

# **EBM Implementation Milestones**

## **Independent Progress Assessment #3**

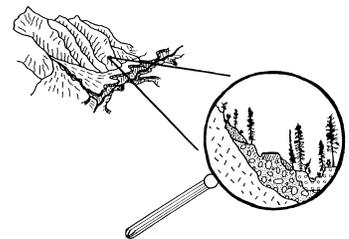
### **Final Report**

Prepared for:

**Coast Forest Conservation  
Initiative (CFCI)  
and  
Rainforest Solutions  
Project (RSP)**

Prepared by:

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December 31, 2009**



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# EXECUTIVE SUMMARY

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The Coast Forest Conservation Initiative (CFCI) and the Rainforest Solutions Project (RSP) have contracted for periodic independent assessments on the progress toward full implementation of Ecosystem Based Management (EBM) in the North and Central Coasts of British Columbia. CFCI includes Western Forest Products Inc., International Forest Products Limited (Interfor), BC Timber Sales, Howe Sound Pulp and Paper Ltd. and Catalyst Paper Corporation, and RSP includes Sierra Club BC, Greenpeace and ForestEthics. This is the third in a series of periodic assessments to be undertaken in relation to a set of bilateral milestones agreed to by CFCI and RSP.

The primary conclusion of the third and final assessment is that CFCI and RSP have completed the vast majority of deliverables under all of the milestones, culminating in the BC Government announcement of meeting its commitment to establish an EBM system for coastal BC by March 31, 2009. They have continued to work closely with the Province of BC, First Nations and other stakeholders, who have also put in significant effort since the last assessment. The cooperation and joint effort of all parties has resulted in the successful announcement on March 31, 2009.

At the time of the first independent assessment, seven of the sixteen milestones had been successfully completed (Milestones 1, 2, 3, 4, 8, 10 & 14). Following the first assessment, a number of additional deliverables were identified for Milestones 1, 2, 4, 5, 6, 7, 9, 10, 11, 13, 14 and 15. As of the second assessment, Milestones 3 and 8 remained completed as originally defined. Milestone 10 was also completed, including the added deliverables. Milestones 1, 2, 4, 6, 14, 15 and 16, including the new deliverables, were ongoing and on schedule. Significant progress had also been made on the remaining milestones (Milestones 5, 7, 9, 11, 12 & 13); however, all of those were behind schedule in relation to the target dates set out in the original and/or revised milestone documents. What was to be the third assessment in the spring of 2009 was cancelled due a heavy workload for RSP and CFCI resulting from ongoing negotiations with the Province of BC regarding establishment of the system of EBM.

The negotiations with the Province of BC were successful, and have resulted in meeting the deadline regarding establishment of an EBM system, as well as setting out the steps that the Province agreed will be required through to 2014 to achieve the concurrent goals of ecological integrity and human well-being. This assessment has determined that most of the milestone deliverables have been achieved. Ongoing work on tasks outlined under Milestones 9, 11, 15 and 16 is still required, and CFCI and RSP have committed to this ongoing work in a series of new bilateral benchmarks that were developed as the next phase of the original milestone agreement.

During the implementation and operationalization of EBM over the next five years, CFCI and RSP have re-committed to work together to ensure EBM is implemented in a manner materially consistent with the LRMP recommendations and the definitions of full EMB. To achieve this objective, CFCI and RSP have agreed to a set of benchmarks that include the key activities and timelines that they will work together on over the next five years.

## 1. INTRODUCTION

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The Coast Forest Conservation Initiative (CFCI) and the Rainforest Solutions Project (RSP) have contracted Kutenai Nature Investigations Ltd. to provide periodic independent assessments on the progress toward full implementation of Ecosystem Based Management (EBM) in the North and Central Coasts of British Columbia. CFCI includes Western Forest Products Inc., International Forest Products Limited (Interfor), BC Timber Sales, Howe Sound Pulp and Paper Ltd. and Catalyst Paper Corporation, and RSP includes Sierra Club BC, Greenpeace and ForestEthics.

The periodic assessments were to be undertaken in relation to a set of milestones provided by CFCI and RSP. The purpose of the milestones was to assist CFCI and RSP in working toward full implementation of EBM by March 31 of 2009. The outcomes of some milestones were within the bilateral control CFCI and RSP, whereas others ultimately required action or decisions by the Province or First Nations – for this latter category, bilateral actions that were to be undertaken independently by CFCI and RSP in support of the milestone being achieved are identified in the milestone. Where evidence indicated that a milestone has not been, or likely will not be, achieved in a timely manner, the assessment was to provide information regarding the causes for non-achievement and recommendations for corrective actions, including re-scheduling of various tasks. There have been two previous assessments, one in the spring, and the other in the fall of 2008. Since the last assessment, establishment of an EBM system for coastal BC was achieved on March 31, 2009.

As the various agreements flowing from the full implementation announcement are put into practice over the next five years, CFCI and RSP will continue to work together to build support for EBM implementation and collaborate on strategic level problem solving. To ensure that their work is completed in an effective and efficient manner, they have developed a series of six benchmarks, including specific deliverables and target completion dates, which will provide a basis for assessing progress toward meeting full implementation and operationalization of EBM.

The primary objectives of this assessment report are to:

- report on the state of completion of each milestone;
- summarize the information/ evidence used to assess each milestone;
- provide insights into the causal factors leading to delays in achieving milestones; and,
- summarize the ongoing transition from the milestones leading up to the establishment of the system of EBM and the benchmarks defining strategic elements for future bilateral cooperation.

