

Policy Manual

of the
Dunster Community Forest Society



approved by the Board of Directors
May 21, 2014

approved by the Membership
January 21, 2015

Dunster Community Forest Society

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Introduction

Background

When the mountain pine beetle population exploded in the Robson Valley during the early 2000s, the local timber licensees moved much of their logging operations onto the main Valley side slopes in an effort to salvage the dead and dying pine forests that were concentrated in this area.

Unhappy with the way this salvage logging was being conducted, and concerned with maintaining the integrity of local water supplies and habitat, many Dunster residents organized to find a way to have more control over the way the local forests were managed. Their decision was that a Community Forest located in the Crown Land surrounding the Dunster community would be the best way to effect local control of the forests. Accordingly, the Dunster Community Forest Society (DCFS) was incorporated on July 21, 2005, under the BC Society Act, as Society #S-0049465. The purpose of the DCFS was to obtain, and then manage a community forest.

After much lobbying and volunteer efforts, a 25-year Community Forest Agreement (K30) was awarded to the DCFS in 2009. The License is an area-based tenure, covering an area of approximately 20,000 ha., of which 7,000 ha. are considered operable in the Timber Harvesting Land Base. The land area is situated on both sides of the main Valley as well as a portion of the Raush and Kiwa Valleys. The initial Annual Allowable Cut (AAC) was set at 15,000 m³.

Organization of the DCFS

The DCFS is a non-profit organization, run by its members and governed by a 9 person Board of Directors elected from the members in good standing at the Annual General Meeting (AGM) of the DCFS. One board position is reserved for a representative from the Simpc'w First Nation, whose traditional territory includes the footprint of the Community Forest.

The Board of Directors is legally responsible for the operations and commitments of the Dunster Community Forest Agreement (DCFA). The Board may choose to hire a Forest Manager, who would be responsible for the day-to-day operations of the DCF and supervising contractors and any additional staff.

DCFS Address

The DCFS currently has its office in the Dunster Fine Arts School at 8252 Dunster-Croydon Road, Dunster, BC. The mailing address is Box 100, Dunster, BC V0J 1J0.

Membership

- Regular membership is open to any resident or land-owner in the Dunster area, upon payment of the annual membership fee.
- The Dunster area is defined as that portion of the Robson Valley lying between the Holmes (Beaver) River in the northwest, to the Small River in the southeast.
- A member in good standing is any member of the DCFS whose membership fee is paid for the current fiscal year.
- Regular Membership entitles a member to
 - a. vote at the AGM,
 - b. access to the financial statements, minutes, and other documents of the DCFS,
 - c. harvest up to 10 cords of firewood from the DCF footprint annually, and
 - d. any other benefits as may be decided by the Board.
- In addition, Associate Membership can be requested by any interested person who is not qualified to be a regular member, upon payment of a the membership fee. Associate Members have all the privileges of voting Members except for the right to vote at DCFS General Meetings.

Mission Statement

The Dunster Community Forest Society serves the social, environmental and economic needs of the community. *(Board approved Nov. 20, 2013)*

The mission statement expresses the DCFS organizational goal to manage the community forest land base not only to market wood fiber, but for its broader potential to foster a healthy community. The purpose of the Dunster Community Forest is to provide the community with enhanced opportunities, facilities, and environmental quality.

Considering the needs of present and future generations, the Dunster Community Forest Society carries out ecologically and culturally sustainable land use for the benefit of the Dunster Community and its Forest, throughout the Community Forest Agreement Area.

Ecologically sustainable land use means maintaining or restoring the natural ecological integrity of the land. Ecological integrity means all of the plant, animal, and microorganism species found, and the natural processes, like water and nutrient cycles, that maintain these species through time. Sustainable land use means maintaining or restoring land use, and meeting the needs of present and future generations, including the development of a diverse sustainable local economy.

Vision Statement

yet to be determined

Guiding Principles of the DCFS

The DCFS will manage the forests and lands in the DCF footprint with a long term (centuries) planning horizon, guided by the following principles and goals:

- Provide opportunity for community input and control of the management and stewardship of the forest and range resources in the Dunster CF area.
- Generate funds for creating and maintaining community infrastructure.
- Engage in consultation and collaboration, and seek guidance and share information both within the Dunster community and at a wider scale during all community forest activities;
- Respect the limits of landscape and ecosystem function, as well as heritage and cultural sites, including First Nations use and claims.
- Ensure that plans and activities meet the requirements of approved site plans and provincial regulations. and where necessary, encourage plans and activities that restore biodiversity, natural composition and structure, and ecosystem connectivity, when considered on a landscape level.
- Manage the visual impact of development activities to meet Visual Quality Objectives and constraints throughout the Dunster Community Forest area.

