FINAL REPORT APRIL 1994

Forest Round Table on Sustainable Development

Edited by
Steve Thompson and Allison Webb

National Round Table on the Environment and the Economy

© 1994 National Round Table on the Environment and the Economy

All rights reserved. No part of this work may be reproduced or used in any means without the prior written permission of the publisher.

Canadian Cataloguing in Publication Data

Forest Round Table on Sustainable Development: Final Report, April 1994

Edited by Steve Thompson and Allison Webb

ISBN 1-895643-28-7

This report is printed on Environmental Choice paper containing 100% recycled content including 50% post-consumer fibre, using vegetable inks.

Aussi disponible en français.

Cover design and layout: Kindi Chana, National Round Table

Printed and bound in Canada by Tri-Graphic Printing (Ottawa) Limited

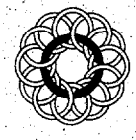
Published and distributed by:
The National Round Table on the Environment and the Economy
1 Nicholas Street, Suite 1500
Ottawa, Ontario, Canada
K1N 7B7
Tel: (613) 992-7189
Fax: (613) 992-7385
E-mail: admin-nrtee@nrtee-trnee.ca / nrtee@web.apc.org

Forest Round Table on Sustainable Development

Final Report

April 1994

Edited by
Steve Thompson and Allison Webb



National Round Table on the Environment and the Economy

Forest Vision and Principles

The representatives below are pleased to sign, on behalf of the agencies named, endorsement of the vision and principles set out in this document. Agencies are developing individual action plans covering the contributions they will make in support of these principles.

Association of University Forestry Schools of Canada	Rod Carrow
Canadian Federation of Professional Foresters' Associations	Tony Rotherham
Canadian Federation of Woodlot Owners	Peter DeMarsh
Canadian Forestry Association	Glen Blouin
Canadian Forestry Service	Jean-Claude Mercier
Canadian Nature Federation	Julie Gelfand
Canadian Parks & Wilderness Society	Harvey Locke
Canadian Pulp and Paper Association	David Barron
Canadian Silviculture Association	Dirk Brinkman
Canadian Wildlife Federation	Colin Maxwell
Canadian Wildlife Service	Dave Brackett
Communications, Energy and Paperworkers Union of Canada	Keith Newman
Council of Forest Industries of British Columbia	Mike Apsey
Environmentalist	Lois Corbett
Forest Industries Branch, Industry Canada	Rocco Delvecchio
Fur Institute of Canada	Gerry Wilde
IWA Canada	Gerry Stoney
Miramichi Pulp and Paper Inc.	Joe O'Neill
National Aboriginal Forestry Association	Harry Bombay
Ontario Forest Industries Association	Marie Rauter
Sierra Club of Canada	Elizabeth May
Taskforce on the Churches and Corporate Responsibility	Peter Chapman
Weldwood of Canada Ltd	Don Laishley
Wildlife Habitat Canada	David Neave
Round Table Moderator	Hamish Kimmins
National Round Table on the Environment and the Economy	John Houghton

Contents

The National Round Table on the Environment and the Economy 1

Introduction 3

Canada's Forest Heritage 4

Principles for Sustainable Development 6

1. Looking after the Environment 6

2. Taking Care of People 6

3. Land Use 7

4. Managing Resources 7

Forest Round Table Action Plans 9

The Forest Round Table Process 30

Field Visits 30

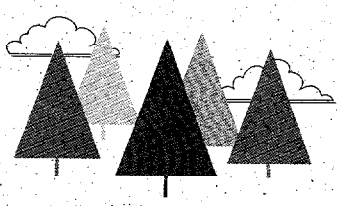
Main Issues 31

Guiding Principles for Consensus Decision Making 31

Lessons Learned 36

Participants' Views 37

Abridged Minutes of the Meetings 41



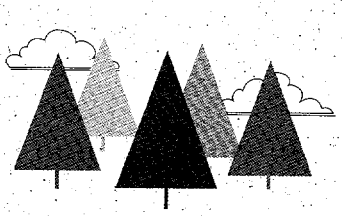
The National Round Table on the Environment and the Economy

In its 1987 report on *Our Common Future* the United Nations "Brundtland" Commission on Environment and Development expressed optimism that the world could resolve its environmental and economic problems. It even predicted a new era of economic growth based on environmentally sound and sustainable development practices. In response to Brundtland, Canada set up Round Tables on the Environment and the Economy, reporting to First Ministers. The National Round Table (NRTEE) was announced by the Prime Minister of Canada, and held its first meeting in June of 1989. It acts as a catalyst for change and for the development of consensus on sustainable development issues. It seeks to achieve its goals by forging new partnerships that focus on the link between the environment and the economy. It is an independent forum, chaired by Dr. George Connell, former president of the University of Toronto.

Traditionally, Canada's institutions have been designed to bring together individuals and groups with similar interests or goals. However, the Round Table brings together the many competing interests in a forum where they can find common ground on which to take action for sustainable development. The NRTEE model for round table dialogues on sustainable development in resource sectors encompasses both a catalytic phase and a managerial phase in which a portion of the planning and leadership for the process is undertaken by the NRTEE and a guiding group drawn from the sector.

Dialogues encourage economic sectors to build toward consensus on development which is sustainable at its inception, rather than being subject solely to regulatory and remedial measures. The NRTEE catalyzes the process of dialogue between protagonists. Matters of content, such as specific targets and plans, come largely from the participants themselves, but the National Round Table plays a role in the process: Problem solving sessions within sectoral "Round Tables" build a common understanding on sustainable development, including vision and principles, and lead to codes of practice or action plans for stakeholders, and

In response to Brundtland, Canada set up Round Tables on the Environment and the Economy, reporting to First Ministers. The National Round Table (NRTEE) was announced by the Prime Minister of Canada, and held its first meeting in June of 1989. It acts as a catalyst for change and for the development of consensus.



policy options for government and for governing bodies of business, education and public interest groups. The NRTEE may ask individual sector groups to meet together if a widening circle of dialogues uncovers inter-sectoral issues which require their participation.

Who is a Stakeholder?

- Organized national or near-national groups affected by, or having an impact on, the sector.
- Any such group willing to develop principles and action plans to further sustainable development in the sector.

Principles of Sustainable Development

- Used in a broad sense to apply to environment-economy linkages perceived by all stakeholders in the sector. But specific enough to act as a clear base for action by members of each stakeholder's constituency – industry associations, unions, public interest groups, etc.

The Process

- An inaugural meeting of stakeholders to shortlist the issues of sustainable development for discussion, and to adopt a "Round Table" type of process.
- Round Table works over several months to hammer out principles.
- Stakeholder organizations ratify and publish results, and take note of implementation responsibility assumed by stakeholders' members.

Introduction

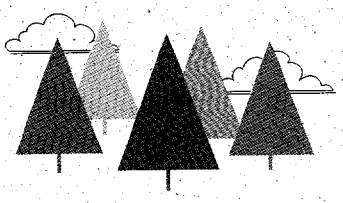
During the summer and fall of 1990, the National Round Table on the Environment and the Economy (NRTEE) consulted with the main national stakeholders in the Canadian forest sector to invite them to join in a round table dialogue on sustainable development. The first Forest Round Table meeting took place in June, 1991. John Houghton, a member of the National Round Table, and Chairman of QUNO Corp. (formerly the Quebec and Ontario Paper Company), led the NRTEE approach. Professor Hamish Kimmins of the University of British Columbia was invited to chair and facilitate the meetings. Some 25 stakeholder groups comprised a broad range of interests assembled to represent all of the values inherent in the forest. Participants agreed on, and worked toward, three objectives:

- Develop a common vision and principles for sustainable development in Canada's forests.
- Each stakeholder agency to develop action plans for its own contribution to sustainable development.
- Recommendations to governments and other jurisdictions with regard to policies and actions for sustainable development.

The Forest Round Table held nine two-day meetings from 1991 to 1993, and has also included several field trips to working forests across Canada to ground-truth some of the principles under discussion. Special effort was made in the early meetings to allow mutual confidence and respect to grow among stakeholders, so that progress made was the result of full discussion. Members published an interim report in 1992, containing the principles they had unanimously agreed on. During 1993, stakeholder organizations developed action plans for support of the principles, and highlights of those plans are presented here. This final report also includes a note on the Forest Round Table process as it developed over a three year period, and the lessons learned from it. Lastly, members of the Forest Round Table also undertook a detailed debate on clearcutting and other harvesting methods, and a record of this is published separately as one of the National Round Table's working papers.

Canada's Forest Heritage

The challenge for Canada is that world, as well as Canadian, aspirations are being imposed on our forest resources because Canada owns a major portion of the world's remaining forested lands.



Forests dominate a significant portion of Canada's land mass, and serve environmental functions which embody values and opportunities for Canada and the world. These functions are values of the first order – without their perpetuation, other values cease to exist. But traditionally, these functions have not been valued, on the assumption they were an ecological given, an environmental unmeasurable. It is now recognized that forest functions are the environmental underpinnings that support and provide forest values as we currently understand them. To abuse them renders suspect our ability to follow a sustainable long-term path for forest resource use and enjoyment; to ignore them invites disaster.

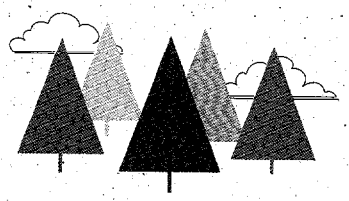
Canada is first and foremost a forest nation. The Canadian forest epitomizes the world's perception of what Canada is all about. The forest industry is by far the largest contributor to Canada's balance of trade. With input from forest-dependent tourism, recreational and subsistence industries, that contribution grows even larger. Canada's 453 million hectares of forested land accounts for one tenth of all forests in the world. Forests are the traditional home of the majority of Canada's Aboriginal nations, having shaped the cultural, spiritual and socio-economic aspirations and dependencies of those nations for centuries.

Forests are the outcome of natural forces at work over millennia, and pre-date human influence on the landscape. Growing forests, like grasslands, wetlands and tundra, function as fixers of atmospheric carbon for our planet. Forests function as a water source for lakes, rivers and streams, capturing precipitation from the air and controlling its release much like a sponge. About 20% of the world's fresh water flows from Canadian forested watersheds. Forests function as habitat for wildlife, providing food, shelter, protection and breeding opportunities. Forests act as local climate regulators, softening the blow of winter and summer extremes as well as cushioning the transitions from one season to the other. Forests are soil builders, contributing nutrients and humus through the annual growth cycles of its flora and fauna; indeed, much of the most productive agricultural land in Canada is forest-originated. And finally, forests function as an indicator of environmental health, alerting us to the consequences of long-term direct or indirect human activity.

The values Canadians associate with these forests and the functions they serve cover a broad range, from commercial harvesting to personal inspiration and satisfaction from conservation. Forests are valued as a place to work and live. Values also include tourism, benefits to and from wildlife (both plant and animal), drinkable water supplies, cultural and spiritual values, genetic diversity, and the many fibre-oriented values associated with forest products. The sustainability of our forest resources – fibre and non-fibre alike – weighs heavily not only on the future well-being of Canadians, but on the world itself.

Canada is now facing a challenge as it aspires to sustainable development and to viable economic and employment opportunities for Canadians. Within this context, public aspirations both within and outside Canada as to how our forest resources should be used have undergone rapid change in the past three decades, frequently without regard to past commitments, obligations and investment. Because Canada's forests are extensive and large-scale human intervention in them is relatively recent, we have more options than many other nations. The challenge for Canada is that world, as well as Canadian, aspirations are being imposed on our forest resources because Canada owns a major portion of the world's remaining forested lands.

The Forest Round Table sought solutions, directions and accommodations that would respond to these sustainability aspirations in a positive and prompt manner. The Round Table benefited from the active participation of all stakeholder sectors. The frank and constructive articulation and discussion of views led to a clearer vision of how our forests must serve us and the world in the years to come. The principles also served as the foci for the action plans undertaken by the stakeholder groups participating in the Forest Round Table.



Principles for Sustainable Development

Our vision is of healthy forest ecosystems that meet present and future human needs while sustaining other life forms and ecological processes.

1. Looking after the Environment

1.1 Ecosystem Integrity

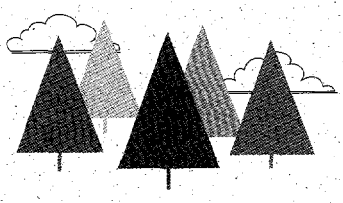
All activities on forested land should respect the intrinsic natural values of the forest environment and recognize the need to protect the integrity of forest ecosystems.

1.2 Biodiversity

Biodiversity should be maintained within the natural range of variation that is characteristic of both the local ecosystem and the region.

1.3 Global Issues

Canada should play a leadership role in its global responsibilities both in the way it manages its forests and in its contributions to the sustainable development of forests world-wide.



2. Taking Care of people

2.1 Public Awareness and Involvement

Public involvement in the forest policy, planning and decision processes is a right, of which responsibility and accountability are inherent components. An aware, educated and informed public is essential for effective participation in these processes. To these ends the public has a right to timely access to relevant information.

2.2 Aboriginal Recognition

Forest management practices and policy must recognize and make provision for the rights of Aboriginal people, reflecting their distinctive position and needs within Canadian society.

2.3 Community and Cultural Stability

The distinctive needs of forest-based communities and cultures are recognized as a major component in the sustainability of the forest.

2.4 Worker Health and Safety

Worker health and safety must not be compromised in the sustainable development and use of forest lands.

2.5 Public Health and Safety

Public health and safety must not be compromised in the sustainable development and use of forest lands.

