

WSCA

Winter 1992

NEWSLETTER

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The Contracting Game

Training Issues

Safety Reports

Native Forestry



Image from Task Force
on Native Forestry



Training Professional Silviculture Practitioners for Operational Efficiency

Western Silviculture Contractors Association

Newsletter WINTER 1992

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SPECIAL INVITATION

1992 WSCA Conference Horizon Fiberglass Products

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Invites you to our hospitality suite
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E D I T O R I A L

Enhancing Operational Efficiency in Silviculture through Training*by Dirk Brinkman*

Silviculture training is once again in the spotlight for several reasons: the changing emphasis of the silviculture program, the recession, the need for increased productivity and reduced costs, the maturation of the silviculture industry. Thus silviculture training is the theme both for this year's WSCA conference and for this issue of the WSCA Newsletter. If we plan and act carefully we can avoid some of the mistakes of previous training efforts. Often in the past many of the people trained did not stay in the silviculture industry even for a year.

The Pacific Vocational Institute (PVI) reforestation training program is an extreme example but a good one—only 5% of those who graduated two years ago were actually working in silviculture a year later. Part of the problem is that UI status was a criteria for students being eligible for the course. That is not unusual with a government sponsored silviculture training program—governments have other, non-silvicultural, agendas that tend to shape such programs.

We don't want another program that creates a holding pond of people who are interested, but don't know if they really can do (or want to do) the work. Historically this group gets prioritized by the politicians and we spend most of the available training funds on them. You know the attitude—the unemployed and the people on welfare should get working, so let's train them to be treeplanters. The training money is used up before it gets to the people who are in the reforestation business and have committed to it as a career.

Of the 50,000 people involved in silviculture in Canada, over 90% are field practitioners who generally work in an information vacuum. I am constantly surprised at what people who have worked in the industry for ten or fifteen years do not know (and when I get misconceptions of my own cleared up, I am amazed at the vitality of the learning experience.)

Practitioners, primarily graduates of the "you'll catch on" school, have been splattered erratically with occasional funds from CEIC, Advanced Education & Job Training, and the federal and provincial forest ministries. The practitioners, for the purpose of training, further divide into management and workers with overlapping but separate training needs.

Now there are two significant initiatives which have the potential to change the future of training for silviculture practitioners. One is the MOF's Silviculture Branch Training & Extension Program headed by Coleen Woods, the other is UBC's Continuing Studies in Forestry Program headed by Cindy Pierce. (See page 14 for more details.)

Funding for these two initiatives can be credited in part to Frank Oberlie's insistence on Human Resource Development being added to FRDA II's priorities.

The amount of reforestation has been shrinking so that there is a surplus of tree planters. Tree planters with shorter seasons or no work are pursuing the rapidly growing tending opportunities. Training funds should first be allocated to skill enhancement and upgrading for the committed experienced work force, and for the successful contractors. Until there is more work than can be done by the existing workforce, training new entrants will eliminate the jobs of existing workers. We especially do not want to see a new group trained to do the tending—so that we have two groups of seasonal silviculture practitioners, neither of whom have enough work to make a living.

I also don't believe training that's completely free is effective—you'll have the wrong people trained. If there is a cost, there will be pressure to make sure it's worth the price. Without that stake in it, you'll get an audience that's not really interested or is just marking time.

In Nova Scotia there is a highly successful program for training of active workers in the field. Two or three agencies that have qualified to deliver the field training modules. The agencies provide highly mobile teams of qualified trainers who work directly with the contractor and do the training on the job. The contractor pays \$100/week per person and the government training program picks up the rest. During the training period, the trainees get some work done, but they work far below a normal productivity level. There's constant training going on in all aspects of silviculture: how to fix a brush saw, pulp wood cutting, commercial spacing, etc..

The Nova Scotia training program has a steering committee made up of several contractors and one or two people from the government and the forest industry. The training program is very effective and highly respected in the industry—everybody uses it. In fact, the program is acknowledged to be one of the most successful of its kind in the Maritimes. We've invited some of the people from Nova Scotia responsible for the program to come and make a presentation at our annual conference at the end of January.

The WSCA proposes using a similar model here in BC. We want government, and specifically the CEIC, to cooperate on an industry coordinated skill improvement program. Those in the industry know what are the most urgent needs for training in the industry.

In order to ensure that this occurs, the WSCA is reviving the primary recommendation of the Silviculture Joint Adjustment Committee—establishing a permanent Silviculture Human Resource Committee, which could also act as a training steering committee. It would be made up of two or three WSCA Contractors and one representative each from PRWA, IWA, MOF, Forestry Canada, COFI/NILS, Advanced Education & Job Training, and CEIC.

NEWSPRISES

New Commission Tackles Land Use

Premier Harcourt has set in motion a process to finally establish comprehensive land use planning. The Commission on Resources & Environment which will take its leader from the Forest Resources Commission (FRC), faces the contentious land use planning issues confronting BC in this environmental decade. Meanwhile, in Reports from the frontlines, the Native Forestry Task Force has submitted its recommendations (see page 4), the Forest Resources Commission is still drafting a Code of Practices for the Forest Sector, and rumours at the Ministry of Forests hint at a future Royal Commission on Forests.

Divide and Deforest

The Centre for International Studies at the University College of Cape Breton has recently published a 250 page book entitled *Deforestation and 'Development' in Canada and the Tropics: The Impact on People and the Environment*. It is a case book of articles about the assault on the world's forests, the forces driving it, the destruction of indigenous people caught in its path, its global environmental consequences and some of the movements to slow it down. Copies can be ordered from Box 5300, Sydney, NS, B1P-6L2.

Congratulations to New Minister

The WSCA would like to congratulate Dan Miller, the new Minister of Forests. He was a very knowledgeable and active forestry critic and will be a formidable minister. If his remarks in opposition are a guide, he may bring even greater emphasis on intensive silviculture— "we can increase the yield... from some of the better forest lands... so that the conflict between the wilderness and forest use [will] abate somewhat because we manage and get more out of the lands that can produce more." He also derided the previous government for inadequate planning and analysis: "There is no analysis of the land, its capabilities, potential... for higher uses." There is no doubt he will be Forest Minister during interesting times.

Ottawa commits \$50 Million for Environmental Research & Training

Federal Environment Minister Charest announced that the federal government will commit \$50 million to Canadian universities over the next six years to create a funding program for research and training in environmental studies. This program, initiated under the Green Plan will help meet the urgent need for highly qualified environmental scientists and engineers across the country.

A Growing Herbicide Alternative

The MOF is now encouraging the expanded use of forage seed to enhance provincial range and young forests. A mix of forage seed, fescue and clover has been planted in some areas to enhance wildlife and livestock forage, improve the aesthetics of harvested sites, resist the spread of noxious weeds and help reduce competing vegetation. According to their press release, the MOF is "looking to expand the use of cover crops to reduce vegetation that is now being controlled by herbicides."

OSCA Circle the Wagons

The Ontario Ministry of Natural Resources has not indicated whether recent provincial government cutbacks will affect the OMNR's 1992 planting program. (Rumours have been circulating about the program being slashed from the current \$165 million to \$100 million.) A one month postponement of all MNR tenders has increased contractors' anxiety. Meanwhile the Ontario Silviculture Contractors Association will be circling its wagons at the AGM for Feb 12-14 at the Ramada Inn in Sault Saint Marie. For more information contact the OSCA at (416) 591-9337, ext.171.

Editorial continued...

One proposal is for a training program that prioritizes training new contractors. Well, there is an existing silviculture industry. It is delivering the basic program and the present level of intensive and it has the capacity to deliver the new intensive program— the brushing, the spacing and so on. Let's not subsidize a whole new industry for intensive silviculture. If the newly trained contractors don't fail, you may make them dependent on the subsidy of a training program. A program to support new contractors may force the people who are currently successful out of the industry and we would lose much more valuable experience than gained with the training program.

We also want to keep the door open for dedicated new entrants to find their way into the business. They need a

tryout time (both for the practitioners and contractors) for them to discover if reforestation is really something they want to do. After that time, the training assistance and support click in and grease the trail.

There should be one exception to the intention of not training new entrants — aboriginal contractors and practitioners. They need a training program designed for their specific cultural and economic needs. (See page 4 for more details.)

The demographics of Canada's workforce drives the native population naturally into the silviculture sector. With 85% native youth unemployed on reserves close to silviculture projects and a projected scarcity in the future of new young entrants to the labour market, the long term return for

A New Approach to Native Forestry

The Task Force on Native Forestry was established in September 1990. Task Force submitted its final report, "Native Forestry in British Columbia: A New Approach" in November 1991. The report presents a review of native forestry in B.C. including forest resources, forest industry, silviculture, social and cultural values and forestry education and training. The report is (80 pages) is available from the Intertribal Forestry Association of BC (769-4433) or Ministry of Forests offices. The following are the reports observations on silviculture and all 20 recommendations made by the task force.

Native Silviculture

In 1989-1990, expenditures by the Ministry of Forests generated about one million person-days of employment. Much of this work takes place in remote rural areas close to Native communities. Contracting firms based outside these areas frequently bring in their own crews and self-contained camps. As a result, the local Native communities often receive only a small portion of the benefits of government and industry silviculture expenditures. One of the perceived obstacles to hiring local Native workers is the lack of work skills, training, and practical experience.

For Native silviculture workers, jobs have tended to be single-task, low-skill and seasonal. Now the focus is on developing skills in a number of areas such as fire fighting, spacing, and brushing. Additional skills help workers secure jobs and remain employed throughout the year.

Silviculture contracting offers employment opportunities for Native workers close to their own communities in

their traditional territories. However, there are obstacles preventing Native involvement as contractors.

The Task Force heard that the two biggest hurdles to Native participation are lack of business skills and difficulty in arranging financing.

The contracting business is extremely competitive with small profit margins. Financial institutions are reluctant to finance anyone without solid equity to support the debt. Therefore, it is diffi-

We feel that steps can be taken today and in the next two years that will bring immediate, positive changes for Native people and their participation in the silviculture industry. There should be a bidding process established where Native people have preference in their traditional territories, particularly in areas close to Native communities.

-Mary Thomas, Intertribal Forestry Association of B.C.

cult for Native organizations and individuals to arrange financing to purchase equipment and pay wages.

There have been a number of cases in different parts of the province where the Native community, the local forest company, and Ministry of Forests' office have worked together to ensure local Native contractors and crews were given preference in the awarding of local contracts. The required work was done satisfactorily and provided much needed local employment.

On-the-job Training

Several forest companies indicated they either have or are willing to assist First Nations and Tribal Councils to train their people, especially in silvi-

culture. Course material and organized training programs are essential to implement this program. The Ministry of Forests' Native Orientation Program should receive encouragement.

Conclusions on Native Silviculture

Though silviculture is a local activity, the jobs do not necessarily go to the communities near forestry operations. It is difficult to pinpoint why First Nations have not been successful in what would appear to be a natural occupation. Where young Native people have been educated and trained by teachers sensitive to Native values and where the supervisor is a Native person, programs can be successful. The essential ingredients to a successful Native silviculture program are culturally sensitive training, technical assistance in the form of an extension program, and Native community control and support.

There are a number of ways that forest companies and the Ministry of

Forests can assist First Nations to become more involved in silviculture. The main emphasis must be on long-term and secure employment. Stewardship contracts, where First Nations take responsibility for reforestation and tending an area, are excellent ways to provide secure employment.

Direct contracts to First Nations can be negotiated at competitive rates so that jobs go to those who live near forestry operations. Extension and training programs to assist Native people to learn silviculture skills and bid on silviculture contracts can vastly increase the number of Native people involved in forestry.

Task Force Recommendations

1. Since the settlement of aboriginal land claims will have a major impact on forestry, the provincial and federal governments resolve this key issue so as to provide a new basis for stability in Native and non-Native communities and in the forest industry.
2. The Ministry of Forests provide 'priority allocations' of available allowable annual cut to First Nations forestry ventures, including a new First Nations Forest License tenure, to ensure an expanded and viable First Nations forest industry.
3. Government, industry, and First Nations negotiate targets for First Nations' participation in the forestry sector, including Native tenure allocations within each forest district and region.
4. The Ministry of Forests, forest companies, and First Nations negotiate Cooperative Forest Management Agreements within traditional territories to allow First Nations to become full and active partners with government and industry in forest resources management.
5. The University of B.C.'s Forestry Faculty and the new University of Northern B.C. in their curricula include Native forestry courses. The two universities should hire a Native forestry coordinator in each faculty to set up a support program in natural resources so as to develop a learning environment that will encourage Native students to seek professional degrees in forestry.
6. A first priority in funding be given to the Nicola Valley Institute of Technology, to upgrade their facilities and increase staffing to the same standard as the B.C. Institute of Technology, and a second Native technical school of the same calibre be developed on the coast.
7. Native primary and secondary schools include forestry and natural sciences in their curriculum to prepare and encourage Native students to become foresters and forest technicians.
8. The province and a First Nations forestry organization, such as the Intertribal Forestry Association of B.C., coordinate forestry training and job creation programs for Native people with the forest industry and the federal government, to provide community based training and long-term jobs in all aspects of forestry.
9. The province and forest industry cooperate with the Native forestry community to set up an apprenticeship forestry training program so Native individuals interested in forestry can gain practical managerial experience.
10. **The Ministry of Forests and the forest companies develop a Native Silviculture Program with First Nations to ensure that Native people become more involved in the silviculture industry. One objective is to increase Native participation to at least 20 per cent of the silviculture activities in the province through direct negotiation of stewardship contracts and other negotiated long-term arrangements to ensure ongoing community based employment opportunities.**
11. **Native forestry extension workers be employed in the Ministry of Forests' district offices to assist First Nations in all aspects of forestry, with particular emphasis on silviculture.**
12. **To facilitate the Native Silviculture Program, First Nations and Tribal Councils with an interest in forestry be provided with start-up funding to employ technicians or professional foresters. These positions should be filled by Native people, whenever possible.**
13. The Native Unit Crew Program be expanded with emphasis on Native participation in all areas of forest protection, including fire bosses and foremen, suppression planning, equipment hiring, and crew training.
14. A Native Forestry Capital Pool be created as a revolving fund to enable Native companies and individuals to borrow capital to establish forestry-related economic ventures.
15. The forest industry establish a committee with First Nations to encourage forest companies and First Nations to form joint ventures.
16. The Ministry of Forests and forest companies consult with First Nations to develop and implement programs to increase direct, full-time Native employment within their organizations.
- 17- First Nations be encouraged and assisted in participating in the integrated resource management, local resource use and timber supply area planning processes through a full consultation process involving the local Native communities.
18. Funding be made available to First Nations so that they can be fully involved in the planning process at local, district, regional and provincial levels.
19. First Nations archaeological sites and ancient burial grounds be identified and protected with the enforcement of legislation preventing their disturbance or destruction by forestry activities.
20. A First Nations Forestry Council be established to facilitate the implementation of the recommendations of the Task Force and to continue and strengthen communication between First Nations, the government, and the forest industry on forestry issues.



