

# INDIGENOUS FORESTRY SYSTEMS

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MIYO MANAGEMENT



Miyo Management attempts to bring a First Nation perspective to First Nation issues, projects, and communities.

We have an eclectic and nomadic crew of MBA's, accountants, GIS experts, project managers, surveyors and field staff.

We fly drones, assess impacts, build businesses, manage projects and programs, and we are always interested in where technology and the economy are going.

We are all indigenous and so are the engineers, planners, economists, and others that we partner with.

We think First Nation cultures are great. We think the more they find their way into boardrooms, planning tables, governments and decisions around resources, land use, and the economy in general - the better for the system as a whole.



# ABOUT US





Sovereignty is the compass we use to guide our work.

Indigenous sovereignty is about exercising responsibility. It's about having good relationships with the entire system.

In many ways, we aren't living our own way of life and this is the clearest sign of a loss of sovereignty.

We feel Indigenous Peoples have a lot to contribute to all systems that they are able to participate in and that's our focus.

# SOVEREIGNTY



# WAKOHTOWIN



## MIYO-WAKOHTOWIN

- Wakohtowin is a Cree natural law of kinship and relationship — the understanding that people, lands, waters, animals, plants, ancestors, future generations, and even institutions exist in relation to one another.
- Sovereignty carries responsibility — exercising First Nation sovereignty is not about standing apart from others, but about acting from our own laws, protocols, and obligations to maintain good relations
- A healthy system depends on healthy relationships — when relationships between Nations, forests, governments, companies, communities, and the land are damaged, the whole system becomes less stable.



# FORESTRY AS RELATIONSHIP



- Forestry happens inside First Nation territories — it affects Treaty rights, harvesting, access, medicines, wildlife, water, sacred places, and future generations.
- First Nation sovereignty changes the question — from “how do we consult on forestry?” to “how should forestry be governed, planned, and practiced in relation to the Nation?”
- Wakohtowin expands what counts as value — forests are not only fibre supply; they are living systems of relationship, responsibility, culture, livelihood, and ecological balance.
- Better relations create better forestry outcomes — when Nations are meaningfully involved in planning, monitoring, operations, and business ownership, the system can become more stable, adaptive, and beneficial for more people.



- Wakohtowin teaches that everything exists in relationship — people, land, water, animals, plants, laws, economies, and future generations.
- Systems thinking also begins with relationships — looking at how parts of a system interact, influence one another, and create outcomes together.
- Both approaches move beyond isolated issues — instead of asking only “what happened?”, they ask “what relationships, patterns, and conditions are producing this?”
- This makes systems thinking a useful translation tool — helping express First Nation worldviews in ways that can be mapped, analyzed, and acted on within complex governance and industry systems.



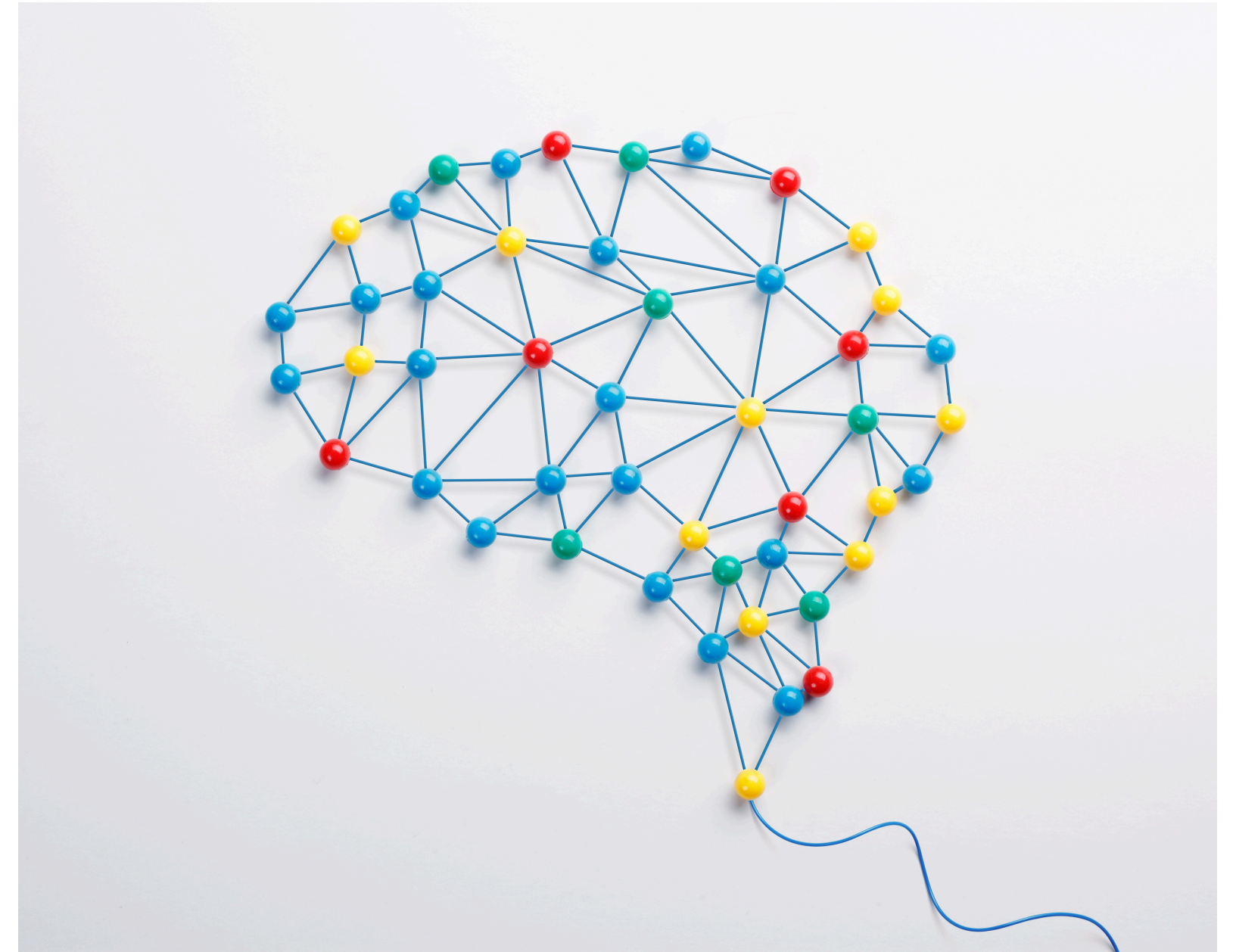
# OLD TEACHINGS, MODERN TOOLS



# WHY SYSTEMS THINKING?

- Forestry is not a single issue — it connects land use, Treaty rights, tenure, consultation, business ownership, employment, wildfire, biodiversity, carbon, and community wellbeing.
- Complex systems do not respond well to simple fixes — a change in one part of the system can create unexpected impacts somewhere else.
- Systems thinking helps us see patterns — including feedback loops, bottlenecks, delays, power relationships, value flows, and recurring sources of conflict.
- The goal is better intervention — not just describing the system, but identifying where small, practical changes could improve relationships and outcomes.

- Systems mapping turns complexity into something we can see — showing the actors, relationships, flows, rules, pressures, and feedback loops that shape the forestry system.
- The map is not just a chart of organizations — it helps show how decisions, information, authority, money, impacts, responsibilities, and benefits move through the system.
- Mapping helps surface patterns — where relationships are strong, where they are missing, where the system is stuck, and where change may be possible.
- The goal is not a perfect map — it is a shared learning tool that helps people ask better questions, test assumptions, and identify practical interventions.