2.6 Conflict Resolution

Processes that recognize the inherent rights, accountability, and responsibility of the various stakeholders, and which provide opportunity for meaningful discussion within a mutually defined time frame, are vital to the resolution of conflict.

3. Land Use

3.1 Land Use Policies

Land use policies developed by the responsible jurisdictions are a necessary prerequisite to effective long-term management of Canada's forest land base.

3.2 Protected Areas

Protected forest reserves such as ecological areas, natural areas, parks, wildlife reserves, and wilderness areas are essential components of a land-use strategy.

3.3 Public Land Use and Allocation

The policies and processes for allocating use of public forests should consider:

The productive capacity and values of the land base and the ability of the land base to satisfy user needs and aspirations over time;

The potential for zoning forest land for multiple use, dominant use and protected areas.

3.4 Economic Evaluation

A comprehensive economic evaluation of the various options is an essential part of land-use decisions.

4. Managing Resources

4.1 Recognition of Multiple Values

Management of the forest will recognize the potential for sustainable development of the full range of forest resources and values.

4.2 Tenure

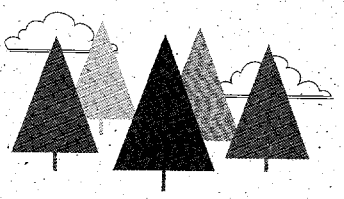
Forest lands should be managed under that combination of tenure systems which balances rights with responsibilities, encourages stewardship, optimizes the sustained supply of various values from forest lands, and contributes to fair and sustainable markets, and healthy communities.

4.3 Jurisdiction

Interjurisdictional equivalency in legislative and regulatory controls will reduce duplication and contradiction, enhance competitiveness and promote sustainable development.

4.4 Regulating Land Use on Private Forest Land

In cases where public goals override traditional property rights of private land owners, the owners must be fully involved in planning such restrictions on land use as may be required, including the provision of incentives or compensation where appropriate.



4.5 Codes of Practice

Sustainability of forest lands and forest uses requires that those who use the forest accept their obligations for its care through the development, application and reporting of user codes of practice covering all activities in the forest.

4.6 Information Base

An adequate information base is essential to the sustainable development of forest lands, and requires current, appropriate and comparable inventories for all forest values.

4.7 Research

A significant and continuing commitment to research, development, transfer and application of results is essential to the sustainability of forest lands and forest uses.

4.8 Workforce Education

Sustainability of forest lands and forest uses requires broadly educated and skilled work forces at the vocational, technical and professional levels with continuing life-long education and training.

4.9 Economic and Policy Instruments

Economic health is integral to the sustainable development of forests. Economic and policy instruments should be consistent with the sustainability of a full range of values from forest lands.

4.10 Shared Responsibility

The costs of achieving sustainable development in the forest sector should be shared by all sectors of Canadian society. Compensation and new economic development strategies for dependent communities should be inherent components of sustainable forestry.

4.11 Competitiveness

Markets should operate as level playing fields and reflect costs in a way which promotes competitiveness without damage to the sustainability of the world's forests.

4.12 Protection

The potential impact of natural forces such as fire, insects and disease will be managed in ways to enhance the management objectives for the areas involved, using environmentally acceptable technology.

4.13 Definition of Terms

Effective communication among forest stakeholders requires a common set of definitions.

Glossary Items

Ecosystem Integrity: Maintenance of the dynamic ecological processes which constitute the interactions and feedback mechanisms over time and space among individual species and the physical environment.

Economic and Policy Instruments : Economic instruments are those which allow regulated parties to consider cost and benefits in their responses to regulations. Policy instruments cover the range of laws, regulations and transfer payments used by governments.

Forest Round Table Action Plans

The following excerpts from stakeholders' actions plans represent the most current information received, but do not necessarily represent a final version or the complete version of the members' action plans or codes of practice.

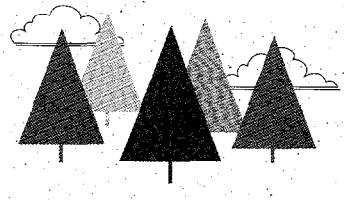
1. Looking after the Environment

1.1 Ecosystem Integrity

Miramichi Pulp and Paper recognizes that planning and forest practices must endeavour to protect the health and integrity of our forest ecosystems over the long term. The **Fur Institute of Canada** promotes managed harvesting of furbearers to maintain the ecosystem. The **Canadian Federation of Professional Foresters' Associations** recognizes the forest as a dynamic ecosystem, comprised of water, soil, plant and animal life. They understand that forest management involves decisions that affect this ecosystem, and that forest land and resources managed within ecological limits will balance stakeholder objectives to use and enjoy the full range of resources. Before any forest management action, the resource characteristics and ecological conditions and sensitivities must be identified by qualified people to confirm or amend management prescriptions.

The **Ontario Forest Industries Association** code states that forest policies and forest management activities must respect the diversity of life across the forest landscape, including the genetic, species and ecosystem diversity which is essential to maintaining ecological processes. For example, road networks should be developed in such a way as to minimize any impact on forest ecosystems and significant values.

The **Taskforce on the Churches and Corporate Responsibility** stresses that all policies should ensure the protection of the integrity of the ecosystem. **Weldwood of Canada Limited** will develop forest harvesting and reforestation plans that are most appropriate to the ecosystems being managed. The **Canadian Pulp and Paper Association**'s **(CPPA)** member companies are working toward the implementation of the following systems on all forest operations: forest ecosystem



maintenance and research and understanding of forest ecosystem processes.

The **Canadian Wildlife Service**'s **(CWS)** National Wildlife Areas (NWAs) are managed in a fashion that respects ecosystem integrity. A number of the NWAs have forest components, and the CWS is committed to continuing to manage these areas (and others that may be added to the system in the future) to ensure the integrity of the ecosystems involved; this will be reflected in NWA management plans. The CWS is reviewing existing management plans for NWAs to ensure conformity and greater clarity regarding ecosystem integrity.

The National Aboriginal Forestry Association (NAFA) states that the Aboriginal people depend on the forest environment for its cultural and spiritual values, for the wildlife, fish, timber, and plants it produces, and for the water whose flow and purity depend on it. NAFA views the forest as a whole and recognizes the interdependence of trees and other values.

The **federal government** proposes to sponsor, in cooperation with its partners, a national conference in 1994 on ecological land classification. Follow up to the conference could include new site classification research projects related to the model forests and a proposal to the **Canadian Council of Forest Ministers (CCFM)** to improve the links between ecological land classifications and inventories and timber growth estimates. Research programs to study forest ecosystems such as the Boreal Ecosystem Atmosphere Study (BOREAS) will continue.

Natural Resources Canada supports research into the use of ecological approaches to pest management and new alternatives to chemical pesticides through research initiatives in integrated forest pest management. These include the Biological Control Working Group, Biological Control of Competing Vegetation Research network (BICOVER) for biological control of weeds, and other research networks, a Forestry Practices Initiative and a Decision Support Systems Initiative. The federal government also supports research through the federal-provincial-territorial forestry agreements on ecological approaches to forest pest management, as well as through a Natural Resources Canada/Natural Science and Engineering Research Council of Canada industrial research partnership to support university research. To increase information and technology transfer on integrated pest management (IPM), the federal government proposes, by 1995, to develop pest management and IPM training programs for forest pest managers and to establish a user-friendly national database on pest populations, impacts, life history and management options with data on pesticide usage in forests.

1.2 Biodiversity

Miramichi Pulp and Paper recognizes the importance of maintaining different species of birds, trees, plants, fish, wildlife, etc. The company will take special care to protect this diversity. The spatial arrangement of harvest blocks, over time will generally maintain the diversity of species that now exists in our present forest. Also, identified distinctive areas such as deer wintering areas and stream reserves will receive special management. The **Fur Institute of Canada** also supports biodiversity through managed harvesting of furbearers.

The **Canadian Forestry Association (CFA)** devoted one special issue of its publication *Forestry on the Hill* to the

subject of biodiversity and monocultures, presenting various opinions on the topic.

Through their Endangered Species Program, the **Canadian Wildlife Federation (CWF)** has identified species dependent on forests for habitat. They are directly involved in recovery plan development for old-growth species such as the pine marten, marbled murrelet and spotted-owls, and for the Vancouver Island marmot. As part of their commitment to this initiative, they have funded research for the recovery of marbled murrelet.

The **Canadian Nature Federation (CNF)** in association with the **CWS**, and other conservation organizations, will pursue the extension into Canada of the "Partners in Flight" program, which promotes the conservation of neotropical migratory birds, particularly those dependent on forests. In partnership with the CWS, the CNF will initiate a three-year program aimed at identifying invertebrates and plants at risk in Canada, and implementing recovery programs for the most endangered species/habitats. This will likely include a forest component. In partnership with the Canadian Museum of Nature and Monarca, the CNF will develop an international travelling exhibit on the monarch butterfly. This will include support for conservation activities in Mexico to promote sustainable forestry practices as a means of addressing the threats to the overwintering habitat of the butterfly.

At **Weldwood** the biodiversity of forest lands will be provided for by ensuring that representative stages of forest succession along with the varieties of plants, animals, and micro-organisms, are present throughout each forest biogeoclimatic zone.

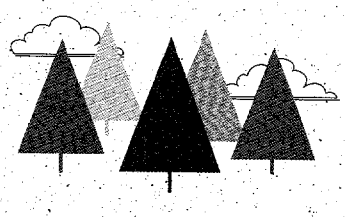
Wildlife Habitat Canada will evaluate applications of indicators of biodiversity by examining the need for designation and methods for the protection of critical wildlife habitat within forest landscapes. Wildlife Habitat Canada's Impacts of Aspen Forest Fragmentation on Boreal Bird Communities in Northern Alberta is a three-year research project to monitor populations of forest birds in areas also used for timber harvesting. The project will also determine whether protected reserves are necessary to conserve bird species and develop a strategy to maintain their populations. Changes in forest bird communities will be monitored after logging to determine reserve sizes needed to maintain biodiversity. Timber harvesting strategies will then be designed to maximize the effective area for birds after logging. Finally, the research findings will be developed into a management plan for logging that will focus on retaining the diversity of bird life while remaining economically feasible.

The CWS has been charged by the Government of Canada to lead the development of an implementation strategy (by November 1994) for Canada's commitment under the Convention on Biodiversity. To this end, it is leading and coordinating federal and provincial/territorial initiatives to meet this obligation and deadline.

The **Canadian Pulp and Paper Association** recognizes the need to conserve biological diversity (biodiversity) — a global issue requiring both national and international cooperation and coordination. The industry supports the international Convention on Biodiversity but stresses the need to set practical and realistic objectives and action plans. The pulp and paper industry takes seriously the responsibility of managing the forest lands of Canada to sustain their biological resources and productive

"This business of understanding each other is a lengthy process, but coming to decisions by consensus among the stakeholders themselves may indeed be the next step in a participatory democracy."

– John Houghton



capability, and is willing to work with others to do so through careful planning, silvicultural prescriptions and forest renewal programs appropriate for each ecosystem.

By November, 1994, the **federal government** will develop a national strategy supporting Canada's obligations under the 1992 Convention on Biodiversity including additional research, the development of working definitions and reporting on the state of biodiversity. **Environment Canada** is also establishing a national ecological monitoring capability through a system of regional ecological science centres representative of the range of ecological biodiversity of Canada. The **Canadian Parks Service, Canadian Heritage**, is developing a system for reporting indicators of ecological integrity for national parks. A technical committee of the **Canadian Council of Forest Ministers** is deriving working definitions of forest biodiversity. These definitions will be used to establish a system for reporting nationally on the state of forest biodiversity by December, 1995. A workshop is proposed for 1995 on old-growth forests in Canada and around the world which will contribute to a better understanding of old-growth forests and their management.

1.3 Global Issues

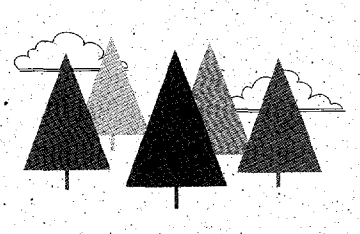
Miramichi Pulp and Paper strives to gain recognition, internally and externally, as a caring, people-oriented and competitive organization that is credible and accountable as a good steward of the environment.

The **Fur Institute of Canada** has an international component that presents the Canadian fur industry situation abroad. **Wildlife Habitat Canada** supports an assessment of the impact of current international, national and provincial forest policies on wildlife habitat conservation. Strategies and opportunities for change to current trade policy constraints to conservation e.g. through GATT, EEC, free trade, and international conventions need to be identified.

The **Canadian Wildlife Service** has managed a number of international portfolios for years, among them the Latin American Program, agreements with Russia, the USA, the Western Hemisphere Shorebird Reserve Network (WHSRN), Ramsar Convention, etc. Shared species — many of them forest birds — drive several of these initiatives. The CWS will continue to promote sustainable forest visions and principles internationally. One example of this commitment was CWS's provision of a representative to a USA-Russia-Canada conference (Philadelphia, June '93) to develop a conservation aid proposal for Russia. Forest protected areas and ecosystems were a major focus of these discussions.

NAFA stresses that Canada will want to carry a positive image forward from Rio and the United Nations' International Aboriginal Year in 1993 by offering leadership examples in its sustainable forestry policies and programs, especially those addressing forest management on lands of Aboriginal people. Consequently, NAFA argues that the time is ripe for Aboriginal people to develop their own forest strategy and argue for its acceptance before the critical bodies that advise the government. Aboriginal people must grasp the opportunities that present themselves and make presentations with firm recommendations to all these bodies to make sure that their aspirations and rights are incorporated in Canada's international policies.

