



Governance Policy

Managed Forest Council

February 2024

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I. INTRODUCTION

The Managed Forest Council* (“the Council”) is a public-private agency established under the *Private Managed Forest Land Act* to protect key environmental values on private Managed Forest class land and to protect landowners right to harvest. The Council is accountable to the Provincial Government, Managed Forest landowners and to the public which represent a broad range of interests. In accordance with the Act, Council Members are determined by

- (1) appointment by the provincial government (2 Members),
- (2) election by the Managed Forest landowners (2 Members), or
- (3) in the case of the Chair, elected by the other Council Members.

The Council is a quasi-judicial administrative tribunal that operates independently from the government.

Council will govern itself in a manner that ensures that the needs of its constituencies are met, that its processes are open and transparent, and that it achieves its legislated purpose.

The Governance Policy has two purposes:

- to ensure that appropriate processes and standards for conduct of the Council, its Members and its management are established and monitored; and
- to set out standards and processes for the Council to meet its legislated responsibilities.

The Members of the Council are held accountable for adhering to the Governance Policy. The observance of this Policy will assist the Council to be a responsive and effective regulator.

* In September of 2014 the *Private Managed Forest Land Council* adopted the working name, Managed Forest Council.

II. INTERPRETATION

A. DEFINITIONS

In this Policy,

“Act” means the *Private Managed Forest Land Act, 2003*, unless otherwise specified;

“Managed Forest” means land assessed as Managed Forest by BC Assessment;

“Minister” means the Minister responsible for the *Private Managed Forest Land Act*, unless otherwise specified;

“Council” means the Members constituted as the council under the Act and includes any person or authority delegated or designated under the Act;

“Chair” means the Chair of the Council;

“Member” means a member appointed to the Council pursuant to the Act.

B. INTERPRETATION

The Governance Policy, interpretation of the Policy and any amendments or revisions to the Policy will be applied as follows:

- a) The Governance Policy does not supersede or take precedence over legislation, regulations or any bylaw of the Council;
- b) The Governance Policy is for information and guidance and is not intended to fetter the decision-making authority of the Council;
- c) The Governance Policy is available to the public;
- d) The Council may amend this policy at any time. An amendment becomes effective only if passed by a majority of Members of the Council.

III. ROLE OF THE COUNCIL AND ITS MEMBERS

A. INDEPENDENCE AND ACCOUNTABILITY

The Council’s responsibilities include strategic planning, setting forest practice standards, reviewing applications to enter Managed Forest class, ensuring compliance with the Act and the regulations, and measuring and reporting on results. As the executive body responsible for the management of the agency’s affairs, the Council also has an oversight role with respect to staffing and resources, finances and communications.

The Council adopts the values of *independence* and *accountability*. Management and staff are accountable to the Council. Council Members are accountable to the provincial government, the public and Managed Forest landowners for the administration of the legislation and the effective governance of the Council. Public accountability is reinforced through the requirement of a public annual report, and through the ability for the Minister to require an audit of the Council’s performance.

The Council is designated as the agency responsible for the administration of the Act and is a corporate entity distinct from the government. The legislation enables the Council to

- (1) make regulations setting forest practice standards for Managed Forest class land,
- (2) investigate potential infractions of the standards,
- (3) audit forest practices, and
- (4) enforce the standards and other requirements of the Act and regulations.

As a quasi-judicial administrative tribunal, the Council must act in the public interest and adhere to the principles of administrative law. The Council operates in its regulatory and policy-making capacities independently from the government and other interests, within its legal framework.

B. GOVERNANCE SYSTEM

The Council is responsible for establishing and maintaining governance rules of practice so that it can achieve its goals and adhere to its values of independence and accountability. This Governance Policy does each of the following:

- (a) describes the role of the Council and its Members including “standards for conduct”.
- (b) establishes the terms of reference for the Council, Chair, Vice Chair and Members;
- (c) sets rules for the conduct of Council meetings; and
- (d) commits the Council to communicate with its constituencies.