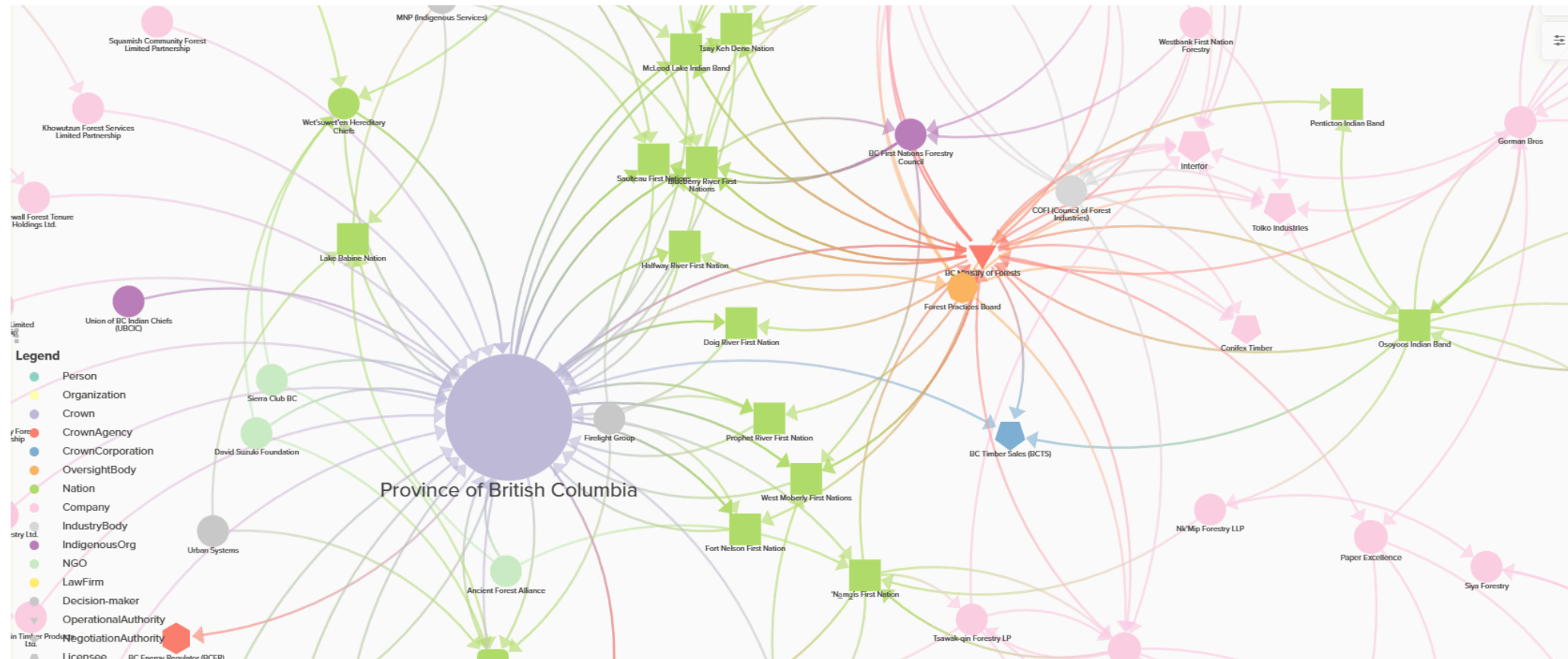
# WHAT IS SYSTEMS MAPPING?



- Best practices are not always standalone activities — they often emerge from strong relationships, clear roles, trusted processes, and repeated follow-through.
- Systems mapping helps show where Indigenous leadership changes the system — through ownership, governance, planning, monitoring, consultation, contracting, stewardship, and regional collaboration.
- The map can reveal patterns across different examples — what conditions make partnerships work, what reduces conflict, and what helps Nations move from being impacted to shaping outcomes.
- This helps turn examples into practical lessons — not just “what happened,” but why it worked, what relationships supported it, and how it could be adapted elsewhere.



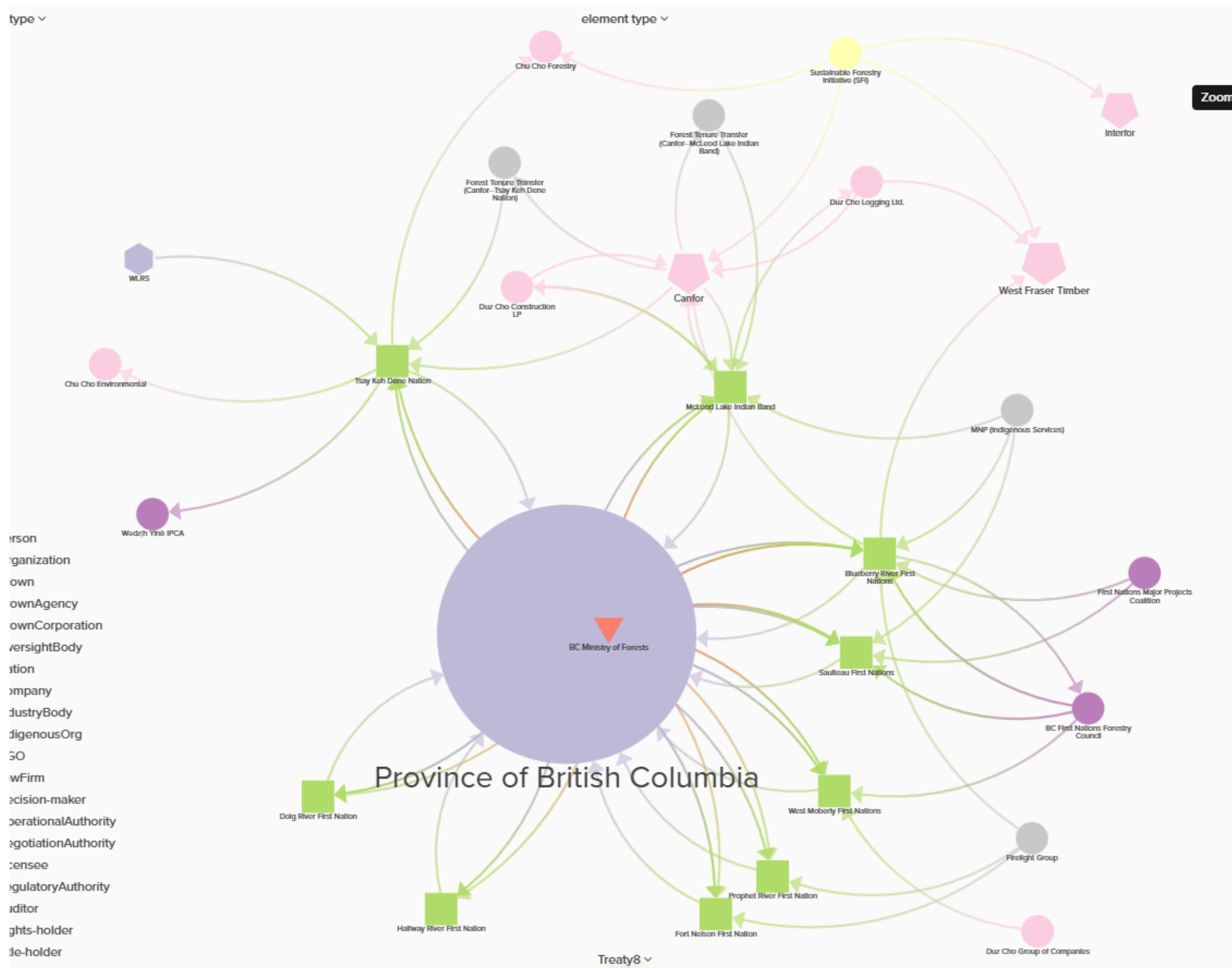
**GOOD RELATIONS = GOOD FORESTRY**



- Elements are the parts of the system — First Nations, companies, ministries, agreements, tenures, programs, practices, issues, and opportunities.
- Connections show relationships between elements — ownership, consultation, regulation, fibre supply, partnerships, advocacy, funding, certification, and information flows.
- Tags and categories help us filter the map — so we can focus on specific regions, Nations, companies, relationship types, or system patterns.
- The map is built iteratively — each interview, document, and example adds more detail, tests assumptions, and helps reveal missing relationships.
- [Kumu Map](#)