For the **CPPA**, it is essential that the public, both nationally and internationally,



be informed of the quality of industry's stewardship of public forest land entrusted to it. Industry proposes that provinces coordinate periodic independent audits of forest management performance as a means of measuring and reporting the quality of stewardship. Canadian forest fire control technology is world class and has had great success in reducing damage. Its further development and increased use must remain a high priority. This technology is an important contribution that Canada can make to resource protection throughout the world.

Canada took a leading role in formulating and negotiating the UNCED Forest Principles during the two year preparatory process and the UNCED conference itself. Canada continues to press actively for internationally accepted principles and standards of forest management in a variety of international fora, such as the Organization for Economic Cooperation and Development and the United Nations Food and Agriculture Organization and has pressed for an international forest convention. Canada has also taken the lead in research by selecting three international model forests as an expansion to the Canadian network.

Natural Resources Canada has conducted research into various aspects of the role of forests in maintaining a healthy global environment. The Boreal Forest Transect Study is Natural Resources Canada's principle climate change program which will contribute to the Northern Biosphere Observation and Modelling Study (NBIOME).

Through the **Canadian International Development Agency (CIDA)**, Canada has been a very important donor in sustainable forest development. Annual commitments have averaged $100 million to programs in Asia, Africa and Latin America. CIDA has played a lead role in coordinating forestry assistance through its active participation in the Forestry Advisers Group and in the implementation of National Forests Programs. The International Development Research Centre stimulates and supports indigenously determined research by developing countries for their own benefit, often with Canadian partners, in a wide range of areas including agroforestry, resource evaluation, bamboo and rattan products and combatting deforestation. One of the newest CIDA initiatives is the Centre for International Forestry Research.

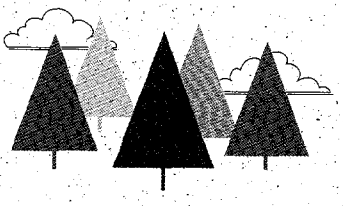
2. Taking Care of People

2.1 Public Awareness and Involvement

At **Miramichi Pulp and Paper** public tours are conducted annually on woodlands operations. Community forestry meetings are held annually throughout the region. Special classroom visits and field tours are designed for students and teachers. Company forestry experience is shared with the 10,000 private woodlot owners in the region.

For the **Fur Institute of Canada** an aware, educated and informed public is essential for effective participation in the forest policy, planning and decision-making processes. Both forest operators and the public have a right to benefit from the forest. The Fur Institute of Canada supports the upgrading of trappers and the education of the general public regarding the use of furbearing animals.

The **Canadian Federation of Professional Foresters' Associations** agrees to provide factual and accurate information to advance public knowledge and understanding of forest policies, the practice of forestry and its function in society.



"The discussion went along and lead to a knock-down drag-out fight on herbicides — probably the best exchange of views on that subject that I have seen. Everyone took off their gloves. Everyone took turns talking and listening."

– Joe O'Neill

The **Ontario Forest Industries Association** promotes an open process which provides the information to evaluate performance against objectives and ensures accountability to the public. This can be accomplished by providing interested groups and individuals with information to contribute effectively to planning, and by encouraging and facilitating early public participation in the development of timber management plans. Employing a variety of communication techniques, including public tours where possible, will also demonstrate openness and foster increased understanding of the industry.

The **Canadian Forestry Association** has a mandate to provide balanced public education/information. Rather than promote a position on a particular forest issue, the CFA attempts to assist others in formulating their position by providing a variety of informed opinions on subjects of controversy. To this end the CFA publishes a series of special issues of its publication *Forestry on the Hill*, addressing subjects such as clearcutting, use of forest herbicides, biodiversity and monocultures, old growth forests, forest wildfires, and protected areas. Each special issue provides twenty to thirty perspectives on the subject. Over 10,000 of these publications have been distributed across the country to opinion leaders, decision makers, and educators.

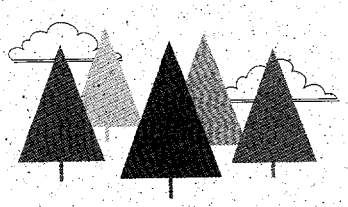
The CFA has organized three national EDUFOR (forestry education) conferences for school teachers and other forest educators, exposing them to the state of the art in programs and techniques.

As well the CFA, nationally and through its nine member Provincial Forestry Associations, maintains its long-standing programs in public education including wildfire prevention, woodlot management education, school programs and contests, and National Forest Week.

The **Canadian Wildlife Federation** continues to promote the protection of forest habitats through education programs. Supporting a school tree planting program has enabled the CWF to put back what it takes from our forests. The federation estimates that it uses the equivalent of 4,000 trees each year in paper. Accordingly in 1992, it donated sufficient funds for public school students in Windsor, Ontario, to plant 4,000 black spruce seedlings along a biking and hiking trail. In 1993, the CWF plans to fund the planting of three times as many trees as part of a reforestation program in Saskatchewan. This increase takes into account the survival rate of the vulnerable seedlings. The **CNF** will continue to bring forest issues to the attention of its members, decision makers, and the general public, through the pages of *Nature Canada* and *Nature Alert*.

The **Canadian Pulp and Paper Association** supports productive public involvement in forest management planning and is moving toward this through the active involvement of stakeholder groups in the planning process. This has begun in some provinces and is growing. It will result in better management, public understanding and trust. Activities include public tours of woodlands operations to show the public what is going on and interpretative facilities and other information programs.

Wildlife Habitat Canada plans to prepare fact-based discussion papers and provide funds for workshops on forest management issues such as clearcutting, old growth, forest regeneration and herbicides. The organization aims to promote a better understanding of the diversity of forests and forest landscapes across Canada,



and also support and participate in the development of communications strategies for forest conservation programs. Wildlife Habitat Canada's MacPhail Woods Ecological Forestry Project is a five year commitment to maintain and restore the natural environment of MacPhail Woods, demonstrating and promoting examples of forest stewardship and wildlife enhancement, fostering environmental awareness and education and encouraging community involvement through workshops and plantings.

The Forest Stewardship Code of the **Council of Forest Industries of British Columbia (COFI)** promotes open communication and understanding between forest users and the public. COFI also supports initiatives such as the Seymour Demonstration Forest which serve to educate and inform the urban public about integrated resource management.

The **Canadian Wildlife Service** undertakes research on forest birds. Annual bird counts led by non-government groups assist the CWS immeasurably in monitoring these birds. Feedback to this survey ensures that volunteers remain aware of the importance of their contribution and the ways in which their information is being used. The CWS will continue to develop and provide publications and other information documents that will assist Canadians in better understanding their wildlife legacy. Forest-related species and habitats are a major component of this awareness program. The CWS will continue to work closely with the Canadian Forestry Service and others in the delivery of forest/wildlife messages during National Wildlife Week and National Forest Week.

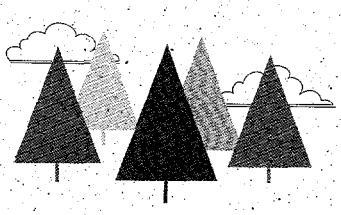
NAFA will bring Aboriginal forest management interests to public attention through the publication of articles, press releases and speeches. This will also serve to inform Aboriginal people about opportunities in the forest sector and to promote forestry awareness and education in First Nations communities.

2.2 Aboriginal Recognition

The **Fur Institute of Canada** supports Aboriginal programs and has Aboriginal representatives. The **Ontario Forest Industries Association** accepts that Aboriginal values are explicit components of the forest environment. The Ontario Forest Industries Association resolves to be a major factor in the resolution of Aboriginal issues as they apply to forest management, and a proponent of cooperative ventures with Aboriginal groups.

The **Taskforce on the Churches and Corporate Responsibility** supports the right of Aboriginal people to their traditional lifestyle and a just future. The Taskforce entered into dialogue with Canadian Pacific Forests Products to encourage their participation in the resolution of disputed Aboriginal land rights at Barriere Lake in Quebec. The Taskforce resourced a workshop for the Western Canadian conferences of the United Church on the issues of harvesting practices and Aboriginal concerns. **Wildlife Habitat Canada** encourages opportunities for local and native communities and community-based wildlife groups to participate in cooperative projects for habitat conservation.

Through **COFI**, a British Columbia Forest Industry Native Affairs Task Force has been established which supports the settlement of native land claims through negotiations which meet the economic, environmental and social needs of all British Columbians.



In May, 1993 after two years of negotiations the **CWF** and three other groups signed the Memorandum of Understanding on Treaty Indian Wildlife Developments, a document designed to ensure the joint management of Saskatchewan's wildlife. It is based on the principle that conservation is integral to the survival of Indian and non-Indian people. The agreement affirms Aboriginal peoples' inherent right to hunt and fish for subsistence, but it also recognizes an urgent need to conserve wildlife and its habitat. The federation hopes that other provinces and Indian nations will consider creating similar memorandums of understanding regarding wildlife conservation.

NAFA states that as the original owners of this land, Aboriginals have a right to be heard in how the forests are managed and to expect a continuing livelihood from the forest and the resources it provides. NAFA works to ensure a forest management process and structure that allows full Aboriginal participation in forest management and planning, and recognizes and protects special Aboriginal cultural, social, spiritual and heritage values placed on our forests.

The **federal government** has supported forestry on Aboriginal lands both through the federal-provincial cooperative forestry agreements, and through a stand-alone regional development program in Quebec. Between 1992 and 1996, federal support for Aboriginal forestry programs is estimated at $19.6 million. Since the Aboriginal Business Development Program was launched in 1989, **Industry Canada** has contributed more than $12 million toward 190 business projects in forestry, logging and related industries. In the longer term, the federal government will review with the provinces and territories opportunities for coordinating existing mechanisms and services in support of Aboriginal business opportunities particularly in a forest-based economy.

As part of its implementation of the Native agenda priorities, articulated by the Prime Minister in September, 1990, the federal government is examining a number of ways that Aboriginal people can increase the management and use of forest resources to increase self-reliance and more efficient management of Aboriginal lands. This coincides with the examination by **Natural Resources Canada** and **Indian Affairs and Northern Development** of the key elements of NAFA's Aboriginal Forestry Strategy.

2.3 Community and Cultural Stability

The **Fur Institute of Canada** will maintain its status as harvesters of forest resources and provide stability to small communities. The **Taskforce on the Churches and Corporate Responsibility** supports initiatives to ensure the long-term viability of communities that are dependent on forest employment. **Wildlife Habitat Canada** encourages opportunities for local and native communities and community-based wildlife groups to participate in cooperative projects for habitat conservation.

NAFA supports the proposed Forest Lands and Resources Act to provide a framework for First Nations to manage their own forest resources in accordance with community needs and their own values using modern sustainable development practices. For the **CPPA**, sensitivity and responsiveness to community concerns regarding forest practices is an important issue in forest management decisions.

2.4 Worker Health and Safety

The **Fur Institute of Canada** provides leadership in the use of safe and humane equipment for fur harvesters. For the **Ontario Forest Industries Association** health and safety are priorities in all operations and activities. This can be achieved by ensuring that adequate safety equipment is available at all facilities and operations, and that employees are trained in the use of this equipment as well as in first aid practices. Mistakes should be reported in a timely manner to ensure that environmental protection and worker and public safety are not compromised.

The **CPPA** commits itself to excellence in sustained yield forestry and environmental management, and will conduct its business in a responsible manner designed to protect the environment and the health and safety of employees, customers, and the public.

2.5 Public Health and Safety

The **Fur Institute of Canada** encourages fur harvesters to warn the public that they are in an active trapping area and is against any pollution of water and air by the forest industry. The **Canadian Federation of Professional Foresters' Associations** encourages members to have proper regard in all their work for the safety, health and welfare of the public. The **Ontario Forest Industries Association** supports informing the public of the timing and location of their operations, so that public safety is not endangered.

2.6 Conflict Resolution

The **Fur Institute of Canada** supports processes that recognize the inherent rights, accountability, and responsibility of the various stakeholders, and which provide opportunity for meaningful discussion within a mutually defined time frame. These processes are vital to the resolution of conflict. The Fur Institute is willing to participate in processes to resolve conflict. The **Ontario Forest Industries Association** supports the development of communications, partnerships and methods through which issues may be resolved in an effective and timely manner.

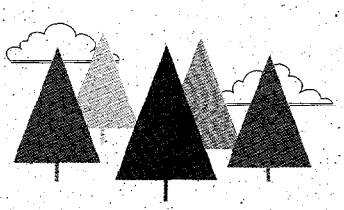
The **Canadian Forestry Association** has taken a leadership role in conflict resolution by organizing, in partnership with other government and non-government agencies, national ENVIROFOR dialogues. ENVIROFORs provide a structured forum for those with diverse and often opposing views to communicate their concerns, in an effort to remove some of the barriers to communication and help resolve conflict and reduce polarization. The CFA assists its provincial forestry associations in organizing provincial-level ENVIROFORs.

Wildlife Habitat Canada supports the development of forums to foster understanding and achieve consensus on forest management practices among forest stakeholders. **COFI** participates in a number of processes which have been established to provide opportunity for conflict resolution among a variety of stakeholders. These processes include: the Commission on Resources and Environment, a Forest Land-Use Liaison Committee and multi-stakeholder working groups on pulp and paper regulations.

