
FSB

Forest Science Board

**FIA Forest Science Program
Aboriginal Harmonization Strategy
2009–2014**

Approved December 2008

Foreword

BC Aboriginal communities have expressed a need to ensure that the cultural, spiritual, and environmental connections to their forests and surrounding air, streams, lakes, and oceans remain intact. As a means of supporting Aboriginal interests on the land base, forest science research and extension can help decision-makers to examine critical forest-management issues in a way that harmonizes both western and indigenous knowledge.

As part of the Forest Investment Account-Forest Science Program (FIA-FSP), the respective Program Advisory Committees (PACs) provide a co-leadership role in harmonizing shared interests between B.C.'s Aboriginal communities, provincial and federal levels of government, industry, and academia to work in a spirit of collaboration on land-based forest research and extension.

To move forward in a respectful manner, there is a need to cultivate trusting relationships and shared resources between the above-mentioned strategic partners. This will require the strategic partners to transform the way they communicate and work with one another.

The intent of the inaugural five-year First Nations Harmonization Strategy is to provide a proactive culturally responsive framework in the co-management of forest science research and extension initiatives within the FIA-FSP. As a companion document to the overarching FIA-FSP Strategic Plan, the Aboriginal Harmonization Strategy will guide the FIA-FSP as it continues to develop its integrative land-based research and extension strategies and associated initiatives.

Respectfully,
Natasha & Russell

Natasha Caverley, Chair
First Nations Harmonization Working Group

Russell Collier, Chair
First Nations Advisory Group

Harmonization Strategy Membership, 2009–2014

Committed to Supporting Aboriginal Land-based Research Initiatives in the Province of British Columbia

The following individuals have been instrumental in advancing the harmonization process on behalf of the Forest Investment Account–Forest Science Program:

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Andrea Lyall, First Nations Advisory Group
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Executive Summary

“Walking Together – As One”¹

Since 2006, the Forest Investment Account-Forest Science Program (FIA-FSP) has embarked on a journey in harmonizing Aboriginal and western approaches to land-based research and extension. Through this journey, Aboriginal interests are being incorporated into the research priority-setting process, and Aboriginal representation is evident in the FIA-FSP at the Board level as well as in the creation of the First Nations Advisory Group (FNAG) and Aboriginal Harmonization Working Group (AHWG). As a way to further crystallize and demonstrate the shared interests in advancing an integrative decision-making framework within the FIA-FSP, a five-year Aboriginal Harmonization Strategy has been developed.

This strategy serves as a companion document to the overarching FIA-FSP Strategic Plan. Specifically, the Harmonization Strategy further outlines strategic elements or pathways and associated initiatives in advancing the vision – “Partnerships between Aboriginal and non-Aboriginal people in the areas of land-based research and extension based on principles of alignment of shared interests, recognition, mutual respect and equity, and relationship growing.”

Overall, the strategic plan sets forth a framework for the next five years (2009–2014). The plan emphasizes a vision, mission, guiding principles, strategic elements or pathways, and key initiatives that will be advanced over the coming years. The vision statement is holistic in nature. The intent is to move the vision forward by balancing the land-based research interests of the strategic partners – local Aboriginal communities and researchers, FIA-FSP Board, BC First Nations Forestry Council (FNFC), Ministry of Forests and Range (MFR) executive, and First Nations Leadership Council. As part of the broader FIA-FSP Strategic Plan, it is important to address community-based and geographic-specific land-based research issues for B.C.’s Aboriginal people and their respective communities. The coordinated and integrative approach to Aboriginal land-based research issues is intended to satisfy the strategic vision to the fullest extent possible.

The four major strategic elements or pathways are:

1. Harmonize and coordinate communications and extension.
2. Improve awareness and engagement of Aboriginal communities in land-based research.
3. Enhance Aboriginal harmonization governance.
4. Establish integrative-based networks, collaborations, and partnerships.