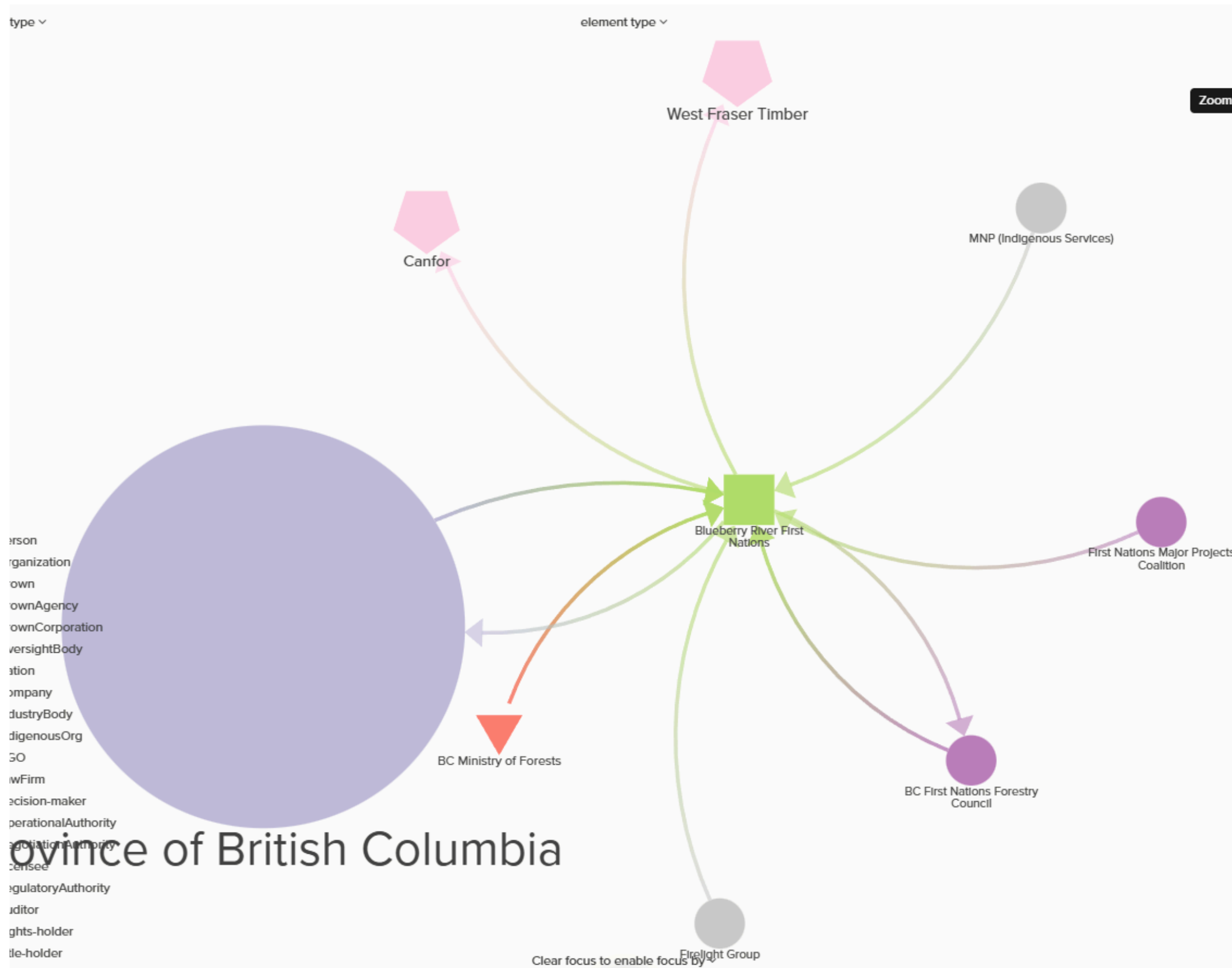
# KUMU MAPPING





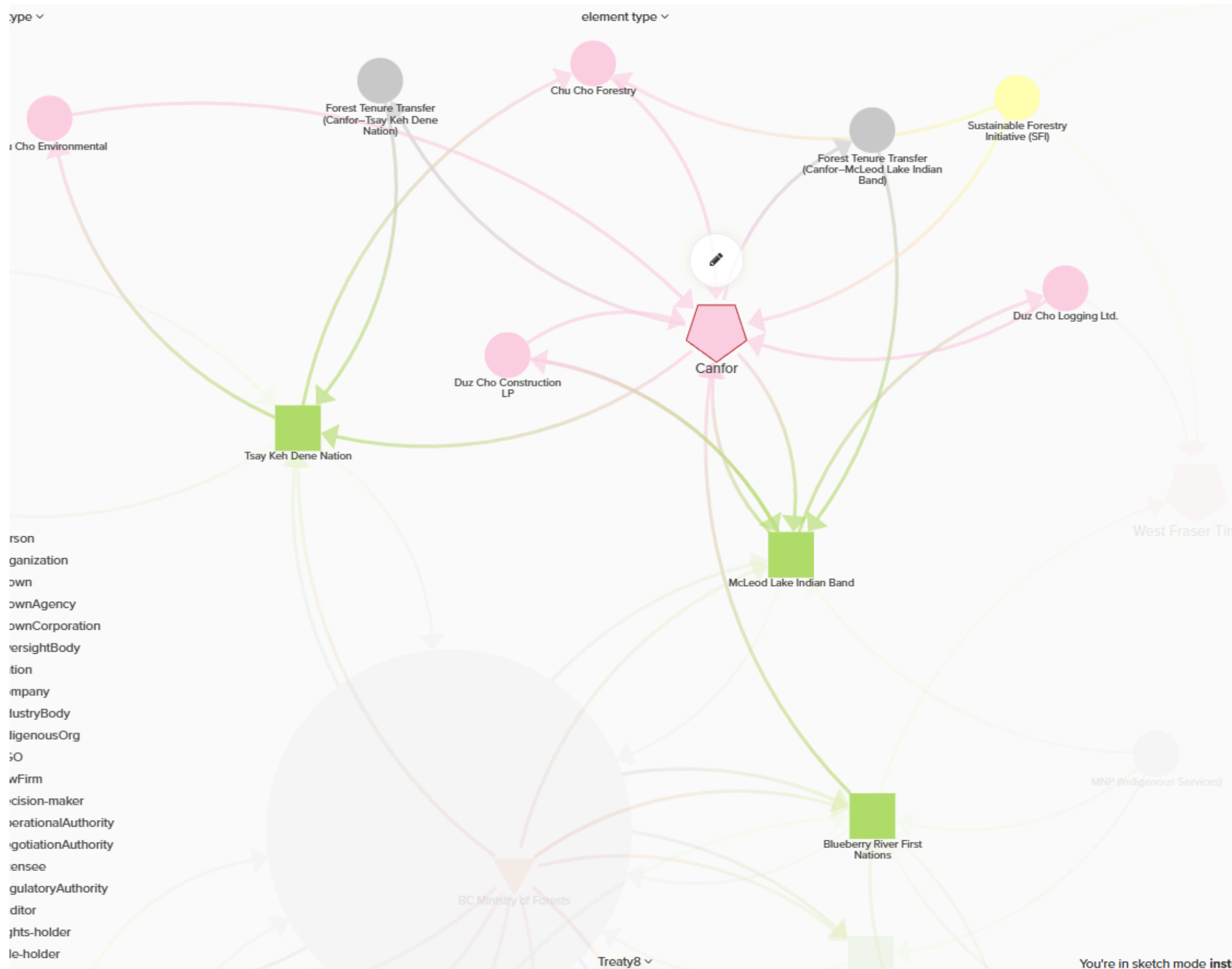
## Treaty 8: Assertion Reshaping the System

- Treaty 8 BC shows a system where First Nation assertion has changed the structure of forestry governance.
- The Province and Ministry remain major hubs, but implementation agreements and enhanced consultation have created new decision pathways.
- Nations are entering the forestry system through different routes: litigation, consultation, planning, tenure ownership, business development, and stewardship.
- The next question is whether these new connections create stronger feedback loops, better decisions, and more Indigenous value capture.



## Blueberry River

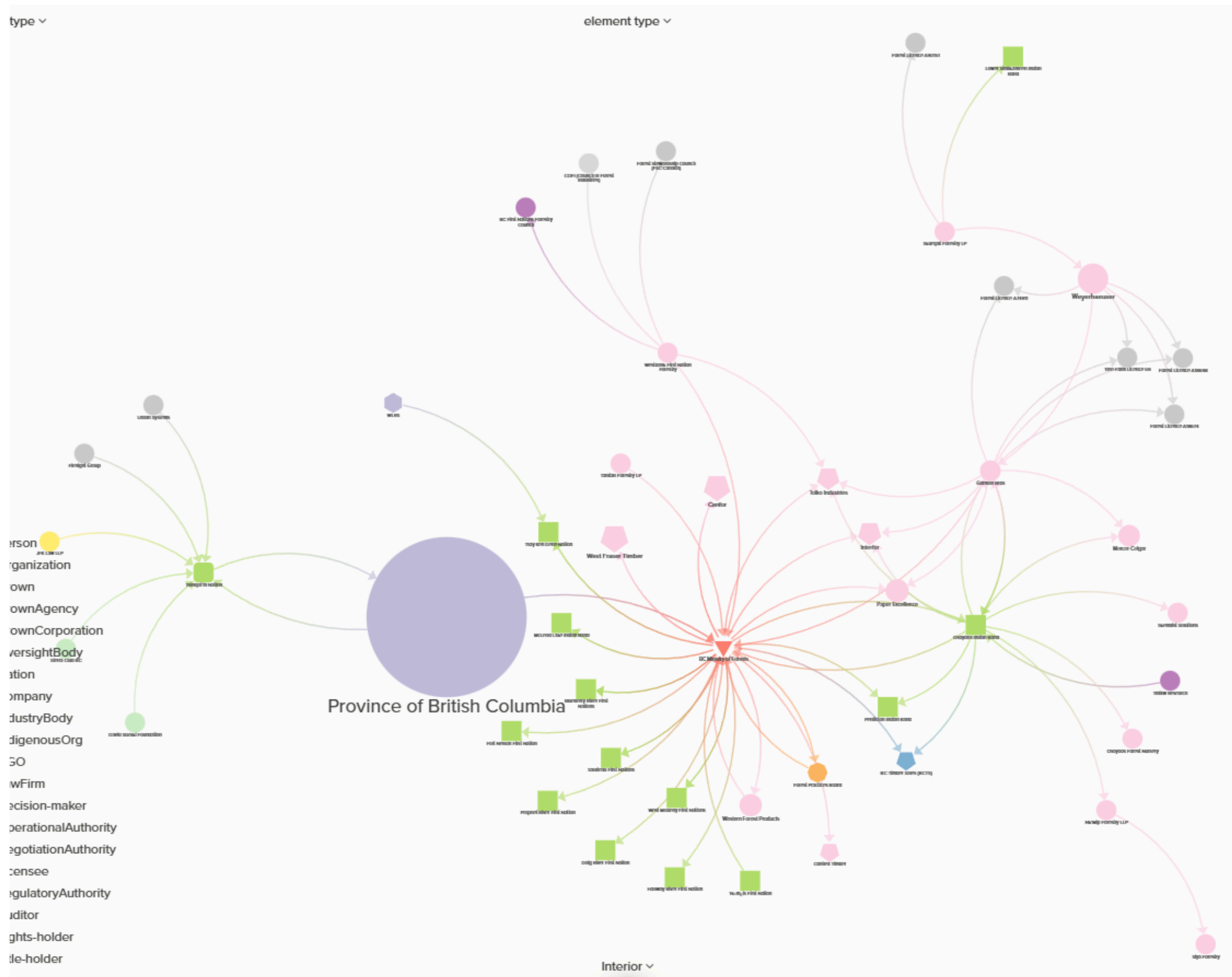
- Blueberry is highly connected (top 3 FNs in BC) because rights assertion created a system-wide response.
- The Nation's influence is supported by a broader capacity network: legal, technical, governance, financial, forestry, and project advisory support.
- The Yahey pathway changed the system from consultation concerns into implementation agreements, permitting changes, land disturbance limits, and operational impacts.
- This shows a reinforcing loop: capacity strengthens rights assertion; rights assertion creates new agreements; agreements can create more capacity and influence.



