Research

Education

Indigenous Partnerships

Forest Ecosystem Stewardship

CNC Research Forest Society

Strategic Plan 2022-2027

CNC

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Acknowledgement

We acknowledge the graciousness of the First Nations peoples of this region in welcoming those who are seeking knowledge on their traditional unceded territories.

The CNC Research Forest is dependent on the territories of the McLeod Lake Indian Band, Lheidli T'enneh First Nation, Nazko First Nation, West Moberly First Nations, Halfway River First Nation, and Doig River First Nation. CNC is grateful for continued First Nations' cooperation and sharing of territorial resources.

The initiation of the CNC Research Forest was the result of the dedication of a coalition of partners that was led by the British Columbia Ministry of Forests, Lands and Natural Resource Operations, and the forest industry represented by the Council of Forest Industries. The founding partners include:

- The Association of British Columbia Forest Professionals
- Canadian Forest Products Ltd.
- The Canadian Institute of Forestry
- Central Interior Logging Association
- Council on Northern Interior Forest Employment Relations
- The Consulting Foresters of British Columbia
- The Prince George Truckers Association
- Spectrum Resources Group
- The University of Northern British Columbia

Introduction

The College of New Caledonia (CNC) is a post-secondary educational institution that serves the Central Interior of British Columbia.

The CNC Research Forest was founded in 2009 to revitalize and sustain forestry and natural resource education at CNC. Since its inception, the CNC Research Forest has supported significant forestry operations, natural resource research projects, in-field teaching, and educational enhancement.

An independent governing board (The CNC Research Forest Society) was created to ensure that the Research Forest:

- supports a dynamic Natural Resources and Forest Technology (NRFT) program
- is managed on principles of sustainability and total resource management
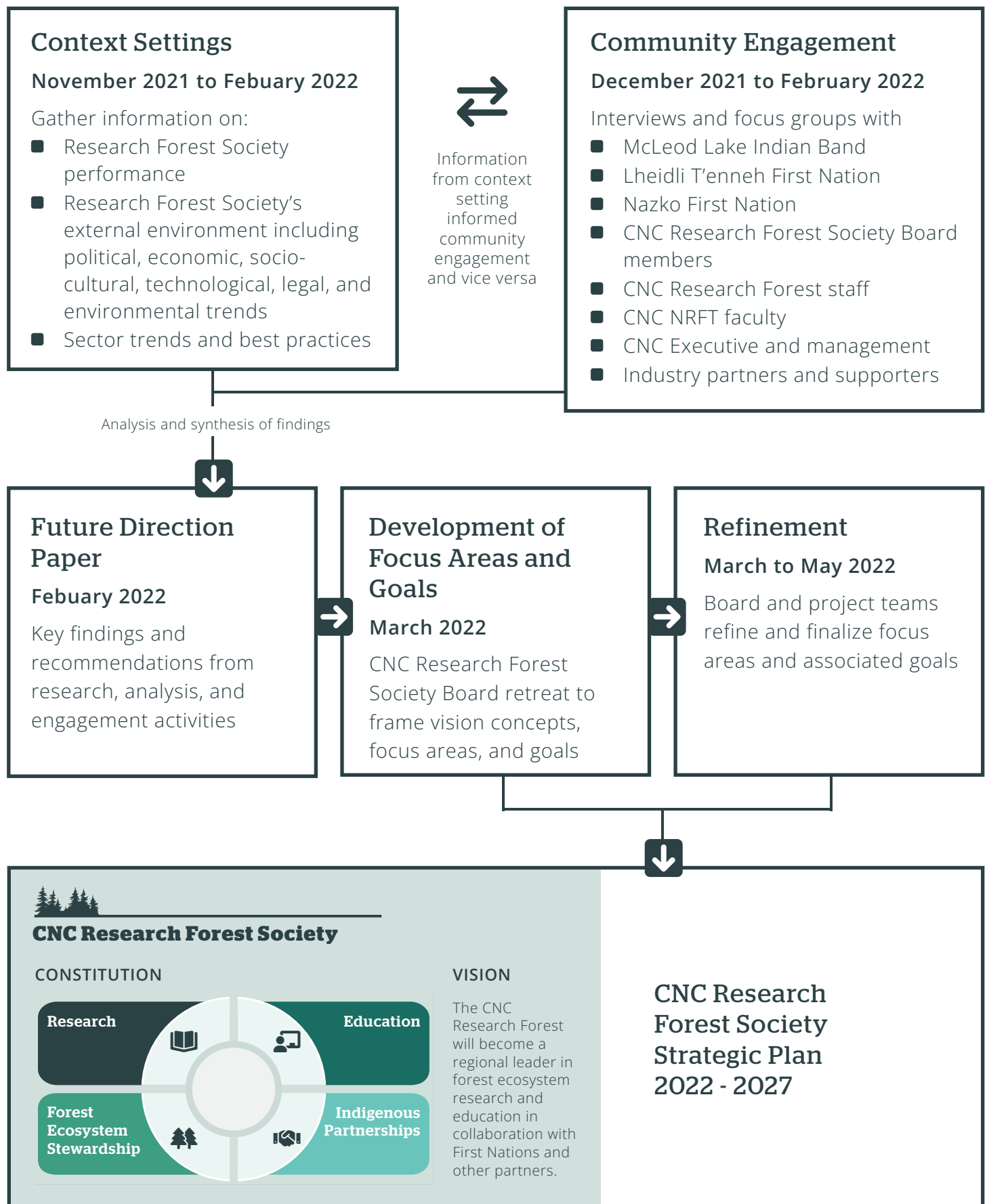- facilitates applied research and teaching.