The **Canadian Wildlife Service** will continue to promote the need for stakeholder dialogues as a necessary component in conflict resolution. The CWS will actively promote the National Round Table approach to consensus building. A presentation was recently made to the Madawaska Highlands Steering Committee led by the Ontario Ministry of Natural Resources.

"Each one of us went to the table thinking that we had something to teach. I think we all now know that we had something to learn."

– Claire Dansereau



The **CPPA** regards resolving conflicting views as a critical part of the process. Public participation in planning encourages interested individuals to contribute to management decisions by creating a forum to express their views. It provides a mechanism for open, two-way communication among stakeholders. The Canadian pulp and paper industry is committed to exercising its forest planning responsibilities in meaningful consultation with other forest users and with communities.

3. Land Use

3.1 Land-Use Policies

Wildlife Habitat Canada encourages the incorporation of habitat conservation objectives into both long and short-term forest planning by supporting projects that enable both foresters and the public to experiment with alternative forest landscapes. Members of the forest community should also be encouraged to develop landscape management objectives as well as standards and targets to meet these objectives. **COFI** has developed a document titled "Towards a Land Use Strategy for British Columbia" which provides a framework within which society's use of land and natural resources can be balanced with conservation of the environment.

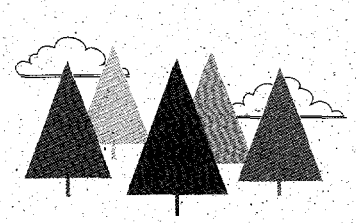
The **Canadian Wildlife Service** will promote, review and advise on land use policies as a basis for effective long-term management of Canada's land base. The CWS will increase its wetlands and water policy inventories and monitoring in the forest land base to facilitate improved resource use decisions by forest stakeholders. CWS will promote and support the implementation of the Federal Policy on Land Use on federal lands.

For **NAFA** the overall objective of the Aboriginal Forest Strategy is to guide Aboriginal people in their efforts to protect, conserve, manage, and obtain maximum benefits from forest lands, both on and off reserves, in perpetuity.

3.2 Protected Areas

A 1994 edition of the **Canadian Forestry Association**'s *Forestry on the Hill* will address the subject of protected areas. This will be followed by the second national ENVIROFOR, whose theme will be Protected Areas, Forest Conservation and Healthy Communities. In 1993, the **Canadian Wildlife Federation** adopted a policy statement on old-growth forests. The document calls for the development of protected areas to provide habitat for wildlife dependent on old-growth forests and increased conservation of mature forests in areas designated for use by industry. The CWF recently distributed the document to governments for comment.

The **Canadian Nature Federation** strongly supports the establishment and maintenance of protected forest reserves. The CNF will make its natural areas coordinator available to the **Canadian Forestry Service** to provide advice and input in the development of a national network of forest ecological reserves. The CNF participated in the government's public review of its national parks policy. It called for stronger provisions for managing the parks on an ecosystem basis, for protecting biodiversity, for a stronger wilderness management emphasis, and for more provisions to prevent the continuing loss of national parklands to incremental development. The CNF also called on the federal government to meet its obligations to protect the national parks designated World Heritage Sites under the UNESCO World Heritage Convention. In submissions to the Fourth World



Congress on National Parks in Caracas, the federal park policy review, and an international conference on World Heritage Sites at the University of Waterloo, the CNF made specific recommendations on how Canada must stop the neglect of present World Heritage Sites and nominate more locations. The CNF successfully lobbied the federal government to release its action plan to complete the national park system by the year 2000. It also supports efforts to establish the Aulavik, Wager Bay, Bluenose, Churn Creek and Hautes Gorges national parks.

The vast forests of Canada already contain a significant number of protected areas which conserve representative, unique or critical landscapes and habitats. Wilderness values associated with remote areas are also common in these forest regions. Canada's forest birds, both migratory and resident, are dependent on healthy and diverse forests for their continued existence. The **Canadian Wildlife Service** places high priority on these species through acquisitions, land-use agreements, policy commitments and environmentally friendly land-use practices. Wildlife needs assessments will be accelerated to assist decision makers in forest land allocation processes.

The CWS is working closely with the Canadian Forestry Service, State of the Environment Reporting (SOER) Branch and others in gap and risk analyses for forested areas, to determine remaining needs and opportunities for protecting critical forest ecosystems. The CWS is finalizing selection criteria for National Wildlife Areas that will articulate the rationale for area selection (and rejection), providing increased guidance and consistency to protection-oriented programs, including those in forested environments.

COFI supports the forested Ecological Reserve system and completion of the Provincial Park system, and supports related research projects. Based on its present knowledge of the forest resource and the needs of society, the **CPPA** can begin the process to evaluate, recommend, establish, and complete a plan for parks, wilderness areas and other types of reserves. Particularly, old-growth forests do have special value and appropriate areas of old-growth forest should be set aside to preserve these values. These reserved areas can take the form of parks, ecological reserves and de facto wilderness areas.

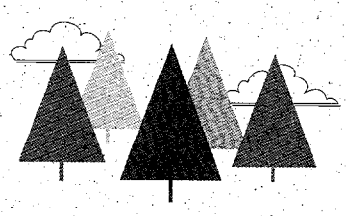
Canada's Environment, Wildlife and Parks Ministers signed "A Statement of Commitment to Complete Canada's Networks of Protected Areas" on November 25, 1992, under which the Ministers agreed to work toward completing the network by the year 2000. The **federal government** will continue to establish protected areas as part of Canada's network including the national parks system and Protected Wildlife Areas. Canada is aiming to complete the national parks system by 2000 to include representative areas of all the **Canadian Parks Service**'s natural regions. **Natural Resources Canada** has developed a "forest ecological reserves" initiative and a strategic plan under the Partners in Sustainable Development of Forests program. Work is also underway to incorporate information in the "National Conservation Area Data Base" on forest ecosystem diversity protected by ecological reserves.

3.3 Public Land Use and Allocation

According to the **Canadian Federation of Professional Foresters' Association**, planning horizons must be sufficient to consider and gauge the long-term effects of all management prescriptions and

"We were neither each other's critics nor lovers. We fought untruth. We didn't need to be loved by everyone. We enjoyed our greater efficiency created by putting all of our cards on the table. We looked at the facts courageously, and we avoided too many illusions."

– Lois Corbett



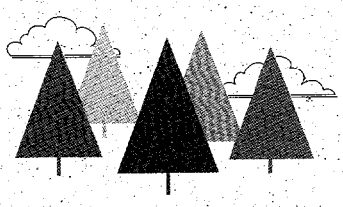
activities. The **Fur Institute of Canada** acknowledges the right of other users; however, it maintains the special status of legal right by the legislated fur management licences. All forest land could ultimately be zoned to provide three categories in a **CPPA** management mosaic:

- reserved areas — set aside for parks, ecological reserves, wildlife preserves, etc;
- integrated forest management areas where wildlife habitat, recreational and aesthetic values, water quality, the needs of other users and timber production are managed in integrated fashion;
- timber emphasis areas — where timber values take precedence, but other values, such as fish and wildlife, are incorporated in forest plans.

The **CPPA** also assists governments in the development of policies and forest land tenure systems which will promote good forest land management, opportunities for public use and enjoyment of the forest, a secure, high quality, economic timber supply and a satisfactory return on investment. **Miramichi Pulp and Paper** will complete identification of unique natural areas on Crown licences and areas to be developed for public enjoyment.

3.4 Economic Evaluation

The **Fur Institute of Canada** states that there must be a comprehensive economic evaluation of the various options in the development of any land-use decision.



4. Managing Resources

4.1 Recognition of multiple values

For the **Canadian Federation of Professional Foresters' Associations**, the planned allocation of land and resources must consider all the functions of the forest. Integrated forest resource management, multiple product harvesting and protection of public values are **Miramichi Pulp and Paper**'s fundamental principles of forest management. Multiple use of the forest by all the people with whom the resources are shared, and sustaining and increasing future forest yields are the company's objectives. **Miramichi** has agreed to meet annually, or more often, with other user groups including fish, wildlife, recreation and environmental groups. The purpose is to develop relationships and understanding that will enhance cooperation between the company and other user groups who share the public forest. All users are expected to share responsibility for safety, fire prevention and keeping the forest clean. The **Fur Institute of Canada** recognizes the equal value of non-fibre and fibre industries.

The forest environment comprises a broad array of social as well as ecological values, all of which form the basis of sound forest management practices for the **Ontario Forest Industries Association**. Timber management plans must encompass the range of economic, biological and social values placed on the forest resource.

Wildlife Habitat Canada supports the incorporation of habitat conservation objectives into both long and short term forest planning as well as projects that enable foresters and the public to experiment with alternative forest landscapes. At **COFI** the Forest

Stewardship Code recognizes that integrated resource management planning is an essential component for sustainable development.

The **Canadian Wildlife Service** is a strong proponent of integrated resource management, and will continue to practice and promote this approach in its wildlife programs. The CWS is leading the development of an implementation strategy for Canada under the Convention on Biodiversity which, by design, will accommodate the multiple values of the forest.

The **federal government** has signed nine agreements to establish a network of Model Forests covering six million hectares across the country. Model Forests will be a primary vehicle for transferring new technologies for forest management that respect the characteristics of forest ecosystems and the diverse values that forests offer.

4.2 Tenure

Woodlands operations on Crown lands are subject to all the laws and regulations of the province of New Brunswick. All forest practices of the **Miramichi Pulp and Paper Company** are subject to government inspections prior to the start up of each operation and regularly during operations on each management block. Miramichi's goal is to meet and do better than the requirements of government regulation on Crown land and on the company's private woodlots. Each spring, prior to operations starting up, each logging and forestry crew is included in discussions with professional forestry staff from both the Miramichi Pulp and Paper Company and the government to determine ways to improve Crown land operations. This is done annually in community crew meetings throughout the region.

In 1993, the **Canadian Wildlife Federation** completed a document entitled "The Effects of Forest Management Practices on Wildlife". The report was widely distributed to governments and industry and contained recommendations on how forests could be managed to reduce negative impacts on wildlife. The document was presented at the International Union of Game Biologists meeting in Halifax in August, 1993, and has since been included in a text on integrated resource management at Sault College, Sault Ste. Marie.

In the development of forest management plans and in the conduct of forest management operations, **Weldwood** will incorporate current guidelines and techniques for integrated resource management to ensure that other resource values and society's interests in them are properly respected. The Model Forest project was awarded to the Weldwood operation at Hinton, Alberta. This forest is organized under the Green Plan of the federal government and among other things is dedicated to integrated resource management. **Wildlife Habitat Canada** is involved with the National Forest Strategy outlined in "Sustainable Forests: A Canadian Commitment". One of the components of this involvement is to design programs to achieve the objectives of the strategy, especially in the areas of landscape management, corporate and private stewardship.

NAFA puts forth the following view: were Aboriginal people to manage the forests, they would take all these values into account. In today's terms, they would try to practice integrated resource management, or holistic management, on a sustainable basis by integrating concepts of traditional Aboriginal economies with sustainable resource management theories. NAFA is

" I never sat at a table before with a group like this. I thought the possibility of agreeing on anything was absolutely remote. But I'm really proud of these principles and what we agreed on."

– Joe O'Neill

contributing Aboriginal perspectives to national and regional institutions that influence policies of governments and industry. Examples include the Canadian Council of Forestry Ministers, the NRTEE, provincial round tables, the CPPA, the Ontario Forest Industry Association, etc.

The **CPPA**'s companies will manage and protect forest resources under their stewardship for multiple use and sustained yield. Integrated forest resource management and state of the art forestry practices play a major role in establishing and maintaining a healthy forest environment.

4.3 Jurisdiction

The **Fur Institute of Canada** believes that federal-provincial duplication and overlap in regulation is inefficient. A single, mutually agreed equivalency arrangement is required. **Wildlife Habitat Canada** supports the assessment of the impact of current international, national and provincial forest policies on wildlife habitat conservation.

4.4 Regulating Land Use on Private Forest Land

The **Taskforce on the Churches and Corporate Responsibility** encourages the corporate sector to recognize their social and environmental obligations. Canadian churches have offered continuous support to the Lubicon Lake Cree Band's request that forest harvesting cease within their traditional homeland in northern Alberta until the band's land claim is settled. The general policy of member churches is that resource development on unsurrendered lands should not proceed until land claims have been settled, or the terms of development negotiated with the native people concerned.

Wildlife Habitat Canada calls for the examination of opportunities for innovative approaches to enhancing habitat conservation, such as trapper disturbance funds. Wildlife Habitat's Deer Winter Yard Retention Program is designed to conserve and enhance more than 2,330 km of critical white-tailed deer wintering habitat on private lands, focusing on 78 deer yards of at least five km in size. The main objectives are to maintain coniferous stands for winter shelter, promote rejuvenation of coniferous stands and to make private woodlot owners aware of the potential wildlife habitat on their properties. Land owners are offered financial incentives to develop and implement five-year management plans. Silvicultural treatments are used which enhance or maintain critical habitat for deer and other wildlife species on their property.

The **federal government**, through the federal-provincial forestry agreements and direct federal regional development programs, has provided considerable support to enhance the management of private forest lands in Canada. In addition, the Minister of Natural Resources initiated a national Private Woodlot Owner Advisory Committee to advise on departmental priorities and programs related to private land forestry. The **Canadian Forestry Service**, runs Silvilog demonstrations which take place roughly every two years to demonstrate new equipment and techniques in small scale forestry as well as Silvilog conferences.

