



SFI-00001

## SFI Board of Directors Strategic Direction Meeting AGENDA

Wednesday, January 30, 2019

Graphic Packaging Intl, 7<sup>th</sup> Floor Board Room, 1500 Riveredge Pkwy NW, Atlanta, Georgia

| Time  | Agenda  | Page                 |
|---|---|----------------------|
| 8:00 – 8:30 am                                  | <b>Continental Breakfast and Meet &amp; Greet</b>   |                      |
| 8:30 – 8:45 am                                  | <b>I. Welcome, Introductions, Confidentiality and Antitrust Reminder, Approve Minutes</b> (Mark Rodgers)<br><i>Action: Approve minutes from the December 13, 2018 SFI Board of Directors conference call.</i>   | 1-9                  |
| 8:45 – 9:15 am                                  | <b>II. Setting the Stage</b> (Mark Rodgers/Kathy Abusow)<br><i>Objective: Introduce Bruce Anderson and review agenda and desired outcomes, as well as inputs to Strategic Direction process received from those inside and outside the SFI community.</i>   | 10-34                |
| 9:15 – 10:15 am                                 | <b>III. Vision and Mission Statement Discussion</b> (Bruce Anderson)<br><i>Objective: Discuss draft Vision and Mission statements (note: this topic will be revisited at end of meeting)</i>  | 35-41                |
| 10:15 – 10:30 am                                | <b>Break</b>  |                      |
| 10:30 – 12:00 pm                                | <b>IV. Strategic Cross-Pillar Opportunities</b> (Bruce Anderson)<br><i>Objective: Discuss cross-pillar opportunities, including:</i><br>a. Role of Technology – e.g., transparency, remote sensing/GIS/LiDAR for forest health, blockchain for supply chains, virtual reality<br>b. Climate Change – including resilience, fire, the role of education<br>c. Global Strategies – e.g., Sustainable Development Goals, IUCN/UN, global label, PEFC, PLT<br>d. Green Jobs | N/A                  |
| 12:00 – 12:30 pm                                | <b>Lunch</b>  |                      |
| 12:30- 2:30 pm                                  | <b>V. Discuss Strategic Priorities by Pillar</b> (Bruce Anderson)<br>a. Standards<br>b. Conservation  | 42<br>43-45<br>46-47 |
| 2:30 – 2:45 pm                                  | <b>Break</b>  |                      |
| 2:45 – 4:15 pm                                  | <b>VI. Discuss Strategic Priorities by Pillar (continued)</b><br>c. Education<br>d. Community   | 48-49<br>50-51       |
| 4:15 – 5:00 pm                                  | <b>VII. Revisit Vision and Mission and Review Next Steps</b> (Mark Rodgers and Bruce Anderson)  |                      |
| 5:00 p.m.                                       | <b>Adjourn</b>  |                      |
| <b>2019 Board Meetings and Conference Calls</b> | <b>SFI Board of Directors Meeting/Conference Call Dates &amp; Locations</b><br><ul style="list-style-type: none"> <li>• April 30 – face to face meeting, Washington DC</li> <li>• June 19 – conference call, 1:00 pm to 3:00 pm eastern</li> <li>• October 22 – face to face meeting, in conjunction with SFI conference, Richmond, VA</li> <li>• December 5 – conference call, 1:00 pm to 3:00 pm eastern</li> </ul>   |                      |

## **Antitrust and Confidentiality Reminder for SFI Inc. Board of Directors Meetings**

The SFI Board of Directors includes 18 members representing environmental, social and economic interests equally, including representatives of companies that may compete with each other and with other SFI Program Participants. Many SFI Program Participants may compete with other SFI Program Participants. Therefore, the antitrust laws apply to SFI board decisions and actions. It is SFI's policy to comply fully with the antitrust laws.

All proposed actions of the Board of Directors, including Committee recommendations to the Board, are reviewed by antitrust counsel before the Board acts. The agenda for today's Board meeting and the materials that have been circulated are approved by antitrust counsel. Antitrust risks can arise when the Board's discussions depart from the agenda.

If any Board member is concerned that a proposed Board action (or any SFI conduct) may unreasonably restrict competition among SFI Program Participants or their suppliers or customers, you are encouraged to discuss your concern with SFI's antitrust counsel.

SFI meetings and associated social events should not be occasions for discussion of business issues unrelated to SFI. Confidential and proprietary business information should not be discussed at SFI meetings. This means there should be no discussion of, or exchange of confidential information about:

- Individual company prices, price changes, discounts, allowances, credit terms, etc.;
- Individual company data on costs, production, capacity, inventories, sales, etc.;
- Industry pricing policies, price levels, or price changes;
- Changes in industry production, demand, capacity or inventories;
- Company bids on contracts for particular products, or company procedures for responding to bid invitations; or
- Any other competitively sensitive information.

If you believe the discussion during the meeting has crossed the line into prohibited territory, your responsibility is to bring this to the attention of the chair. SFI antitrust counsel will be present throughout the meeting. Please do not hesitate to raise such questions.

Confidentiality. Each Director shall maintain the confidentiality of all discussions and deliberations of the SFI Board of Directors, including agendas, minutes and materials presented at or distributed for meetings of the Board. Such information may be disclosed only as authorized by the Board, or by the President.

Privileged and Confidential  
Attorney-Client Communication  
11/28/07

# SFI BOARD OF DIRECTORS

OCTOBER 2018

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*President and CEO*  
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Black Family Land Trust, Inc.  
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**LAURA DOWNEY**  
*Executive Director - Kansas Association for Conservation & Environmental Education*  
Kansas



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*President*  
Nicola Tribal Association  
British Columbia



**BOB MATTERS**  
*Wood Council Chair*  
United Steelworkers Wood Council  
British Columbia



**BETTINA RING**  
*Virginia Secretary of Agriculture & Forestry*  
Commonwealth of Virginia  
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EACOM Timber Corporation  
Québec



**BRENT KEEFER**  
*President*  
Hancock Timber Resource Group  
Massachusetts



**JIM IRVING**  
*Co-CEO*  
JD Irving Ltd.  
New Brunswick



**JAIME YRAGUEN**  
*President*  
Associated Oregon Loggers  
Oregon

## ENVIRONMENTAL



**JONATHAN (JON) HAUFLER  
(SECRETARY-TREASURER)**  
*Executive Director, Ecosystem  
Management Research Institute*  
Montana



**ROBERT ABERNETHY**  
*President*  
Longleaf Alliance  
Alabama



**KARLA GUYN**  
*CEO*  
Ducks Unlimited Canada  
Manitoba



**DAN LAMBE**  
*President*  
Arbor Day Foundation  
Nebraska



**MICHAEL PARR**  
*President*  
American Bird Conservancy  
D.C.



**GAIL WALLIN**  
*Executive Director*  
Invasive Species Council of BC  
British Columbia

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# SUSTAINABLE FORESTRY INITIATIVE

## MINUTES OF THE

### Sustainable Forestry Initiative Inc. Board of Directors Conference Call

December 13, 2018

Submitted to Counsel 12/20/2018; Approved by Counsel 01/07/2019  
Submitted to SFI Board of Directors 12/21/2018; Approved by Board of Directors XX/XX/2019

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This document will serve as the record of the proceedings of the December 13, 2018 conference call of the Sustainable Forestry Initiative, Inc. (SFI Inc.) Board of Directors.

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**DRAFT Minutes – December 13, 2018 SFI Inc. Board of Directors**

| <b>ACTION #</b> | <b>Action Item Description</b>   | <b>Responsible</b> | <b>Deliver by:</b> |
|-----------------|--|--------------------|--------------------|
| #01-DEC-18-BOD  | <b>2018 Financial Activity:</b> SFI will update the financial activity to include year-end projections and provide the financials on the SFI Board member's site.                          | Nadine Block       | December 21, 2018  |
| #02-DEC-18-BOD  | <b>2019 Workplan:</b> SFI will bring the fire management issue to the January 30 <sup>th</sup> SFI Board 2020 Strategic Direction session, while also exploring key opportunities in 2019. | Kathy Abusow       | January 30, 2019   |

**DRAFT Minutes – December 13, 2018 SFI Inc. Board of Directors**

**PARTICIPANTS**

|     | <i>Board members</i>                   | <i>Organization</i>   |     | <i>Resources Committee Members</i> | <i>Organization</i>   |
|-----|--|---|-----|------------------------------------|---|
| 1.  | Mark Rodgers (Chair)                   | President and CEO, Habitat for Humanity Canada  | 18. | Brian Kernohan                     | Chief Sustainability Officer   Director of Policy<br>Hancock Natural Resource Group |
| 2.  | Guy Gleysteen (Vice Chair)             | Chairman, GreenBlue   |     | <b><i>SFI Inc. Staff</i></b>       | <b><i>Title</i></b>   |
| 3.  | Jonathan Haufler (Secretary-Treasurer) | Past-President, The Wildlife Society;<br>Executive Director, Ecosystem Management Research Institute                      | 19. | Kathy Abusow                       | President & CEO   |
| 4.  | Robert Abernethy                       | President, Longleaf Alliance  | 20. | Nadine Block                       | COO and Senior Vice President, Public Affairs                                       |
| 5.  | Ebonie Alexander                       | Executive Director, Black Family Land Trust   | 21. | Jason Metnick                      | Senior Vice President, Customer Affairs   |
| 6.  | Mike Doss                              | President and CEO, Graphic Packaging International Inc.   | 22. | Paul Trianosky                     | Chief Conservation Officer  |
| 7.  | Laura Downey                           | Executive Director, Kansas Association for Conservation and Environmental Education                                       | 23. | Daniel Pellegrom                   | Vice President, Communications  |
| 8.  | Kevin Edgson                           | President and CEO, EACOM Timber Corporation   | 24. | Amy Doty                           | Senior Manager, Community Engagement  |
| 9.  | Karla Guyn                             | CEO, Ducks Unlimited Canada   | 25. | Mickey Raup                        | SFI Inc. Counsel, Polsinelli PC   |
| 10. | James Irving                           | Co-CEO, JD Irving Ltd.  |     |                                    |   |
| 11. | Brent Keefer                           | President, Hancock Timber Resource Group  |     |                                    |   |
| 12. | Dan Lambe                              | President, Arbor Day Foundation   |     |                                    |   |
| 13. | Bob Matters                            | Chair, United Steelworkers Union of Canada Wood Council   |     |                                    |   |
| 14. | Mike Parr                              | President, American Bird Conservancy  |     |                                    |   |
| 15. | Bettina Ring                           | Secretary of Agriculture and Forestry, Commonwealth of Virginia   |     |                                    |   |
| 16. | Gail Wallin                            | Co-Chair of the Canadian Council on Invasive Species and Executive Director, Invasive Species Council of British Columbia |     |                                    |   |
| 17. | Jaime Yraguen                          | President, Associated Oregon Loggers  |     |                                    |   |

**DRAFT Minutes – December 13, 2018 SFI Inc. Board of Directors**

| AGENDA ITEM   | DISCUSSION   | ACTION ITEM           |
|---|--|-----------------------|
| <p><b>Welcome, Roll Call, Confidentiality and Antitrust Reminder, Approve Minutes</b></p> | <p>Chairman Mark Rodgers called the meeting to order at 1:00 PM. Rodgers welcomed all participants and Mickey Raup provided an antitrust reminder.</p> <p><b>Board Decision:</b> The Board approved the October 16, 2018 meeting minutes without objection.</p>  |                       |
| <p><b>New Board Member Introductions</b></p>  | <p>Mark Rodgers welcomed the newest board members – Ebonie Alexander, Executive Director, Black Family Land Trust; Kevin Edgson, President and CEO, EACOM Timber Corporation; Brent Keefer, President, Hancock Timber Resource Group; and Dan Lambe, President, Arbor Day Foundation – and each provided self-introductions.</p>   |                       |
| <p><b>Financial and Governance Update</b></p>   | <p><i>Q3 2018 Financial Activity:</i> Jon Haufler introduced the SFI financial update and Nadine Block reviewed activity against budget through Q3, which is the last quarter for which complete information is available. Block noted SFI is in a strong financial position, with revenue tracking above budget and expenditures below budget. Block provided a forecast of SFI's financial position at year end, noting an expected net income of \$500,000. SFI expects to make a \$250,000 contribution to Board-designated reserves, matching the annual amount agreed to in June with the decision on the new reserve target. That should leave approximately \$250,000 as carryover, some of which is proposed to be used for short term expenses in 2019. Block and Kathy Abusow briefly highlighted financial activity for Project Learning Tree and the recent hire of a Chief Education Officer.</p> <p><b>ACTION:</b> SFI will update the financial activity to include year-end projections and provide the financials on the SFI Board member's site.</p> <p><i>SFI financial relationship with PLT Canada:</i> Block provided an update of SFI's financial relationship with Project Learning Tree (PLT) Canada, as a follow up to the October Board meeting discussion. Block clarified the rationale for the financial transactions between PLT Canada and SFI Inc., as it relates to PLT Canada's Employment and Social Development Canada (ESDC) Contribution Agreement, noting that transactions associated with the services agreement are necessary because PLT Canada's personnel and facilities services costs are reimbursable under the ESDC contract.</p> <p><i>PLT Canada Board Elections:</i> Kathy Abusow noted as the sole member of PLT Canada, SFI Inc. has the responsibility of electing PLT Canada Board's directors. SFI Canadian Board members and SFI Board officers are provided opportunity to participate on the PLT Canada Board, and SFI recommends Kevin Edgson and Jon Haufler (as SFI Secretary/Treasurer) for election to the PLT Canada Board.</p> <p><b>Board Decision:</b> The SFI Board elected Kevin Edgson and Jon Haufler to the PLT Canada Board of Directors for three year terms each, or until a successor is duly elected.</p> | <p>#01-DEC-18-BOD</p> |
| <p><b>2019 Workplan</b></p>   | <p>Kathy Abusow provided an overview of major accomplishments throughout 2018, referencing the Year in Review Scorecard. Abusow also presented the revised 2019 workplan, reviewing changes based on Board recommendations during the October meeting. Abusow provided an overview of the key priority outcomes and metrics. Participants discussed: the critical need to engage ENGOs and shift their perceptions of SFI, and the issue of fire management and the role SFI can play in advocating for well-managed forests as a fire management strategy. SFI staff noted opportunities for SFI to participate in fire management discussions and research, including potentially funding a conservation grant research project, and plans to engage more proactively in the Pacific Northwest region with state and federal agencies.</p>   |                       |