Fly in the Insurance Ointment

Note: When the WSCA was advised by Howat Insurance that the Comprehensive General Liability policy did not cover damage to helicopters, the association contacted other insurance brokers to confirm that this was indeed standard practice. All contractors making use of helicopters should take special note. As the exchange of letters below clearly shows, the insurance business lives by the law of Caveat Emptor.

Flying Blind

*Kevin Gull,
Howat Insurance*

Recently we received advice from member of the association that they had caused damage to a helicopter owned by Northern Mountain Helicopters and under hire to the member, Whiskeyjack Reforestation Ltd.

Whiskeyjack has requested that the insurance carrier for the Association entertain payment of the damages of approximately \$21,185.

Because the aircraft was being used by or on behalf of Whiskeyjack, it no longer becomes an exposure that the Comprehensive General Liability policy can possibly respond to. Coverage of this nature is generally placed with a true "aviation specialty lines liability market".

Our office was not made aware of this exposure by the member, even though we requested they forward a list of equipment owned or leased. I am unsure of how common of a practice hiring aircraft is in your industry, however, as you can see the entire situation must be addressed.

This aircraft exclusion is common among Comprehensive General Liability policies, and was no doubt reviewed and accepted by your independent consultant and your Association executive.

At this point, the member unfortunately has no coverage for this incident and I can only assume that other members have this same exposure uninsured.

Please give me your thoughts at your earliest. I do have a market available for your use if you require.

Air Crafty Insurance

*Allan Berry,
Jardine Rolfe Limited*

Further to your fax dated August 14 and our subsequent telephone conversation, we confirm that Comprehensive General Liability Insurance Policies do contain an exclusion, excluding any claims arising from the ownership, use or operation of any aircraft.

In order to protect yourselves from any possible liability claims arising from the use of rented or chartered aircraft, you should purchase a "Non-Owned Aircraft Liability Policy" which is purchased from a specialty aviation insurance market.

I must emphasize however, that a Non-Owned Aircraft Liability Policy is designed to protect you from any claims for which you may be liable as a result of injury or damage sustained by Third Parties and probably will not cover any damage sustained by the aircraft itself.

Prior to renting or chartering aircraft, it would be advisable for you to obtain from the aircraft owner, a Hold Harmless Agreement, whereby he agrees to hold you harmless from any and all claims arising from the operation of the aircraft.

In addition, you should obtain from the owner evidence of the following insurances:

1. Evidence that the Hull is insured to its Replacement Value with a Waiver of Subrogation in favour of the contractor.
2. Evidence of Aircraft Liability Insurance (including Passenger Li-

ability) in an amount of not less than \$5,000,000, with the following endorsements:

- (a) The contractor to be added as Additional Named Insureds.
- (b) A Cross Liability Clause.
- (c) Thirty (30) day notice of cancellation in favour of the contractor.

We trust the above is in order, but should you wish to discuss this further, please do not hesitate to give me a call.

Plane Talk

*Bruce Drew,
Mardon & Campbell*

Aviation exposures are clearly excluded under industry Comprehensive General Liability Policies. This type of coverage is written through aviation insurers whether the aircraft is owned or non-owned and should be addressed on an individual basis, something all contractors should be aware of.

It is actually a little surprising Northern Mountain Helicopters would not require any contractor they are entrusting with their equipment to provide, some sort of proof of liability insurance for the use or entrustment of same. Aviation exposures are something we cannot see the WSCA liability insurance program addressing on a blanket basis as most domestic insurers are not involved in aviation lines and their reinsurance would prohibit it.

You've Come a Long way, Baby!

The First National Silviculture Conference

By Claude Boisvert

Note: Reprinted with permission from *Silviculture: Journal of the New Forest*

My first thought standing on the podium as Chairman to the first National Silviculture Conference, held in Vancouver on November 18-20, 1991 was "silviculture, you've come a long way, baby!"

When I first arrived in Toronto, after having unsuccessfully treaded water as a fisherman and silviculture contractor in B.C. during the last resource industry recession of 1981-84, I was determined to put out a forestry trade magazine that would cover the most pressing forest mismanagement issues, as perceived from my twelve years experience as a silviculture contractor. *Silviculture, Journal of the New Forest* would accomplish this by including in its editorial focus many of the success stories being carried out by the pioneers in this business, as well as my critical comments.

Silviculture sprouted like a seedling in November 1985, and through very careful nurturing, it managed to give a voice to the silviculture industry in Canada. In July 1990, the magazine was instrumental in setting up the Canadian Silviculture Association (l'Association Sylvicole du Canada). And at this conference, **Stewardship in the New Forest**, first conceived of over twenty months ago, silviculture reached centre stage. The conference was officially opened by the honourable Frank Oberle, Minister of Forestry, Canada. He was so impressed by the forestry community's response that he called for the early convening of the next conference. Bud Wildman, the Ontario Minister of Natural Resources, gave an impassioned speech on the holistic forest management policies of his newly

elected NDP government, and he agreed to host the next Silviculture Conference in 1993. BC's newly appointed Minister of Forests, Dan Millar, gave his first ministerial speech at the conference.

Attendance at some of the breakout sessions turned out to be standing room only. Most of the conference sessions were so well presented by their speakers that delegates rarely left them—much to the consternation of the trade show exhibitors who waited patiently for the sessions to end before seeing many of their prospects.

The idea of our spiritual kinship with the forest and all it has to offer was mentioned in many of the presentations by both native and non-native presenters. This is, surely a good sign for forestry in this country.

The public's current perception of industrial forestry operations can surely benefit from being exposed to the sense of ecological forest awareness displayed by most of the forestry professionals in attendance. It is clear from the presentations made at the conference that forest preservationists do not have a monopoly on ecologically aware forest stewardship, and that biodiversity and intensive silviculture are not mutually exclusive of each other. The human resource demand caused by increased levels of silviculture is, in my mind, the most critical issue facing the industry today. Intensive forestry requires highly skilled and motivated workers—a commodity of which we are in desperately short supply. To get them you need extensive training programs, a revamped system of UIC benefits assessment that supports rather than hin-

ders the establishment of a motivated workforce, and, permanent, sustainable silviculture funding initiatives. Permanent sustainable funding for silviculture stewardship will become a reality as soon as the owners of the forest resource—the Canadian public—realize that it is in their own self-interest to do so. The current economic problems in the pulp and paper and solid wood processing industries, and the associated recessionary fallout occurring within other business sectors may be just the thing to instill that awareness in the resource owners. The greatest credit for the success of this conference must go to the Program Executive Committee, each of whom spent considerable personal time and effort in organizing the session themes and assembling a truly outstanding lineup of speakers. Many in attendance told me that the speaker lineup was as good as any they had ever heard, and the large turnout for the conference during a heavy recession certainly supported these sentiments. Those of you who could not attend can get reprints of the conference proceedings in either official language by sending your mail or fax request to: Silviculture Conference Proceedings, #700-1111 Melville Street, Vancouver BC, V6E 3V6. Fax: 604-683-8202 (phone requests will not be accepted). Please include your complete address, and state your preference for English or French versions. The proceedings will be available in early spring 1992.

To Forestry Canada, the British Columbia Ministry of Forests Silviculture Branch, and to all of the delegates, speakers, Program Committee, and staff who made this conference so successful, a heartfelt thank you!

What is the Role of the WSCA?

by Ross Styles, Executive Director WSCA

Note: This memo was originally sent to Roberta Parish on July 17, 1991 in response to her questions.

What role does the WSCA play in extending forestry information?

The association is in a unique position to bring about improvements in the practice of silviculture. It has the means to communicate with those **perform** most of the work. Also, it identifies fieldwork problems and works toward their remedy by reporting to decision makers in government and industry and it provides input in developing solutions. It promotes the wider use of sound silviculture as the best means of bridging the yawning gulf between advocates of environmental issues and those who want a healthy forest industry—a broader understanding and more extensive application of good silviculture practices can bridge this gulf without jeopardizing our forest resource.

Who are audiences for the information?

- a) Silviculture contractors and their workers.
- b) Management, administrative and technical persons in government and industry.
- c) Other industry associations
- d) via agencies
- e) School classes
- f) The general public

How do we reach these audiences?

Mail—This is the principal means of communication with contractors and their workers. The association has 8 regional chapters (7 in B.C., 1 in Alberta). Each is served by a coordinator who receives regular mailings of material passing through our Vancouver office. The coordinators filter this information to contractors in their region and contractors then inform their workers. Contractors can pass information back to the office via a coordinator or one of the 7 directors at any time. The directors meet 4 or 5 times during each year. The association maintains four mailing lists:

1. member contractors
2. non-member contractors (400)
3. suppliers (50)
4. newsletter distribution (1200).

Newsletter—The Newsletter is published quarterly. It contains articles, editorials, reports, letters, etc., dealing with forest industry/government issues and initiatives pertaining to forestry and silviculture, technical information, and association business. It is highly regarded, well read, and widely distributed to persons associated with silviculture, particularly in B.C.. A few go elsewhere across Canada.

Conference—Each year, in late January or early February, the association hosts a two-day conference. Although the conference participants are mainly contractors, there is an increasing representation of people from industry, college instructors, and forestry students. About 100 persons registered for the 1991 conference. Attendance has been increasing each year. The proceedings of the last two conferences have been recorded and transcribed. Some of the speakers' presentations are published in the newsletter.

Speakers—On regular occasions, the association provides speakers. We generally respond to requests to participate in school career days, an officer or director of the association will speak at gatherings of forestry related workers 1—15 times per year, and we send a speaker to talk to college or university students periodically.

Media Releases/Interviews—Several times each year, as unfolding news issues dictate, the WSCA will put out a news release or grant interviews to put the association's position with respect to silviculture and related forestry issues before the public.

Other Publications—The association puts out a modest leaflet which describes the work and nature of the association. In 1989, it published an exhaustive report on employment issues in silviculture which has become a handbook and guide among silviculture contractors.

How effective has each been?

By far the biggest expense of the asso-

ciation is its office/secretarial service, and the biggest share of this expense is for mailing. As the association does not have the money to hire a staff person at this point, we mail copies of nearly all correspondence to directors and coordinators. If we have a coordinator who is not doing the expected job of filtering and forwarding, effectiveness is lost. While this does happen, it is the best we can manage with our current resources.

Our newsletter is a very constructive, informative instrument. We keep trying to build our list of subscribers—we now have about 100—but we feel it is valuable enough within the silviculture community that everyone should get it; so, it is mailed to about 1200 readers—all contractors (most of whom are not members yet) and persons in government and industry responsible for silviculture. This is a financial drain, but we get letters from readers like "a lot of bumph comes across my desk, but the newsletter is something I read cover to cover."

Our conference has gotten better and better since the inception of the association 11 years ago. About speakers present a wide range of topics over two days. It is very effective in getting a lot of solid information out to those who attend. While attendance has been growing, it's slower than hoped for. developing the means to attract more participation would be the best way to increase its effectiveness. The proceedings are taped, typed and proofread. Some are printed in the newsletter.

Of the remainder, most address small audiences with the exception of our media releases and interviews. When we have an issue, the time to devote to it, and persons available to meet the media, we get a good airing of our issues. The message is reasonably well received we are not seen to be tainted with the biases of either the forest industry (seen to be harvesters) or their opponents, the environmentalists (seen to be preservers). are seen to stand on more neutral ground.

What is the mandate of the WSCA

As stated in its constitution, the association has a mandate to promote and aid research, education, and publication in connection with silviculture, and to foster public awareness of the nature of silviculture and the need for silviculture programs that adequately meet the needs of satisfactory forest management, and to facilitate improved communication within the profession, primarily in B.C.

What funding sources exist to support this mandate?

We derive funds from four sources: active member's fees, associate supplier member's fees, newsletter subscriptions, and conferences fees. The conference is subsidized by funds from two additional sources, trade show space rental and FRDA grants.

What kinds of information does the WSCA deliver?

To contractors and their workers—Technical and semi-technical information that bears upon the efficacy of their work such as research about how and where seedlings are planted, effects on productivity of various manual brushing, weeding, or spacing tools and techniques, seedling storage and handling, etc.. Information about the economics of silviculture and forest management, crop rotation, growth and yield, and changes in their work that can be expected from emerging trends in forestry; e.g., impact on spacing of allowing for species diversity, wildlife habitat and diversity and old growth characteristics in managed stands. The list is extensive and covers content of specific interest in broad areas within the total field of forestry information.

To managers, administrators, and technical persons in government and industry—Information about needs experienced in the execution of silviculture contracts: e.g., assistance with material such as charts, leaflets, videos and so on, for use in training planters about microsite selection as has been made necessary by the advent of diverse mechanical site preparation. Proposals for alternate forms of treatment. Feedback about procedures, requirements and constraints that make our work less

effective than it could be. At the national level, we have had Important representation in such things as developing the Green Plan, the Canadian Silviculture Association, and, more recently, the Round Table on the Environment and CSFM Congress meetings.

The general public—Information about current silviculture programs and practices, achievements, gaps between what's being done and what needs to be done, etc..

What changes do you see for your organization's role in the future?

The role of the association is not likely to change much at all. What should occur is that the association perform its role more fully and more effectively.

How do you envision your organization participating in a collaborative provincial extension program?

1. Broaden our membership base. We are currently seeking to do this. Recently we have attracted some site prep contractors, fire management contractors, and spacing contractors. Any of those who are not members perform smaller volumes of work than is typical of current members, and to attract them, we will have to find ways of lowering our fees.

2. Improving our communication. Perhaps by publishing a monthly or bi-monthly information bulletin that can be mailed to all contractors instead of circulating correspondence through regional coordinators and members only; perhaps by doing more workshops, seminars and training sessions on a regional or provincial basis.

3. Publishing our newsletter more often. By putting it out on a tighter schedule, broadening its distribution, if needed, so that it can become a print media forum that gets to all key persons and then using its pages to facilitate a provincial extension program.

4. Increasing attendance at the WSCA Annual Conference.

5. Publishing well edited editions of our conference proceedings.

6. Publishing a leaflet or other material to be distributed to workers that will give them an up-to-date picture of the current level of silviculture being implemented in the province, a glimpse

of what is developing in the way of new treatments, and an appreciation for the broader value of the work they are part of.