4.5 Codes of Practice

The **Fur Institute of Canada** code of ethics includes respect for people, respect for environment, and respect for animals. The **Canadian Federation of Professional Foresters' Associations** has developed a code which is endorsed by all the professional forester associations of Canada and by the Canadian Institute of Forestry. Each

association will incorporate these ethics into their own codes and promote their adoption by forestry professionals who are not bound by the codes of a professional association or the Canadian Institute of Forestry. Any activities that are contrary to the code must be reviewed with the employee responsible, and if unresolved, reported to the provincial association or other appropriate authority. Forest management must provide for the protection and monitoring of all forest resources.

The **Ontario Forest Industries Association** established codes of practice that encourage all related companies to develop company-specific operating procedures based on this code. This commitment should be renewed annually and employees must be encouraged to report activities that are out of compliance with these codes of practice, while ensuring that no one is penalized for reporting. As well, the Ontario Forest Industries Association supports the idea that independent audits of companies' forest management practices should be made available to the public.

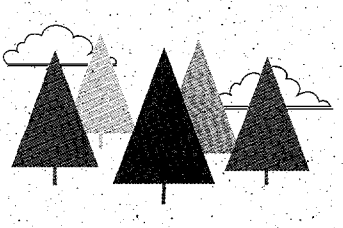
The **Taskforce on the Churches and Corporate Responsibility**'s actions focus on the application of social and environmental criteria to business and investment decisions in the forest sector. To this end they hosted a consultation of investment decision makers on *The Role of Environmental Reports in Investment Decision Making*.

The Taskforce also served as a judge in the environmental reporting category of the *Financial Post Annual Report Awards 1993*, sponsored by the Canadian Institute of Chartered Accountants. As part of this process the Taskforce developed criteria for the evaluation of environmental reporting based on the needs of institutional investors. The Taskforce participated in the Conference on Security Seminar of Experts on the Sustainable Development of Boreal and Temperate Forests as a member of the Canadian delegation in order to further the discussion of social and economic criteria as they related to codes of practice for the forest industry.

In late 1992, the Taskforce initiated a dialogue with Fletcher Challenge Canada Ltd. and Abitibi-Price Inc. on the subject of environmental reporting. Management meetings were held with both companies. A shareholder proposal was filed with Fletcher Challenge and later withdrawn. Both companies ultimately agreed to produce annual environmental reports. Taskforce representatives attended and spoke at the annual meetings of both companies.

At **Weldwood**, British Columbia operations have signed on to the Forest Alliance policies and commitments. The Alberta operations have signed on to the Alberta Forest Products Association Forest Care Codes. Ontario operations have signed on to the codes of the Ontario Forest Industries Association. To ensure commitment to these codes of practice, Weldwood has agreed to provide continuous education for their employees and contractors. A complete audit process has been set up and all of Weldwood's forest operations have now had their first audit. A review of that process has been completed and revisions have been incorporated into the process for 1994. The **CPPA** supports the policy of regular reviews of forest management practices with the aim of assessing compliance with existing codes of practice.

Wildlife Habitat Canada encourages members of the forest community to develop landscape management objectives and to develop standards and targets to meet these objectives. The



document "Towards a Forest Stewardship Code" reflects **COFI**'s vision of a Forest Practices Code. The forest industry believes a Forest Practices Code is necessary to rebuild public and forest product consumer confidence in the management of British Columbia's forest resources. The forest industry believes the Code will be credible only if performance assessments are conducted by auditors under contract to the Minister of Forests and independent of the B.C. Forest Service. The performance assessments are consistent with the recent decision to use independent auditing for government practices, such as the Small Business Forest Enterprise Program.

NAFA calls for assistance to First Nations in implementing reasonable resource management standards. A First Nations Forestry Code will be developed to guide preparation of forest management plans. Once forest management plans are adopted by Band bylaw, First Nations would be eligible for assistance programs and self-authorized to issue Forest Use Permits.

Chaired by **Natural Resources Canada**, an interdepartmental working group of representatives from federal departments that administer federal lands has begun work on a code of practice that will be measurable and designed to ensure the sustainable management of federal forests. The group will consult with affected interests in developing the code. The target date for completion is March, 1994.

4.6 Information Base

Starting in 1991, pursuant to the *Department of Forestry Act*, the **federal government** has published an annual report on the state of Canada's forests. Also, the *Compendium of Canadian Forestry Statistics 1991*, the first public information product from the National Forestry Database Program, was released in June, 1992, as a **CCFM** publication. In addition, an initial set of national indicators of sustainable forest management, developed by a federal-provincial working group, was published in the 1991 *State of Canada's Forests* report. The federal government will contribute toward enhancing the **CCFM** National Forest Database Program and contribute to the public evaluation of progress toward implementation of the National Forest Strategy. By the end of March 1994, a strategic plan will be developed for improving the National Forest Database, with the provinces and territories. In addition, in 1994, a set of national indicators on sustainable forest management and a plan to provide the required data will be available. As well, **Environment Canada** will develop indicators on forest disturbance as part of its State of the Environment Indicator Bulletin Series.

The **Fur Institute of Canada** has expressed willingness to assist with any data collection process that involves animals and their habitat. The **Canadian Federation of Professional Foresters' Associations** states that information used in integrated resource management must be the best and most comprehensive available, time and cost constraints considered. Information deficiencies must be identified and actions taken to improve the data base. The **Ontario Forest Industries Association** is participating in the development of a data base to facilitate the preparation of effective timber management plans and assist in performance evaluation.

Wildlife Habitat Canada supports and promotes critical analyses of the value of indicator species and other ecological

parameters as tools to monitor the health of forested landscapes. It also encourages habitat specialists to identify environmental indicators through the National Habitat Workshop and State of the Environment Reporting process. Wildlife Habitat Canada's Manitoba Forestry/Wildlife Management Program is a five-year project which aims to determine the essential components and distribution of selected forest wildlife habitats, to integrate data into the provincial forest inventory system, and to develop and implement new forest management planning tools and procedures. Major objectives of this project include conducting wildlife habitat inventories for incorporation into Manitoba's Forest Management Geographic Information Survey (GIS).

The **Canadian Wildlife Service** recognizes its obligation to develop and maintain adequate information on migratory birds in the forest. The CWS will continue and enhance its songbird monitoring and research programs, etc. Birdquest and the Rinker Lake research initiatives are conducted in concert with its forest stakeholder partners. **NAFA** will work to establish a First Nations forest resource data base and to develop computer links to government information systems. The **CPPA** supports the use of forest ecosystem classification systems as the basis for choosing silviculture systems and planning for reforestation.

4.7 Research

Miramichi Pulp and Paper will work at achieving sustainable use and values of resources by encouraging innovation, research and development through a working environment that is open to new ideas and positive change. The **Fur Institute of Canada** also spends a large portion of its budget on research for better equipment and techniques.

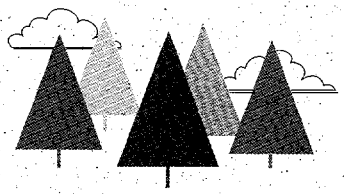
The **Canadian Federation of Professional Foresters' Associations** supports the promotion of research, technical development, and communication to improve understanding of the forest environment and its management. Forestry professionals must challenge themselves and continuously seek opportunities to innovate and improve the practice of forestry. The **Ontario Forest Industries Association** would like to increase their support for research and development programs and promote their application, leading to the continual improvement of forest management plans and practices.

The **Canadian Nature Federation** will continue to serve on the Forestry Research Advisory Council of Canada, and will contribute to the development of the Canadian Forestry Service's science and technology agenda through this process. In 1992, the CNF became a partner in the Foothills Model Forest in Hinton, Alberta. The CNF is represented on the Partners Advisory Committee and is providing input on a number of research projects proposed for the model forest, particularly those related to wildlife, wildlife habitat, and protected areas.

Weldwood will support research programs including demonstration projects that will lead to increased yield from managed forests the generation of value added products and protection of the environment. Weldwood was awarded to the Model Forest at Hinton, Alberta. There is a large component of this model forest funding dedicated to research. **Wildlife Habitat Canada** supports the advancement of applied science in the field of wildlife habitat conservation for forested landscapes. It also promotes and funds innovative research on habitat conservation through continued support to the foundation's research and scholarship programs.

"The Round Table is a process of self-education that results in increasingly clarified understanding of the positions and views of all parties, which in turn helps greatly to overcome the conflict that results from poor understanding."

– Rod Carrow



The member companies of the **CPPA** are working to improve their understanding of the connections between different elements of the forest environment. They acknowledge the need for more research to improve knowledge of all aspects of forest functions and management. The CPPA will continue to advance the frontiers of knowledge in environmental protection through the support of scientific research and, as appropriate, apply such knowledge at its facilities.

The greatest concentration of Canada's forest research remains in the **federal government**. The government also supports science and technology in industry and universities through grants and contributions, contracts and Centres of Excellence networks. Applied research and development (R&D) and technology transfer components of the federal-provincial- territorial forestry agreements will account for more than $50 million between 1992 and 1996. Two forestry-related networks, successfully established within the network of Centres of Excellence Program, focus on insect biotechnology and pulp and paper R&D, led by Queen's University and PAPRICAN, respectively. As well, multi-agency scientific networks were established in biotechnology for insect control (Biocide, and Microbionet) and in climate change/forest ecology (BOREAS). **Natural Resources Canada** is developing, in consultation with other science organizations, a National Forest Science and Technology Agenda dealing with a full range of forest research issues. Also, Natural Resources Canada will examine impediments to increased investment in forestry research in Canada.

4.8 Workforce Education

COFI supports and encourages life-long education and training at the vocational, technical and professional levels through mechanisms such as training sessions for the fish/forestry/wildlife guidelines. **CPPA** companies will promote environmental awareness amongst employees and the public, and train employees in their environmental responsibilities.

NAFA would like to contribute to programs which determine the education and training requirements for Aboriginal employment throughout the forest sector. At the same time more Aboriginal people should be encouraged to become professional and technical foresters, natural resource managers, business leaders and workers in all aspects of the forest sector and provided with the appropriate education by obtaining improved funding for such projects.

The **Ontario Forest Industries Association** believes that an educated, informed and skilled workforce results in efficient and effective forest management practices. In order to promote this, companies should ensure that employees are adequately trained, fully informed of operational requirements, and have the equipment necessary to engage properly in their work. Employees should also be encouraged to continue training and education programs to increase their contribution to the maintenance of a healthy forest environment.

The **Association of University Forestry Schools** (AUFSC) will hold a national symposium in 1994, with participation from AUFSC, the Canadian Federation of Professional Foresters' Associations, the Canadian Forestry Accreditation Board, and major employer groups. Other groups with a major interest in forestry education will participate. The purpose of the symposium will be to initiate the process of adapting the national forestry accreditation program to the evolving societal expectations of professional

foresters. The Forestry Round Table principles and the National Forest Strategy will be useful in guiding the discussions. As an outcome of the symposium, the forestry schools will assess the degree to which existing forestry programs satisfy the Forestry Round Table principles and the evolving requirements for professional accreditation. This could result in a public report on the state of forestry education in Canada.

Miramichi Pulp and Paper will research and then request government funding be made available for upgrading, training and retraining. **Miramichi** will offer a road construction course designed for equipment operators, foremen, contractors and staff. Cost competitive protection of the environment and sustainable forestry practices will be the focus of the course. A four-day classroom session and five to seven week field follow-up will be conducted for all skidder crews. The focus of these sessions will be sustainable forest practice and protection of the environment.

The **Canadian Forestry Association** holds annual Woodlot Extension Specialist Seminars which serve as a rare networking opportunity for those who work with woodlot owners — personnel from federal and provincial governments, associations, marketing boards, group ventures and "groupements", and forest industry staff — all those who have an interest in educating woodlot owners in good forest management.

The **federal government** has joined with industry, labour and provincial governments to undertake, under the Sector Study Program of **Human Resources Canada** and **Labour Canada**, forecasts of training and employment needs in the forest sector. To date, studies have been completed for Canada's pulp and paper and British Columbia's wood products industries. Based on the results of these studies, and if requested by industry, labour and the provinces, the federal government will consider supporting the establishment of a sector training council to oversee the implementation of the study recommendations. The development of national training and apprenticeship, and perhaps national certification initiatives for the forest sector could result from these studies. In support of an examination of the feasibility of national certification for silviculture workers, a compendium of existing programs and standards will be released in June, 1994.

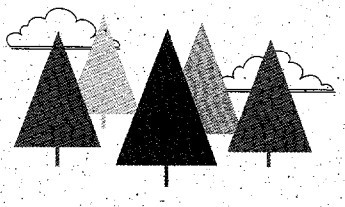
4.9 Economic and Policy Instruments

The Canadian Wildlife Service recognizes the Forest Accord as a strategic direction for Canada that is complementary to forest wildlife concerns. It will continue to support and promote this accord nationally and internationally. The CWS will report its actions under this accord on an annual basis. The CWS will identify the values of forest wildlife to Canadians via socio-economic analyses in concert with Statistics Canada and the provinces. The CWS is implementing its forest habitat obligations under Canada's Wildlife Policy.

The **CPPA** will work with governments in the development of regulations and standards based on sound, economically achievable technologies, and the analysis of environmental impact. The **Fur Institute of Canada** desires a process for compensation to the fur management area users by the forest users that reduce furbearer habitat.

4.10 Shared Responsibility

Wildlife Habitat Canada hopes to expand the support for, and development of, activities undertaken in forest



"We can't just sit and listen to what other people have to say and hope to change their minds. We have to allow our minds to be changed by the process we're in."