## Tenure Transfer as a Stabilizing Mechanism

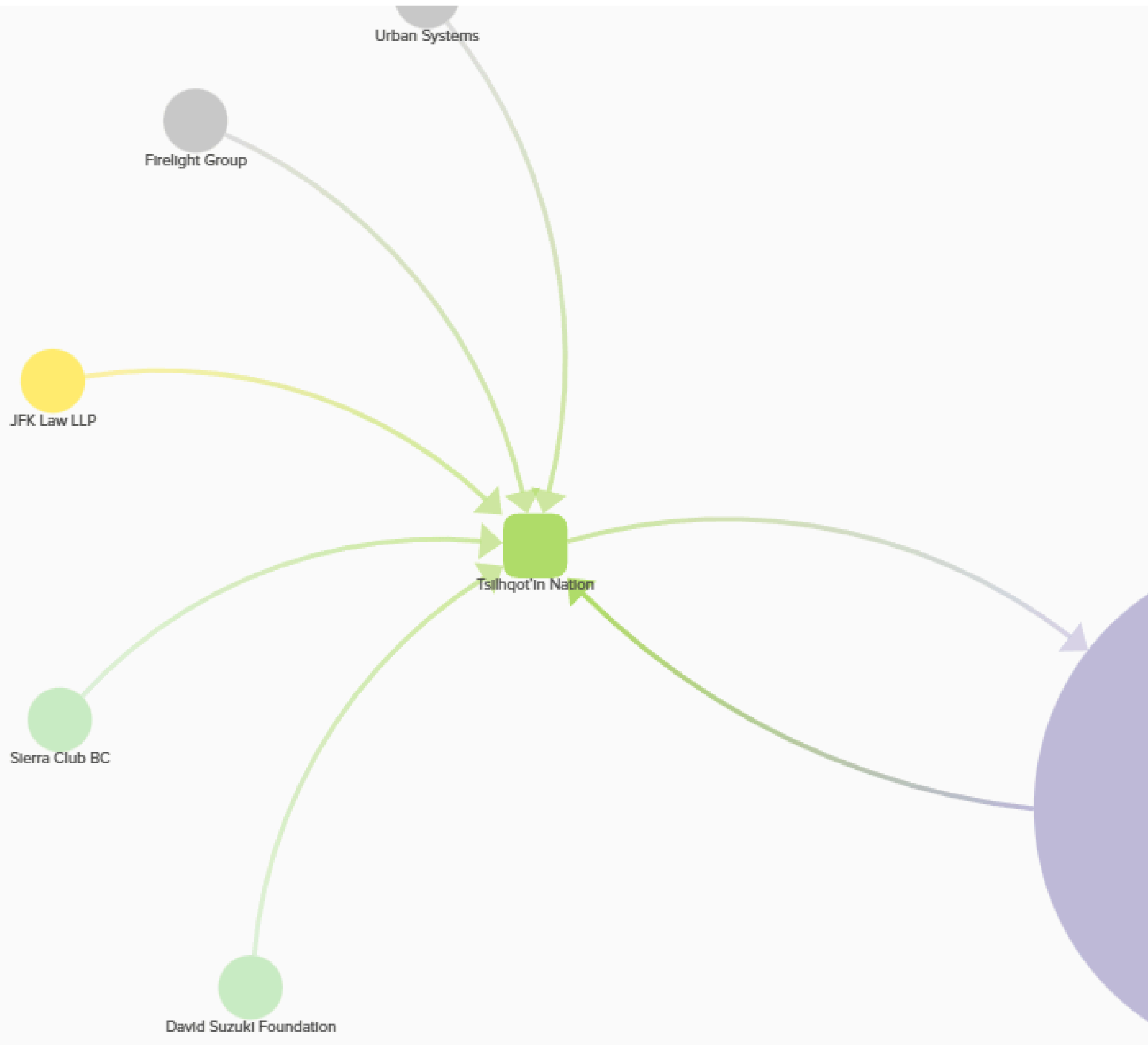
- Canfor shows how a major tenure holder adapts when First Nation rights assertion changes the operating environment.
- Tenure transfer becomes a stabilizing mechanism: Nations move from being consulted to holding direct forestry rights and economic roles.
- The network includes multiple pathways: tenure ownership, Nation-owned forestry companies, contracting, environmental services, certification, and industry advocacy.
- This creates a new loop: sovereignty assertion → industry uncertainty → relationship-building/tenure transfer → Indigenous capacity and value capture → greater regional stability.





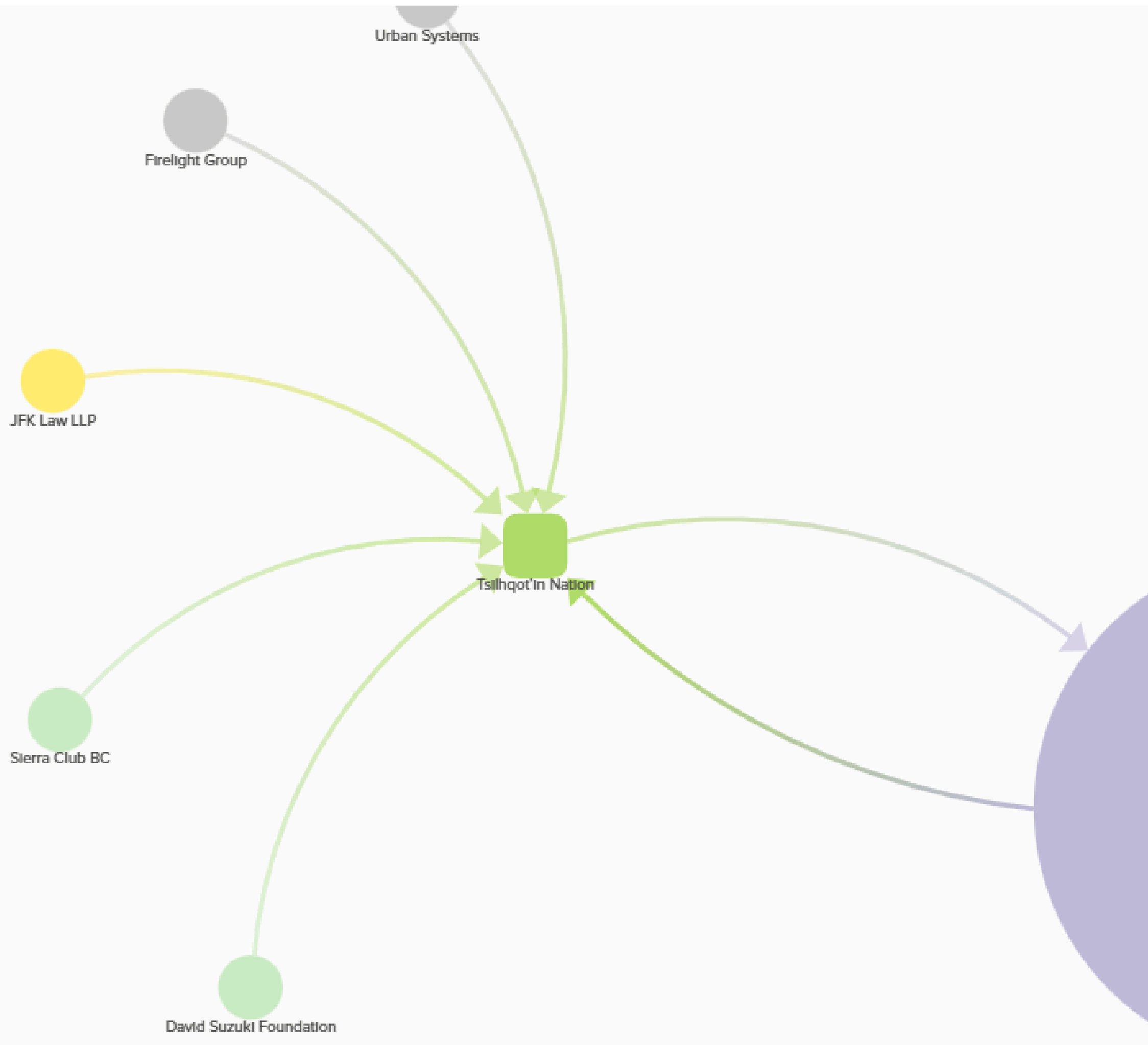
## Interior BC: Consultation-Centred System