About 15,000 silviculture workers are in the field at various times each year. Many are college and university students. Their only knowledge and experience of silviculture is of the ground they pass over and work upon. Many erroneous impressions can result. Each has many family members and associates. Money spent informing them may well deliver better results for informing the public at large than any other kind of expenditure for this purpose.

What resources do you have to support this role?

Capable secretarial/clerical staff, established mailing lists, a well organized association with capable, experienced leadership, a vested interest in the efficacy of our work, and close contact with those who deliver the product so carefully planned by so many others.

What resources do you require for such a role?

Lacking the funds for staff, all work other than secretarial/clerical work is done by volunteers. Because of the stop-and-go nature of our industry, volunteer workers are not consistently available. Persons who are available one week may not be two weeks later, and the work gets interrupted. What the association really needs is a paid, capable staff person. With a paid staff person those changes needed so that the association can better fulfill its role can be effectively made.

However, we cannot continue to circulate the majority of our newsletters free, keep conference fees low to attract additional participants, keep our membership informed, reduce membership fees to attract more contractors and, at the same time, hire a paid staff person. We need financial help. To the extent that we have help with some of our activities, we can liberate funds for other purposes—such as hiring a staff person.

Continuing Studies in Forestry for B.C.

by Dean Clark S. Binkley

Note: Released July 15, 1991

The scientific and technological knowledge which provides the basis for forest management changes constantly. Programs of continuing studies (education that occurs outside of formal programs in public schools, technical institutes and universities) provide forest managers, professionals, technicians and forest workers with the benefits of the most recent research and best available technology. Conversely, in the applied sciences of forestry, research is not complete until widespread implementation of research findings has been achieved.

Further, the public owns the largest share of forest land in the province, and, in a democratic society, has a "need to know" about forests to judge conflicting media information and to participate effectively in public deci-

sion making processes. Informing the public means working directly through the provision of public education activities, and indirectly through informing politicians, the media and teachers in the public education system.

Small parcels of lands owned by private individuals, Indian bands, or the federal or municipal governments are often the most visible to the public. As a consequence, efforts in small-scale forestry contribute directly to public education as well.

Although some programs are being developed to fill these needs, in the past no institution has had a mandate to coordinate the multitude of actual and would-be providers, players and customers. Many activities are offered on an ad hoc basis, resulting in duplication of effort, uneven quality, variable treatment of subject matter

and public confusion. A recent BC Ministry of Forests document described the current system as "fragmented, often overlapping, and without clear coordination and direction" (BC Ministry of Forests. 1991. Forest extension and technology transfer subprogram).

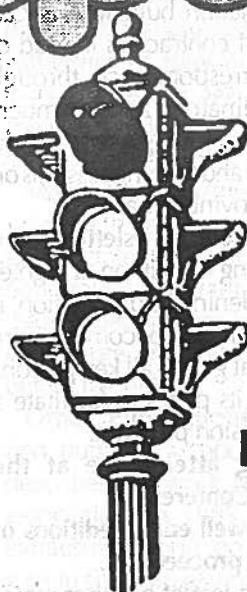
In June 1990, 62 representatives of agencies and organizations involved in continuing studies in forestry in the province attended a meeting in Nanaimo to discuss this situation. They unanimously endorsed strategies "to develop a neutral and representative structure to expand the network and coordinate the exchange of information" and "to put in place a master plan to secure funding and staffing to achieve this vision."

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with forest technology programs jointly developed a proposal to implement these strategies. This proposal received solid endorsement from a broad range of participants at a workshop sponsored by the Ministry of Forests and UBC in mid-March. The proposal has now been approved for funding by the Ministry of Forests and Forestry Canada. A Program of Continuing Studies in Forestry in British Columbia will be implemented in August, 1991.

PROGRAM DESCRIPTION

The goal of this program is to establish, within three years, an effective program based on six principles:

- **cooperation** among the many participants in the process,
- **coordination** to reduce overlap, fragmentation and duplication; to ensure high-quality, appropriate activities presented by the best available personnel; and to make best use of existing expertise and initiatives,

- **responsiveness** to clients and emerging technologies,
- **public credibility** by providing continuing studies through an independent, broadly-based, and neutral organizational entity,
- **dispersed delivery** through a network of regional centres to deliver the educational activities conveniently close to the recipients, and
- **commitment** to the development of a lasting, long-term mechanism to handle the need for continuing studies in forestry in British Columbia.

The program has two parts:

- 1 A coordinated system to promote communication and to support the development and delivery of continuing studies in forestry throughout the province, and
- 2 leadership for a program of continuing studies for professionals and technicians involved in forest resource management in B.C.

While other audiences — particularly forest workers and the public — are critical and can be handled through this system, the UBC Faculty of Forestry is most familiar with the professional practice of forestry. We expect that other agencies or organizations will take leadership roles with the other audiences. The process outlined below will promote the exchange of ideas and synergy among the groups that will address the different audiences.

1. Coordinated System

The system has been designed to promote communication and support the development and delivery of continuing studies in forestry for British Columbia. The system includes a communications function to coordinate the diverse activities which will occur, and a delivery function to provide the activities.

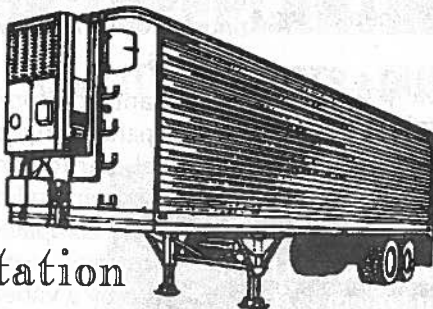
The Regional Advisory Committees will work with the regional delivery centres and the UBC office to identify regional needs. Provincial Advisory



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Forestry Continuing Studies cont...

Groups will identify education needs for specific audiences. The UBC office will facilitate communications amongst these committees and the Council. The Council will meet to review the recommendations and endorse actions.

The regional delivery centres and the UBC office will deliver activities, in conjunction with the Ministry of Forests, Forestry Canada and other organizations who have taken responsibility for specific projects. These centres will be available to help a wide range of organizations and agencies deliver high quality activities. Scientists within the Research Branch of the Ministry of Forests and Forestry Canada will be closely involved with the development and delivery of activities, as well as providing one-on-one consultations, independent of the network, as they have in the past.

Five regional delivery centres are proposed: Prince George (probably UNBC), Northwest Community College, Cariboo College, Selkirk College, and a coastal centre. Funding has been provided by the Ministry of Forests for Selkirk College, a Prince George centre and a coastal centre. Alternative funding will be investigated for the two remaining centres. Forestry Canada will fund the UBC office.

2. Professional/Technical Continuing Studies

The Faculty of Forestry at UBC has both a comparative advantage and a responsibility to provide continuing studies in forestry for professional and technical audiences involved in forest resource management in BC. Professional education is best considered as a system involving not only the entry-level degree program leading to professional registration, but also education activities—degree or non-degree—after this initial degree. Hence

it is logical that our undergraduate and professional graduate curriculum development be coordinated with a program of continuing studies in forestry. The Silvicultural Institute of BC fills some, but not all, of the requisite need.

We will convene an advisory group—the functional subcommittee of the Council discussed above—to provide advice on the extent and timing of needs for professional and technical education. These meetings will result in a detailed one-year plan, and an outline for a three year plan of activities.

During the first year of this project we will also clarify the relationship between SIBC and the UBC Program.

IMPLEMENTATION PLAN

A detailed implementation plan—in the form of a set of tasks and milestones—has been developed for the UBC office of the Program of Continuing Studies in Forestry for BC.

Similar plans will be developed by the regional centres once their coordinators are in place and regional advisory committees have been formed.

The UBC office will support the operation of the system: facilitate communication between the regional delivery centres, and provide secretariat services for the Council. We will also take responsibility for coordinating the activities of the professional/technical forestry Advisory Group of the Council.

We envisage a three year project, renewable for a fourth year. The first year is devoted to getting the program started—establishing an identity, developing working relationships among the components, creating administrative support systems and procedures, training regional coordinators and activity presenters. Also in the first year, we will develop a computer-based, networked event-scheduling system, a comprehensive mailing list

and a resource centre.

A formal evaluation of the program will be completed during the third year of operation. This evaluation will support a go/no go decision for the fourth year, and a proposal for permanent funding for a Program of Continuing Studies in Forestry for the province.

This workplan allows for phasing-in of the program rather than developing the entire system at once. This is desirable given the number of agencies and organizations already involved in forestry education in the province, and our collective lack of experience in this area. Flexibility is needed to ensure activities scheduled for later in the program are implemented based on lessons learned during earlier phases. Annual reviews and revisions to this workplan will provide an opportunity for adjustments to the plan and schedule and will allow for incorporation of new initiatives.

FUNDING

The Ministry of Forests and Forestry Canada have assured funding at the base level for the first 4 years of the program. The expectation is that, to the greatest degree possible, the program will become self-supporting in the future. Registration fees will eventually be charged for all events on a cost-recovery basis to fund the organization and delivery of these events. Development of materials will continue to be funded by the sponsoring agencies.

Participants of forestry education events, particularly professional and technical participants, are accustomed to paying relatively low registration fees, compared to other disciplines, to attend events that are now subsidized by a variety of agencies. It is expected that an increased willingness to pay will be created by offering timely, quality events delivered by an established, efficient network.

Continuing Studies Update

by Cindy Pearce

Note: Letter to D. Brinkman July 26/91

We regret that you were not able to join us on March 16, 1991 at the workshop sponsored by the MOF and the UBC Faculty of Forestry to evaluate a proposed Program of Continuing Studies in Forestry. Although you were not able to attend, we wanted to update you on the progress that has been made since the workshop.

The workshop began with a series of presentations on continuing studies programs in other jurisdictions and other disciplines. Dr. Clark Binkley, the new UBC Dean of Forestry, described the proposed program for BC. The presenters and the workshop participants formed small groups to evaluate the proposal and suggest improvements. The feedback was gener-

ally supportive of the concept and the proposed structure of the program.

During the past four months we have been working with Forestry Canada and MOF to incorporate the suggestions from the workshop and to secure funding. Forestry Canada will provide funding for the UBC office of the program through a grant in contribution which was made possible by the FRDA2 Agreement. The MOF will support three regional delivery centres: Selkirk College will continue to provide services within the southern interior; the University of Northern BC (UNBC) has agreed to sponsor the northern program; and UBC will provide delivery services on the coast while alternative delivery centres are evaluated. Centres at Cariboo College in Kamloops and Northwest College in Smithers were also recommended but could not be funded at this time.

We are in the process of hiring support staff for the UBC office (822-5874). The program at Selkirk College will be managed by April Anderson (365-7292) who has been responsible for its success in past years. Arrangements with the UNBC are now being finalized. In the interim you can contact Al Todd (564-9299)—Northern Extension Program Manager 1990-91.

You are encouraged to make use of the delivery services that will be available as these offices are established. The coordinators at each center will be experienced at organizing and delivering high quality education and communication activities. They are available to offer advice and assistance. The UBC office is available to assist with activities that have a provincial perspective.

Thank you for your continuing interest in this program.



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SUMMARY OF REPORTED FORESTRY ACCIDENTS

Alberta Safety Reminder

by Dirk Brinkman

Reforestation Industry May 1991

Forester	Bruised knee: strain from walking in the bush performing re-generation surveys
Planter	Bruised foot: ATV ran over worker's foot
Planter	Pulled tendon in shoulder: strain from planting seedlings with a shovel
Planter	Sore knee: strain from planting seedlings
Planter	Pulled back muscles: slipped and twisted back while planting trees
Planter	Pulled muscles in shoulder: Back strain from planting seedlings with a shovel

Planter	travelling in a bus to a job site
Planter	Swelling to foot: strain from planting trees with a shovel
Planter	Broken collar bone: trying to stop a fight
Planter	Bruised leg: slipped off a log and fell on stick while planting trees with a shovel
Planter	Broken bone in hand: shovel hit a rock, slipped and struck worker's wrist while planting
Planter	Sprained ankle: tripped over exposed roots and twisted ankle
Foreman	Bruised legs: flipped the ATV on the way back to camp

Note: Letter to Robin, Brown. Re-generation programs, Silviculture Branch, Sept 16, 1991

Enclosed are live information reminders from Alberta of the predominance of the muscle, ligament and joint injuries that treeplanting chronically generates.

These summaries are something B.C. would be well advised to reproduce so we can end the havoc of minor injuries due to a LACK OF AWARENESS.

Reforestation Industry June 1991

Cook's Asst.	Bruised knee: slipped off log and fell forward scraping knee
Forester	Hernia: straining to lift ATV out of the mud
Planter	Torn ligaments in knee: strain from planting trees with a shovel
Planter	Torn ligaments in knee: worker fell over a log while planting trees
Planter	Sprained thumb: worker slipped and fell while planting trees
Planter	Pulled muscles in back: worker kicked a piece of wood out of the way and twisted back
Planter	Bruises to ribs and back: travelling in a quad trailer when it detached and toppled over
Planter	Bruised arm: tripped on a log while walking to planting site
Planter	Pulled muscles in back: strain from planting trees with a shovel
Planter	Pulled muscles in knee: hyper-extended knee while planting trees
Planter	Pulled muscles in shoulder: strain from planting trees with shovel
Planter	Cut hand: fell onto chainsaw and cut hand
Planter	Sprained back: strain from planting trees with a shovel
Planter	Sore neck: a box fell on worker's head from above while

Reforestation Industry August 1991

Cook's Asst	Muscle spasms in back: strain from lifting and turning trays
Mechanic	Scratched eye: operating a grinder and a spark flew into eye
Foreman	Chipped vertebrae: driving quad and flipped when rolling backwards down a hill
Treehauler	Bruised chest and legs: driving a quad in the bush and ran into a cross ditch causing roll over
Planter	Heat exhaustion: found unconscious in the planting area
Planter	Bruised shoulder and neck: driving ATV and flipped going into a new block
Planter	Broken finger: worker was packing up camp
Planter	Bone chip in elbow: slipped on a log and landed on elbow
Planter	Worker found unconscious on planting site
Planter	Cut hand: worker fell onto chainsaw cutting hand
Planter	Pulled muscles in rib cage: strain from planting trees with a shovel
Planter	Pulled tendons in knees: strain of heavy load and planting trees with a shovel
Planter	Sprained knee: fell off a log while climbing over it
Planter	Pulled tendons in wrist: strain from planting trees with a shovel
Planter	Scratched eye: stepped on a stick which flew up hitting

Alberta WCB Woodlands Safety Reports August 1991 continued...

