

## Minister Bruce Ralston Tuesday, Dec 13<sup>th</sup> Briefing

**Chair: Rick will chair and coordinate the executive team through the briefings**

### **10:15 – 10:30 Formal introductions - ALL**

- Executive Org chart

### **10:30 – 11:00 Ministry Structure – RICK / ROSE / EAMON**



- Executive Org chart and biographies
- Ministry regional map
- Natural Resources Sector decision making and organizational structure
- WLRS/FOR roles and responsibilities
- Crowns
- Boards and Commissions

### **11:00 – 11:30 Mandate and Statutory Authorities - ROSE**

- 2022 Service Plan & Ministry Priorities Outlook
- Legislation administered by FOR

s.13; s.17

## **BREAK FOR LUNCH**

### **1:30 – 2:30 Forestry Policy 101 - EAMON / MELISSA / ALBERT (support - / AL P / AL B)**

- AAC Determinations, Apportionment and License reduction — Albert / Eamon



- Stumpage System and BCTS MPS – Melissa / Al P (**stumpage 101 deck**)

- Tenure System Basics - high-level only; this will require a more fulsome briefing in new year – Melissa / Al B

**2:30 – 3:30 100 Day Announcements & Old Growth Strategic Review - RICK/SHANE / JILLIAN / PAUL C /JULIE**



- Progress to-date and next steps to address the 14 Old Growth Review Recommendations – Shane
- Engagement Plan to co-develop the Old Growth Strategic Action Plan - Shane
- 100 Day announcement on Old Growth - Rick / Paul C

s.13; s.17

*(NOTE: Rick has to be at a NRS DM All staff LIVE call from 3-4pm), Melissa will take over the chair*

**3:30 – 4:00 Bioeconomy and Innovation - SHANE / GUSTAVO**



- Forest Bioeconomy Program
- Proposed Bioproducts Strategy
- Other opportunities for Innovation by the sector

**4:00 – 4:30 Economic Overview of the Sector - MELISSA / PETER / JANNA (deck will be shared)**

- Number and location of mills (sawmill, pulp, value-add, pellet)
- Challenges in the Coast vs. Interior
- Reasons for Declining AAC
- Production and export numbers
- GDP, job numbers, Government revenue

**4:30 – 5:00 Modernizing Forestry Policy Intentions - MELISSA / ROSE (deck will be shared)**

- Overview of the Intentions Paper and actions
- Summary of progress to-date and next steps\*
- Legislative Proposals 2023 & 2024



# Provincial Old Growth Strategy: Project Update

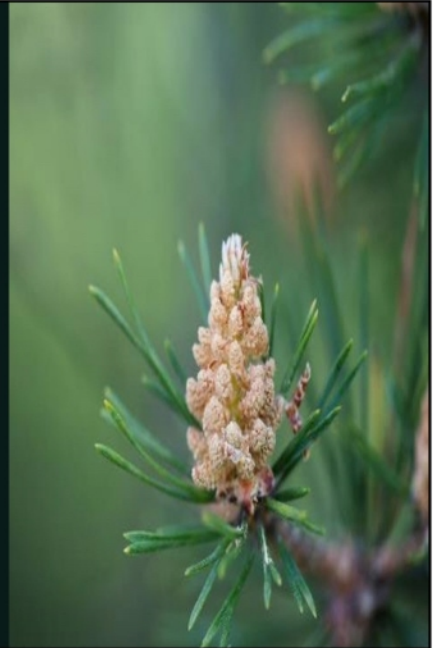
Ministry of Forests

DECEMBER 13, 2022



## Old Growth Strategic Review

- Government accepted all 14 recommendations from *A New Future For Old Forests* report, which identified implementation advice from the Old Growth Strategic Review (OGSR) process.
- The way forward is characterized by a longer-term paradigm shift in how we manage old growth forests, including:
  - Full involvement of Indigenous leaders and organizations to review subsequent policy or strategy development and implementation; and
  - Prioritizing Ecosystem Health and Resilience.
- To date, implementation centered around Recommendation 6 “*defer development in old forests in ecosystems at very high risk*”.



## Deferrals of Old Growth

- TAP recommended placing deferrals on 2.6M ha of “at risk” old growth.
- Cabinet supported deferrals on 2.6M ha and was clear First Nations would have the prerogative to identify where deferrals occurred.
- As of Nov 2022, 1.8 million ha of old growth has been deferred with the support of First Nations (1.1M ha within TAP areas and 700,000 outside of TAP areas).
- Gov’t has expressed interest in getting to 2.6M ha of deferrals, with First Nations support, by Fall 2023.



Sera/Julie –

**Reconciliation through land governance** - The OGSR states that reconciliation and improved governance requires engaging the full involvement of Indigenous leaders and organizations as key participants in policy or strategy development. It also emphasizes a need to implement a system grounded within a provincial-Indigenous government-to-government framework. Further to this, the OGSR recommends looking to Indigenous communities for guidance on land management that achieves a higher standard of land care. This is aligned with the Province's commitment to reconciliation, in particular Actions 2.6 and 2.10 of the Declaration Act Action Plan. (from draft Workbook)

### *1. Indigenous Involvement*

Engage the full involvement of Indigenous leaders and organizations to review this report and any subsequent policy or strategy development and implementation.

### *4. A More Inclusive and Stabilizing Approach to Governance*

Adopt a more inclusive and stable governance model that gives local communities and stakeholders a greater role in forest management decisions that affect them.

## Healthier Ecosystems, Better Management and Greater Public Support

### Transformational:

- Indigenous partnership
- Prioritize ecosystem health
- Strengthen governance
- Better public information

### Operational:

- Protect ecosystems at risk
- Improve management of BC's forests by setting objectives, developing targets and guidance
- Monitor and evaluate
- Develop innovative silviculture practices
- Improve inventory
- Adopt 3-zone management system

### Transitional:

- Transition to new management approaches
- Create resilient communities

## The Action Plan

- FOR, WLRS and First Nations will co-develop a plan that will modernize the management of old forests on Crown land.
- The implementation of this plan will have varying impacts across the NRS sector, requiring a high degree of coordination and input into development.

s.12; s.13



-What do we need?

-What is an effective way to communicate?

-What standing groups should we communicate with?



## Collaboration & Engagement – Designing the Path Forward

- Moving from engagement to collaboration and co-development with First Nations.
- Targeted stakeholder engagement process is designed to solicit specific, meaningful input on key actions and activities to develop and implement the OGSR.
- Strategy is designed to be iterative and create space to adapt the approach and materials as input is received.
- As the original OGSR was informed through broad public engagement, no additional public input will be sought.





## Collaboration and Engagement – Forestry Forum

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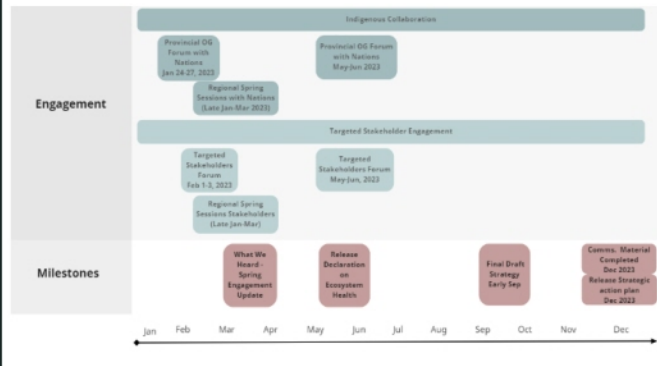
- The proposal for collaboration with First Nations was discussed November 22-23, 2022
- The process has been modified based on feedback from the FNFC forum and we are ready to enter into collaboration with First Nations in late January 2023

## Collaboration & Engagement – **Strategy**

Phase	Timeline	Activities	Deliverables
<b>Active Engagement</b>	December 2022-March 2023	<ul style="list-style-type: none"> <li>Indigenous Collaboration Forum</li> <li>Indigenous Collaboration Regional Sessions (12 sessions throughout regions)</li> <li>Targeted Stakeholder Engagement Forum</li> <li>Targeted Stakeholder Engagement Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Codevelopment discussions on Declaration on Ecosystem Health and Biodiversity as well as Old Growth Strategic Action Plan</li> <li>Codesign conversations and sessions with FNs continue at the request of FNs</li> </ul>
<b>Reporting</b>	March - April 2023	<ul style="list-style-type: none"> <li>What We Heard Summary for Indigenous Collaboration</li> <li>What We Heard Summary for Targeted Stakeholder Engagement</li> <li>Roll up of WWH reports to support drafting of Declaration and Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Early drafting of Action Plan and final drafting of Declaration based on collaboration and active engagement to date.</li> <li>Codesign conversations and sessions with FNs continue at the request of FNs</li> </ul>
<b>Active Engagement</b>	May-June 2023	<ul style="list-style-type: none"> <li>Second Collaboration Forums (2)</li> <li>Stakeholder Engagement Forums</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with FNs on first draft Old Growth Strategic Action Plan</li> <li>Declaration on Ecosystem Health (May 2023)</li> </ul>

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# Old Growth Project Timeline

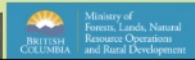


# The Forest Act

Section 8 - AAC determination

Section 10 - Apportionment by Minister

Part 3 - Disposition by Minister or designate

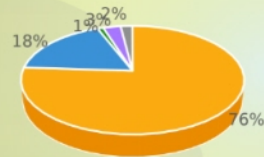


# Allowable Annual Cut

...is the maximum amount of timber available to harvest from a timber supply area, a tree farm licence, a community forest, a first nations woodland licence or a woodlot

Timber Supply

Provincial Allowable Annual Cut (AAC) April 2021



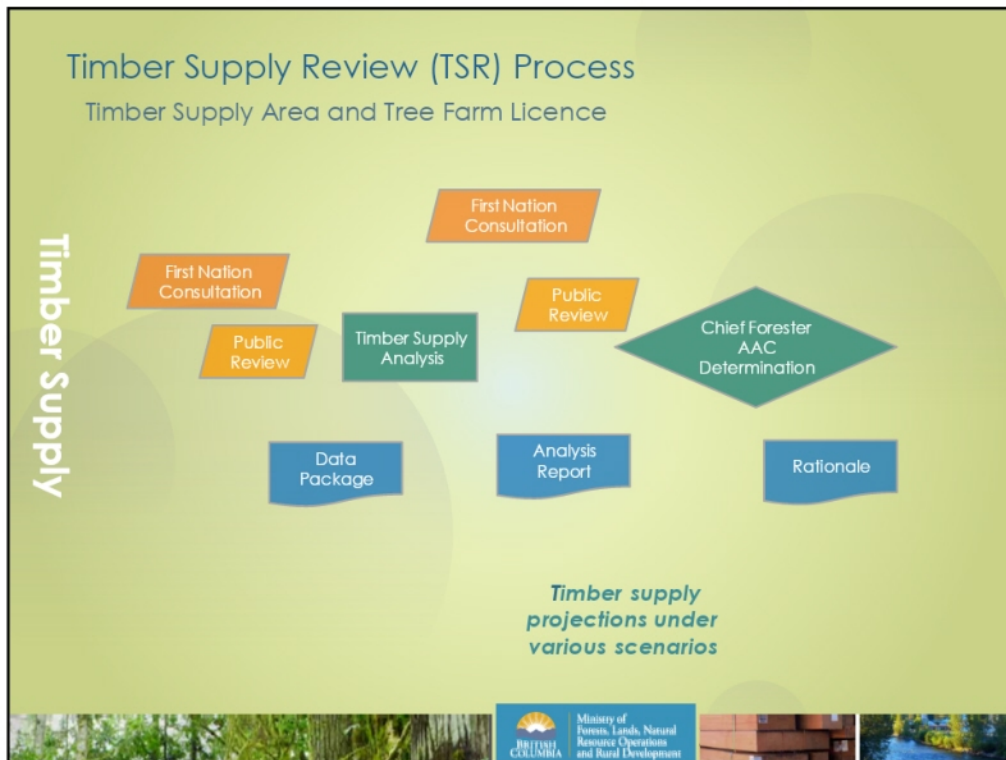
■ Timber Supply Area (TSA) ■ Tree Farm Licence (TFL)  
■ First Nations Woodland Licence (FNWL) ■ Community Forest Agreement  
■ Woodlots