- Interior BC appears more consultation-centred than Treaty 8, with fewer direct Nation–Province agreement pathways.
- The BC Ministry of Forests remains the central hub, but many practical relationships run through forestry companies, mills, tenure holders, and consultants.
- First Nation pathways are more varied and dispersed: consultation, business development, tenure, contracting, technical support, and certification.
- This region helps compare different sovereignty pathways: not only legal assertion, but also business ownership, value capture, and company-level relationship building.



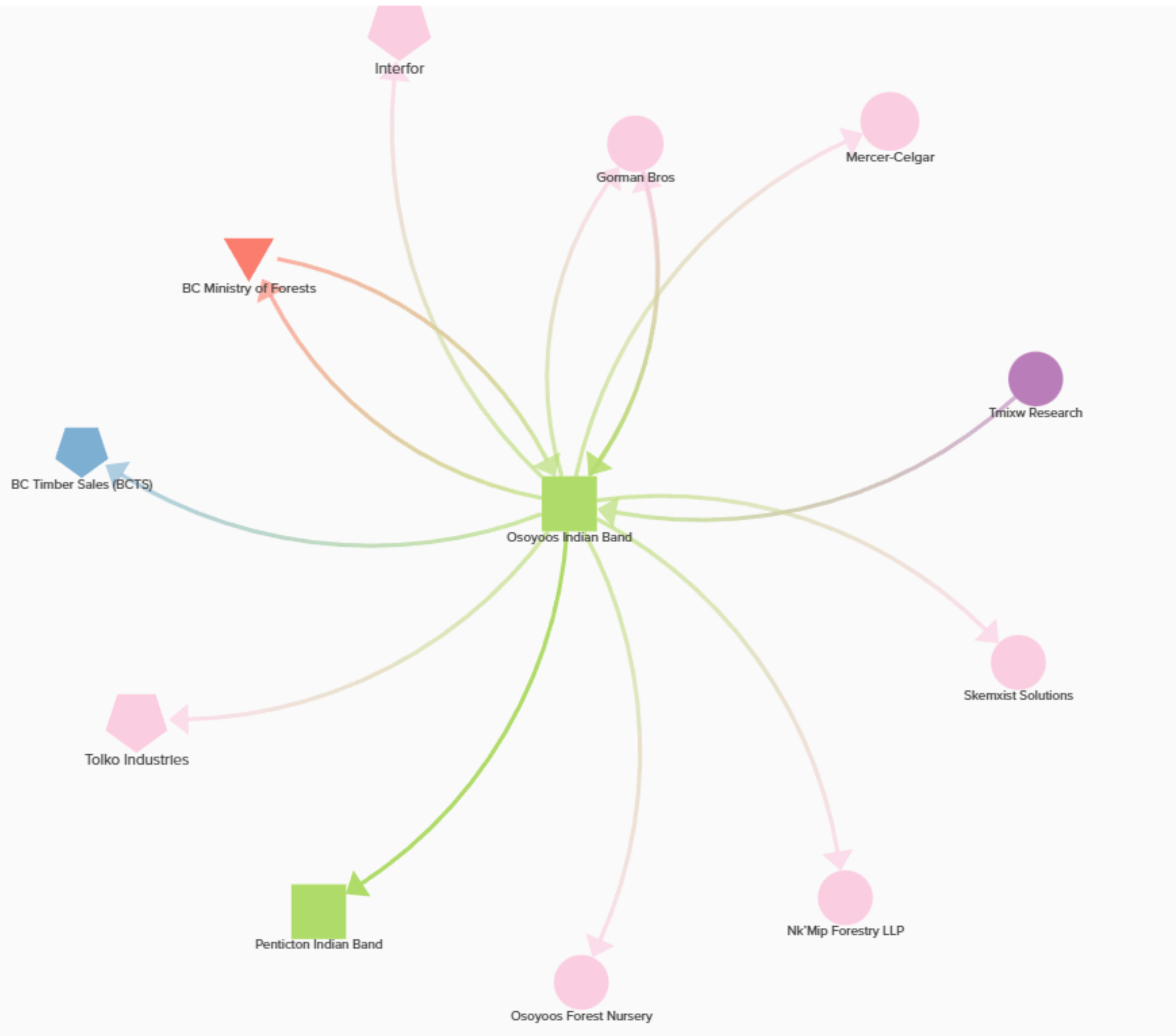
## Tsilhqot'in: Title Recognition and Support Networks

- Tsilhqot'in is a unique Interior example because forestry conflict contributed to a landmark Aboriginal title case.
- The direct Province connection reflects more than routine consultation: title recognition changes the governance relationship.
- The support network — legal, technical, planning, and NGO relationships — shows the capacity required to assert rights effectively.
- This pathway differs from Treaty 8/Blueberry: it is less about implementation agreements after cumulative effects, and more about title, jurisdiction, and consent.



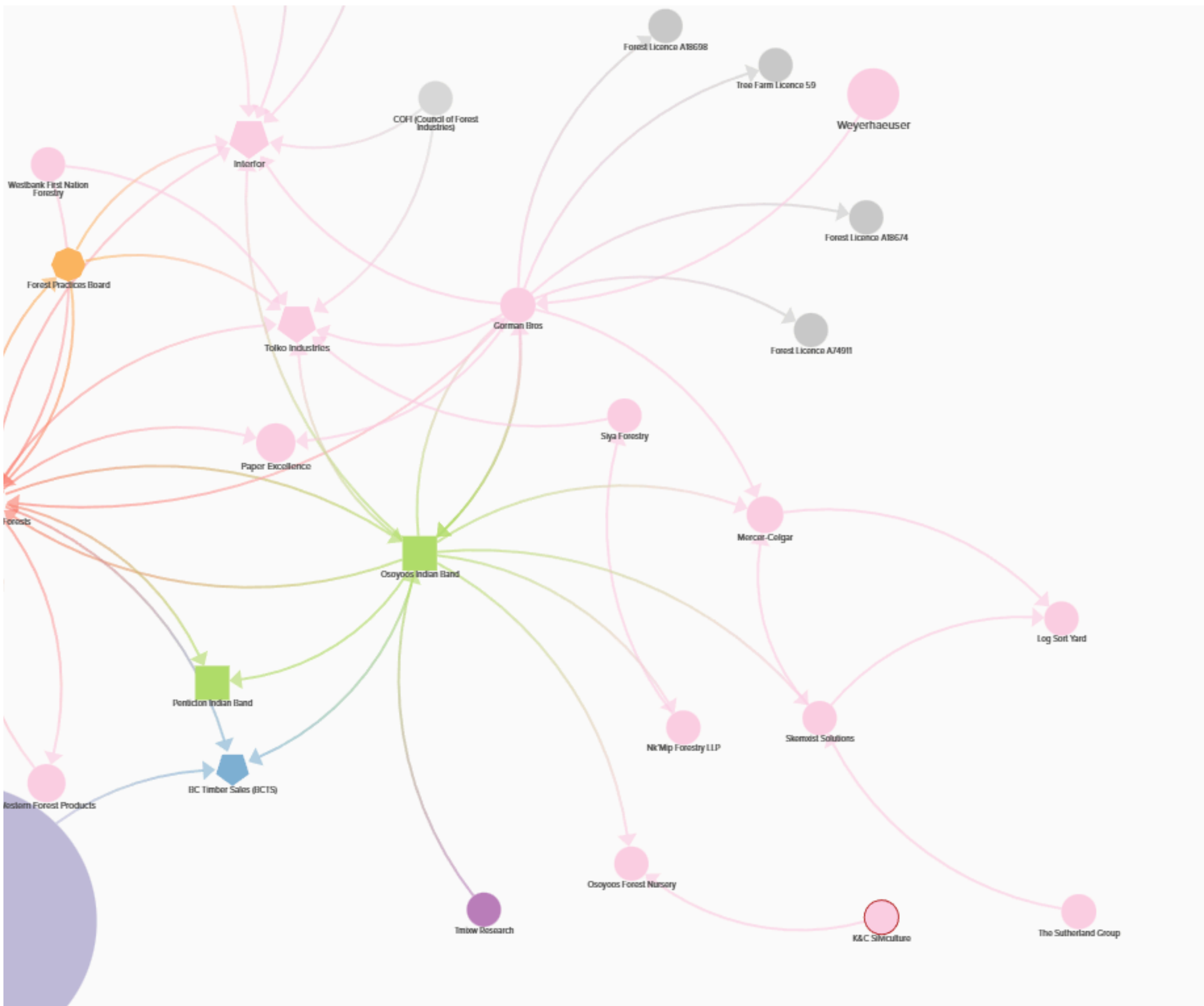
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## Osoyoos: A Nation-Led Forestry Network