Planter	worker's eye
Planter	Pulled back muscles: worker slipped while walking over a wet log
Planter	Sprained ankle: slipped while walking over a wet log
Planter	Bruised leg: driving a quad down a hill and flipped
Planter	Sprained foot: slipped on a log
Planter	Sprained shoulder: strained shoulder when digging a hole to plant a tree and hit a root
Planter	Sore back: worker strained back while unloading tree boxes
Planter	Rash on arm: occurred gradually while planting trees
Planter	Sprained elbow: strain from planting trees
Planter	Bruised foot: all terrain vehicle ran over worker's foot
Planter	Sore knee: strain from planting trees with a shovel
Planter	Sprained ankle: slipped on a log
Planter	Bruised ankle: worker slipped and hit ankle with shovel while planting trees
Planter	Pulled back muscles: moving boxes of trees
Planter	Sprained ankle: worker fell while planting trees
Planter	Pulled muscles in knee: worker slipped and twisted knee while planting trees
Planter	Sprained ankle: worker slipped off a fallen log while planting

IWA Safety Initiative

by N. Menard,
Chair of the IWA/Forest
Industry Safety and Health
Research & Education
Fund Advisory Council

*Note: Memo to Occupational Safety
& Health Committees, Au-
gust 1991*

The IWA/Forest Industry Safety & Health Research and Education Fund Advisory Council has engaged the B.C. Research Corp. to provide Occupational Safety & Health Information service to all workers and operational staff employed in work sites that come under the contract terms setting up the fund and its services.

The OSH-Info Bulletin is intended to provide information and answers to safety and health related questions. To ensure that the local Health and Safety Committee are fully involved, it is recommended that all questions be directed to a member of the Health and Safety Committee, who may respond directly or forward the query for an appropriate search and preparation of an answer or necessary information. In this way it is intended that the Health and Safety Committee will be kept informed about problems as they arise and the most current information on the issue as provided by B.C. Research.

We will provide you with copies of a bulletin for your use and distribution, to advise workers and staff of the availability of the service and how to pursue their concerns or problems.

If you have any problems or further information please call B. Hawrysh at 684-0211.

HEALTH & SAFETY INFORMATION BULLETIN

OSH-INFO

Do you have questions about Occupational Health and Safety? We can help you answer them.

The IWA/Forest Industry Safety & Health Research & Education Fund has established an INFORMATION SERVICE which is directed towards working with your Health & Safety Committee to find answers to your questions.

What can you ask? Anything related to health and safety. If we don't know the answer, we will contact others who do. Our areas of knowledge focus on:

Industrial hygiene:

- chemical handling
- protective equipment
- engineering controls
- toxic effects of chemicals
- dusts, welding fumes
- noise
- indoor air quality

Ergonomics:

- workplace design
- control booths
- office equipment
- materials handling
- work organization
- shift work . . . and more.

What is the first step?

Try to clearly outline your question, then talk to a member of your Health & Safety Committee. If they do not have the answer, they will contact us.

Collect as many facts as possible to help your Committee understand and define the problem. For example:

- Chemical exposure? Get a copy of the MSDS.
- Equipment? What does it do and where is it located.
- Welding? Who is doing what and where.

We will respond in writing to a request for information from a Committee member. Your Health & Safety Committee will then provide you with the information.

The information service is provided by the Occupational Health Group, British Columbia Research Corporation.

Safety Reports cont...

Bear Safety Course

by James (Gary) Shelton, Shelton Contracting

Note: This Oct. 1, 1991 letter concerns bear defense courses offered by Shelton Contracting. The publishing of this information in the Newsletter does not constitute a WSCA endorsement of this course.

For the first time in British Columbia a realistic and practical bear defense and bear avoidance program is available to individuals that work in the field and are at risk of bear attack.

The bear defense course is designed so that it can be a one time course or an on-going program. The classroom part of the course takes about seven hours and contains the following subjects: bear defense history, bear behaviour, bear encounters, bear physiology, proper weapons and their use, bullet performance, advanced safety, practice, and defense strategy. The range exercise takes four hours per five participants and demonstrates an effective offhand shooting technique and proper practice method. Each person receives a condensed version of material and a training program. One of the most important and unique components of this course is a set of "practice procedures" and 12 gauge ammo dummies, so that individuals can practice effective bear defense technique. These procedures are designed to instill advanced safety and error elimination principles. By error, I mean the many things that happen to make the gun inoperable or make you miss the target.

The bear avoidance course is a four hour classroom session that is identical to the first half of the bear defense class material. It is intended to give unarmed field personnel a thorough understanding of bear aggressive behaviour, avoidance, and encounter strategy. It also clarifies the confusion over the proper response difference between black bear and grizzly bear encounters.

These two courses would be of value to anyone taking them, and would be of considerable value to those people who are willing to incorporate the information into their field work and seriously practice the techniques demonstrated. The two courses can be combined during the first four hours of classroom presentation.

If the defense course is done on a one-time basis, I go over safety and weapon use errors with each participant at the end of the range exercise. If the course is done as an on-going program with annual update and practice sessions, I then grade each person and provide the written results to supervisory personnel.

For each location at which the course is given I need a contact person to help set up a meeting room and the exclusive use of a legally recognized shooting

range. I will need to know how many participants for each course and what type of weapons they use.

I carry liability insurance that meets government standards. In addition I require participants to sign a waiver of liability that protects me against lawsuits over \$500,000.

This program is not a police training course, it is a bear defense course that is a direct result of years of observing and killing bears at close range, of studying what goes wrong with people and weapons when facing a dangerous bear, and inventing safety procedures that go way beyond existing concepts.

There are reasons why bear attacks are increasing in B.C. We are now accessing almost all bear habitat in the province, but we no longer have the old time woodsmen that steadily eliminated bold and dangerous bears. In some areas bears have been given complete protection, resulting in a population increase, daytime activity, and boldness. It is important that we manage bears carefully, but it is more important that field personnel have the best bear defense capability possible.

I'm glad to see that the different branches of government in B.C. are taking the bear encounter problem more seriously. It took a long time for the "bears won't hurt you" philosophy that came out of the '60s to be discredited. The disarming of field crews in the '70s resulted in many deaths and injuries. The Alaskan Government was the first to wake up to reality and rearm their field personnel. The research that the U.S. Forest Service in Alaska did on weapons and bullet penetration in 1983 was the first modern attempt to shed light on bear killing technology. The B.C. and Canadian Governments have been much slower in recognizing and dealing with the problem.

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MINISTRY REPORTS

Use of Pesticides on Seedlings and Forests

*Dr. Jon O'Riordan, Asst. Deputy Minister,
Ministry of Environment,
Environmental Management Department*

*Reply on July 17, 1991 to Dirk Brinkman's letter of
April 18, 1991.*

When most nurseries were run by the Ministry of Forests, they complied by placing a notice on seedling shipping containers regarding the recent use of pesticides. Now that most nurseries are in private hands, it is much more difficult to monitor this. I shall obtain a list of all private nurseries so that regional staff could encourage them to continue the use of labelled shipping containers.

For the majority of pesticide permit sites used in forestry, permit holders are required to post the main access points to the treatment area and maintain these signs for one month following treatment. This is in line with the persistence of the commonly used herbicides. Your suggestions for posting signs every 100 metres and notices which would be durable for one year seems to be excessive. I would, however, appreciate knowing the basis for these suggestions.

We have not developed specific re-entry times for each herbicide but would strongly suggest 24 hours, similar to the standard re-entry times for agricultural pesticides. A re-entry time of 24 hours is certainly in line with results from John Maxwell's studies several years ago to determine the amount of lodgeable and dislodgeable pesticides on seedlings.

Please do not hesitate to contact myself (387-9877) if you wish any further information or assistance.

Training Program Advisory Committee

Under the Forest Extension and Technology Transfer Subprogram of FRDA II, funds have been budgeted to organize and implement a provincial level coordinated training program which began in the 1991/92 fiscal year. previously, training programs were handled by various agencies and institutions, coordination. Inconsistent funding with little or no overall has resulted in disjointed programs and, in some cases, participants' learning objectives may not have been met. Follow-up, to determine the effectiveness of the training, was virtually non-existent. Furthermore, clients or audience groups are diversified and are generally geographically atypical.

An advisory committee, consisting of Forest Service and Forestry Canada representatives, has been objectives for the 1991/92 fiscal formed and has established year, which concentrate on evaluating existing programs to determine their merits with respect to Silviculture contractors and their employees. Recommendations are forthcoming. Another initiative underway is a project to identify and assess the requirement and availability of business management and administration training for the silviculture and small scale forestry contracting community.

The Forest Service will be sponsering a two day workshop in late March to discuss these initiatives. Invitations and registration information will be sent to prospective participants in March through the Forestry Continuing Studies Network.

Other initiatives include: a Native silviculture program that will provide business and administration training for Native people; Corrections Canada - CEIC forestry worker training program for Native inmates; and the development of a centrally located forest service resource centre to assemble and distribute training material as it becomes available.

Contact: Colene Wood, Manager, Training and Extension, Silviculture Branch, 387-4653.

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Tact & Training in the Forest Industry

by Carl Loland

The forest industry seems to spend a lot of money on public relation campaigns that have not been effective in changing negative public attitudes toward them. With a little tact and training, a large influential group could provide a positive image of forestry.

Tree planting employs 10-12 thousand planters each year in BC. Most planters are university students. What they see and hear, and the way they are treated, will determine their attitude towards the forest industry and forest community as a whole. Their experience will also effect the attitude of their parents, relatives and friends. Tree planting is a unique work experience, and all who have participated will share their experiences with anyone who will listen. In general, a bad experience will make a greater impression and will be remembered for at least as long as a good experience.

Some of the brightest, concerned and potentially influential people in BC are

employed by the forest industry on a seasonal basis. At least 80% of the planting force are students or recent graduates of universities or technical schools. Each year there is an average employee turn over of 40% to 50% in the planting industry. A planter can influence at least 10 other people directly or indirectly. From these assumptions we can conclude that in one year 100,000 people (voters) are influenced by the treeplanting experience. Because of the turnover of each year, another 40,000 people are exposed to a tree planters experience.

It doesn't take long before a sizeable number of people have some knowledge of forestry practices from a tree planters perspective. In fact, for a large majority of the population, this will be the most intimate knowledge they will have of forestry practices other than a drive through a provincial park.

Is the experience of a tree planter good or bad? From planters' view point this experience is influenced by their crew, their foreman, their employer and the Licensee or Forest Service field staff. The crew foreman and employer's influence is direct and usually job related. The Licensee and/or Forest Service representative's influence is on a much broader scale. From these representatives that the tree planter sees implementation of forestry practices and policies. Overall the experience is positive or neutral, however, at least once a season most planters will have a negative experience.

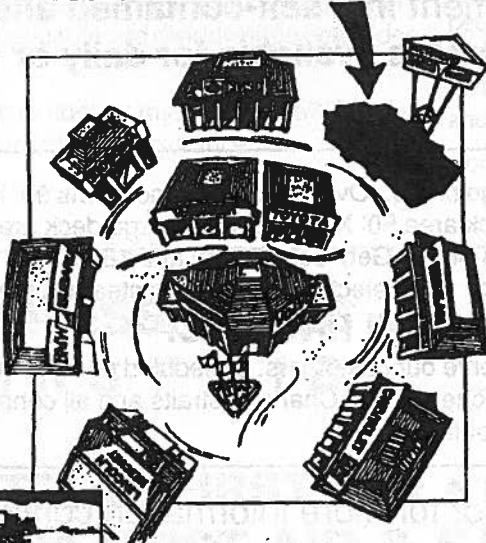
There is a perception by some junior field staff that any one associated with tree planting is a class below them, and therefore normal codes of behavior do not apply. This contemptuous attitude is displayed in many ways. Some adjectives heard over the last 3 years include scum, scumbags, subhuman, thieves, liars,



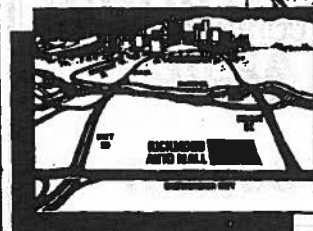
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tree stashers, untrustworthy, unemployable, lazy, incompetent, and all known four letter words in many combinations. These insults have been shouted at planters and foreman in front of the whole crew. Threats of non payment and arrogant behavior towards planters are frequent. Even with inexperienced field staff this behavior is unacceptable.

Only a small number of junior supervisors cause these problems, but their influence is out of proportion to their numbers. We can only hope that senior management of Licensees and the Forest Service are either unaware or don't approve of some actions taken by junior and temporary staff in their name.

The young planters are doing a difficult job to the best of their ability. It's a shocking and deflating experience to be approached by someone screaming or treating you with utter contempt. If the planter/foreman is doing something wrong there are civilized ways of correcting the problem. Junior field staff sometimes consider it a personal insult if a planter/foreman is doing a poor job. It is simply a situation that must be

corrected. After a person has been insulted by a company or Forest service representative, the forest community has lost the support of that individual and in many cases the whole crew. The attitude becomes one of "I don't believe anything this company or the Forest Service says— I know how they treat people". All the public relations literature in the world will not rectify the situation.

What needs to be done? Most of the problems encountered are with junior supervisors (students, young foresters and young technicians who have a limited field experience). Bravado, and intimidation are used to hide their lack of experience in dealing with people or knowledge of specific forestry practices. The long term solution is for universities and technical schools to initiate courses on people management.

In the short term, and on a continuing basis, companies and government agencies must implement short training courses for all new employees to improve their supervisory skills and to assist them in dealing with field situa-

tions. Part of the course should include communication skills, problem solving techniques and methods of getting the supervisor's expectations across to the planter. Forestry is a people industry—all the technical knowledge is useless if you cannot communicate effectively to those you work with.

Tree planters are the voters and policy makers of the future. They often come from families that care enough to send their children to higher education. People of this background often become influential voters and the type of person who can get things done. Can the forest community afford to alienate them?

We must remember that a bad experience has a very forceful impact. If the forestry community can give a positive experience to young planters then the public relations campaigns would be far more effective or unnecessary. A little tact, respect and some training will go a long way in enhancing the forest community's reputation.