- The chief forester determines the AAC for each TSA and TFL
- The Minister's powers and duties for an AAC determination is delegated to the Regional Executive Director for CFA and FNWL and to the District Manager for woodlots



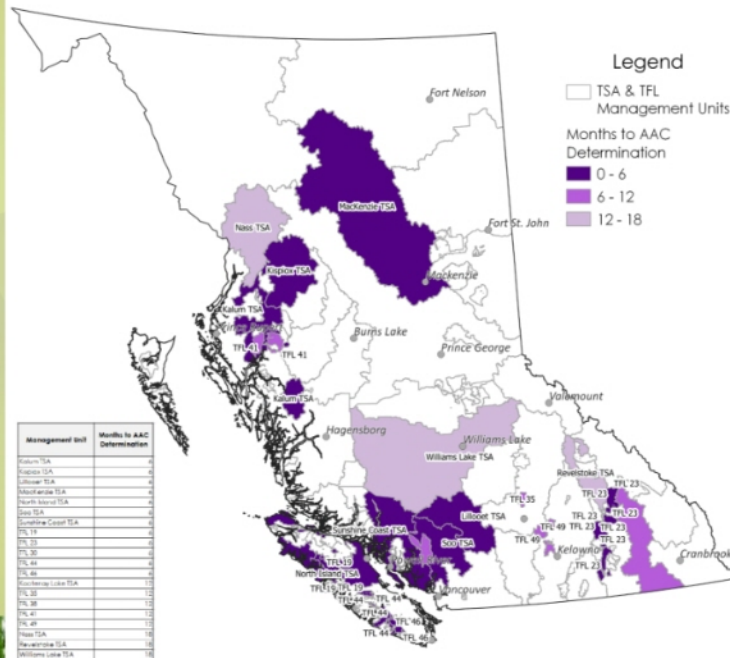
## BC's Forests and Area and that Which Contributes to the Current Allowable Annual Cut



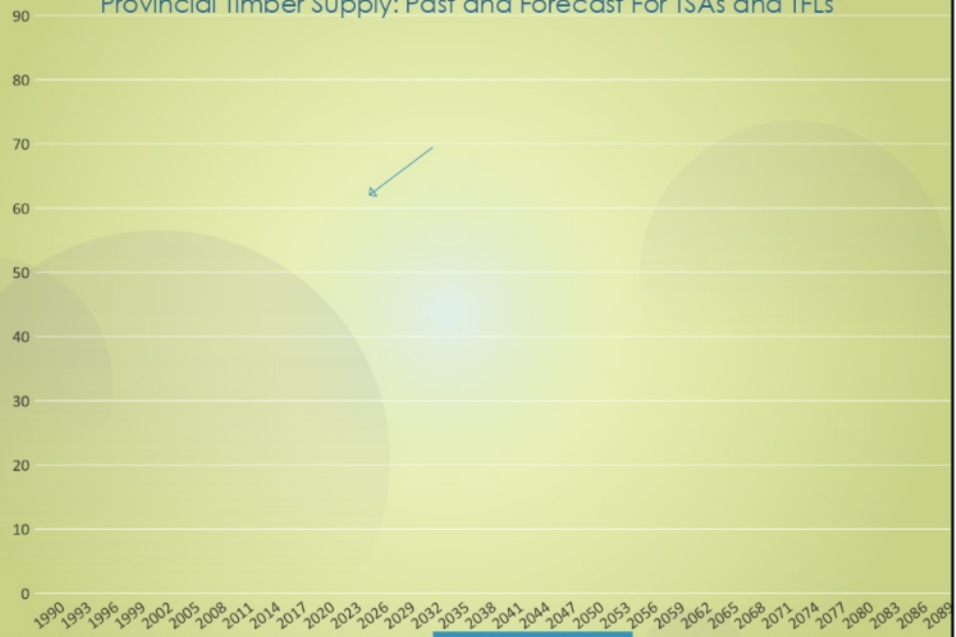




# Months to Allowable Annual Cut (AAC) Determination by Management Unit



## Provincial Timber Supply: Past and Forecast For TSAs and TFLs



## Speaking Notes

### Provincial Old Growth Strategy – Project Update

Minster Ralston Briefing – December 13, 2022

#### Slide 1: Introduction

- Three key messages for this briefing:
  1. We are shifting to a co-development framework with First Nations rights and title holders and FNFC.
  2. The development of the action plan is the old growth strategic review implementation plan and implementing this plan will fulfill government's intention to implement all 14 recommendations in the report.
  3. It is acknowledged that the realization of this action plan will have implications across the NR sector, and we are working across the sector to develop an action plan that is implementable.

#### Slide 2: Old Growth Strategic Review

- Government has adopted the recommendations from the *A New Future for Old Forests* report. The recommendations identified follow-up actions. The next priority is to build a strategic action plan to guide implementation of the recommendations and management of old forests into the future.
- The way will be characterized by a longer-term paradigm shift in how we work together to manage old forests, including:
  - Developing a collaborative framework with Indigenous Governments and partners;
  - Prioritizing ecosystem-health to manage for multiple values; and
  - Ensuring an effective management regime that creates improved public support.

- As indicated, to date implementation has focused on working with First Nations to identify deferral areas in old forests at very high risk of biodiversity loss.

### **Slide 3: Deferrals of Old Growth**

- Recommendation 6 of the old growth strategic review recommended that until the broader strategy for management of old forests is implemented, development should be deferred in old forests in ecosystems at very high risk.
- In June 2021, a technical advisory panel (TAP) was appointed by government to provide recommendations on priority areas for deferral consistent with recommendation #6.
- The panel recommended placing deferrals on 2.6M ha of old forests.
- Cabinet supported the level of deferrals and provided direction that First Nations would have the prerogative to determine where the 2.6M ha of deferrals would be implemented.
- As of last month, 1.8 M ha of old growth has been deferred with the support of First Nations (1.1M ha within TAP id'ed areas and 700,000ha outside of TAP areas).
- The Premier has expressed interest in increasing deferrals to 2.6M ha by Fall 2023. Rick is going to speak in more detail on this in a few minutes.

### **Slide 4: Healthier Ecosystems, Better Management and Greater Public Support**

- To achieve the 3 outcomes identified in the report, healthier ecosystems, better management, and greater public support, 14 recommendations were made.
- These recommendations can be grouped into 3 categories.

- First, there are transformational recommendations that serve as key principles for developing a provincial old forests strategic action plan:
  - Full Indigenous collaboration
  - Prioritizing ecosystem health
  - Engagement with communities, ENGOs, Labour, and other key stakeholders
  - Gain public trust and confidence
- Second, there are several recommendations for changing how old forests are managed:
  - The work to protect ecosystems at risk was begun by initiating the deferral process (may want to acknowledge challenges here)
  - We now need to work on implementing the full set of recommendations to develop the path forward
- Third, there are several recommendations that speak to transitioning to the new management approaches and supporting forest sector workers and communities as they adapt to changes resulting from a new forest management system.

## **Slide 5: The Action Plan**

- The development of a strategic action plan will essentially operationalize the old growth strategic review.
- Implications of the implementation of all 14 recommendations will have varying impacts across NR Sector – both rewarding and challenging.
- Participation across the NR Sector will be essential. In addition to our partnership with First Nations, our government committed to engaging with industry, environmental organizations, labour groups and local government in identifying the right actions to take to implement all recommendations.

- The fundamental shift in how we co-manage our resources with FNs will set the stage for how we do business differently on a go forward basis.

#### **Slide 6: Collaboration & Engagement – Designing the Path Forward**

- The collaboration and engagement strategy will enable government to deliver on its commitment to co-develop the Old Growth Strategic Action Plan in partnership with First Nations and with input from impacted stakeholders (the natural resource sector, labour, ENGOs and local governments).
- Engagement materials are designed to facilitate meaningful conversations across engagement mechanisms and will be modified to incorporate feedback, support increasingly detailed conversations and ensure that we have it right as we move through the collaboration and engagement process.
- It is expected that the responses will vary considerably from all interested parties and First Nations.
- As previously discussed, we are not planning another broad public engagement on old growth, however regular website updates and regular communications are planned.

#### **Slide 7: Collaboration & Engagement – Forestry Forum**

- In your meeting materials you will find the materials from the FNFC Forestry forum.
- The province (through IRB) will co-host 3 regional FNFC sessions in the winter of 2023, providing further opportunities to collaborate with FNFC in this work.

- In addition, Lenard Joe, FNFC CEO, continues to collaborate with us on the design and development of the provincial Old Growth Collaboration and Engagement Strategy and materials.

#### **Slide 8: Collaboration & Engagement – Strategy**

- The focus now is on collaboration with First Nations and engagement across sectors and stakeholders, to develop an action plan that guides long-term implementation, build an ecosystem health declaration and principles for a more inclusive governance model.
- Provides multiple opportunities to co-develop including, broad provincial and multi-sectoral forums, through existing provincial-Indigenous forums, and at the G2G level.