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- Diversify forest products and conserve forest resources within the constraints of the DCFS obligation to the province. Conserve and protect as much as possible all forest values including timber, wildlife, water, air, spiritual, and recreation/tourism.
 - Contribute to the diversification of the timber-based resource economy in the Robson Valley by reducing reliance solely on timber harvesting and broadening non-consumptive uses of the forest resource.
 - Provide local employment in performing the ongoing operations of the DCF.
 - Encourage the expansion of small-scale specialty mills and cottage industries to maximize the socio-economic benefit of wood harvested.
 - Ensure sustainable management of the forests of the DCF.
 - Incorporate the principles of an ecosystem-based planning approach into all proposed activities to ensure adequate protection of forest values, and incorporate/consider all higher level plans as well as the Robson Valley Land and Resource Management Plan (LRMP).
 - Provide educational opportunities for residents, district schools, and post-secondary institutions in the local management of the forest land base.
 - Evaluate the success of all land, water, and forest use activities in meeting the above guidelines.

Roles and Responsibilities

Board of Directors

A board of nine directors will assemble monthly under the direction of a designated Chairperson to make strategic decisions concerning the operation and governance of the DCF. Its responsibilities are:

- Fulfill the obligations and requirements set out in the DCFS Community Forest Agreement (K30) with the Government of British Columbia.
- Fulfill the obligations and requirements of the Bylaws of the DCFS.

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- Be responsible for forest and business management decisions that arise from the operations of the DCFS CFA.
 - Approve financial agreements, contracts, and other legally binding agreements that the DCFS may decide to undertake.
 - Be responsible for hiring of and oversight of the Forest Manager. The Board will clearly delegate to the Manager the authority and powers necessary to run the day-to-day operations of the DCF.
 - Develop and implement procedures for assessing the performance of the Forest Manager.
 - Develop policies concerning tendering of contracts.
 - Develop and implement a policy for redistribution of profits to the Dunster community
 - Approve the annual budget, including the operating budget, budget for profit distribution to the Dunster community, and payment rates for staff and contractors.
 - Approve the annual operating plan in conjunction with the Manager. Review operations with the Manager on a monthly basis and amend as necessary.
 - Design and administer public involvement processes.
 - Develop and implement a 5-year strategic plan that will include operational goals, marketing goals, long-term forest development goals, and community development goals.
 - Review and update the 5-year strategic plan on an annual basis.
 - Review the organizational foundation statements annually and update as necessary. Stakeholder consultation will be conducted on any changes under consideration before those changes are made.
 - Develop and implement procedures for monitoring of DCF operations to assess compliance with DCFS goals and principles.
 - Develop and implement Board and member recruitment strategies.

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- Plan for Board member succession
 - Create Board Committees as necessary, along with Terms of Reference for such committees.

Risk Management

The Board is responsible to ensure:

- that by-laws are current,
- that governance practices are consistent with the by-laws,
- adequate insurance provisions are in place to protect the Board, the Society, and its employees from potential liabilities,
- resources are sufficient to minimize risk to employees,
- compliance with statutory and regulatory requirements,
- that policies are respected in actual practice, and,
- adequate contingency plans are in place to protect against reasonably anticipated crises.

The Board shall:

- Ensure that the Society's business is conducted in a transparent manner with the highest standards of ethical conduct and in conformity with the Society's Code of Conduct and applicable laws and regulations.
- Monitor and regularly discuss the Board's own processes, progress and performance.

Board Director

The individual Directors of the Board are expected to:

- Willingly devote the required personal time and effort to carry out their responsibilities as a Board member.
- Make a concerted effort to attend DCFS meetings and functions.

