

# From theory to practice

Experiences of a boundary  
organization in affecting positive  
change

Chris Hollstedt, CEO  
FORREX





# What I'll talk about

- A little Context
- Some Theory
- Examples of Theory into Practice
- Critical Barriers
- The importance of Performance Indicators
- Why you can't overestimate the value of your Team
- What the future looks like (from my eyes)

# Context – from a personal perspective





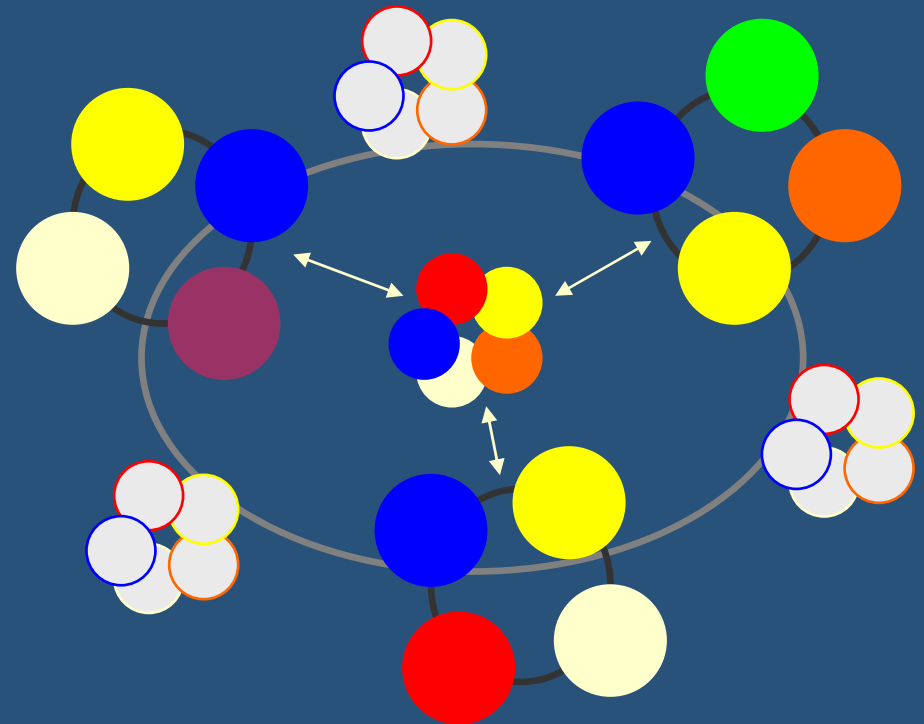
# The FORREX Environment



# FORREX moves beyond hierarchies and silos



- Technical Clusters network with people and initiatives focusing on similar priority issues
- Clusters collaborate and cooperate on issues in common across all technical areas
- People, relationships mandate, governance and resources are critical



# Why this model?



- Disparate and diverse institutions and initiatives
- Highly competitive funding environment
- Low tolerance for more infrastructure
- Need for objectivity, neutrality, accountability

# Why it works



- Common interest
- Agreement on problem definitions
- Recognition of diverse and distinct capacity to contribute to solutions
- Improved efficiencies
- Increased likelihood of affecting change

# Case Studies: Policy and Current State-of-Knowledge



- Timber and fire protection and managing fire-maintained ecosystems
- Species selection by biogeoclimatic region
- Development and hydrogeomorphic hazards
- Forest industry safety certification and tenure
- Gender perspectives and public policy
- Indigenous people's knowledge and land use principles and Land Use Plans
- Continuing Education in the Natural Resource Sector

# Fire maintained ecosystems:

Policies conflict with preferred management options

- Built coalitions
- Provided scientific background
- Instituted operational trials
- Identified champions and interested public
- Overcame trust obstacles
- Lead to more requests for advice, partnering, and restoration projects



Dry forest restoration (thinning from below, followed by prescribed burn) on a private woodlot near Vernon, BC. *Don Gayton*



# Acceptable species:

## Including broadleaves in stand level decision making the Suboreal Pine Spruce zone



- Synthesized info
- Designed and facilitated information and problem solving sessions
- Action planning
- Identify key research questions
- Science informs local decision process; policy enable local decisions and learning
- Application of ecosystem management rather than species or single value approach