#### **Active Engagement (December – March 2023)**

- December will send out invitations and finalize background information
- Indigenous Collaboration forum at the end of January and Targeted stakeholder forum at the early February
- Both sessions will include a deep dive on the Declaration on Ecosystem Health and Biodiversity Health
- Followed by regional Indigenous and multi-sectoral sessions, including space for additional targeted sessions on the Declaration on Ecosystem Health and Biodiversity, and other recommendations as required

#### **Slide 9: OG Project Timeline**

- Key Dates:



- Fall 2022 – Collaboration and Engagement begins, continuing through much of 2023.
- Spring 2023 - Draft action plan.
- Spring 2023 – New Declaration on Eco-system Health

s.12; s.13

### ***Collaboration & Engagement Materials***

- *Materials are designed to facilitate meaningful conversations across engagement mechanisms and will be modified to incorporate feedback to support increasingly detailed conversations.*
  - *Minister's statement – confirmation required*
  - *Forum materials (Reference Book & Declaration Primer*
  - *Background modules and fact sheets to support specific topics*
  - *Information Brochures on Forest Worker & Community Supports*
  - *Ecosystem Health Declaration Landing Page (website)*
  - *Resource Library (website)*





# WELCOME TO FORESTS

Ministry Overview: 2022-12-13





## MINISTRY OVERVIEW:

- Executive Team introductions (slides 3-15)
- FOR Stats & Map (slide 16)
- FOR Policy, Legislation and Statutory Authorities (slides 17-19)
- Agencies, Boards and Commissions (slides 20-29)
- Organizational Structure to Support Natural Resource Sector Integration (slide 30)
- FOR Priorities & Service Plan (slides 31-35)

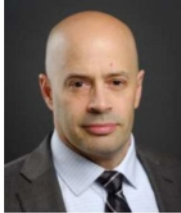
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RICK MANWARING  
[Deputy Minister](#)



EAMON O'DONOGHUE  
[Associate Deputy Minister](#)



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Deputy Minister

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Associate Deputy Minister

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Rose Ellis, Executive Director

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Shane Berg, Chief Forester &  
Assistant Deputy Minister

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Deputy Minister

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### COAST AREA

Sarah Fraser, Assistant Deputy  
Minister

### SOUTH AREA

Jamie Jeffreys, Assistant Deputy  
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Deputy Minister

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Jillian Rousselle, Executive Lead

**TIMBER, RANGE AND ECONOMICS**  
Melissa Sanderson, Assistant Deputy Minister

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**Andrea Wood, Director**

Executive Operations  
Records/FOI

Information Mgmt and Correspondence

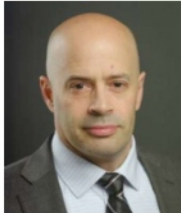
Intergovernmental Relations

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Ariel Taylor, Executive Director

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**SOUTH AREA**  
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Assistant Deputy Minister

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Legislation

Litigation

Corporate Priorities and Planning

Internal Communications and  
Online Content

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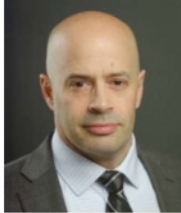
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**Shane Berg, Chief Forester & Assistant Deputy Minister**

Forest Genetics/ Research, Tree Improvement (Seed Orchards /  
Seed Centre)

Forest Inventory, Timber Supply, AAC Determinations

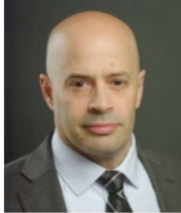
Forest Climate Change And Carbon Mgmt

Indigenous Bioeconomy / Innovation

Forest Management Legislation / Planning (Landscape Plans  
And FREP)

Minister

Minister



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Deputy Minister

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**INTEGRATED RESOURCE OPERATIONS**

**Matt Austin, Assistant Deputy Minister**

Resource allocations and authorizations for water, fish &  
wildlife

Archaeology policy/ decisions

Compliance and Enforcement

Crown land opportunities and restoration

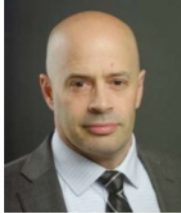
Land policy

River Forecast Centre

Dam Safety

Engineering

Tenures



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Deputy Minister

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Deputy Minister

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**Jillian Rousselle, Executive  
Lead**

Communication and coordination  
of forest priorities with GCPE, PO,  
other ministries

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**NORTH AREA**

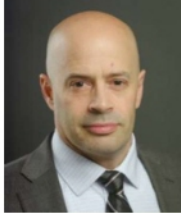
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Assistant Deputy Minister

**TIMBER, RANGE AND  
ECONOMICS**

**Melissa Sanderson, Assistant Deputy Minister**

Forest Tenures, Economic Trade, Softwood Lumber,  
Pricing, Competitiveness, and Compensation

BCTS Provincial Operations

Value Added

Modernizing Forest Policy Intentions

Range Policy/ Planning

Resource Worker Safety



**RICK MANWARING**  
Deputy Minister

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**SIMON O'DONOGHUE**  
Associate Deputy Minister

## CORPORATE SERVICES FOR THE NATURAL RESOURCE MINISTRIES

**Sonja Martins, Assistant Deputy Minister & EFO**

Facilities, Fleet and Corporate Security

Financial Services

People & Workplace Strategies

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Hilary Wheeler, Executive Director

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Ian Meier, Assistant Deputy  
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**EAMON O'DONOGHUE**  
Associate Deputy Minister

# GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT

**Paul Corns, Communications Director**

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Hilary Wheeler, Executive  
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Minister



RICK MANWARING

Deputy Minister

FOR EXECUTIVE



EAMON O'DONOGHUE

Associate Deputy Minister

## OPERATIONS

**Hilary Wheeler, Executive Director**

Permitting Process Improvements

Business Effectiveness

Strategic Projects (e.g. Old Growth)

FSA Modernization

Operation Services for FrontCounter BC

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Minister

BC WILDFIRE SERVICE

Ian Meier, Assistant Deputy  
Minister

COAST AREA

Sarah Fraser, Assistant Deputy  
Minister

## FOR EXECUTIVE



### **BC WILDFIRE SERVICE** **Ian Meier, Assistant Deputy Minister**

Managing elements of climate change risks through four pillar approach to hazard mgmt.

EPA implementation

Coordination (EMBC & ENV)

Risk Reduction

TEAMS 2.0

BCWS

FN and non-indigenous community connections



**EAMON O'DONOGHUE**  
Associate Deputy Minister

**OPERATIONS**  
Hilary Wheeler, Executive Director

**INDIGENOUS RELATIONS**  
Ariel Taylor, Executive Director

**NORTH AREA**  
Mike Hykaway, Assistant Deputy Minister

**COAST AREA**  
Sarah Fraser, Assistant Deputy Minister

**SOUTH AREA**  
Jamie Jeffreys, Assistant Deputy Minister



## AREA ASSISTANT DEPUTY MINISTERS

**Myke Hykaway - North**

**Jamie Jeffreys – South**

**Sarah Fraser – Coast**

Forestry, Range, Water, Land, Wildlife and Fish authorizations and consultation

Major Projects Authorizations

Authorizations monitoring and regional intake FCBC

Revenue Mgmt

Drought and Flood Response

EMBC and BCWS support

Wildfire Risk Reduction (funding from BCWS)

Wildfire Rehabilitation and Recovery

Resource Stewardship (resource value monitoring and assessment)

BCTS Regional Timber Sales

Investment and reporting on forest management to OCF and TSRs for all regions

Strategic Initiatives and Forest Landscape Planning

Silviculture project delivery

Resource roads and infrastructure



**EAMON O'DONOGHUE**

Associate Deputy Minister

### OPERATIONS

Hilary Wheeler, Executive  
Director

### INDIGENOUS RELATIONS

Ariel Taylor, Executive  
Director

### BC WILDFIRE SERVICE

Ian Meier, Assistant Deputy  
Minister

## MINISTRY OPERATIONS

3,416 Staff (Dec 2022)

60+ Offices and  
worksites

30 FrontCounterBC  
Service windows

2022-12-13



MINISTRY OVERVIEW

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## LEGISLATION:

- FORESTS AND RANGE
- INTEGRATED DECISION MAKING
- ALL HAZARDS
- COMPLIANCE AND ENFORCEMENT

## POLICY TRANSFORMATION

MINISTRY OVERVIEW



# POLICY, LEGISLATION & STATUTORY AUTHORITIES



## LEGISLATION (53 STATUTES):

- FOREST AND RANGE
- INTEGRATED DECISION MAKING
- ALL HAZARDS
- COMPLIANCE AND ENFORCEMENT

## POLICY TRANSFORMATION

### MINISTRY OVERVIEW

### Forests and Range:

- Forest and Range (*Forest Act (FA)*)
- *Forest and Range Practice Act (FRPA)*
- *Range Act (RA)*

### Integrated decision making (Permitting and Authorizations)

- Forests and Range
- Crown Land
  - *Land Act, Ministry of Lands, Parks and Housing Act*
- Archaeology/Heritage
  - *Heritage Conservation Act*
- Water
  - *Water Sustainability Act*
  - *Dike Maintenance Act*
- Fish and Wildlife
  - *Wildlife Act*

### Hazards

- *Wildfire Act*

### Compliance

- *Natural Resource Compliance Act*



## POLICY TRANSFORMATION

### STATUTORY AUTHORITIES:

- INTEGRATED DECISION MAKING
- ALL-HAZARDS
- COMPLIANCE AND ENFORCEMENT

- Modernizing Forest Policy Legislative Proposals (mandate letter):
  - Strengthening compliance and enforcement activities - IP 19 (FRPA)
  - Increasing discretion in authorizing activities – IP 13 (FA)
  - Modernizing tenure replaceability conditions - IP 15 (FA)
  - Re-integrate prescribed and cultural fire into forest management – IP 9 (WA) or *Miscellaneous Bill*
- *Heritage Conservation Act* transformation and alignment with DRIPA Action Plan (mandate letter)
- *Land Act/Ministry of Lands, Parks and Housing Act*:
  - Amendments to implement shared decision-making agreements under s.7 of the *Declaration Act* for dock decisions with shíshál
- *Wildfire Act* (mandate letter):
  - Amendments to support response to the *Abbott/Chapman Report* and prevent/reduce severity of wildfires
- WLRS leading “Together for Wildlife” and water policy

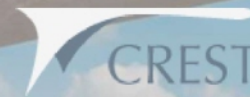
# AGENCIES, BOARDS AND COMMISSIONS



**Forest  
Practices  
Board**



**MANAGED  
FOREST  
COUNCIL**



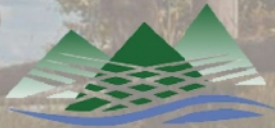
**CRESTON VALLEY**  
WILDLIFE MANAGEMENT AREA



**FESBC**  
Forest Enhancement  
Society of British Columbia



**INTEGRATED  
CADASTRAL  
INFORMATION  
SOCIETY**



*Association of*  
**British Columbia  
Land Surveyors**



**FORESTRY WORKER SUPPORTS AND  
COMMUNITY RESILIENCY COUNCIL**





## BC LAND TITLE AND SURVEY AUTHORITY

### LEGISLATIVE AUTHORITY

*Land Title and Survey Authority Act, section 2*

### MANDATE

To manage the land title and survey systems of BC. These systems provide the foundation for all real property business and ownership in the province.

### KEY DECISION (BEFORE END OF DECEMBER 2022)

Re-appointment of Director, Mr. Sarf Ahmed for second 3- year term (April 1, 2023-March 31, 2026).

<https://ltsa.ca/>



## FOREST PRACTICES BOARD (TRIBUNAL)

### LEGISLATIVE AUTHORITY

*Forest and Range Practices Act, Part 8*

### MANDATE

To conduct independent audits of government and license holders' forest practices on public lands, audits of government enforcement of the Forest and Range Practices Act and the Wildfire Act, investigations of public complaints, special investigations, appeals of decisions to the Forest Appeals Commission, and reports on the FPB's activities, findings, and recommendations.