**DRAFT Minutes – December 13, 2018 SFI Inc. Board of Directors**

| AGENDA ITEM   | DISCUSSION  | ACTION ITEM    |
|---|---|----------------|
|   | <p><b>ACTION:</b> SFI will bring the fire management issue to the January 30<sup>th</sup> SFI Board 2020 Strategic Direction session, while also exploring key opportunities in 2019.</p> <p>Participants also discussed the idea of setting goals for the metrics, with some noting the goals could be arbitrary and others suggesting it could be applied to some but not all.</p>  | #02-DEC-18-BOD |
| <p><b>Conservation and Community Partnerships Grant Program</b></p> | <p>Gail Wallin, on behalf of the Grant Management Committee (GMC), provided an overview of the Conservation and Community Partnerships Grant Program 2018 request for proposal, noting SFI received 61 total proposals – 15 conservation and 43 community. Wallin reviewed the grant review process conducted by SFI staff and the Grant Management Committee (GMC) and the final recommendations.</p> <p><b>Board Decision:</b> SFI Board approved five Conservation projects with financial commitment of \$175,045 in 2019 and multi-year commitments amounting to \$327,315; and six Community projects with financial commitment of \$60,900 in 2019 and no multi-year commitments; totaling \$235,945 in funding for new grant projects in 2019.</p>  |                |
| <p><b>2019 Budget</b></p>   | <p>Nadine Block provided the proposed SFI 2019 consolidated budget, noting the additional and separate PLT detailed budget which allows for annual reporting commitments to American Forest Foundation. SFI's 2019 budget includes total income of approximately \$9,971,381 and approximate expenses of \$11,682,484. SFI will achieve a balanced 2019 budget for the PLT program through use of a portion (\$1,630,273) of the remaining temporarily restricted assets associated with the PLT transfer. For the additional SFI expenses, SFI would use temporarily restricted net assets for the Conservation and Community Grants program (\$153,000) and unrestricted net assets (\$177,830) associated with the prior year carryover. These unrestricted net assets would be used for expenses that are short-term in nature, such as conservation impact research, strategic direction, and brand repositioning. Block addressed participant questions including:</p> <ul style="list-style-type: none"> <li>· The \$250,000 proposed allocation to Board-designated reserves, which the Board approved in June 2018;</li> <li>· SFI's overall approach to budgeting, which is to identify and budget for expenses that allow SFI to meet its programmatic goals;</li> <li>· Anticipated remaining PLT transfer funds after 2019, which is projected at \$4.4 million;</li> <li>· SFI's fairly high level of confidence in new PLT revenue in 2019</li> </ul> <p>Mark Rodgers expressed support for SFI's use of prior year carryover in 2019, to allow the organization to close out work that positions SFI for substantive growth.</p> <p><b>Board Decision:</b> Board approved the 2019 budget, with planned \$250,000 contribution to reserves.</p> |                |



**DRAFT Minutes – December 13, 2018 SFI Inc. Board of Directors**

| <b>AGENDA ITEM</b>                                    | <b>DISCUSSION</b>  | <b>ACTION ITEM</b> |
|---|--|--------------------|
| <b>Small Lands Update</b>                             | <p>Guy Gleysteen provided an update on SFI's small lands certification work. On November 28<sup>th</sup>, a subset of the SFI Board met with a subset of the American Forest Foundation Board to discuss opportunities for collaboration. Robust discussion led to the following points of agreement:</p> <ul style="list-style-type: none"> <li>· Going forward, SFI and AFF will collaborate on the basis that SFI will continue to pursue the small lands group certification module. The forest management component will be provided by ATFS by replacing 4.2 with Form 004.</li> <li>· The output of the group certification module will be called ATFS certified, or more precisely certified forest content for use in the SFI CoC and PEFC CoC derived from ATFS certified land.</li> <li>· No additional fees will be charged by either SFI or AFF, with group audit being the only associated costs.</li> </ul> <p>The small lands task group will convene in early 2019 to develop the final SFI-AFF module for PEFC endorsement, after reviewing public consultation comments and addressing any AFF input.</p> <p>Gleysteen also noted the PEFC consultation for the SFI Module is open now for 60-day public consultation, running from November 19, 2018, through January 17, 2019. SFI will form an expanded multi-stakeholder Small Lands Task Force to review public consultation comments, and address all non-conformities during the public consultation process. Staff will strive to submit the revised module to PEFC for endorsement by April 1, unless there are significant issues requiring SFI Board discussion as determined by the SFI Small Lands Board Task Group. If there are significant issues requiring SFI Board input, they will be reviewed during the SFI Board's April 30th meeting and the SFI submission of the revised module will be made shortly thereafter to PEFC International, reflecting SFI board direction. Staff noted they will work with AFF to develop a marketing plan.</p> |                    |
| <b>Other Business, Written Updates and Roundtable</b> | <p>Mark Rodgers called attention to the written updates, and reminded Board members of the 2019 meeting dates, including the January 30 Board meeting on strategic direction in Atlanta, with a dinner hosted by Mike Doss the night prior. Rodgers recognized and thanked SFI Board members and SFI staff for a successful 2018 and wished everyone happy holidays.</p> <p>Meeting adjourned at 2:45 PM.</p>  |                    |

## Setting the Stage: Summary of Inputs for Strategic Direction

This section of the Board materials is designed to “set the stage” for the Board’s strategic direction discussion by highlighting a variety of inputs, including new work and older materials.

SFI’s current strategic direction was approved by the SFI Board in September 2014 for the period 2015-2019. In 2018, SFI began moving forward with an updated strategic direction, with the intention to launch the **2020 Strategic Direction** at the 2019 Annual Conference.

SFI contracted with Kedge LLC, led by Yvette Montero Salvatico, to guide us through the development of our 2020 Strategic Direction. In the fall of 2018 Kedge facilitated Input Sessions with SFI’s governing and advisory committees. Kedge also conducted Insight Interviews with an external set of stakeholders, representing customers, conservation groups, community interests, and educators. A briefing note in this section summarizes the Input Sessions and the Insight Interviews led by Kedge. The analysis provided by Kedge was difficult to follow, so our briefing note provides a report on what was received.

While Kedge was helpful in getting SFI to this point in its strategic direction process, we felt that they were not setting us up for success in getting to the finish line and ensuring the relevance of our strategic direction, and have ended our relationship with Kedge.

We are excited to now be working with **Bruce Anderson of Anderson Insight**, an experienced professional with expertise in market research, communications, and strategic direction. Bruce is one of Canada’s most respected public opinion experts and marketing and strategic communications advisors. He has worked extensively on market access issues in Canada, US, South America, and Europe. In the US, he led the research and strategy behind a bi-national effort to promote the sustainably produced wood in home building and commercial construction. He has done extensive work on environmental issues and market needs for a variety of associations and resource sectors. Bruce will facilitate the Board meeting on January 30 and work with us to develop our 2020 strategic direction product.

Earlier in 2018, SFI initiated “brand repositioning” work with a firm called Office/Bureau. While some of their work was intended for implementation sooner than the launch of the 2020 Strategic Direction, the work has provided useful context for our longer-term thinking, and therefore several documents related to that work are included in this section. Their work included a “discovery” phase where they spent significant time speaking with SFI stakeholders. Included in this section is a summary prepared by SFI, as well as the Office/Bureau “discovery” analysis.

In addition to these “newer” inputs, this section also includes older documents that provide context on SFI’s work to date and our near-term plans. They include:

- Progress against the roadmap from our 2015-2019 strategic direction – this is the document we have referred to the most over the years. The full 2015-2019 strategic direction is available on the SFI Board Members only webpage at <http://www.sfiprogram.org/sfi-members/board-and-resources-committee/> (please contact Amy Doty at [amy.doty@sfiprogram.org](mailto:amy.doty@sfiprogram.org) for login/password)
- The 2019 Workplan Outcomes. This is part of the full 2019 workplan, which was approved by the Board in December 2019 and which is available on the SFI Board members only webpage.

Finally, one additional document is provided as “fun food for thought”. The Nature Conservancy released a “10 Groups to Watch in 2019” list – sharing their ideas on “change agents”.

### Next steps

The January 30 Board meeting is designed to produce the following outcomes:

- Clarity on vision and mission;
- Input on new ideas across our four pillars;
- Direction to staff and Bruce Anderson to develop the strategic direction document

We anticipate proceeding according to the following timeline:

- February: Develop draft strategic direction
- March: Review draft with Resources Committee at March 7 meeting; refine draft
- April: Review draft with Board at April 30 meeting
- May: Refine strategic direction
- June: Seek Board approval of strategic direction during June 19 call
- October: Launch SFI 2020 Strategic Direction during SFI Annual Conference

*Prepared by: Nadine Block, COO; Kathy Abusow, President and CEO*

## 2018 Kedge Insight Interviews and Committee Input January 2019

### Input Session Key Themes:

In the fall of 2018, including at the SFI Annual Conference, Yvette Montero Salvatico of Kedge LLC facilitated “**Input Sessions**” with all of SFI’s governing and advisory committees: Board of Directors, Resources Committee, Education Operating Committee, External Review Panel, and SFI Implementation Committees.

The input sessions generally focused on two key questions:

- *What do you see as the challenges and opportunities on the horizon?*
- *If all constraints were removed and SFI could create the future, what future would we create?*

Each committee addressed those questions in different ways, reflecting their various intersections with SFI’s programmatic work. The following are key themes that emerged at the Input Sessions:

### ***Challenges (to SFI and to the forest sector):***

- Society’s disconnection from forests and lack of understanding of forest management and the natural environment
- Getting the attention of customers and delivering value to customers
- Increasing risks of catastrophic wildfire on forests, people, biodiversity
- Climate change
- Transparency in supply chains
- Workforce development – difficult to find people to fill jobs in the forest sector
- Polarized society – how can SFI contribute to finding/forging middle ground?
- Activists undermining SFI’s work
- Telling our story in a simple way that captures society’s attention – and illustrates connections to society’s pressing concerns, like climate change
- Quantifying SFI’s benefits to conservation, to customers, etc.

### ***Opportunities:***

- The need for supply chain assurances in emerging markets (e.g., tall wood buildings)
- Role of technology
- Customer commitments to zero deforestation
- Greater demand for natural resources means greater demand for sustainability solutions
- Differentiating PLT from other STEM curriculum
- Public-private partnerships, especially in tackling forest health challenges on public lands
- Package PLT curriculum into sizable, customizable units that can be tailored to new audiences
- Building credentials for those delivering PLT and creating ambassadors for youth outreach

### ***What Future Would We Create?***

- A strong narrative that helps build connections between people and nature and illustrates that sustainable forest management offers public benefits
- Recognition that SFI’s activities produce positive results
- SFI seen as global brand of sustainable forest management
- Technology creates transparency
- Simplifying processes while enhancing touch points (this could mean simplifying standards while addressing risk, could apply to reaching youth through environmental education, etc.)

## Insight Interviews

To capture ground-level insights and perspectives on the perceived threats and opportunities to the future of forests and environmental education, Kedge conducted 11 “Insight Interviews” with a variety of thought leaders who work in, or intersect with, the forestry, conservation, and environmental education spheres. These individuals represent customers, conservation groups, community interests, and educators, as follows:

| <b>Name</b>         | <b>Organization</b>  | <b>Title</b>                                    |
|---------------------|--|---|
| Bill Barry          | MacMillan Publishing   | Sustainability and Vendor Management Consultant |
| Andrew Goldberg     | Rainforest Alliance  | Project Manager                                 |
| Ben Gunneberg       | Programme for the Endorsement of Forest Certification (PEFC) | Secretary General                               |
| Michelle Harvey     | Environmental Defense Fund                                   | Consultant                                      |
| Steven Koehn        | USDA Forest Service  | Director, Cooperative Forestry                  |
| Christiane Maertens | North American Association for Environmental Education       | Deputy Director                                 |
| Andrea Moore        | VF Corporation   | Leads Sustainable Forestry Efforts              |
| Scott Poynton       | The Forest Trust   | Founder   |
| Steven Price        | Bird Studies Canada  | President                                       |
| Dave Tenny          | National Alliance of Forest Owners                           | President and CEO                               |
| Linda Walker        | World Wildlife Fund  | Director, Responsible Forestry and Trade        |

The individuals had a range of perspectives on SFI. For purposes of this analysis, we have characterized each person's perspective on SFI as “*believer*” or “*neutral*” or “*skeptic*” (these labels were not shared with the interviewees). Almost half of the interviewees would be considered “skeptics” about SFI, reflecting the suggestion of the SFI Board at the April 2018 Board meeting to gather input from stakeholders whose perspectives may be critical of SFI.