The CNC Research Forest Society provides independent oversight with a broad, balanced membership and operates as a recognized Society governed under the Societies Act. The CNC Research Forest Society provides direction on the CNC Research Forest Management Plan, approves the annual CNC Research Forest budget, guides Applied Research and Innovation, and oversees the financial proceeds of the Research Forest.

This strategic plan outlines the CNC Research Forest Society's strategic intent and direction for the next five years. In alignment with its constitution and mandate, four areas of focus will drive the CNC Research Forest Society's actions and activities to 2027: research, education, Indigenous partnerships, and forest ecosystem stewardship.

Goals under each of these focus areas provide additional direction for planning the work of the CNC Research Forest Society over the life of this plan.

Strategic Plan Development

Context Settings

November 2021 to Febuary 2022

Gather information on:
- Research Forest Society performance
- Research Forest Society's external environment including political, economic, socio-cultural, technological, legal, and environmental trends
- Sector trends and best practices

Information from context setting informed community engagement and vice versa

Community Engagement

December 2021 to February 2022

Interviews and focus groups with
- McLeod Lake Indian Band
- Lheidli T'enneh First Nation
- Nazko First Nation
- CNC Research Forest Society Board members
- CNC Research Forest staff
- CNC NRFT faculty
- CNC Executive and management
- Industry partners and supporters

Analysis and synthesis of findings

Future Direction Paper

Febuary 2022

Key findings and recommendations from research, analysis, and engagement activities

Development of Focus Areas and Goals

March 2022

CNC Research Forest Society Board retreat to frame vision concepts, focus areas, and goals

Refinement

March to May 2022

Board and project teams refine and finalize focus areas and associated goals

CNC Research Forest Society

CONSTITUTION

- Research
- Education
- Forest Ecosystem Stewardship
- Indigenous Partnerships

VISION

The CNC Research Forest will become a regional leader in forest ecosystem research and education in collaboration with First Nations and other partners.

CNC Research Forest Society Strategic Plan 2022 - 2027

CNC Research Forest Society - Strategic Framework

The CNC Research Forest Society Strategic Framework summarizes areas of focus for the next five years. It is an overview of what the CNC Research Forest Society will achieve - its vision (see page 8) and what the Society will do to get there - focus areas and goals (see pages 10-13).

CNC Research Forest Society

CONSTITUTION

VISION

Research

Education

Forest Ecosystem Stewardship

Indigenous Partnerships

The CNC Research Forest will become a regional leader in forest ecosystem research and education in collaboration with First Nations and other partners.

CNC Research Forest Society - Strategic Framework

For more context on each goal see pages 10-13.

CNC Research Forest Society

CONSTITUTION

Research
- Research Focused
- Research acknowledge generation showcased
- Robust structure
- Collaborative research

Education
- Support for NRFT and focus on forest-based learning
- Integration of Indigenous knowledge and values into NRFT
- Exposure to future-oriented forestry practices
  - Profile of CNC Research Forest cutting-edge research and knowledge
  - Forest ecosystem stewardship courses and collaborative education

Forest Ecosystem Stewardship
- Ecological stewardship principles
- Stewardship framework
- NRFT student involvement in stewardship decisions

Indigenous Partnerships
- Integration of Indigenous values and ways of knowing
- Genuine efforts to improve relationships
- Sustainable new governance model
- Communications Plan

VISION

The CNC Research Forest will become a regional leader in forest ecosystem research and education in collaboration with First Nations and other partners.

Vision

The CNC Research Forest will become a regional leader in forest ecosystem research and education in collaboration with First Nations and other partners.