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- Be informed of the articles of the DCFS and the legislation under which the DCFS exists, as well as its by-laws, mission, values, code of conduct and policies as they pertain to the duties of a Board Member.
 - Stay informed about the activities of the DCFS, as well as general trends in the natural resource sector
 - Offer their personal perspectives and opinions on issues that are the subject of board discussion and decision;
 - Voice, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board;
 - Maintain solidarity with fellow directors in support of a decision that has been made in good faith in a legally constituted meeting, by directors in reasonably full possession of the facts;
 - Ask the directors to review a decision, if he or she has reasonable grounds to believe that the Board has acted without full information or in a manner inconsistent with its fiduciary obligations, and, if still not satisfied after such review, ask that the matter be placed before third party arbitration.
 - Work with the Management of the DCFS on operational committees or Board appointed task forces;
 - Know and respect the distinction in the roles of Board and Management consistent with the principles underlying these governance policies; and
 - Exercise vigilance for and declare any apparent or real personal conflict of interest in accordance with the DCFS's By-laws and policies.

Board Members Code of Conduct

Approved by Board as interim policy October 18, 2014

The Board speaks with one voice. All matters that have been voted on and approved by the Board shall be publicly supported by all Directors. Furthermore, individual Directors may not speak or act on Board matters without express approval by the Board. Such approval may be given as a matter of Policy, or via other motions passed by the Board on a case by case basis.

Meeting Attendance Policy

Directors are expected to attend all regularly scheduled monthly Board meetings.

- a. If a director knows that s/he cannot attend a meeting, s/he will contact the Chair with this information as soon as possible before the meeting.
- b. If the Chair cannot be contacted, the Director may contact another member of the Board to inform them of the expected absence.
- c. Directors are expected to attend special meetings and events of the DCFS whenever possible.
- d. Directors shall be removed from the Board if they
 - Miss three consecutive regularly scheduled monthly Board meetings, or
 - Miss three regularly scheduled monthly Board meetings in a fiscal year, without informing the Board prior to the meeting
- e. **Provision for Overruling This Policy.** Where individual circumstances warrant, the Board may move to retain a Director who otherwise would be removed under this Policy.

Board Chair

The Board Chair is elected from members in good standing at the AGM. The Chair has similar roles and responsibilities as the Board Directors, in addition to the following responsibilities:

- Chair DCFS Board Meetings,
- Call Board meetings in consultation with the Forest Manager,
- Ensure that meeting agendas and other relevant documentation are distributed to Board members in advance of Board meetings,
- Serve as the public spokesperson for the DCFS,
- Guide and facilitate the partnership between the Board and the Manager in their different roles, and

- Act as the default liaison between the Board and Management.
- Keep board members informed of ongoing developments.

Vice-Chair

The Vice-Chair is elected from members in good standing at the AGM, and serves as the Chair in the absence of the elected Chair.

Secretary

The Secretary is elected from the members in good standing at the AGM, and has the following responsibilities:

- conduct the correspondence of the society, ensure mail is delivered and appropriately directed.
- keep minutes of all meetings of the society and directors,
- have custody of all records and documents of the society except those required to be kept by the treasurer,
- ensure that a copy of all records and documents is kept with at the official address of the DCFS,
- maintain the register of members.
- Ensure meeting minutes are sent to Board members in a timely manner to allow for action items to be complete.

Treasurer

The Treasurer is elected from the members in good standing at the AGM, and has the following responsibilities:

- keep the financial records, including books of account, necessary to comply with the Society Act,
- present monthly statement of accounts to the directors, members and others when required, and
- consult with the Manager to ensure that bill payments and record-keeping are kept up to date.

Community Forest Manager

The Community Forest Manager is hired by the Board to manage the day-to-day operations of the DCF. The Board will clearly delegate to the Manager the necessary authority and responsibility in order to carry out this role.

The Manager is the only staff or contract personnel to take directions from, report to, and be accountable to the Board. The Board's communication with staff or contract personnel on any issues, including operations in the DCF, will be conducted through the Manager.

Manager Responsibilities:

- Manage the operations of the DCF according to the guidelines and policies provided by the Board. The Manager may consult the Board on some matters, but the responsibility for making operational decisions belongs to the Manager.
- Ensure that adequate information concerning key decisions and plans is provided to the Board of Directors for their consideration, review and/or approval, and
- Develop an annual operating plan and budget for approval by the Board prior to implementation.
- Develop and implement operational policies as needed, in partnership with the Board.

