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What was heard

Analysis of Feedback on
*Canada's Forest Strategy for 2008 and
Beyond: a discussion paper*

CANADIAN COUNCIL OF FOREST MINISTERS

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Background

On June 5th, 2007, the Canadian Council of Forest Ministers (CCFM) released *Canada's Forest Strategy for 2008 and Beyond: a discussion paper*. The paper proposes a vision for Canada's forests and principles of sustainable forest management in Canada. It also identifies and describes some of the key issues of current and future national importance confronting Canadians and their forests, and poses questions designed to elicit constructive responses from interested parties.¹

The discussion paper was designed as a vehicle to engage interested parties in a discussion about Canada's next forest strategy. Canadians were invited to review the paper and respond to both the specific questions and the overall approach included in it.

The discussion paper was posted on CCFM and member jurisdiction websites, and paper copies were mailed out to key organizations. Approximately 25% of the targeted organizations responded during the review period, and feedback was also received from other interested parties. Respondents included individuals, non-governmental organizations, professional organizations, and other groups. A total of 33 responses were received, and all of these were included in the analysis presented here.

Results

Vision & Principles

In the discussion paper, CCFM proposed the following vision for Canada's forests:

Canada's forests will be maintained and enhanced, for the social, cultural, environmental and economic well being of all Canadians, now and in the future.

CCFM also proposed the following principles for Canada's forest strategy:

- The sound stewardship of all forest lands contributes to a broad range of benefits, which further contributes to the quality of life of all Canadians.
- Competitiveness and innovation provide the basis for a dynamic, progressive forest industry and must be continuously pursued to ensure Canada maintains its place in the domestic and international marketplace.
- Comprehensive and current information about the state of the forest, the forest industry, and the social and economic well-being of all who live and work in the forest environment must be publicly available.
- Social responsibility towards other global partners in encouraging and building systems of sustainable forest management must be continuously promoted and encouraged.

¹ The term *interested parties*, as used here, includes any person or group concerned with or affected by the development and implementation of *Canada's Forest Strategy for 2008 and Beyond*.

There was general support for the vision and principles proposed by CCFM. Of those respondents who expressed a view on this issue, 70% preferred the proposed vision to the vision in the 2003-2008 Canada Forest Accord. These respondents indicated that the proposed vision is shorter, more succinct, and embodies all aspects of sustainable development as it relates to forest management (i.e. provide a mix of social/cultural, economic and environmental values).

Some respondents indicated that the vision should:

- be fully inclusive (including, e.g., urban forests, community stability and resiliency),
- recognize that forests provide environmental goods and services,
- be non anthropocentric, and
- be supported by principles that address every aspect of the vision.

Goals & Objectives

In the discussion paper, CCFM asked interested parties to indicate what goals and objectives should be part of the next forest strategy. Respondents indicated that a key driver of the strategy should be industry competitiveness. In addition, respondents made the following recommendations:

- Social stability and community resilience should be stated as an objective.
- Contribution of private woodlots should be stated to further the vision.
- Interested parties should be formally invited to participate and have a say in the identification of goals and national priorities.
- The links between the vision, principles, goals and objectives, and issues of national priority should be strengthened.

Issues

Respondents indicated general support for the issues identified in the discussion paper. In particular, respondents indicated that the competitiveness of the forest sector should be the key issue, and that the strategy should include a dedicated focus on the participation and accommodation of Aboriginal Peoples.

Respondents were asked to identify their top five priority issues. According to those respondents who did so, the top five priorities were as follows (percentages indicate the proportion of respondents who included the issue as one of their top five):

1. forest-related information and knowledge (71%)
2. competitiveness and the bio-economy (57%)
3. climate change impacts and adaptation (57%)
4. institutional change (57%)
5. forest health and boreal forests (43%)

Other issues that respondents indicated should be considered include:

- biodiversity
- community stability and resiliency
- private woodlots
- urban forests
- use of integrated land management
- wetland protection
- recruitment of the next generation of foresters

Engagement

There was general support for the process and timelines proposed in the discussion paper. A minority of respondents expressed concern that a CCFM-led strategy may hinder the participation of interested parties and thereby affect the international perception of the strategy.

Recommendations on the role of interested parties include:

- meaningful collaboration
- information sharing
- partnership
- identification of issues
- commitment to show progress

Implementation

There was general support for the proposed approach (i.e., no specific actions), given that the strategy may be non-prescriptive. However, there remains a need for CCFM to explicitly define its intents with respect to the implementation of the strategy.

In the absence of defined actions, respondents recommended that CCFM should have a strong coordinating role, in order to:

- ensure consistency in implementation and reporting,
- encourage sharing of information and ideas, and
- actively promote collaboration and public recognition.

Reporting & Evaluation

Responses received indicated general support for the proposed use of existing reporting mechanisms, such as provincial and federal “State of the Forests” reports and national status reports on criteria and indicators of sustainable forest management. However, it was pointed out that some changes may be needed to increase commitment to these existing mechanisms.

Respondents indicated a need to identify means to ensure relevance and consistency of reporting in the absence of measurable goals and actions, including:

- strengthening coordination among CCFM member jurisdictions,
- promoting coordination between CCFM and interested parties, and
- encouraging information-sharing among parties.

Conclusion

Overall, responses to the discussion paper indicate general support for CCFM's leadership in the development of the strategy, and the proposed implementation approach. Detailed comments received from interested parties are summarized in the attached annex.

Respondents' top five priorities were:

1. forest-related information and knowledge
2. competitiveness and the bio-economy
3. climate change impacts and adaptation
4. institutional change
5. forest health and boreal forests

However, some respondents expressed concerns regarding:

- participation in, and international acceptance of, a government-led strategy, and
- the potential lack of coordination in the absence of measurable goals and agreed to actions.

Parties are interested in being continuously involved in the development of the strategy, by:

- sharing information,
- collaborating meaningfully with CCFM (e.g., identifying goals and opportunities), and
- demonstrating progress in furthering sustainable forest management.

Moving Forward

CCFM is grateful to all of the respondents who took the time to review the discussion paper and provide comments on it. In addition to the analysis provided here, the input received to date will be considered in the development of the draft strategy, which will be published for public review in the spring of 2008.

The new strategy will provide a strategic vision and high-level principles of sustainable forest management in Canada and will identify key national priorities. Based on the feedback received on the discussion paper, CCFM is in the process of identifying these key priorities and articulating goals and objectives for each.