## **2. METHODS**

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The first step in this assessment was to assemble the relevant information and other evidence that would be required for determining whether the criteria had been met for each milestone. Secondly the relevant information assembled was reviewed in relation to each of the criteria for each milestone, and a determination made whether the criteria had been met, and whether it was met in a timely manner. Where criteria had not been achieved in a timely manner, the information and evidence base was further analyzed to determine the possible causes for delays. In addition, each of the milestones was examined relative to the newly established benchmarks to document ongoing and future work related to past milestone activities.

The primary information/evidence that has been examined for this assessment has been the final agreements between the Provincial Government and CFCI/RSP regarding the establishment of the system of EBM, and associated documents. A series of Milestone Progress Reports, Milestone Timeline Summaries and associated documents supplied by CFCI and RSP also provided evidence of earlier activities. In addition various documents that have been produced by, or otherwise pertain to, the various multiparty organizations referenced in the milestones were also reviewed (e.g., documents by the EBM Working Group – EBM-WG). A full list of documents consulted is provided in Appendix 2.

## **3. FINDINGS**

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As with the first two assessments, these findings clearly show that progress has been made and/or is continuing to be made on all the milestones. Both partner organizations, CFCI and RSP, have been

participating in good faith to achieve the milestones in as efficient a manner as possible. In addition CFCI/RSP have been working closely with the Provincial Government, First Nations and other stakeholders to support milestone objectives that ultimately required actions by the Provincial Government and First Nations. The findings are summarized in Table 1, including the linkages to the newly established benchmarks, and discussed in the text following the table. Summaries of each milestone are provided in the boxes accompanying the text. Further details regarding each element of the milestones can be found in Table A1 in Appendix 1.

**Table 1. Brief summary of the status and timing for each of the milestones, as of November 30, 2009.**

<b>Mile-stone</b>	<b>Status</b>	<b>Assessment #3 Comments</b>
1	Complete	This report is the final deliverable under this milestone; a renewed assessment process has been agreed to for monitoring progress on a new series of CFCI/RSP benchmarks
2	Complete	CFCI and RSP have agreed that this milestone is closed out and no further actions are required.
3	Complete	
4	Complete	Continued monitoring under Benchmark #1 and #5
5	Complete	Continued monitoring under Benchmark #1
6	Complete	EBM-WG has completed their responsibilities; continued follow-up with LRF Technical Liaison Committee and Adaptive Management Steering Committee (Benchmark #4)
7	Complete	MSRA agreement reached; implemented partly through amended LUOs; ongoing implementation and monitoring through Benchmark #s 1,2 and 5; following 2014 review LUOs will be amended accordingly.
8	Complete	
9	Ongoing	Implementation through the strategic and detailed Landscape Level Reserve Design process; follow-up through Benchmark #3; ongoing work on CFCI/RSP agreement on Landscape Level Planning
10	Complete	FSC audit ongoing
11	Ongoing	Significant progress with various projects ongoing; still lacking a finalized HWB plan that includes a comprehensive definition and metrics for measuring progress toward HWB; follow-up through Benchmarks #1 and 2
12	Complete	Operating AM Steering Committee in place; follow-up through Benchmark #4
13	Complete	Social choice framework in place; follow-up through implementation monitoring in Benchmark #1
14	Complete	Major progress recorded
15	Ongoing	System of EBM established, follow-up through Benchmark #1
16	Ongoing	Continuing market-place communication under Benchmark #6

## **Milestone 1: Agreement on Milestones**

*Agreement reached on the Milestones and mechanism of independent assessment of progress.*

The initial components of this milestone were completed prior to this assessment, and by mutual agreement the February 2009 assessment was dropped. This assessment report completes the final deliverable of this milestone. A renewed assessment process has been agreed to for monitoring progress on a new series of CFCI/RSP benchmarks.

## **Milestone 2: Grandfathering**

*Agreement to limit the extent to which past forest management planning and practices will continue while the ongoing transition to EBM is taking place. The intent is to proactively move forest planning and on-the-ground practices into compliance with the initial suite of EBM management and legal objectives.*

This milestone has been completed.

## **Milestone 3: Compliance with Initial Suite of Legal Objectives**

*See Milestone 2*

This milestone has been completed.

## **Milestone 4: Definition of Full Implementation of EBM**

*Build broad support for and understanding of a functional definition of full implementation of EBM.*

This milestone is complete. The initial components of this milestone were completed previously. The Land and Resource Forums (LRFs) have adopted a definition of “full implementation” prior to the target set in the milestone. Although the LRF definition is “*not inconsistent*” with the definition agreed to by CFCI and RSP, the LRF definition focuses on process at a general framework level, in contrast to the CFCI/RSP definition that identifies specific outcomes at a much more detailed level. Given that the LRF definition could be implemented in a manner that produces outcomes consistent with the CFCI/RSP definition, CFCI and RSP are continuing to proceed without seeking a higher degree of precision in the LRF definition, but are continuously monitoring progress. The recent announcement of the system of EBM for coastal BC, and accompanying commitments, have increased the likelihood of achieving full implementation consistent with the CFCI/RSP definition.

Benchmark #1 specifies a strategy for continued monitoring to ensure that full implementation in a manner materially consistent with the LRMP recommendations and the definition of full EBM is achieved by 2014. Benchmark #5 provides for the completion of specific enabling conditions in support of full implementation.

