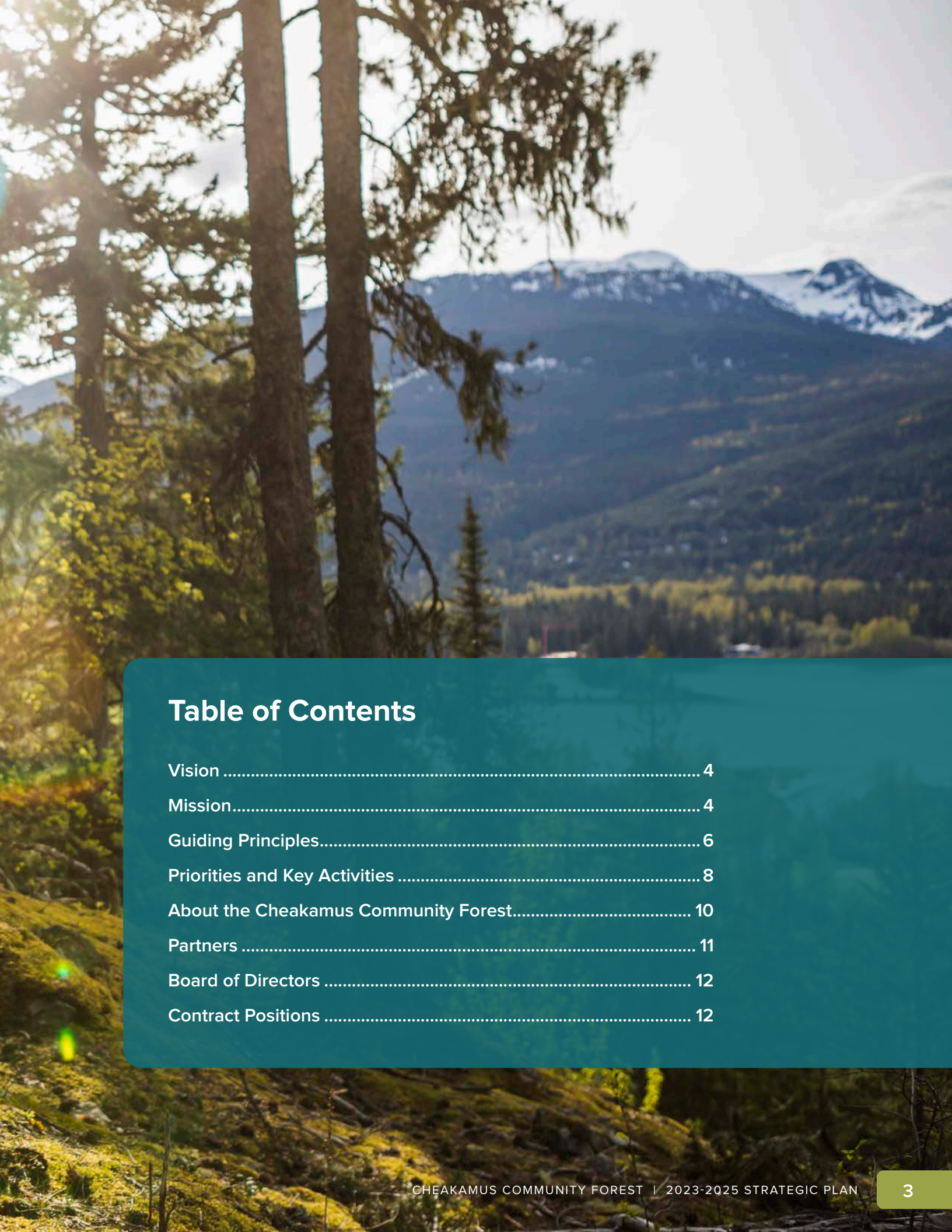


A woman with dark hair, wearing glasses and a red sweater, is shown in profile, looking upwards towards the sky. She is standing in a forest, with her hand resting on the trunk of a tree. The background is filled with green foliage and sunlight filtering through the trees. A blue fern graphic is overlaid on the left side of the image.