As proposed in the discussion paper, CCFM will use a variety of mechanisms, including dialogue with interested parties, written comments and face-to-face meetings, to gather feedback on the draft strategy. The final version of the strategy will then be prepared for consideration by CCFM Ministers, with a scheduled release in the fall of 2008.

ANNEX: SUMMARY OF COMMENTS RECEIVED FROM INTERESTED PARTIES

The following pages present all of the comments received on the discussion paper. Most comments have been summarized for the sake of brevity and to protect the anonymity of the respondents. These comments do not represent the views of CCFM.

DATE RECEIVED	SUBJECT/TOPICS ADDRESSED	COMMENTS
Thursday, May 10 th , 2007	Boreal region	It would be a mistake to have a section specific on the boreal forest. This would create a too large focus on the region. Other ecosystems could attract international attention in the upcoming years and we need to be ready for that
Monday, May 14 th , 2007	Vision and Principles	Need to find a way of making this very current, for example, to deal with Mountain Pine Beetle. Must have flexible ways of reporting out over the life of the strategy, given the rapidly changing Mountain Pine Beetle situation
	Issues	Do we really want the bioeconomy only related to industry competitiveness or also consider its social, economic and environmental linkages? Why select Boreal, and not for example Coastal forests? Also consider the forest sector's changing attitude towards forest values over time e.g. water may become an increasingly important forest output over the next 25 years
	Goals and objectives	So what does this really mean? How and where will interested parties become engaged? If implementation is being turned over to individual jurisdictions, then the approach will work as long as people have equal access to plans and can see measurements and the publishing of collated National Forest Strategy results from across the country
	Reporting and Evaluation	Needs to be clearer – will there be one report covering progress under the strategy, based on 10-12 reports contributed by each implementing jurisdiction?
	APPENDIX A Competitiveness	It would be nice to see more information on our competitors – they seem to have lots of information on us!

DATE RECEIVED	SUBJECT/TOPICS ADDRESSED	COMMENTS
	<p>Biodiversity</p> <p>International interests and obligations</p>	<p>Do we have a good handle on existing biodiversity of our forests, per national and jurisdictions' inventory initiatives? What about the expected influx of migrating species, not just alien invasive species?</p> <p>Why is there no mention of Kyoto – Canada did sign and it's out there.</p>
<p>Thursday, May 10th, 2007</p>	<p>General comments</p> <p>Vision and Principles</p> <p>APPENDIX A</p> <p>Competitiveness</p>	<p>Fundamentally disagrees with the intended socio-economic focus (sees it as largely economic and anthropocentric), public engagement process and lack of a specific issue section that addresses the Aboriginal issue</p> <p>Overall - disappointing.</p> <p>Orientation of report seems to focus on developing an economic superpower status for Canada, not ecosystem-based management. Document is not leading us there, and raises suspicions that we are not recognising the importance of ecosystems.</p> <p>CCFM has adapted a narrow approach, maybe as a result of the fallacy of fearing a broad approach. CCFM's issues have the risk of not addressing bioethical issues that society wants to have addressed. Favours a life centric and bioethical view, rather than an anthropocentric approach.</p> <p>Mistake and regressive not to have action items in the new forest strategy. The report has reference to C&I, which implies actions.</p> <p>Hiding behind the internet as an approach to communications does not awaken passion and stimulate the genuine engagement that can effect change.</p> <p>The stated intent of the post-2008 strategy is to achieve greater focus on priorities of national importance - this implies that the old strategy was not.</p> <p>The proposed Vision is "small" - not a visionary statement. Sounds like a 1990's or late 80's vision statement, as if we were back in the last century of forests as supplier of timber.</p> <p>Suggest re-ordering the issues, with forest biodiversity being #1 and climate change #2.</p> <p>This presumes the highest value is timber, not the reservoir of 28 trillion tons carbon.</p>

DATE RECEIVED	SUBJECT/TOPICS ADDRESSED	COMMENTS
	<p>Social stability</p> <p>Climate change</p> <p>International interests and obligations</p> <p>Information</p> <p>Boreal region</p> <p>Institutional change</p>	<p>Second bullet: "sound" forest management? This is the wrong focus - it should be ecosystem-based.</p> <p>Need a separate issues section for Aboriginals - don't mix it with social stability and resilience. Aboriginals are quite distinct and need to be treated separately in another section. That section needs to include a missing discussion about aboriginal access to resource rights and ownership.</p> <p>Good to make this a theme focus.</p> <p>Mention albedo (effects of climate change) - need more research</p> <p>Good to see this section</p> <p>"Forest-related information and knowledge" is an issue, but the section is about public accountability, and CCFM is mis-stepping to consider this topic so narrowly.</p> <p>Good to have this as a theme</p> <p>Suggest adding "governance" to this issue</p>
<p>Tuesday, June 12th, 2007</p>	<p>General comments</p>	<p>How can the objective of conserving genetic diversity be achieved with the increasing number, total area and unlimited sizes (Ontario) of clear cuts?</p> <p>Recommends setting aside large areas for forests for genetic seed pools (and no logging should be allowed in parks).</p> <p>Maintenance and enhancement of ecosystems' functions, at the broad landscape level, require strong national regulatory standards for provinces.</p> <p>Population growth in northern communities should be discouraged as it will be increasingly unsustainable.</p>
<p>Wednesday, June 13th, 2007</p>	<p>General comments</p> <p>Vision and Principles</p>	<p>Recommends that challenges faced by the forest industry be referenced early in the document, given that it is a key driver.</p> <p>Suggests including the notion of communities' stability and resilience in the vision.</p>

DATE RECEIVED	SUBJECT/TOPICS ADDRESSED	COMMENTS
		This should be supported by a new principle addressing this issue.
	Goals and objectives	<p>Recommends giving priority to:</p> <ul style="list-style-type: none"> - industry competitiveness; and - social stability and communities resilience. <p>Suggests that CCFM and its member jurisdictions give an indication (not a list of specific actions) of their intentions to achieve these goals.</p>
	Context of Sustainable forest management in Canada	<p>Recommends that the Government of Canada becomes more involved in forest development (i.e. similar to what it did regarding the crisis in fisheries in the 1990s, where it facilitated the development of aquaculture), including:</p> <ul style="list-style-type: none"> - Encouraging the establishment of fast-growing plantations.
	Issues	General support for issues identified in the discussion paper.
	<p>APPENDIX A</p> <p>Competitiveness</p> <p>Forest health</p> <p>Social stability</p> <p>Boreal region</p>	<p>Recommends addressing the issue of accessibility of wood fibre supplies at competitive costs (i.e. distance from wood supplies, transportation costs, quality of wood, etc.).</p> <p>Solutions to this issue could include: the establishment of fast growing plantations.</p> <p>Highly important issue, but not as important as the sustainability and viability of forest-dependent communities.</p> <p>Recommends underlining the potential benefits for communities of establishing an industry of fast-growing plantations.</p> <p>A means to reduce industrial pressures on boreal forests could be to establish fast-growing plantations close to mills.</p> <p>Suggests further investigating the triad concept.</p>
Thursday, June 14 th , 2007	Other issue: Aboriginal participation	<p>Suggests that more emphasis be put in the next strategy on Aboriginal participation in the forest sector.</p> <p>What are CCFM's responsibilities in terms of "duty to consult" with Aboriginals?</p>