The inaugural strategy presents an opportunity for FNAG, AHWG, and the strategic partners (i.e., Aboriginal communities, academia, government, and industry) to forge alliances in collectively addressing sustainable forest management issues in B.C. from both Aboriginal and non-Aboriginal perspectives.

¹ This slogan coined by Natasha Caverley (FIA-FSP Board member) is intended to symbolize the coming together of Aboriginal science and western science ways of understanding the natural environment (i.e., forests) and the collective obligations in contributing to innovative and integrative-based forest science research and extension.

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FIA-FSP Aboriginal Harmonization Strategy 2009-2014

Overview

The Forest Investment Account-Forest Science Program (FIA-FSP) Board understands that there is an expressed need to ensure that the rich, vibrant cultural, spiritual, and environmental connection that Aboriginal people have had with their forests and surrounding land base continues. Environmental disruptions such as wildfires, climate change, accelerated timber harvesting, increased commercial and recreational demands for fishing opportunities, and pollution of the air, streams, lakes, and oceans are creating serious consequences for the cultural and traditional way of life, conservation, wildlife habitat, and biodiversity of many Aboriginal communities. By being involved in forest science research and extension, Aboriginal communities can take a proactive and strategic role in sharing Aboriginal approaches to community-based forest policy and planning in the protection, maintenance, and rehabilitation of species and their respective habitats within B.C.'s forests.

Context

Harmonization Principles

In the spirit of the *New Relationship Agreement's* tenets of mutual respect, recognition, and reconciliation (and values in other provincial, national, and international documentation—see Appendix B), the FIA-FSP's harmonization philosophy is based on the following principles:

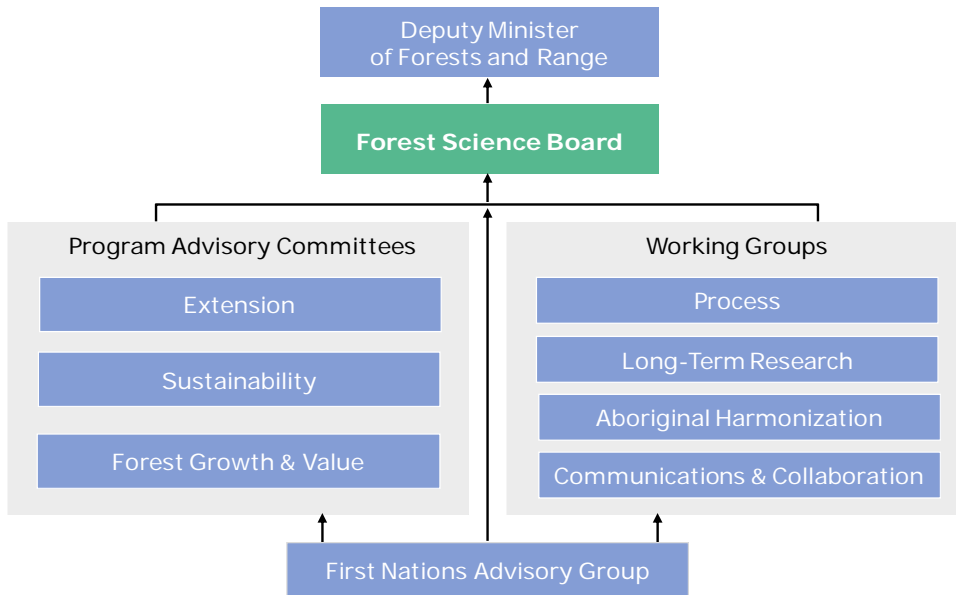
- Aboriginal and non-Aboriginal people have parallel interests and processes.
- Each contributes science and knowledge to the other's accumulated knowledge base.
- Harmonization is possible on research- and management-related questions where the groups share common interests.
- The harmonization process is respectful and equitable.

The overall intent is that harmonization of Aboriginal interests into FIA-FSP will be carried out in a way that is recognized as effective and successful by all parties—Aboriginal communities and researchers, FIA-FSP Board, B.C. First Nations Forestry Council (FNFC), B.C. Ministry of Forests and Range (MFR) executive, and the First Nations Leadership Council (FNLC).