– Claire Dansereau

stewardship programs in all provinces by exploring additional opportunities for Forest Resource Development Agreement and Green Plan funding for stewardship programs. They also encourage the expansion of pilot projects into adjacent areas and province-wide programs. **NAFA** asks that recognition be given that First Nations opting into new forestry legislation will require access to adequate financial and technical resources to exercise their jurisdiction.

The **Fur Institute of Canada** states that the costs of achieving sustainable development in the forest sector are shared by all sectors of Canadian society. Compensation and new economic development strategies for dependent communities are inherent principles of sustainable forestry.

4.11 Competitiveness

The **CPPA** maintains that integrated resource management of the forest can support a healthy, world competitive Canadian forest industry and provide the many benefits that Canadians seek through integrated resource management. The **Fur Institute of Canada** supports the concept that fur harvesters compete on an international market.

As part of its Prosperity Initiative, the **federal government** responded to the recommendations of the Forest Sector Advisory Council, outlining key areas where the government will work with industry to promote long-term competitiveness. The federal government is a significant contributor to forest industry research and is actively pursuing improved market access for the forest industry at multilateral and bilateral negotiations. In partnership with industry and the provinces through programs of **Industry Canada**, such as the Cooperative Overseas Market Development Program (COMDP) and Cooperative Industrial and Market Development Program (CIMDP), the federal government contributes to growth in the wood products sector.

Natural Resources Canada and Industry Canada will continue to work with the forest industry to address competitiveness issues by supporting a series of studies to establish and benchmark cost information and other competitive factors. These factors will allow Canadian forest products firms to compare their performance against the world's most competitive producers. In addition a number of agreements have been signed with leading forest industry research performers for support under the Forest Industry R&D and Innovation Program of Industry Canada. The federal government's Environmental Technologies Commercialization Program of Industry Canada and **Environment Canada** will help to demonstrate advanced environmental technologies. Trade initiatives will also support the industry's efforts to preserve and develop competitiveness for Canadian forest products, including efforts to ensure market access in Europe by providing accurate information on the state of forest management in Canada.

4.12 Protection

The **Canadian Pulp and Paper Association** has developed policy statements on protecting the forest from insect infestation, fire, acid rain and air pollution. They believe that all users of Canada's forests have a role to play in preventing, reporting and controlling wild fires. Intensifying forest protection measures to combat fires, disease and insect infestations will help ensure a healthy forest. Long-term reduction of forest losses due to insect infestation can be accomplished through integrated pest management programs. Such programs

require a balanced application of forest planning, silviculture practices, and insect infestation control methods. More specifically, the proper and judicious use of biological and chemical insecticides for control are also indispensable elements of an integrated pest management program.

Weldwood will manage forests under its jurisdiction, in cooperation with other users, to protect them from fire, disease, insects and wind. Salvage of damaged timber will be a priority. Judicious use of chemical pesticides and alternate methods of pest and weed control will be consistent with the principles of their Forest Stewardship Policy. The **Canadian Wildlife Federation** also continues to encourage the minimization of pesticide and herbicide use by the forest industry. The CWF has participated in the restructuring of the Pesticide Registration Review process and continues to provide input to and monitor federal reviews of the registration status of pesticides, such as fenitrothion.

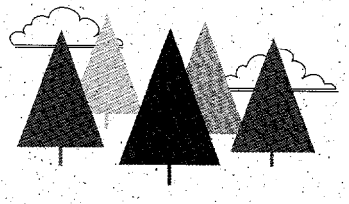
The **Ontario Forest Industries Association** advises the use of proven, registered chemical herbicides, but only in absence of effective and economical alternatives. Companies are also asked to cooperate with and assist government agencies in the detection and monitoring of disease and insect infestations, to ensure that potential risks are known. Members will conduct their operations in a manner which minimizes the risk of starting fires, as well as cooperate with and assist government agencies in the detection, monitoring and suppression of forest fires. The **Fur Institute of Canada** encourages fur harvesters to practise safe fire protection, and be the eyes and ears to monitor other problems in the forest.

The **Canadian Forestry Association**'s Smokey Bear wildfire prevention program is a vital component of forest management in Canada. The Smokey Bear symbol is recognized internationally as a fire prevention symbol, and now exerts influence in nine provinces and one territory. **Wildlife Habitat Canada**'s Impacts of Fires on Habitat project will determine the effects of wild fires on wildlife habitat through the use of indicator species. The project will integrate fire history information and wildlife population information. The ecological relationship between wildlife indicator species and their post-fire environment will be documented. The results of the fire history assessment and ecological relationship studies will be used to develop a territorial forest fire protection strategy and forest management plans, including the potential use of prescribed fire to improve wildlife habitat.

The **Canadian Federation of Professional Foresters' Associations** supports the conservation of the forest environment, its protection from harmful agents, the attainment of its optimum productive capability, and the perpetuation and enhancement of its utility and value to society. Forests must be protected from wildfire, insects and disease by the most appropriate, economic, and environmentally acceptable method.

4.13 Definition of Terms

Wildlife Habitat Canada supports promoting a common, easily understood terminology within the forest community that reflects an ecological approach to land management. The **Fur Institute of Canada** agrees that a standard terminology is necessary.



The Forest Round Table Process

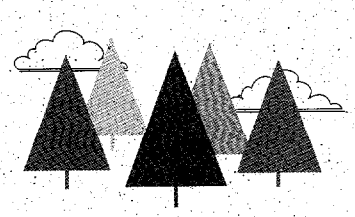
The National Round Table was set up by the Prime Minister in 1989, and took a decision early in 1990 to encourage sectors of the Canadian economy to undertake dialogues on sustainable development. The NRTEE secretariat was asked to consult with all the main national stakeholders during 1990 to engage their commitment to join in a dialogue with each other on the sustainable development of the forest sector.

With the preliminary help of a small steering committee drawn from stakeholder organizations, the NRTEE had invited a university forestry professor, Hamish Kimmins, to chair the first meeting. The NRTEE facilitation team consisted of professor Kimmins, Steve Thompson from the Secretariat, and NRTEE member John Houghton. Steve Thompson acted as secretary and convenor to the group, John Houghton, who was also CEO of the Quebec and Ontario Paper Company (now QUNO), represented the mission and leadership of the NRTEE, and Hamish Kimmins chaired the meetings themselves. This facilitation "troika" was perhaps unusual, but functioned well as a team. After the first meeting a program committee drawn from members was also set up to plan agendas.

Field Visits

Several participants wanted to learn more about forest issues in regions other than their own and, as a result, the program committee began to plan site visits to working forests. Among those visited were Hinton Alberta, the Carmanah Valley on Vancouver Island, Timmins Ontario, the Miramichi region of New Brunswick, and Ontario's Haliburton Highlands. It soon became apparent that these visits were invaluable, even essential, to building understanding among group members. Some of the best exchange of views and closest bonding came when the day's agenda was blown right off track by an impromptu debate sparked by something we saw.

During a November field visit to Vancouver Island, the group spent a rainy weekend in a school bus examining clearcuts and old-growth forest around Cowichan Lake and the Carmanah Valley. The following morning, members spoke



of their reaction to what they had seen, and during that half-hour all experienced such a profound shared emotion that tears sprang to the eyes of many of the participants. As one member subsequently commented: "This trip has influenced my thinking. The dramatic field trip and observations by various individuals ... have convinced me that we could play a pivotal role over the next few months."

Main Issues

If there was one issue which caused deep debate, it was the issue of the degree of public involvement in forest planning and operations. Principle 2.1 on Public Awareness and Involvement states:

Public involvement in the forest policy, planning and decision processes is a right, of which responsibility and accountability are inherent components. An aware, educated and informed public is essential for effective participation in these processes. To these ends the public has a right to timely access to relevant information.

While all agreed that public input was essential, the point at which operational situations might pre-empt agreed plans was not clearly defined. Some stakeholders pointed to the vast impracticality of sticking to remotely drawn-up plans, while others questioned past decisions made in the name of practicality. The words of the principles belie the intense debate behind them and perhaps the real value for stakeholders lay in having the debate as a means of increasing their own mutual understanding.

A second issue dealt with land use and allocation. Principle 3.3 considers the productive capacity and values of the land base and the ability of the land base to satisfy user needs and aspirations over time; and the potential for zoning forest land for multiple use, dominant use and protected areas. While there was much debate on trade-offs in land allocation, the group was not able to reach a more concrete resolution of the issue at a national level. Much of the issue is site-specific, and more suited to regional discussions.

The paragraphs below outline the highlights of the process and the lessons learned. Five participants then report on the process as seen through their eyes. An abridged set of minutes is reproduced as an appendix.

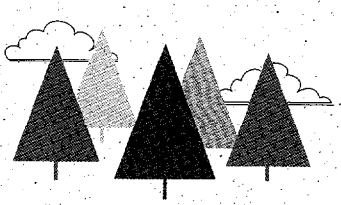
Guiding Principles for Consensus Decision Making

Round Tables across Canada have been involved over recent years in a wide range of stakeholder groups similar to the Forest Round Table. They have recently compiled the lessons learned from it and other initiatives into a set of 10 general principles, and these 10 are used as a framework for analysis with hindsight of the Forest Round Table process.

PRINCIPLE 1 — Purpose Driven: People need a reason to participate in the process.

The parties should have a common concern and believe that a consensus process offers the best opportunity for addressing it. Business, government, non-governmental organizations, and

[1] *BUILDING CONSENSUS FOR A SUSTAINABLE FUTURE*. 1993, available from the NRTEE and provincial Round Tables.



"This trip has influenced my thinking. The dramatic field trip and observations by various individuals ... have convinced me that we could play a pivotal role over the next few months."

– Forest Round Table Member

other groups can apply consensus processes to a wide range of situations including planning and policy development, and regulation, licensing, and site specific development.

Many organizations had not heard of the NRTEE, and those who had were suspicious that it wanted to take too strong a role in the forest sector. One or two expressed amazement that they should be asked to sit down with their "enemies". Inclusion of government departments raised a question as to the interface between the sort of consensus process envisaged by the NRTEE, and the parliamentary process upon which Canada is based. During this period the NRTEE learned that the Canadian Council of Forest Ministers (CCFM) was planning to hold a set of consultations in 1991 and 1992, leading to an update of its National Forest Strategy. As a result of much discussion the NRTEE scheduled its own operations to complement those of CCFM, and to report progress to the Congress planned by CCFM for March, 1992. Many interest groups were suffering from fatigue in the long struggle over Canada's forests and begged for respite, but all agreed that further efforts were needed.

PRINCIPLE 2 — Inclusive not Exclusive: All parties with a significant interest in the issues should be involved in the consensus process.

Care needs to be taken to identify and involve all parties with a significant interest in the outcome. This includes those parties affected by any agreement that may be reached, those needed to successfully implement it, or who could undermine it if not included in the process. It is sometimes appropriate for those representing similar interests to form a caucus or coalition.

In order to achieve as wide an input as possible, the NRTEE opted to invite *associations* and other interest groups to the table, rather than deal directly with forest companies. Associations would in turn be able to influence all their members, though by a more indirect route. Several groups were invited to participate, and the members present at the first meeting also made suggestions for additions. One or two groups declined, but some 24 groups agreed to participate in at least a first meeting. Representatives of two forest companies were included in the group to bring an operating perspective to the table.

PRINCIPLE 3 — Voluntary Participation: The parties who are affected or interested participate voluntarily.

The strength of a consensus process flows from its voluntary nature. All parties must be supportive of the process and willing to invest the time necessary to make it work. The possible departure of any key participant presses all parties to ensure that the process fairly incorporates all interests. A consensus process may complement other processes. It asks the parties to make their best efforts to address issues through consensus. If that process fails, participants are free to pursue other avenues.

PRINCIPLE 4 — Self Design: The parties design the consensus process.

All parties must have an equal opportunity to participate in designing the process. There is no single consensus process, each must be designed to meet the circumstances and needs of the specific situation. It is important to take time at the beginning to:

- define the issues clearly;
- assess the suitability of a consensus process for each issue — as opposed to other decision making processes;
- clarify roles and responsibilities for everyone involved;
- establish the ground rules for operating.

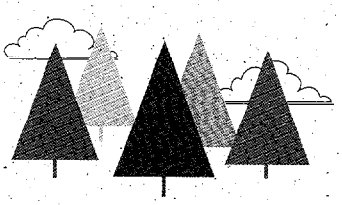
Advice from those who had trodden this road suggested that it was imperative to establish ground rules at the outset on such questions as how conflict would be handled, who would talk to the press, how would information be shared etc. Some ground rules were indeed set at the first meeting, but members generally did not know each other or the coming discussions well enough to build a definitive list. As a result, time-outs were frequently introduced in subsequent meetings to deal with new situations — mostly concerning meeting attendance. The group strongly recommended that every effort be made to ensure attendance and continuing commitment of all who had agreed to participate. The group was to invest a great deal of effort in establishing understanding, and did not want to disrupt this progress. In the early meetings, little hope of glowing success was foreseen, and members agreed to maintain a low public profile, with any press questions to be handled by NRTEE. In fact the early profile was so low that no press interest was shown!

The NRTEE opened the first Forest Round Table meeting in June 1990. Many of the participants had not met before, and held radically differing views. A mixture of pessimism and tension pervaded the room. Some frustration arose from the NRTEE view that stakeholders, rather than the NRTEE, should control events. One or two suggested that, to save time, the NRTEE should declare its hidden agenda, so that they would have something to consider. The NRTEE did propose a possible *process* to follow, and this was adopted on the second day, along with a first cut at the set of issues to be dealt with by the group, and an agreement to meet again.