# **Cheakamus Community Forest**

**2023-2025 Strategic Plan**





## Table of Contents

Vision .....	4
Mission.....	4
Guiding Principles.....	6
Priorities and Key Activities .....	8
About the Cheakamus Community Forest.....	10
Partners .....	11
Board of Directors .....	12
Contract Positions .....	12

## Vision

The CCF is a model of regenerative forestry that mitigates the impacts of climate change and that the CCF partnership is recognised as a model of reconciliation, supporting the prosperity of the RMOW, Lil'wat and Squamish Nations through a thriving local economy.

## Mission

Prioritize the ecological health of local forests while respecting their cultural significance to the Lil'wat and Squamish peoples and generating direct economic benefits for the two First Nations and the citizens of Whistler.





# Guiding Principles

## **Decisions will be made by consensus whenever possible**

- Recognising the shared interests of the CCF partners, and that their unique perspectives are all valid, the partners will work together to find mutually acceptable solutions wherever and whenever possible.

## **The cultural significance of the forests to the Lil'wat and Squamish peoples will always be prioritised in planning and operations**

- The Squamish and Lil'wat peoples have lived in the area for millenia. They are the original stewards of the forests and their cultural ties to the area are of paramount importance when planning forestry operations.

## **Ecosystem Based Management principles will guide forest operations**

- The CCF's forests are critically important to Indigenous culture and the local nature-based tourism economy, so planning and operations will focus on maintaining and, where necessary, restoring their ecological integrity.

## **Modern methods of forest management will be blended with traditional Indigenous knowledge and practices**

- The effects of global climate change will be mitigated through a scientific, evidence-based approach that integrates the local Indigenous knowledge and traditions of the Lil'wat and Squamish peoples.



## **Forest planning and operations will respect the land use priorities of the Squamish Nation, Lil'wat Nation, and the Resort Municipality of Whistler**

- The CCF partners all have specific land use plans that fall within the scope of their individual mandates. CCF plans and operations will always seek to complement these other plans.

## **The Squamish and Lil'wat Nations will have first right of refusal on all contracts**

- Where capacity exists, all CCF contracts will be offered to Lil'wat and Squamish Nation businesses first. Other contractors will then be given the opportunity to bid with the goal of supporting the local workforce and economy.

## **The society will operate in a financially responsible manner**

- The CCF will always operate on approved annual budgets where spending never exceeds revenues. The society will aim to generate enough revenue to carry out the forestry business, implement approved plans and maintain an adequate contingency fund.

# Priorities and Key Activities

Given the cultural significance of the forest and the important role it plays in the local tourism economy, responsible management of the forest is critical. Whether ensuring Indigenous cultural practices are not impacted, protecting the scenic views, providing recreational access, or mitigating the effects of climate change, CCF always strives to balance forest harvesting activities with the values of the three partner communities.

*CCF will focus on the following key activities in 2023-2025:*

## Wildfire Prevention

- Continue to incorporate wildfire fuel management into forestry planning and collaborating with the RMOW on implementing its Community Wildfire Resilience Plan within the CCF tenure
- Prioritize wildfire prevention over commercial logging where projects have funding, and where economic benefits accrue to the Nation partners
- Seek multi-year funding for wildfire prevention

## Employment

- Complete an employment survey looking at quantity, job type, pay scale, and whether or not the workers are Indigenous or not
- Develop a job creation plan looking at funding, training and partnership opportunities and setting annual targets for job creation
- Update existing contracts with Squamish and Lil'wat Nations to clarify responsibilities and billing processes

## Revenue Generation

- Develop a revenue generation policy
- Develop a carbon offset sales policy that sets annual revenue targets

## Silviculture

- Create an Intensive Silviculture Opportunities whitepaper with options and recommendations
- Maintain a fully funded silviculture account





## Harvesting

- Review the Ecosystem Based Management Plan and ensure alignment with current key activities
- Develop a harvesting policy that provides a decision making framework and metrics to guide harvesting operations
- Prepare a 5 year harvesting plan

## Communications

- Develop a communications plan that guides public and media relations
- Hold community engagement sessions that focus on education and awareness
- Increase community partnerships to expand awareness and support for CCF
- Create a carbon offset education tool
- Create an Ecosystem Based Management education tool