Harmonization Structure and Membership

Figure 1 illustrates the relationship between the Forest Science Board and its committees and working groups in 2008/09.

Figure 1. Forest Science Board and committee relationships.



Two committees help advance the harmonization process on behalf of the Forest Science Program: the First Nations Advisory Group (FNAG) and the Aboriginal Harmonization Working Group (AHWG).

The FNAG provides advice and recommendations to the FSB on (a) sharing information related to traditional knowledge, land-use values, and culturally appropriate forest research practices; and (b) facilitating collaborative and open working relationships with First Nations, government, and researchers on the topics of provincial land-based research and extension. In addition to the Chair, FNAG membership consists of up to 10 representatives from First Nations communities, forest industry or businesses, and academia (Table 1).

Table 1. First Nations Advisory Group (FNAG) membership structure

Affiliation	Members
Chair	1
South Coast	2
North Coast	2
Northeast	2
Southeast	2
Interior (south / north)	2
Total	11
<i>Ex officio</i> members (non-voting)	
First Nations Forestry Council	
Aboriginal FSB members	
Provincial Forest Extension Program representative	

The AHWG brings together western and Aboriginal perspectives to advise the FSB and assist in the strategic alignment of shared interests between Aboriginal people, government, industry, and academia that support integrative decision-making on land-based research and extension. Membership consists of representatives from the FSB, its committees, and support staff, and the First Nations Forestry Council (Table 2).

Table 2. Aboriginal Harmonization Working Group (AHWG) membership structure

Affiliation	Members
Aboriginal FSB members	2
FSB Chair	1
FNAG Chair	1
First Nations Forestry Council	2
Provincial Forest Extension Provider (CEO, FORREX)	1
Ministry of Forests and Range liaison	1
FIA-FSP Secretariat	1
Total	9

In the area of extension, FORREX has a Socio-Economics, Indigenous, and Knowledge Management team that provides extension services to help their clients access research-based information and link researchers and practitioners to resources that will bridge gaps in the human dimensions of resource management.

Statement of Purpose

This strategic plan is intended to serve as a framework for both the Aboriginal Harmonization Working Group (AHWG) and the First Nations Advisory Group (FNAG). The intent of the strategy is to outline goals and direction that promote harmonization of Aboriginal interests into FIA-FSP by balancing the local and province-wide forestry research perspectives of the strategic partners – local Aboriginal communities and researchers, FIA-FSP Board, BC First Nations Forestry Council, FORREX (the provincial forest extension provider), MFR executive, and First Nations Leadership Council.

The scope of Aboriginal interests extends to local Aboriginal leaders (i.e., First Nations Chiefs, Council Members), and their respective technical specialists within the areas of forestry, natural resources, and ecosystem stewardship. In addition, the unique needs, perspectives, practices, traditions, cultures and identities of Aboriginal communities are recognized.

The strategy for the next five years (2009-2014) is organized to capture the major pathways or strategic elements for both work teams along with a set of key initiatives. Overall, as two strategically aligned collaborative Aboriginal work teams, it is important to fulfill the Aboriginal Harmonization vision and embrace the core guiding principles as a way to advance the FIA-FSP.

Guiding Principles

In support of the central tenets² of the *New Relationship Agreement*, the FIA-FSP's harmonization philosophy is based on the following guiding principles:

- **Alignment of Shared Interests** – Aboriginal and non-Aboriginal people have parallel interests and processes related to land-based research and extension to inform forest management and policy development. Harmonization is possible on research- and management-related questions where the groups share common interests.
- **Recognition** – Each group contributes science and knowledge to the other's accumulated knowledge base. In addition, Aboriginal people involved in research projects will receive appropriate credits for their participation in research and authorship³.
- **Mutual Respect and Equity** – Harmonization activities are respectful and equitable. Harmonization of Aboriginal interests into FIA-FSP is in a manner that balances the local and province-wide forestry research perspectives of the strategic partners. Harmonization affirms that Aboriginal scientific approaches and Aboriginal community-based needs are equal in nature to all other scientific perspectives and practices.