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Toward a National Forest Strategy

by Dirk Brinkman

I attended the National Forest Strategy Workshop (Dec/91) on behalf of the Canadian Silviculture Assoc. The material from this workshop will be hand tooled by federal wordsmiths into a new National Forest Strategy to be tabled by Brian Mulroney at the National Forest Congress in March/92. Being the only representative of the Silviculture sector, I presented a number of initiatives (some of those summarized below) that were adopted by the workshop. If these points do not appear in the strategy tabled in March, our industry must lobby hard to ensure they are included in the final version.

1 "The strategy will have deadlines, an implementation section and will incorporate measurable success and accountability throughout."

2 "There shall be no net loss of the forest land base."

Discussion: Whenever there is a permanent depletion of the forest land base, this will be offset by afforestation or incremental reforestation.

3a Paul Griss, Executive Director of the Canadian Nature Federation recommended that conserving biodiversity has three fundamental components:

- restoring damaged ecosystems
- creating a representative network of protected areas
- managing for biodiversity

3b "As a national legacy to future generations worldwide by the year 2,000, the network of national parks, ecological reserves and protected areas will be at least 12% of Canada's 425 million hectares" *Discussion: This was opposed by the working group because the 12% number creates too much controversy in local jurisdictions. A report from the Canadian Environmental Advisory Council to the Federal Ministry Environment, "Protected Area Vision of Canada," recommends it— so it will likely happen anyway. This report only recognizes about 16 million hectares as truly protected (and would add 35 million hectares) because it defines "protected" as excluding all commercial use of resources.*

4 "Ecosystem Classification will be the basis of all forest management." *Discussion: Many areas of Canada do not yet use this essential tool.*

5 "Well planned clearcutting can be a successful silviculture technique."

Discussion: The document had a lot of apologetic justification confusing the issues surrounding clearcutting which was recommended to be cut.

6 "Within the course of this strategy each jurisdiction will complete a detailed analysis of the performance and effectiveness of all historic and current regeneration".

Discussion: With Canadians spending a billion dollars per year, it is time to see if it's getting us where we want to go. We need to see what is successful and what is unsuccessful.

7 "All harvested areas will be regenerated, at least to free-growing standards... All jurisdictions will establish free growing standards". *Discussion: Free-growing does not mean minimum height standards, but free from surrounding competition.*

7b "All free growing standards will include maximum as well as minimum stocking standards". *Discussion: This had to be added after the session due to lack of time.*

8 "All NSR backlog in Canada will be regenerated by the year 2000" *Discussion: This had complete and strong endorsement of our group. It is understood that some of it will be regenerated naturally or aerially.*

9 "Regeneration practices will re-establish the complete forest ecosystem". *Discussion: "Mixed bag" micro-site planting and adding other plants to a forest ecosystem will become standard.*

10 "To promote responsible stewardship of Canada's forest, all users will have codes of practice". *Discussion: This was refining on an*

existing point: all contractors associations need to establish rigorous codes of practice which govern their members conduct. These are being worked on by the CSA in the National Round Table for the Environment.

11 "In order to encourage the emergence of alternative vegetation options, herbicide applications will be put on a level playing field by including the cost of the herbicide, the public liability insurance, the costs of posting notifications and processing the application in the herbicide application costs".

Discussion: This was met with severe opposition by the forest industry and the provincial ministry representatives and it remains a critical goal for the manual brushing, sheep browsing integrated management, site preparation and biological alternatives contractors. A complete accounting for the herbicide option is the most effective way to encourage the development of operational vegetation management alternatives. Without a level playing field and with alternatives relegated to the "holding tank" of research trials, the tremendous advantages of patent protection and high profits for herbicides will give that option the dominant advantage, even without insurance subsidies by provincial governments.

12 Land use plans will be completed in order to create stable contexts for all users".

Discussion: Without having stable land use plans so that a management goal can be established, a great deal of money can be wasted and unnecessary problems created. The intention is to settle the

whole spectrum of land use questions from single use, integrated use to preservation.



A glossary of terms must be added and the language must be kept simple.

- 14 Governments will initiate strategies to reforest unproductive agricultural land.

- 15 "Training funds will prioritize upgrading the skills of those already dedicated to the Industry".

Discussion: Too often training funds are wasted on people who do not end up working in the industry and the limited funds are exhausted before it does the industry any real good:

- 16 "Technology transfers development, client orientation, and practical and operational applications will be prioritized in research and development".

Discussion: Too much valuable research does not get used, and too much research is not valuable because its impractical or incomplete.

- 17 Research and development resources and funding options will be more actively communicated to field practitioners."

Discussion: Too few practitioners know about available assistance for their good ideas.

- 18 "A Human Resource Needs Analysis for the Silviculture Industry will be completed for all of Canada."



Discussion: The Labour Force Characteristics Analysis is complete for Eastern Ontario, P.E.I. and Newfoundland and should be completed across Canada.

- 19 "Re-entry standards for silviculture workers and the public will be developed for all pesticides used in forests."

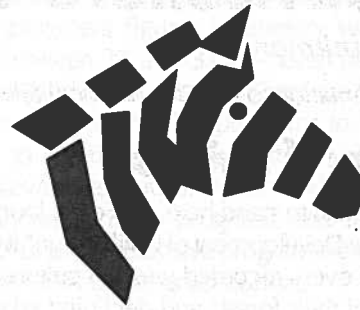
Discussion: Silviculture crews are still aerielly sprayed accidentally each year. Inhalation and absorption problems have been demonstrated by BC Research. Standards exist in other countries for workers.

Comments to the Aboriginal Group

The wheel turns, we now have a more nurturing forest strategy and you are a part of it. At the recent Labour Congress, the future demographics of Canada were projected and young people are soon going to be in short supply. At the same time the amount of silviculture work is going to increase. These forces will drive more silviculture work into native hands. As a representative of the Silviculture sector, the more healing and caring enthusiasts in the forest sector, we welcome the presence and influence of the Aboriginal peoples. We would like you to review and change the National Strategy in your regional sessions until you can support it. We want a truly universal accord, not for Aboriginal peoples to have a separate strategy of your own.



Just as it will be critical to Canada's international market nature to have our environmental groups support the new accord, it will also be critical to have our Aboriginal peoples embrace the new vision of forestry in Canada.



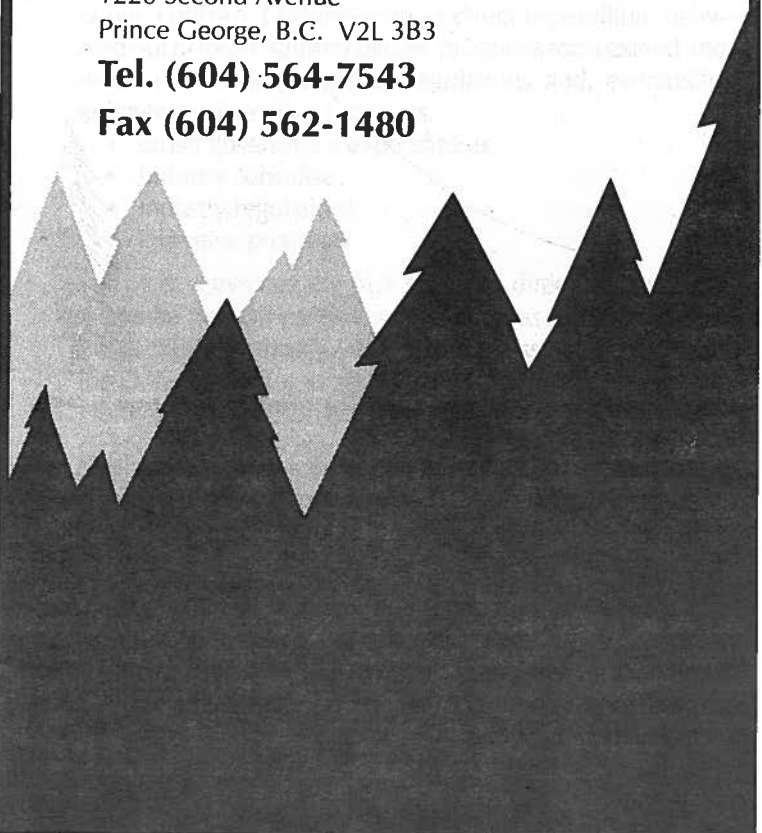
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The Silviculture Contracting Game

by Dirk Brinkman

Note: presentation to the First National Silviculture Conference

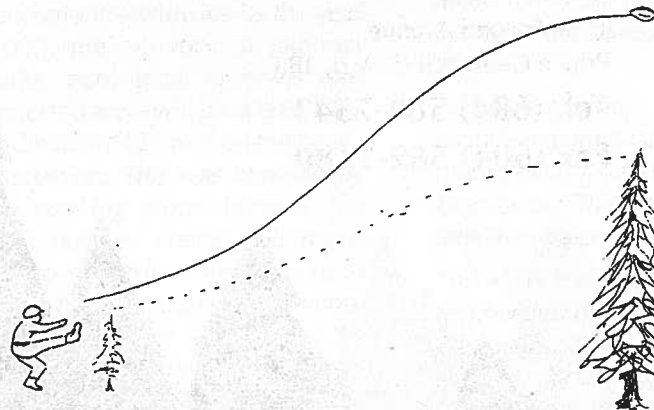
The History of Silviculture

We're not the first to stand here. "A Forest Journey: the Role of Wood in the Development of Civilization" by John Perlin, tells of nearly every recorded western culture rising on the exploitation of their forests and declining when the accessible forests were gone. (I recommend this book.) History repeats itself. The first recorded silviculture contract was conducted by Egyptians under directions of the Pharaoh, slaves planted a forty square mile area along the Nile to offset a worsening wood supply shortage. This forest was pilfered by desperate citizens who needed firewood.

Stewardship: Returning our Borrowed Forests to our Grandchildren Twice as Valuable

The Conference theme of booting one up on Sustainable Development (or developing sustainability— as Bud Wildman called it) through Intensive Silviculture, requires that we optimize productivity, efficiency, and effectiveness throughout all silviculture operations.

By examining some of the workings of the more established Reforestation Contracting Industry, we can optimize the implementation of our intensive plans.



Booting sustainable Development to Double the Productivity of the Forest by 2040

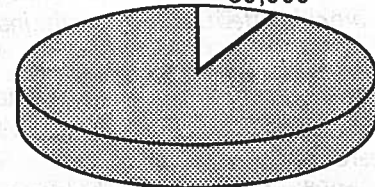
Because of its cost and efficiency advantages, the silviculture contracting game has become the dominant method of delivering provincial forest management programs in Canada.

Today silviculture contracting includes those who collect the cones, survey the sites, plan the treatments, prepare the sites, plant the trees, brush and weed, juvenile space, apply pesticides, release conifers, prune, commercially this and many more activities.

Contract Planting (Hectares)

Industry & Govt. Crews

30,000



Contract Planting
370,000

I estimate that over 90% of the planting in Canada is let to contract. Of the 170 nurseries in Canada, 120 are private. The percentage of intensive silviculture delivered by contracting is lower than reforestation. Make work programs, are, increasing again during this recession with the unemployed and those on social assistance doing intensive silviculture in their backyard.

Shift From Employees to Contracting

I have been a silviculture contractor for twenty-one years, winning some of the first contracts to be let in B.C. in 1970, (this fall we planted our one third of a billionth tree) and I have watched contracting take over the forestry crew programs of major companies, and the local community employment programs of district forestry offices. Many foresters reluctantly gave up their great satisfaction and pride of accomplishment in their hands-on silviculture project supervision. This was not due so much to the contracting out of the work, as to the fact that they were forced to work with poor contractors.

Most provincial silviculture contract programs were not free market programs where voluntary transactions are made in the best interests of the buyer. Government representatives were not authorized to negotiate the best purchase to meet their goals.

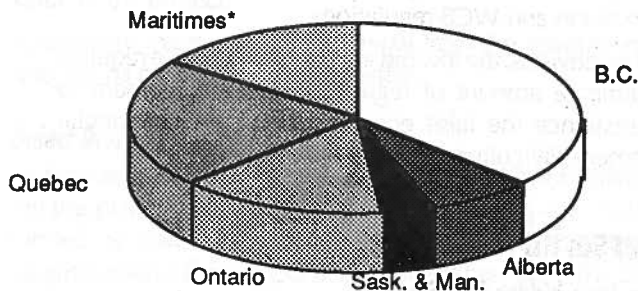
The government decided to intervene in the normal free market process to ensure that anyone with a notebook and a vehicle could enter the market, therefore most contracts were delivered through a low bid public auction.

In a new industry with no players, this is a reasonable starting point (and there should always be entry points for new contractors) however that is not the situation we have today. There is an established professional silviculture industry ready to deliver a new intensive program.

Who does the work?

In Canada between 1400 and 1800 contractors play this game, employing 45,000 silviculture workers each year (approximately 5000 workers are involved in direct employment programs) across Canada. B.C., Quebec and Ontario are the main contracting centers.

Distribution of Contractors



(*Mainly PEI, N.S. & N.B.. There are only a couple of small contractors in Newfoundland.)

Canada's silviculture contractors range in annual gross from \$10,000 to \$15 million, more than 75% of them gross less than \$500,000 (especially this year).

From Quebec west, where there are larger programs, specialization has been one of the keys to contract efficiency. Spacers and tree planters pride themselves as professional craftsmen with a specialized skill.



This cartoon was drawn in 1976, for the tree planting comic "Skreefer madness". In the east the \$200/day man is still the hero, though in the west the heroes make \$3-400 a day. The highballer goes so hard that he needs a break.

There is surprisingly little cross-over of the specialized craftsman between silviculture activities. This leads to the high unemployment figures in forestry workers— which fluctuates between 27 and 31%— even during economic booms off season is UIC season. There are funding mechanisms for on-the-job training programs to help bridge the cross-over to multi-skilled silviculture workers who are expert in several activities. As an industry, we have to organize access to these programs and use them to our advantage. For a new intensive program we will have to train multi activity silviculture practitioners.

In the U.S., there is a similar silviculture contracting industry. In the Pacific Northwest, most of the workers are Hispanic locals who, after finding silviculture work, have settled in the area. (They face a 20-30% reduction in work when spotted owl reserves are established.)

In the Southern U.S., where silviculture funding is market driven, (like in South America, species are planted to meet market needs) planting bids are 4-5¢ per tree and few labour laws are present to protect workers.

Evolution of the Reforestation Market

The reforestation contracting market in B.C. is only 20 years old but it has gone through a number of evolutionary stages.

Silviculture funding in Canada is not market driven, it is driven by the public concern for the forests. The proposed Constitutional amendments will not change our provincial governments' historic responsibility for natural resource stewardship.

Silviculture programs are the government responses to this public concern. Commencing as direct expenditure delivered out of forest ministry offices, programs soon extend into industry subsidies, enforced regulations and, eventually, enlightened incentive programs.