Specific Duties of the Manager

- Expend funds within the limits of the annual budget and operating plan as approved by the Board.
- Attend the monthly Board meetings in an advisory capacity.
- Arrange sales of timber and other forest products.
- Provide written monthly reports 3 days prior to regular board meetings for review and discussion, including challenges.
- Review the annual operating plan on a monthly basis.

- Inform the Board about the need for special and exceptional expenditures not included in the budget.
- Report to the Board if it is not possible to operate within the limits of the budget approved by it.
- Serve as an adviser to the Board on policy which affects the operations of and services provided by the Society.
- Provide the Board with the information it requires: a) To govern effectively, b) Make informed decisions and c) Monitor the overall performance of the Society in achievement of approved goals.
- Hire employees and contractors within the classifications and salary ranges (to be created by the Board) approved by the Board, and,
- In the supervision, direction and deployment of employees, the Manager is governed by the documented personnel practices and procedures (Board needs to create documentation for personnel practices and procedures) approved by the Board.
- The Manager must ensure the protection of staff, volunteers, and contractors working in the DCF from unsafe and unhealthy conditions in the workplace.
- The Manager must ensure compliance with Worksafe BC standards and reporting for staff, volunteers, and contractors.
- Evaluate the performance of other DCFS employees and contractors on an annual basis.
- If there is any opposition to a decision being made by the Board, voice, clearly and explicitly any opposition to that decision at that time for documentation.
- Ask the directors to review a decision, if s/he has reasonable grounds to believe that the Board has acted without full information or in a manner inconsistent with its fiduciary obligations, and, if still not satisfied after such review, ask that the matter be placed before third party arbitration.
- Work with the Board and employees on committees or task forces of the Board and Management.

- Know and respect the distinction in the roles of Board and Management consistent with the principles underlying these governance policies.
- In partnership with the Board, develop strategic goals and positions on matters of importance to the members, the community, and other stakeholders, guided by the organizations' mission and vision statements.

Board Meetings

General Rules

- Regular Board meetings shall be held monthly.
- Special meetings may be called as needed by the Board Chair, the Manager, or any two Directors.
- The Chair shall ensure, whenever possible, that the meeting agenda and any pertinent written materials are distributed to the Directors at least 3 days in advance of the meeting.
- Except for decision making, the meetings shall proceed according to Robert's Rules of Order.
- Except for matters discussed in-camera, the approved minutes and other documents pertaining to the meeting shall be considered public information.

In-Camera Meetings

The Board may declare certain information or agenda items as confidential. Once so declared by the Board, confidential items may not be discussed with persons other than Directors of the Board of DCFS, until or unless such items are declared public information by the Board, or they become public information by other means.

Decisions made during in-camera sessions are recorded in a separate set of In-Camera Minutes that are not accessible by DCFS Members or other members of the public, until or unless these matters are declared public information by the Board.

Personnel Issues

All discussion of the qualifications, suitability, characteristics, or any other personal information of a potentially sensitive or private nature, concerning any Board member, employee, or contractor of DCFS, or any potential Board member, employee, or contractor under consideration by DCFS, shall be deemed a confidential matter and shall be held "in-camera".

Other Confidential Matters

- Negotiations on the acquisition of real property.
- Contract negotiations.
- Litigation or potential litigation.
- Matters that are subject to solicitor-client privilege.

Decision Making Process

The decision-making process at Board meetings requires a quorum of the Board (51%) to be present. A quorum is required for the transaction of any business of the Society. Decisions will ideally be made through a consensus development process; in the absence of consensus, a formal vote will be conducted to determine the decision.

Responsible Decision Making

- First, base all decisions on respecting and following the DCFS Mission Statement and Detailed Goals of the DCFS (Sec. 10)
- Be prepared with all information pertaining to a current decision.
- Listening and carefully considering all sides of an issue.
- Making decisions in a cooperative way to promote and cultivate a team approach that encourages the best from all people involved in DCFS.