PRINCIPLE 5 — Flexibility: Flexibility should be designed into the process.

It is impossible to anticipate everything in a consensus process. By designing flexibility into the process, participants can anticipate and better handle change when it faces them. A consensus process involves learning from the perspectives of all participants. Feedback must, therefore, be continually incorporated into the process. The initial design may evolve as the parties become more familiar with the issues, the process, and each other.

The group agreed to operate by *consensus*, defined as an outcome which everyone could live with, even if it was not seen as ideal from any one point of view. It took time for a level of trust to develop between participants, and as a result, the group preferred to work in plenary session where possible, instead of breaking into smaller groups. So progress was slow but firm. Some stakeholders commented that just bringing them together was an achievement in itself! In the end, no arrangements for minority views were necessary, as debate succeeded in achieving consensus as defined above. The suggestion to append an organization signature page to the principles came from members themselves, and eventually everyone signed, though the process of formal buy-in from a wide variety of organizations itself took about nine months.



Progress was slow but firm. Some stakeholders commented that just bringing them together was an achievement in itself!

PRINCIPLE 6 — Equal Opportunity: All parties have equal access to relevant information and the opportunity to participate effectively throughout the process.

All parties must be able to participate effectively in the consensus process. Unless the process is open, fair and equitable, agreement may not be reached and, if reached, may not last. Not everyone starts from the same point — particularly in terms of experience, knowledge and resources. For example:

- the process involves time and expenses — resources that not all participants may readily afford;
- the process revolves around the sharing of information on issues and impacts — something to which not all participants have ready access.

To promote equal opportunity, consideration needs to be given to providing:

- training on consensus processes and negotiating skills;
- adequate and fair access to all relevant information and expertise;
- resources for all participants to participate meaningfully.

The nine meetings were held on a shoestring budget. The NRTEE, Canadian Forestry Service, the Canadian Pulp and Paper Association, and Wildlife Habitat Canada contributed to core funding of about $60,000 to rent rooms, pay secretariat travel, and the chair. Forest companies shouldered most of the local costs of site visits. Most members, however, were asked to assess the value of the meetings to their organizations, and pay their own way if at all possible. No budget was available to help specific groups, but as time passed, the secretariat was able to use about $4,000 for each meeting to help individuals who would not otherwise have been able to attend. No honoraria or per diems were paid. The estimated cost of the nine meetings, with an average of 20 people paying $1,200 travel, etc. per meeting, plus core costs, totalled some $280,000, excluding salaries.

PRINCIPLE 7 — Respect for Diverse Interests: Acceptance of the diverse values, interests, and knowledge of the parties involved in the consensus process is essential.

A consensus process affords an opportunity for all participants to better understand one another's diverse values, interests, and knowledge. This increased understanding fosters trust and openness which invaluably assists the participants to move beyond bargaining over positions to explore their underlying interests and needs.

The Round Table moderator set a tone for discussion in the equal honour he gave to all points of view and all stakeholder groups around the table. After the initial meeting, trust began to grow amongst participants, and people listened well to points of view they heard. The temptation to grandstand or to make unsupportable statements was tempered by the knowledge that others at the table were knowledgeable too, and that credibility would have to be maintained throughout a series of meetings, rather than a one-shot speech.

PRINCIPLE 8 — Accountability: The participants are accountable both to their constituencies and to the process that they have agreed to establish.

It is important that the participants representing groups or organizations effectively speak for the interests they represent. Mechanisms and resources for timely feedback and reporting to constituencies are crucial and need to be established. This builds understanding and commitment among the constituencies and minimizes surprises. Given significant public concern about environmental, social and economic issues, keeping the public informed on the development and outcome of any process is important.

As collegiality grew, the moderator began to drop frequent reminders that participants did indeed represent their parent organizations. The group as a whole was moving ahead in its mutual understanding, and members were asked to keep in close touch with home base. It became clear that organizational inputs were indeed being made through several members. If a case arose where a member got out ahead of the organization, some reconciliation of views was necessary.

PRINCIPLE 9 — Time Limits: Realistic deadlines are necessary throughout the process.

Clear and reasonable time limits for working toward a conclusion and reporting on results should be established. Such milestones bring a focus to the process, marshal key resources, and mark progress towards consensus. Sufficient flexibility, however, is necessary to embrace shifts or changes in timing.

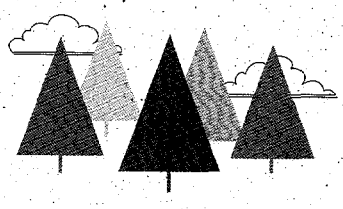
For the first five meetings, the group welcomed the ability to set its own objectives and timeframes, but felt that it drifted when, in its second year, it tackled the knottier subject of clearcutting. Stronger guidance from the NRTEE would have helped at this point. A life span of 12 to 18 months seems to be optimum.

PRINCIPLE 10 — Implementation: Commitment to implementation and effective monitoring are essential parts of any agreement.

Parties must be satisfied that their agreements will be implemented. As a result, all parties should discuss the goals of the process and how results will be handled. Clarifying a commitment to implementing the outcome of the process is essential. Support and commitment of any party responsible for follow-up is critical. When decisions require government action, the participation of government authorities from the outset is crucial. A post-agreement mechanism should be established to monitor implementation and deal with problems that may arise.

All parties agreed to building a set of principles, followed by individual action plans. Nevertheless there was much debate as to additional roles the round table might play. Most of these arose during the life of the Round Table, either as internal suggestions, or as invitations from outside groups for the Forest Round Table to play a role. In the end, the only suggestion to be acted upon was to hold a debate on harvesting methods and clearcutting. The Forest Round Table held its ninth and last meeting in 1993, but several members of the group expressed an interest in meeting again in 1995 to review progress against action plans, and the need to encompass any new issues which may have arisen.

After the initial meeting, trust began to grow amongst participants, and people listened well to points of view they heard. The temptation to grandstand or to make unsupportable statements was tempered by the knowledge that others at the table were knowledgeable too.

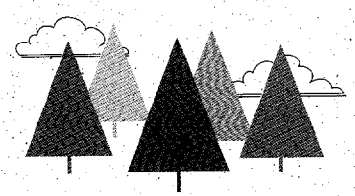


All parties agreed at the outset to building a set of principles, followed by individual action plans.

Lessons Learned

The final meeting of the Forest Round Table looked back and examined some of the practical lessons learned on how the round table process might be improved. In summary:

- The original objectives of the group (principles and action plans) were worthy, realistic and achieved. In particular, the need for action plans provided a binding force for the group. Field and site visits were also invaluable in binding the group together.
- Clear and reasonable time limits for working toward a conclusion and reporting on results should be established. Such milestones bring a focus to the process, marshal key resources, and mark progress towards consensus. Sufficient flexibility, however, is necessary to embrace shifts or changes in timing.
- The NRTEE was seen by all but one member as an impartial and helpful facilitator.
- While the group was quite diverse, additional views from youth, community and multi-cultural groups, and the financial community would have been welcomed.
- The group supported participation by industry associations, plus one or two representatives from firms, rather than dealing directly with forestry CEOs in Canada. They noted, however, that any association represented a median of its members' views, and it was important to hear the extremes too.
- Public service participation should be limited. Too many could dampen progress.
- Funding for impecunious groups was a continuing problem. No one was turned away, but having to ask for help every time was bothersome. Environmental groups did not feel constrained by the knowledge that they were receiving pooled funding, of which some came from industry.
- NGOs view this type of process with suspicion if there is any hint of their being co-opted or taken for a ride. Aboriginal groups may see direct negotiation with the federal government as being more productive.
- NGO efforts are spread very thin. Personal attendance at all meetings was a problem for many. If more than five or six were missing, progress could not be made. A (well briefed) alternate should be allowed.
- Going into the process, members saw the main benefits as personal learning and networking. No one viewed a document on principles as the most important outcome. By the end of the process, a few saw the principles as the main benefit, but most confirmed that they had broadened their learning and their networks. Members rated their dialogue's effectiveness in changing policy as low, but high in terms of group learning.



Participants' Views

John Houghton
QUNO Corp.

"I don't think I have lived through a time of greater change in the forest and forest products industry than that we have seen in the last few years. There seemed to be little question 20 years ago of the notion that Canada had plenty of forest, it provided unending supplies of a profitable export, and was a mainstay of the Canadian economy. Few people in the small company towns where I grew up challenged the idea that forest companies were responsible exploiters of a renewable resource.

We in the business knew a great deal about the tending of forests, and it came as a shock – almost a personal insult – to many of us to find that "outsiders" who knew nothing of our expertise could criticize, even condemn us for destroying aspects of the forest which nobody had thought at risk before. Denial was our first response — "ignore them, they'll go away." But change began to creep in. The NRTEE approached environmentalists, union people, Aboriginal groups, bureaucrats, academics, and industry, and asked if they wanted to sit down together to see if they could forge a common view on the future of Canada's forests. No one was optimistic, but they gave it a try — and 18 months later they had hammered out a unanimous set of principles, signed by all their parent organizations. They also committed to action plans covering the contribution each organization would make to those principles.

I don't know whether the same approach would work for all sectors. The forest sector can be characterized as encompassing a wide range of value sets, but backed with relatively little scientific data, so most of our talk was about values. This business of understanding each other is a lengthy process, but coming to decisions by consensus among the stakeholders themselves may indeed be the next step in a participatory democracy."

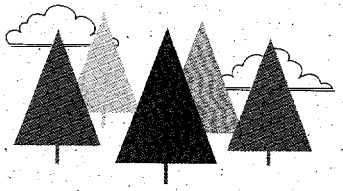
Joe O'Neill
Miramichi Pulp & Paper Inc.

"I'm an industry person with 30 years in the business. I live and work in the real world. I said to our woodlands people "I'm invited to participate in this thing, what do you think?" They read down the line up: Elizabeth May, Sierra Club; Lois Corbett, Ecology Action Centre in Halifax; Wildlife Habitat Canada; CPU; IWA; Canadian Federation of Woodlot Owners; Canadian Nature Federation; Wildlife Federation; Parks and Wilderness; Council of Churches. The reaction of my staff was "Joe O'Neill you won't last two days with that crowd." My reaction was lots of anticipation. I'd never met Elizabeth May before this Round Table, and in the Maritimes Elizabeth May is a heavyweight. She shut down the budworm spray in Nova Scotia all by herself. She had more influence on the way people thought than all the maritime forestry people all together...and I had never met her.

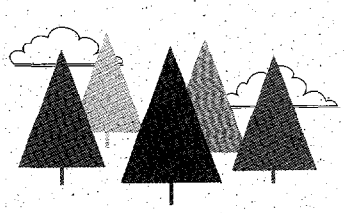
I never heard the word biodiversity until two years ago. I was outraged in 1991 when the Department of Natural Resources wildlife biologist said we have to provide mature habitat for this pine marten, so they'll have travel corridors. I thought the pine marten was a bird, but we found out that it's a little furry animal that needs mature habitat for its survival. Well, we moved rather quickly and we've already got their areas identified, but a year before that was all brand new stuff!

"Most of the people I represent had the same frame of mind that I did — that we were going to straighten these turkeys out. Once they got the information they would change, and we would come away with the ability to carry on the same. But all that changed."

– Forest Round Table Member



The words of the principles belie the intense debate behind them and perhaps the real value for stakeholders lies in having the debate as a means of increasing their own mutual understanding.



The first meeting we had in the woods was in Hinton, Alberta. The discussion went along and lead to a knock-down drag-out fight on herbicides - probably the best exchange of views on that subject that I have seen. Everyone took off their gloves. Everyone took turns talking and listening. No one moved for a hour, right there in the woods just bearing down on the subject, but at the end of this discussion you could see both sides budging just a little bit. I decided to stick with the group after that. I thought maybe we could do something that's going to make a contribution. All of these people that I was told were wingnuts — not so!

Later, I was put at a table with three other people and we were supposed to agree on some principles. I was put down with Elizabeth May the environmental extremist, Rod Carrow the academic and Claire Dansereau from the IWA. We were supposed to agree on some fundamentals that would protect that health and integrity of the forest ecosystems in Canada. I never sat at a table before with a group like this. I thought the possibility of agreeing on anything was absolutely remote. But I'm really proud of these principles and what we agreed on!

The lesson to be learned: being part of this Round Table for my company was expensive. I was away a lot at a crucial time. Still, inherent faith in our future brought this diverse group of players together to do what we can for our common good. I learned a lot. I changed my views on quite a few things. I've learned very much from a group I was scared of! I don't think there's one Chief Executive Officer in the industry that thought that John Houghton could keep these people in a room for more than one day. I'd like to thank the members of the Round Table I was on for contributing to my education!"

Rod Carrow

AUFSC - Association of University Forest Schools of Canada

"I believe that a Round Table approach has the best chance of achieving a result which will be supported by Canadians regardless of their affiliation. Our Round Table had representation: it was truly a microcosm of society, reflecting the economic, social and environmental priorities of Canadians. Secondly, it had flexibility: the Round Table achieved just as much as its members wanted to achieve. Thirdly, and this is the big one, the Round Table is a process of self-education that results in increasingly clarified understanding of the positions and views of all parties, which in turn helps greatly to overcome the conflict that results from poor understanding.

The final product of the Round Table exercise was reached through negotiated consensus, and because of this, members have a strong pride of ownership in that final product."

Claire Dansereau

IWA Canada

"My fear when I joined the group was not that people would yell at each other, given half a chance most people try to get along, but that we would create too many platitudes. As the planning process becomes more abstract and further away from a cut block, it's easier to write nice things. I found through this process that we've actually gone the other way. We started off being very general and we are now very specific and hard-nosed, and that was a result of the trust developed in the room.