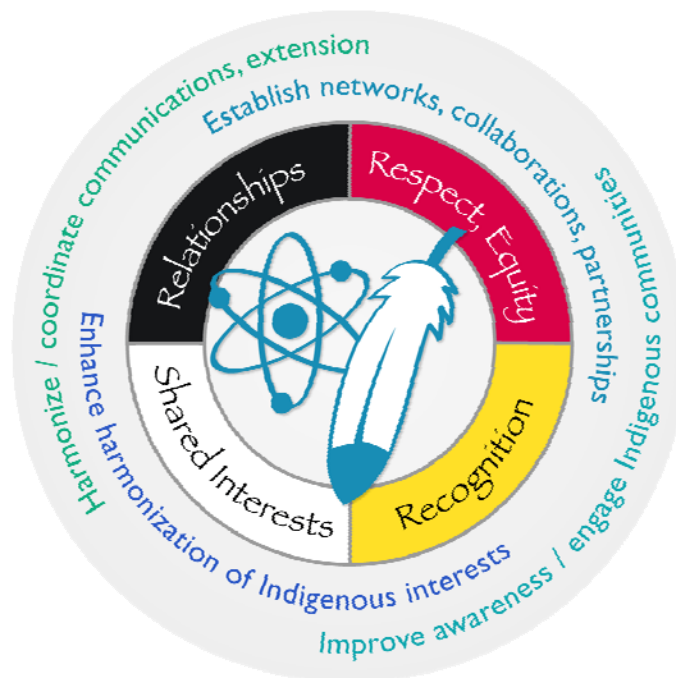
² The central tenets of the *New Relationship Agreement* are mutual respect, recognition, and reconciliation of Aboriginal title and rights.

³ Regarding authorship, the FIA-FSP via PwC will encourage researchers to utilize recognized citation and acknowledgement protocols.

- **Relationship Growing** – The working groups (AHWG, FNAG), will establish a process for sharing and exchanging information as a way to foster relationships and partnerships between western science researchers and Aboriginal knowledge keepers.

Figure 2 is a visual representation of the Aboriginal harmonization five-year strategy of “Walking Together As One.” Partnerships between Aboriginal and non-Aboriginal people in the areas of land-based research and extension are based on principles of alignment of shared interests, recognition, mutual respect / equity, and relationship growing. .

Figure 2. Walking Together As One: the FIA-FSP Aboriginal Harmonization Strategy⁴



⁴ This diagram, designed by Rich Rawling, Cortex Consultants Inc., is inspired by the Aboriginal Medicine Wheel. It demonstrates the interconnected and interdependent nature of the four FIA-FSP Aboriginal Harmonization pathways. These pathways are intended to constantly interface with each other while ensuring that the guiding principles that are outlined within the Medicine Wheel are fully acknowledged as part of this strategy.

Strategic Framework

Vision

Partnerships between Aboriginal and non-Aboriginal people in the areas of land-based research and extension are based on principles of alignment of shared interests, recognition, mutual respect and equity, and relationship growing.

Mission

To promote collaboration on behalf of the Forest Science Board between Aboriginal people government, industry, and academia through the use of an integrative approach to decision-making that supports respectful coexistence of western science and Aboriginal science worldviews as they apply to land-based research and extension.

Strategic Elements (Pathways)

This strategy recommends four major strategic elements or pathways for bridging the cultural divide between western science and Aboriginal perspectives on land-based research and extension. For each strategic element, the working groups defined key initiatives (activities or actions) that must be carried out to achieve the vision. Therefore, over the next five years, AHWG and FNAG will focus on the following four elements:

Pathway#1. Harmonize and coordinate communication and extension

The AHWG and FNAG, in collaboration with the FSB, FNFC, and FORREX (the provincial forest extension provider) will facilitate, coordinate, and encourage strategic communications and extension opportunities at the province-wide level to increase awareness about land-based research and other forms of knowledge.