Monday, June 18 th , 2007	Other issue: maintenance of forested areas	<p>Tree plantation should be encouraged as much as possible (including restoration of forested lands that have been converted to other use).</p> <p>Protection of Canadian boreal forests should be one of CCFM's priorities and most important world responsibilities. Strongly suggests including it in the 2008 strategy.</p>
Tuesday, June 19 th , 2007		Urges CCFM to not give prominence to economic considerations when taking decisions about the sustainable management of Canada's forests.
Friday, July 13 th , 2007	Vision and Principles	<p>Preference for the new proposed vision given that the inclusion of the environmental aspect of well-being encompasses living things mentioned in the current vision and the long-term health of Canada's forests is implied in their maintenance and enhancement.</p> <p>This vision is shorter and more succinct, and embodies all of the essential aspects of sustainable development.</p>
	Top 5 Priorities	<p>Top five priorities should be: (1) forest industry competitiveness & related bio-economy, (2) forest health and management of insects, diseases and fires, (3) sustainability and resilience of aboriginal and non-aboriginal forest communities, (4) climate change mitigation and adaptation, and (5) institutional change.</p> <p>In addition, information and knowledge about Canada's forests and related industries, communities and environments are essential to addressing any of these issues and therefore should not, in my opinion, be a stand-alone issue.</p>
	APPENDIX A Issue: Competitiveness Issue: Institutional Change	<p>Another issue that CCFM may wish to consider is high energy prices, which is frequently cited as a major factor in forest product mill closures.</p> <p>Institutional changes arising from the many on-going First Nations land claims may affect the sustainable management of Canada's forests in the next decade.</p>
Friday, July 6 th , 2007	Other issue: urban forests	<p>Encourages greater support from both provincial and federal governments for urban forests.</p> <p>Recommends the inclusion of a section on urban forests in the strategy for the following reasons:</p> <ul style="list-style-type: none"> - given that 80% of Canada's population live in urban areas, urban forests are the only connection to nature for many; - urban forests provide many environmental

		benefits, including comparative value for reducing greenhouse gases (as compared to rural trees).
Wednesday, July 4 th , 2007	Issue: bio-economy	Urges recognition of- and support for evolving bio-industries, and the need to manage forest biomass as opposed to wood fibre in the next strategy.
Friday, July 13 th , 2007	Other issue: urban forests	Notes the importance and suggests the inclusion of urban forest and tree inventories in the strategy.
Monday, July 16 th , 2007	General comments	Focus of the discussion is on industrial competitiveness, similar to earlier versions of the NFS.
	Other issue: urban forests	Notes urban forests are a stated objective of the current NFS (2003-08), but are absent of the discussion paper. Recommends that: <ul style="list-style-type: none"> - urban forests have a distinct place in the discussion paper (separate from forest communities); - forest communities be a subset of urban forests.
Tuesday, July 17, 2007	Reporting and Evaluation	Recommends CCFM more actively refine and promote Canada's forestry image. Also recommends that a tactical media response team be put together to refute or clarify ENGO claims and campaigns.
	Other Issue: Youth Education	Recommends strategic development of next generations of foresters and forest scientists, by: <ul style="list-style-type: none"> - supporting Canadian Institute of Forestry & Canadian Forestry Association efforts of turning to youth as future professionals and members; working with provinces and professional organizations to reach the public and educators.
	APPENDIX A Competitiveness Climate change	Forest industry competitiveness should be paramount in the next strategy. Examples of how competitiveness could be improved include: <ul style="list-style-type: none"> - addressing climate change market pressures; - aggressive product branding addressing climate change and environmental agendas; - enabling and promoting bio-energy and bio-products; - developing sound forestry and Aboriginal programs; and - encouraging certification of processes and products. Collaborative efforts are required to address climate change and its related issues – with long-term program continuity and dedicated funding.

	<p>Biodiversity</p> <p>Institutional change</p>	<p>Silviculture & forest management mitigative measures must be implemented as climates warm and become more severe.</p> <p>CCFM should facilitate closer collaboration between provinces and with the federal government to solve jurisdictional issues (e.g carbon ownership).</p> <p>Collaborative efforts are required to address biodiversity issues – with long term program continuity and dedicated funding.</p> <p>Governments must control the trend of fund managers acquiring prime forest lands/plantations if they are not managed in the best interests of society.</p>
<p>Wednesday, July 18th, 2007</p>	<p>General</p>	<p>The forest sector needs to learn how to successfully manage change, rather than permitting change to manage us.</p> <p>The CCFM task is to build capacity for positive change. Sustainable forest management should be more than minimizing negative impacts. Most new policies are stress driven, and the usual “solution” is to treat the symptoms by decreasing the intensity of the stress. This may provide temporary relief, but is unlikely to produce lasting worthwhile results.</p>
	<p>Vision</p>	<p>Currently, too much emphasis on “how to do” rather than on “what to do”.</p> <p>Recommends alternative wording: <i>“Canadians want to live well in sustainably managed forests, at nature’s pace, and in accordance with our core values of peace, order and good government.”</i></p> <p>Recommendation to develop a mission statement that would focus on how to achieve the vision. The purpose of actions should be clearly stated, as well as the means to achieve these ends. An example of a mission statement was included: <i>“The purpose of sustainable forest management is to meet the needs of the present without compromising the ability of future generations to meet their own needs. To achieve this purpose, Canadians will:</i> <ul style="list-style-type: none"> • <i>Maintain and enhance the long term health of Canada’s forests, for the ecological, economic, social and cultural well being of all;</i> • <i>Promote cooperation among governments on forestry and forestry related issues of common interest;</i> • <i>Foster cooperation to develop and maintain the</i> </p>