Due to its limited size, the Council normally operates as a Committee of the Whole, without any standing committees. The Council may establish a Committee for a specific purpose and a specific term, on a case by case basis.

C. COUNCIL OBJECT

The object of the Council, as set out in section 5 of the Act is “to encourage forest management practices on private managed forest land, taking into account the social, environmental and economic benefits of those practices.”

D. COMPOSITION AND APPOINTMENTS

1. Composition

The size of the Council is set by legislation at four Members plus a Chair who is also a Member. The Council, excluding the Chair, consists of two Members appointed by the provincial government and two Members elected and appointed by Managed Forest landowners.

Members must appoint a Chair as the fifth Member of the Council. If the Members do not select a Chair or if the Managed Forest owners do not appoint two owner Members, the Minister may appoint them in accordance with the Act. The Council must also appoint a Vice-Chair from among the regular Members.

The Council will endeavor to ensure that the Council’s membership, collectively, is fully competent and, over time, reflects the public values of diversity and inclusiveness. To help facilitate this, the Council may adopt Member Selection Criteria (Appendix A) and a Council Competency Matrix (Appendix B). The criteria in Appendix A and B may be updated as required to reflect the evolving public interest and the changing needs of the Council.

2. Appointment of Government Members

The Minister must appoint two Members who are knowledgeable in matters relating to forest management practices or local government. The Council will ensure that the Minister, through the Crown Agencies and Board Resourcing Office (CABRO), is provided with the information set out in Appendices A and B to this policy to help inform the Minister during the appointment process. The terms of appointment for government Members are determined by the Minister.

3. Election and Appointment of Managed Forest Land-Owner Members

The election and appointment of Managed Forest landowner Members are done under and in accordance with a bylaw adopted by the Council.

4. Selection and Appointment of the Chair

Council may post an advertisement for the position of Chair and through a process set out by Council bylaw, select and appoint an individual as a Member of Council and designate this person as the Chair. In selecting and appointing a Chair, the Members will have regard to the criteria and information set out in Appendices A and B.

5. Re-appointment of Government Members, Managed Forest Landowners and Chair

Government Members may be re-appointed at the discretion of the Minister, having regard to the policies and procedures established from time to time by CABRO.

Owners of Managed Forest land who are elected and appointed Council Members may stand for re-election in accordance with Council Bylaws. Incumbent Council Members who are coming to the end of their current Terms are encouraged to consider the Council Competency Matrix, and any identified gaps of competencies or attributes identified therein (Appendix B), and the length of terms remaining for the other current Council Members (Appendix C), when deciding whether or not to stand for re-election under and in accordance with the Bylaw.

The Chair may be re-appointed at the discretion of the Council Members. Before reappointment of a Chair, Council Members are encouraged to consider the following:

- (a) performance record of the Chair,
- (b) the Council Competency Matrix (and any identified gaps of competencies or attributes identified therein) (Appendix B),
- (c) the length of time that the Chair has served to ensure periodic Council renewal, and
- (d) the length of terms remaining for the other current Council Members (Appendix C) to ensure appropriate succession planning for Council operations.

E. REMUNERATION OF MEMBERS

The per diem remuneration and expense reimbursement schedule for Members are established by Council in the Council bylaws. The per diem rates should be made having regard to the mandate of the Council, including the statutory decision-making functions of the Council under the Act.

If the government Members are civil servants or otherwise employed by government, they are not entitled to a per diem fee. However, the Council is responsible for reimbursing all Members, both government and owner appointed, for expenses, such as travel and meals, incurred in the course of regular Council business.

F. MEMBER ORIENTATION

The Council will ensure that new Members are provided with a program of orientation to better enable them to perform their duties.

G. STANDARDS FOR CONDUCT

1. Purpose of Standards for Conduct

The Standards for Conduct of the Council are intended:

- to ensure that the actions of the Council are legally and morally defensible, and demonstrate fairness, integrity, impartiality and accountability, and
- to provide guidelines for the conduct of Members and for conflict of interest.