Steps to Responsible Decisions

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- **Be Prepared**—carefully review all background materials provided before a Board meeting, discuss background material with appropriate DCFS staff, think about how the materials/ recommendations affect and support the Mission Statement and Detailed Goals of the DCFS.
 - **Ask Questions**—before offering an opinion in a meeting, ask questions of clarification. This is particularly important if another Board member or staff is/are recommending a decision that you are not comfortable or familiar with.
 - **Discussion**—the Board discusses the pros and cons of a decision or decisions about a particular issue. Each Board member contributes to the discussion and Board members treat each other’s opinions with respect. Staff members present are included in the discussion. The Board Chairperson ensures each Board member and Staff is/are given fair opportunity to be involved in the discussion.
 - **Summary of Discussion**—This is the responsibility of Board Chairperson, who lists the main points brought out on both sides of the issue during the Discussion, and asks for any additions/ clarifications from the Board and/or Staff.
 - **Decision**—The Board Chairperson or another Board member proposes a decision and the wording is repeated (either verbally or in writing), so that all Board members are clear about the content of the proposed decision. The Board Chairperson asks if there is consensus (i.e., general agreement by all members) on the proposed decision. The DCFS strives for consensus.
 - In the absence of consensus the Board Chairperson asks for a motion, and a second for the proposed decision.
 - This is followed by a vote on the decision being recommended by the Board. A 50% + 1 is necessary to make a decision, except where a higher test is required by the society charter, bylaws, and/or policy.
 - **Summary** — While striving for consensus, the Board may amend the proposed decision. Similarly, if a motion is being voted upon, the Board may amend the decision prior to voting. If a motion is not seconded, the motion dies and discussion on the topic begins again.

Conflict Resolution

Board members are commonly recruited to bring diverse views on issues to Board debates and decision making. Constructive disagreements between board members are encouraged. The Board Chair is responsible for managing any conflicts

that arise during debates. A neutral Board member or third party should be selected if the Board Chair is a party to the conflict.

Conflict of Interest Guidelines

Integrity

These Conflict of Interest Guidelines are intended to ensure the highest standards and maintenance of the integrity of the Board. Directors shall act at all times in the best interests of the Society rather than in the interests of particular constituencies. This means putting the interests of the Society ahead of any personal interest or the interest of any other person or entity. It also means performing his or her duties and transacting the affairs of the Society in such a manner that promotes the confidence of the Dunster community and trust in the integrity of the Society.

No Financial Benefit

No Director shall directly or indirectly receive any profit from his or her position as such, provided that, notwithstanding anything herein contained to the contrary, Directors may receive reimbursement for reasonable expenses incurred by them in the performance of their duties as permitted in the By-laws and approved by the Board.

Definition of Conflict of Interest

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect, or appear to affect, a Director's objectivity, judgment or ability to act in the best interests of the Society.

A conflict of interest may be real, potential or perceived in nature. Full disclosure, in itself, does not remove a conflict of interest.

Principles for Dealing with Conflict of Interest

Both prior to serving on the Board and during their term of office, Directors must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Board or its dealing with the matter at issue. After disclosing the conflict, the Board member:

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- Must not take part in the discussion of the matter or vote on any such questions in respect to the matter, however, the Board member may be counted in the quorum present at the Board Meeting.
 - If the meeting is open to the public, the Board member may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict is completed.
 - Must not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict.

If the Director is not certain whether s/he is in a conflict of interest position, the matter may be brought before the Chair of the Board or the Board for advice and guidance.

If there is any question or doubt about the existence of a real or perceived conflict, the Board will determine by majority vote if a conflict exists. The Director potentially in conflict of interest shall be absent from the discussion and shall not vote on the issue.

It is the responsibility of other Directors who are aware of a real, potential or perceived conflict of interest on the part of a fellow Director to raise the issue for clarification, first with the Director in question and, if still unresolved, with the Chair of the Board.

The Director must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any such discussion or vote.

The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting. The time the Director left and returned to the meeting shall also be recorded.

Operational Policy

Use of Local Work Force

Management will ensure that work opportunities are offered on a priority basis to Dunster residents or landowners and at least 85% of all contracted work (based on

the contract value assessed over a 5-year period) will be awarded to local contractors whose principal residence is in the Robson Valley, including members of the Simpc'w First Nation.

Contractor Selection Criteria

- A register of local contractors will be developed every 2 years through local advertisement. Contractors on this list will be invited to bid for contracts, or selected directly by the Manager.