## **Key Themes and Quotes**

The conversations revealed the following key themes related to trends, threats, opportunities, and innovation. We've included quotes below from the interviews to provide additional content on these themes. Every quote is tagged as coming from one of the following SFI-perspective categories – “believer”, “neutral” or “skeptic” – to provide context to the quote.

### ***Climate Change***

Climate change was a pressing topic for all interviewees (inside and outside of the forest sector) in terms of importance, major threat and a salient trend to the future of forests and environmental education. The conversations focused on various aspects of the issue, such as climate migration, threats to biodiversity, increased attention due to the political climate and Paris Agreement exit, the need for climate education, and the concern over a rising population of climate deniers. Most agreed that the effects will be long-term and harmful, and the benefits of forests and educating more people can serve as solutions.

“At the end of the day whether forests are being logged though an SFI scheme or an FSC scheme is starting to become a bit irrelevant in the face of climate change, which is affecting millions of hectares of forests around the world through fires, through pest and diseases.” (Skeptic)

“Forests need to put a stake in the ground for benefits toward climate change” (Skeptic)

"[We] need to be seen as helping provide the solution [to climate change]."  
(Neutral)

"Forests are the largest solar panels. Anything you can do with oil, coal, or gas, you can do [with wood] as well." (Believer)

### ***Keeping Forests as Forests***

A common idea amongst the interviewees was to encourage land owners and forest managers to retain their forests in a well-managed manner to decrease deforestation and degradation. The group proposed a diverse set of solutions, including educating upcoming generations and landowners, creating innovative financial models and tax incentives for landowners and forest managers, controlling and entering new markets (i.e. nanotech, cross-laminated timber, bio-refining, wood pellets as fossil fuel alternative), and decreasing certification costs.

"Help the next generation understand and be a proactive part of keeping forests as forests and understanding their importance to the world around us, for wildlife and for people." (Skeptic)

"More money needs to be put in the hands of forest owners who are willing to keep forests as forests... Financially reward forest managers for doing the right thing." (Skeptic)

"Part of the formula for keeping forests as forests is maintaining access to markets or developing new markets" (Believer)

### ***The Role of Technology and Innovation***

New technologies, such as satellite imagery for assessment of forest health and blockchain for verification were noted as leading to more transparency in supply chains. While there is an immense amount of expertise within the forest sector, several interviewees encouraged SFI to look toward external views for innovative solutions broader than timber.

"Technology will allow us to do a better job in managing and intervening in forests and helping people understand good forest management." (Skeptic)

"Certification is a tool; blockchain is an orientation. Blockchain is a heart and mind proposition." (Neutral)

"Use wood in more applications than it is currently used – cross laminated timber in tall buildings, wood pellets to get away from fossil fuels. This can spur rural prosperity, a goal of the current administration." (Believer)

"Technology... [provides] more access to what is happening with forest management, which could lead to more political support... Technology enables next level transparency, efficiency, better decision making, and opens up the opaque." (Neutral)

### ***The Power of Narratives***

Many interviewees expressed the benefits of forests to humanity, with one individual even stating that "humans are the center of nature." People have connected to stories since the beginning of time so it is no surprise that many of the interviewees referred to storytelling (full of quantitative and qualitative data)

as a vehicle to sharing the impactful narrative of forests and environmental education. Each provided insight on the narrative they wanted to share, whether it was surrounding certification or environmental education. However, interestingly, some expressed that the barrier to effective storytelling is a lack of pride in the supply chain and the negative perception of the work.

"When somebody writes the history of forest certification it's not going to be how many hectares we certified. That will be part of it but it will be that site impact. The impact of really getting people to find different ways of engaging in a constructive way with each other rather than always confrontational." (Believer)

"There is a massive disconnect between what people in the cities know and understand about forests. It's really our job as those who are in the forest to start helping people to really understand the real value. They are not museums that need to be locked up. They've got to be active, working for timber production for them to continue giving us all the benefits and to maintain them in a way that we actually need them to survive as humans on this planet." (Believer)

"Transparency is an increasing opportunity to tell stories but also to get the word out about the good things that are being done... It's hard because not everybody knows what they are looking at when you start to get into the detail. And, so, being able to tell that clear story can always be a challenge, especially with forestry as an example." (Skeptic)

"We need to feel comfortable in our own narratives of forests." (Neutral)

### ***Standards and the "SFI vs. FSC" Dynamic***

This is the topic that most separates the "believers" from the "skeptics". SFI has many strong supporters and users of the Standard, but we still hear from detractors that the SFI Standard isn't as rigorous as it could be. Because of that, perceptions have been created with some customers that SFI is a "weaker" standard. While many of the interviewees believed that certification for well-managed forests was important, they were frustrated by the competition leading the discourse when they felt the focus should be on certifying more forests. The skeptics felt SFI needs to increase the rigor of its standards.

"I would challenge SFI to really dig deep and think about how they're differentiating themselves from FSC... We are looking for more from a certification group... otherwise what is the point? The public appearance is still a really big challenge to get over that hump. I'm not sure why we have to make a decision that like only one certification should exist, when only 10% are certified but that is the landscape we live in." (Skeptic)

"[It is] not helpful to bicker on whose certification is best. Should instead be the rising tide [that] lifts all boats." (Neutral)

"Many of the partners have policies that go above the requirements of SFI so SFI certification is not enough. A lot of people say the SFI scheme is not as good as the FSC scheme. My sense is it is pretty good. There is a lot of NGO politics that get in the way." (Skeptic)

"SFI... is probably tracking in a better direction but if you really want to drive certification, how could these innovative technologies make the work better." (Neutral)

### ***Dialogue and Partnerships***

Interviewees agreed that to move the needle, change must start at the local level, existing partnerships must be strengthened with new relationships, and external views should be considered. Some suggested

that the dialogue at the local level must include the meshing of diverse stakeholders, indigenous people, small/medium/large scale land owners, and all members of the supply chain. A couple of the interviewees applauded SFI on its Implementation Committee model which encourages dialogue and action at the local level. One skeptic suggested that other entities may do more at the ground level in terms of social and environmental aspects. Interviewees had specific suggestions for shared stewardship, such as working with the certification of non-federal owned public land and state forest action plans.

"True innovation will come from people talking to each other." (Skeptic)

"SFI [and other standards] have really helped local forest dialogue. Local people need to be involved in understanding and deciding what nature and sustainability are. They need to find consensus." (Believer)

"Wood and forests need to work together to save the planet. To do this, we need to see it, show it, touch it, feel it.... Showing, not just talking." (Neutral)

### ***The PLT Opportunity***

With the success PLT continues to have in the environmental education space, many agreed that education and the expertise of PLT should play a more prominent role in SFI. The benefits would include overcoming perceptions that SFI only provides certification and expanding its reach through PLT's existing partners. Interviewees did identify growth opportunities for PLT, including ensuring kids are future-ready with curriculum that takes them outside to experience nature but also takes the outdoors inside with technology, virtual reality, gamification, etc.; serving as the bridge between the STEM and environmental education communities; and, educating the public so they are not misinformed.

"Education and the expertise of PLT should play a more prominent role in SFI"  
(Neutral)

"Getting these kids to understand that this is what the future looks like and then get them to connect to nature because that's where some parts to a possible future lies, but really getting them to understand the need to talk to each other and to come to solutions and in a compassionate, respectful, humble way is where I think the future lies." (Skeptic)

"[PLT] should be open to new ideas. [It] needs to look outside of typical environmental education and build an army of community groups who would have never felt like they belong." (Neutral)

"If I had a chance to get my hands on [PLT], I'd thicken it up, line and sinker."  
(Believer)

### **Advice for SFI**

The interviews also produced "advice for SFI", which we've organized around the above-noted categories of their perception of SFI ("believers", "neutral", or "skeptics").

#### **Believers:**

- SFI needs to be adaptable and agile in terms of getting information to the public so that the public can lend support from an informed perspective.
- Certification should be more about impacts than about hectares certified.
- There are many states now that are certifying their state forests to SFI... there is an opportunity to educate those people who recreate on those public lands.



- Look at how certification can help state forestry agencies advance state action plans – leverage state resources and appropriate dollars to get work done.

Neutral:

- Continue to build [PLT]. [SFI] has an incredible network through PLT... a whole new group of ambassadors. Don't be afraid to ruffle feathers in the field.
- SFI should be willing to embrace the future concepts like blockchain and other things that take us beyond certification.
- Build on your powerful foundation while looking two jumps ahead; point us toward what we need to know.

Skeptics:

- Acquiring PLT is a strong force that SFI should leverage moving forward. Be more visible with the program.
- SFI's value is in their implementation committees and framework they have developed across the country.
- Challenge SFI to really dig deep and think about how they're differentiating themselves from FSC
- I see SFI as the industrial forestry standard. If they could deliver rigorous proof points and continue to improve their normative standard they could be a rising tide that lifts all boats. A lot of their communication is really propaganda and they need to be really careful.
- FSC delivers more social and environmental protection on the ground... Challenge them to improve and have impact on the ground.
- [SFI is] much more than a certification scheme...SFI needs to go beyond thinking of itself as a certification scheme and really take leadership in this whole question of what the hell is happening to our forests and what can we do about it?
- Urge SFI to shed the habit of members being defensive on behalf of what they already do. I understand they may feel besieged from every corner, but it's about making progress with the stakeholders they may have conflict with. We want to get out of just justifying 'where are we now' and saying how are we going to land for 2025 and 2050 so that people's eyesights are focused there and not just on rationalizing what they're doing and seeing now.

*Prepared by: Nadine Block, COO and SVP Government Affairs*

## **SFI Brand Repositioning Update January 2019**

The Sustainable Forestry Initiative began a brand repositioning project with a Toronto-based agency, Office/Bureau, in 2018. Office/Bureau engaged with numerous stakeholders inside and outside of SFI, in order to fully understand current perceptions of SFI and identify opportunities to build on SFI's position as a solutions-oriented sustainability organization. In 2019, we will build on the findings and begin implementing new messaging, tactics and strategies.

This first phase of the work, the "discovery" phase, included 3 different surveys shared with stakeholders in the conservation, standards, community and education pillars, as well as a series of 28 telephone interviews with board members, sustainability executives at brand owners and major retailers, education coordinators and standards auditors. Discussions and questions were broadly focused on perceptions, strengths and opportunities for SFI and how we can position the organization and talk more clearly about the work that we do. Office/Bureau's own findings memo is also included in the board materials.

SFI is well positioned and well respected across the marketplace. Our work drives positive outcomes across multiple areas of sustainable forest management, including standards, conservation, education and community. The diversity of our work is vital in differentiating it from other organizations in the sustainability standards space and brings additional value to brand owners and retailers looking to enhance their sustainability efforts. Our network is a continuing strength and we are recognized for our commitment to communities. We believe SFI is uniquely positioned at the center of a sustainable future.

However there are challenges: from lingering perceptions about SFI's "connections" to industry to stakeholders SFI engages with in one area having limited awareness of the good work we do in others. Thankfully, these challenges are perception based and can be addressed through a clear and consistent strategy for SFI's brand positioning.

There were two key recommendations from this discovery that represent a fundamental shift in the way SFI positions itself and the work that it does. These recommendations intended to expand SFI's scope, opening up new avenues for growth, while also delivering on SFI's commitment to our forests and the people who sustain and are sustained by them. These recommendations were discussed with the Board in October – with one being approved (4 pillars) and the other (name change to Sustainable Forests Initiative) being held indefinitely for future discussion.

**APPROVED BY BOARD OCTOBER 2018: 3 PILLARS TO 4 PILLARS**

SFI previously defined its work in three pillars: I. Supply Chain Assurances, II. Conservation Leadership, III. Education and Community Engagement. During O/B's engagement with SFI stakeholders it became apparent that many stakeholders engaging with SFI in one pillar had limited awareness of the important work SFI does in other pillars. The board agreed to this change from 3 to 4 pillars (Standards, Conservation, Community, Education).

Note that a key element of this change is splitting Education and Community Engagement into 2 distinct pillars in order to elevate environmental education as a key component of SFI's work, affirm the commitment to PLT, and make room for other education programs such as logger training. We also think that other partners and programs within the Community pillar - SICs, Indigenous communities, or community grants for example - can be more clearly represented under a stand-alone Community pillar.

Moving forward, the 4 pillar structure will help us:

- Find new opportunities to differentiate from other standards organizations
- Focus our work and increase the understanding of the linkages across pillars
- Clarify SFI's messaging so that it more easily conveys multiple priorities to multiple audiences

As part of this change, O/B's recommends positioning our pillars as distinct "sub-brands" of a single SFI master brand:



Each pillar, or sub-brand, will include a custom logo and messaging to show the relationship between the pillar and master brand.

The use of pillar-specific logos and messaging will help us:

- Affirm SFI's commitment to these key areas, treating them as foundational to the work that SFI does
- Communicate to stakeholders that SFI operates in multiple areas without having to explicitly state each area
- Allow the main SFI brand to focus on communicating a broader vision, while the sub-brands deliver targeted, sector-specific messaging

O/B also recommended simplifying the language of the sub-brands, especially with the use of "standards" in place of "supply chain assurances," but the use of pillar-specific language can very much continue to be used within the sub-brand messaging. It is important to use the language most readily understood by the broadest audience at the top level of the brand, and then increase message and language specificity as we dig down into the sub-brands.