Over the next five years the CNC Research Forest Society will focus efforts on achieving the following outcomes:

High impact applied research

Designing, conducting, integrating, and sharing meaningful research that answers key information gaps in forestry knowledge

Education and knowledge sharing

Integrating knowledge generated by CNC Research Forest activities into programming at CNC, spreading learning widely, and sharing expertise

Meaningful and mutually beneficial partnerships with First Nations

Incorporating Indigenous voices, values, cultural knowledge, and goals into how we steward the forest ecosystem

Forest ecosystem health and resilience

Monitoring and stewarding the CNC Research Forest to improve ecosystem health, resulting in a resilient forest ecosystem
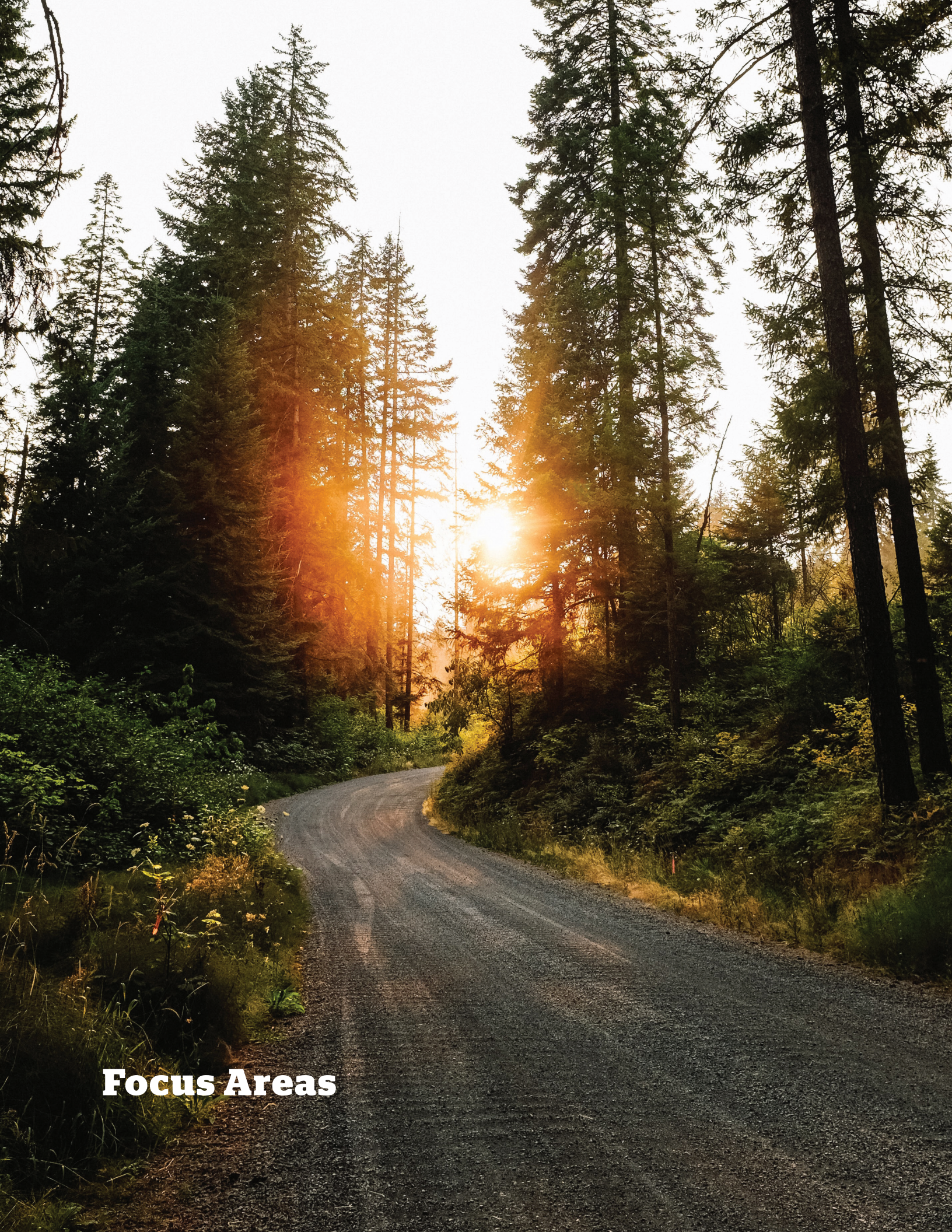
Focus Areas

📖 Research

For the CNC Research Forest Society (RFS) this means:

We will design, conduct, integrate, and share meaningful research that answers key information gaps in forestry knowledge.