2. General Guidelines and Expectations

Council Members, including the Chair and Vice-Chair, are expected to carry out their duties according to the following general guidelines and subject to the detailed conflict of interest rules established in Section 3:

- a) Members will recognize and respect the rules of natural justice and codes of administrative practice and fairness, as evolved by the courts and other administrative tribunals.
- b) While discharging their duties under the Act, Members are expected to act for the public interest in good faith and with honesty and due diligence, in accordance with the regulations, bylaws and rules under the Act.
- c) Subject to the rules under Section 3, Members' duties will not result in any personal, private, financial or other substantive gain other than remuneration for Council service.
- d) Members will ensure they maintain an appropriate level of knowledge of legislation, regulations, policies and decisions.
- e) Members will ensure they have sufficient information to make an informed decision by reading the material provided prior to meetings and questioning staff as required.
- f) Members will participate fully and frankly in the proceedings of the Council and in the governance of the Council.
- g) Members will consider the implications for the independence, integrity and effectiveness of the Council before commenting publicly on any matter concerning the Council.
- h) Members will not release the outcome or details of Council discussions or decisions prior to the release of a written decision unless authorized by the Chair.
- i) Members will not disclose confidential information (defined as information that cannot be obtained legally from other sources) received in the course of their duties. Confidential information must not be used for any purpose other than the work of the Council.
- j) The conduct and language of Members must be free of any discrimination or harassment based on any grounds prohibited by the *Human Rights Code* or guidelines of the provincial government.

- k) Member conduct while representing the Council will reflect social standards of courtesy, respect and dignity and any conduct will not exploit the Member's position of authority.
- l) Members will respect other Members' rights to express their views and opinions, and will maintain a collegial, respectful and professional relationship with other Members and staff.
- m) Members will maintain an excellent attendance record at regular meetings (more than 80%) and will advise the Chair in advance of a meeting if they will be absent.

3. Conflict of Interest

A **conflict of interest** arises when a Member's ability to perform an official duty or function is affected by his or her private interest. It includes both direct and potential conflicts. A **direct conflict of interest** occurs where a decision made in his or her public capacity as a Member has a direct effect on his or her private affairs or his or her personal financial interests or company's financial interests (either as an owner or employee). A **potential conflict of interest** occurs where a position, office, property, right or interest held by a Member could result in the Member having a duty or interest that materially conflicts with the Member's duty to the Council, government or the public interest.

A **perceived conflict of interest** occurs where a reasonably well-informed individual has a reasonable belief that a Member has a conflict of interest with respect to a matter.

The following conflict of interest guidelines apply to Council Members:

- a) Members must not participate in any decision or discussion on a matter in which the Member has a conflict of interest. A conflict of interest does not occur solely as a result of a Member being an owner of private Managed Forest land or an employee of an owner of private Managed Forest land.
- b) Members may vote on matters in which they have an interest, if the decision relates to the regulation of a large group (such as Managed Forest landowners) and the regulation will not affect the Member in a different manner than any other Member of the group.
- c) Members must ensure that other memberships, directorships, voluntary or paid positions or affiliations remain distinct from work undertaken in the course of performing their duties as Members and that a conflict of interest does not occur as a result of the membership, directorship, position or affiliation.
- d) In the course of performing their duties, Members must remain impartial and must avoid taking any action that will give or appear to give preferential treatment to friends, relatives or affiliates.
- e) Members must not accept gifts or hospitality that may create or appear to create a conflict of interest or has the potential to give rise to a perceived conflict of interest, unless the gifts or hospitality are a normal and customary gesture of courtesy and would be considered reasonable and appropriate in that particular circumstance.
- f) If it comes to the attention of a Council Member that a direct conflict or potential conflict of interest has occurred relating to themselves or another Member, or that there is a likelihood of a perceived conflict of interest occurring, the Member must immediately

disclose the conflict to the Chair. The Chair must likewise disclose any direct conflict or potential conflict of interest or likely perceived conflict of interest to the Members.