## NEXT STEPS FOR 2019

Based on the findings from our discovery and strategic brand repositioning recommendations, we are eager to carry this work forward into 2019. The timing for the communications work is good as it syncs and supports our strategic direction work. Some overall themes for 2019 include:

- Continue implementing the 4 pillars to help SFI differentiate itself and help those who engage with us through one pillar, better understand the diversity of our work.
- Update our messaging framework based on our new 4 pillar structure and carry this forward across multiple communication tools.
- Further define our education offering as a long term benefit and leverage synergies between PLT and SFI.

We will also be rolling out a variety of new tools that will be critical in supporting this work:

- Develop a "launch" strategy for our repositioning
- Launch a new website later this year that better represents SFI, and helps us engage and educate our audiences
- Build targeted communications toolkits that both educate internal and external communities
- Review our logo structure with both our 4 pillar sub-brands and PLT logos in mind

*Prepared by: Daniel Pellegrum, VP Communications*



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# Discovery Summary for Brand Repositioning Sustainable Forestry Initiative

UPDATED — September 2018

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*Office/Bureau*

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# Office/Bureau

## OVERVIEW

As part of a larger brand repositioning project, Office/Bureau engaged with a range of SFI's stakeholders. This included 3 different surveys shared with stakeholders in the conservation, supply chain assurance, and community engagement and education pillars, as well as a series of 28 telephone interviews with board members, sustainability executives at brand owners and major retailers, education coordinators and standards auditors. This cross section of the SFI audience has enabled us to gain a deep understanding of the organization, its challenges and its opportunities. It has also led to some valuable insights around why SFI does what it does, how it can differentiate from the other players in the sector, and what motivates the people that make SFI the vibrant sustainability organization that it is. What follows is a summary of key insights from the discovery process supplemented with anonymous quotations from our interviews and surveys. All stakeholders agreed to speak on condition of anonymity, however many were willing to be contacted for follow-up discussions.

## WHY IT MATTERS

*"SFI has built and now manages the best forest certification standard in the world. This standard has fundamentally changed the way forests are managed on the ground."*

**FORMER BOARD MEMBER**

*"SFI has a deep commitment to transforming communities."*

**BOARD MEMBER**

*"Folks in this business really take a lot of pride in what they do."*

**STANDARDS AUDITOR**

Our forests, and the sustainable economy that exists in and around them, are our best hope for a green future. From the increasing acceptance of mass timber construction and CLT to new and innovative uses for long lived wood products, there's a sea-change in the public's perception of wood products and the forestry communities that provide them. SFI's role as a solutions-oriented sustainability organization uniquely positions it to leverage this changing tide, enabling sustainability, prosperity, and equity for communities across North America. But that doesn't mean there won't be challenges.



## CHALLENGES

*“SFI’s reputation as being tied to the forestry industry is so strong, that efforts to improve and tighten the certification standards are not enough to change perception.”*

**SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER**

*“I salute SFI for taking the risk of trying to figure out the impact on biodiversity of forests managed under the standard...because we don’t know what we’ll find yet.”*

**CONSERVATION GRANT RECIPIENT**

However there are numerous challenges on the horizon for SFI. From lingering perceptions about SFI’s connections to industry (and the organizations that happily perpetuate them) to concerns that SFI might be taking on too much too quickly without a clear vision for the future. Thankfully these challenges are primarily perception-based, which is wholly in the realm of SFI’s control. Through clear, structured, and consistent messaging, updated imagery and a refreshed approach to how SFI represents itself and the communities that it supports, SFI can move the needle on perceptions of sustainable forestry as whole, and amplify the impact of the good work that it does, now and in the future.

## DIFFERENTIATION

*“I know that there are other certification organizations out there, but I don’t have a clear understanding of why an organization would choose one certification over the other.”*

**PLT COORDINATOR**

*“There is opportunity for SFI to differentiate itself in the market. It feels as if a lot of the work that’s been done so far has been to reassure people that SFI is just as good at certification as FSC as opposed to focusing on why they are different and why they are better”*

**SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER**

*“We would like SFI to stop being defensive or apologetic, and be more bold in its brand positioning”*

**SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER**

In spite of SFI’s increasingly broad scope as a sustainability organization, there are still many who perceive it as a certification organization first, and everything else second. Of those who have this perception, there’s limited understanding of how SFI’s offering is different from the other standards, and a sensitivity to SFI being perceived as playing catch-up, even though, as a number of interviewees pointed out: there’s very little light visible between the two standards. But a lot has changed in the last few years, especially with respect to ‘the other guy.’



THE OTHER GUY

*"FSC is just a mess"*

PROGRAM PARTICIPANT

*"Don't do FSC unless you have to. Lots of costs. Lots of inconsistency"*

PROGRAM PARTICIPANT

*"Thank god for SFI, because if there wasn't SFI we'd all be stuck with FSC"*

PROGRAM PARTICIPANT

*"I believe SFI does more for the family timberland owner than FSC ever has or ever could"*

SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER

*"An advantage of SFI is they're easier to do business with, they're more collaborative, they listen to their stakeholders more...FSC has trouble getting along with themselves"*

SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER

In many ways SFI has been given a golden opportunity. In recent years industry perception of the competing standard has cooled. And increasingly respondents are seeing SFI as more than just a standard, but instead a trusted partner and ally in the fight for a more sustainable future.

*"I would never allow SFI to attack FSC...but the threat of FSC campaigners repelling down a company's headquarters was a much bigger motivator than the quality of the standard"*

FORMER BOARD MEMBER

However, industry perception doesn't always align with the public's perception, and this is where SFI should make a serious push for dominance as more than just a standard, but a result-oriented sustainability organization.

SUSTAINABILITY

*"Somehow we need to convey that forest management isn't just good, it's essential for wildlife conservation."*

CONSERVATION GRANT RECIPIENT

*"In the profession of forestry, you've always got to be explaining why it is that you do what you do, because so much of it is just not intuitive. The general sense of 'forests' by most people is to just leave them alone and they'll take care of themselves"*

SIC CHAIR

*"For whatever reason, wildlife is just more enticing for most people than trees are."*

PLT COORDINATOR





*“What SFI is doing differently is trying to break down silos between different land managers ... It has an impact, because now people in my world are starting to ask about what SFI is up to. It raises eyebrows, but it also opens up conversations about what we’re doing”*

**EXECUTIVE DIRECTOR OF NATIONAL CONSERVATION ORGANIZATION**

The public continues to struggle with the idea that cutting down a tree can be good. SFI has done great work in this area with the ‘keeping forests as forests’ logic, but this tactic is a double-edged sword: SFI being seen as ‘defending’ (as opposed to ‘improving’) the practices of the ‘forestry industry’ reinforces the narrative that SFI is an industry-led organization. And walking the line between defense of practice and improvement of practice is rife with complexities.

Instead: provide industry with the tools to speak to the positive improvements certification makes to its processes (e.g. roadside signage explaining forest management at clearcut sites, as suggested by one SIC member), and focus SFI’s marketing efforts on the benefits of the outputs of a sustainably managed supply chain. For example: sustainably harvested forest products as an alternative to unsustainably produced products/materials, positive conservation outcomes of sustainable forestry, and more.

**PLT**

*“I honestly think not only did we at PLT triple our horsepower, but SFI tripled their horsepower with this network that they’ve picked up.”*

**PLT COORDINATOR**

*“Having an education branch of SFI really completes the circle from supply chain to community engagement to education”*

**PLT COORDINATOR**

Bringing PLT into the fold will be a major vector for increasing public awareness of all the good that SFI does. But it must be done in a way that amplifies the synergies between the two organizations without jeopardizing any existing good will.

*“I was worried that suddenly PLT was going to be associated with an industry sponsored certification program, that had a different agenda than just conservation”*

**ENVIRONMENTAL EDUCATION PROPONENT**

*“The drawback is if PLT is seen as only forest-based education and not the broader environment”*

**ENVIRONMENTAL EDUCATION PROPONENT**



PLT will need to assure any skeptical stakeholders that their curriculum continues to be designed to a high and unbiased standard, and that their relationship with SFI will bring an increased energy and capacity to the program that will be beneficial to all. This is PLT's story to tell, and SFI can support it by providing the messaging framework with which to do so.

*"There's a perception that PLT is a little antiquated, sort of analogue"*

**SIC MEMBER**

*"We struggle sometimes with the 'T' in STEM, and the expectation that all science education should have a big technology component."*

**PLT COORDINATOR**

*"One of our selling points is that the things that you need to do PLT activities are simple and cheap"*

**PLT COORDINATOR**

*"Good luck accessing wi-fi in most classrooms in my state. I've never had an issue with our non-digital resources."*

**PLT COORDINATOR**

As a result of the relationship between PLT and SFI, PLT has an opportunity to address some lingering perception issues around their 'analogue' approaches. Stressing the accessibility and commitment to equity that drives a low fi approach aligns nicely with SFI's community development goals.

**CERTIFICATION**

*"Certifications are extremely difficult to understand from a layman's perspective. [SFI has] multiple types of certifications or labeling schemes...and if it's difficult for someone in sustainability to understand, you better believe it's hard for sales teams and merchants to really understand the ins and outs of this kind of thing, and then good luck with the consumer."*

**SUSTAINABILITY EXECUTIVE FOR MAJOR RETAILER**

*"Any changes to the standard need to be very clearly communicated and justified"*

**STANDARDS AUDITOR**

*"People closer to the forest tend to be very in support of certification, as well as the people closer to the customer. It's the middle where you find more resistance."*

**STANDARDS AUDITOR**

For all that SFI does in community engagement, education and conservation funding, SFI exists because of its certification standard. In 2019 SFI will undertake its next standards revision. This can be a challenging time for program participant



satisfaction, as it's easy for the narrative that the standard is getting 'more complicated' or 'more expensive' to take hold, regardless of whether this is the case. Ensure SICs and auditors are given materials that clearly and consistently explain the changes, but also provide tools for engaging directly with program participants to guide the conversation.

**THE BRAND**

*"People say 'forests' but think 'trees' and don't see the whole ecosystem as falling under the standard"*  
**FORMER BOARD MEMBER**

Just as SFI has expanded the scope of its work, there's an opportunity to expand the scope of its language, ensuring that the whole forest ecosystem is being addressed.

*"People see the word 'initiative' and they think 'initiated by whom'?"*  
**SUSTAINABILITY EXECUTIVE FOR MAJOR RETAILER**

*"Initiatives aren't permanent, there's no permanence around initiatives"*  
**SUSTAINABILITY EXECUTIVE FOR MAJOR BRAND OWNER**

In general, interviewees and survey respondents were positive about the name, although the majority use the initialism and not the full name. Some interviewees had thoughts on what they perceive to be baggage associated with the name, including the individual words that make up the initialism. There may be opportunities to address these concerns by adjusting the name without affecting the initialism.

*"I always say 'forest certification' because people know what that means."*  
**BOARD MEMBER**

*"Supply chain assurance' sounds like something FedEx does."*  
**CONSERVATION GRANT RECIPIENT**

When asked about the language that SFI uses, interviewees not engaging with SFI as a program participant or brand owner had limited understanding of the term *Supply chain assurance*. While the term has specific meaning to the industry, by being overly prescriptive in our language we risk alienating the consumer.

*"I see leaves and trees, but I don't see people or products"*  
**PROGRAM PARTICIPANT**

*"It's got to have a story, it has to say something more than 'trees'"*  
**STANDARDS AUDITOR**



*"It needs to be updated. It feels dated. Anonymous or invisible."*

**BOARD MEMBER**

Response to the visual identity tended to be neutral. While the imagery used in materials was well received, there was a concern that we were relying too heavily on imagery to tell the story that the logo and related brand elements should.

**LOOKING FORWARD**

*"There's not a lot of positives right now [in news about the environment], but can environmental education be the hope? The way that people learn to live in and adapt to this new future?"*

**ENVIRONMENTAL EDUCATION PROPONENT**

*"What happens once you've certified the whole world? The [program participant growth] curve is flattening, so what do you do when it's totally flat? Do you try to certify something else?"*

**FORMER BOARD MEMBER**

*"Land is the only asset that you will ever own that if you take care of it, it will take care of you. For multiple generations."*

**COMMUNITY GRANT RECIPIENT**

There's no doubt that SFI has evolved drastically in the last 5 to 10 years. The focus on three distinct areas has positioned SFI as an enabler for meaningful change in the realms of sustainability and sustainable forest management. Those 'within the fold' are increasingly aware of the value that SFI brings as a partner, funder, and champion, while those beyond the fold, including consumers and communities, are more receptive than ever for positive messaging about sustainable forest management. But there are still challenges, as well as opportunities on the horizon.