- direct government expenditures
- industry subsidies
- industry regulations
- incentive programs

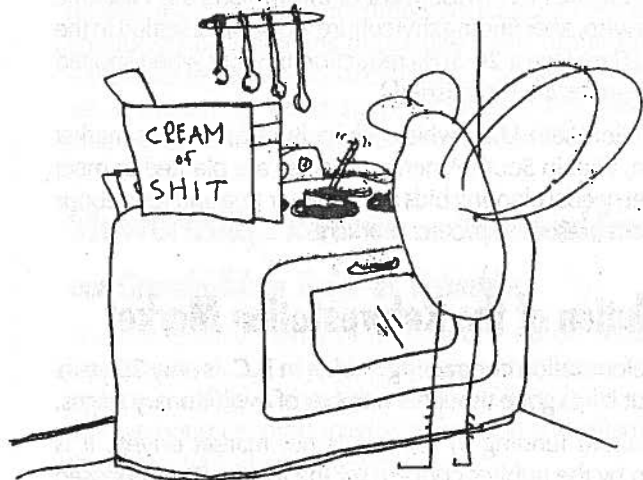
For most provinces the first stage, of direct expenditures delivered through government offices, has delivered as low bid auctions. (The notable and very successful exception was the Ontario planting program from 1984 to 1987, when the Northern Region used Requests For Proposal for their larger projects, getting some very consistent good quality improvements and innovation out of their program. Ontario has again gone back to the low bid auction with predictably disastrous results.)

This government requirement for unrestricted low bid auctions created a highly fractured market. In 1989, I published an analysis of the "Economics of The Tree Planting Industry" and the trends and forces that dominated the B.C. unrestricted low bid tree planting auction market.

Contracting Game continued...**The Winners Curse**

The simple low-bid auction favours both the inexperienced contractor whose mistaken underestimate wins the work — forcing them to compromise quality and labour standards, and the manipulative 'entrepreneurs' who deliberately design their approach to abuse workers and play 'the numbers game' with the contract system.

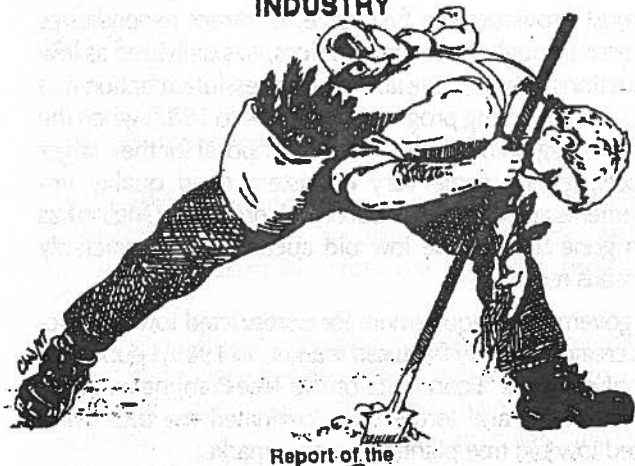
During the eighties, when a stable industry had emerged, I found myself spending a lot of energy lobby through the WSCA to protect workers from the abuses of the unrestricted low bid auction marketplace.



CALLAHAN

Plant While You Puke

WSCA lobbying stimulated news media coverage, resulting finally in an agreement between the MOF and the Ministry of Health in B.C.. The WSCA proposed Draft of new Silviculture Camp Regulations was accepted.

HUMAN RESOURCE ISSUES**IN THE****BRITISH COLUMBIA SILVICULTURE****INDUSTRY**

Report of the

Silviculture Joint Adjustment Committee

The first study of Human Resource Issues in the Silviculture Industry which identified many problems with planter turnover, lack of training, injuries, ergonomics and safety.

Silviculture Employment Issues

The publishing of "Silviculture Employment Issues", identified most of the violations of the Employment Standards Act, which on the open low bid auction market, are mostly still not in effect.

Currently we are working on practical and enforceable transportation and WCB regulations.

As will be obvious, the low bid auction marketplace requires an inordinate amount of regulation and enforcement to counterbalance the false economy of historic provincial government silviculture contract purchasing policies.

Adversarial Administration**Reduce Low-bidder Shirking**

To reduce the low-bid contractor's tendency to shirk their responsibilities vis a vis the contract goals, a complex set of contract regulations and quality specifications has been developed for administrators to enforce. Each new and successful manipulation by the contractors (known in the industry as "the numbers game") made the contract document more cautious and complex.

Most foresters would be horrified to find how much they are paying for these marginal benefits to their project or what an effect on the overall cost of the program this system has had.

One of the difficulties of the low bid auction is the contractor turnover—there is no continuity from year to year and ordinary common sense and practical problems visible from previous years have to be communicated through a workable quality specification which is very easy to measure. Often this has little congruence with the real objective—the goal of establishing and enhancing healthy and vigorous forests. In time, it seems most contractors and administrators begin to think that meeting the contract terms is the only objective of the contract.

In a short term one contract relationship, the agency and the contractor seem to lose the perspective that prioritizes the quality specification's intended purpose and the contracts overall goal. Assessment procedures become an end in themselves with the primary focus being the determination of the pay rate.

In these circumstances it is important to remind both the agency and the contractor that primary and original purpose of the quality specifications is to induce the desired behavior and achieve the contract goal.

The first and most vital function of the quality specifications is to give the contractor corrective feedback, and to ensure that the goals of the project are clearly understood.

In the worst cases, some districts gain the reputations of maintaining an uncooperative adversarial and bureaucratic

administrative approach to the assessment of the specifications, assessing purely after the work is complete, without the contractor present and with a minimum of communication.

Award prices for similar work between districts (and forest companies) can range by as much as 40%, due to the variations in the administrative approach.

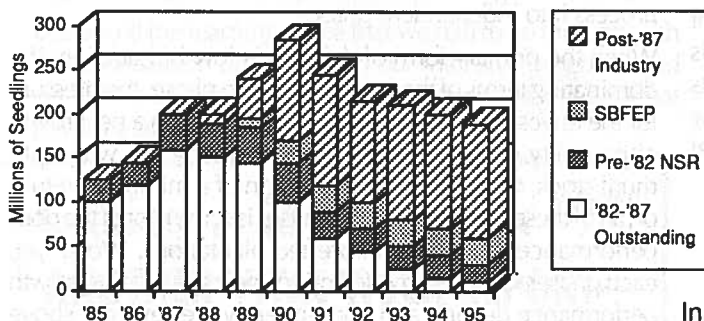
Currently, in the unrestricted low bid government auctions, some smaller projects with many viewers may have the collective contractor cost of viewing be greater than the value of the project.

Fortunately, there was a trend away from the government restrictions on the free market system.

Select Invitation Low Bid

As the forest industry was given the responsibility of delivering the planting contracts on their tenure lands— (initially funded by government money through 'Section 88') they began to restrict the number of contractors they invited to bid on the planting they administered to avoid dealing with new contractors and the 'hidden' costs of their problems as they climb the learning curve.

BC Planting Program Components



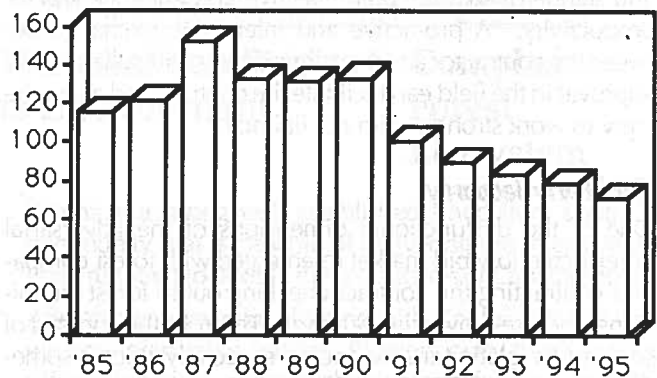
- **Post '87 Industry:** Bill 70 required that all areas harvested be reforested as a cost of the harvest. Over 85% of the work is contracted through select invitation, preferred bidder or direct negotiations.
- **S.B.F.E.P.** (Small Business Forestry Enhancement Program) are smaller cuts auctioned at minimum prices greater than the cost of reforestation.
- **Pre-1982 NSR:** this was originally targeted for elimination by the FRDA agreement. It is now combined with the program the **1982-87 Outstanding** to be eliminated by the year 2000 using Provincial government funds. Originally, the 1982-87 was being reforested both directly by MOF and through Section 88 subsidies to industry. Industry soon began to restrict the contractors through select invitations.

Thus, while the total market was increasing, the low-bid auction market was beginning to shrink before the total volume of trees peaked in B.C..

Foresters were able to demonstrate the benefits of working

with the same people year after year. Mutually cooperative relationships begin to build. Each year value was added to the service, as specific problems were resolved and the company and contractor adapted to each others needs. Continual cooperation developed special services and expertise not readily available in the open market.

Unrestricted Low Bid Auction Market



Select Invitation Preferred & Direct Negotiate

In 1987, Bill 70 required the Forest Industry to reforest each area logged at their own cost. While the unrestricted low bid auction of the Ministry of Forests is still the predominant reforestation market, the forest industry market with their expanding select, preferred and direct working relationships, is now a key sector.

About 80% of the forest companies in Canada have established relationships with preferred contractors.

With the new free-growing legislation in Alberta and Quebec, the same market trends have emerged there.

In Ontario, the FMA's bear the responsibility and some costs for the reforestation program themselves (although they receive a subsidy for a portion of their costs). They also prefer to work in a normal free market where purchasing includes all cost related factors, not just the contract price. Most of them work with select contractors or negotiate directly with contractors who have proven that their reliability, consistent quality and efficient organization eliminates risks and costs that the low bid auctions carry.

At Brinkman & Associates, over 80% of our reforestation volume comes from the variety of 'select invitation', 'select preferred' or 'direct negotiate' relationships with forest industry clients.

Despite pervasive sector wide distress throughout the forest industry, this basic pattern is not changing. (although many companies want to see some reduced costs in this years negotiations). Forest companies obtain much higher value per dollar from contractors who are familiar with their special problems. In recognition of this, B.C.'s Silviculture Branch has designed a variety of long term, stewardship, multi-activity and integrated contracts plus authorized district managers to purchase silviculture through select invitation or (for smaller projects, direct negotiation.)

Contracting Game continued...

Over time, company foresters have gotten to know the production and problems on their sites as well as the contractor does and negotiations can be initiated by either side with very similar results. Consequently, direct negotiations are seldom very difficult.

By working together the contractor can develop regulations and standards that are both effective and enhance worker productivity. A pro-active and interactive exchange between the contractor and the administrator with full power of approval in the field can facilitate the contract and allow the crew to work strongly with confidence.

Third Party Jeopardy

One of the dysfunctional dimensions of the adversarial unrestricted low bid market re-emerged with forest companies contracting the contract checking out to forest technicians who use provincial standards. This robs the contract of some of its relational efficiencies, especially since it sometimes involves different checkers each year. A contractor with a contract checker is in a position of "third party jeopardy". If the checker is too slack, the company audit may fail a project that the checker approves. In order to prevent that, checkers are often extra tough. This gives the absent forester some comfort, on the other hand, the forester is paying for the demands placed on the contractor which sets the production and price. Too often the gains from a few percentage points of additional quality points of marginal value are enormously offset by increased costs.

Reinventing the Game

Shape Contract to fit Purpose and Administrative Constraints

Contracts should not require unnecessary work. The new level of brushing that B.C. is projecting is a good example.

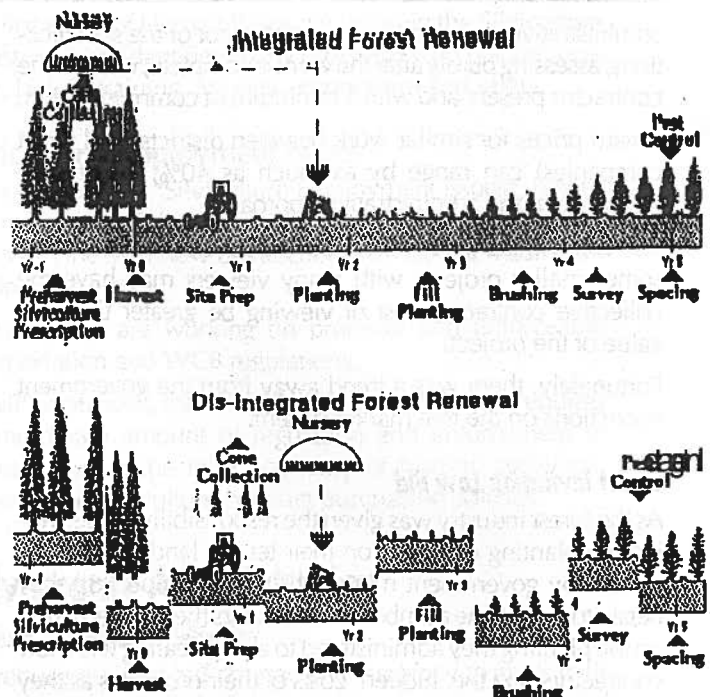
Selecting the Right Clause

Bell-Pole was able to cut their brushing costs by 75% through reducing their brush reduction standards by 15%—form clearing 100% of the brush around the tree to clearing 85%, leaving the tough and most time consuming stems.

Selecting the Right Contract

By identifying the most appropriate type of contract, the contractors tendency to shirk, or in this case, optimize production can be put to positive effect. For example, in Ontario a provincial cap on nursery seedling production limits the available stock. Using an area-based contract will get the maximum coverage out of the limited number of seedlings because contractors will tend to spread the spacing out as much as possible (by more than 15%).

In contracts with invisible requirements (or results that only show up over time) it makes sense to let an end-results contract—one where the results must be in evidence before the contractor receives final pay.



Integrate the Activities for the Lowest Net Cost

The dominant silviculture practice is to split the silviculture process into independent phases.

When the primary form of delivery is low bid auction, the dominating terms of the contract at each phase, the pressure for the lowest cost and the minimum results. In a net growth opportunity curve which the site inherently has with optimum stock, the cumulative reduction of a minimum return on all of these contract activity phases is at the root of the poor performance of artificial reforested plantations. Worse yet, each phase has to overperform to protect against this growth performance decline and consequently are severely above an optimum cost—we are spending much more for less.