		<p><i>scientific information required to support forest management decision making;</i></p> <ul style="list-style-type: none"> • <i>Demonstrate international leadership;</i> • <i>Cooperate with other ministerial councils to address interrelated issues;</i> • <i>Share information on issues affecting the forest sector;</i> • <i>Provides a framework for signing and implementing agreements on specific topics and issues. ”</i>
Thursday, July 19th, 2007	Other issues: private woodlots	<p>Given that private woodlots are important to the national forest identity and to rural economies (e.g. sawlogs, firewood, maple syrup, berries, etc) and ecosystem health, urges CCFM to create policies and programs to keep existing woodlots intact and sustainably managed.</p> <p>Recommends that the next strategy examine methods of compensation to private woodlot owners to entice them to maintain their woodlots and the environmental goods and services provided by them.</p> <p>Suggests further investigating the potential to use marginal farmlands for tree plantation (including potentially sequestering carbon).</p>
Tuesday, July 24 th , 2007	Vision	<p>Proposed vision implies a “utilitarian” approach to forests, given that it does not include the notion that forests are “for the benefit of all living things”.</p> <p>The proposed vision suggests that forests are only considered in terms of benefits to humans, dismissing any notion of inherent value.</p> <p>Existing legislation affirms Canada’s moral obligation to conserve ecological integrity (i.e. National parks) for the benefit of wildlife as well as for inherent value.</p> <p>Preference for the current vision (i.e. NFS 2003-08).</p>
	Implementation Approach	<p>Jurisdictional-led implementation of the strategy is realistic, considering the non-prescriptive nature of the strategy.</p> <p>CCFM is encouraged to develop avenues of communication and build partnerships across sectors and jurisdictions.</p>
	Interested parties engagement	<p>General support for the process.</p> <p>Concerned over the 45-day review period. May be insufficient for organizations to conduct internal discussion and consolidate views.</p>

	Reporting and evaluation mechanisms	Use of existing mechanisms is encouraged and will also provide an opportunity to assess their usefulness.
	Other issues: Integrated Land Management (ILM)	<p>ILM and challenges to its implementation should be an addressed issue. Cumulative effects of multiple, inter-sectoral land uses require mitigation.</p> <p>Recommends adoption and promotion of place-based ILM framework.</p>
Tuesday, July 24 th , 2007	General comments	<p>General support for the issues identified in the discussion paper. They are consistent with concerns of private woodlot owners.</p> <p>Interested in continuous involvement in the development of the next strategy.</p>
	Goals and Objectives	<p>Recommends that the next strategy address the role of woodlots in Canada, given that they provide opportunities for eco-tourism, and numerous ecological services, including carbon sequestration.</p> <p>Goals and objectives of the next strategy should include challenges identified under theme 7 (woodlots) of the current strategy that have yet to be met.</p>
	Other issues: private woodlots	<p>Policy and crown tenures must not adversely affect or undermine sound woodlot management. Suggests that tax and social programming be considered to provide incentives not barriers to woodlot managers.</p> <p>The strategy should recognize the unique challenges of private vs public ownerships. They should not be treated in the same manner.</p>
Friday, July 20 th , 2007	General comments	<p>Supportive of CCFM's leadership as custodian of the strategy.</p> <p>Perception that the strategy is a government document may hinder participation of interested parties in its delivery and international acceptance.</p> <p>Need for greater and more visible collaboration with other governmental departments</p> <p>Discussion paper outlines a solid approach to developing the next strategy.</p> <p>Would like to assist in developing and delivering the next strategy.</p>
	Vision and Principles	Supportive of the fact that the vision continues to imply that forest management should provide a mix of social/cultural, economic and environmental values.

		<p>More emphasis should be put on maintaining the ecological integrity of forest ecosystems.</p> <p>Principle – communities should be encouraged to determine the mix of values provided by forests, only above an ecological threshold (i.e. the capacity of the ecosystem to maintain its functions and resilience in perpetuity).</p>
Issues		<p>Recommends merging climate change and forest health together.</p> <p>A few issues are missing, including:</p> <ul style="list-style-type: none"> - establishment of effective community models <p>Top four priorities should be:</p> <ol style="list-style-type: none"> 1. industry competitiveness and bio-economy; 2. international interests and obligations; 3. information and knowledge about Canada’s forests and related industries, communities and environments; and 4. institutional change.
Goals and objectives / implementation approach		<p>Weakness of past strategies lies in implementation process.</p> <p>CCFM should play a more active role than what is proposed by:</p> <ul style="list-style-type: none"> - encouraging the sharing of information and ideas; and <p>actively promoting collaboration and public recognition.</p>
Engagement with interested parties		<p>Process will work, but the respondent has offered to assist the CCFM in hosting regional workshops as required.</p>
Reporting and evaluation		<p>State of Forests reports and criteria and indicators provide valid frameworks, but they may not provide appropriate information for issue definition and assessment of programs.</p>
APPENDIX A		
Information		<p>Need for adequate inventory of all forest resources across Canada.</p>
Forest Health		<p>This issue should be linked to biodiversity and climate change.</p>
Social Stability		<p>Encourages reference to Canada’s Forest Communities Program and the Canadian Model Forest Network given that they address issues on crown, private and aboriginal lands.</p>

	Biodiversity	<p>Provision of forest ecological goods and services should be referenced and linked to private woodlots.</p> <p>International context should be further recognized (e.g. establishment of an international network of model forests addressing circumboreal issues).</p>
Friday, July 20th, 2007	General comments	<p>The proposed structure has the potential to eliminate those engaged in the current strategy as contributors to the next strategy.</p> <p>Asks that CCFM considers a dedicated focus on Aboriginal Peoples participation and accommodation in the next strategy.</p> <p>While acknowledging difference in jurisdictional roles and responsibilities with respect to Aboriginal Peoples, aboriginal issues benefit from being discussed at a national-level, in a concentrated effort.</p>
	Other Issues: Aboriginal Peoples' Participation	<p>Meaningful involvement and participation of Aboriginals in all aspects of sustainable forest management can be achieved by further emphasizing:</p> <ul style="list-style-type: none"> - capacity building plans; - dedicated continuous funding of capacity building programs; - increased Aboriginal access to forest resources; - monitoring of capacity building efforts; - education and training; and - defining roles of forest stakeholders in building capacity.
Friday, July 20 th , 2007	General comments	<p>Given that forests provide multiple resources (not only timber for the industry), the term <i>forest</i> should be replaced by <i>forest ecosystem</i>.</p> <p>Recommends more explicit recognition that forests provides environmental goods and services.</p> <p>Recommends further recognition of the importance of wetland protection and watershed health.</p> <p>Adaptive management should be further referenced in the strategy.</p>
	Vision and Principles	<p>Preference for the vision of the current NFS 2003-2008, given that health is presented in an inclusive manner (provides benefits to all living things, not just Canadians).</p> <p>Support for the first principle, but <i>forest lands</i> should be replaced by <i>forest ecosystems</i> and suggest adding a reference to environmental goods and services.</p>