- g) Except in the circumstance described in paragraph (f), the disclosure of conflict of interest must be made in writing, noted in the minutes of the meeting and given sufficient detail for the other Members to appreciate the significance of the conflict of interest that exists or could occur.
- h) If a conflict of interest arises during a Council meeting, the Member must disclose the conflict immediately; must not discuss or vote on the matter that gave rise to the conflict; and must remove him or herself from the meeting until the discussion on the matter is concluded.
- i) If there is any doubt as to whether a conflict of interest exists, the Member may consult independent legal counsel (i.e. counsel not retained by the Council).
- j) It may be determined that a conflict of interest is so serious that a Member may be suspended for a period of time or removed from the Council in accordance with the bylaw for this purpose.

4. Violations of the Standards for Conduct

See Council Bylaw, Part 2.3 – Suspension and Removal of Members

IV. TERMS OF REFERENCE

Members of the Council are responsible for the administration of the Act and regulations. This includes four broad functions:

- 1) Strategic planning and reporting;
- 2) Setting forest practices standards for Managed Forest class land and considering, on a case by case basis, any applications for a variance from those standards;
- 3) Enforcing the requirements of the Act and regulations;
- 4) Reviewing applications to enter Managed Forest assessment class.

The Council, as a whole, remains accountable for ensuring that the purpose of the legislation and the object of the Council is achieved. Individual Members are responsible, at all times, for ensuring the consistency of their own actions with the legislation and provincial objectives.

A. TERMS OF REFERENCE OF THE COUNCIL

1. Strategic Planning and Reporting

The Council is responsible for strategic planning and for preparing an annual report and financial statement. The annual report and financial statement will be made available to the public and will be submitted to the Minister. It will be provided to a Managed Forest landowner on request.

2. Setting Forest Practices Standards

The Council is responsible for adopting standards for forest practices, monitoring their effectiveness and making changes to the standards, subject to the Act and regulations.

Forest practices standards or special standards are adopted as regulations of the Council and require approval by a majority of Members. The majority must include at least one of the Managed Forest owner Members and one of the government Members. Standards must be deposited as regulations with the Registrar of Regulations and published in the Gazette.

Prior to any changes to the regulation for the standards (other than minor changes of an administrative nature), the Council must consult with Managed Forest landowners, relevant government agencies and other persons or entities that, in the opinion of the Council, may be affected. All potential changes to the regulations will be made in a manner consistent with the requirements of the *Declaration of the Rights of Indigenous Peoples Act* (DRIPA) and government policies established in respect of that Act.

Council may authorize variances from the standards in accordance with the regulations and bylaws of the Council.

3. Enforcement of the Act and regulations

The Council is responsible for initiating an inspection program as part of ensuring compliance with the requirements of the Act and the regulations. The Council staff that are qualified may carry out inspections or may select and appoint inspectors. The Council will adhere to the principles of natural justice during enforcement and compliance activities.

In the case of landowner non-performance, the Council may request that BC Assessment review the Managed Forest assessment eligibility only after pursuing other reasonable means of enforcement under the Act.

4. Reviewing Applications to Enter Managed Forest Class.

The Council, in consultation with BC Assessment, must review the prescribed information requirements for applications to enter Managed Forest class. The Council and BC Assessment must jointly ensure that the requirements for entering Managed Forest class have been met before forest properties are granted Managed Forest class.

B. TERMS OF REFERENCE OF THE CHAIR

The Chair is responsible for:

- a) discharging his or her duty in a fair and impartial manner;
- b) assisting the Council in achieving the object of the Act;
- c) assisting staff with onboarding of new Council Members;
- d) ensuring Council Members are afforded appropriate training opportunities;
- e) providing strategic leadership to the Council;
- f) chairing and effectively managing Council meetings; and
- g) ensuring that the Council is appropriately represented at functions and on occasions where it is in the Council's interest to be represented.

C. TERMS OF REFERENCE OF THE VICE-CHAIR

The Vice-Chair is responsible for all duties of the Chair in the absence of the Chair.