## **Milestone 5: Transition and Implementation Plan (TIP)**

*Government and First Nations adopt a transition and implementation plan – the road map to full implementation of EBM.*

This milestone is complete. The benchmark strategies defined in the Strategic Engagement document (7/7/09) provide for the continuation of an implementation plan for CFCI and RSP. In addition there are other implementation workplans which define the roles of other organizations in ongoing implementation: BC Government/JSP workplan, LRF workplans and implementation workplans of provincial agencies.

## **Milestone 6: Effective and Adequately Funded EBM Working Group (EBMWG)**

*Ensure an adequately funded and effective EBM Working Group to ensure the timely provision of independent and credible information and advice on how to successfully deliver EBM.*

This milestone has been completed. Other than the completion of a few remaining project reports (e.g., focal species), the EBM-WG has completed its tasks, and ceased to exist following March 31, 2009. Future requirements for technical information will be provided by the LRF Technical Liaison Committee and the Adaptive Management Steering Committee. CFCI/RSP will continue to support and participate in those committees (Benchmark #4).

## **Milestone 7: Multi-Scale Risk Allocation (MSRA)**

*Develop science-based spatial scenarios and identify one preferred option to meet appropriate conservation of old-growth forest as part of implementing EBM.*

This milestone has been completed. A mutually agreeable MSRA was developed and served as the basis for negotiations with the BC Government, First Nations and other stakeholders. Implementation of the MSRA scenario is ongoing through revisions to the Legal Orders. Benchmark #2 provides for ongoing monitoring, review and amendment accordingly of those orders by March 31, 2014.

## **Milestone 8: Solution Space**

*Identify where CFCI businesses will and will not operate outside of protected areas in the Great Bear Rainforest while EBM is being implemented. The intent is to maintain important ecological and socioeconomic values during transition to full EBM.*

This milestone is complete.

## **Milestone 9: Integrated Planning Framework for Spatially and Temporally Explicit Strategic Plans (STESPs) and Detailed Strategic Plans (DSPs)**

*Work towards government and First Nations' support for the development and use of spatially explicit planning to inform implementation of EBM throughout the Great Bear Rainforest.*

A number of deliverables under this milestone are complete. Progress on this milestone is reflected in the Reserve Planning Framework endorsed by all parties, and work on these issues is ongoing under the umbrella of the Strategic and Detailed Landscape Level Reserve Design process. However, the

CFCI/RSP reserve planning agreement of March 28, 2009 is still in draft form with a limited number of outstanding issues. Benchmark #3 was established to ensure follow through on these issues.

### **Milestone 10: FSC/EBM Scoping Assessment**

*Explore the feasibility of FSC certification, consistent with EBM, in the Great Bear Rainforest.*

This milestone is complete. An FSC certification audit for part of the Great Bear Rainforest is underway at this time.

### **Milestone 11: Human Well Being Plan**

*Support the development of a plan to secure the wellbeing of communities, individuals and businesses in the Great Bear Rainforest.*

The majority of the deliverables under this milestone have been achieved. A discussion paper has been completed, recommendations on key components and metrics for measuring HWB have been submitted, and various projects are under consideration or in progress (e.g., Coast Opportunities Fund projects, Carbon Sequestration, CFCI/FN pilots, FN tenures). However, the LRFs have still not finalized a HWB plan that includes a comprehensive definition and metrics for measuring progress toward HWB. The reviews of Full Implementation of EBM outlined in Benchmark #1 will continue to monitor progress on this issue.

### **Milestone 12: Adaptive Management Framework**

*Support the completion and adoption of a formal adaptive management framework to inform successful implementation of EBM.*

This milestone is complete. An Adaptive Management Steering Committee is in place, and it is anticipated that the terms of reference that will ensure support of successful implementation of EBM. Benchmark #4 provides for ongoing participation and review of adaptive management activities.

### **Milestone 13: Social Choice Framework**

*Support the completion and adoption of a formal government decision-making framework based on conservation and socioeconomic values ('social choices') required to implement EBM.*

This milestone is complete. The social choice framework for decision-making is outlined in schedules E,F and G that accompany the BC Government letter to CFCI/RSP regarding EBM (5/25/09). Social choice decision-making will be monitored under Benchmark #1.

### **Milestone 14: Substantial Progress Milestone**

*JSP will define and report on substantial progress towards full implementation of EBM by March 31, 2009. Substantial progress will be defined by transition to EBM practices and measures intended to achieve high degrees of ecological integrity and human wellbeing.*

This milestone is complete. Substantial progress has culminated in the announcement of the system of EMB for coastal BC. Various aspects of ongoing implementation will be monitored by the strategies outlined in the Strategic Engagement document (7/7/09).

### **Milestone 15: Full Implementation of Ecosystem Based Management (EBM)**

*Full implementation of the Great Bear Rainforest Agreements, including EBM, by March 31, 2009.*

This milestone has not been completed or closed out. Continued follow-up will be achieved through deliverables and monitoring outlined in Benchmark #1.

### **Milestone 16: Active Market Place Support**

*Work to create specific marketplace support for CFCI businesses based on their role in supporting the Great Bear Rainforest Agreements and full implementation of EBM, as achieved through fulfilling these milestones.*

This milestone has not been completed or closed out. Continued follow-up will be achieved through strategies and actions within the context of Benchmark #6.