		<p>Recommends also defining <i>sound stewardship</i>.</p> <p>Suggests defining SFM in last principle.</p>
Issues		<p>Suggests the addition of a new issue addressing the maintenance of healthy watersheds, aquatic systems and freshwater.</p> <p>Needs to have explicit reference to cumulative impacts of resource exploitation and integrated land management.</p> <p>Top five priorities are: (1) boreal forests, (2) healthy watersheds and aquatic systems, (3) institutional change, (4) climate change, and (5) information and knowledge about Canada's forest ecosystems.</p>
Goals and objectives		<p>Links between goals and objectives and the vision, the principles and the issues should be strengthened.</p> <p>Implementation – CCFM needs to have a strong coordinating role to ensure consistency in implementation and reporting.</p>
Engagement with interested parties		<p>General support for process and timelines.</p> <p>Role of interested parties should be around meaningful collaboration, information sharing and partnership with agencies and jurisdictions responsible for making land-use decisions and managing forest ecosystems.</p>
Reporting and Evaluation		<p>CCFM needs to have a strong coordinating role to ensure consistency in implementation and reporting.</p> <p>Recommends inclusion of all sources of information when reporting and evaluating the implementation of the strategy.</p>
APPENDIX A		
Competitiveness		<p>Critical issue in sustaining rural economies.</p> <p>Recommends reference to ecological goods and services as well as adaptive management.</p>
Forest health		<p>Replace title with <i>forest ecosystem health</i> and suggest broadening the scope of this issue to include healthy watersheds, aquatic systems and freshwater.</p>
Social stability and resilience		<p>Encourage the reference to tourism and non-timber products in this section.</p> <p>Aboriginal tradition lifestyle should be referenced.</p>

	Climate change	Encourages reference to impact of climate change on northern ecosystems. Specific action items could be referenced in this section to better understand and address the impacts of climate change on forest ecosystems.
	Forest biodiversity	Change title to <i>forest ecosystem biodiversity</i> , and add reference to limit the inclusion of new species under species at risk.
	International interests and obligations	Promote international standards similar to those in Canada in terms of the management and protection of forest ecosystems.
	Information and knowledge	Lack of information on non-timber values and products limit ability to make sound forest management decisions. Coordinated efforts in gathering information should be emphasized (e.g. between the National Forest Inventory and the Canadian Wetland Inventory).
	Boreal	General support for this issue. Suggests more emphasis on appropriate coordination and collaboration between the varieties of interests in the boreal region to ensure appropriate land-use decisions to ensure balance.
	Institutional change	Strong need for integrated land management initiatives that coordinate the multiple and cross-sectoral land-use and management decisions.
Friday, July 20 th , 2007	General	No specific comment on discussion paper, but looks forward to continuous participation in the development of the strategy.
Tuesday, July 19 th , 2007	Vision and principles	Vision has many strengths. Current gap – role of private woodlots in furthering the vision.
	Issues	Forest policy should recognize the contribution of private forests in the provision of environmental goods and services. Examples of potential measures include: <ul style="list-style-type: none"> - creation of incentives for woodlot owners; and - removal of barriers to sound woodlot management. Recommends that the strategy address threats to woodlot owners, including: <ul style="list-style-type: none"> - urban sprawl; and

		<ul style="list-style-type: none"> - infrastructure encroachment (e.g. pipelines, hydroelectric lines, highways, expansion of agricultural lands, etc.).
	Engagement with interested parties	Timeline seems reasonable, given the opportunities to attend workshops with other stakeholders between January and March 2008 and to review the draft strategy.
	APPENDIX A Climate change	Encourage the recognition of the contribution of private woodlots in capturing greenhouse gases.
Friday July 20 th , 2007	Vision and Principles	<p>Preference for the new vision because it is more succinct., but suggest reordering of the pillars of sustainable development to emphasize that without the environment, it is impossible to achieve the other aspects of SFM.</p> <p>Revised wording: “(...) <i>environmental, social, cultural and economic well-being</i>”.</p> <p>General support for principles.</p>
	Issues	<p>Top five priority issues are:</p> <ul style="list-style-type: none"> Competitiveness; Forest health; Information and knowledge; Skilled forest practitioners; and Climate change <p>Other issues of consideration include lack of skilled labour, i.e. a looming peak in retirements coupled with low interest in forestry by youths may result in a skilled labour shortage.</p>
	Goals and objectives	<p>Goal 1 - forest stewardship is the legislated responsibility of professional foresters and forest technologists who are accountable for their actions.</p> <p>Goal 2 - sound and skilled forest management requires the expertise, direction, and input from a variety of professional disciplines as well as from interested and informed Canadian citizens, groups, agencies, organizations, and governments including federal, provincial, municipal, and Aboriginal.</p> <p>Goal 3 - Canada’s forest industry needs to recognize and evolve so as to meet consumer expectations of sustainability and product.</p> <p>Goal 4 – Forest sector needs to expand its market base and develop a value-added approach to maximize the benefit from materials.</p>

		<p>Goal 5 - Development and application of innovative forest practices are needed to maintain and enhance natural forest ecosystems.</p> <p>Goal 5 - Governments and industry need to develop and implement scientifically sound forest management strategies that publicly document the state of forest resources, identify pressures on forests, and indicate which of our current practices require change to improve the management of our forests.</p> <p>Goal 6 – Promotion of the sustainability of forest resources world-wide by continuing to contribute to the development of international standards of sustainability and certification and by discouraging importation and consumption of forest materials obtained from non-sustainable practices and locations.</p>
	Implementation approach	Appears sound; however examples of actions could be identified and implemented as a means to ensure consistency.
	Engagement of interested parties	<p>General support for the proposed process and timelines.</p> <p>Suggests that the draft strategy be reviewed by registered professional foresters and forest technologists associations, as well as the Canadian Institute for Forestry.</p> <p>Role of interested parties – (1) identifying issues, and (2) demonstrating commitment by reporting annually on specific activities that support the goals and/or objectives of the strategy.</p>
	Reporting and evaluation	Existing mechanisms are adequate for monitoring process, but there is general lack of commitments to their use.
	APPENDIX A Competitiveness	<p>The industry should be allowed to use marked logging fuel in its forestry operations including hauling logs from the forest to its mills, in its milling operations, and in the transportation of its wood chips.</p> <p>Provincial governments pay a portion of the costs of constructing and maintaining forest roads based on an apportionment of costs associated with public use and benefit to the province generally.</p> <p>Promotion of the development of wood residue and electrical co-generation facilities.</p>