D. TERMS OF REFERENCE OF MEMBERS

The Members are responsible for:

- a) discharging his or her duty in a fair and impartial manner;
- b) achieving the object of the Act;
- c) maintaining good relations between Members and encouraging constructive debate and participation; and
- d) liaising with the public, local governments and stakeholders.

V. COUNCIL MEETINGS

A. AGENDA AND MATERIALS

The agenda for meetings is prepared by staff under the direction of the Chair. The agenda and a complete package of materials shall be sent to Members, so they are received:

- a) for scheduled meetings, not later than the third business day prior to the date of the meeting; and
- b) for other meetings, as soon as practical.

The package of supporting material will identify which items require approval and which are for information only. The supporting material for items requiring approval will include staff and/or management recommendations and supporting analysis, if appropriate.

B. CONDUCT OF MEETINGS

The Chair will chair Council meetings. Meetings will begin at the scheduled time specified in the Agenda, unless notice is provided to Council and staff in advance of the scheduled starting time. If progress of the meeting is not delayed by necessary discussion or other unavoidable factors, meetings will conclude within the time specified on the Agenda.

For items for which approval is sought, a show of hands vote or other suitable polling procedure shall be taken following a motion duly made and seconded. The Chair of the Council may move and second a motion. The Chair may vote or choose not to vote at his or her discretion.

Items may be tabled, based on a show of hands vote following a motion duly made and seconded. Motions to table an item are not subject to debate.

Unless otherwise determined on a case by case basis, each meeting will, in addition to the business of the Council, include:

- A request from the Chair as to whether any of the topics or materials to be discussed during the meeting represent a conflict of interest for any of the Council Members;
- A request from the Chair as to whether one or more of the Council Members would like to include a Member's only component in that meeting's Agenda;
- At the end of the meeting, a request from the Chair for Council Members to identify one or more suggestions for improving the operation of future meetings.

C. QUORUM, MAJORITY AND CONSENSUS

Under the *Interpretation Act*, a majority of Members constitute a quorum. A simple majority of Members present at the meeting is sufficient to approve all matters requiring the Council's approval unless otherwise specified in the Council bylaws. However, it is the Council's general practice to reach decisions by consensus when possible. It is particularly desirable that a high degree of consensus exists among all Members for the following matters:

- the adoption of bylaws or bylaw amendment;
- recommendations to the government respecting amendments to the Act or regulations under the Act which were made by the Lieutenant Governor in Council;
- amendments to the regulations, this Policy or other policy instruments of the Council; and
- the application of financial administrative penalties and recommendations to BC Assessment to review a land-owner's assessment.

D. MEETINGS BY TELEPHONE OR VIDEOCONFERENCE

Meetings may be held by telephone, videoconference or other communications facilities that permit all participants in the meeting to hear each other. A Member who participates in the meeting by these means shall be counted as present at the meeting.

E. MINUTES

Minutes shall be kept of all decisions of the Council. For items for which approval is sought, the minutes must state whether the Council's approval is given and indicate whether any Members wish to be recorded as opposed to the motion, and, in addition, any other relevant information requested by the Council.

The Chair or Vice-Chair is responsible for authorizing that the minutes reflect the decision. The authorizing of the minutes does not signify that the minutes accurately reflect the proceedings verbatim, but only the decision of Council.

F. RULES OF ORDER

If a question of order or procedure arises that is not addressed by this Governance Policy, the Council will refer to Roberts' Rules of Order.

G. ELECTRONIC VOTING

Members who have received and reviewed the material relevant to a decision may vote through secure electronic means, such as password-protected e-mail.

VI. ANNUAL REQUIREMENTS

A. GENERAL

On an annual business cycle basis, the Council will:

- Establish a Corporate Calendar to ensure that all Council requirements under the Act are identified;
- Establish a Corporate Plan;
- Establish a budget;
- Hold a strategic planning session;
- Ensure that an appropriate inspection program is implemented;
- Ensure that all matters requiring statutory decisions are made appropriately and in a timely manner;
- Complete an Annual Report for relevant activities carried out in the previous fiscal year;
- Ensure that Council Members complete an annual conflict of interest declaration;
- Ensure that an annual evaluation of Council performance is carried out.