- Osoyoos has one of the strongest Nation-initiated connection patterns on the map — showing active engagement with companies, BCTS, neighbouring Nations, research, forestry operations, and service businesses.
- This is a capacity-based sovereignty pathway — the Nation asserts rights and expectations for consent-based consultation, while also building the systems needed to engage industry effectively.
- Nk'Mip Forestry functions as an operating platform — connecting economic development, forest operations, planning, stewardship, employment, partnerships, and community benefit.
- The network shows value-flow diversification — not just timber harvesting, but nursery work, research, silviculture, consulting, contracting, restoration, and business partnerships.



## A Regional Stewardship Economy

- The wider network shows Osoyoos embedded in a regional forestry economy, with links to mills, licensees, BCTS, contractors, nurseries, research, silviculture, and forestry companies.
- The Weyerhaeuser-to-Gorman transfer is a regional stability event — Gorman’s acquisition of the Princeton mill and B.C. tenures shifted a major fibre and mill network into a company with strong Okanagan roots.
- OIB’s pathway is partnership-heavy rather than litigation-heavy — the Nation has built influence through planning, consultation agreements, forestry operations, business relationships, and repeated engagement with industry.
- The system dynamic is proactive planning to avoid impacts — early planning and direct operating relationships can surface concerns before they become conflict, while also creating opportunities for Indigenous value capture.

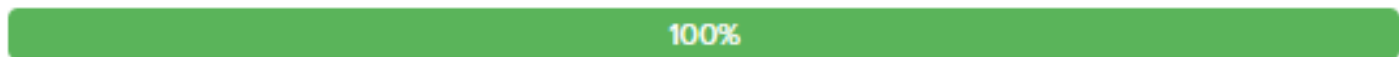


# Betweenness Centrality

Betweenness centrality measures how many times an element lies on the shortest path between two other elements. In general, elements with high betweenness have more control over the flow of information and act as key bridges within the network. They can also be potential single points of failure.

Discover the brokers / bottlenecks

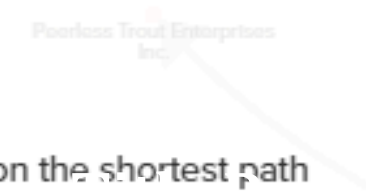
ADVANCED OPTIONS ▾



Show top  elements by

Rank	Label	Value
#1	<a href="#">Province of British Columbia</a>	0.230
#2	<a href="#">BC Ministry of Forests</a>	0.139
#3	<a href="#">Osoyoos Indian Band</a>	0.063
#4	<a href="#">Western Forest Products</a>	0.051
#5	<a href="#">Canfor</a>	0.044
#6	<a href="#">Tsay Keh Dene Nation</a>	0.044
#7	<a href="#">Gorman Bros</a>	0.029
#8	<a href="#">McLeod Lake Indian Band</a>	0.019
#9	<a href="#">Blueberry River First Nations</a>	0.019
#10	<a href="#">COFI (Council of Forest Industries)</a>	0.016

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Discover the brokers / bottlenecks

ADVANCED OPTIONS ▾



Show top  elements by

Rank	Label	Value
#1	<a href="#">Forest Resource Improvement Association of Alberta</a>	0.020
#2	<a href="#">National Aboriginal Forestry Association</a>	0.016
#3	<a href="#">Alberta Forestry and Parks (Ministry)</a>	0.016
#4	<a href="#">West Fraser Mills Ltd.</a>	0.014
#5	<a href="#">Tolko Industries Ltd.</a>	0.013
#6	<a href="#">Alberta-Pacific Forest Industries Inc.</a>	0.010
#7	<a href="#">Canadian Forest Products Ltd.</a>	0.008
#8	<a href="#">Alberta Environment and Protected Areas</a>	0.008
#9	<a href="#">Millar Western Forest Products Ltd.</a>	0.006
#10	<a href="#">Sustainable Forestry Initiative (SFI)</a>	0.005

# Degree Centrality

Degree centrality is the simplest of the centrality metrics, counting the number of connections an element has. In general, elements with high degree are the local connectors / hubs, but aren't necessarily the best connected to the wider network.

Discover the connectors / hubs

ADVANCED OPTIONS ▾

100%

Show top  elements by

Rank	Label	Value
#1	<a href="#">Province of British Columbia</a>	68
#2	<a href="#">BC Ministry of Forests</a>	37
#3	<a href="#">Canfor</a>	19
#4	<a href="#">Western Forest Products</a>	16
#5	<a href="#">Blueberry River First Nations</a>	16
#6	<a href="#">Osoyoos Indian Band</a>	15
#7	<a href="#">Gorman Bros</a>	14
#8	<a href="#">West Fraser Timber</a>	13
#9	<a href="#">McLeod Lake Indian Band</a>	10
#10	<a href="#">Tsay Keh Dene Nation</a>	10