		<p>Forest monitoring programs should be as concise, streamlined, and cost-efficient as possible to improve forest management practices.</p>
	Social stability and resilience	<p>Incentives could be developed to promote a value-added forest product sector.</p>
	Climate change	<p>Consideration of the recommendations made by the Prairie Adaptation Research Collaborative.</p>
	Biodiversity	<p>Reference work conducted by Canadian Councils of Resource Ministers and International Institute for Sustainable Development on biodiversity.</p>
	International	<p>Strategy should highlight what are Canada's commitments and obligations, what has been done to meet them, and what remains to be done.</p> <p>Canada's role in terms of the stewardship of its forests is to maintain and sustain its forest resources which help regulate carbon cycles and other global ecological processes.</p> <p><i>· To what extent should the strategy address international issues and global challenges and Canada's evolving role?</i></p> <p>The strategy should provide a cursory overview of international issues and global challenges, but focus should be on domestic issues and actions.</p>
	Information and knowledge	<p>The work of the Sustainable Forest Management Network, Model Forest Network, and other like organizations needs to be promoted to Canada's forest managers.</p> <p>The strategy should encourage an increased communications effort (at the federal level) to document the state of forests in a web-friendly format. The information should be technical enough to be meaningful, regionally relevant (by province and ecoregions & ecoregions), and concise enough to allow queries and understanding of the implications of results.</p>
	Boreal	<p>Identify educational resources which present a scientifically sound and accurate picture of the status of Canada's forest practices and boreal forest.</p>
	Institutional change	<ul style="list-style-type: none"> - Development in China...pressure to produce cheaper fibre; - Development of ecosystem services (e.g. carbon

		<p>credits, conservation easements, biodiversity credits, etc.);</p> <ul style="list-style-type: none"> - Accelerating rate of information & knowledge production; - Demand for “Just-in-Time” services; - Increasing scope of public participation; - Declining ability and capacity (i.e. shortage of skilled labour, budget cuts, etc.) for governments to do their job; - Industry changes; - Global government & tribalism; and - increasing conservatism.
Wednesday, July 18 th , 2007	General comments	<p>Encourage the recognition of the fact that over 80% of Canada’s population lives in urban areas and that urban forests play an important role in the environmental, social and economic future of our country.</p> <p>Competitiveness of the forestry sector is the key issue in the implementation of the strategy</p> <p>Encourages CCFM to further recognize the current crisis faced by the forest industry and that solution lies in increased leadership and deeper repositioning.</p> <p>Examples of areas for action could include:</p> <ul style="list-style-type: none"> - increasing the use of forest plantations as a supply of timber; - diversify markets (i.e. reduce reliance on the US economy); - increasing foreign investments by Canadian producers as a means of protection against the rising dollar (i.e. shifting production outside of Canada, but done by Canadian companies); and - encouraging linkages and integration with other resource-based industries. <p>More emphasis should be placed on climate change and carbon in the strategy (i.e. links between investments and carbon credits).</p>
	Abstract and Introduction	<p>Supportive of implementation by CCFM and its member jurisdictions.</p> <p>Concerned with the implementation of goals and objectives related to urban forests, given that this responsibility lies with municipal governments. Advises to develop new implementation mechanisms related to this issue.</p> <p>Suggested wording for last sentence of first paragraph (p.5): “(...) <i>filter 20 percent of the world’s fresh water,</i></p>

		<i>provide habitat for more than 140,000 species of plants, animals and microorganisms, and enhance our urban environments”.</i>
	Context of Sustainable Forest Management in Canada	Recommends adding urban forests as an important component of SFM in Canada.
	Vision	General support for the vision (i.e. refined from the 1992 version). Recommends adding a reference concerning the fact that urban forests are part of Canada’s forests.
	Issues	Recommends either adding a separate issue on urban forests or including urban forests in one of the issues listed. Urban forests should be considered a national priority under the next strategy.
	Goals and objectives, and engagement of interested parties	Suggests adding a reference on the need to develop means to engage agencies responsible for urban forests.
	APPENDIX A	
	Forest Health	Suggests to note the contribution of urban forests to forest health, i.e. they provide reservoirs of biologically diverse trees and habitats. Urban forests can also be affected that natural disturbances such as insects and fire. Given this, they recommend including them in national strategies.
	Social stability and resilience	While this section focuses on economic aspects, recommends noting that urban forests contribute to the quality of life of urban populations.
	Biodiversity	Urban forests are important reservoirs of genetic diversity, but they are often entry points of alien pests.
	International interests	Recommends emphasizing that the knowledge base in urban forestry may be applied to community or village forestry in aid-receiving countries.
	Forest-related information and knowledge	Would like the CCFM to stress the importance of urban forests in terms of education (e.g. school programs and adult education).
Tuesday July 24 th , 2007	General comment	Would like to see greater emphasis on conservation values.
	Vision and Principles	Preference for the vision of the current strategy (2003-08) over the proposed one.

