



5 YEAR PLAN : 2023-2027

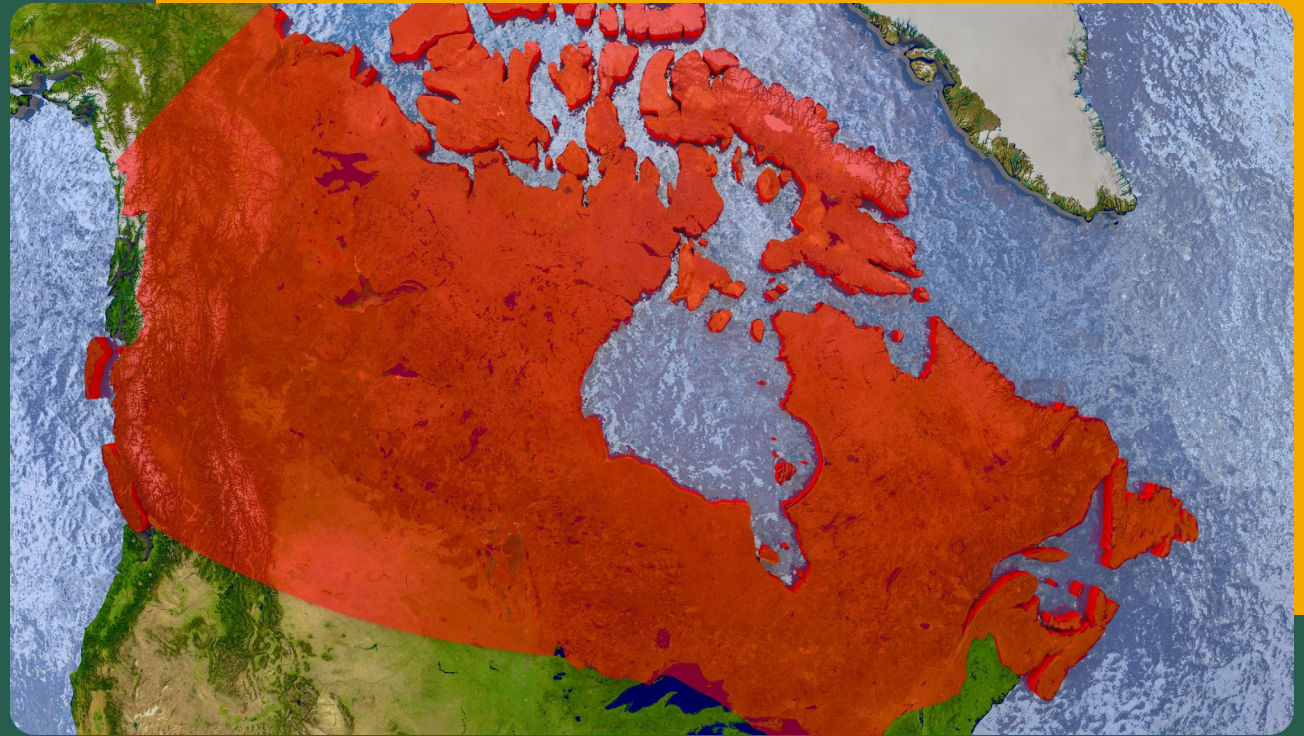
**FOREST
STEWARDSHIP
COUNCIL[®]
OF CANADA
STRATEGIC
PLAN**

CANADA – A FOREST NATION AND INDIGENOUS HOMELAND

Canada is home to ten distinct Indigenous language groups and nine major forest types and is one of the largest exporters of forest products in the world.

As a country with over 10% of the world's forests, stretching across the northern hemisphere from sea to sea, it is essential that our forests continue to meet the social, ecological and economic needs of present and future generations, including Indigenous Peoples.

Every product purchased has a footprint on the Earth. In the case of forest products, it is a footprint that can be traced back to a forest—a forest that is habitat for wildlife, the traditional territory of an Indigenous community,



and a source of income, providing opportunities for citizens and businesses. Improving the footprint of the forest sector is of benefit locally and globally.

The Forest Stewardship Council® (FSC®) is an international voluntary certification system that provides certificate holders with verification of socially, environmentally and economically responsible forest management practices that go beyond regulatory compliance.

Through multi-interested party processes, FSC provides tools for forest managers, Indigenous Peoples, environmental groups, unions, workers, forest dependent communities, stakeholders, supply chain businesses, and consumers to influence and strengthen the social license of forest managers.