Initiatives:

- Initiative #1.1. Establish a coordinated communications and extension approach to identify topics and communication and extension opportunities (e.g., poster displays, articles) to showcase the value of harmonizing western science and Aboriginal knowledge in land-based research.
- Initiative #1.2. Prepare articles featuring FIA–FSP research involving or of interest to Aboriginal people.
- Initiative #1.3. Develop and implement an action plan to help implement the *FNFC-FSB Protocol Agreement*.
- Initiative #1.4. Update Aboriginal communities and forest science researchers on FIA–FSP and Aboriginal harmonization activities.
- Initiative #1.5. Provide an efficient and effective mechanism for submitting concerns, questions, and suggestions about Aboriginal harmonization to the FIA–FSP.

- Initiative #1.6. Update FNFC Board of Directors, FNLC, MFR executive, Forest Investment Council (FIC), and other interested parties on the progress of Aboriginal harmonization.

Pathway#2. Improve awareness and engagement of Aboriginal communities in land-based research

The AHWG and FNAG, in conjunction with FIA-FSP strategic partners (i.e., FNFC), need to generate awareness and foster inclusion of local Aboriginal land-based community needs and interests as they apply to forest research and extension. In addition, the FIA-FSP needs to support the engagement of Aboriginal researchers and communities in identifying land-based research opportunities and associated partnerships.

Initiatives:

- Initiative #2.1. Provide opportunities for dialogue and learning (i.e., forums, Talking Circles) as a means of bringing together Aboriginal communities, academia, federal and provincial governments, and industry (a) to discuss land-based research and extension issues; and (b) to provide input to the FNAG and FSB regarding research and extension priorities.
- Initiative #2.2. Provide advice on the FIA-FSP letter of intent (LOI) template and guidance in addressing Aboriginal requirements that will include providing (a) assistance with determining Aboriginal communities; and (b) instructions on establishing contact with Aboriginal communities.
- Initiative #2.3. Inform researchers about methods and approaches for soliciting Aboriginal-based interests when conducting research in Aboriginal communities.

Pathway#3. Enhance Aboriginal harmonization governance

To ensure active Aboriginal participation and engagement of skilled professionals and knowledge keepers within the FIA-FSP, AHWG and FNAG need to provide effective leadership and oversight on Aboriginal harmonization. In addition, there is a need to support respectful knowledge sharing and cross-cultural learning within the FIA-FSP regarding Aboriginal interests on land-based research and extension.

Initiatives:

- Initiative #3.1. Complete the recruitment of FNAG members to achieve the goal of 10 regionally distributed members.
- Initiative #3.2. Provide support to AHWG and FNAG members to acknowledge their engagement and participation in the Aboriginal harmonization process.
- Initiative #3.3. Provide guidance to research proponents regarding the requirements for including Aboriginal interests (where appropriate) and improving the efficiency of the FNAG priority-setting process.
- Initiative #3.4. Provide the FIA-FSP Board with learning opportunities to enhance its awareness of Aboriginal cultures and ways of life.

Pathway #4. Establish integrative-based networks, collaborations, and partnerships

In general, there is a need to embrace and recognize Aboriginal science and western science worldviews as equals – as fundamental elements of advancing network, collaboration, and partnership opportunities. This means recognizing the different worldviews. The Aboriginal worldview sees people, ecosystems, and other natural resources as a spiritual whole (holistic) – a valid and legitimate perspective that complements the western worldview’s focus on gaining higher-level learning through breaking apart the whole and analyzing it in smaller components (reductionist). There is therefore a need to start the journey toward funding Aboriginal science projects within the existing FIA-FSP – making explicit the values that underlie both Aboriginal and western science approaches to understanding of the world.