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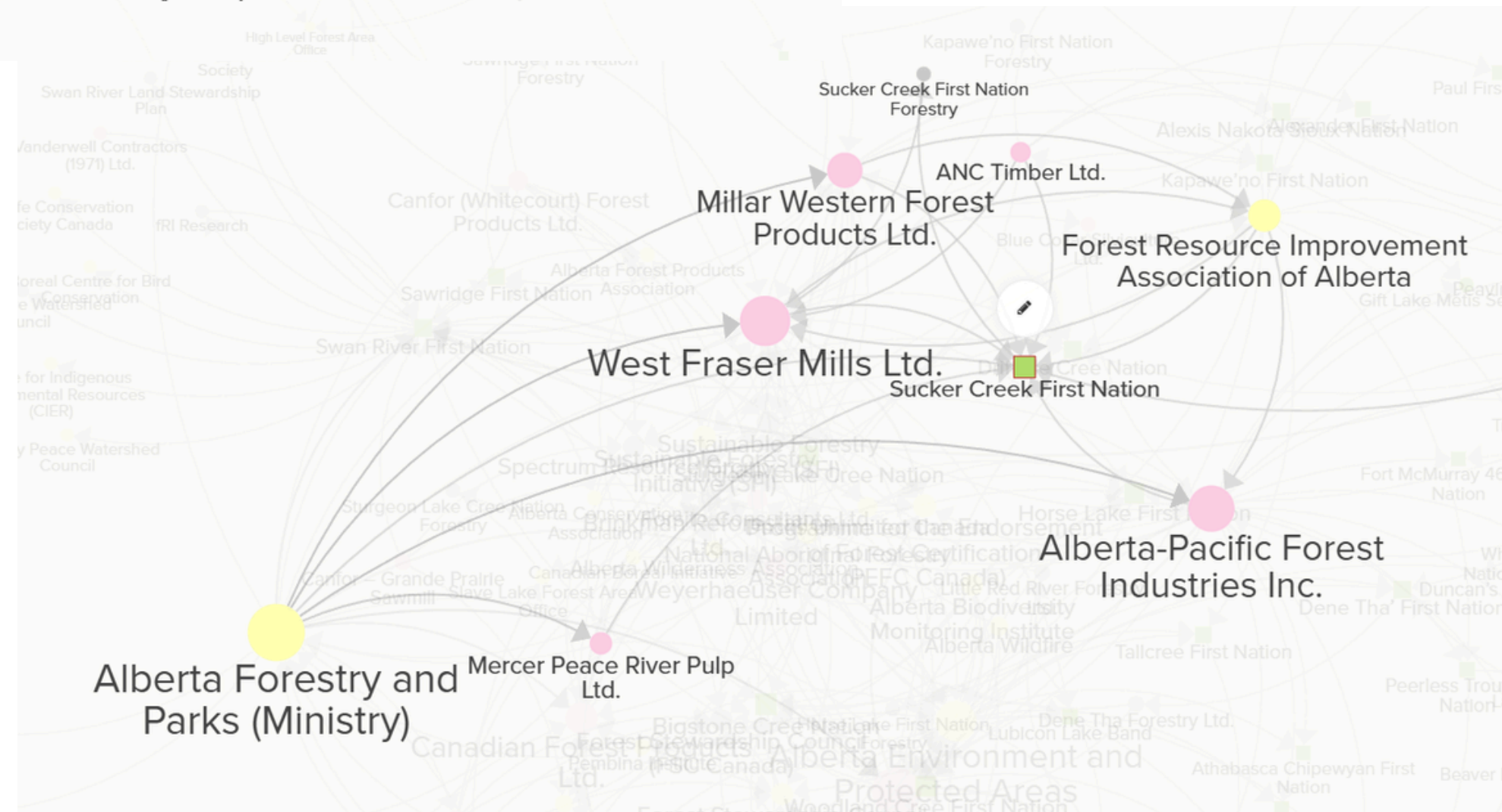
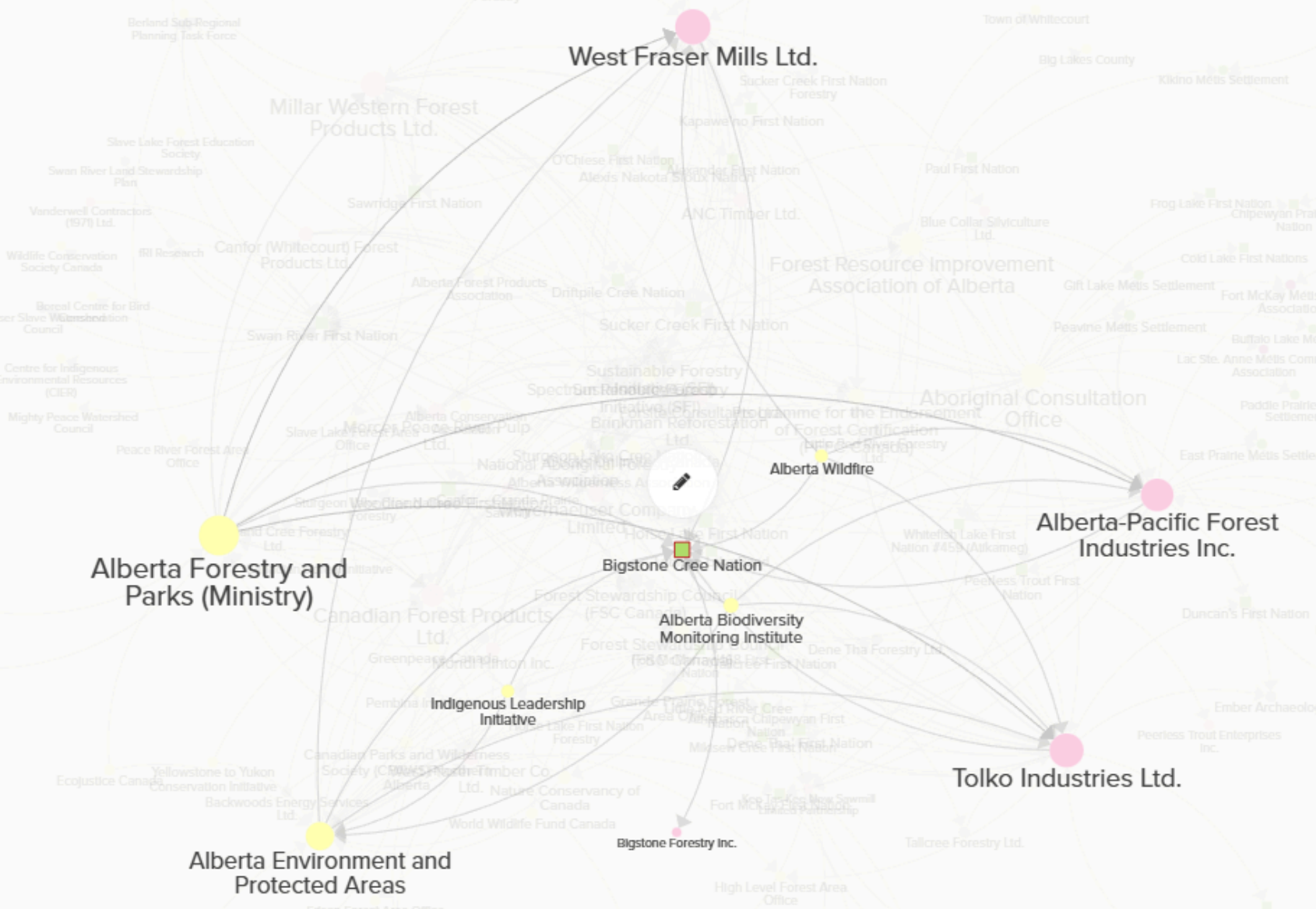
ADVANCED OPTIONS ▾

100%

Show top  elements by

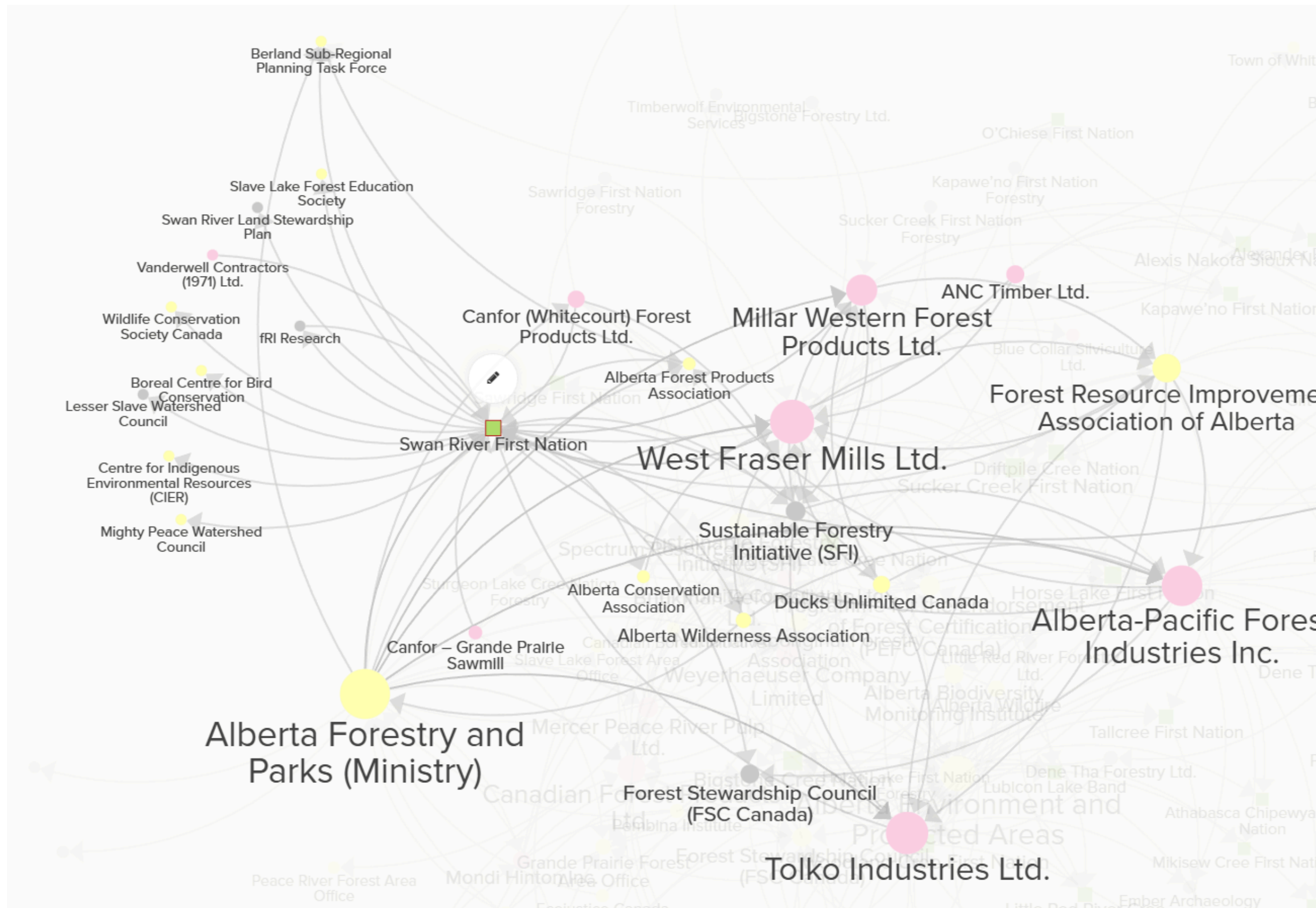
Rank	Label	Value
#1	<a href="#">Alberta Forestry and Parks (Ministry)</a>	45
#2	<a href="#">West Fraser Mills Ltd.</a>	38
#3	<a href="#">Tolko Industries Ltd.</a>	36
#4	<a href="#">Alberta-Pacific Forest Industries Inc.</a>	34
#5	<a href="#">Alberta Environment and Protected Areas</a>	28
#6	<a href="#">Millar Western Forest Products Ltd.</a>	23
#7	<a href="#">Aboriginal Consultation Office</a>	22
#8	<a href="#">Forest Resource Improvement Association of Alberta</a>	20
#9	<a href="#">Canadian Forest Products Ltd.</a>	19
#10	<a href="#">Weyerhaeuser Company Limited</a>	12