		<p>Forests should be maintained for the benefit of all living things, not just for people.</p> <p>Recommends that the vision emphasizes the relationship between forest health and socio-economic and cultural benefits that Canadians enjoy.</p>
	Issues	<p>Top five priorities should be: (1) forest health and the management of insects, diseases and fire, (2) climate change mitigation and adaptation, (3) biodiversity and natural cycles, (4) information and knowledge about Canada's forests and related industries, communities and environments, and (5) Canada's boreal forests.</p>
	Engagement of interested parties	<p>Relevant forestry expertise from Canadian NGOs should be considered.</p> <p>For example, the respondent has a significant knowledge base and conducts many conservation education and outreach programs.</p>
	APPENDIX A	
	Forest health	<p>Other issues related to forest health could be:</p> <ul style="list-style-type: none"> - prevention and control of new invasive species (e.g. monitoring program for early detection and rapid response); - development of sustainable pest control measures (e.g. biological control, habitat manipulation to discourage pests, and physical controls to block or trap pests);
	Climate change	<p>Consideration is given to remote, healthy old growth forests as important carbon sinks, and the significance of their conservation/protection to other CCFM priorities (e.g. biodiversity and boreal forests).</p> <p>Intact mature forests should be set aside and valued for their ecological significance and functions rather than for their industrial economic potential.</p> <p>Suggests adding a reference related to the responsibility of the forest industry to reduce its greenhouse gas emissions from its operations in the forest.</p> <p>Consideration be given to tree plantation (i.e. creating carbon sinks by planting more trees than what is being logged).</p>
	Biodiversity	<p>Important gap in discussion paper: species at risk.</p> <p>Suggests that the "Biodiversity and Natural Cycles" priority identified by CCFM include a direct reference</p>

		Given current challenges by the forest sector, the new strategy should be ambitious and stimulating.
	Vision and Principles	<p>Does not like either proposition, because they are not inspiring and mobilizing enough.</p> <p>Suggests that the vision focus on the “<i>mobilization of our strengths to successfully face needed adaptations</i>”, such as:</p> <ul style="list-style-type: none"> - adaptation to changing values and the rapid evolution of knowledge; - adaptation to changes in markets and the global economic context in which Canada evolves; and - adaptation to events linked to the rapid globalization (e.g pests and climate change). <p>While principles are good, stronger emphasis should be placed on how they will influence the issues.</p> <p>For example, the one on stewardship should focus on conflicts between different users, and how to achieve a balance.</p> <p>In terms of competitiveness, recommends that emphasis be placed on how a strong forest industry can benefit Canadians.</p>
	Issues	<p>Recommends strengthening the links between some issues and the vision outlined in the paper.</p> <p>What is the common thread between all the issues?</p> <p>Identification that the population does not find the forest sector to be credible and that needs to be addressed in order to have a solid sector.</p> <p>Bio-economy should be separate from competitiveness.</p> <p>Top five priorities should be: (1) communities resilience, (2) biodiversity and natural cycles, (3) bio-economy, (4) institutional change, and (5) re-building the confidence of the population in the forest sector.</p>
	Goals and objectives	<p>General support for the approach proposed to identify goals, only if interested parties are formally invited to participate and have a say in the identification of national priorities.</p> <p>Recommends inclusion of goals and objectives related to the contribution of private woodlots.</p>
	Implementation	Highly disappointed in the proposed approach, given that this is for a national strategy.

Evaluation and reporting	<p>General dissatisfaction with the approach.</p> <p>In the current NFS (2003-2008), too much emphasis is put on evaluation and reporting and not enough on means to achieve progress on actions.</p>
<p>APPENDIX A</p> <p>Competitiveness</p> <p>Social stability</p> <p>Climate change</p> <p>Biodiversity</p> <p>International interests and obligations</p> <p>Forest-related information and knowledge</p> <p>Boreal region</p>	<p>Recommends that this section focuses on the reasons underlying the loss of competitiveness of the forest sector.</p> <p>More emphasis should be placed on the development of private woodlots as a primary source of supply (both in terms of quality and quantity).</p> <p>Recommends putting more emphasis on the development of a framework that will encourage the forest sector to change a model that may no longer be sustainable.</p> <p>In terms of Aboriginal issues, suggests focusing on the redefinition of relationships between governments and aboriginal groups.</p> <p>Implementation of conditions facilitating the sustainable management and conservation of private woodlots.</p> <p>Development of policies to assist private woodlot owners facing natural disasters.</p> <p>Suggests that invasive species be addressed under the forest health section of the strategy.</p> <p>Would be interesting to look at the impacts of tenure, management practices and biodiversity management on how biodiversity issues should be addressed.</p> <p>A strong national strategy can only have positive effects internationally.</p> <p>International issues should not override national issues.</p> <p>While important, not sure that it should be considered as an issue (i.e. it would be more a means to achieve the goals and objectives of the strategy).</p> <p>Emphasis should not be put on one specific forestry region (i.e. the boreal) because of media attention.</p>

	Institutional change	<p>Recommends more a holistic approach in terms of SFM for all forested regions.</p> <p>When addressing private woodlot issues, recommends a more positive outlook by focusing on their potential rather than on the challenges faced by woodlot owners.</p>
Monday, July 30 th , 2007	General comments	<p>General support for CCFM's leadership and approach (i.e. vision for SFM, national-level priorities and link with current initiatives in line with priority areas).</p> <p>Concerned with the absence of urban forestry issues in the discussion paper and with the focus on industrial forests and rural communities.</p> <p>Strategy should be a consensus document reaffirming the country's commitment to SFM and be implemented by all Canadians.</p>
	Vision	<p>Calls for a fully inclusive national vision (e.g. including urban forests).</p>
	APPENDIX A	<p>Urban forests have a direct bearing on a number of priority areas identified by the CCFM.</p>
	<p>Forest health and forest biodiversity</p> <p>Climate change</p> <p>Institutional change</p>	<p>Given the location of urban forests (at the interface of rural and urban areas), they are primary entry points for alien pests and diseases. The City encourages CCFM to consider urban forests in developing comprehensive biodiversity and forest health strategies.</p> <p>Encourages CCFM to consider the role of urban forests when developing climate change adaptation strategies given their proximity to point sources of greenhouse gases.</p> <p>Encourages CCFM to take into consideration the increasing influence of urban populations on forest policies (given the increasing urban demographics and the fact that urban populations are educated about forestry issues and engaged in discussions at all jurisdictional levels).</p>
Tuesday, July 31, 2007	General comments	<p>General support for the proposed vision, goals and objectives.</p>
	APPENDIX A	
	Forest health	<p>Encourages the CCFM to address specifically the Mountain Pine Beetle epidemic in the next strategy, given that it is a major challenge both provincially and nationally.</p>