CNC Research Forest Society Goals for Research

The CNC Research Forest Society (RFS) will:

1. Develop a research focus based on CNC Research Forest Society strengths and the region's needs as they evolve.

2. Showcase research activities and knowledge generation.

3. Reestablish a robust structure to support the administration of research activities.

4. Pursue collaborative research with First Nations, industry, and other partners.

Implementation of these goals will be grounded in the CNC Research Forest Society's Constitution, specifically:

- to provide ongoing fiscal support for the Natural Resources and Forest Technology program at the College of New Caledonia.

- to conduct and support applied research in response to the needs of regional stakeholders.

- to provide opportunities for Natural Resources and Forest Technology students to undertake or participate in applied research projects.

📇 Education

For the CNC Research Forest Society (RFS) this means:

We will integrate knowledge generated by CNC Research Forest activities into programming at CNC, spread learnings widely, and share expertise.

CNC Research Forest Society Goals for Education

The CNC Research Forest Society (RFS) will:

1. Provide continued financial and research support for the Natural Resources and Forest Technology program, with added focus on practical forest-based learning and the integration of knowledge generated by the Research Forest into Natural Resources and Forest Technology programming at CNC.

2. Support the integration of Indigenous knowledge and values into Natural Resources and Forest Technology programming.

3. Fund initiatives that maximize faculty and student exposure to, or active participation in, cutting-edge, future-oriented forestry practices.

4. Raise the profile of cutting-edge operational research and knowledge generation occurring at the CNC Research Forest.

5. Support the development of non-credit courses and collaborative education projects related to forest ecosystem stewardship.

Implementation of these goals will be grounded in the CNC Research Forest Society's Constitution, specifically:

-   to provide ongoing fiscal support for the Natural Resources and Forest Technology program at the College of New Caledonia.

-   to conduct and support applied research in response to the needs of regional stakeholders.

-   to provide opportunities for Natural Resources and Forest Technology students to undertake or participate in applied research projects.

🤝 **Indigenous Partnerships**

For the CNC Research Forest Society (RFS) this means:

We will incorporate Indigenous voices, values, cultural knowledge, and goals into all our activities.

CNC Research Forest Society Goals for Indigenous Partnerships

The CNC Research Forest Society (RFS) will:

1. Incorporate Indigenous values and ways of knowing into the CNC Research Forest Society's approach to its activities.

2. Make genuine, sustained, and welcomed efforts to improve relationships and demonstrate trustworthiness.

3. In parallel, identify what benefits the CNC Research Forest Society can offer, what First Nations want, and how to develop a sustainable new governance model.

4. Develop a clear communications plan with a focus on articulating and demonstrating the purpose, activities, and outcomes of the CNC Research Forest.

Implementation of these goals will be grounded in the CNC Research Forest Society's Constitution, specifically:

- to provide ongoing fiscal support for the Natural Resources and Forest Technology program at the College of New Caledonia.

- to conduct and support applied research in response to the needs of regional stakeholders.

- to provide opportunities for Natural Resources and Forest Technology students to undertake or participate in applied research projects.

🌲🌲 Forest Ecosystem Stewardship

For the CNC Research Forest Society (RFS) this means:

We will monitor and steward the CNC Research Forest to improve ecosystem health, resulting in a resilient forest ecosystem.

CNC Research Forest Society Goals for Forest Ecosystem Stewardship

The CNC Research Forest Society (RFS) will:

1. Establish CNC Research Forest Society ecological stewardship principles.

2. Develop a stewardship framework that is anchored in a clear purpose, takes a balanced approach to social, environmental, and economic values, and fulfills the Research Forest's commitments.

3. Involve Natural Resources and Forest Technology students in making sound stewardship decisions by seeking their input.

Implementation of these goals will be grounded in the CNC Research Forest Society's Constitution, specifically:

- to provide ongoing fiscal support for the Natural Resources and Forest Technology program at the College of New Caledonia.

- to conduct and support applied research in response to the needs of regional stakeholders.

- to provide opportunities for Natural Resources and Forest Technology students to undertake or participate in applied research projects.

Planning Language and Definitions

Strategic Plan:

Provides direction and focus so that everyone is on the same page and working with the same information toward the same priorities. Tells the 'what we will do' story.

Vision:

Compelling, future-oriented, concise statement that serves as a north star to everyone within the organization – it tells everyone what we want the organization to become.

Focus Area:

A priority area that, when achieved, will help move the organization closer to reaching its vision.

Goals:

A desired end result or outcome that provides a sense of direction for more detailed planning.

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