INTERVIEWEE LIST In addition to SFI Staff, a variety of external voices were included in the Discovery:

- Ebonie Alexander, Black Family Land Trust, SFI Board Member
- Judy Braus, North American Association for Environmental Education
- Dawn Carr, Parks Canada
- Laura Downey, Kansas Assoc for Environmental Education
- Mike Ferrucci, InterForest
- Karla Guyn, Ducks Unlimited Canada, SFI Board Member
- Ashley Hall and Zach Freeze, Wal-Mart
- Healy Hamilton, NatureServe
- Jon Haufler, Ecosystems Management Research Institute, SFI Board Member
- Jack McAneny & Tonia Elrod, Proctor & Gamble
- Mike Parr, American Bird Conservancy
- Ginger Potter, U.S. Environmental Protection Agency
- Mark Rodgers, Habitat for Humanity Canada, SFI Board Chair
- Rafael Salgado, Cal-Wood, PLT Board Member
- Larry Seltzer, Conservation Fund
- Pat Sirois, Maine SFI Implementation Committee
- Renee Strnad, North Carolina PLT State Coordinator, North Carolina State University
- Ada Takacs, Michigan PLT State Coordinator, Michigan Department of Natural Resources
- Gail Wallin, BC Invasive Species Council, SFI Board Member
- Sheila Weidman, Georgia Pacific

# ROADMAP OF PRIORITY ACTIONS

Status Check as of November 2018  
Implementation period Jan 2015-Dec 2019

## Strengthen the Value, Relevance, and Credibility of SFI

Leverage existing partnerships and develop new collaboratives to build SFI's brand from landowner to brandowner.

|   |  |   |  |  |   |
|---|--|---|--|--|---|
| <p><b>ELEVATE CONSERVATION VALUE</b></p>                    | <p>Increase awareness of the contribution of the SFI program to conservation objectives.</p>   | <p>Initiate research to establish conservation value of SFI-certified forests and lands subject to SFI's Fiber Sourcing requirements.</p> <p>Conservation Impact launched</p> | <p>Rebrand and reposition the Grant Program for strategic growth and increased revenue, focus, influence and effect.</p> <p>Focused on Conservation Impact</p> | <p>Launch thematic conservation collaboratives (community water supply and habitat of wide-ranging species).</p> <ul style="list-style-type: none"> <li>NatureServe/ABC Biodiversity</li> <li>UGA/VTech Water</li> <li>SRC/American Forests Carbon</li> <li>SARA Pilots</li> </ul> | <p>Launch or participate in geographic collaboratives (Longleaf Alliance/ Canadian Boreal).</p> <ul style="list-style-type: none"> <li>BAM</li> <li>USDA Small Lands</li> <li>Longleaf Partnership Council</li> <li>WRI/GFW Tool</li> </ul> |
| <p><b>FOSTER COMMUNITY ENGAGEMENT</b></p>                   | <p>Create more strategic partnerships and incubate new ideas to foster sustainable communities.</p>  | <p>Empower and equip SICs to promote sustainable communities and have greater impact and visibility.<br/>Launched the SIC Community Engagement Fund</p>                       | <p>Activate partnerships and memoranda in support of Sustainable Communities (H4H, CCAB, BSA, Scouts Canada, Arbor Day Foundation).</p>                        | <p>Rebrand and reposition the Community Grant Program for increased community impact.<br/>Increased interest, broad geographic distribution, alignment with community focus areas</p>  | <p>Incubate new ideas to foster community engagement (urban projects, underserved landowners).<br/>PLT part of SFI; SIC engagement with African American landowners</p>   |
| <p><b>POSITION SFI AS PROOF POINT</b></p>                   | <p>Use the launch of the SFI 2015–2019 Standards and Rules to rebrand SFI in the conservation and brandowner communities as the proof point of responsible forestry.</p> | <p>Elevate transparency and multi-stakeholder revision of SFI 2015-2019 program requirements.</p>   | <p>Engage brandowners post-launch of the SFI 2015-2019 Standards and highlight positive impacts of existing/new requirements</p>                               | <p>Identify data needs within SFI fiber supply chains.<br/><br/>Database improvements underway</p>   | <p>Make it easier for the supply chain to source SFI products.<br/><br/>Database improvements and ULE underway</p>  |
| <p><b>GROW CERTIFIED SUPPLY</b></p>                         | <p>Increase certified supply throughout the supply chain to strengthen SFI's reach.</p>  | <p>Deliver on SFI Forest Partners' Program.<br/><br/>New goals launched based on success of first phase</p>   | <p>Explore small lands certification approaches<br/><br/>Modules launched, pilots underway</p>   | <p>Grow certification of First Nations and Tribal Lands.</p>   | <p>Grow state land certification and explore federal land certification</p>   |
| <p><b>STRENGTHEN MARKET ACCESS AND GLOBAL RELEVANCE</b></p> | <p>Remove barriers to market access and grow global recognition of the SFI brand, fiber sourcing and labels.</p>   | <p>Pursue endorsement of SFI COC and SFI fiber sourcing by PEFC.<br/>Awaiting PEFC COC finalization to decide: SFI Fiber Sourcing recognized by PEFC.</p>                     | <p>Build demand for SFI products through consortia.</p> <ul style="list-style-type: none"> <li>LEED Recognition</li> <li>WBCSD/TSC/GreenBlue</li> </ul>        | <p>Explore SFI global label<br/><br/>Launched</p>  | <p>Strengthen SFI's direct presence in Europe and elevate fiber sourcing.<br/><br/>PEFC recognition of Fiber Sourcing as a non-controversial source</p>   |

well underway or complete    on track for success    partial progress    minimal progress

# 2019 WORKPLAN – KEY PRIORITY OUTCOMES

## STANDARDS



Customers' views of the SFI Standards positively shift, by addressing perceptions and/or gaps in existing and emerging markets

Use of the SFI Standards increase through the Forest Partners Program, Small Lands Modules, and other innovative approaches

Global strategies are responsive to marketplace demands and maintain PEFC relationship

Market uptake strengthens for SFI products in green building (LEED ACP, ULE, Green Globes)

## CONSERVATION



Conservation Impact projects deliver on goals and are relevant to SFI Program Participants, customers and other key stakeholders

Outcomes of Conservation Grants and Conservation Impact are communicated to key audiences to build understanding and motivate engagement

Successful collaboration addresses critical issues related to managed forests and landscapes

ENGOS' that influence supply chain decision making positively shift their views of SFI (TNC, WRI, WWF, Canopy)

## EDUCATION



An effective, financially sound, and scalable business plan for PLT is created that addresses growth strategies and underserved populations

Program delivery capacity in the PLT network is enhanced through guidance, financial support, and professional development

High quality professional development and curriculum materials are designed that reflect best practices and innovative delivery models

Strategies to reach youth through innovative and non-traditional education platforms are implemented

## COMMUNITY



Enhanced capacity of SFI Implementation Committees (SICs) to deliver on their priorities, in alignment with SFI's work plan.

Indigenous and heritage values are incorporated into SFI Program Participant practices and relationships between SFI network and Indigenous communities are advanced

Connections between underserved communities and forests are strengthened, with a focus on African-American landowners, other minorities, and urban citizens

Community grant outcomes are communicated to existing and new audiences and demonstrate results for SFI's community objectives

## CONNECTIONS AND RELEVANCY



2020 Strategic direction is developed and launched that exemplifies the value of working with SFI

SFI is positioned as a collaborative change agent for Standards, Conservation, Education, and Community engagement.

Connections are demonstrated between the SFI program and global sustainability priorities (e.g., SDGs) of key institutions like WBCSD, IUCN, and UNECE

SFI's leadership is demonstrated in Diversity, Equity, and Inclusion (DEI) in the sustainability and forest sectors

# 10 Groups to Watch in 2019

*Some of the most important change agents are not the most visible*

For press inquiries on any of these topics, contact [media@tnc.org](mailto:media@tnc.org).

Visit the web experience at [nature.org/2019leaders](http://nature.org/2019leaders)

Let's be frank: 2018 was not exactly a banner year for the planet. Nearly every major environmental assessment presented grim results: crucial habitats like [tropical forests](#) continue to disappear; wildlife populations [declined 60% over the last 40 years](#); and, perhaps most alarming, we're failing to make the progress we need to [keep the climate within safe boundaries](#).

We still have a chance to turn things around, though. A major body of research led by The Nature Conservancy shows it is still possible to achieve a [sustainable future for people and nature](#)—if we take massive action in the next 10 years.

That means we need strong leadership, and not just from the usual suspects—saving the planet must be an all-hands-on-deck effort. So below, in no particular order, we present 10 groups to watch in 2019.

## 1. Teenagers

**THE REVOLUTION WILL BE SNAPCHATTED.** Forget your John-Hughes-movie stereotypes. Today's teens are civically active, globally minded—and they nearly unanimously agree that we need to do more to address climate change. A [study](#) of 31,000 youth from 186 countries found that climate change is their number one concern (surpassing terrorism, poverty and unemployment.) Over [90% agree](#) that science has proven that humans are causing climate change, and [nearly 60%](#) plan to [work in sustainability](#).



## 2. Weather Forecasters

**CLOUDY WITH A CHANCE OF CLIMATE CHANGE.** Watching the morning weather forecast over breakfast is daily ritual for many. So, it's not surprising that local TV meteorologists are one of the most [accessible and trusted](#) sources of scientific information. In 2012, only 55 weather reports in the U.S. mentioned climate change. Today, a [network](#) of more than 500 TV meteorologists are exploring the local impacts of climate change during their daily weather reports—resulting in a [measurable](#) increase in viewer understanding of climate science.



# 3. Mayors

**LOCAL LEADERS, GLOBAL GAINS.** From [small towns](#) to [mega-cities](#), local elected officials are side-stepping national gridlock and committing to environmental action. The continued participation of the United States in the Paris Agreement may be uncertain, but a network of [405 mayors](#), representing more than 70 million Americans, have made it clear that they will still act to address climate change. Globally, [thousands of mayors](#) have joined together to make similar commitments and city leaders from [Shenzhen, China](#) to [Sao Paulo, Brazil](#) are taking climate action to the local level through urban resilience and conservation.

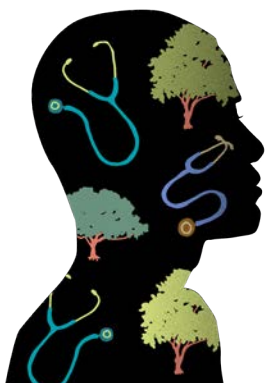


# 4. Women

**WOMEN AT THE HELM.** At every level of leadership, from [local communities](#) to [national government](#), conservation outcomes improve when women are involved. One [global study](#) found that women landownership directly correlates with better soil conservation, increased crop yields and decreased deforestation. In [northern Australia](#), aboriginal women are increasingly joining the rangers program, helping conserve community land while also passing on traditional knowledge of bush plants and culture. The evidence is clear: environmental action is strengthened by [gender equality](#).

# 5. Investors

**ALL INVESTING IS IMPACT INVESTING.** Market-rate returns or positive environmental impact? Both. That's what more than 70 percent of institutional investors want, according to a [new survey](#) - one more sign of impact investment [going mainstream](#). Perhaps that's why investment giant BlackRock released tools allowing investors to [track sustainability outcomes](#) across *all* its products, not just designated impact funds. Since private investments are [an order of magnitude larger than global philanthropic giving](#), this could be a game changer for funding environmental work.



# 6. Health Professionals

**JUST WHAT THE DOCTOR ORDERED.** [Research](#) shows there is an association between loss of trees and human mortality from cardiovascular and respiratory illnesses. In many urban areas, limited green space also negatively effects human [mental wellbeing](#). Cardiology researchers at the University of Louisville School of Medicine are testing the effectiveness of [urban tree planting](#) as a method for improving public health. And it goes beyond trees—writing for [The Lancet](#) medical journal, 150 doctors warned that climate change “poses the biggest global health threat of the century.”

# 7. Indigenous Peoples

**THE EYES AND EARS OF THE LAND.** It's a pattern we see repeated from [Mongolia](#) to [Canada](#): indigenous peoples and local communities, with their deep knowledge of natural systems, are consistently the [best](#) stewards of landscapes and natural resources. Furthermore, indigenous lands hold much of the world's remaining biodiversity—given the growing evidence for a [direct correlation](#) between loss of global biodiversity and a decrease in human health, and a recent [report](#) warning vertebrate populations are in severe decline, we won't have a healthy future for people or nature without [indigenous leadership](#).



# 8. Risk Managers

**RISKY BUSINESS?** Insurance and infrastructure—everyone needs them, no one's excited about them. The opposite's true of beaches and coral reefs – except that coral reefs *are* infrastructure, protecting 200 million people from storms and reduce expected storm damage by over [\\$4 billion annually](#). That's why organizations like the International Red Cross are funding [reef restoration in the Caribbean](#) and hotel owners in Mexico are investing in regular maintenance of reefs and beaches and setting up a [reef insurance policy](#) to protect their communities from storms.

# 9. Farmers & Fishers

**FARMERS, FISHERS, FEARLESS LEADERS.** Feeding the planet comes at a cost—food systems generate [29% of GHG emissions](#) and are a major driver of [biodiversity loss](#). But we may be turning a corner, as businesses and farmers explore practices that capitalize on soil's massive [carbon storage potential](#), even as they increase food production. And in the ocean, key market players like the Federated States of Micronesia are committing to 100% transparency in their tuna fisheries—meaning a healthier ocean, more resilient communities *and* greater catch yields over time.



# 10. Silicon Valley

**A MEETING OF MINDS, AND FLEECE VESTS.** OK, we know the world's at a tipping point, and there's little time to make [big changes](#). That means conceiving and scaling new solutions on a short timeline—a startup specialty. Partnerships like the Techstars/TNC Sustainability [Accelerator](#) are nurturing companies that are developing technology to address challenges like [water management](#) and [fisheries monitoring](#). As promising new technologies like AI and cloud computing come online, these partnerships will only become more important.

Some of these groups are making new contributions to environmental work. Others have made longstanding contributions that are just now being more fully recognized. Collectively, they are pushing us toward a healthier planet despite the odds. To learn more about how The Nature Conservancy is working with these and other groups, visit our [Global Insights](#).

## **SFI Vision, Mission Statements & Pillar Messaging January 2019**

As reported earlier to the Board, SFI is currently undertaking a brand repositioning project and developing a new strategic direction. As part of these separate, but related exercises, SFI is rethinking its vision and mission.