	Climate change	Invites the CCFM to consider urban forests in the next strategy, especially given its role in mitigating the impacts of climate change.
Thursday, August 2 nd , 2007	General comments	<p>Given that no action has been taken relative to action item 3.4 of the current NFS 2003-08 (i.e., funding to support Aboriginal capacity building and participation in implementing the National Forest Strategy), encourages CCFM to further Métis engagement in the forest sector (e.g. despite a proposal to the interlocutor's office, no funding has been directed towards the development of a Métis forestry program).</p> <p>Encourages CCFM to note that lack of consideration to Métis forestry be highlighted as a failure in implementation of the current 2003-08 NFS and that Métis forestry be a part of the next strategy.</p> <p>Encourages CCFM to be inclusive of all Aboriginal groups when using the term "Aboriginal" (i.e. not only First Nations, but Métis and Inuit also).</p> <p>Recommends that CCFM specifies in its documents that Aboriginals include Métis and Inuit population.</p>
	Engagement of interested parties	<p>Requests to be involved in the development of Canada's next strategy.</p> <p>Suggests that CCFM sponsor a workshop between governments and Métis only, to (1) include Métis interests in the next strategy, (2) to develop achievable objectives and (3) obtain a commitment for capacity building.</p> <p>Recalls, that according to the <i>R. v. Powley</i> case, the Supreme Court of Canada confirmed that Métis have Aboriginal harvesting rights protected under section 35 of the Constitution. In their view, governments have a duty to consult with Aboriginal peoples and accommodate their interests.</p>
	APPENDIX A Forest Health	Encourages CCFM to consider the impact of climate change, the need for fibre, traditional and non-traditional forest products, and most importantly forest habitat to protect and preserve species at risk and maintain biodiversity relative to the future of the forest industry.

	Forest-related information and knowledge	Encourages CCFM to consider Aboriginal traditional knowledge and Métis traditional knowledge as key elements to maintaining forest health and preserving aboriginal culture.
Friday, August 3 rd , 2007	APPENDIX B CCFM Framework of Criteria and Indicators – criteria #5 (economic and social benefits) and #6 (society’s responsibility)	In favor of: <ul style="list-style-type: none"> - community based representation and mapping of land/water use activities, - meaningful consultation and effective notice on cutting plan, - no see, no hear of cut blocks from the water, major access roads, and historic trails, - greater set backs to manage nutrient migration and protection water systems, - enforcement and auditing of logging activities, - better and more sustainable forestry practice other than clear cutting, and - consideration for aesthetics of the environment as key to the sustainability of the seasonal property owners.
Thursday, August 30 th , 2007	Vision	Invites the CCFM to reorder the pillars of sustainable development so the vision would read: <i>“Canada’s forests will be maintained and enhanced, for the environmental, social, cultural and economic well being of all Canadians, now and in the future”.</i>
	Issues	Recommends the top five priority issues to be: (1) climate change, (2) forest biodiversity, (3) forest health, (4) boreal region, and (5) forest-related information and knowledge In order of priority, invites the CCFM to also consider the following issues: (6) urban forest enhancement, (7) First Nations Right and Consultation, (8) social stability and resilience, (9) competitiveness (10) international interests and obligations, and (11) institutional change.
	Goals and objectives	Recommends the inclusion of the following goal in the strategy: <i>“protect at least 50% of Canada’s Boreal”.</i> To achieve this goal, recommends conservation land-use planning on federal lands.
	Engagement with interested parties	General support for the proposed timelines. Recommends that the role of interested parties be one of: <ul style="list-style-type: none"> - providing an outside perspective on issues, and correcting and industry and governmental bias towards development.

Reporting and evaluation	Recommends that this be done by a third party (e.g. Environmental Commissioner of Ontario in Ontario).
APPENDIX A	
Competitiveness	Invites CCFM to promote credible (i.e. not dominated by industry, based on consistent benchmarks, tested by field audits, transparency, etc.) third party certification.
Forest health	Invites CCFM to promote forest management approaches that mimic natural disturbance patterns (e.g. fire management – prescribed burning – rather than fire suppression, etc.).
Social stability and resilience	Promotion of community forest tenures and better inclusion of Aboriginal groups in forest management planning and decision-making processes.
Climate change	Encourages research on protection of forests as a means to mitigate against industrial development in the forest and its impact on climate change. Encouraging industry to focus on energy savings strategies and technologies. Encourages governments to consider supporting afforestation and reforestation strategies to adapt to climate change, and to pursue research on shifts in seed zones and species range. Consideration be given to urban forests as a means to mitigate and adapt to climate change.
Forest biodiversity & International interests and obligations	Greater emphasis be given to species at risk. Encourages Canada to give an example by setting aside permanently large tracts of forests to support species with large ranges and natural disturbance regimes.
Forest related information and knowledge	Encourages CCFM to use the best technologies available and commit to ground based assessments as a means to improve forest inventories.
Boreal region	Encourages CCFM to adopt the Boreal Conservation Framework (e.g. at least 50% of the boreal should be protected from industrial use).
Institutional change	Promoting the development of a formal carbon trading system.

<p>Monday, January 14th, 2008</p>	<p>Engagement with interested parties</p>	<p>Requests that there continues to be a legitimate citizen's role in the NFS. This could be conducted in a number of different ways, such as:</p> <ul style="list-style-type: none"> - utilizing the talent pool of the Canadian Model Forest Network to enable public input; - structuring stakeholder involvement along the lines of roundtables (mandatory presence required); - giving the implementation some degree of independence from the CCFM; and - maintain communications and engagement with the existing coalitions <p>Acknowledges that the Federal and Provincial Governments have the primary responsibility and authority to develop and implement a National Forest Strategy.</p> <p>In BC, First Nations Governments are taking on a greater role in forest management.</p> <p>A number of stakeholder groups play a key role in the national forest agenda, influencing both planning and implementation, for example:</p> <ul style="list-style-type: none"> - Local governments (cities and municipalities) - Conservation organizations - Industry organizations - Academic and research organizations - Professional organizations <p>The meaningful involvement of First Nations and stakeholders adds value from the following perspectives:</p> <ul style="list-style-type: none"> - It presents the opportunity to inform stakeholders of the national and international context. - It improves the content. - It enhances (considerably) Canada's international image. - It provides a platform to build and maintain relationships between groups with otherwise competing interests. - It produces advocates for the strategy and Canada's approach to forest management. - It provides a sounding-board for governments. <p>The process for developing and monitoring implementation of the strategy does not have to be "consensus" (recognizing that the senior governments have the legal authority), but should at least be collaborative.</p>
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		<p>The Canadian Model Forest Network, and its 12+ sites and 500+ members provide one avenue for managing an on-going stakeholder involvement process without having to establish another coalition. The BC Coalition is an example where the former McGregor Model Forest facilitated a cross-section of interested groups (including the Provincial Government) to track implementation and advocate for the NFS at the provincial level. The BC Coalition has not purported to have any authority or control over forest planning or policy, but through the active involvement of up to 30 participants, helped make the NFS "real" to those on the front lines.</p>
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