Since 1993, the Forest Stewardship Council logo has represented the mark of well-managed forestry in Canada and around the world. Through the adoption of FSC

standards of responsible forestry and supply chain management, the FSC logo is widely visible on products manufactured in Canada and exported around the world.

More recently, FSC has become relevant in the fight against climate change and loss of biodiversity. FSC Canada is committed to developing climate change, community and ecosystem-based solutions to promote mitigation of and adaptation to climate change given the vital role Canadian forests have to play globally.

FSC Canada brings a unique contribution to better forest management as a convenor for solutions-oriented dialogues amongst its diverse membership. Tackling challenging and complex issues, such as the recognition of Indigenous Peoples' rights and the integration of conservation benefits and economic opportunities, while creating space for a wide diversity of voices, is embraced by the FSC membership and participants.



↘ PEOPLE
↘ MISSION
↘ VISION



↘ PEOPLE

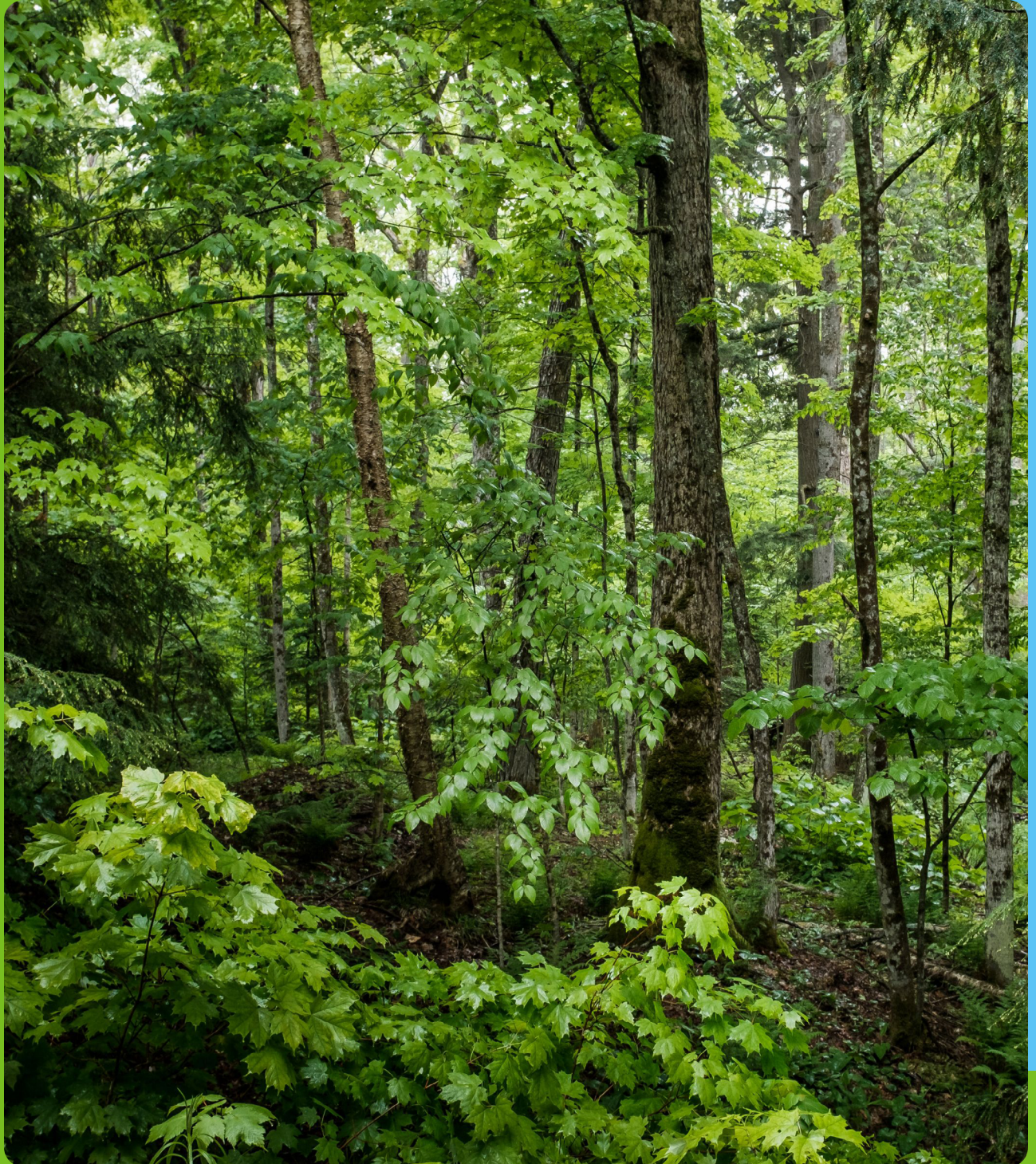
The Forest Stewardship Council standards are applied in Canada and around the world. In over 80 countries, the FSC has over 1,200 members and more than 50,000 certificate holders sharing a common interest in well-managed forests.