B. FREQUENCY OF MEETINGS

The Council will meet at a frequency sufficient to effectively and efficiently deliver on its mandate. Monthly meetings will generally be required to enable the Council to make timely statutory decisions with respect to such things as applications to enter the Managed Forest Program or compliance and enforcement matters.

A strategic planning meeting will regularly be held early in the Fall in preparation for the next business cycle. Additional ad hoc meetings will be held on as needed basis.

VII. INFORMATION & COMMUNICATIONS

A. COMMUNICATIONS PLANNING

The Council has the responsibility to ensure that it communicates effectively with all managed forest landowners, local and regional governments, other interested parties, the general public, government, and the Council's management and employees. All of these interests should be kept informed about the existing regulatory framework, proposed changes in policy and legislation, the performance of the Council against the targets it sets for itself, and other issues.

Communications should be drafted in a manner that ensures a clear message to the intended audience.

Effective communication must work both ways, so the Council also has a responsibility to ensure that interested parties have effective means of communicating with the Council, its management and its staff.

Accordingly, management must prepare a Communications Plan that:

- a) identifies the Council's communications priorities and challenges;
- b) identifies appropriate audiences and key messages for each audience;
- c) identifies appropriate communication vehicles to reach each audience;
- d) provides effective methods for communications between stakeholders, the public and the Council; and
- e) provides objective means of measuring the effectiveness of the Council's communications strategy.

B. FREEDOM OF INFORMATION AND THE PROTECTION OF PRIVACY

Council Members and Council as a whole are bound by the provisions of the *Freedom of Information and Protection of Privacy Act*. The Council must make all Council records and information available to the public on request, within the limits prescribed by the *Freedom of Information and Protection of Privacy Act*.

Requests by the public for information may be made verbally, electronically or in writing to the Chair or management of Council.

Adopted this 20th day of February, 2024 at Victoria, BC

**Trevor Swan, Chair
Managed Forest Council**

Appendix A Member Selection Criteria

Background

The appointment of government Members to the Council is made by Ministerial Order. Owner Members and the Chair are selected in accordance with the *Act* and by-laws of the Council. The Council consists of a total of five Members including four regular Members and one Chair. Two Members are elected and appointed by Managed Forest class landowners and two Members are appointed by government. The fifth Member is selected by the four Members and designated as Chair of the Council. The Council also designates one of its Members as Vice Chair.

1. General Qualifications and Personal Attributes for Council Members

- proven leadership ability;
- skills in conducting hearings and an understanding of administrative law, including an understanding of alternative dispute resolution;
- analytical and decision making skills;
- demonstrated superior written and oral communication skills;
- excellent interpersonal skills;
- demonstrated organizational and case management skills;
- high ethical standards and integrity in professional and personal dealings;
- ability and willingness to raise potentially controversial issues in a manner that encourages dialogue;
- flexibility, responsiveness and willingness to consider change;
- ability and willingness to listen to others;
- capability for a wide perspective on issues;
- demonstrated good judgement;
- general knowledge of the issues and geography of the province;
- basic computing skills including familiarity with internet and e-mail;
- a valid British Columbia driver's license and willingness to travel;
- ability to work as a team member; and
- other qualifications pertinent to the performance of the duties of the position.

2. Selection Criteria for the Chair

Candidates for the chair of the Council are expected to have the following minimum or equivalent qualifications and experience:

- experience in one or more of the following areas:
 - Provincial government;
 - local government;
 - forestry;
 - resource and/or environmental management;
 - economics;
 - communications;
 - governance;
 - law; and
 - conflict resolution/mediation/negotiation;
- knowledgeable in matters relating to forest management practices or local government;
- substantial knowledge of issues affecting forestry and environmental protection, the Provincial government and local governments;
- previous experience as part of any of the following: a senior management team, board, executive committee, court or administrative tribunal;
- support for the public interest in regulating forest practices on Managed Forest class land and appreciation of the responsibilities of the Council to the public;
- demonstrated conflict-resolution and mediation skills;
- demonstrated sensitivity to stakeholder and politically sensitive issues;
- public speaking and/or presentation experience and experience dealing with the press;
- an existing profile and contacts with stakeholder groups, local governments and other provincial agencies;
- familiarity with Provincial and local government jurisdiction, organization and processes; and
- familiarity with forestry, First Nation and stakeholder issues.