## **4. CONCLUSIONS**

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The primary conclusion of the third and final assessment is that CFCI and RSP have completed the vast majority of deliverables under all of the milestones, culminating in the BC Government announcement on meeting its commitment to establish an Ecosystem Based Management (EBM) system for coastal BC by March 31, 2009. They have continued to work closely with the Province of BC, First Nations and other stakeholders, who have also put in significant effort since the last assessment. The cooperation and joint effort of all parties has resulted in the successful announcement on March 31, 2009.

At the time of the first independent assessment, seven of the sixteen milestones had been successfully completed (Milestones 1, 2, 3, 4, 8, 10 & 14). Following the first assessment, a number of additional deliverables were identified for Milestones 1, 2, 4, 5, 6, 7, 9, 10, 11, 13, 14 and 15. As of the second assessment, Milestones 3 and 8 remained completed as originally defined. Milestone 10 was also completed, including the added deliverables. Milestones 1, 2, 4, 6, 14, 15 and 16, including the new deliverables, were ongoing and on schedule. Significant progress had also been made on the remaining milestones (Milestones 5, 7, 9, 11, 12 & 13); however, all of those were behind schedule in relation to the target dates set out in the original and/or revised milestone documents. What was to be the third assessment in the spring of 2009 was cancelled due to a heavy workload for CFCI and RSP resulting from ongoing negotiations with the Province of BC regarding establishment of the system of EBM.

The negotiations with the Province of BC were ultimately successful, and have resulted in meeting the deadline for an announcement regarding the establishment of the EBM system. In addition the negotiations have led to an agreement with the Province regarding the steps that will be required through to 2014 to achieve the concurrent goals of ecological integrity and human well-being. This assessment has determined that most of the milestones have been achieved; however, continued work on Milestones 9, 11, 15 and 16 is still required.

In recognition of those needs, CFCI and RSP have agreed to continue their productive relationship, and have established a Strategic Engagement agreement to outline how they will continue to work together

over the next five years. Although somewhat constrained by present economic conditions, both CFCI and RSP have agreed to dedicate serious effort and resources to operationalizing the implementation of EBM. Their commitments to completing the necessary tasks are outlined in a series of new bilateral benchmarks, deliverables and target dates contained in the Strategic Engagement agreement.

For those milestone activities that are ongoing, the following points summarize the transition from milestone activities to new activities as outlined under the benchmarks in the Strategic Engagement document:

- **Full Implementation of EBM and associated Workplans** (MSs 4,5,14,15) – definition, interpretation and timelines for implementation actions: Benchmark #1 – monitoring implementation to ensure it is fully implemented in a manner materially consistent with the LRMP recommendations and definition of full EBM; Benchmark #5 – forest sector enabling conditions to ensure viability during implementation of EBM;
- **Multiscale Risk Allocation** (MS 7) – culminated in 2009 Land Use Objectives; Benchmark #2 – ongoing review of the Land Use Objectives and their implementation leading to amendment of the LUOs accordingly by March 31, 2014;
- **Strategic and Detailed Planning** (MS 9) – Spatially and Temporally Explicit Strategic Plans (STESPs) and Detailed Strategic Plans (DSPs); Benchmark #3 – participation in and monitoring of strategic and detailed Landscape Level Reserve Planning;
- **Adaptive Management and Technical Information Base** (MSs 6 & 14) – EBM Working Group and Adaptive Management Framework; Benchmark #4 – participation in the Adaptive Management Steering Committee to ensure timely and cost effective information for decision support (also engagement in LRF Technical Committees);
- **Human Well Being** (MS 11) – support for a HWB plan including criteria and metrics for assessing HWB; Benchmark #1 – monitoring implementation of EBM – need to ensure that the HWB side of the equation is also being adequately addressed;
- **Social Choice** (MS 13) – support for development of a social choice framework consistent with full implementation; Benchmark #1 – monitoring implementation of EBM – need to ensure that the social choice framework is applied in a manner consistent with full implementation of EBM; and,
- **Marketplace Support** (MS 16) – ongoing marketplace support for CFCI companies by RSP member organizations; Benchmark #6 – ongoing marketplace support for CFCI companies by RSP member organizations.

## 5. RECOMMENDATIONS

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The milestones agreement between CFCI and RSP reached in August 2007 set out specific requirements that were to be met over the next two years. The vast majority of those requirements have now been met, and the EBM system for coastal BC has been established. However, there is still significant work to fully implement and operationalize EBM on the ground.

CFCI and RSP have therefore agreed to continue to work together, and have established a series of benchmarks to monitor that work. The recommendations below are in reference to that ongoing work.

EBM implementation remains a complex process involving a wide diversity of interests and numerous interlocking components. Dedicated and active participation by all parties will continue to be essential to rolling-out EBM on the ground over the coming years. There continues to be a need to emphasize the linkages between various elements, and the need to carefully sequence elements that are dependant on

the completion of other elements (e.g., the need for a functioning Social Choice process to allow for maintaining HWB while transitioning to low environmental risk ).

Now that the establishment of the EBM system has been announced, it will be challenging to maintain the appropriate resources, including sufficient funds, suitable personnel, coordination, and administrative support to follow through on the final tasks. This means not only technical personnel, but also timely availability of representatives of the various stakeholder groups that are required to participate in the decision-making processes.