Initiatives:

- Initiative #4.1. Identify program development opportunities that promote flexibility and inclusion of Aboriginal science and related Aboriginal approaches within FIA-FSP that are of benefit to Aboriginal people in B.C.
- Initiative #4.2. Establish a continuous improvement process by which to inform the FIA-FSP on intellectual property language for Aboriginal FIA-FSP project recipient agreements.
- Initiative #4.3. Identify recommended changes to the annual research priority-setting process to better incorporate Aboriginal interests.
- Initiative #4.4. Establish strategic partnerships⁵ to promote Aboriginal science program development in FIA-FSP.

Next Steps

To monitor success in effectively implementing this harmonization strategy, the AHWG and FNAG will develop a Harmonization Action Plan (which includes measurable outcomes⁶, performance measures⁷, and targets⁸) supported by an annual internal work plan, with timelines and responsibilities for executing the initiatives). This strategy will be reviewed in 2012 and updated as needed.

⁵ This may include aligning shared interests or leveraging funds from provincial and/or national organizations such as the Sustainable Forest Management Network (Sustainable Aboriginal Communities Component)

⁶ Measurable outcomes represent the long-term goals to be achieved in support of the harmonization vision.

⁷ Performance measures are the indicators that will be used to assess progress in achieving the initiatives and measurable outcomes.

⁸ Targets are preset, quantifiable performance levels to be attained at a future date.

Appendix A: Aboriginal Harmonization Activities and Benefits

The harmonization approach adopted by the FIA-FSP used the three key suggestions of Sanders et al.⁹ to increase participation of civil society in research:

- influence commissioning and priority-setting;
- become involved in the review process and in conducting research; and
- develop formal partnerships between communities and universities that link civil society organizations with academic researchers.

The harmonization of Aboriginal interests into the FIA-FSP is viewed as a journey that will take several years to develop into an integrative form that meets the needs of both the Aboriginal and non-Aboriginal research and “user” communities. The harmonization model is significantly different from the traditional “program” model applied in B.C. Consequently, processes, trust, respect, and understanding need to be developed. Annual evaluation and continuous improvement activities should be augmented by a thorough assessment of the successes and cost-benefits after five years.

The following activities have been undertaken as part of the Aboriginal Harmonization initiative:

FY2006-07

- Appointed two Aboriginal members to the FIA-FSP Board.
- Established a First Nations Advisory Group (FNAG) consisting of four members to provide input to the priority-setting process and harmonization.
- FNAG reviewed and provided input into sustainability and growth and value priorities for 2007-08 call for proposals.
- Established guidelines for research project proponents relative to including Aboriginal participation and/or interests within proposals.
- Conducted three regional community workshops to increase awareness of the FIA-FSP and obtain input into the Program.
- FNAG/ Aboriginal FSB members participated in the review and recommendations of 2007-08 research letters of intent (LOI).
- Co-sponsored with FNFC a dialogue session to open discussions between First Nations researchers and FIA-FSP.
- Initiated discussions with FNFC regarding a board-to-board protocol agreement.
- Established a FIA-FSP Aboriginal Harmonization Working Group (AHWG) to guide the harmonization process.

⁹ “Making research matter: a civil society perspective on health research.” D. Sander, R. Labonte, F. Baum, and M. Chopra. Bulletin of the World Health Organization, October 2004, 82 (10).

FY2007-08

- Developed an Aboriginal Harmonization Discussion Paper to guide further steps in the harmonization process.
- Increased FNAG membership to seven and added two FNAG members to each of the research program advisory committees (PACs).
- FNAG completed a strategic framework or road map to guide priority-setting and developing review criteria.
- Developed a communications protocol agreement between the FNFC Board and FIA-FSP Board.
- Revised FIA-FSP bylaws to reflect Aboriginal involvement in the Program.
- Expanded communications between FIA-FSP and Aboriginal communities, including a newsletter and community contacts database.
- Encouraged more involvement of Aboriginal in LOI and full proposal review process.
- Revised guidelines for research project proponents relative to including Aboriginal within proposals and developed LOI and full proposal review criteria.
- Obtained resolution of intellectual property language for Aboriginal FIA-FSP project recipient agreements.
- Initiated discussions with researchers to improve on the involvement of Aboriginal People in research projects and provide guidance in improving guidelines and criteria for the 2009-10 call for proposals.
- Encouraged other government initiatives to consider Aboriginal harmonization in their programs.