↘ MISSION

To enable environmentally appropriate, socially beneficial, and economically viable conservation and management of forests within Indigenous homelands and Canada.

↘ VISION

Assuring resilient forests to sustain life for future generations.





FSC CANADA BOARD AND STAFF 2022-2023

- | | |
|--|--------------------------------------|
| 1. Nadine Roach – Aboriginal Chamber | 5. Rod Gallant – Social Chamber |
| 2. Dr. Margaret Anne (Peggy) Smith
– Aboriginal Chamber | 6. Louis Bégin – Social Chamber |
| 3. Clifford Wallis – Environmental Chamber | 7. Kalin Uhrich – Economic Chamber |
| 4. Louis Bélanger – Environmental
Chamber | 8. Étienne Vézina – Economic Chamber |
| | 9. François Dufresne – FSC Canada |

- ↘ INCLUSIVITY
- ↘ COLLABORATION
- ↘ LEADERSHIP
- ↘ SUSTAINABILITY
- ↘ SUCCESS
- ↘ CREDIBILITY



IN CANADA, THE FOREST STEWARDSHIP COUNCIL VALUES

↘ INCLUSIVITY

to ensure well-managed forests with a diversity of benefits;

↘ COLLABORATION

to support Indigenous People working with forest managers as an emerging force in the forest sector;

↘ LEADERSHIP

in protecting species at risk and other high values in forests;

↘ SUSTAINABILITY

showing the benefits of forests and forest products in the fight against climate change;



↘ SUCCESS

in engaging communities, workers, stakeholders and Indigenous Peoples in forest management planning to find the balance that sustains ecosystems and the livelihoods of people; and

↘ CREDIBILITY

representing responsible purchasing choices.

PART OF A GLOBAL NETWORK¹

This strategy reinforces and builds upon three commitments identified in the FSC International Global Strategic Plan 2021-2026:

1. Unleash the potential of forest certification by improving user relevance and increasing the value and benefits created to all those involved in forest stewardship.
2. Promote market uptake of forest products and services by working with market actors to deepen the understanding of the value and benefits provided by forests.
3. Develop alliances with other actors to integrate the value of forests more fully in land-use decisions and deliver positive results on the ground that go beyond our normal management unit boundaries.



¹ FSC International describes itself as “a global network of members, staff, certificate holders, promotional licence holders and responsible consumers.” It has further defined its “network” in its 2021 policy [Network Policy](#)

THE NEXT FIVE YEARS



The development and growth of the FSC in Canada is a remarkable story of the contributions of many participants combining to build a web of well-managed forests across the Canadian landscape. Across these landscapes, the influence of the FSC is significant.

After releasing the new National Forest Stewardship Standard in 2019 and the National Risk Assessment in 2019, FSC Canada has been focussed on implementing these standards to ensure their success. The new National Standard offers a leadership platform to advance the free, prior and informed consent of Indigenous Peoples, the protection of species at risk such as woodland caribou, and the integration of Intact Forest Landscapes and Indigenous Cultural Landscapes concepts.

Strong community and positive worker relations are emphasized as is recognizing the role of well-managed forests in the global fight on climate change.

Through active engagement of certificate holders, stakeholders and Indigenous Peoples, the National Standard will be implemented and monitored to confirm consensus, provide value, and demonstrate its effectiveness across FSC Canada's diverse membership and throughout our supply chains.

Climate change has become a strategic focus for the FSC North American region. FSC Canada will deploy climate change, community and ecosystem-based solutions with our stakeholders to help make a meaningful impact sequestering carbon and protecting biodiversity, water and soil in our forests.

In the marketplace, FSC Canada will gather resources to encourage uptake of the FSC brand through the creation of value generated by our monitoring and effectiveness results. Furthermore, FSC will focus on key products such as solid wood. Finally, we will invest in consumer awareness partnering with businesses and retailers in the forest products sector.

The following five strategic priorities support the growth and impact of FSC in Canada and the implementation of the National Standard, along with the emerging North American climate strategy for climate change, and community and ecosystem-based solutions.