3. Selection Criteria for Council Members

Members of the Council are expected to have the following minimum or equivalent qualifications and experience:

- experience in one or more of the following areas:
 - Provincial government;
 - local government;
 - First Nations government;
 - forestry;
 - resource and/or environmental management;

- economics;
 - communication;
 - governance;
 - law; and
 - conflict resolution/mediation/negotiation
- knowledgeable in matters relating to forest management practices or local government;
 - knowledge of issues affecting forestry and environmental protection, the Provincial government and local governments;
 - support for the public interest in regulating forest practices on Managed Forest class land and appreciation of the responsibilities of the Council to the public;
 - demonstrated sensitivity to stakeholder and politically sensitive issues;
 - an existing profile and contacts with stakeholder groups, local governments and other provincial agencies;
 - familiarity with Provincial and local government jurisdiction, organization and processes;
 - familiarity with forestry, First Nation and stakeholder issues.

APPENDIX B COUNCIL COMPETENCY MATRIX

List of Competencies

	Trevor Swan	Blair Robertson	Will Pryhitko	Dennis Lozinsky	Brian Frenkel
Communications	Acquired through 10 years providing oversight as Crown Agency Executive	Acquired through education (Bachelor of Commerce and MBA) and as a company manager, PFLA ED and member of the MFC.	Acquired through education and experience as a forest company executive and member of the MFC.	Acquired through participating on boards as well as through making presentations to senior managers.	Acquired through serving as a publicly elected official and serving on numerous public sector Boards and Commissions.
Financial	Acquired through 10 years providing oversight as Crown Agency Executive	Acquired through education (Bachelor of Commerce and MBA) and as a company manager, PFLA ED and member of the MFC.	Acquired through experience as a forest company executive and Board member, and as member of the MFC.	Acquired through 10 years of managing a forest consulting firm, working with Forest Renewal BC, and as Community Forest audit committee chair.	Acquired through serving as a publicly elected official and serving on numerous public sector Boards and Commissions
Human Resources	Acquired through 10 years providing oversight as Crown Agency Executive	Acquired through education and experience as a company manager, PFLA ED and member of the MFC.	Acquired through experience as a forest company executive and Board Member, and as member of the MFC.	Acquired through general work experiences and serving on Boards and the MFC.	Acquired through serving as a publicly elected official and serving on numerous Boards and Commissions.
Information management/ Technology	Acquired through 10 years providing oversight as Crown Agency Executive	Acquired through education and experience as a company manager, PFLA ED and member of the MFC.	Acquired through experience as a forest company executive and Board Member, and as a member of the MFC.	Acquired through work experience.	Acquired through years of serving as a publicly elected official and serving on numerous public sector Boards and Commissions.
Legal	Recently retired from being a practicing lawyer after 35 years	Relevant practical knowledge gained through being an owner of private forestry land, serving as the PFLA ED and serving on the MFC.	Relevant practical knowledge gained through experience as forest company executive and serving on the MFC.	Relevant practical knowledge gained from career experience and service on Boards and the MFC	Relevant knowledge gained from career experience and service on Boards and the MFC