### KEY DECISION (JANUARY 2023)

*Ministerial and Cabinet decision on appointment of Chair*

MINISTRY OVERVIEW

<https://www.bcfpb.ca/>





## ASSOCIATION OF BC LAND SURVEYORS

### LEGISLATIVE AUTHORITY

*Land Surveyors Act, s. 6 (9)*

### MANDATE

To set educational requirements, examine for admission, and regulate professional land surveyors to perform legal surveys within British Columbia, Canada.

[Association of British Columbia Land Surveyors \(abcls.ca\)](http://abcls.ca)



## FORESTRY WORKER SUPPORTS AND COMMUNITY RESILIENCY COUNCIL

### LEGISLATIVE AUTHORITY

N/A – newly struck advisory committee/members appointed by ministerial mandate letter

### MANDATE

To advise the Province on the implementation of the Old Growth Strategic Review, Recommendation 14:

- Supporting Forest sector workers and communities as they adapt to changes resulting from a new forest management system; and
- To inform government's vision for resilient, thriving communities through the development of innovative and forward-looking economic development and diversification initiatives

[Forestry Worker Supports and Community Resiliency Council](#)

# FOREST ENHANCEMENT SOCIETY OF BRITISH COLUMBIA (FESBC)



Forest Enhancement  
Society of British Columbia

## LEGISLATIVE AUTHORITY

*Societies Act*

## MANDATE

To support the Ministry by identifying, funding, advocating for and advancing environmental and resource stewardship of B.C.'s forests.

<https://www.fesbc.ca/>

MINISTRY OVERVIEW

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## CRESTON VALLEY WILDLIFE MANAGEMENT AUTHORITY

### LEGISLATIVE AUTHORITY

*Creston Valley Wildlife Act, s. 16*

### MANDATE

To manage the Creston Valley Wildlife Management Area, a 7,000-hectare (17,000-acre) area of provincial Crown land, for conservation and natural species diversity through active habitat and wildlife management, research and education.

<https://crestonwildlife.ca/>





## THE FOREST APPEALS COMMISSION (TRIBUNAL)

### LEGISLATIVE AUTHORITY

*Forest and Range Practices Act*

### MANDATE

The purpose of the Commission is to hear appeals from administrative decisions made with respect to a variety of matters regulated by:

- the Forest and Range Practices Act,
- the Forest Act, the Range Act,
- the Private Managed Forest Land Act and,
- the Wildfire Act.

The Commission is also required to make recommendations to Cabinet about review and appeal procedures under these Statutes.

<http://www.fac.gov.bc.ca/>



## INTEGRATED CADASTRAL INFORMATION SOCIETY

### LEGISLATIVE AUTHORITY

*Societies Act*

### MANDATE

To facilitate collaborative integration of spatial data from local government, provincial government, First Nations and major utilities in British Columbia. The Society supports data-sharing initiatives that standardize, aggregate, integrate and provide one-stop access to the best available geospatial data for British Columbia.

<https://www.icisociety.ca/>



MANAGED  
FOREST  
COUNCIL

## PRIVATE MANAGED FOREST LANDS COUNCIL

### LEGISLATIVE AUTHORITY

*Private Managed Forest Land Act, Part 2*

### MANDATE

To administer the Managed Forest Program and protect key public environmental values on private managed forest land in British Columbia

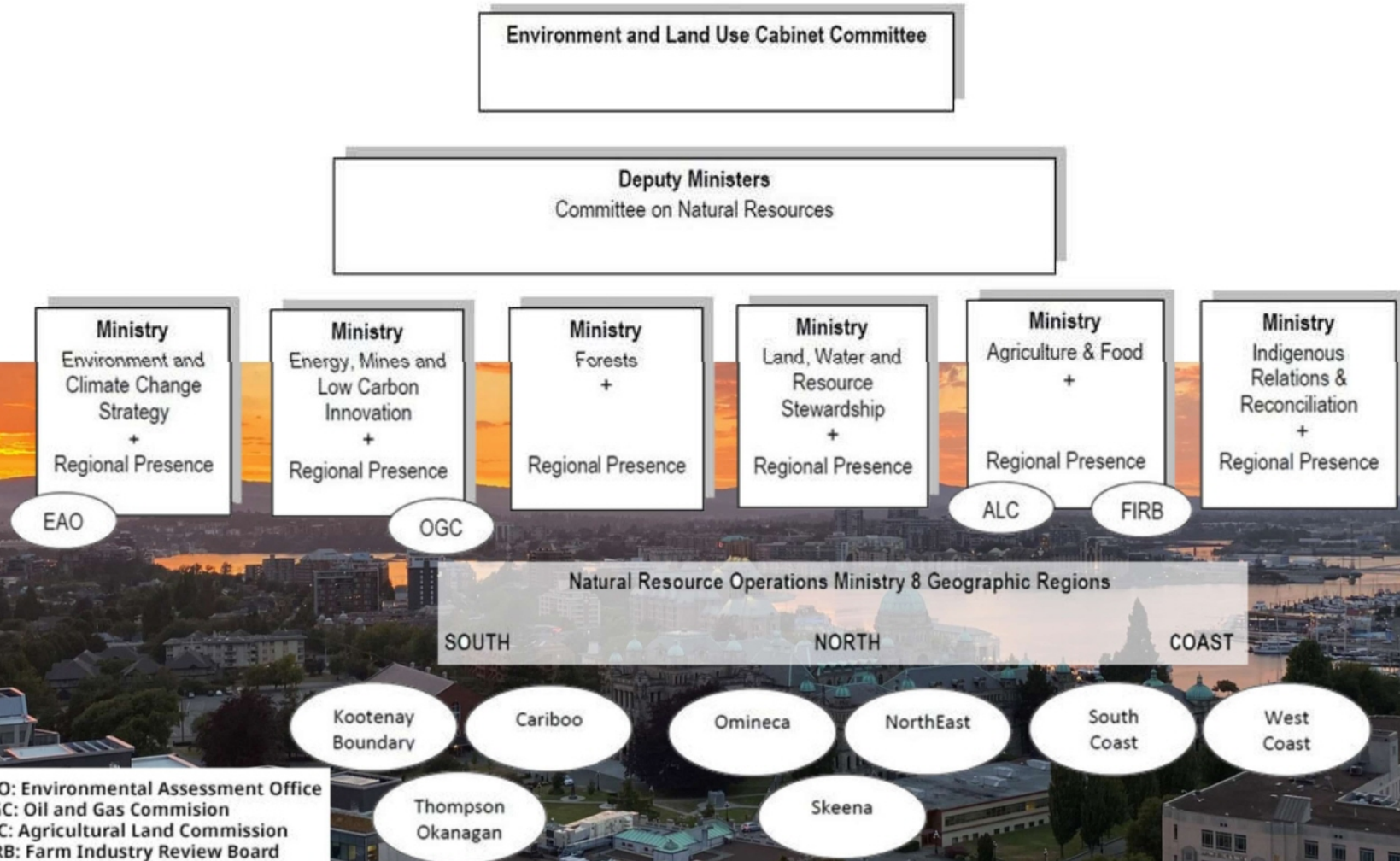
<https://www.mfcouncil.ca/>

MINISTRY OVERVIEW

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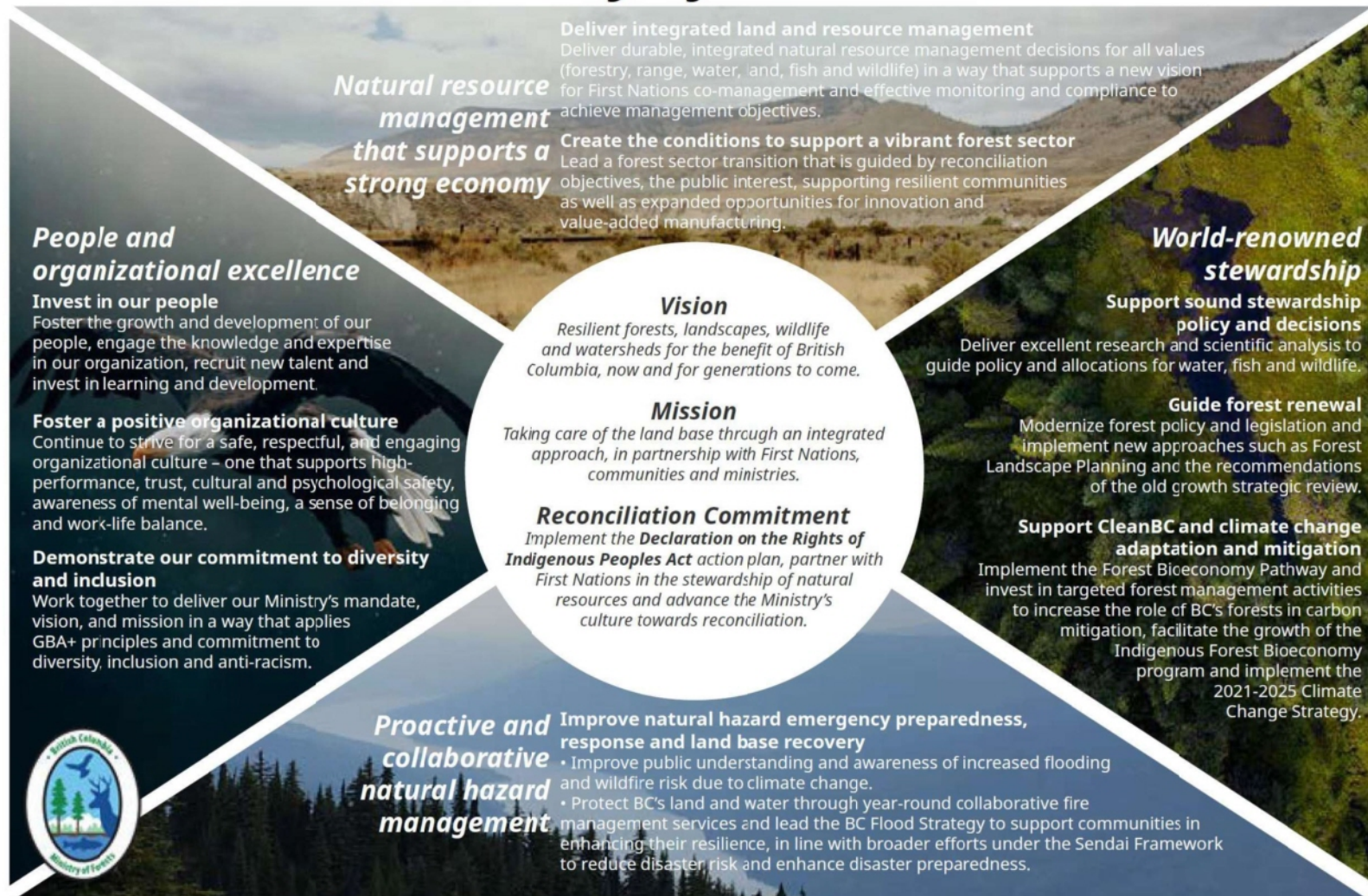