Harmonization Benefits to Date

- Significant Aboriginal influence in the incorporation of Aboriginal perspectives into the FIA-FSP discussions and decisions.
- Significant increase in awareness of Aboriginal interests in the FIA-FSP Board, PACs, and working groups.
- Increased awareness within the research community of the need to include Aboriginal interests in land-based research.
- Increased awareness within the Aboriginal leadership of the value and opportunities of the FIA-FSP to assist in addressing research- and extension-related community issues.
- Awareness and profiling of the value of harmonizing Aboriginal interests and priorities into a government initiative through FIA-FSP reporting and presentations to government, forest industry, and others.

- Establishment of a process on which to base continuous improvement in the harmonization of Aboriginal interests and priorities in research and extension funding decisions.
- Direct involvement of Aboriginal people in the priority-setting of FIA-FSP research and extension expenditures.
- Aboriginal capitalization on the infrastructure and capacity within the FIA-FSP compared to creating another Aboriginal-specific institution.
- Increased awareness of Aboriginal communities regarding the research and extension being conducted and the opportunities to become involved either through providing input or conducting/partnering in research and extension.
- Significant increase in investments into Aboriginal-specific priorities.
- Establishment of a partnership with the FNFC Board through a protocol agreement to build on the strengths of both organizations in collaboration and delivering the research and extension priorities of First Nations communities.
- Additional funding to build on the FORREX Aboriginal Forestry Extension Program that provides capacity within Aboriginal communities relative to land-based research extension.

Appendix B: Guiding Documents

The Aboriginal Harmonization Strategy is based on key FIA-FSP, provincial, national, and international documentation that allows the AHWG and FNAG and its strategic partners to work toward enhancing collaboration and integration on Aboriginal issues.

Forest Science Program Documentation

- **First Nations Advisory Group Terms of Reference.** This interim document outlines the guiding philosophy, major objectives, membership, and confidentiality / conflict of interest provisions of this FIA-FSP advisory group.
- **First Nations Forestry Council-Forest Science Board Protocol Agreement.** This agreement focuses on information-sharing activities and associated procedures for ensuring respectful and effective communications between each organization as it pertains to First Nations harmonization.
- **Aboriginal Harmonization Discussion Paper.** This document provides an overview of the concept of harmonization. The paper describes major objectives, actions to date, desired outcomes, and proposed next steps in bringing together Aboriginal knowledge / interests and western science approaches into the overall program development for the FIA-FSP.
- **Forest Investment Account – Forest Science Program Strategic Plan (2004-2008 & 2009-2014).** These documents set out the vision, strategic goals, Forest Science Board structure, planning framework, forest science priorities, and cooperative principles of the FIA-FSP.
- **Forest Science Program Communications Strategy.** This strategy identifies communication goals, target audiences, information needs, approaches, and suggested methods for providing audiences with relevant and timely information on the FIA-FSP.
- **Program and Sub-program Advisory Committee Research Strategies.** As part of the FIA-FSP, there are currently three programs (Sustainability, Forest Growth & Value, and Provincial Forest Extension). In addition, there are two sub-programs: Growth, Yield & Modeling and Future Forest Ecosystem Initiative. Each program and sub-program has developed strategic plans that outline their strategic framework, priority-setting process (if applicable), program delivery, and research implementation timelines.

Provincial Documentation

- **BC First Nations Forestry and Land Stewardship Action Plan.** This First Nations-driven strategic planning document is intended to guide the FNFC in its implementation of First Nations forestry initiatives – thus, ensuring that the cultural, economic and social relationship between First Nations and the forests is maintained and shared. Key objectives for this action plan include, but are not limited to:
 - Supporting First Nations in forest and land / marine-use planning that reflects their traditional and contemporary knowledge, values, and governance systems.