# Hydrogeomorphic hazards

## Develop on fans and other high-hazard features



- Synthesis, workshops, publications, outreach
- Targeted at forest practitioners
- Increased awareness of hydrogeomorphic hazards
- Developed planning tools
- Nominated for the Premier's Award for Innovation



Debris flow pathway on Vancouver Island, British Columbia. *Todd Redding*

# Safety Certification and Small Tenures



Participants at the Occupational Health and Safety SAFE Companies training course. Kamloops, BC. *Susan Mulkey*

- Established partnerships; synthesis into extension note; technical sessions; training sessions with Community Forest tenure holders
- Members more aware of safety procedures; Forest Safety Council more aware of unique needs of small tenure holders
- Created a “living” mechanism to keep everyone current
- Wonderful support, enthusiasm, new relationships and collaborative opportunities resulted



# Policy and Gender

- Presentations; open-ended dialogue sessions; focus groups and breakout sessions followed by facilitated discussions
- Improved communication; increased awareness and demonstrated how and why the Mountain Pine Beetle epidemic requires a gendered-approach
- Equipped participants with knowledge
- Leveraged support for next steps
- An agent of change in northern communities

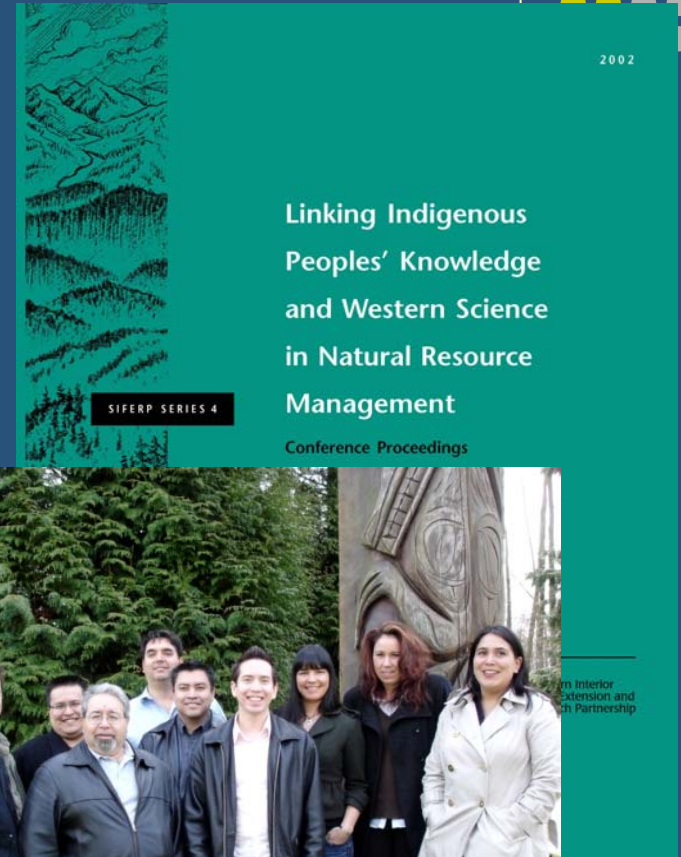


Participants at the “Boom, Bust and Beyond” forum. Prince George, BC.  
*Dan Orcheron*

# Indigenous Principles, Knowledge and Land Use Plans



- Established a community of practice
- Forum to share, discuss and agree on next steps
- Moved the dialogue into the policy arena
- Local workshops
- New policy directive to ensure all licensed practitioners know how, why and when to include indigenous knowledge in planning processes
- First Nations principles included in land use plan objectives



# Continuing Education Capacity Gap



Natural Resource Sector  
Continuous Learning Forum  
partners in discussion. Vancouver  
BC. *Chris Hollstedt*

- No CE delivery capacity directed to natural resource practitioners
- Competition and cost factors result in limited products
- Engaging educators, employers, regulators and associations to agree on THEIR common problem AND a solution
- The NRCE FORUM is formed