# ORGANIZATIONAL STRUCTURE TO SUPPORT NR SECTOR INTEGRATION





# 2022-23 Ministry of Forests Priorities



## PROPOSED: SERVICE PLAN 2023-2024

### GOAL 1:

ECONOMIC BENEFITS AND  
RESILIENCE FOR ALL BRITISH  
COLUMBIANS, THROUGH A  
MODERNIZED FOREST  
SECTOR AND EFFECTIVE  
NATURAL HAZARD  
MANAGEMENT

### GOAL 2:

PARTNERSHIPS THAT  
SUPPORT RECONCILIATION  
WITH INDIGENOUS PEOPLES

### GOAL3:

SUSTAINABLE NATURAL  
RESOURCE MANAGEMENT



## PROPOSED: SERVICE PLAN 2023-2024

### GOAL 1:

ECONOMIC BENEFITS AND RESILIENCE FOR ALL BRITISH COLUMBIANS, THROUGH A MODERNIZED FOREST SECTOR AND EFFECTIVE NATURAL HAZARD MANAGEMENT

### GOAL 2:

PARTNERSHIPS THAT SUPPORT RECONCILIATION WITH INDIGENOUS PEOPLES

### GOAL 3:

SUSTAINABLE NATURAL RESOURCE MANAGEMENT

**1.1** Modernize the B.C. forest economy and support an innovative sustainable forest sector

**1.2: NEW** Integrated, coordinated and timely delivery of natural resource authorizations services to citizens, clients and businesses

**1.3: UPDATED** Improve community resiliency and reduce wildlife risk through proactive and collaborative natural hazard management

## PROPOSED: SERVICE PLAN 2023-2024

### GOAL 1:

ECONOMIC BENEFITS AND  
RESILIENCE FOR ALL  
BRITISH COLUMBIANS,  
THROUGH A MODERNIZED  
FOREST SECTOR AND  
EFFECTIVE NATURAL  
HAZARD MANAGEMENT

### GOAL 2:

PARTNERSHIPS THAT  
SUPPORT  
RECONCILIATION WITH  
INDIGENOUS PEOPLES

### GOAL 3:

SUSTAINABLE NATURAL  
RESOURCE MANAGEMENT

**2.1:** Strengthen partnerships and meaningful engagement with Indigenous peoples in the management of the land base and natural resources in BC

**2.2: NEW** In partnership with First Nations, implement a new vision for forest management that prioritizes B.C.'s ecosystem health and community resiliency

## PROPOSED: SERVICE PLAN 2023-2024

### GOAL 1:

ECONOMIC BENEFITS AND  
RESILIENCE FOR ALL  
BRITISH COLUMBIANS,  
THROUGH A MODERNIZED  
FOREST SECTOR AND  
EFFECTIVE NATURAL  
HAZARD MANAGEMENT

### GOAL 2:

PARTNERSHIPS THAT  
SUPPORT RECONCILIATION  
WITH INDIGENOUS  
PEOPLES

### GOAL 3:

SUSTAINABLE NATURAL  
RESOURCE  
MANAGEMENT

**3.1: UPDATED** Deliver exceptional research and scientific analysis to guide policy and allocations to Improve fish and wildlife management

**3.2:** Revitalize and protect BC's forests, and strengthen climate change mitigation and adaptation activities to benefit all British Columbians



THANK YOU

[Rose.Ellis@gov.bc.ca](mailto:Rose.Ellis@gov.bc.ca)

[FOR Intranet](#)

[Public Facing Website](#)

[News and Updates](#)



TRANSITION INFORMATION SESSION

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# Apportionment and Licence Reductions

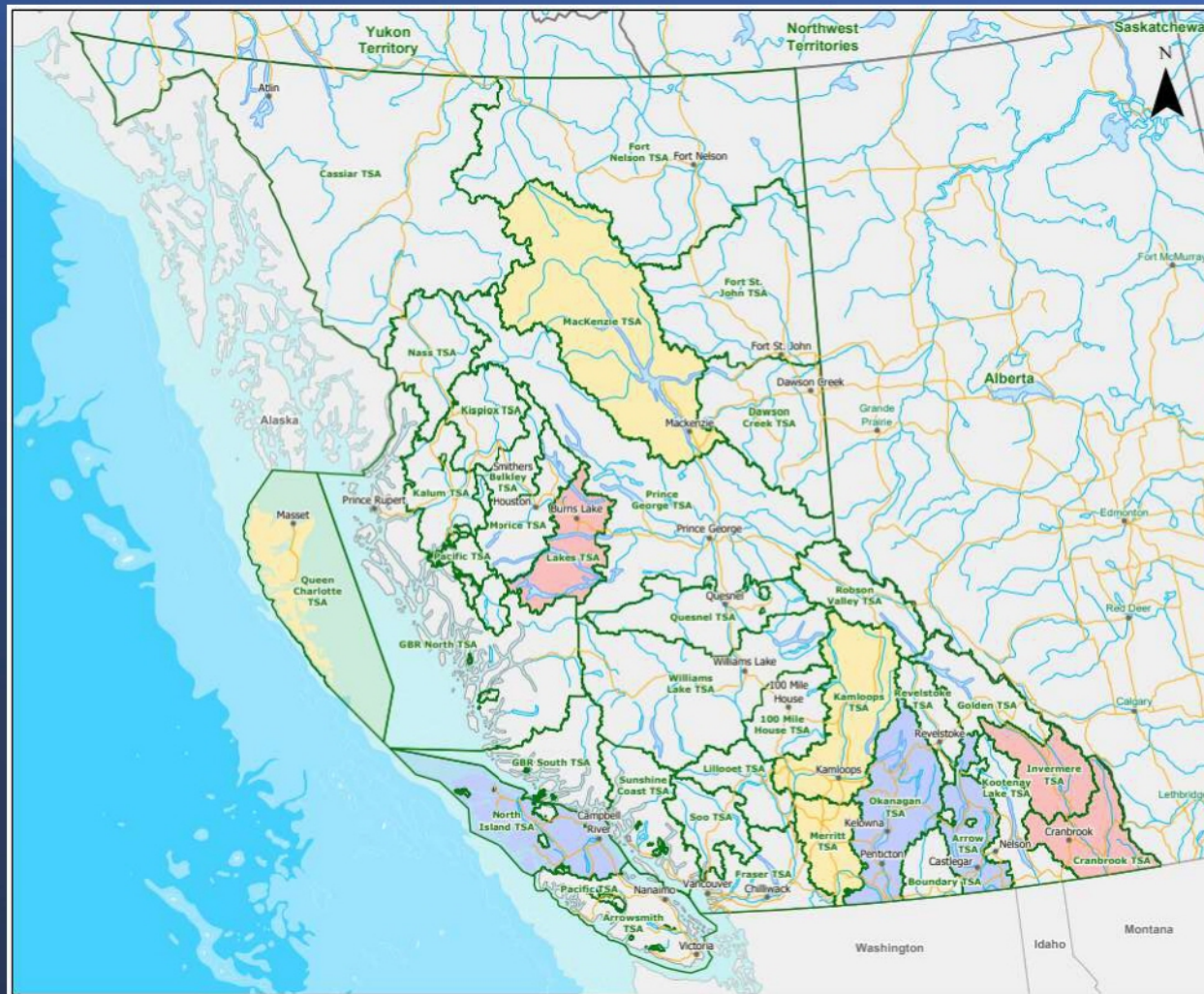
- Apportionment (Section 10 of *Forest Act*) is a discretionary decision by the Minister to meet government objectives.
  - Divides the AAC into categories for disposition
  - Clarified by AG that apportionment cannot be used to take committed volume to redistribute.
  - Focus on uncommitted volume
  - Categories: First Nations, BCTS, Forest Service Reserve, other
- Section 63 - Licence reductions, enabled when there is Section 8 AAC reduction
  - Policy approach is to maintain licensees at an historic percentage level



# Apportionment Option Summary

Apportionment Category	Current Apportionment	Pre-Uplift Percent (2001)	First Nations Option	Policy Option
Replaceable Forest License	600,000 (60%)	650,000 (65%)	448,000 (56%)	520,000 (65%)
Non-Replaceable Forest License	225,000 (18.75%)	130,000 (13%)	0	0
First Nations	75,000 (7.5%)	20,000 (2%)	200,000 (25%)	112,000 (14%)
BC Timber Sales	280,000 (23.3%)	180,000 (18%)	144,000 (18%)	160,000 (20%)
Forest Service Reserve	20,000 (2%)	20,000 (2%)	8,000 (10%)	8,000 (1%)
<b>Total</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>800,000</b>	<b>800,000</b>





## Provincial Apportionment Summary

### Apportionment Decision Dates

- January
- February & April
- Later
- Timber Supply Areas

TSA/Area	AAC	Anticipated Decision Date
Cranbrook/Invermere - South	Cranbrook 808,000m <sup>3</sup> Invermere 496,720m <sup>3</sup>	January 2023
Lakes - North	970,000 m <sup>3</sup>	
Haida - Coast	272,000 m <sup>3</sup>	
Kamloops - South	2,300,000m <sup>3</sup>	February 2023
Merritt - South	1,300,000m <sup>3</sup>	April 2023
Mackenzie - North	TBD in January 2023	
Arrow - South	500,000m <sup>3</sup>	June 2023
Okanagan Shuswap -	2,462,800m <sup>3</sup>	Fall 2023
North Island - Coast	TBD	

0 30 60 120 180 240 Km

Date: 2022-12-12 3:14 PM  
Map by: prodgier  
Projection: NAD 1983 BC Environment Albers



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Where ideas work

2022  
**TOP  
WORK  
UNIT**  
AWARD



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# ***FOREST BIOECONOMY AND INNOVATION***

## ***MINISTER RALSTON BRIEFING - 13 DECEMBER 2022***

Innovation, Bioeconomy and Indigenous Opportunities Branch  
Office of the Chief Forester



Ministry of  
Forests





“

*Minister Ralston is the ideal minister for this role [...] If we are going to ensure a sustainable forest industry for British Columbians for generations to come, we need to get more value out of the wood that we are harvesting, that means using innovation, to make sure we are creating jobs.*

*- Premier Eby*



# WHAT IS “FOREST BIOECONOMY?”

## DEFINITION

- Sustainably managed forest material (forest biomass) as main input to make bioproducts like consumer goods and industrial products.
- Can replace petrochemical-based products, storing carbon long-term.

## PURPOSE IN BC

- Innovative uses for residuals from conventional forestry and non-timber forest products.
- Helps shift the forest sector to a high-value, waste-free circular economy that also supports climate change efforts.