We believe vision and mission statements are critical to helping internal and external stakeholders understand our value proposition and, quite simply, who we are and the work that we do. The SFI Leadership team has been working to update these statements for the organization. In our thinking, we are guided by these general definitions:

- **Vision Statement:** A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.
- **Mission Statement:** An organization's fundamental, unique purpose. It communicates the value the nonprofit delivers, and what groups it serves and how. A good nonprofit mission statement succinctly describes why an organization exists.

### **The Importance of Vision and Mission Statements**

In order to develop our vision and mission statements, SFI Leadership has relied on its knowledge of the space, key preliminary research from its work on the repositioning and strategic direction, and some desk research of best practices on vision and mission statements. SFI believes the timing to develop these statements is now – we need to have an idea of who we are and where we are going as we build our strategic direction and implement our brand repositioning. We are eager for Board input and this memo provides some history and examples of our current thinking. Some sample vision and mission statements from other organizations are included at the end of this memo.

The best vision and mission statements are clear and concise. A vision statement should also be inspirational and memorable. It sets out what an organization's long term goals and aspirations are, and should inspire and motivate its staff, and in SFI's case, network. As we develop our strategic direction, we should be able to cross check our plans against our vision statement to ensure we are achieving our goals.

A mission statement should set an organization's key purpose within the sector in which it operates. It should, in addition to being clear and concise, be useful – a mission statement summarizes what an organization does and why.

### **SFI's Mission & Vision**

SFI doesn't currently have an explicit mission statement. However, SFI's original by-laws note our role as a "charitable and educational organization" and our purpose statement in those by-laws says that SFI operates to:

"ensure the environmental, social, and economic sustainable development of the nation's forests, for the benefit of public and private stakeholders. The Corporation shall have sole responsibility for all activities necessary for the development, maintenance, implementation, promotion, and continual improvement of the Sustainable Forestry Initiative® Standard and Program."

When SFI developed its 2015-19 Strategic Direction we created a strategic vision statement. At the time, we felt that this one page description was necessary to explain our vision and how we go about doing our work. However, it has proven cumbersome when trying to provide a focused vision statement so we

often revert to the top 2 paragraphs of our Strategic Direction as our vision statement (see end of this briefing note for the full vision statement):

“The future of our forests depends on strengthening the connections between sustainable forests, thriving communities, and responsible purchasing.

SFI is a solutions-oriented sustainability organization that collaborates on forest-based conservation and community initiatives that demonstrate and enhance our shared quality of life while providing supply chain assurances through standards, data and authentic stories.”

We recognize this is not satisfactory and are working on a concise vision that is meaningful for the organization and relevant across all 4 pillars.

### **New Thinking on Vision and Mission**

The SFI Leadership team has been ruminating on how to best update our vision and mission. Understanding we need to be clear, concise, memorable, and aspirational, our new statements should represent the expanding scope of our work and be inclusive of our broad network - but also differentiate ourselves.

We also want to elevate key themes that continue to bubble up in our repositioning work, our strategic direction work and the constant discussions we have with our network. Those themes include: a deep focus on the value of sustainable forests, the importance of forest management, our network, the importance of connections and collaboration, our role as a solution provider, etc. It is also important to note that a vision and mission can't do everything - additional tools, plans, messaging, etc. will all support these statements in the future. Some of our current thinking is below:

#### **Vision:**

- **Society values sustainable forests (current leader)**
- **Society values sustainably managed forests (current leader 2.0)**
- **Society understands sustainably managed forests improve our quality of life (current leader 3.0)**
- Society believes sustainable forests can improve our quality of life.
- Society knows that sustainable forests sustain us.
- Society understands that sustainable forests improve our quality of life
- Society understands that sustainable forests are critical to our future
- People value and care for forests
- Everyone understands how sustainable forests sustain us
- People understand how sustainable forests improve our quality of life

#### **Mission:**

- **SFI creates collaborative solutions that enhance forests and quality of life (current leader)**
- SFI connects people and forests through sustainable supply chains, community engagement, education, and meaningful [impactful?] conservation outcomes.
- SFI is a sustainability leader that connects people and forests for our future
- SFI provides solutions that sustain our forests and communities
- SFI collaborates to advance practices, perspectives and policies to sustain our forests and our future.
- SFI empowers people to provide solutions that enhance forests and quality of life
- SFI collaborates to sustain our forests and our future




- We empower people to sustain our forests [...for our future] / [...for our quality of life]
- SFI connects people and forests to ensure a sustainable future for all
- SFI seeks a more sustainable future through sustainable forests
- SFI is a solution provider for forests and the communities that depend on them
- SFI is a solutions-oriented sustainability leader
- SFI is a sustainability leader dedicated to sustainable forests


While our vision and mission need to apply to each pillar, it is important to also note what PLT had when it joined SFI:

- **PLT Vision:** Project Learning Tree is committed to creating a future where the next generation values the natural world and has the knowledge and skills necessary to make informed decisions and take responsible actions to sustain forests and the broader environment.
- **PLT Mission:** Project Learning Tree advances environmental literacy and promotes stewardship through excellence in environmental education, professional development, and curriculum resources that use trees and forests as windows on the world.

### Pillar Messaging

In addition to a vision and mission, we are working on broader messaging that defines our new 4 pillar structure. This table outlines some of the language we are currently using. Note that much of this language has originally been developed for internal strategic plans – including the work plan the board approved late last year. We recognize that there should only be one guiding statement per pillar, but we have included this table below to show the SFI Board that we currently do use different language and need to clarify language moving forward. This is shared with the SFI Board in case there are strong thoughts regarding the direction of these guiding statements.

| Pillar  | Language from 2019 Work Plan (approved by Board in Dec 2018)  | Staff Modifications for Board Summaries  | Communications: Headline Messaging   |
|---|---|--|--|
|  | Ensure that SFI standards reduce risk in the supply chain, advance sustainable forest management, and are responsive to marketplace needs.            | Ensure that SFI Standards advance sustainable forest management, reduce risk in the supply chain and are responsive to marketplace needs.                                | <i>SFI Standards promote sustainable supply chains, advance sustainable forest management and help consumers make responsible choices.</i>                 |
|  | Demonstrate that the SFI footprint contributes to climate change mitigation, water quality, and biodiversity.   | Demonstrate leadership in generating conservation outcomes in managed forests, contributing to water quality, biodiversity, carbon storage and climate change mitigation | <i>SFI Conservation elevates and expands the conservation benefits of sustainably managed forests.</i>   |
|  | Ensure the next generation values the natural world and takes responsible actions to sustain forests and the broader environment through high quality | Position Project Learning Tree® to be the global leader in environmental education for sustainable forests and a sustainable planet                                      | <i>SFI Education features Project Learning Tree® and helps teachers and youth learn about forests and the environment and the actions they can take to</i> |

|   |  |   |   |
|---|--|---|---|
|   | educational products and professional development, in collaboration with the PLT network.  |   | <i>ensure their long term sustainability.</i>   |
|  | Contribute to sustainable communities and quality of life through SFI's robust network of SFI Implementation Committees (SICs) and community partners. | Contribute to the quality of life of communities and help increase their understanding of sustainably managed forests | <i>SFI Community collaborates with the diverse communities that rely on, and care for, our forests.</i> |

**Sample Mission and Vision Statements:**

| <b>Standards</b>                     |   |   |
|--------------------------------------|---|---|
| <b>Organization</b>                  | <b>Vision Statement</b>   | <b>Mission Statement</b>  |
| <b>PEFC</b>                          | Our vision is of "a world which values the full contributions of sustainable forests" and we are working to make this vision a reality through our mission "to unlock and build on the full contribution of forests for a sustainable world". | PEFC is committed to unlocking and building on the full contribution of forests for a sustainable world.  |
| <b>FSC</b>                           | We can meet our current needs for forest products without compromising the health of the world's forests for future generations.  | To promote environmentally sound, socially beneficial and economically prosperous management of the world's forests.  |
| <b>Rainforest Alliance</b>           | A world where people and nature thrive in harmony.  | Conserving biodiversity and ensuring sustainable livelihoods.   |
| <b>The Sustainability Consortium</b> | We envision a world in the near future where we can experience the benefits of consumer products without causing harm to people or going beyond the environmental limits of our planet.   | To use the best sustainability science to help companies make the everyday products we use better and more sustainable.   |
| <b>Conservation</b>                  |   |   |
| <b>Audubon</b>                       | A world in which people and wildlife thrive.  | To conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity.     |
| <b>Defenders of Wildlife</b>         | Diverse wildlife populations in North America are secure and thriving, sustained by a network of healthy lands and waters.  | The protection of all native animals and plants in their natural communities.   |
| <b>Ducks Unlimited</b>               | The vision of Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.  | Ducks Unlimited conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people. |

| <b>Organization</b>                 | <b>Vision Statement</b>   | <b>Mission Statement</b>  |
|-------------------------------------|---|---|
| <b>Ducks Unlimited Canada</b>       | We envision a world with abundant wetlands and waterfowl—today, tomorrow and forever.   | To conserve, restore and manage wetlands and associated habitats for North America’s waterfowl.   |
| <b>National Geographic Society</b>  | A planet in balance.  | To explore and protect the planet.  |
| <b>National Wildlife Federation</b> | Uniting all Americans to ensure wildlife thrive in a rapidly changing world.  | Inspiring Americans to protect wildlife for our children’s future.  |
| <b>The Nature Conservancy</b>       | To leave a sustainable world for future generations.  | To conserve the lands and waters on which all life depends.   |
| <b>World Resources Institute</b>    | N/A   | To move human society to live in ways that protect Earth’s environment and its capacity to provide for the needs and aspirations of current and future generations.   |
| <b>World Wildlife Fund</b>          | Our vision is to build a future in which people live in harmony with nature.  | To stop the degradation of the planet’s natural environment and to build a future in which humans live in harmony with nature, by: conserving the world’s biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption. |
| <b>Education</b>                    |   |   |
| <b>Boy Scouts of America</b>        | To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law. | To prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.  |
| <b>Girl Scouts of America</b>       | N/A   | Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.  |
| <b>NAAEE</b>                        | A sustainable future for all where environmental and social responsibility drive individual and institutional choices.                        | We bring the brightest minds together to accelerate environmental literacy and civic engagement through the power of education.   |
| <b>Smithsonian</b>                  | Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world.                           | The increase and diffusion of knowledge.  |

| <b>Community</b>                   |   |   |
|------------------------------------|---|---|
| <b>Organization</b>                | <b>Vision Statement</b>   | <b>Mission Statement</b>  |
| <b>Arbor Day Foundation</b>        | Our vision is to be a leader in creating worldwide recognition and use of trees as a solution to global issues. | Our mission is to inspire people to plant, nurture, and celebrate trees.  |
| <b>Habitat for Humanity</b>        | A world where everyone has a decent place to live.  | Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.    |
| <b>Habitat for Humanity Canada</b> |   | We bring communities together to help families build strength, stability and independence through affordable homeownership. |

*Prepared by: Daniel Pellegrom, VP Communications; Kathy Abusow, President and CEO*



# SFI STRATEGIC VISION

The future of our forests depends on strengthening the connections between sustainable forests, thriving communities, and responsible purchasing.



**SFI IS A SOLUTIONS-ORIENTED SUSTAINABILITY ORGANIZATION THAT COLLABORATES ON FOREST-BASED CONSERVATION AND COMMUNITY INITIATIVES THAT DEMONSTRATE AND ENHANCE OUR SHARED QUALITY OF LIFE WHILE PROVIDING SUPPLY CHAIN ASSURANCES THROUGH STANDARDS, DATA, AND AUTHENTIC STORIES.**

Our collective achievement, of over a quarter billion acres of land certified to the SFI Standard, is only the beginning. These lands, owned and managed by public, private, conservation, indigenous and academic interests, collectively embody a scale of significance to examine and understand changes in working forests and their relationship to larger landscapes. They constitute a living 'reality lab' to explore Future Forests.

**OUR REACH** goes even beyond those quarter billion acres to the small landowners we engage through our fiber sourcing standard to broaden the practice of responsible forest management.

**OUR STANDARDS** will be the proof-point for responsible forest management, enabling forests to continue to support robust economies that provide an economic incentive for communities and private landowners to keep forests as forests.

**OUR GRASSROOTS INFRASTRUCTURE** of 34 SFI Implementation Committees across North America fosters community engagement for Future Forests, from educating the next generation through to community building.

**OUR VOICE**, unique amongst our competitors, will speak to a perspective in which responsibly managed productive forests are a mainstay of society's sustainable infrastructure, complementing landscapes managed for conservation; providing clean air, fresh water and habitat; and supporting sustainable forest-resource-based communities.

**OUR RESEARCH AND GRANT-MAKING** will help our community explore the innovations that will shape the future of our forests and the communities they support. To date that community has invested over \$1.5 billion in research through SFI's standards requirement.

SFI will provide insight, thought leadership, research, essential services, and a big tent that will enable this community to envision and achieve this future. We will continue to speak the language of business sustainability, providing brand owners with the assurance, information, tools and examples they need to manage risk while demonstrating that their supply chains generate economic, social and environmental benefits.

**SFI IS A COMMUNITY, NOT JUST A STANDARD. TOGETHER, THAT COMMUNITY STANDS FOR FUTURE FORESTS — BECAUSE FORESTS AFFECT US ALL.**



Source: Developed in 2014 for SFI's 2015-2019 Strategic Plan

Confidentiality. Each Director shall maintain the confidentiality of all discussions and deliberations of the SFI Board of Directors, including agendas, minutes and materials presented at or distributed for meetings of the Board. Such information may be disclosed only as authorized by the Board, or by the President.