# Barriers...what barriers?

"I simply must get through!" (Alice)

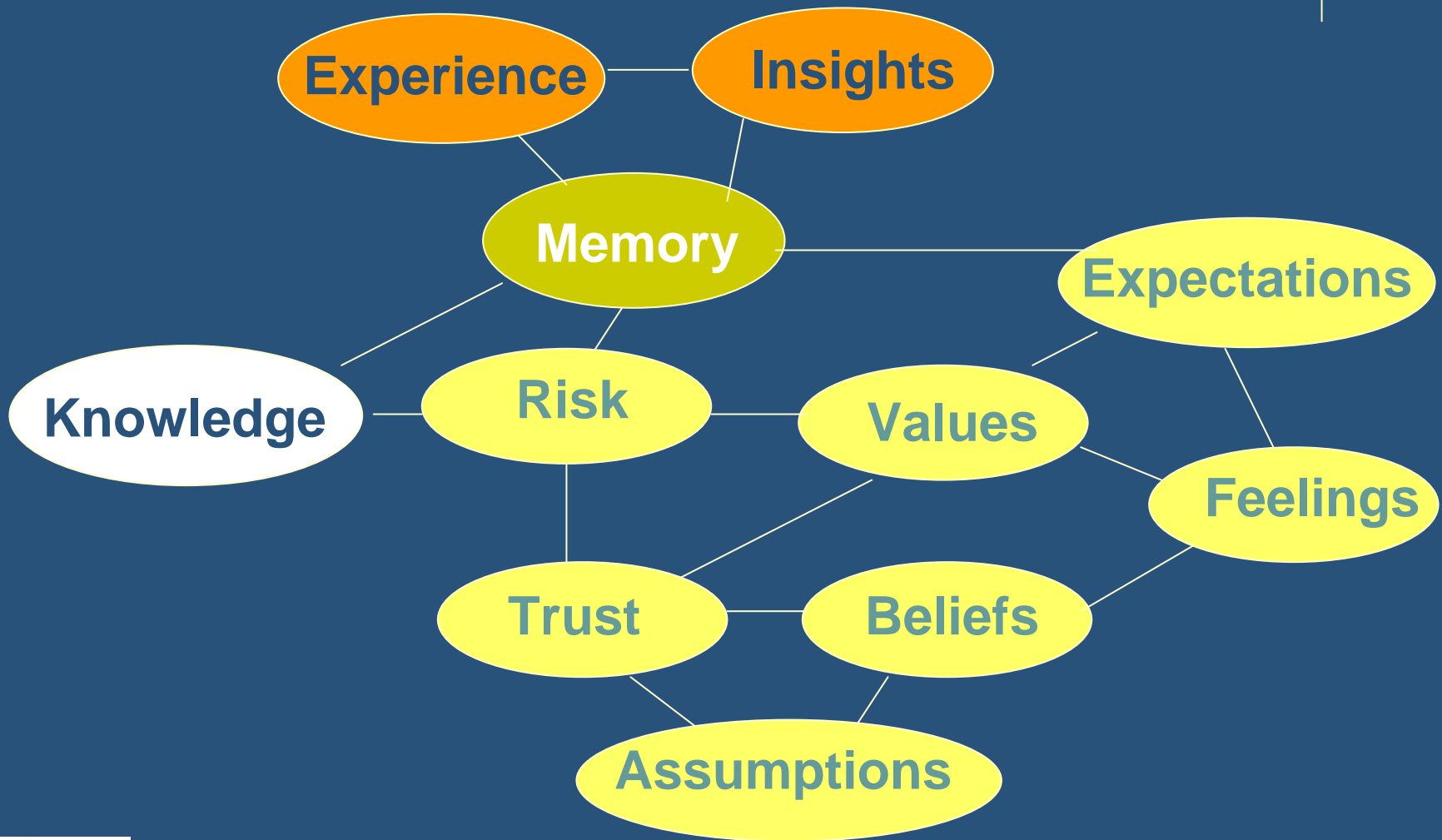
"Sorry, you're much too big. Simply impassible." (Doorknob)

"You mean impossible?"

"No, impassible. Nothing's impossible."