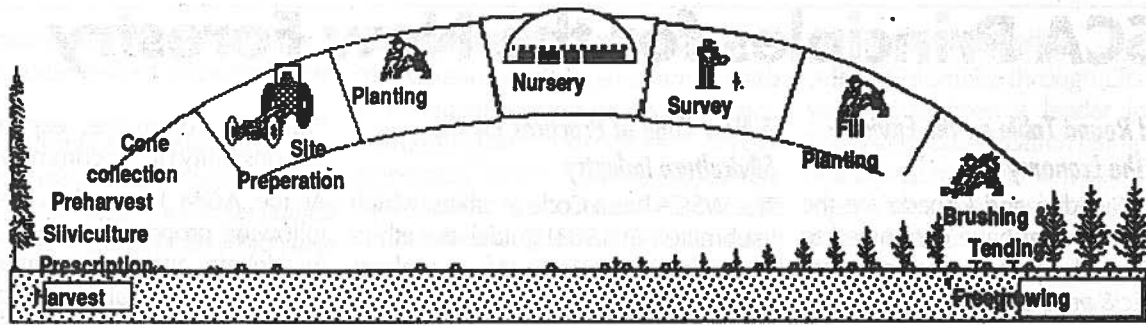
Integrated Multi-Activity Contracts

- Site Prep/Plant
- Grow/Plant
- Grow/Site Prep/Plant
- 2 Year Brush & Weed/Fill Plant
- Prune/Space
- Brush/Plant
- Browse/Plant

Continuity of focus on the End-result= Savings

An **end results contract** guarantees to deliver a target density, species mix, height, and leader-length by a target year. The contractor assume the risk of failure. This would commence with a diagnosis of site potential and design of the least net cost critical path for the best plantation performance.

A **Free to Manage** contract, recently being trialed in the U.S. allows the contractor the freedom to manage toward achieving set goals within the general policy guidelines that apply for the area.



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Industry to the EnvironmentComplex
Forest
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WSCA Principles for the New Forestry

National Round Table on the Environment & the Economy

Holland, Sweden and Canada are the only countries that have committed to producing blueprints that integrate economic & environmental issues. One of the primary instruments for developing consensus are the Roundtables. The Forest Round Table includes representatives from all sectors of the forest.

Provincial and federal Round Tables were initially boycotted by some of the environmental movement. As the value of the roundtable process became familiar, some surprising progress was achieved.

The National Round Table on the Environment and the Economy (NRTEE) Forest Round Table has had the CSA representing the silviculture industry (and the WSCA). While I have not been able to attend all the sessions however I can attest to the value of the process.

A New Code of Practices for the Silviculture Industry

The WSCA has a Code of Ethics (which I submitted in 1983) guides the ethics committee review of members practices. We have never extended our thinking to encompass the broad context of issues that currently confront society—especially the kind of issues that arise when "sustainable development" is the vision.

As the instruments (those who do the work) of public forest policy, I believe the WSCA's Code of Practices should reflect the principles that have been identified by the Forest Round Table.

A Code of Practices

A Code of Practices addresses the whole sphere in which we operate and would include and expand on our current Code of Ethics.

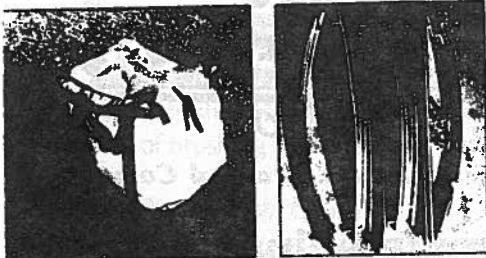
The expanded Code of Practices will have to be enforced by an Ethics and

Practices Committee, expanding the responsibility of the committee.

At the AGM I intend to present the following proposed Code of Practices for debate and endorsement of the members. Round table principles are all in *Italics* and the proposed WSCA Code Of Ethics & Practices Principle are in **Bold Italics**.

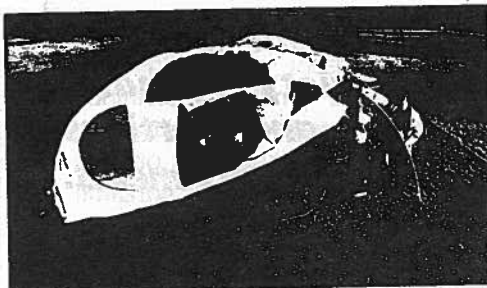
1a. Public Land Use & Allocation

This matter got some hot debate at the last directors meeting. It was agreed that it is not the associations position to dictate *who* should have which timber or other resource rights—those are political decisions which the voters will have to take through their representatives and due process. We can and must join the voices that add urgency to resolving this debate, since all of our work has long term implications and, in fact, only makes sense if it takes place within a stable land use plan. Otherwise it leads to wasted money and efforts.



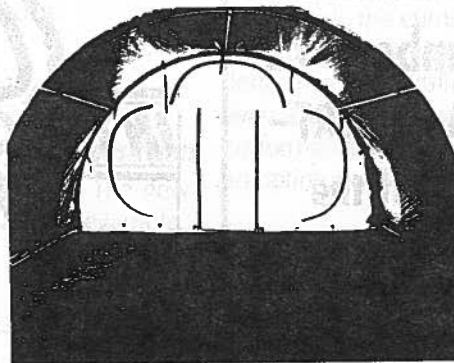
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The proposed Round Table principle is expected to be revised through further debate.

The Round Table Principle reads:

The Land use allocation process for all public forest lands should be guided by forest land use policies which take into consideration forest values; user needs, aspirations and rights; ability of the forest to sustain these uses over time; costs and benefits of each use.

Proposed WSCA Code Of Ethics & Practices

The Association and its members will encourage the establishment of a stable land use plan that will endure up to and beyond the time it takes for the benefits of the silviculture treatments on that land to be realized.

All silviculture will take into consideration the implications of manipulating the flow of changes in the forest stand on the long term plans for the land.

1b. Preserving the Forest Land Base

The working forest in southern Canada is continually being eroded by roads, transmission corridors, hydro pondages, urban sprawl, agriculture and other permanent land use withdrawals. The WSCA has been promoting a "No Net Loss" Forest Land Use Policy. This means that whenever a new permanent withdrawal from the forest land base is contemplated, the agency would have to provide for the establishment through afforestation of a permanent forest on lands currently not in forest productivity and fund that afforestation as a cost of developing the forest land for other uses. By this the WSCA does not mean that a park allocation would have to create another harvestable forest of equal size.

Proposed WSCA Code of Ethics & Practices

The Association endorses a "No Net Loss" Forest Land Policy and will work to ensure that such a policy is in place throughout Western Canada.

2a. Ecosystem Integrity

British Columbia, through Dr. Kryina's vision, has been a leader in having Ecosystem Classification being the basis of all forest management decision making. At the same time, the current forest policy in B.C. & Alberta does not provide for the preservation of ecosystem integrity, and forest renewal and tending does not have the goal of working towards re-establishing the whole ecosystem. The WSCA has made free growing standards which are site specific, mixed bag planting, and microsite selection be a principle of forest renewal regulations.

The Round Table Principle reads:

Protection of Ecosystem Integrity is central to all forest activities.

Proposed WSCA Code Of Ethics & Practices

All silviculture planning will be based on Ecosystem Classification. Re-establishing Ecosystem Integrity will be the goal of all forest renewal, and maintaining ecosystem integrity will be the goal of all tending.

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Code of Practices continued...

2b. Economic Integrity

Economic health is seldom something that has to be argued as essential within the contracting community. It is only in the trade-offs between economic and environmental values that contractors become divided. I recommend the WSCA endorse the Round Table principle.

The Round Table Principle reads:

Maintenance of economic health is integral to the sustainable development of forests.

Proposed WSCA Code Of Ethics & Practices (as above)

2c. Professional Contractors

Silviculture contractors livelihood depends on being able to make a living implementing silviculture programs that may be a part of another agencies Code of Practices. It is important for the WSCA to maintain a principle that professional services will be justly compensated.

In our Code of ethics we already have a number of principles that relate to 'economics' and professional practices.

WSCA Code Of Ethics

5. That members be in good standing with the business community and pay all of their bills.
6. That members live up to their agreement to provide their workers with the agreed upon payment, working conditions and living arrangements.
11. That member will support the principle of just compensation for professional services rendered.

Proposed WSCA Code Of Ethics & Practices

That members will support the principle of just compensation for professional services rendered, and will ensure that their employees receive their agreed upon payment for work, working conditions and living arrangements; and that their bills are paid.

3. Integrated Management

This Roundtable principle does not proactively express the full extent of the concept of integrated management: that is, that there is a wide variety of values being derived from the forest and that sustainable development of them all requires that forest management planning integrates all of these uses. The WSCA has many times contributed to this debate.

The Round Table Principle reads:
Management of the forest land base should recognize the potential for sustainable development of the full range of forest values.

Proposed WSCA Code Of Ethics & Practices

Members will promote the recognition and integration of the potential for sustainable development of the full range of forest values in silviculture planning and work.

4a. Public Involvement

Public Involvement, which in Canada has numerous democratic venues, is in the arena of forest management, creating another instrument— The Community Forest Management Group. Sentiment about this is very strong.

Local community involvement means more local employment and this will change the character of our industry—presumably for the better. Because this has the potential of being controversial, we should be clear that we do endorse this.

I recommend that we adopt the Roundtable Code language, even though it is stilted.

The Round Table Principle reads:

Public involvement in forest policy and planning decisions is a right, of which responsibility and accountability are inherent components.

Proposed WSCA Code Of Ethics & Practices (as above).

4b. Public Awareness and Education

While I suggest we adopt this obvious principle, public involvement in the natural resource debate will not necessarily subside with education. Partly because both sides of the debate read this the same way—'Public Indoc-trination and Brainwashing'.

The Round Table Principle reads:

An aware educated and informed public is essential to participation in the forest management process.

Proposed WSCA Code Of Ethics & Practices (as above)

5. Definition of Terms

This is self explanatory and beyond needing WSCA endorsement, does not need to be an explicit part of our code.

The Round Table Principle reads:

Effective communications between stakeholders requires a common set of definitions.

6. Tenure

Tenure is an ongoing debate that will never be settled. The WSCA ventured repeatedly into the fruitless TFL hearings fray with its observations. In summary, it is clear that for good silviculture to occur, the tenure agreement must either require it through strictly enforced regulations or stimulate it through skill-fully designed incentives. The round table principle tries to describe all of the factors that have to be balanced for a good tenure agreement, as a consequence it leaves much to be desired as a principle for inspiring ethical or sustainable practices. This needs work and we should adopt the roundtable principle until we can forge a principle which gives our industry vital direction.

The Round Table Principle reads:

Forest lands should be managed under that combination of tenure systems which balances rights with responsibilities, encourages stewardship, optimizes the sustained supply of various values from forest lands, and provides for fair and sustainable markets.

Proposed WSCA Code Of Ethics & Practices (as above)

7. Economic & Policy Instruments

The issues arising here are closely linked to the tenure principle. The Round Tables are linked to the CCFM (Council of Canadian Forest Ministers), Premiers, and the Prime Minister so that important dialogue arising from the Round Table can have appropriate attention drawn to it. Until this area is opened up through AGM discussion, I recommend we follow with the Forest Round Table.

The Round Table Principle reads:

Only those economic and policy instruments that contribute to the sustainability of a full range of values from the forest lands should be used.

Proposed WSCA Code Of Ethics & Practices (as above)

8. Community & Cultural Stability

Three hundred and fifty isolated communities and many more isolated native communities are vulnerable to national and provincial central planning based on external interests. This principle is closely related to public involvement and may need to be associated or integrated with the principle of public involvement. I suggest we adopt it as it reads.

The Round Table Principle reads:

The distinctive need of forest based communities and cultures are recognized as a major component in the sustainability of the forest.

Proposed WSCA Code Of Ethics & Practices (as above)

9. Worker Health & Safety

In the frontier economy of early forest use, safety was an individual's responsibility. Reforestation, initially free of serious accidents, emerged in 1990 as a potential killer. Bitter experience of previous era's tending injuries brings high risks with the new intensive era. Due to these combined factors, WCB in both B.C. and Alberta is looking for active thorough Safety Programs that are aggressively managed throughout company operations. The WSCA Code of Ethics addresses this issue inadequately.

WSCA Code Of Ethics

That members responsibly ensure the health, safety and welfare of his/her workers.

The Round Table Principle reads:

Worker health and safety must not be compromised in the sustainable development and use of forest lands.

Proposed WSCA Code Of Ethics & Practices

Each member will develop and enforce a comprehensive Health and Safety Program, which includes training for all workers, regular meetings and meets the requirements of the WCB and/or Occupational Health and Safety Ministries.

10. Public Health & Safety

Public health and safety of forest practices has been successfully challenged in Oregon, where wind and temperature restrictions on slash burning have been established to protect communities from excessive smoke. The WSCA should, in principle, be endorsing such refinements in forest policy. I suggest that we adopt the Round Table Principle.

The Round Table Principle reads:

Public health and safety must not be compromised in the sustainable development and use of forest lands.

Proposed WSCA Code Of Ethics & Practices (as above)

11. Information Base

This principle is self evident due to the frequency with which it creates forest conflicts and confusion. I suggest that we adopt it as stated.

The Round Table Principle reads:

An adequate information base is essential to the sustainable development of forest lands and requires current, appropriate and comparable inventories for all forest values.

Proposed WSCA Code Of Ethics & Practices (as above)

12. Codes of Practice

'All activities', means that we will have to continually expand and revise the WSCA code to keep it current with changing times.

The Round Table Principle reads:

Sustainability of forest lands and forest uses requires codes of practice covering all activities in the forest.

Proposed WSCA Code Of Ethics & Practices (as above)

13a. Workforce Education

Training is now being focussed on in our industry as never before. This is an essential foundation for good silviculture being practiced in Western Canada.

The Round Table Principle reads:

Sustainability of forest lands and forest uses requires broadly educated and skilled work forces at all levels with continuing life long education and training.

Proposed WSCA Code Of Ethics & Practices

Members recognize that good silviculture requires a well trained work force and a continual commitment to life long training.

14. Research

As long as Canada allocates .3% of its forest's gross product to research, while it's international competitors allocate up to 3%, a principle of commitment to research must be emphasised. Silviculture especially, remains a giant experimental program, with many standardized practices still awaiting proof of efficacy from long term plantation performance. I recommend that we adopt the Round Table principle.

The Round Table Principle reads:

A significant and continuing commitment to Research and Development, as well as application of results, is essential to the sustainability of forest lands and forest uses.