## Strategic Priorities by Pillar January 2019

For each of the four SFI pillars – Standards, Conservation, Education, and Community – we have provided two items:

- a) An infographic summarizing the accomplishments and work underway for that pillar
- b) Ideas on strategic priorities in that pillar over the next five years

The “Pillar Priorities” reflect the input captured earlier in the meeting book from committees, insight interviews, and brand repositioning work, as well as staff thoughts on important priorities. This is intended to provide initial thinking to the Board but is wide open for discussion.

For each pillar, we have also included the 2019 Workplan metrics as reference (with the highest priority ones shown in red) and “Questions for Board Consideration” as time allows.

# SFI STANDARDS

ENSURE THAT SFI STANDARDS ADVANCE SUSTAINABLE FOREST MANAGEMENT, REDUCE RISK IN THE SUPPLY CHAIN, AND ARE RESPONSIVE TO MARKETPLACE NEEDS



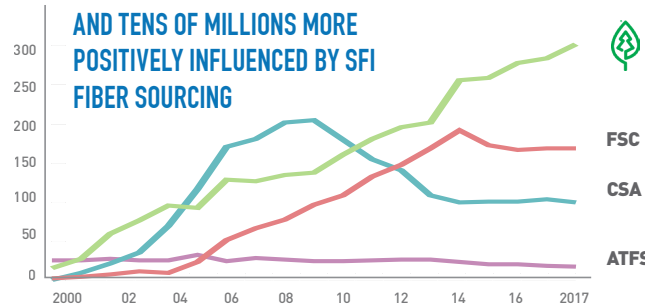
## 3 SFI STANDARDS

1. SFI FOREST MANAGEMENT STANDARD
2. SFI FIBER SOURCING STANDARD
3. SFI CHAIN-OF-CUSTODY STANDARD

**STANDARD REVISION COMING UP END OF 2019**

## SFI FOREST MANAGEMENT

**305 MILLION ACRES**  
**/124 MILLION HECTARES CERTIFIED TO SFI**



## SFI FIBER SOURCING

251 COMPANIES CERTIFIED TO THE SFI FIBER SOURCING STANDARD

## SFI CHAIN OF CUSTODY

581 CHAIN-OF-CUSTODY CERTIFICATES. THIS REPRESENTS 2,383 LOCATIONS

## LEED RECOGNIZES SFI STANDARDS



**269**

**PROJECTS REGISTERED FOR THE LEED ACP AS OF 2018**

## LAUNCHED THE SFI GLOBAL LABEL

METSA, A LEADING EUROPEAN PRODUCER OF PAPERBOARD, BECAME THE FIRST COMPANY TO USE THE SFI GLOBAL LABEL



## SFI FOREST PARTNERS PROGRAM®



**10.2 MILLION ACRES** + **58 MILLS**  
certified or confirmed to the SFI Standard under the SFI Forest Partners Program®

(increase from 9.2 million/40 mills in 2017)

**30%+ OF U.S. ACRES CERTIFIED TO THE FOREST MANAGEMENT STANDARD ARE PUBLICLY OWNED ACROSS 15 STATES**

- Arkansas
- Florida
- Indiana
- Louisiana
- Maine
- Maryland
- Michigan
- Minnesota
- Missouri
- New York
- Ohio
- South Carolina
- Virginia
- Washington
- Wisconsin

**SFI IS RECOGNIZED BY MARKET LEADERS & GOVERNMENT ORGANIZATIONS**

THE TREND TOWARD RECOGNIZING ALL FOREST CERTIFICATION STANDARDS IS ON THE RISE.



**25%**  
OF ALL

**FORTUNE 100**  
COMPANIES USE THE SFI LABEL

(increase from 21% in 2017)



## NEW TOOLS LAUNCHED TO GROW CERTIFICATION

SFI introduced two modules to create additional certification options of relevance for small landowners, Indigenous Peoples, families and communities.

K'ó moks and Qualicum First Nations piloted one of the new Modules designed for Indigenous Peoples, Families, and Communities



**GREENBLUE® COLLABORATED ON 4 WEBINARS**

**FOCUSSED ON INCREASING UNDERSTANDING OF SUSTAINABLE SUPPLY CHAINS**

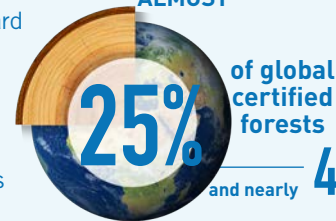
**CREATED MARKET POSITIONING TASK FORCE** to guide strategy on brand owner and customer relations and to further market recognition



## PEFC RECOGNITION

PEFC endorses the SFI Forest Management Standard and recognizes the SFI Fiber Sourcing Standard as a way to meet their controversial sources definition.

SFI ACCOUNTS FOR ALMOST



PRODUCTS CERTIFIED TO SFI STANDARDS ARE SOLD IN NEARLY



and nearly **40%** of PEFC certifications worldwide

## Pillar Priorities: STANDARDS

**Objective:** Ensure that SFI standards reduce risk in the supply chain, advance sustainable forest management, and are responsive to marketplace needs.

### Priorities:

1. Positively shift customer views of the SFI Standards by addressing perceptions and/or gaps. The SFI Forest Management Standard is the most widely used Standard in the U.S. and Canada. It represents 25% of all certified land globally. SFI has many strong supporters and users of the Standard, but we still hear from detractors that the SFI Standard isn't as rigorous as it could be. Because of that, perceptions have been created with some customers that SFI is a "weaker" standard. Through the Market Positioning Task Force, SFI identified over 60 key customers that are either believers of SFI, neutral to SFI, or skeptics of SFI. SFI will meet with these customers to gather insight into their preferences, while at the same time attempt to shift their purchasing policy to be more inclusive of SFI. While this work will start in 2019, this is a multiyear effort. SFI will also launch the standard revision process in 2019. This effort will assist SFI in determining if there are "true gaps" in our Standards that can be addressed, or if by addressing perceived gaps we might alienate the many users of our Standards.
2. Grow certification across all three SFI Standards through innovation and strategic partnerships. SFI launched two new modules in 2018 to grow forest certification in the U.S. and Canada. These modules are designed to attract new landowners that typically have been a challenge to certify (i.e. small lands, Indigenous/Tribal). SFI will also focus efforts to grow SFI Fiber Sourcing certification as well as SFI Chain of Custody certification. These certifications are important to deliver products with SFI claims to the market.
3. Ensure emerging product markets (i.e. mass timber, textile, bioenergy) utilize and seek SFI certification to address their fiber sustainability, and develop new Standards and Modules to provide supply chain assurances into other markets or commodities. While commodities such as dimensional wood, paper and packaging still dominate the market demand for forest certification, it is critical to ensure other emerging products utilize forest certification. As these products move from emerging to mainstream, there will be increasing pressure to provide an assurance these products come from well managed forests. In addition, there may be opportunities in the future to add new Standards or Modules to address specific sustainability demands. This might include project certification, logger standards, or Modules for fast growing woody crops used in bioenergy.
4. Become a technology leader in supply chains, through our standards and auditing tools. It is critical SFI stay apprised of the latest tools in technology that can positively assist SFI Program Participants in achieving supply chain assurances using innovative technology. Blockchain is the current trend, but SFI should also think of other advancements such as satellite imagery. There is opportunity to also increase audit efficiencies, and even assist new SFI Program Participants in achieving certification through technology. In addition, technology should extend to other efforts that can provide value to SFI Program Participants such as how to better connect consumers with certified products through mobile apps.

### 2019 Workplan Metrics:

- Number of Fortune 100 companies using the SFI label
- Number of brand owners identified by Market Positioning Task Group who shift their purchasing policy to be more inclusive of SFI
- Number of acres certified to SFI Forest Management Standard
- PEFC endorses the SFI U.S. Small Lands Certification Module.

- Number of new LEED building projects that received credits utilizing SFI certified products via the Alternative Compliance Path.
- Number of SFI Program Participants uploading data to UL Spot database

**Questions for Board Consideration:**

1. How would you define success in this pillar? In other words, what should be measured?
2. In the upcoming Standards revision, SFI will be faced with a tradeoff between addressing concerns raised by detractors even though it might alienate the many users of the SFI Standards, versus not addressing the concern raised by detractors. Does the Board have advice on how SFI should proceed?
3. What should SFI be doing to deepen its relationship with the logging community?
4. Are there strategic partnerships with organizations that SFI should explore to better deliver credible certification? (i.e. Rainforest Alliance, UL, technology organizations)
5. Should SFI expand into a global sustainability organization focused on forest management and providing a range of assurance services internationally?
6. SFI Implementation Committees (SIC) currently play a vital role in promoting logger training, landowner outreach, maintaining integrity of the SFI program, and supporting and promoting responsible forestry and the SFI program at local levels. However, many of the SICs have grown to more community focused work that can contribute to the community's understanding of the benefits of sustainable forest management, career pathways, and other community efforts like Habitat for Humanity builds. If SFI was creating the SFI Implementation Committee structure today, what should the core role of the SIC network be?

*Prepared by: Jason Metnick, SVP Customer Affairs*

# SFI CONSERVATION

DEMONSTRATE LEADERSHIP IN GENERATING CONSERVATION OUTCOMES IN MANAGED FORESTS, CONTRIBUTING TO WATER QUALITY, BIODIVERSITY, CARBON STORAGE AND CLIMATE CHANGE MITIGATION



**\$1.6 BILLION**

Since 1995, SFI Program Participants have directly invested nearly **\$1.6 billion** in forest research.

**75%**

MORE THAN 75% OF THESE INVESTMENTS WERE ALLOCATED TO CONSERVATION-RELATED OBJECTIVES.

**5**  
2018

## SFI CONSERVATION GRANTS

THESE GRANTS FEATURE COLLABORATION BETWEEN SFI AND A DIVERSE RANGE OF PARTNERS AND EXPERTS FROM OVER **45 ORGANIZATIONS**



**SFI IS WORKING TO CREATE LINKAGES BETWEEN THE SDGs AND SFI PILLARS OF WORK**

“We are pleased to **welcome SFI as an IUCN member**. Their work on measuring conservation values in working forests is an **important contribution** to the delivery of global conservation efforts.”

— STEWART MAGINNIS,  
IUCN GLOBAL DIRECTOR,  
NATURE-BASED SOLUTIONS GROUP



**405**

DIFFERENT CONSERVATION AND RESEARCH PROJECTS REPORTED BY SFI PROGRAM PARTICIPANTS

WITH MORE THAN

**550** UNIQUE PARTNER ORGANIZATIONS



**SPECIES AT RISK**

SFI IS WORKING IN BOTH THE US AND CANADA TO ADVANCE THE VALUE OF THE SFI STANDARDS TO PROVIDING ASSURANCES FOR SPECIES AT RISK.



WORLD RESOURCES INSTITUTE

SFI AND SEVERAL PROGRAM PARTICIPANTS

ARE WORKING CLOSELY WITH WRI TO IMPROVE THE DEPICTION OF NORTH AMERICAN MANAGED FORESTLANDS IN THE GLOBAL FOREST WATCH ONLINE TOOL

## CONSERVATION IMPACT

SFI is supporting research to measure outcomes relative to water quality, biodiversity and species at risk, and climate change — ranging from carbon to forest health. Eighteen projects are measuring everything from water quality to caribou habitat.



**BIODIVERSITY**



**CLIMATE CHANGE**

THE SFI CONSERVATION IMPACT PROJECT AIMS TO QUANTIFY THE CONSERVATION BENEFITS OF SFI'S WORK, AND THE CONNECTION BETWEEN

WELL-MANAGED FORESTS

SUSTAINABLE SUPPLY CHAINS

IMPORTANT CONSERVATION OUTCOMES

## SFI CONVENE A “SOUNDING BOARD” OF DIVERSE SCIENTISTS AND LEADERS FROM THE CONSERVATION COMMUNITY

to ensure objectivity and relevance of Conservation Impact results. Two meetings were held in 2018 to share results and ideas

## Pillar Priorities: CONSERVATION

**Objective:** Demonstrate leadership in generating conservation outcomes in managed forests, contributing to water quality, biodiversity, carbon storage and climate change mitigation

### Priorities

1. **Establish SFI's leadership, through our Forest Management Standards and certified Fiber Sourcing, in generating, measuring, and communicating meaningful conservation outcomes.** SFI is a global leader in forest certification and sustainable sourcing of forest fiber. The enormous footprint of this work generates conservation outcomes at an unprecedented scale across the critical topics of water, climate change and biodiversity. SFI initiated its Conservation Impact project to measure and convey these values of forest certification to consumers of SFI labeled products, and other critical audiences.
  - a. Drive understanding of conservation outcomes in well-managed forests through our Conservation Impact work, ensuring credibility by engagement of the Sounding Board, and by development of innovative projects that prove conservation outcomes at significant scale. The Conservation Impact effort will provide critical evidence of conservation outcomes resulting from SFI certification.
  - b. Ensure relevancy and promote the results of our Conservation Impact work to SFI Program Participants, customers, and other key stakeholders, including influential conservation NGOs. Utilize partnerships, storytelling, conference opportunities and the Sounding Board to ensure alignment with their needs, and promote tangible outcomes targeting relevant audiences.
  