# INDIGENOUS FOREST BIOECONOMY

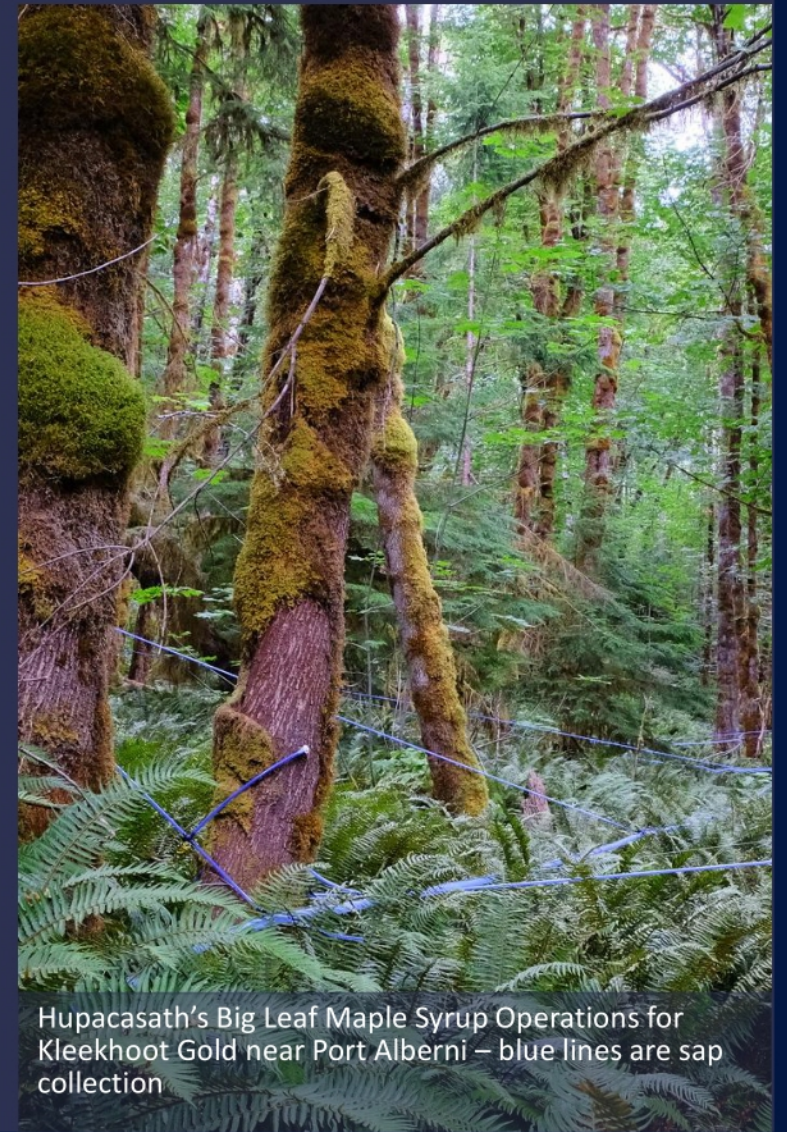
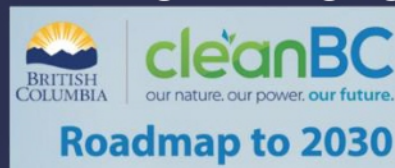
## INDIGENOUS FOREST BIOECONOMY PROGRAM

- Supports increased Indigenous participation in the forest sector and the development of an Indigenous-led forest bioeconomy in B.C.
- Since 2019, has successfully delivered 41 projects with over 24 Indigenous communities and organizations across the province.

## ACCELERATOR STREAM

“Expanding the Indigenous Forest Bioeconomy Program to include a new Accelerator Program, which will help Indigenous partners commercialize and scale-up innovative forest-based products.”

- Budget '22 Highlights



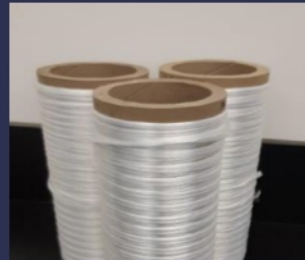
Hupacasath's Big Leaf Maple Syrup Operations for Kleeqhoot Gold near Port Alberni – blue lines are sap collection



# FOREST INDUSTRY RESEARCH AND INNOVATION – KEY CURRENT FY PROJECTS

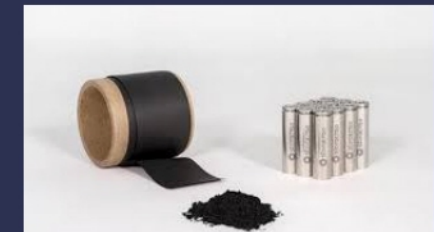
## CELLULOSE BASED

- 3D printed concrete structures using cellulose additives
- Textiles from Regenerated Cellulose
- Textiles from Microfibrillated Cellulose
- Cellulose Biofilm as a plastic replacement in packaging



## LIGNIN BASED

- Lignin as a bitumen replacement in asphalt
- Lignin as a graphite replacement in batteries and capacitors



## CARBON TRANSITION

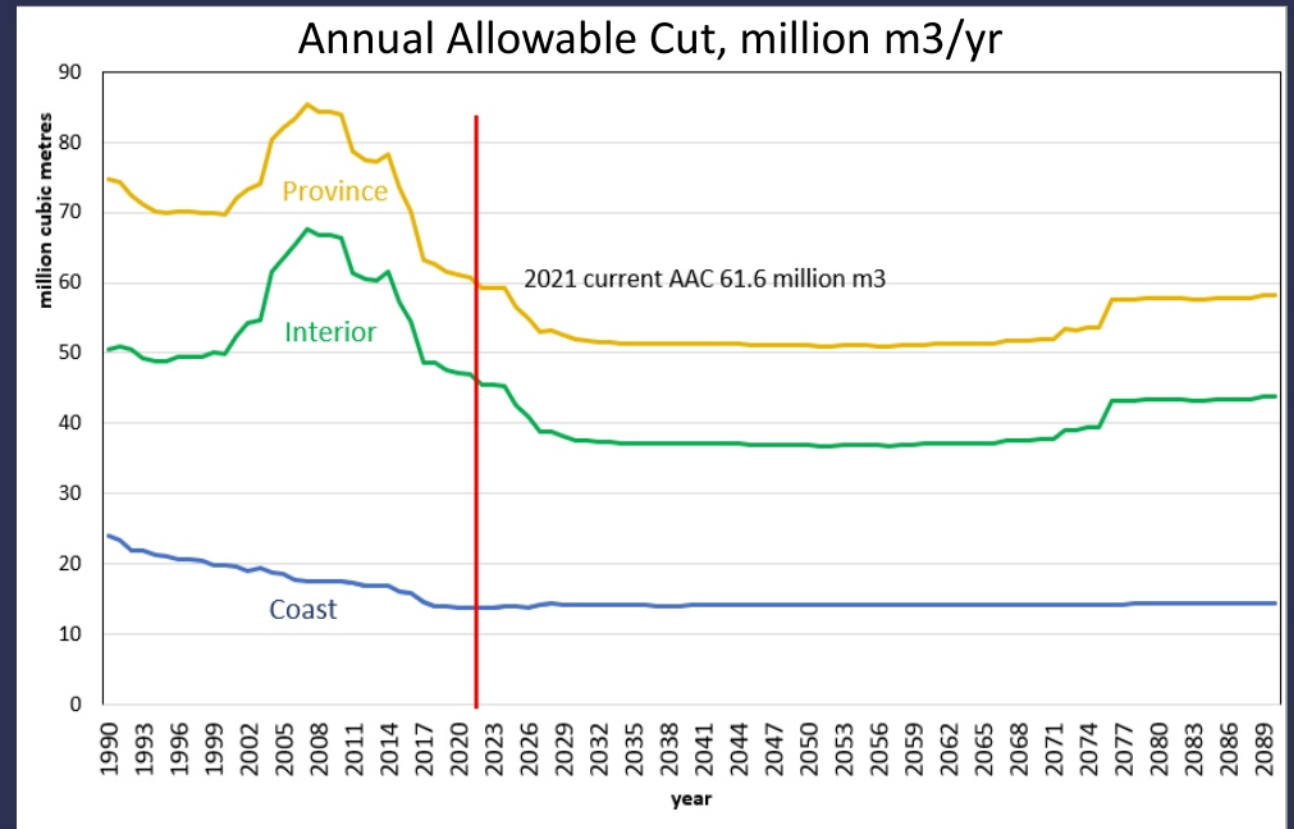
- Hydrochar from low quality biomass (e.g. hog fuel) as input for higher value products



## DEVELOPING A BC BIOPRODUCTS STRATEGY, CURRENT CONTEXT: DECLINING AAC

Forestry has been and continues to be the backbone of BC's economy, but:

- Annual Allowable Cut (AAC; i.e. harvest levels) in decline due to
  - Mountain pine beetle epidemic
  - Wildfires and other large-scale climatic events
  - Old Growth deferrals

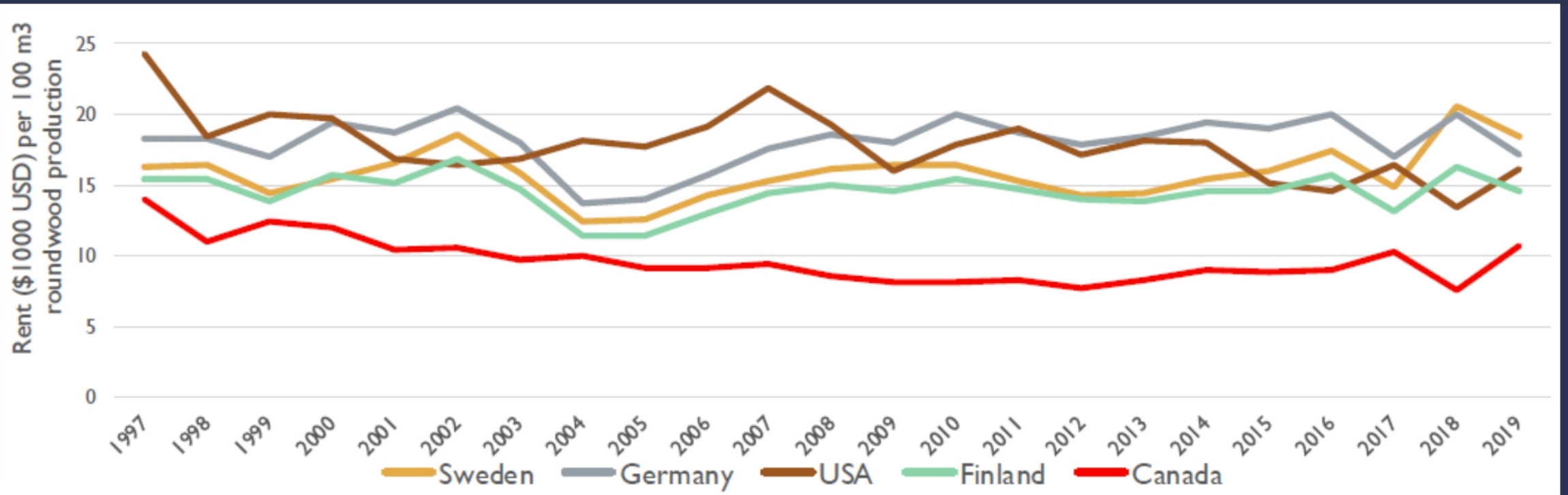




## CURRENT CONTEXT: LOW VALUE PRODUCTS

Canada lags in generating value. This graph estimates the dollar amount per 100 m<sup>3</sup> of wood harvested (calculated as % GDP from forestry divided by total unit of production across Canada)