## Governance

- Develop a board policy manual that includes board member recruitment recommendations
- Contract Executive Director position

# About the Cheakamus Community Forest

Situated on more than 33,000 hectares surrounding Whistler, British Columbia, the Cheakamus Community Forest was established in April 2009, when the Lil'wat and Squamish First Nations and the Resort Municipality of Whistler (RMOW) jointly signed a 25-year tenure with the provincial Ministry of Forests and Range. Together, these three equal partners oversee the management and operation of the forest under the auspices of the Cheakamus Community Forest Society, an independent not-for-profit organization.

## What is community forestry?

Community forestry can be described as a forestry operation managed by a local government, First Nation or community-held organization for the benefit of the entire community. This innovative form of forest management generates economic, social, cultural and environmental benefits for local communities and for the province as a whole. At its core, community forestry is about local control over and enjoyment of the monetary and non-monetary benefits offered by local forest resources.

More information: [Bit.ly/community-forestry](https://bit.ly/community-forestry)

## What is a Community Forest Agreement?

The Community Forest Agreement (CFA) is an area-based licence operating on Crown land, that provides the exclusive right to harvest timber within the CFA area, and the right to manage botanical forest products. Licences are long-term, 25 years, replaceable every 10 years. The CFA tenure was developed to give local communities the opportunity to manage local forests for the benefit of those communities, in a manner consistent with locally defined objectives and values. CFAs are governed by the Forest Act and the Forest and Range Practices Act, and all other applicable statutes and regulations.

More information: [Bit.ly/govbc-cfa](https://bit.ly/govbc-cfa)

# Partners



## Squamish Nation

The Squamish Nation is a vibrant and dynamic Coast Salish Nation, with a strong culture and rich history. The Nation's population is located in nine communities stretching from North Vancouver to the northern area of Howe Sound. Over 60% of the more than 3,600 Squamish Nation members live on-reserve. The Squamish Nation is governed by a council consisting of seven elected councillors plus one elected chair.

More information: [Squamish.net/about-our-nation](https://www.squamish.net/about-our-nation)



## Lil'wat Nation

The Lil'wat Nation is an Indigenous Government whose traditional territory is located in a stunning and dramatic landscape with a rich biodiversity. Currently, there are more than 2,200 band members, and 1,450 live on reserve. The Lil'wat Nation is governed by a Political Chief, Cultural Chief and 11 councillors who are elected to four-year terms of office.

More information: [Lilwat.ca/wearelilwat7yul](https://www.lilwat.ca/wearelilwat7yul)



## Resort Municipality of Whistler

Whistler is a coast mountain community approximately 125 kilometres north of Vancouver. The town has a permanent population of about 14,000, plus a significant population of seasonal workers. More than 3 million people per year visit the four-season resort. The Resort Municipality of Whistler is governed by a mayor and six-member council who are elected to four-year terms.

More information: [Whistler.ca/about](https://www.whistler.ca/about)

# Board of Directors

**LUCINDA PHILLIPS**

COUNCILLOR  
Lil'wat Nation

**KERRY MEHAFFEY**

CHIEF ADMINISTRATIVE  
OFFICER  
Lil'wat Nation

**JOHN GRILLS**

COUNCILLOR  
Resort Municipality of  
Whistler

**KATHLEEN EDWARDS**

SENIOR MANAGER -  
REGULATORY COMPLIANCE  
AND STRATEGIC INITIATIVES  
Squamish Nation

**RICK JACCARD**

Squamish Nation

**ARTHUR DEJONG**

COUNCILLOR  
Resort Municipality  
of Whistler

# Contract Positions

**HEATHER BERESFORD**

ENVIRONMENTAL  
STEWARDSHIP MANAGER  
Resort Municipality  
of Whistler

**SIMON MURRAY**

FORESTRY MANAGER  
Cheakamus Community  
Forest





**CHEAKAMUS  
COMMUNITY  
FOREST**

[CheakamusCommunityForest.com](http://CheakamusCommunityForest.com)