I spent a lot of time wondering why that trust was there, and it's real trust, it's not put on for the time we are together. I think that where the trust came from in this situation was the fact that we had to have

an Action Plan. Most of you have been involved in some of these processes, and know that one of the key problems that we have is making sure that every participant is accountable not only to the process but to their group when they go home, so that you don't have a representative of a company or environmental group who can say things in the room without their organization's buy-in.

The fact that we had the Action Plan as part of our process allowed it to be more effective much more quickly. It allowed us to focus. Each one of us went to the table thinking that we had something to teach. I think we all now know that we had something to learn. Most people have realized that you have to learn to listen, but now we have to learn to learn as well. We can't just sit and listen to what other people have to say and hope to change their minds. We have to allow our minds to be changed by the process we're in. I say this not just to industry, because industry is told this all the time, but to the environmental groups and to us as well."

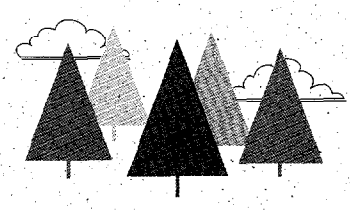
Lois Corbett

Environmentalist

"I recently moved from the Maritimes to Toronto and I find you have to walk faster, talk faster, and get an attitude. Well, I have to admit I already had an attitude when I went to my first meeting of the National Forest Round Table. I had to assume that this Round Table would act like any other multi-stakeholder process that I've been involved in, especially those concerning sustainable development. And let's just say that after four years of chewing the sustainable development fat I think I can put out some of those phrases with the best of them.

We were neither each other's critics nor lovers. We avoided the extremes of unloving critics and uncritical lovers. We fought untruth. We didn't need to be loved by everyone. We enjoyed our greater efficiency created by putting all of our cards on the table. We looked at the facts courageously, and we avoided too many illusions. I urge you to act on your natural curiosity, to be frank, open and honest, and to work for change, all the while keeping your feet on the forest floor, and your eyes, your mind and most importantly your heart, on a vision of a truly sustainable forest ecosystem."

The group agreed to operate by consensus, defined as an outcome which everyone could live with, even if it was not seen as ideal from any one point of view.



Appendix: Abridged Minutes of the Meetings

First Meeting in Montreal, June 20-21, 1991

Members strongly recommended that every effort be made to ensure attendance and continuing commitment of all who had agreed to participate. The proposed Canadian Council of Forest Ministers (CCFM) Forest Strategy, due for update in 1992, was seen as a commitment by governments arising out of stakeholder concerns. The Round Table process would be complementary in its focus on non-government organizations. Cross-links would be built in through joint planning, information exchange, and an invitation to contribute Round Table results to the March 1992 Forest Congress. One member offered a suggested process for round table dialogue as follows:

1. Develop vision and principles for sustainable development in forests.
2. Identify key issues and recommendations.
3. Draft preliminary action plans: How will each member contribute to the implementation/advancement of the sustainable development principles within their mandate/jurisdiction?
4. Compare action plans: Who's doing what? Identify gaps.
5. Revise action plans.
6. Identify common ground: What are the overlaps or gaps? What partnership opportunities are available?
7. Communicate results.
   - What worked? What didn't?
   - What are the opportunities and obstacles?
   - Convey results to CCFM, NRTEE, own sectors, and general public.
8. Identify future group activities.

   Participants agreed on three process objectives:

   A. Develop a vision and principles for sustainable development in Canada's forests.

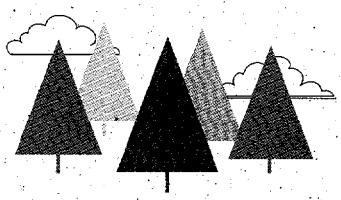
   B. Each stakeholder agency to develop action plans for its own contribution to sustainable development.

   C. Recommendations to governments and other jurisdictions with regard to policies and actions for sustainable development.

The group asked the NRTEE to respond to media queries, and asked that a slot be kept for the Forest Round Table on the 1992 National Forest Congress Agenda.

Second Meeting in Ottawa, August 16-18, 1991

Members viewed the draft CCFM document *What You Said*, coming out of the CCFM strategy consultations at five workshops across the country. Members agreed to respond individually with their comments on the CCFM paper. The group fleshed out the issues from its first meeting in Montreal, and moved toward articulating a set of principles arising from the issues. They reviewed the relation between the CCFM and the Forest Round Table processes. The Program committee was asked to report back to the next meeting on the products to be expected from this Round Table process, and a time-frame to achieve them. Members agreed on converging on a vision and principles in concert with the CCFM



process. Further suggestions included focusing on a subset of the issues above; and each member group contributing its own Action Plan based on the common vision and principles.

Third Meeting in Hinton, Alberta, September 10-11, 1991

Members reached a large measure of agreement on several principles, and drafted wording for each. A view was expressed that joint drafting may have lost some of the key words important to particular stakeholders. During discussion on how to handle conflict in finalizing principles, it was suggested that the stakeholders could come as close as they could to narrowing the gap progressively over time. Success might be measured not in actually closing every gap, but in how far stakeholders had moved from initial positions.

Several members underlined the need for stakeholder continuity in meetings. The group had invested a great deal of effort in establishing understanding, and did not want to disrupt this progress. They stated the need to complete their view of principles and vision for forests before moving to action plans. Some groups were currently working on action plans and codes of practice, but groups were operating on different internal schedules, and had not all reached the same point.

The CCFM document *What You Said*, included considerable input from Round Table members. CCFM will continue to draw on the Forest Round Table's evolving principles in developing the paper.

Fourth Meeting in Vancouver, November 16-20, 1991

All members agreed that the weekend visit to the Carmanah Valley had been an overwhelming experience.

Members further refined the draft principles laid out at the previous meetings. Upon completion, the group would review the package as a whole. Individuals accepted the task of drafting a preamble and seven further principles, in consultation with other members. All present (some being absent) agreed that they would be able to draft or modify action plans in support of the principles being evolved. Specific timetables would depend on the calendars of each group. Several members saw the possibility of building partnerships with each other to implement action plans. The Round Table principles accorded well with the emerging CCFM set, so that action plans would contribute to both sets. Forest Round Table members were among 50 or 60 invitees to a CCFM forum in December, 1991.

Fifth Meeting in Toronto, February 3 and 4, 1992

A letter from the CCFM chief writer noted that the work of the Forestry Round Table had contributed substantially to the final product of the National Forest Strategy. Almost all Forest Round Table principles had been included in the document. Members agreed on a vision statement for their view of Canada's forests, and outlined the action plans under development within their organizations. In discussing future work, group members made the following observations:

Very valuable process...Best is yet to come...Need an audience other than

ourselves for our product. Take action plans to implementation...Will stay as long as process is useful...Funding will be a problem...Take a breather, then a field trip in late summer...See the unfinished business through...Keep the networking going...Use each other to speak at meetings...Adopt a "New Directions" format...Not too keen on monitoring role for this group...Could become a National Advisory Board on forestry issues...Now debate specific issues such as clearcutting, land use, pesticides...Impact within group members will be major...Make recommendations to NRTEE on process...Meet in May, then an Eastern field visit in early fall.

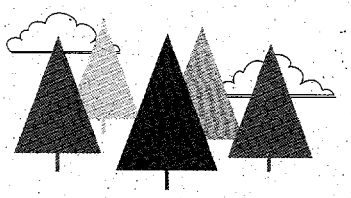
Sixth Meeting in Timmins, Ontario, May 12 and 13, 1992

The sixth Forest Round Table meeting included a field trip hosted by QUNO Corp. Several members were absent from the trip as well as the meetings. A total of 26 principles for sustainable development were approved by those present. The NRTEE secretariat was asked to draft a Progress Report to go to members' constituencies and to be available for public information.

Members confirmed their commitment to **Action Plans**, several of which have been drafted. They agreed to present these in formats which fitted their own organizational plans. In the case of extensive action plans, an executive summary would give a concise overview of those major projects, timeframes and deliverables which support the principles. Members asked NRTEE to draft a Marketing Proposal/Communications Plan for both the product and the process of the Forest Round Table. The proposal would make full use of editorial pages, weekly and monthly magazines, and press exposure. Several members stressed that it would be useful to continue the process. Possible options were discussed by the group:

- **Replication:** Joe O'Neill referred to his experience in transporting the process to New Brunswick. He saw the process itself as one of the major benefits which should be captured by other stakeholder groups.
- **Focus on Specific Issues:** Questionnaire returns had indicated Economics, Clearcutting, Tenure, Forest User Conflicts, Old Growth, Herbicides, Forest Regeneration, and Diversity as possible topics for discussion. The group agreed to meet for a two-day workshop on harvesting methods.
- **Hosting a National Forum:** In view of the above, ideas on a national forum were shelved for the time being.
- **Linking with the Model Forest Program:** Interest was expressed in linking with the Model Forest Program, but no clear role was seen at this stage.
- **A Monitoring Role with the CCFM:** Members discussed the suggestion that the Forest Round Table might take a monitoring role for the National Forest Strategy. They felt that they might not be well constituted to play this role however, but expressed willingness to act as a sounding board if required.

Members took note of a proposal by one association to seek funding and provide support for future meetings. Since the NRTEE had also offered to support at least the next meeting, the proposal was held in reserve for the time being.



Seventh Meeting in Newcastle, New Brunswick, September 25-28, 1992

Members took a knacky field tour in the Miramichi forest, which included a number of practical harvesting methods, from roadside processing to horse yarding. All but one participant have now expressed support of the 26 principles. Members would now seek endorsement from their parent groups, so that all could sign a signature sheet to be included in the report. The NRTEE will present the draft report to the CCFM at their next meeting. The work of the Forest Round Table was also highlighted at a meeting of national, provincial and territorial round tables.

Most, but not all, members agreed in principle that further meetings, at intervals of about six months could be valuable, to deal with specific issues. The NRTEE expressed its continuing support for issue-based discussions. The issues suggested included pesticide use, land use, public involvement, and a review of federal/provincial forest agreements. The group suggested that some rotation of membership would be desirable as new issues were brought forward, but agreed to keep the present membership intact for the April 1993 meeting. The addition of some groups was suggested. They endorsed the communications plan which they had asked the secretariat to draft.

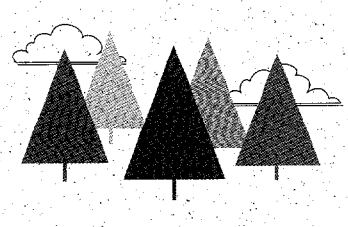
Eighth Meeting in Haliburton, Ontario, April 26-28, 1993

While several members were absent, the remainder participated in a tour of the Haliburton Forest and Wildlife Reserve – a 20,000 hectare private reserve used for selective logging, commercial camping, canoeing, mountain biking etc.

All but two participant associations have now signed support of the principles as listed in the draft report. When the remaining signatures are in, the document will go to print. Discussion on possible futures for the Forest Round Table included issue-specific discussions, and publicizing our work in regional and international settings. The possibility of *ENVIROFOR* meetings to cover issue discussions was raised. The NRTEE distributed copies of a 25-minute video about the Forest Round Table process, and an accompanying leaflet.

Ninth Meeting in Ottawa, Ontario, October 14 and 15, 1993

The main purpose of the meeting was to provide advice and feedback to the NRTEE on how the round table process might be improved. These minutes are reported in the main text as "Lessons Learned."



Membership in the Forest Round Table

1991-1993

Moderator	Hamish Kimmins
Canadian Federation of Professional Foresters' Associations	Chris Lee
Canadian Federation of Woodlot Owners	Peter DeMarsh
Canadian Forestry Association	Glen Blouin
Canadian Nature Federation	Paul Griss
Canadian Paperworkers Union	Keith Newman
Canadian Parks & Wilderness Society	Diana Keith
Canadian Pulp and Paper Association	David Barron
Canadian Silviculture Association	Dirk Brinkman
Canadian Wildlife Federation	Gary Blundell
Canadian Wildlife Service	Gerry Lee
Council of Forest Industries of British Columbia	Tony Shebbeare
Forest Caucus Canadian Environmental Network	Lois Corbett
Forest Products Branch, Industry Canada	Bruce Gourlay
Natural Resources Canada, Forestry Service	Tom Lee
Fur Institute of Canada	Gerry Wilde
IWA Canada	Claire Dansereau
Miramichi Pulp and Paper Inc.	Joe O'Neill
National Aboriginal Forestry Association	Harry Bombay
Ontario Forest Industries Association	Marie Rauter
Sierra Club of Canada	Elizabeth May
Taskforce on the Churches and Corporate Responsibility	Peter Chapman
University Forestry Schools	Rod Carrow
Weldwood of Canada Ltd.	Don Laishley
Wildlife Habitat Canada	David Neave
National Round Table on the Environment and the Economy	John Houghton
	Diane Griffin
	Josefina Gonzalez
NRTEE Secretariat	Steve Thompson
	Cathy Driscoll
	Allison Webb

This report is dedicated to the youngest participant in the Forest Round Table process, Victoria Cate May, who grew from three months to two years during the meetings. Victoria Cate, we did this for your generation.

National Round Table on the Environment and the Economy
1 Nicholas Street, Suite 1500
Ottawa, Ontario K1N 7B7
Tel: (613) 992-7189 Fax: (613) 992-7385
E-mail: admin-nrtee@nrtee-trnee.ca / nrtee@web.apc.org