*Lewis Carroll*

# Getting around those barriers



# How important is Information Literacy?

- “to be information literate, a person must be able to recognize when information is needed and have the ability to locate, evaluate and use effectively the needed information”

*American Library Association  
1989*



FORREX Forest Research Extension Partnership  
FIA-FSP Forest Science Corner FIA Forest Science Partnership

## Climate change becomes a priority

To many people that this collaborative arrangement can be built upon through further joint projects, writing and lower level funding from the provincial climate change action plan to fill the knowledge and data gaps in forest management adaptation to climate change." says Bourgeau.

This article will highlight six climate change research projects being funded by FIA-FSP in the 2007-2010 fiscal year.

**But a better response to climate change:**  
Knowledge level is high in British Columbia. Creating forest managers just one more level to know and assess is needed so they can identify and protect areas for mitigation or control in the goal of Brian Aukema's \$15,000 FIA-FSP funded project.

Aukema's lab, in conjunction with colleagues at the Pacific Forestry Centre, University of British Columbia, University of Wisconsin, and University of Kentucky, had recently developed an absolute-

Associated with the meeting of 44 scientists from 10 countries in Vancouver, British Columbia, 2004.

by Susan Thomas, Contributing Writer  
Over the last decade, researchers and scientists have been looking at climate change from a variety of perspectives.

### Perspectives

## BC Journal of Ecosystems and Management

# Ecosystem-based management: Its application to forest management in British Columbia

William W. Bourgeau<sup>1</sup>

### Abstract

Ecosystem-based management (EBM) has emerged as a means of moving towards sustainable forest management, although its application in British Columbia is limited. One recent example is a high-profile initiative on the Central/North Coast to protect the globally significant temperate rain forest. This paper examines the relationship between sustainable forest management and EBM in the province, and discusses how EBM might be applied to further progress towards sustainability.

**KEYWORDS:** ecosystem-based management, forest tenure, strategic planning, sustainability.

### Contact Information

<sup>1</sup> Principal, New Direction Resource Management Ltd., 855 Strathaven Drive, North Vancouver, BC V7H 2K1.  
Email: [web@ndr.ca](mailto:web@ndr.ca)

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Share Your Information



# Basic assumptions

- People know they need information
- They want to change
- They know they need your services, and are receptive to them
- You have the capacity to provide these services
- What people want is often not what they need

# People are your biggest asset



# Survey says...



- 70% are aware of products and services
- 70% see relevance to their work
- Lower use (about 50%) but they are reasons for that.
- Nearly half of the recipients of information products used or applied them on their jobs in the past year.
- Little perception of FORREX improving trust in the forest sector; however, FORREX is viewed as trustworthy.
- About 1/3 of program users felt that science-based decision making had increased and planning had improved in the forest sector, and half thought that the sector had increased its use of SFM principles, in the past year.

# How do I know we've influenced change?



- Changes in policy directives
- Evaluation Results
- Institutions following our lead
- Testimonials and feedback
- Behavioural indicators





# The future looks bright

- Because there has never been a more urgent need for science and knowledge to be used to ensure political, policy, and economic decisions meet the needs of the present while providing for the needs of future generations
- Because institutions are slow to change and boundary organizations can enable the flow of knowledge, ideas, and collaborative solutions.



# We know:

- Often the right path to take is not the easiest
  - You have to know when to push on, and when to back off
- People will always come up with technological solutions. Extension organizations can help them decide if technology, or a change in behavior or choice, is a better option
  - It's what we don't know we don't know that gets us in trouble
- Without an institution or system to know what we don't know, we'll continue to build solutions for the wrong problems.

# You have to believe you can make a difference

An underwater photograph of a woman wearing a dark swimsuit and goggles. She has a playful expression, and a stream of bubbles is blowing across her upper lip, creating a 'mustache' effect. Her arms are extended outwards.

**“There is no use trying; one can't believe impossible things.” (Alice)**

**“I dare say you haven't had much practice. When I was your age, I always did it for half an hour a day. Why, sometimes I've believed as many as six impossible things before breakfast.” –Queen**

***Lewis Carroll***