2. **Establish SFI as an innovator in providing forest-based solutions which render impact and credibility toward conservation and sustainability.** SFI brings unique scale and credibility to achieving sustainability outcomes in integrated landscapes. By engaging effectively in collaborative processes, SFI can establish leadership as the "voice" of managed forests at significant scale on critical topics ranging from maintaining forests for multiple benefits, to maximizing carbon values in working landscapes, to driving sustainability outcomes that benefit society and the environment.
  - a. Ensure engagement of SFI in collaborative conservation efforts that achieve meaningful scale in North American Forests, with particular attention to the role of well-managed forests in generating conservation outcomes and ecosystem services. These include (but are not limited to): Keeping Forests as Forests (US South); the role of managed forests in mitigating fire risk to communities and ecosystems; the Species at Risk Advisory Committee (Canada); WRI's Global Forest Watch program (Canada and US); The Sustainability Consortium, etc.
  - b. Provide leadership in developing understanding of the role of forests in mitigating the impacts of climate change, through carbon sequestration, maintaining forest health and resiliency, and mitigating fire risk. SFI will play an active role in developing the science, engaging in relevant partnerships (including the Forest and Climate Working Group), and advancing innovation to prove the value of managed forests in meeting the climate challenge.

### 2019 Workplan Metrics

- Number of acres and/or number of SFI Program Participants engaged in Conservation Impact projects
- Number of infographics, publications, and webinars that communicate results of SFI grants and conservation impact projects.
- Number of grantees that communicate about positive outcomes stemming from SFI collaboration.
- Number of dialogues or efforts on landscape conservation strategies that specifically engage SFI.
- Number of supply chain influencing ENGOs that positively shift their impression of SFI

### Questions for Board Consideration

- How would you define success in this pillar? In other words, what should be measured?
- How can SFI effectively utilize our expertise and scale to address the issue of climate change?
- Is there a way that SFI's unique research requirement could be leveraged to ensure measurable conservation outcomes and continual improvement?
- How can SFI ride the trends toward radical transparency and technological innovation to better achieve conservation outcomes and illustrate value? With whom should we partner to grow capacity and impact?

*Prepared by: Paul Trianosky, Chief Conservation Officer*

# SFI EDUCATION

POSITION PROJECT LEARNING TREE TO BE THE GLOBAL LEADER IN ENVIRONMENTAL EDUCATION FOR SUSTAINABLE FORESTS AND A SUSTAINABLE PLANET



**TOP MARKS!**  
 PLT'S ENERGY IN ECOSYSTEMS WON THE 2019 TEACHERS' CHOICE AWARD (in 2018)

**IN PARTNERSHIP WITH THE NORTH AMERICAN ASSOCIATION FOR ENVIRONMENTAL EDUCATION MANAGED**

**\$110,000**

IN GRANTS TO 22 STATES FOR TRAINING EDUCATORS AND PRE-SERVICE STUDENTS

AND REACHED OVER

**500,000** YOUNG PEOPLE + **4,200** EDUCATORS

THROUGH THESE EE360 GRANTS IN 2018

**SIX** PLT GREENSCHOOLS RECOGNIZED

AS US DEPARTMENT OF EDUCATION GREEN RIBBON SCHOOLS

(in 2018)



IS WORKING WITH THE U.S. GREEN BUILDING COUNCIL

CHANGE MAKER AND GREEN BUILDER SCHOLARSHIPS ARE NOW BEING OFFERED TO PLT GREENSCHOOLS SENIORS. (in 2018)



**PLT LAUNCHED A NEW CURRICULUM**

PLT created lessons to support teachers in using the online "i-Tree" software, created by the US Forest Service and partners, as a tool for outdoor education.



Available now in English, French, Spanish, and Mandarin (in 2018)

**43,000** SUBSCRIBERS TO PLT'S BRANCH E-NEWSLETTER = **23% INCREASE**

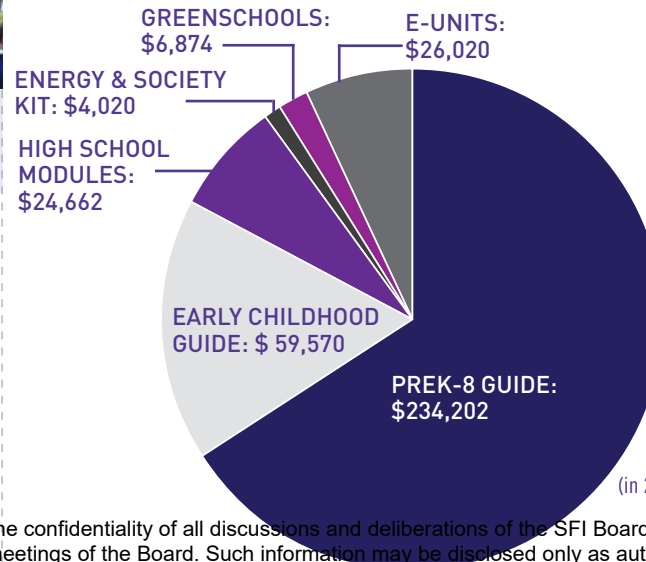
**10% INCREASE** IN SALES OF SELF-PACED ONLINE COURSES **+ NEW SHOPPING SITE** (in 2018)

**135 MILLION**

STUDENTS REACHED THROUGH **750,000** TEACHERS OVER FOUR DECADES



## PLT CURRICULUM PURCHASES



FORMING STRONGER PARTNERSHIPS TO EXPAND OUR REACH



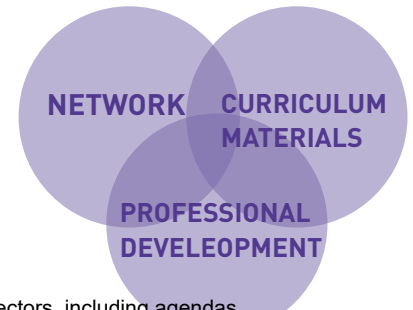
INTERNATIONAL PAPER COMMITTED TO DONATING

**\$300,000 TO PLT** THANK YOU! (in 2018)

Weyerhaeuser COMMITTED TO DONATING

**\$15,000 TO PLT** THANK YOU! (in 2018)

## PLT'S MAIN PROGRAM AREAS





## Pillar Priorities: EDUCATION

**Objective:** Position Project Learning Tree to be the global leader in environmental education for sustainable forests and a sustainable planet

### Priorities

We will focus our efforts under the 3 R's of reach, relevance, and revenue.

#### 1. REACH

- a. Increase the number of youth involved in environmental learning, with an emphasis on time spent outdoors. We will increase access of PLT and GreenSchools to a more diverse audience of learners, regardless of gender, color, race, economic well-being, and more. We will seek partners in the health and wellness sector with the common goal of addressing nature-deficit disorder. We will engage more colleges and universities in using PLT with their education students.
- b. Evaluate, strengthen, and expand the PLT network of state sponsors and coordinators. We will build capacity to deliver PLT at a school district level.

#### 2. RELEVANCE

- a. Capitalize on the recent notable Teacher Choice Award and continue to create best-in-class content, including revisions to the PreK-8 Activity Guide and website, and expansion into new topics and territory with early learner reading books, fire education, green jobs, and other market demands.
- b. Adopt innovative and non-traditional education technology platforms and activity supply kits to more deeply engage students and teachers in environmental education (e.g. e-field trips for students, micro-credentialing teacher engagement, box sets of tree cookies).
- c. Use quantitative and qualitative data to evaluate the impact of our work.

#### 3. REVENUE

- a. Execute a comprehensive fund development plan.
- b. Increase sales of current products and services.
- c. Establish a business strategy for international expansion.

### 2019 Workplan Metrics

- **Dollars raised in new revenue for PLT program**
- Number of educators reached by PLT
- Number of PLT materials and units that have been adapted or redesigned for existing or new audiences or new purposes
- Number of youth reached by PLT

### Questions for Board Consideration

1. What should be the top metrics in demonstrating our success?
2. What should staff consider as we develop an international growth strategy?
3. As we look to expand our reach to new audiences, with whom should we partner to grow our network capacity?
4. How might we (either ourselves or through partners) explore and integrate innovative uses of technology (such as virtual or augmented reality, virtual field trips, micro-credentialing, etc.)?

*Prepared by: Melina Bellows, Chief Education Officer; Esther Cowles, Senior Director, Education Programs*

# SFI COMMUNITY

CONTRIBUTE TO THE QUALITY OF LIFE OF COMMUNITIES AND HELP INCREASE THEIR UNDERSTANDING OF SUSTAINABLY MANAGED FORESTS.



**34** provincial, state and regional SFI Implementation Committees

This unique grassroots network of close to 1,000 people includes private landowners, independent loggers, forestry professionals, Indigenous people, local government agencies, academics, scientists and conservationists.

SFI DIRECTLY SUPPORTS HABITAT FOR HUMANITY CANADA'S INDIGENOUS HOUSING PARTNERSHIP IN ADDITION TO THE



**18** SFI COMMUNITY GRANTS FEATURE COLLABORATION BETWEEN SFI AND A DIVERSE RANGE OF PEOPLE FROM 102 ORGANIZATIONS TO SUPPORT COMMUNITY PROJECTS.



## TRAINED LOGGERS

**192,384**

RESOURCE & HARVESTING PROFESSIONALS

Participated in training since 1995, TO ENSURE UNDERSTANDING OF WATER QUALITY, biodiversity and other sustainable forest practice requirements (11,065 in 2017)



## INDIGENOUS ENGAGEMENT

**10.6 MILLION ACRES  
4.3 MILLION HECTARES**

CERTIFIED TO THE SFI FOREST MANAGEMENT STANDARD

(increase from 7.7 million acres in 2017)



## MOU WITH THE CCAB

(CANADIAN COUNCIL FOR ABORIGINAL BUSINESS) TO PROMOTE THE PROGRESSIVE ABORIGINAL RELATIONS PROGRAM TO SFI PROGRAM PARTICIPANTS.



SFI IS COLLABORATING TO PRESERVE THE HERITAGE OF MINORITY AND MARGINALIZED FAMILY LAND OWNERSHIP THROUGH FORESTRY



## SFI COMMUNITY ENGAGEMENT FUND

ESTABLISHED TO SUPPORT COMMUNITY PROJECTS ACROSS OUR NETWORK OF 34 SFI IMPLEMENTATION COMMITTEES

## SFI PARTICIPATES IN LEADERSHIP INITIATIVES

Including Nature Canada's Women for Nature and Canadian Institute of Forestry's Gender Equity in Forestry

**96%** OF THE FOREST CERTIFIED TO THE SFI STANDARD IS AVAILABLE TO THE PUBLIC FOR **OUTDOOR RECREATION**



## NEW SFI BOARD MEMBERS

**BLACK FAMILY LAND TRUST, INC.**  
Ebonie Alexander  
Executive Director

**EACOM TIMBER CORPORATION**  
Kevin Edgson  
President and CEO

**JD IRVING LTD.**  
Jim Irving  
Co-CEO

**NICOLA TRIBAL ASSOCIATION**  
Lennard Joe  
President

**HANCOCK TIMBER RESOURCE GROUP**  
Brent Keefer  
President

**ARBOR DAY FOUNDATION**  
Dan Lambe  
President

**AMERICAN BIRD CONSERVANCY**  
Michael Parr  
President

**ASSOCIATED OREGON LOGGERS**  
Jaime Yraguen  
President



## Pillar Priorities: COMMUNITY

**Objective:** Contribute to the quality of life of communities and help increase their understanding of sustainably managed forests

### Priorities

1. Enhance the capacity of SFI Implementation Committees (SIC) to support SFI's workplan and priorities. Our SIC community represents SFI on the ground. They are connected to their local communities and represent the strategic priorities of SFI. We will enhance their capacity by sharing best practices among SICs and bringing forward model ideas that can be replicated in other regions. We will continue to connect and provide support to SICs to create alignment at the national level.
2. Leverage community grants and show the impact of SFI work. Our community grants and partnerships support a diversity of projects and initiatives across North America. We will communicate the results of our support and the meaningful impact they have on connecting more communities to sustainably managed forests. We will leverage our grants to help meet the objectives of SFI's strategic priorities.
3. Broaden and deepen our relationships with diverse communities including Indigenous, African American and underserved groups who live in and around well-managed forests. We will work with and support more diverse communities by understanding their perspectives and connections to the land. We will support SFI Program Participants in providing them with the information and tools to improve their relations with a variety of communities. We will support community projects that bring together leaders in communities outside of where SFI currently operates to increase impact and reach.
4. Be a leader in Diversity, Equity and Inclusion in the sustainability and forest sectors. We will examine our organizational policies and procedures to ensure a commitment to inclusivity and reflect these perspectives in our outward communications. We will demonstrate that working with diverse communities and perspectives contributes to a greater understanding of well-managed forests.

### 2019 Workplan Metrics

- **Number of SFI Implementation Committees involved in community initiatives (i.e., African American landowner retention, Indigenous engagement, Habitat builds, youth outreach) or working in collaboration with the PLT network.**
- Number of Program Participants involved in the Canadian Council of Aboriginal Relations Progressive Aboriginal Relations program.
- Number of partners participating in "SFI Gives Back" opportunity.
- Number of infographics, publications, and webinars that communicate results of SFI community grants.
- Number of community grantees that communicate about positive outcomes stemming from SFI collaboration.

### Questions for Board Consideration

1. How would you define success in this pillar? How would we measure this success?
2. What does it mean to have a sustainable community to you?
3. How can we leverage the work of our SICs to further PLT and conservation, and other work at SFI?
4. SFI is committed to reaching diverse communities, demonstrated through the reach of our community and conservation grants, our community partnerships, and the work of our SICs. How can we better reach diverse community groups? What role should SFI play in these partnerships?
5. How can we increase community understanding of the benefits of managing forests and be inclusive of the diversity of perspectives around sustainably managed forests?

*Prepared by: Jessica Kaknevicus, VP of Community Engagement*