As indicated in previous assessments, this is not only a complex process, but also highly technical, as well as involving a wide range of stakeholders and governments. In order to adequately address the complexity and technical aspects of the process in an efficient manner, it is desirable to maintain continuity of participants throughout the process. The maintenance of trust between participants will be key to continue moving ahead in a timely manner.

Specifically, CFCI and RSP should:

- continue to engage with the Provincial Government, First Nations and others, particularly at the higher levels, to continue to support the process in terms of prioritization, dedication of staff time, and provision of funding and other resources;
- continue discussions with the Provincial Government, First Nations and other parties to ensure an ongoing common understanding of the system of EBM that was recommended by the LRMPs, and an ongoing common definition of the collaborative multilateral process to implement EBM;
- place emphasis on reaching mutual agreement in a timely manner between CFCI and RSP on issues, such that CFCI/RSP can be more effective when dealing with third parties (e.g., completing the agreement for CFCI/RSP engagement in the Strategic and Detailed Landscape Level Reserve Design process);
- provide technical assistance to the LRF Technical Liaison Committee and the Adaptive Management Steering Committee to ensure that these organizations can complete their tasks effectively and efficiently;
- provide support for a more robust set of criteria and metrics to monitor HWB;
- provide more detail under the deliverables under Benchmark #1 to ensure that HWB planning and the Social Choice Framework, as well as the environmental risk aspects are included in the ongoing gap analyses in EBM implementation;
- attempt to maintain continuity of staff and consultants throughout the duration of the implementation process, and
- establish a terms of reference and schedule for ongoing independent assessment of progress on the new benchmarks.

## APPENDIX 1: DETAILED ASSESSMENT OF MILESTONE COMPONENTS

Table 1 summarizes information on task completion in relation to each of the milestones and their target dates for completion. This version of the table includes updates to the milestones and completion dates based on the “Milestone Refinement and Identification of Priority Deliverables – Draft 7” document of October 8, 2008 (new items are in the “a” series). Items highlighted in yellow are tasks that were incomplete at the time of the assessment, and should be given attention during the next phase of the ongoing implementation process.

**Table 1. Summary of milestones, their status and remaining tasks at the time of Assessment 3 (November 30, 2009).**

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
<b>1</b>	Milestones and Assessment Process Milestones Assessor TOR	7/31/07 9/30/07 10/30/07	Milestones – C – 9/9/07 Assessor – C – 10/9/07 TOR – C – 10/23/07	SR-1, SR-17, SR-18	Complete
<b>1a</b>	Progress Assessments a) Second – October 17, 2008 b) Third – February 27, 2009 c) Final – October 16, 2009	10/17/08 2/27/09 10/16/09	12/5/08 Cancelled Date of this report	Asmt. Report #2 Correspondence This report	Complete
<b>2</b>	Grandfathering – Scope and Scale WFP  IFP BCTS  Grandfather - Future Legal Objectives	Info 7/31/07 Grandfather 8/31/07 Info 8/31/07 Grandfather 9/15/07 Info 9/15/07 Grandfather 9/30/07	Info – C – 7/31/07 GF – C – 9/25/07 Info – C – 8/28/07 GF – C – 11/13/07 Info – C – 9/21/07 GF – C – 2/3/08 Agreement – 12/13/07	SR-2, SR-4, SR-7, SR-9, SR-10, SR-11, SR-19 Grandfathering Agreements	Complete

<sup>1</sup> In October 2008 some new deliverables were added (shown as “a” series) and some target dates were adjusted (old dates shown as “was x/x/x”)

<sup>2</sup> SR – Status Report reference numbers; additional evidence on all milestones from the joint CFCI/RSP Milestones Progress Report (2/5/08).

<b>Mile-stone #<sup>1</sup></b>	<b>Issue</b>	<b>Target Dates</b>	<b>Component Completion Dates</b>	<b>Evidence<sup>2</sup></b>	<b>Assessment Status (at Assessment 3)</b>
<b>2a</b>	Follow up on grandfathering agreements: a) IFP – annual logging plans to be assessed for compliance b) BCTS – list of grandfathered blocks considered in annual sales presented to RSP	1/1/09 3/1/09		Notes from CFCI/RSP Meeting (5/15/09)	Complete
<b>3</b>	Compliance with initial suite of legal objectives	Timing based on results of MS 2	Complete 2/3/08	Completed as part of negotiations in MS 2.	Complete
<b>4</b>	Definition of Full Implementation of EBM Develop strategy Implement strategy LRF adopts definition consistent with LRMP recommendations and CFCI/RSP definition	8/15/07 Ongoing 8/31/07	Strategy – C – 8/07 Follow-up strategy 10/23/07 LRF Definition – 8/24/07 (consistent, but w/ functional gaps)	SR-3, SR-5, CFCI/RSP Definition LRF Definition BC Gov't Letters of 12/12/08 & 5/25/09 (para. 2 & 6)	Complete Continued follow-up through Benchmark #1 monitoring
<b>4a</b>	Develop gap analysis to assist in development of implementation strategy Development of strategy to address gaps	10/24/08 10/31/08	Complete 4/25/08	Gap Analysis Report	Complete
<b>5</b>	Transition/ Implementation Plan Develop strategy Implement strategy Develop joint recommendations  LRF adopts definition consistent with LRMP recommendations and CFCI/RSP definition	8/31/07 Ongoing 9/15/07  10/31/07	Strategy – C – 10/4/07 Ongoing Recmdtns. – 10/4/07; to LRF Tech/Oper Comm's. 11&12/07 LRF Definition – 8/24/07	SR-6, SR-12, SR-23 2009 Workplans: BC Gov't/JSP LRFs Prov. Agencies	Complete Continued follow-up through monitoring under Benchmark #s 1 and 2.
<b>5a</b>	Develop strategy to work with Gov. and FNs to identify and resolve gaps in critical path workplan	6/30/08		Critical Path Workplan	Complete