- Value-added benefits are largely realized outside of BC



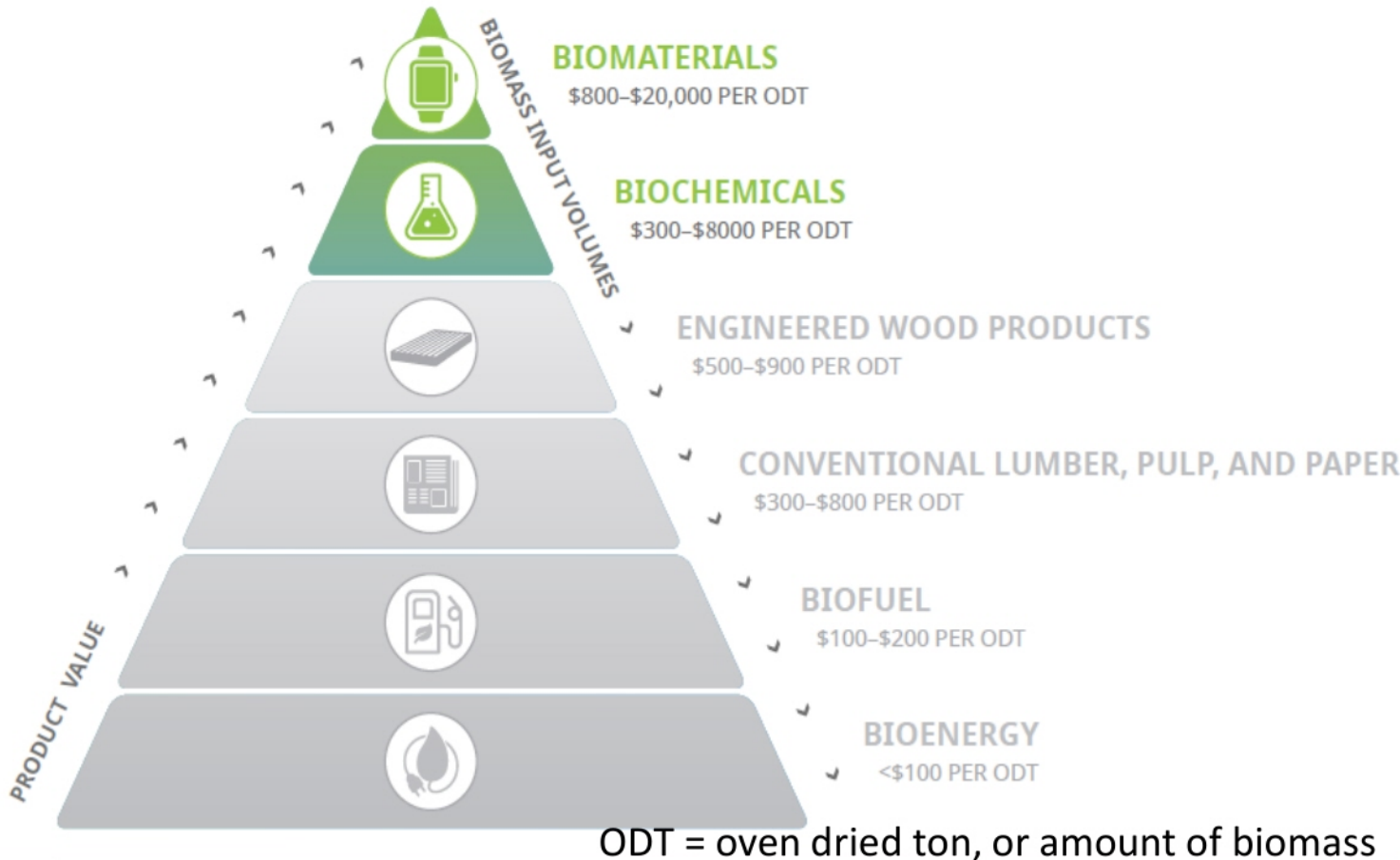
## BIOPRODUCTS STRATEGY: SCOPE

Focus is on the highest rung of pyramid, maximizing value and jobs, from a forest perspective

BC has few to no manufacturing facilities for specific products, e.g.:

- Nanofibrillated cellulose
- Lignin
- Biocomposites
- Textiles

All bioproduct manufacturing is value-added and therefore represents new employment and economic activity



## OBJ 1: IMPROVE FIBRE UTILIZATION

Reduce harvest and sawmilling residuals, increase fibre utilization, and shift to a circular economy.

*E.g. action: Minimize or eliminate slash-pile burning*

## OBJ 2: SUPPORT A LOW-CARBON ECONOMY TRANSITION

Lead our transition to a low-carbon economy by reducing our reliance on fossil fuel-based inputs in favour of feedstocks sourced from BC's renewable fibre supply.

*E.g. action: Increase the biomass content in conventional products (e.g. single-use plastics and other packaging)*







### OBJ 3: CONTINUE TO INVEST IN RESEARCH AND INNOVATION

Maximize the value British Columbians receive from our forests by continuing to support bioproduct research and development to meet market demands.

*E.g. action: Target research programs to address specific industry needs*



### OBJ 4: COMMERCIALIZE BIOPRODUCTS & DIVERSIFY THE FOREST (BIO)ECONOMY

Support domestic value-added bioproduct manufacturing businesses to drive economic development and forest-sector diversification.

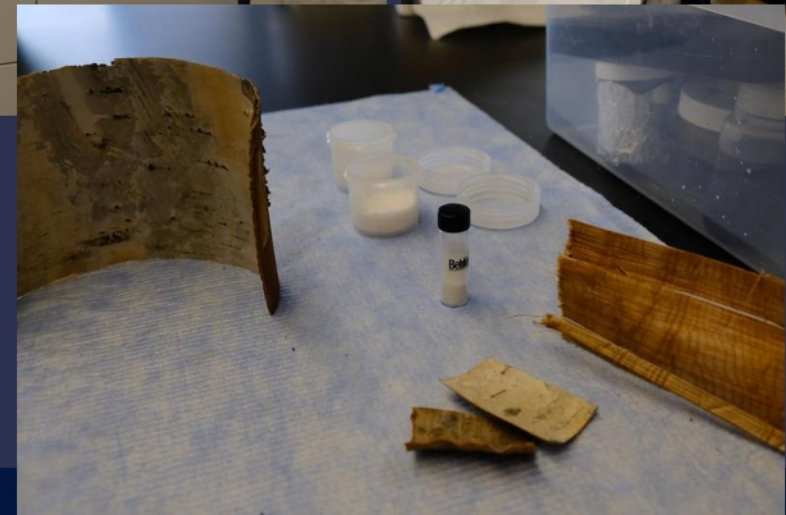
*E.g. action: Work directly with buyers to secure market for new products*



## WHERE DO WE GO NEXT

BC can be a leader in forest-based innovation and bioproducts development. Next possible steps:

- Release BioProducts Strategy
- Develop a Forest Bioeconomy Innovation Cluster
- Host bioeconomy conference in June
- Continue to fund research programs







# ***THANK YOU!***

Innovation, Bioeconomy and Indigenous Opportunities Branch  
Office of the Chief Forester



Ministry of  
Forests





# **FOREST BIOECONOMY AND INNOVATION**

## **MINISTER RALSTON BRIEFING - 13 DECEMBER 2022**

Innovation, Bioeconomy and Indigenous Opportunities Branch  
Office of the Chief Forester



Ministry of  
Forests

In the photo: Metsa's Annekoski bioproduct mill (Finland):

- Bioproducts are not fiction, they are currently being produced all over the world
- Metsa invested EUR 1.2 billion on the mill, employing 2,500 people in a small town of 19,000 people → rural development!
- Latest technology used in building the mill, uses no fossil fuels (in fact produces 3x more energy than it consumes), and has demo plants for wood-based textiles and 3D fibre products

This is a reality - BC is FAR behind



*Minister Ralston is the ideal minister for this role [...] If we are going to ensure a sustainable forest industry for British Columbians for generations to come, we need to get more value out of the wood that we are harvesting, that means using innovation, to make sure we are creating jobs.*

*- Premier Eby*

This quote came from the press release after cabinet was sworn in.



## WHAT IS "FOREST BIOECONOMY?"

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- Sustainably managed forest material (forest biomass) as main input to make bioproducts like consumer goods and industrial products.
- Can replace petrochemical-based products, storing carbon long-term.

### PURPOSE IN BC

- Innovative uses for residuals from conventional forestry and non-timber forest products.
- Helps shift the forest sector to a high-value, waste-free circular economy that also supports climate change efforts.



Cellulosic foams made from wood chips.  
Photo at UBC by IBIO staff.

- Being the Ministry of Forests, our key mandate is to use forest-derived feedstocks as input for the production of other materials
- Some of the key uses are to replace petrochemicals and find alternatives to conventional materials that would store more carbon in the long run
- Given other ministerial priorities, much of our work looks at using residuals from industry, so we are not (yet) looking to displace conventional forest products

## INDIGENOUS FOREST BIOECONOMY

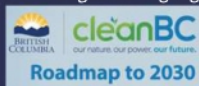
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- Budget '22 Highlights



Hupacasath's Big Leaf Maple Syrup Operations for Kleeckhoo Gold near Port Alberni – blue lines are sap collection

### *Indigenous Forest Bioeconomy Projects (IFBP)*

- Indigenous-led projects outside of conventional forest manufacturing (e.g. sawmilling) and forest management (e.g. planning, silviculture, etc.)
- Supports projects between \$20k (for early stage scoping/planning stages) up to \$100k (for demonstration or commercialisation phases)
- Project phases must be completed within a fiscal year (April-March)
- Provides up to 80% of project costs; stacking allowed; no accommodation type agreements related to funding (e.g. FCRSAs)
- Can fund subsequent project phases in following fiscal years
- Must have community support; provide social, environmental and economic benefits
- Some funding still available for this fiscal year

### *Accelerator Stream*

- Add-on to IFBP
- Funds 3-5 projects per year at \$100k-\$400k
- Projects *must* be at the pilot, demonstration, commercialisation, or scale-up phase
- 2022/23 – five projects planned or underway, including engineering for a commercial facility for Nak'azdli's Deadwood project which was highlighted in a recent news release
- Stacking allowed
- Can provide up to 50% of project phase costs

## FOREST INDUSTRY RESEARCH AND INNOVATION – KEY CURRENT FY PROJECTS

### CELLULOSE BASED

- 3D printed concrete structures using cellulose additives
- Textiles from Regenerated Cellulose
- Textiles from Microfibrillated Cellulose
- Cellulose Biofilm as a plastic replacement in packaging



### LIGNIN BASED

- Lignin as a bitumen replacement in asphalt
- Lignin as a graphite replacement in batteries and capacitors



### CARBON TRANSITION

- Hydrochar from low quality biomass (e.g. hog fuel) as input for higher value products



5

CURRENT RESEARCH PROJECTS



Research is in three general theme areas

- Cellulose based products
- Lignin based products
- Carbon transition products
- Research spans different Technology Readiness Levels to ensure continued innovation

**Cellulose Based** (Cellulose is the most abundant biopolymer on earth)

### **3D printed concrete structures using cellulose additives**

This project utilizes concrete that contains cellulose additives (Micro fibrillated cellulose fibers) in a construction sized 3D printer.

