sustainability of communities by providing diverse opportunities to derive benefits from forests and to participate in their use and management.

CSA SFM Element 5.3 Fair Distribution of Benefits and Costs

Promote the fair distribution of timber and non-timber benefits and costs.

**CCFM SFM Criteria 6: Society's Responsibilities**

Society's responsibility for sustainable forest management requires that fair, equitable, and effective forest management decisions are made.

CSA SFM Element 6.1 Aboriginal and Treaty Rights

Recognize and respect Aboriginal and treaty rights.

CSA SFM Element 6.2 Respect for Aboriginal Forest Values, Knowledge, and Uses

Respect traditional Aboriginal forest values and uses identified through the Aboriginal input process.

CSA SFM Element 6.3 Public Participation

Demonstrate that the SFM public participation process is designed and functioning to the satisfaction of the participants.

CSA SFM Element 6.4 Information for Decision – Making

Provide relevant information to interested parties to support their involvement in the public participation process, and increase knowledge of ecosystem processes and human interactions with forest ecosystems.

Third Party Audit

In order to be certified to the CSA SFM Z809 standard, Teal will have to undergo an independent, third-party audit. Mandatory annual reviews are also preformed by the auditor, as well as periodic re-certification audits.

The auditor must be a registrar (certifier) accredited by the Standards Council of Canada. Accredited certifiers are independent of the standards writing body (CSA).



Fraser Public Advisory Group Meetings

The goals of the Fraser Public Advisory Group (Fraser PAG) are to:

- Help develop and maintain a SFM plan for the DFA to the Canadian Standards Association (CSA) Z809-02 Sustainable Forest Management Standard
- Provide on-going opportunities for parties with a significant interest in local forest management to proactively participate in forest management decisions
- Identify local values, objectives, targets and indicators
- Enhance local knowledge of SFM and other forest values or interests

Fraser PAG meetings will be run according to the approved Terms of Reference.

During the development of the SFM plan, each meeting will have an established agenda, which will generally include reviewing the minutes from the previous meeting, an overview of the SFM criteria being discussed, opportunities for members to provide input, including making recommendations for values, objectives, indicators and targets, as well as alternative recommendations.

Choosing Values, Objectives, Indicators and Targets

Values are chosen and prioritized based on input from all members.

A **value** is a characteristic, component, or quality considered by an interested party to be important in relation to a CSA SFM element or other locally identified element.

What values are important to you, the group you represent or your community?

Example:

1. Employment

The group must choose at least one objective for each value identified. Where more than one objective is identified, members need to ensure compatibility.

An **objective** is a broad statement describing a desired future state or condition of a value.

i.e., What is the goal for each value?

Example:

1. Stable, full time jobs



Each objective needs an associated indicator and target. However an indicator may measure more than one objective.

An **indicator** is a qualitative or quantitative variable that measures the state or condition of a value.

i.e., How can we measure achievement of our goal?

Example:

1. Number of full time employees directly employed by Teal in the DFA.

Alternative

2. Number of hauling days

Indicators may be selected from any of the following sources:

- Suggestions from members
- Mandatory indicators that Teal must measure for other commitments or processes (e.g., legislative requirements, government policy, etc.)
- Reference sets of indicators such as Canadian Council of Forest Minister Indicators or indicators used by other forest companies in the area

Ideally, indicators measure forest conditions, rather than SFM activities. However, in some cases direct measurement of forest conditions is not possible (e.g., due to economic or technical constraints). Indirect measurement is necessary where direct measurements are not possible. For example, measurement of the population of a rare species may not be possible due to the disturbance caused by measurement. Therefore an indirect indicator may be used, such as the amount of a certain ecosystem type. Where indirect indicators are used, the relationship between the indicator and the objective must be clearly established.

Members should evaluate proposed indicators based on the following characteristics:

- Measurability – indicators should be qualitative or quantitative in nature in order to be able to set a target
- Predictability – indicators whose future levels may be predicted with reasonable accuracy
- Relevance – indicators should be clearly applicable to their associated value(s). Indicators that may have significant outside influences should be avoided
- Complexity – indicators should be simple, clear and easy to understand
- Validity – indicators should be consistent with scientific understanding of the value they measure and should be technically valid (objectively obtained, documented, comparable and reproducible)
- Feasibility – indicators should be economically practical and efficient

For each indicator, a specific target must be chosen.



A **target** is a specific statement defining a desired future state or condition of an indicator.

i.e., What is the desired state of our values?

Example:

1. Minimum 100 full time equivalent positions from direct employment by Teal in the DFA (full time equivalent is defined as 180 days (variance 80 full time equivalent positions).

Alternative

2. Minimum 180 days of hauling per year (variance is 160 days)

Targets need to specify time and space requirements. Targets may be set in a variety of ways, for example:

- Target may be a specific quantity (bull's eye concept) or specified portion of a quantity (%)
- Target may be a specified minimum or maximum range
- Target may be a specific level for an indicator set for corresponding specific points in the future
- Target may be a specific action achieved by a specific date (e.g., complete a strategy to manage x)

Each target also requires an acceptable range of deviation from the chosen target (which may be 'none'). It is very important to consider the natural range of variation.

Tentative or provisional targets may be set during meetings to allow for re-evaluation towards the end of the process. All tentative targets should be considered together in order to design and implement a feasible strategy to meet all the targets. Alternative strategies may also be identified for each objective.

Monitoring programs to evaluate results must be designed for each target and indicator.

i.e., How will the indicator be measured?

Example:

1. Operations manager will provide a report on annual employment based on payroll information. This report will be included in the SFM annual report.

Alternate

2. Operations manager will provide a report to be included in the SFM annual report.

Forecasts for the expected responses of each indicator must also be identified.

i.e., What results do we expect?

Example:

1. Forecast is increasing subject to economic factors.

Alternate

2. Forecast is the target.