To qualify for inclusion in this list, the contractor must:

- a. Have their principal residence in Robson Valley TSA.
 - b. List all subcontractors and provide documentation that they meet the criteria noted in this section.
 - c. Provide verification that the contractor has the experience to perform the work and complete it in a reasonable time period.
 - d. Be in good standing with WorkSafe BC and the BC Forest Safety Council as a Safe, Certified Company. A copy of the contractor's Safety Program may be required.
 - e. Provide proof of Comprehensive General Liability Insurance in the amount specified by the Society.
 - f. Provide reference letters when requested.
 - g. Designate the supervisor when different from the company principals
- It is expected that most contract work will be awarded on the basis of competitive bid. Selection will be based on a combination of monetary bid, contractor experience and equipment profile, recommendations based on successful completion of similar work, and proven ability to complete the work in the time frame identified.
 - Time sensitive operations may be directly awarded at the discretion of the Manager, when it is considered to be in the best interest of the Society to do so. The rationale for direct awards will be documented and kept on file.
 - Give priority to companies that employ local workers.

Bidding

The Manager will solicit bids via local advertisements and/or direct invitation to quote from the register of contractors. Information packages will be made available. Contract requirements, including experience, will be specified. The closing date for submitting bids will be clearly stated, and a bid submission sheet will be included.

Bidding contractors will be notified in writing of the successful bidder only. Criteria for awarding the contract will be available from the manager on request. Bidders may further discuss this in writing with the Board of Directors if they so request.

Management Guidelines

The Forest Manager will be guided by the following objectives and strategies when developing and implementing operational plans.

Timber

Timber is a key resource within the proposed Dunster Community Forest. However, management of the timber resource will affect all of the other resources within the proposed community forest, thus most of these objectives incorporate concerns about and management of other resources.

Resource management objectives for timber include:

- Sustainable harvest of timber across the profile, guided by forest health factors, within the confines of ecosystem-based planning, higher level plans, the Robson Valley LRMP, the Forest Range and Practices Act (FRPA), and Forest Stewardship Plans (FSPs). The harvest will be as specified in the K30 Community Forest Agreement. The DCFS will develop a Total Resource Design (TRD) coupled with ecosystem-based planning for the Dunster CFA progressively with completed inventories and analyses within 10 years to facilitate planning. This will ensure ecosystem connectivity, adequate wildlife corridors, and Old Growth Management Area (OGMA) protection and recruitment, and minimize fragmentation.
- Estimate how past and present development activity has affected the ecological condition of the landscape and the ecosystem within the Dunster CFA area, and incorporate this data into harvesting plans.

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- Maintain biodiversity through maintenance of habitat throughout the Dunster CFA area (identify OGMA's and reserve from harvesting). As well, identify at the stand level wildlife tree patches (aggregate) or dispersed wildlife trees in each harvest area, with a minimum of 7% to be reserved from harvest. OGMA areas to be considered include those identified in the LRMP and in the Silva Ecosystem based plan for the Horsey Creek landscape area. Target OGMA areas range from 9% to 13% by area.
 - Sanitation and salvage harvest timber affected by the mountain pine beetle as much as possible. Minimize unsalvaged losses as much as possible in the short term within ecological and market constraints.
 - Where possible, proactively reduce future short-term losses to the mountain pine beetle. Long-term management strategies at all levels will strive to reduce future risk and losses.
 - Use partial-cut silviculture systems in mixed stands to meet Visual Quality Objectives (VQOs) and other objectives.
 - Augment, expand, or conduct new resource inventories where and as needed.
 - Develop landscape-level plans for the Dunster CFA area progressively .
 - Develop a wildfire preparedness plan and update it annually. This plan will identify wildfire interface issues, areas of greatest risk, and provide options for minimizing risk to more heavily populated areas, and the Dunster CFA area at large.
 - Make reforestation diversity an essential element of FSPs and establish guidelines at the landscape level to ensure multi-species stands throughout the Dunster CFA area.
 - Consider the Silva Forest Foundation Ecosystem Based Plan Analysis as a management tool.
 - Harvest timber from the full range of resource management zone profiles, taking into account forest health issues. *(Revisit this for the sake of clarity)*
 - Minimize the amount of non-productive area occupied by roads and landings, including rehabilitation where economically feasible.

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- Conduct research to investigate alternative harvesting and silviculture techniques in partnership with universities and other educational institutions. Consider innovative harvesting and silviculture systems.
 - Participate in growth and yield programs and partner with other licensees, universities, and colleges when opportunities to do so are presented.
 - Improve timber stand quality through management practices.