Public sector	Worked within the public service for over 20 years (including the federal government, BC government and Crown Agencies)	Has served for 14 years on the MFC.	Has served for 20 years on the MFC.	Served with the Ministry of Forests and 5 years as a BC Forest Safety Council Auditor	Served as a member of local government, UBCM and numerous public Boards and Commissions
Sector specific	Over 40 years in forestry and natural resource management	Has operated his family-owned managed forest on southern Vancouver Island since 1990. From 1996 – 2004, he acted as the PFLA ED. Has been a member of the MFC since 2010.	Has 40 years experience in forest management on managed forest land as an employee and then executive of a forest management company, and as a member of the MFC.	36 years as a Registered Professional Forester	An experienced Forestry and Environmental consultant, business owner, politician and advocate for rural communities. Over the past has worked to help provide solutions to resource sectors.
Lived Experience	Registered Professional Forester (1983-present); Law Society of BC (active 1987-2023; retired 2024); Chartered Director (2013-present) Gained experience as a forest company forester, a senior public servant, a forest and legal consultant, and as a board member.	Bachelor of Commerce and MBA from the University of BC. Has been active in private forestry and land management since 1990. Operates his family-owned managed forest on southern Vancouver Island. From 1996 – 2004, was the PFLA's ED. Has accumulated substantial experience with local and provincial governments on a variety of land management issues.	Has 40 years experience in forest management on managed forest land as an Executive and Board member of a forest management company (1984-present), and as a member of the MFC (2004-present).	West Coast logger; Ministry of Forests employee; Forest company employee and Forest management consulting.	A northern BC born, Forestry and Environmental consultant, business owner, politician and advocate for rural communities. Over the past 35 years, has worked with all levels of government to help provide process driven solutions to many resource sectors, regional districts and communities.
Environment	Over 40 years in forestry and natural resource management	Through involvement in the Managed Forest Program as an owner and as a regulator, has	Through involvement in the Managed Forest Program as a forest company	Bachelor of Science in Forestry specialized in forest management	Has experience as a Forestry and Environmental consultant, including as a Forest Planner

		accumulated substantial experience with environmental protection and related issues.	executive, and as a regulator, has accumulated substantial experience with environmental protection and related issues.	and over 35 years of forestry and natural resource management.	and Forestry Technician. Has participated in several land use planning tables.
Social	As an experienced public servant Executive, gained a deep appreciation of valuing diversity and inclusion as well as reconciliation.	Through involvement in the Managed Forest Program since 2002 and by owning private managed forest land, has gained substantial experience with local and provincial governments on a variety of land management issues.	Through involvement in the Managed Forest Program as a forest company executive, and as a regulator, has accumulated substantial experience with environmental protection and related social issues.	Community Forest Director; BC Forestry Safety Council External Auditor	A northern BC Forestry and Environmental consultant, business owner, politician and advocate for rural communities. Has worked with all levels of government to help provide solutions to many resource sectors, regional districts and communities.
Governance	Crown Agency Executive (10 years); Corporate Secretary (7 years); MFC (10 years as Chair); Forest Professionals BC (6 years, including 3 as Executive)	Member of MFC for 15 years; currently serving as vice-chair of the MFC.	Member of the Board of a forest company (10 years); Member of the MFC (20 years).	Member of MFC for 6+ years; Community Forest Director, including Audit Committee Chair	Member of MFC for 6 years; Member of UBCM Executive, including as President; Experience as local government councilor; Member of BC Pension Plan Board; Member of Minister of Forests Policy Advisory Board.

List of Attributes

	Trevor Swan	Blair Robertson	Will Pryhitko	Dennis Lozinsky	Brian Frenkel
Age	65+ years	55-64 years	55-64 years	65+ years	55-64 years
Geographic Representation	Vancouver Island	Vancouver Island	Southern Interior	Coastal Mainland	Northern Interior
Gender & Diversity	Male; Caucasian	Male; Caucasian	Male; Caucasian	Male; Caucasian	Male; Caucasian

APPENDIX C Council Member Terms

	First Appointed	Term Ends	Occupation
Chair			
Trevor Swan	01 Feb 2019	31 Jan 2027	Self-employed consultant
Minister Appointment:			
Brian Frenkel	28 May 2018	31 May 2025	Local government councillor
Dennis Lozinsky	31 Aug 2018	31 Aug 2024	Forest professional
Owner Appointment:			
Will Pryhitko	02 July 2004	30 June 2026	Retired managed forest executive
Blair Robertson	01 July 2010	30 June 2025	Managed forest owner