>> the printer arrived in Vancouver and once operational we will invite the minister to see it

### **Textiles from Regenerated Cellulose**

This project uses cellulose that has been chemically processed and spun to create new textiles that can be treated to exhibit unique liquid repellency (water, oil, etc.) and can be recycled.



**Textiles from Microfibrillated Cellulose**

Textiles are derived from mechanical fibrillation of cellulose fibers and spun to create high performance textiles.

**Lignin Based** (Lignin is a byproduct of the pulping process and is the 2<sup>nd</sup> most abundant biopolymer on earth)

**Lignin as a bitumen replacement in asphalt**

Lignin is used to displace fossil fuel derived bitumen in asphalt production. Recent field trial in Quesnel replaced 10% of bitumen with lignin.

**Lignin as a graphite replacement in batteries and capacitors**

Lignin can be processed into graphite replacing current mined or fossil fuel based graphite. As transportation shifts to electrification battery production is a significant supply chain factor. Each electric vehicle needs over 100 pounds of graphite for the batteries. (Stora Enso and Northvolt are currently in partnership to commercialize this technology in Scandinavia)

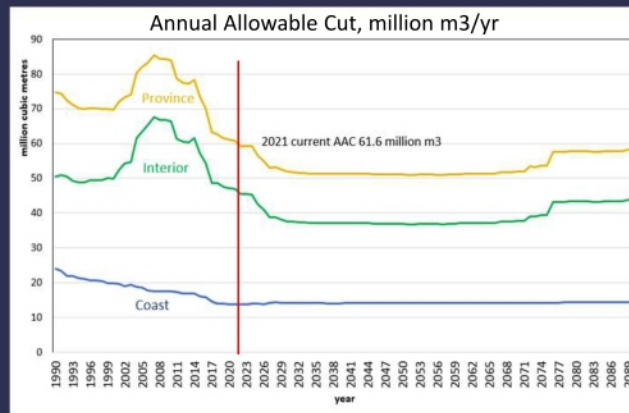
**Carbon Transition**

Hog fuel on the coast is being studied as a feedstock for hydrochar. The hydrochar is high in carbon and can be used for long term carbon storage or used to displace fossil fuels.

## DEVELOPING A BC BIOPRODUCTS STRATEGY, CURRENT CONTEXT: DECLINING AAC

Forestry has been and continues to be the backbone of BC's economy, but:

- Annual Allowable Cut (AAC; i.e. harvest levels) in decline due to
  - Mountain pine beetle epidemic
  - Wildfires and other large-scale climatic events
  - Old Growth deferrals



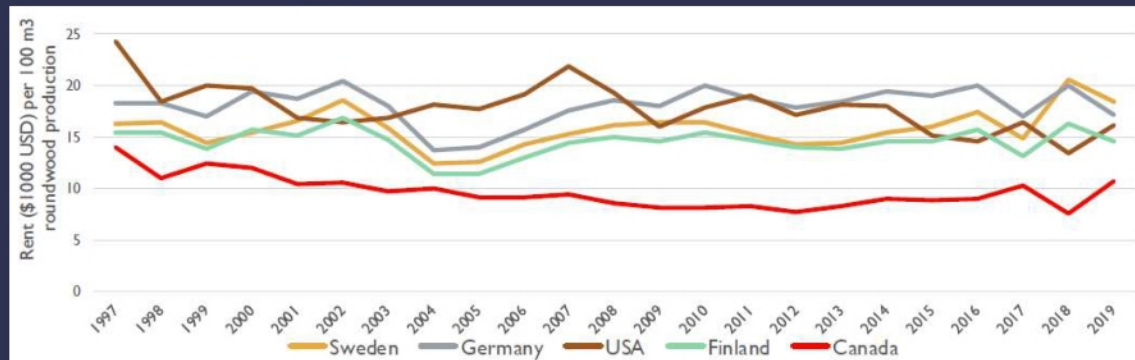
Transitioning into considering our challenges and where opportunities lie, and how a bioproducts strategy can guide us to realize these opportunities

Firstly, harvest levels are expected to decline

### CURRENT CONTEXT: LOW VALUE PRODUCTS

Canada lags in generating value. This graph estimates the dollar amount per 100 m<sup>3</sup> of wood harvested (calculated as % GDP from forestry divided by total unit of production across Canada)

- Value-added benefits are largely realized outside of BC



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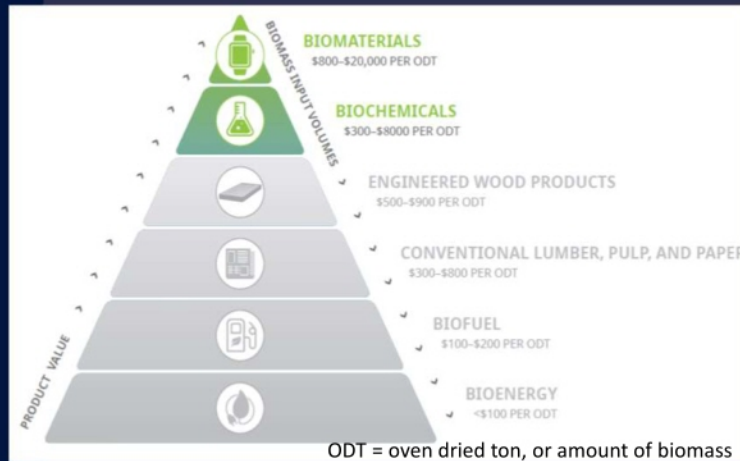
CANADA LAGS



Compared to other countries, Canada produces the least amount of value per measure of harvested wood.

The data is from the World Trade Organization and the Food and Agriculture Organization. It is calculated by taking the estimated percentage of CDN GDP from forestry to find total value, and then dividing by total quantity production (e.g., amount of cubic meter harvested)

This essentially then gives a \$ amount per 100 cubic meter harvested



## BIOPRODUCTS STRATEGY: SCOPE

Focus is on the highest rung of pyramid, maximizing value and jobs, from a forest perspective

BC has few to no manufacturing facilities for specific products, e.g.:

- Nanofibrillated cellulose
- Lignin
- Biocomposites
- Textiles

All bioproduct manufacturing is value-added and therefore represents new employment and economic activity

The BC BioProducts Strategy will focus on the highest value products from the least amount of fibre, especially residuals.

The Office of Mass Timber Implementation (JERI/ JEDI) leads engineered wood product development, primarily from a building construction perspective. We are in touch with them

All new bioproduct manufacturing would result in additional employment and businesses, as we are not looking to displace or replace the conventional sector (yet)



### OBJ 1: IMPROVE FIBRE UTILIZATION

Reduce harvest and sawmilling residuals, increase fibre utilization, and shift to a circular economy.

*E.g. action: Minimize or eliminate slash-pile burning*

### OBJ 2: SUPPORT A LOW-CARBON ECONOMY TRANSITION

Lead our transition to a low-carbon economy by reducing our reliance on fossil fuel-based inputs in favour of feedstocks sourced from BC's renewable fibre supply.

*E.g. action: Increase the biomass content in conventional products (e.g. single-use plastics and other packaging)*



The strategy has 4 objectives. This slides shows the first two.

Obj 1 emphasizes the use of residuals (e.g. slash piles, tops and branches) and byproducts (e.g. black liquor)

Obj 2 helps to transition our reliance on fossil fuels by finding alternative uses for fibre in carbon intensive materials.

The photo is an example of a construction size 3D printer at work. We have an additive manufacturing project running currently, that looks at implementing a “bioconcrete” (concrete with forest biomass) material into a construction 3D printer to eventually build structures



### OBJ 3: CONTINUE TO INVEST IN RESEARCH AND INNOVATION

Maximize the value British Columbians receive from our forests by continuing to support bioproduct research and development to meet market demands.

*E.g. action: Target research programs to address specific industry needs*



### OBJ 4: COMMERCIALIZE BIOPRODUCTS & DIVERSIFY THE FOREST (BIO)ECONOMY

Support domestic value-added bioproduct manufacturing businesses to drive economic development and forest-sector diversification.

*E.g. action: Work directly with buyers to secure market for new products*

Obj 3 aims to continue to address market needs through research and innovation

Obj 4 is probably the most important, and it aims at commercializing these new products

The photo is from a bioasphalt trial we did in Quesnel. In this example, lignin was used to replace 10% of the bitumen that is added as a glue in the paving mixture. Lignin is a byproduct of the pulp and paper process, and by adding it to a long-lived product, we help reduce the carbon intensity of asphalt

## WHERE DO WE GO NEXT

BC can be a leader in forest-based innovation and bioproducts development. Next possible steps:

- Release BioProducts Strategy
- Develop a Forest Bioeconomy Innovation Cluster
- Host bioeconomy conference in June
- Continue to fund research programs



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WHERE DO WE GO NEXT



BC needs to diversify its forest sector to remain competitive and to generate new jobs, businesses and economic activity, particularly in historically forest-dependent communities

There are many opportunities to advance projects that will help us transition the sector from high volume to high value. Pictured here are some projects that look at thermoforming cellulose-based textiles into items like shoes, foams (e.g. that can be used as insulation) coming from wood chips, and tannins and cosmetic precursors from bark.

We are in the process of:

- writing the bioproducts strategy,
- requesting one-time funding for a bioeconomy innovation cluster from our operational surplus,
- Planning a bioeconomy conference in June
- Continuing to collaborate with partners to support research that address market needs

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**THANK YOU!**

Innovation, Bioeconomy and Indigenous Opportunities Branch  
Office of the Chief Forester



Ministry of  
Forests



## MINISTERIAL MANDATE AND INITIATIVES

1. Ministry mandate:
  - Modernize forest policy
  - Transition from high-volume to high-value
  - *PS Routley*: focus on forest sector innovation and value added
2. Policy renewal intentions:
  - Increasing fibre access for value-added domestic manufacturers
  - Promote the use of wood and mass timber
  - Transition from high-volume to high-value
  - Encourage diversification in manufacturing and secondary manufacturing



## OTHER GOVERNMENT INITIATIVES

3. Old Growth Strategic Review
  - Indigenous involvement (social imperative)
  - Transition support for communities
4. CleanBC:
  - Forest bioeconomy pathway
  - Industrial pathway (pulp mill focus)
5. Economic Plan:
  - Creating new manufacturing opportunities in an innovative economy
  - Adding value to natural resources



## INNOVATION, BIOECONOMY AND INDIGENOUS OPPORTUNITIES BRANCH



### Key facts:

- Reports to the Chief Forester
- ~11 staff
- Two key focus areas:
  - Forest industry research and innovation
  - Partnerships with Indigenous communities

### Vision

A diversified forest bioeconomy achieved through forest sector innovation and partnerships with Indigenous communities and sector leaders

### Mission

Transition from high volume to high value, accelerate reconciliation, and support forest sector diversification