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
<b>6</b>	EBM Working Group Functioning Secure Adequate Funding for EBM-WG Workplan; EBM-WG is: effectively functioning, has independent information function, producing credible cost-effective info required for decision-making Develop strategy Implement strategy	10/31/07  All ongoing  9/14/07 Ongoing	; 3/31/09 Wrap-up of EBM-WG  Strategy – C – 9/14/07	SR-8, SR-24 CFCI/RSP Effective EBMWG Strategy Various EBMWG documents  EBMWG 2008-2009 Annual Report	Complete
<b>6b</b>	Develop position on effective process to oversee implementation of EBM after 10/31/09  Adoption of process by the Province	10/31/08  11/30/08	5/25/09	BC Gov't Letter of 5/25/09 Transfer to LRF Tech. Cmte's and AM Steering Cmte.	Complete
<b>7</b>	Multi-scale Risk Allocation (MSRA) Workplan Prep of subregional scenarios LU and drilldown exercise  A) Identify preferred option (Mutually Supportable MSRA Option – MS MSRA) D) Develop strategy to get preferred adopted by Prov Govt , FNs and other stakeholders Implement strategy	8/15/07 10/31/07 10/31/07  5/30/08 (was 11/30/07) 5/30/08 (was 11/30/07) Ongoing	Workplan – C – 10/15/07 Presentation – C – 11/3/08  Strategy – C – 8/08  LUOs amended 3/27/09	SR-13, SR-25, SR-25b, SR-26, SR-32, SR-33 Risk Allocation Workplan JSP MS MSRA Strategy  LUO Amendments 3/23/09	Complete  Continued follow-up with Benchmarks 1,2 and 5
<b>7a</b>	B) Develop a framework describing conditions attached to support for the MS-MSRA  C) Develop a workplan for achieving MS-MSRA	5/30/08  5/2/08	Enabling Cond'ns. – C – 10/8/08  Workplan – C – 4/14/08	JSP MSRA Briefing Note JSP Enabling Conditions Brief	Complete  Complete
<b>8</b>	Solution Space Define where timber harvesting can occur prior to full implementation	11/30/07	Map, discussion notes and communication strategy 11/30/07	SR-34 Solution Space Agreement	Complete

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
<b>9</b>	Integrated STESPS/ DSPs Planning Framework Develop strategy to support milestone Develop joint recommendation on key components Implement strategy LRFs finalize and adopt framework	9/7/07 9/7/07 Ongoing 10/31/07	Strategy – C – 9/21/07 Recommendations – C – 9/21/07  Ongoing	SR-14, SR-15, SR-27 Integrated STESPS/ DSP Strategy  BC Gov't Letter of 5/25/09  CFCI/RSP Reserve Planning Document – draft 10 (3/28/09)	Ongoing  Follow-up through Benchmark #3 – Strategic and Detailed LU Reserve Design process and CFCI/RSP Reserve Planning Document
<b>9a</b>	Identify gaps between LRF process and STESPs (also related to MS 4)	4/30/08	Complete 4/25/08	Gap Analysis Report	Complete
<b>10</b>	FSC Scoping Assessment Workplan and TOR Completion by auditor	10/31/07 11/30/07	TOR – C – 10/31/07 Report – C – 1/3/08	SR-28, SR-35 FSC Auditor's Report	Complete
<b>10a</b>	A) Decision on Mid-Coast FSC pre-assessment  B) If a pre-assessment proceeds: a) develop workplan or pre-assessment b) complete pre-assessment process c) discuss pre-assessment outcomes and outline steps to complete full assessment  C) If no pre-conditions – begin full assessment	5/5/08  6/15/08 8/31/08 9/7/08  9/15/08	As required	FSC Field Visit Presentation	Complete  Complete Complete Complete

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
<b>11</b>	Human Well Being Plan Develop strategy Implement strategy – working w/EBM-WG Joint work to understand and minimize costs of implementing EBM Identification of means to increase value Develop discussion paper on relationship between forest sector and HWB Develop joint recommendation on key components and metrics – to EBM-WG and LRFs LRFs will finalize and adopt plan consistent with recommendations of EBM-WG and input from PIMCs, w/appropriate metrics	9/30/07 Ongoing  Ongoing Ongoing  10/31/07  11/30/07  3/31/08	Strategy –C – 10/29/07 Ongoing  Ongoing Ongoing  Completed 2/18/08  Completed 2/18/08  Ongoing	SR-20; SR-29, SR29a, SR-36 HWB Strategy HWB discussion papers  HWB recommendations	Ongoing  Discussion papers and recommendations completed; some projects underway  Ongoing work to define HWB, implement strategy and establish metrics for measuring HWB  Follow-up through Benchmark #s 1 and 2 – 2014 Review
<b>11a</b>	A) Develop strategy to elaborate forest sector initiatives to improve HWB  B) Develop strategy to integrate HWB Disc. Paper w/ EBM-WG projects and AMF project  C) Reiterate need for information on cost implications and means to add value	5/31/08  5/31/08	Ongoing  Ongoing  Ongoing	Various EBM-WG project documents  BC Gov't Letter of 5/25/09  Coast Opportunities Fund Awards	Ongoing projects: – Coast Opportunities Carbon Sequestration CFCI-FN Pilots
<b>12</b>	Adaptive Management Framework Develop strategy Implement strategy – working w/EBMWG EBMWG to provide best avail. info to LRFs  LRFs adopt adaptive management framework consistent with recommendations of EBMWG	10/14/08 (was 9/30/07) Ongoing 12/31/08 (was 10/31/07)  3/31/09 (was 3/31/08)	Strategy – C – 10/22/07    3/30/09	SR-21, SR30 AMF Workshop Notes EBMWG Documents AMF Strategy AMF briefing note drafts Draft AMF reports  TOR for AM Steering Committee	Complete  AM Steering Committee in place  Continued follow-up with Benchmark #4