Proposed WSCA Code Of Ethics & Practices (as above)

Code of Practices continued...**15. Global Issues**

World wide consensus places global warming as the number one environmental threat. Only an international accord can address the a problem of this magnitude. Canada as one of the seven industrialized countries, with 10% of the worlds forestland and the second highest CO₂ output per capita has a unique global responsibility to lead the way in sequestering CO₂ in new forests, utilizing bio-fuels, and enhancing forest growth. This principle requires strengthening and clarification for our sector.

The Round Table Principle reads:

Canada has global responsibilities both in the way it manages the forests and for the sustainable development of forests world wide.

Proposed WSCA Code Of Ethics & Practices

Canada has global responsibilities both in the way it manages the forests and for the sustainable development of forests world wide. These responsibilities include having Canada's forest be a net carbon sink.

16. Aboriginal Recognition

This is a proposed principle which requires some forging in the fires of debate. The WSCA brief to the task force strongly supported native involvement in silviculture. The B.C. Task Force on Native Involvement in the Forest Sector is recommending that 20% of current silviculture activities are allocated to the native communities. Land claim settlement is going to change who does what silviculture even further. The Round Table principle is still inadequate to express the urgency of resolving the issues in the natives future, especially in view of the extensive task force recommendations.

The Round Table Principle reads:

Forest management practices and policy in Canada must recognize and make provision for the rights of aboriginal people as they pertain to land and resources.

Proposed WSCA Code Of Ethics & Practices (yet to be proposed)

17. Protection

The Round Table principle, in emphasising natural forces, pulls the teeth out of the effect on the forest threats of global and national changes that people have made to the environment. CO₂ trends and the area burned by fire per decade in Canada correlate. Acid rain puts additional pressure on Eastern forests, making them susceptible to disease and pests. Permanent depletion of the forest land base eradicates entire ecosystems (eg. the Carolinian forest in Ontario) so that the remaining stands or ecosystem reserves are threatened with extinction when not protected. Road, rail, water and air transportation introduces pests and weeds from far away places, etc..

The Round Table Principle reads:

The potential impact of natural forces such as fire, insects and disease, will be managed in ways to enhance the management objectives for the areas involved.

Proposed WSCA Code Of Ethics & Practices

The potential impact of fire insects and disease will be managed in ways that enhance the management objectives for the area involved.

18. Regulating Private Forest Land

Private land legislation governing forest management is inevitable and necessary if Western Canada is to have a vital forest resource. This principle ensures the involvement of private land-owners in developing regulations.

The Round Table Principle reads:

In cases where public goals override traditional property rights of private land owners, the owners shall be fully involved in planning such restrictions on land use as may be required, including the provision of incentives or compensation where appropriate.

Proposed WSCA Code Of Ethics & Practices (as above)

19. Protected Areas

This is a proposed principle which requires some forging in the fires of debate. There is much more to be said relative to protected areas.

The Round Table Principle reads:

The designation of protected forest reserves legislated as ecological areas, natural parks, wildlife reserves, wilderness areas, etc., must be perceived as an essential and integral part of a land use mosaic and should be utilized for comparative purposes to measure goals of sustainability on actively managed forest lands.

Proposed WSCA Code Of Ethics & Practices (yet to be proposed)

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WSCA REPORTS

WSCA Directors Minutes

Note: Selections from WSCA Directors meeting Nov. 15/91

5.2 1992 Fees

General discussion of fees and how they affect the declining membership. There appears to be some resentment over the amount paid, (i.e. "What do I get for my \$500). There is a need for a monthly or at least bimonthly newsletter to be sent to members. The association needs to improve its profile so that members perceive that they are getting something for their money. We should communicate the intangible benefits to members.

It was suggested to move more of the services over to Ross Styles. Discussion followed on whether Ross would consider a paid position as Executive Director and take over services where it is critical to convey information to members in a more timely manner or to be able to answer questions as they are asked instead of having to wait for a call back. The association needs to change its character and responsiveness to members and this could be accomplished through Ross handling the enquiries. It was suggested that Ross could hire a temp or a secretarial service in Kamloops to help with the overflow. Ross said that while it is not impossible he would have to think about it.

Dirk stated for the record, "there are no complaints with My Private Secretary's service but the association needs to go to the next stage in its evolution and this might mean hiring an executive director."

If Ross is willing to take on this position he will put together a proposal on his expected remuneration, benefits, etc..

5.4 Effectiveness of Chapter Leadership

We need a way to pull coordinators not doing their job as defined by the association.

Suggestions to make coordinators more effective include electing directors from each region by that region; allowing the chapter to take action when a coordinator is not effective; suggesting that chapters elect their own executive to handle local matters, consolidating non-functioning chapters.

After discussion it was decided to bring a resolution to the AGM that chapters **MUST** meet at least once a year.

Each director should take one region under wing and see if chapters can get going again.

6. Guidelines Re: Union Organizers

After discussion it was decided that a set of guidelines should be drawn up on how contractors should deal with union organizers. After encountering problems, Kevin McLean is willing to work with WSCA to set up these guidelines on what contractors are allowed to do and say when labour organizers come in and what are the employers' rights and the employees' rights.

Dirk suggested that Don Jordan, a labour lawyer, could probably prepare something for members explaining the above. This should be at no charge to the association.

7. WCB Developments

Ross Styles and Alan Bahen attended a meeting with WCB and Dirk followed up with letters regarding the above. WCB has elected a new board of directors and are starting over from scratch on camp standards and there is no recommended solution at this time.

10. Employment Standards Letter

After discussion it was decided that the WSCA would have a fresh look at the changes anticipated under the new government. Moe Sihota should be invited to come to a meeting. Standards do have to be enforced and it will only help us if they are

enforced properly. Doug Hearn will follow up and try to get a speaker to come to the conference. We need to know if the government will be proactive or reactive and if the old standards will still be the norm or if there will be changes.

11. Status of Industry

After discussion it was agreed that the dollar volume of work is not really declining but that the focus is changing. Tree planting is declining, and brushing, weeding and juvenile spacing is increasing. It was also pointed out that when talking about sowing requests the figures for 1992 are for trees that will be planted in 1993.

Impact/Response of Change in Government

Implementation contracts are being eroded with the new MOF employees. The "Evaluation of Efficiency" report regarding in-house vs contracting out is due by Jan 30, 1992. Alan Bahen reported that in the north, Native crews are being used more.

It was agreed that WSCA push the NDP to see how they will deal with the backlog. The suggestion that BC Forests become a crown corporation like BC Hydro was sympathetically viewed by the Directors.

12. WSCA on Land Use Controversy

After general discussion it was decided that the WSCA should not state a position on the land use question at this time, except that it is important to resolve the issue. WSCA should promote more extensive and more effective silviculture irrespective of which land use regime prevails.

15. Level Playing Field

The letter from Tropical Overseas Placement Services, Inc. was circulated. Apparently several members received the letter. Dirk Brinkman has contacted Canada Immigration & Employment to let them know that this type of employee is not required in our industry due to the high number of local people seeking employment.

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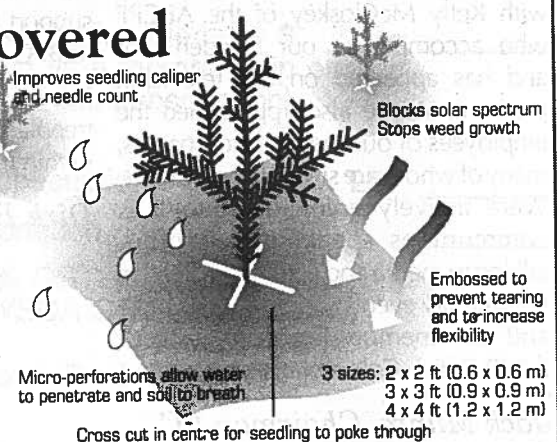
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LETTERS IN LETTERS OUT

Stashers are Cute

Note: Letter from the BC Forest Alliance Oct. 8/91

Thank you for your comments on our mascot's name, "Stasher". We discussed your concerns at a Citizens Board meeting. (See facing letter -Ed.)

We chose the name Stasher cognizant of the verb 'to stash' with respect to anything, whether it be valuables, or in Stasher's case, nuts and seeds. Unfortunately, we were not aware of the connection with tree seedlings that you pointed out, and I'm thankful that you've drawn our attention to it. We found that with many names we liked a nasty parallel could be drawn. So, we chose the name we liked the best hoping it would be accepted in the spirit that it was chosen: a cute name, appealing to children, and suitable for a squirrel.

Incidentally, Stasher does not carry a treeplanter's shovel—that was just mentioned for the purposes of a news release. We've found that he works best with young children and in community events such as parades, and we will avoid using him at tree-planting events for exactly the reasons you pointed out.

We're not planning to rename Stasher because he's been publicized in community newspapers as well as the Alliance newsletter and to change his name now would draw much more attention than to leave it as is.

You also mention the importance of garnering the support of other industry-groups such as silviculture workers. We've established a good relationship with Kelly McCloskey of the ABCPF who accompanied our Sweden tour and has appeared on our television program. We've also approached the employees of our member companies, many of whom are silviculture workers. We're actively going out into B.C. communities speaking to groups, talking to media and getting involved in community events on an ongoing basis and our membership now exceeds 2,500 British Columbians.

Jack Munro, Chairman BC Forest Alliance

A Bad Stasher Movie?

Note: Letter sent to the BC Forest Alliance Sept. 16/91

It may be worthy to note that the most cardinal sin in the world of treeplanting is "stashing". "Stashers" in our industry are blacklisted and no contractor dares hire them for fear that their destructive habits overcome their better judgement and they "stash"—i.e. not plant the trees they have been given.

Contractors whose planters stash can have a contract immediately cancelled if they have not acted with the utmost urgency regarding the planter upon discovering this behaviour.

"Stashing", since it involves the destruction of crown property (trees) and involves an attempt by the planter or contractor to fraudulently be paid for work not actually done, is often considered a criminal offence and it is common to have an RCMP investigation. In a number of cases, charges have been laid.

I know that squirrels stash cones, seeds and nuts in such a way that they grow, and "Stasher" is a friendly name for a squirrel from a child's perspective. However, if the squirrel is seen "stashing" trees with a treeplanting shovel, the awareness of the Alliance of the treeplanting industry will be the laughing stock of all treeplanters.

This problem underlines another more serious problem. Where is the support of the silviculture community for BC Forest Alliance activities, and how has the Alliance gone about securing the support of 16,000 silviculture workers in B. C.?

The Alliance imagery should fit into treeplanting reality to assist harmony within the forest industry.

Dirk Brinkman

Ontario Policies Backward

Note: Letter to Grant Brodeur, President OSCA on Dec 24/91

Good work! The *Toronto Star* article attacking Ontario reforestation policies is a start.

At the March/92 National Forest Congress, two of the strategy objectives will be: regenerate all areas harvested; eliminate the NSR backlog by the year 2000. BC, Alberta, Quebec and the Maritimes have already made the commitment to do this on all public lands. Ontario has never done it. The 1991 Ontario Reforestation program allowed further backlog to be created.

Ontario cannot continue to be viewed as a backward province in forest management or emerging consumer boycotts in Europe will get worse.

Use the Forest Renewal Strategy numbers and analysis to press for change. Strike while the iron is hot!

Dirk Brinkman

Land Use Policy Useful

Note: Letter to Assoc. of BC Professional Foresters on Dec. 30, 1991 in response to their new land use policy.

It is our experience that the instability of the context of forest management both undermines many opportunities to create greater value in the forest, and results in wasted efforts towards goals which rest on outdated land use plans. A land and water use strategy would stabilize this context and allow the uncertainty of silviculture's value to be resolved.

This would benefit our members, our clients, the people of BC and have global commons value. The Dunsmuir II consensus goes a long way towards prescribing for such a strategy and it has our strong support.

Dirk Brinkman

WSCA MEMBERS - 1992

The following are members of the Western Silvicultural Contractors' Association
(A indicates Associate Member)

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Cascade Resources Ltd.
Coast Range Contracting Ltd.
Peter Deverell (A)
Highrigger Forest Management Co. (A)
Intertribal Forestry Assoc. of B.C. (A)
Island Green Forestry Services Ltd.
Loki Reforestation Ltd.
Mountain Reforestation Ltd.
Oliver & Giltrap Reforestation Ltd.
Outland Reforestation Inc.
TIBE Enterprises Inc.
Whiskeyjack Reforestation Ltd.
Zanzibar Holdings

Nelson/Kootenay Region

Caliburn Forestry Ltd.
Dark Star Forestry Ltd.
Greenpeaks Holdings Ltd.
Jansma Reforestation Ltd.
Mart Resources
MU Services Ltd.

Cariboo Region

- * Lid's Reforestation Ltd.
- * Loxton Sheep Vegetation Management

Kamloops Region

Appletree Industries
Arland Reforestation Services Ltd.
Forsite Consultants Ltd.
Golden Raven-Cooperative
Grandy Reforestation Service
Nu Growth Industries Ltd.
Rainbow Resources Ltd.
RS Lott Contracting
Sanders & Co. Contracting Ltd.
South Okanagan Silviculture

Prince George Region

- Apex Reforestation
- * Folklore/Hawk Forest Enterprises
- I & I Construction Ltd.
- Integrated Silviculture Services Ltd.
- Kuwani Consulting Ltd.
- Lloyd Reforestation Ltd.
- MacLennan Contracting Ltd.
- Mudslide Contracting Ltd.
- Roots Reforestation Ltd.
- SBS Forestry Inc.
- Seneca Enterprises Ltd.
- Shannon Silviculture
- Silvaram Holdings Ltd.
- Tawa Reforestation Enterprises
- Triple Eight Enterprises Ltd.
- Twig Contracting Ltd.
- Vin Law Resources Ltd.

Prince Rupert Region

Backwoods Silviculture Ltd. (A)
Mountain View Silviculture Ltd. (A)
Singletree Ventures Ltd.
Summit Reforestation Ltd.
Waterside Ventures Ltd.

Alberta Region

Bruin Reforestation Ltd. (A)
National Silviculture Inc.
Next Generation Reforestation Ltd.
Tsuga Forestry Contractors Ltd.
Weldwood of Canada Ltd. (A)

Associate Supplier Members

- Ancient Mariner Products Ltd.
- Bush Pro Supplies Inc.
- Central Tent & Awning Ltd.
- CFE Crosby Supplies Ltd.
- Horizon Fibreglass Products Ltd.
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- Mardon & Campbell Insurance
- Ocean Park Ford Sales Ltd.
- Pacific Equipment Co. Ltd.
- Pride Beverages Ltd.
- PSD Trauma Tech International Inc.
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- RPM Communications Inc.
- Stihl Ltd.
- Weatherhaven Resources Ltd.

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