Old Growth

Old growth forests support many of the management objectives listed in previous sections, and are listed as appropriate under timber, wildlife, etc. Additional resource management objectives for old growth forests include:

- At the landscape level, patches of old growth forest provide critical habitat requirements for a variety of species. Old growth forests in most landscapes contain a higher level of biodiversity than younger forests and provide habitat for many plant and animal species that depend on old growth. As well, old growth stands, including the soil, store carbon to the greatest extent possible of any forest seral stage. The DCFS will identify and catalogue specific old growth areas within the Dunster Community Forest.
- Targets for old growth protection range from 9% to 13% in different areas of the proposed community forest area and will likely require recruitment strategies in several areas of the Dunster Community Forest.

Water and Air Quality

Water and air quality are a key concern for Dunster residents and will affect the timber, botanical, fisheries and wildlife, tourism, and range resources. Therefore, the management objectives listed here also apply to those resources. Specific resource management objectives for water and air quality include:

- All planning, development, and extraction activities will strive to minimize any impact on quality, quantity, or flow regime. No community watersheds exist within the Dunster PCFA area but licensed and non-licensed water usage occurs on most streams. Priority will be placed on avoiding impacts leading to declines in water quality and/or quantity.
- Partnerships between the DCFS and stakeholders will be encouraged to address air and water quality concerns. Potential air quality issues would likely

stem from debris burning and hazard abatement in logging blocks, future processing/milling facilities, etc. Guidelines and management plans will be developed to provide benchmarks, ensure monitoring, and identify remedial requirements where necessary. Alternative treatments will be encouraged, for example in the case of disposal of industrial debris as well as mill/processing wood residue. Many alternative treatments presently exist and innovation will be encouraged.

- The primary objective is to maintain water quality as activity levels increase. Monitoring water resources over time in cooperation with private water users and the Dunster Community Forest will occur.

Botanicals

Botanicals (the harvesting of plant resources apart from timber) are a key component of the overall sustainable management regime proposed for the Dunster Community Forest. As such, the objectives for timber, water and air quality, and wildlife are also applicable here. Specific resource management objectives for botanicals include:

- Create the opportunity for the small-scale harvesting of high-quality wild crafted botanicals in the Robson Valley (the valley is largely free of significant industrial sources of air pollution).
- Conserve, protect, and enhance botanical resources by considering specific strategies at the planning, layout, development, harvesting, and reforestation stages.

Recreation

Recreation is another key component of sustainable management of the overall forest resource in the Dunster Community Forest, with ramifications for tourism, fish and wildlife, etc. Specific resource management objectives for recreation include:

- To maintain or enhance a wide range of public recreation values.
- Work in conjunction with the Dunster Community Association and any other local recreation groups to maintain (and expand where appropriate) a system of hiking and cross-country skiing trails throughout the Dunster PCFA area.

Additional recreation activities (mountain biking, horseback riding) and recreation sites will be considered throughout the PCFA area.

- Promote awareness and further enhance the usefulness of existing recreational facilities and infrastructure. Protect recreation values (inventory of existing uses) by ensuring that all plans prevent existing and potential areas from damage or degradation (harvesting activities including access development, logging, stand tending).

Visual Quality

Visual quality (not just for the highway corridor, but also for private residences and recreational areas) is another key priority for Dunster residents, as it affects recreation, tourism, and overall quality of life. Resource management objectives for visual quality include:

- Ensure visual resources are managed in accordance with the Forest and Range Practices Act and all higher level plans.
- Consider additional comprehensive planning for scenic viewscales to minimize cumulative visual impacts of proposed development activities.
- Due to the severity of the impact of the mountain pine beetle on pine timber types, the potential visual impacts of harvesting strategies required to address this issue are significant. Thorough mapping, terrain modeling, and detailed planning and layout will be required to ameliorate the impact on visual quality. Visual quality impacts may preclude harvesting in some instances, and alternate harvesting strategies may be employed to accommodate visual quality.
- Ensure forest and other resource development and management activities are consistent with the objective of maintaining the integrity of visual resources.