- **DEMONSTRATE FSC EFFECTIVENESS AND BRAND VALUE**
- **EXPAND MARKETS AND CONSUMER AWARENESS**
- **INCREASE FSC-CERTIFIED AREA**
- **SUPPORT INDIGENOUS PEOPLES' RIGHTS**
- **CO-CREATE CLIMATE CHANGE, COMMUNITY AND ECOSYSTEM-BASED SOLUTIONS**



STRATEGIC PRIORITIES FOR FSC CANADA

As part of a growing and strengthening FSC International system, the role of FSC Canada has never been more relevant.

More than twenty years after the establishment of FSC Canada, the organization is well-positioned to expand its impact on the achievement of environmentally appropriate, socially beneficial and economically viable management of Canada's forests.

FSC CANADA WILL:

- Demonstrate FSC Effectiveness and Brand Value
- Expand Markets and Consumer Awareness
- Increase FSC-Certified Area
- Support Indigenous Peoples' Rights
- Co-create Climate Change, Community and Ecosystem-Based Solutions



➤ PRIORITY 1: DEMONSTRATE FSC EFFECTIVENESS AND BRAND VALUE

The continued evolution of FSC as a strong and recognizable brand in the marketplace is essential to increasing the demand for FSC-certified products and strengthening the market benefits for existing and prospective participants in the FSC system.

It will be paramount to use monitoring results to improve the effectiveness of the implementation of the National Standard, increase the value of the FSC brand, deliver the FSC Canada vision and mission, and ensure accountability. To do this will require FSC Canada to raise funding for a monitoring and evaluation program.

FSC CANADA WILL:

1. Co-create and implement a monitoring strategy for its priorities and develop a framework and delivery mechanisms.
2. Harmonize approaches with FSC International and the FSC Network to credibly demonstrate effectiveness and implement its strategic priorities to enhance brand value.
3. Understand the value and benefits of the FSC brand across market segments and for stakeholders and Indigenous Peoples. With that understanding FSC Canada will be able to establish clear distinctions of the different values to its membership and certificate holders.



➤ PRIORITY 2: EXPAND MARKET AND CONSUMER AWARENESS

Through partnerships, FSC Canada intends to accelerate the market uptake of FSC-certified products. It is paramount to penetrate key product chains that have the highest potential, such as solid wood, as well as to increase awareness of the value of FSC certification in Canada.

FSC CANADA WILL:

- 1.** Grow engagement activities with long-term partners by investing in both existing and new relationships to expand the key market segments of pulp and paper, solid wood, value-added forest products and ecosystem services.
- 2.** Grow business-to-business and business-to-consumer awareness through partnerships with brands and retailers while also increasing social media awareness.
- 3.** Increase the number of brands and retailers promoting the use or sale of FSC-certified products through promotional licenses in major consumer markets (e.g., finance, retail).
- 4.** Develop new markets for forest products, targeting the solid wood sector.



➤ PRIORITY 3: INCREASE FSC- CERTIFIED AREA

Encompassing forests and supply chains, it is core to the mission of FSC to develop standards, guidance materials, policies, and procedures to facilitate the implementation and auditing of forests and fibre traceability.

For FSC to grow the supply of FSC-certified products, forest management organizations, large and small, of all types across Canada require support to understand, interpret and apply FSC requirements.

FSC CANADA WILL:

- 1.** Regain and increase the FSC-certified forest area from which products are sourced by:
 - a.** Analyzing tenures in Western Canada to identify priorities for expansion of FSC certificates; and
 - b.** Analyzing the factors that contribute to successful implementation of the National Standard and the barriers and challenges that lead to poor uptake; and
 - c.** Support the implementation of the FSC Canada Small-scale, Low Intensity and Community Forests Standard.
- 2.** Advocate with governments (federal and/or provincial or others) to reduce challenges for certificate holders.
- 3.** Promote value-added market premium access for FSC-certified products, particularly internationally.
- 4.** Provide new tools and training to maintain and increase our forest management certificate holder base.



➤ PRIORITY 4: SUPPORT INDIGENOUS PEOPLE'S RIGHTS

Through standards, guidance and partnership, FSC Canada is committed to collaborative implementation of the Free, Prior and Informed Consent (FPIC) by Indigenous Peoples as a leadership tool in the Canadian forest sector.

Concurrently, FSC Canada will support the participation of Indigenous forest managers and entrepreneurs in FSC certification and the marketplace with an emphasis on enhancing community benefits.