- Supporting policies and programming that enhances the capacity of First Nations and First Nations governments in forestry management.
- Facilitating cooperation, fostering relationships, and creating partnerships and opportunities among First Nations on forest policy and forestry-related business.
- **Legal Decisions on Aboriginal Title and Rights.** Court decisions such as Delgamuukw, Nisga'a, Gitksan, Wet'suwet'in, Haida, Taku River Tlingit, Musqueam, Heiltsuk, Sto:lo, and most recently, Tsilhqot'in Nation v. British Columbia (2007) are making significant contributions in the protection and advancement of Aboriginal title and rights.
- **New Relationship Agreement.** This is an agreement between BC First Nations and the Government of BC to establish a new government-to-government relationship based on respect, recognition, and reconciliation of Aboriginal title and rights.

Federal Documentation

- **Constitution Act, 1982 – Section 35.** This section of the Act provides constitutional protection to the Aboriginal and treaty rights of Aboriginal peoples in Canada. Some examples of the Aboriginal rights that Section 35 has been found to protect are fishing, logging, hunting, Aboriginal title (aka the right to land), and the right to enforcement of treaties.
- **First Nations-Federal Crown Political Accord on the Recognition and Implementation of First Nations Governments.** This May 2005 national agreement between First Nations and the federal government focuses on the reconciliation, collaborative review, and development of policies relating to First Nations' rights and self-government.
- **National Aboriginal Forestry Strategy.** A five-part strategy that focuses on business development; First Nations control of forest management; education, training, and employment; tools for Aboriginal communities to promote good forest land-management practices; and advocacy / policy. This particular strategy is intended to promote and support increased Aboriginal involvement in forest management and related commercial opportunities, while staying committed to holistic or multiple-use forestry to build sustainable Aboriginal communities.
- **Transformative Change Accord.** This November 2005 agreement between First Nations and federal and provincial governments supports new approaches in addressing the rights and title interests of First Nations over the next 10 years. The priority areas set out in the accord are relationships, education, health, housing and infrastructure, and economic opportunities.

International Documentation

- **United Nations Declaration on the Rights of Indigenous People.** This declaration covers a wide range of human rights and fundamental freedoms related to indigenous peoples, including the right to preserve and develop their cultural characteristics and distinct identities, ownership and use of traditional lands and natural resources. The declaration also covers rights related to religion, language, education, and the right to participate in the political, economic, and social life of the society in which indigenous peoples live.

Appendix C: Glossary of Terms

To ensure a common understanding of key terminology used throughout this document, the following statements provide a brief overview of important terms:

- **Aboriginal People of Canada (aka. Aboriginals, Aboriginal people).** This is an inclusive term that refers to all Aboriginal people of Canada. This includes First Nation communities (Status and Non-Status Indians), Métis people and Inuit.
- **Forest Science Program Strategic Plan.** This document sets out the vision, strategic goals, Forest Science Board structure, planning framework, forest science priorities, and cooperative principles of the FIA-FSPFIA-FSP.
- **Initiatives.** Key activities, projects and/or programs developed to achieve specific objectives. Several initiatives may be outlined to support a given strategic element or pathway.
- **Measurable outcomes.** Statements describing what success would look like (i.e., the direction and speed) in achieving a specific objective and implementing associated initiatives for the strategy. As part of the outcome statements, performance measures are incorporated into the statements to track trends over time.
- **Strategic elements (or Pathways).** These are concise statements that outline core components of what the strategy is to achieve to be seen as successful or effective.
- **Strategic partners.** For the AHWG and FNAG, strategic partners include but are not limited to Forest Science Board; Sustainability Program Advisory Committee (SPAC); Timber Program Advisory Committee (TPAC); Growth, Yield & Modeling Program (GYMP); Future Forests Ecosystem Initiative (FFEI); B.C. First Nations Forestry Council (FNFC); local Aboriginal communities and researchers; MFR executive; and the First Nations Leadership Council.
- **Vision.** A summary statement of how the AHWG and FNAG want or intend to be perceived by the Forest Science Board and its strategic partners.