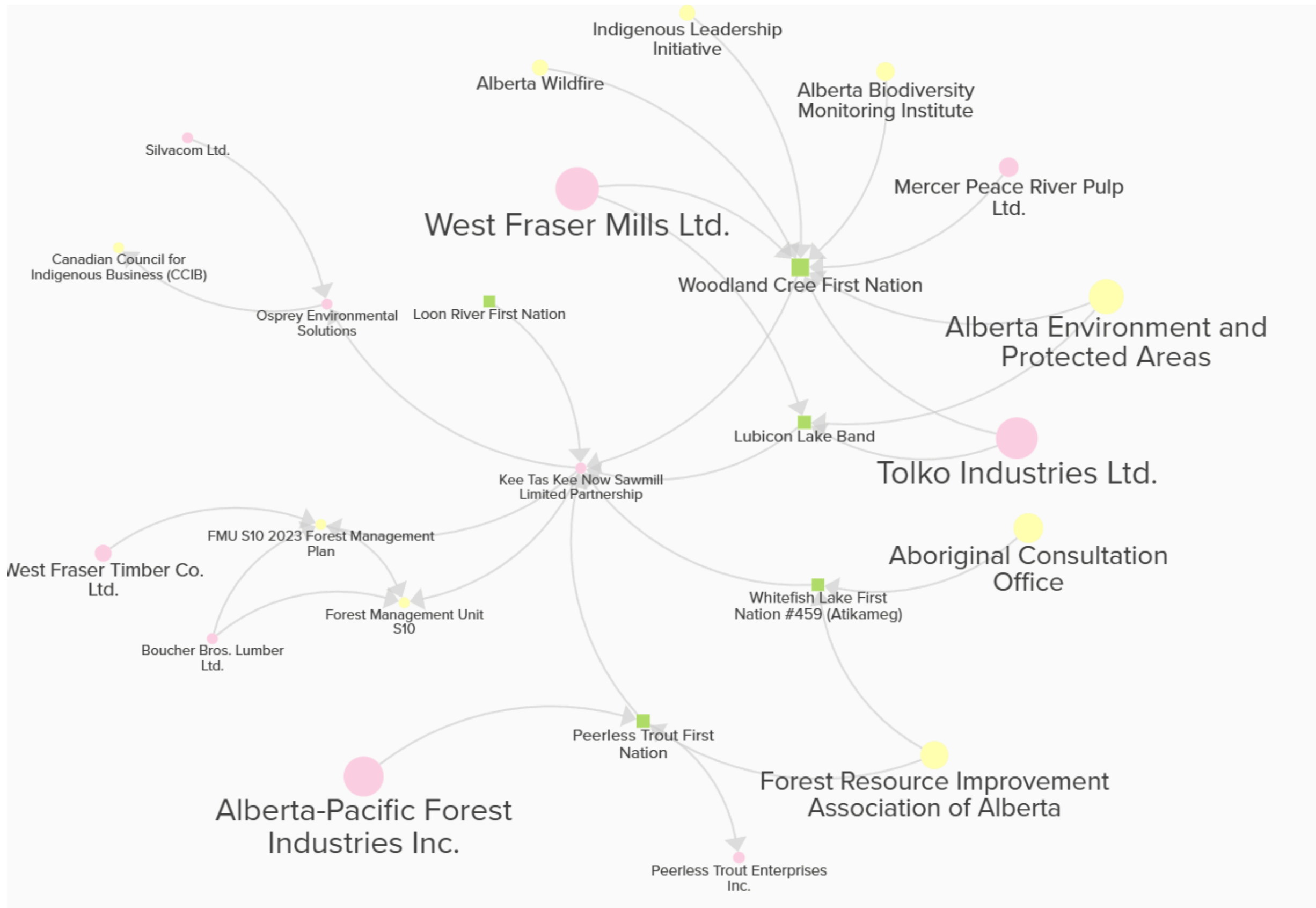
## Alberta: Delegated Consultation and Direct Company Relationships

- Alberta’s delegated model creates many direct Nation–company relationships, especially with mills and operators in each Nation’s area.
- This gives Nations practical leverage with companies on site visits, mitigation, research, planning, and project-level changes.
- But it can also create a “minimum standard” trap when companies rely on Alberta/ACO direction instead of building stronger Nation-specific relationships.
- Research, certification, and FRIAA/FRIP pathways become important secondary routes for Nations to surface concerns and build evidence.
- The key Alberta question is whether direct company relationships become true feedback loops or remain transactional consultation pathways.



## Swan River: Where Consultation Becomes a Network

- Swan River is comprehensively connected, but mostly through consultation, research, certification, NGOs, and planning — not forestry ownership or tenure.
- Alberta’s delegated model gives Swan River direct relationships with companies, but the quality of those relationships varies widely.
- Company-funded consultation supports capacity, but also creates a structural tension because the same companies fund engagement on their own activities.
- When companies rely on Alberta/ACO minimums, consultation can stay transactional and the burden shifts back to the Nation.
- Swan River is building alternate influence pathways through research, certification, conservation partnerships, and land stewardship planning.
- The emerging opportunity is to move from consultation response into Nation-led operational design: block layout, access, retention, restoration, and medicine/plant recovery.



## KSL: Indigenous Forestry as System Infrastructure

- KSL acts as a shared Indigenous forestry platform, connecting multiple First Nations into one operating and planning structure.
- The network goes beyond consultation — it includes S10 forest management planning, tenure, industry relationships, funding, environmental services, and technical support.
- Osprey adds a stewardship and technical capacity layer, expanding Indigenous forestry from harvesting into monitoring, environmental services, data, and implementation.
- The key system loop is capacity-building: ownership → operating capacity → stronger planning influence → more opportunity → more Nation benefit and control.
- This is one of Alberta’s clearer examples of Indigenous forestry becoming system infrastructure, not just participation in someone else’s system.

# THOUGHTS



## SOVEREIGNTY AS A SOURCE OF STABILITY

- First Nation sovereignty is not at odds with forestry — it creates clearer roles, stronger relationships, and more legitimate decision-making.
- Where Nations have stronger authority and capacity, forestry systems tend to become more stable — with better planning, earlier issue identification, and fewer late-stage conflicts.
- Good relations are not just consultation — they involve shared responsibility, ongoing dialogue, and real influence over how forestry happens on the land.
- The strongest examples in both provinces show the same pattern: when Nations move from being impacted by the system to helping shape it, outcomes improve.
- Sovereignty is therefore not a barrier to good forestry — it is a pathway to more durable, adaptive, and locally grounded forestry systems.

# THOUGHTS



## POTENTIAL PATHWAYS FORWARD

- Strengthen Nation capacity — technical, legal, stewardship, business, and planning capacity are the foundation for meaningful involvement.
- Move beyond project-by-project consultation — toward earlier involvement in planning, block design, access, restoration, monitoring, and stewardship.
- Expand Indigenous forestry roles — through tenure transfer, community forests, Nation-owned forestry companies, joint ventures, environmental services, and value-added business.
- Create stronger feedback loops — ensuring Nation concerns lead to real operational changes, not just recorded comments.
- Support Nation-led land stewardship — including IPCAs, conservation planning, restoration, climate adaptation, and culturally grounded forest management.

THANK  
YOU

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MIYO