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
<b>13</b>	Social Choice Framework Develop strategy Develop discussion notes outlining key elements Implement strategy – working w/EBMWG EBMWG recommends, and LRFs finalize and adopt acceptable decision-making process for making social choices	7/30/08 (was 9/30/07) 10/31/08 (was 10/31/07) Ongoing 3/31/08	Strategy – C – 10/24/07  3/19/09	SR-22, SR-31 Social choice strategy LRF Document BC Gov't Letter of 5/25/09	Complete Follow-up in 2014 Review – Benchmark #2
<b>13a</b>	Develop proposal to LRF for effective decision-making process for making social choices	7/30/08	12/12/08	BC Gov't Letter of 5/25/09	Complete
<b>14</b>	Substantial Progress Milestone Define MS	12/20/07	Milestone – C – 2/14/08	SR-39 SPM agreement BC Gov't Letter of 5/25/09	Complete
<b>14a</b>	A) Progress report on work completed on implementation to 3/31/08 B) Preparation of presentation illustrating multi-scale planning works C) Decision on FSC certification (also MS 10) D) Communication strategy on Multi-Scale Planning E) Complete a Multi-Scale Planning pilot F) Develop workplan for completing illustration and pilot	5/30/08 5/30/08 5/5/08 5/30/08 12/31/08 5/2/08	Completed – presented to LRF June-Aug 08 Decision to pursue Completed and implemented to LRFs and Province Illustration completed, pilot status unknown	Customer Roundtable Document	Complete
<b>15</b>	Full Implementation of EBM (MS 4 Def)	3/31/09	Ongoing	BC Gov't Letter of 5/25/09	Ongoing Follow-up with Benchmark # 1
<b>15a</b>	CFCI will complete a schedule for lower level plans (LU, WSs, site) for each operating area	10/31/08	Ongoing	Draft Landscape Unit Priorities (5/25/09)	Follow-up with Benchmark #s 1 and 3

Mile-stone # <sup>1</sup>	Issue	Target Dates	Component Completion Dates	Evidence <sup>2</sup>	Assessment Status (at Assessment 3)
16	Active Market Place Support Develop strategy Implement strategy Market Place communications by RSP members (positive for CFCI companies) Customer roundtable participation RSP customer updates to highlight positive role of CFCI companies RSP actively facilitating market access and preference for CFCI companies	11/30/07 Ongoing  11/30/07 - ongoing 3/31/08  3/31/09 – ongoing  3/31/09 – ongoing	Agreed to evolving document Ongoing  Ongoing  Ongoing  Ongoing	SR-37, SR-38, SR-43	Ongoing  Follow-up with Benchmark #6

## **APPENDIX 2: DOCUMENTS CONSULTED**

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### **Assessment #1**

#### **CFCI/RSP Documents**

CFCI/RSP (JSP) Submission for the first Periodic Independent Progress Assessments. Feb. 5, 2008. (series of joint reports on the progress of each milestone).

Terms of Reference for the Periodic Independent Progress Assessment of CFCI/RSP Milestones. Oct. 23, 2007.

EBM Implementation Milestones and Discussion Notes. Aug. 31, 2007.

Milestones Timelines - Status Reports 1 to 16. Oct. 1, 2007 to Feb. 13, 2008.

Consolidated binder on EBM Implementation. Feb. 6, 2007.

Grandfathering Agreements. Sep. 4, 2007, Dec. 13, 2007 and Feb. 4, 2008.

Future Grandfathering – Draft for Discussion Dec. 13, 2007.

Strategy for Definition of Full Implementation of EBM – Draft. Oct. 23, 2007.

Full Implementation of EBM – Functional Definition (and discussion notes). Mar. 27, 2007.

Transition and Implementation Plan Strategy. Oct. 1, 2007.

Strategy for ensuring effective and adequately funded EBMWG. Sep. 14, 2007.

Multi-scale Risk Allocation Workplan. Oct. 15, 2007.

Solution Space Agreement (including notes and map). Nov. 30, 2007.

Integrated Steps and DSP Planning Framework Strategy. Sep. 21, 2007.

Options for Independent FSC Certification or EBM Verification in the Great Bear Rainforest. Jan. 2, 2008.

Human Well-being Plan Strategy. Oct. 29, 2007.

Adaptive Management Framework Strategy. Nov. 30, 2007.

Social Choice Framework Strategy. Oct. 12, 2007.