FSC CANADA WILL:

- 1.** Develop and implement an action plan for FSC Canada to support Indigenous communities affected by forest management or seeking certification.
 - a.** Scale-up benefits from FSC certification for Indigenous communities;
 - b.** Demonstrate the value of FSC for Indigenous-managed lands; and
 - c.** Develop tools and resources for Indigenous communities to facilitate their engagement in FSC.
- 2.** Establish partnerships with FSC International's Permanent Indigenous Peoples Committee and the Indigenous Foundation.
- 3.** Support the effective engagement of the FSC Canada Aboriginal Chamber.
- 4.** Increase and promote active membership in the Aboriginal Chamber.



Photo Credit: Melody Charlie

➤ PRIORITY 5: CO-CREATE CLIMATE CHANGE, COMMUNITY AND ECOSYSTEM- BASED SOLUTIONS

FSC is a leader in the fight against climate change and loss of biodiversity. As a convener, FSC will advance its mission in Canada through stronger alliances and partnerships. FSC's role is to increase the relevance of climate change, community and ecosystem-based solutions for governments and other key stakeholders such as the financial and investment sector. Through this process, FSC Canada will scale up benefits for Indigenous Peoples, communities, smallholders² and workers.

FSC CANADA WILL:

- 1.** Co-create and implement a North American strategy and operational plan with Canadian priorities for climate change and cultural and ecosystem services.

²Smallholders are those that are certified under the draft FSC Forest Stewardship for Canada for Small-Scale, Low Intensity and Community Forests FSC-STD-CAN-01-2022-SLIMF-EN



Photo Credit: Jérémie LeBlond-Fontaine

- a.** Co-create and implement the delivery mechanisms for the mitigation of the impacts of climate change, promotion of the full range of ecosystem services, and the protection of biodiversity, with a focus on Indigenous-led solutions.
 - b.** Develop and implement an integrated Indigenous and ecological approach for managing and conserving large landscapes.
- 2.** Influence government policy and establish partnerships to develop and adopt climate change, community and ecosystem-based solutions.
 - 3.** Explore and expand the use of ecosystem resoration for climate change mitigation and halting biodiversity loss.

- MEMBERSHIP ENGAGEMENT
- INTERNATIONAL ENGAGEMENT
- ORGANIZATIONS CAPACITY
- COMMUNICATIONS AND REPORTING



IMPLEMENTING THE STRATEGIC PLAN

FSC in Canada has grown from modest beginnings as an independent national office in the late 1990's to become a significant part of a large international network.

Continuing to build on this legacy and deepen FSC's impact in Canada requires a focus on several key elements necessary for institutional success. These include membership engagement, international engagement, organizational capacity, and communications and reporting.



IMPLEMENTING THE STRATEGIC PLAN

MEMBERSHIP ENGAGEMENT

Growing the membership and enhancing the value of membership is a priority for FSC Canada.

The FSC is built upon a model of broad engagement from interested individuals and organizations representing Indigenous, social, economic and environmental “chambers”. From technical expertise to strategic guidance to communications, outreach and engagement with partner organizations members bring essential resources to the delivery of FSC Canada’s mission.

- 1.1** The contributions of members will be acknowledged and recognized.
- 1.2** The benefits of membership will be enhanced.
- 1.3** As a priority, organizational members will be sought across all chambers with an emphasis on the Social and Aboriginal chambers.



IMPLEMENTING THE STRATEGIC PLAN



INTERNATIONAL ENGAGEMENT

- 2.1** Achieve FSC International recognition as a High Impact National Office/Network Partner.³
- 2.2** Engage with international working groups that are critical to the growth and evolution of the FSC Network and the implementation of FSC Canada priorities.

ORGANIZATIONAL CAPACITY

- 3.1** A strategically-located network of well-trained personnel with forest sector expertise will support the FSC Canada mission across the country.
- 3.2** Maintain a partnership action plan in support of developing organizational capacity and achieving strategic goals.

³ Defined by FSC International as: “A legally independent, member-led organization promoting responsible management of the world’s forests on behalf of FSC. At the time of writing, Network Partners are formally called National Offices in the FSC Statutes. Network Partners embody FSC’s statutory objective: ‘To decentralize the work of the Organization and to encourage local participation in a manner consistent with the structure and purpose of the Organization’” (FSC Network Policy, Dec. 2021, <https://connect.fsc.org/document-centre/documents/resource/177>).

IMPLEMENTING THE STRATEGIC PLAN

COMMUNICATIONS AND REPORTING

- 4.1 Undertake frequent and proactive communication with members and the public.
- 4.2 Report annually to the membership on the implementation of the Strategic Plan.