Fish and Wildlife

Fish and wildlife are critical to the sustainability of the forest ecosystem of the proposed Dunster Community Forest and to ecosystems far beyond its boundaries. They also contribute to the local economy (fishing, hunting, trapping), recreational and tourism opportunities, and overall quality of life for residents. Resource management objectives for fish and wildlife include:

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- Wildlife habitat inventories including ungulates, grizzly and black bears, and fur-bearers will be updated. Winter range, movement corridors, and critical habitat will be identified and managed or protected. Some of these areas may be set aside as OGMAs, wildlife/ecosystem connectivity corridors, or special management areas.
 - Known wildlife/ecosystem connectivity corridors consisting of critical wildlife habitat will be addressed and incorporated into all resource management planning.
 - Manage wildlife and fish resources to maintain species diversity and populations within natural variation levels.
 - Manage biodiversity consistent with or exceeding the biodiversity emphasis option for each landscape unit.
 - Important wildlife habitat will be identified using the Robson Valley LRMP and other information sources as guidance and managed according to best management practices. Inventories will be updated as soon as possible.
 - Implement best management practices to accommodate fish and wildlife resources in accordance with guidelines such as the Managing Identified Wildlife Guidebook. Provide opportunities for guide outfitting and trapping operations to provide input into FSPs and implementation strategies to encourage management of all forest resources and minimize potential impact on other resource users.
 - Manage and protect the water resources to minimize detrimental effects to quality, quantity, or flow. This will ensure protection of fish/aquatic habitat, riparian areas for wildlife, and maintain water quality and quantity for potable consumption by water users.

Range

Agriculture is, and will continue to be, one of the key economic activities in the Dunster area. Access to range resources on Crown Land is important to livestock producers (cattle, sheep) and these resources must be considered for in any sustainable management plan. Resource management objectives for range include:

- Accommodate range resources if and when appropriate and compatible with other resource management objectives.

- Develop range resource plans that are compatible with other resource values and objectives.

Tourism

Tourism provides an important economic resource to the Dunster area and beyond, and this resource is expected to continue to grow and expand. Many of the resource management objectives identified above, including those for water and air, visual quality, recreation, and fish and wildlife, will also support and enhance the tourism potential of the area. Additional resource management objectives for tourism include:

- Assist and/or support a wide range of recreation and tourism values and opportunities.
- Assist in the marketing of the local tourism opportunities within the Dunster PCFA area.
- Partner with the Dunster Community Association to promote recreational benefits within the Dunster PCFA area.

Detailed Goals of the DCFS

Environmental Goals

These goals are intended to maintain or enhance the health of the forest ecosystem, based on an ecosystem management approach to resource management, and include:

- Promoting biodiversity conservation;
- Maintaining a variety of habitat types across the landscape;
- Protecting rare and endangered species, habitat types, or ecosystems;
- Employing ecologically appropriate harvesting and silviculture systems, including promoting the use of innovative alternative systems; and
- Enhancing forest resource practices and environmental stewardship.

Economic Goals

These goals are intended to enhance the economic well-being of residents and promote economic development and diversification of businesses in the Dunster Community Forest area, based on the opportunities and resources that exist within the proposed PCFA area. They include:

- Operating the Dunster Community Forest in a business-like manner to effectively administer the PCFA area and ensure financial self-sufficiency;
- Helping to fund community infrastructure and activities;
- Maintaining access to forest resources for residents, the public, (including First Nations), and other stakeholders;
- Promoting a balanced and diversified use of forest resources that enhances the benefits derived from the Dunster Community Forest for the community as a whole; and
- Accommodating forest resource development and conservation for a range of uses and values in accordance with public (including First Nations) and other input and the strategic direction outlined in the Robson Valley LRMP and all other higher level plans.

Social Goals

These goals are intended to promote community stability and quality of life, and include:

- Conserving and protecting cultural and heritage resources;
- Maintaining a wide range of recreation and tourism values and opportunities;
- Creating and maintaining employment and training opportunities related to the forests and forest resource management, forest product milling, manufacturing and processing, and encouraging partnerships with educational institutions;
- Favour Robson Valley processing and value added processing if possible;
- Increasing the community's knowledge and understanding of forest resource management;

- Providing greater participation and representation of the community in the management of the forest resources;
- Working with other user groups to reduce wild land/urban interface wildfire risk, increasing fireproofing, and addressing mountain pine beetle and other forest health issues in the Dunster PCFA area;
- Strengthening cooperation, and building partnerships and relations with the public, including First Nations, volunteer groups, stakeholders, resource users, and other interests within the community; and
- Enhancing, encouraging, and promoting opportunities for direct employment and contracting opportunities in all aspects related to the operation of the Dunster Community Forest.