Milestone 14 (Substantial Progress) – Agreement and Discussion Notes. Jan 28, 2008.

Various correspondence from and to CFCI/RSP.

#### **EBMWG, PIMC and LRF Documents**

EBM Working Group Terms of Reference. Sep. 29, 2006.

North Coast (NC) Plan Implementation Monitoring Committee (PIMC) Terms of Reference. Apr. 4, 2007.

Definition of “Full Implementation of EBM by March 31, 2009”. Jul. 10, 2007. Joint LRFs.

EBMWG Director’s Report. Jan. 21, 2008. EBMWG.

EBM Critical path Workplan. – Transition Implementation Plan. Oct. 15, 2007. Joint LRFs.

EBMWG Streamlined Program Areas, Key Elements and Research Projects. Jan. 2008.  
Proceedings of the Adaptive Management Framework Development Expert and Practitioner Workshop.  
Nov 1-2, 2007. EBMWG.

## **Assessment #2 (in addition to earlier documents)**

### **CFCI/RSP Documents**

Smartwood Field Assessment Powerpoint Summary (Mid-coast TSA exit summary). October 22, 2008.  
Milestones Timelines - Status Reports 17to 21. Feb. 20, to Mar. 26, 2008.  
Milestone Status Report #1 October 17, 2008.  
LRF Exec Committee Briefing Note. Nov. 7, 2008.  
EBM Definition Gap Analysis. Apr. 25, 2008.  
JSP Approach to Management Objectives v2. Nov. 3, 2008.  
JSP MSRA Briefing Note. Nov. 3, 2008.  
JSP MS 7 MSRA Draft Strategy. Aug. 2008  
JSP Enabling conditions Brief. Oct. 10, 2008.  
MS7 Revised Work Plan. Apr. 14, 2008.  
Overall MSRA Powerpoint Presentation. Nov. 3, 2008.  
Gap Analysis (Full Implementation of EBM: What Remains to be Done?). April 25, 2008  
JSP MS 11 HWB Update Summary. Nov. 4, 2008.  
JSP MS 11 Discussion Papers 1 & 2. Feb. 18, 2008  
JSP MS 11 Joint Recommendation. Feb. 18, 2008  
JSP Adaptive Management Framework Briefing Note drafts. Oct.-Nov., 2008.  
Creating Certainty in the Great Bear Rainforest (JSP Customer Roundtable Update). April, 2008.  
JSP MS 14 MSRA Update presentations. Ju.-Oct., 2008.

### **EBMWG, PIMC and LRF Documents**

EBM WG Director's Report on EBMWG Project Status. Oct. 16, 2008.  
EBM WG Project Descriptions (Adaptive Management, Human Well Being, etc.). 2008.  
Adaptive Management Framework for the Central and North Coast of BC – Institutional Design. Rpt 1  
v2.2. Aug. 2008  
LRF WG Clarification of the Adaptive Management decision-making process. April 7, 2008.  
CC and NC PIMC 2007-2008 Annual Reports. Aug. 2008.  
EBM WG minutes Apr.-Sept. 2008.

## **Assessment #3 (in addition to earlier documents)**

### **CFCI/RSP Documents**

Correspondence from the Province of BC – letter of December 12, 2008 on the achievement of full EBM by March 31, 2009.

CFCI/RSP Discussion Notes on MSRA – January 15, 2009, Draft 19

Draft Discussion Notes Re: Landscape Reserve Network, March 28, 2009, Draft 10

CFCI/RSP Milestone Progress Notes – May 15, 2009

Correspondence from the Province of BC – letter of May 25, 2009 on the “Provincial Strategy of the Full Implementation of EBM on the Central and North Coast.”

JSP Strategic Engagement 2009-2014 – Discussion Notes, including new benchmarks – July 7, 2009

JSP Briefing Notes on Issues Arising From Provincial Workplan, July 16, 2009

RSP Press Release – Promise to protect Great Bear Rainforest becomes reality – five year plan in place – March 31, 2009.

RSP Great Bear Rainforest Backgrounder – March 31, 2009

Conflict Resolution and BC’s Great Bear Rainforest: Lessons Learned 1995-2009 by Patrick Armstrong – 2009 (for Howe Sound Paper Ltd., Canfor Pulp and Paper, Catalyst Paper, Greenpeace and others)

### **EBM-WG, PIMC, LRF and Government of BC Documents**

Joint Land and Resource Forum Terms of Reference – February 7, 2008

EBM Adaptive Management Steering Committee Terms of Reference – March 30, 2009

BC Government – Min. of Agric. and Lands: Ministerial Order to amend the Central and North Coast Land Use Objectives, Consolidated Version – March 23, 2009

BC Government Press Release on establish an Ecosystem-Based Management (EBM) system for coastal B.C. by March 31, 2009 – March 31, 2009

A Framework for Landscape Reserve Planning in the Central/North Coast – April 27, 2009

Preliminary List of Landscape Unit Priorities for Detailed Landscape Unit Planning – May 25, 2009

EBM Working Group Meeting Minutes – March 12, 2009

EBM Working Group Final Annual Report to the Land and Resource Forum Fiscal Year 2008 – 2009

Central and North Coast Plan Implementation and Monitoring Committee (PIMC) Meeting Minutes – March 10, 2009

North and Central Coast Plan Implementation Monitoring Committees 2008-2009 Annual Report – June 2009

Coast Opportunities Fund: Public Awards List to September 2009