

**Forests, Lands and
Natural Resource
Operations** May, 2013



2014/15 to
2018/19



FFT 5 Year and AOP Planning
Guidance

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Purpose

The Land Based Investment Strategy (LBIS) was developed in 2010 to ensure that the government goals and priorities are achieved economically, efficiently, and effectively in a results-based management framework. This is achieved by directly linking the Ministry of Forests, Lands, and Natural Resource Operations (FLNRO) service plan goals, objectives, and strategies to the funding of silviculture activities such as planting trees or fertilization through the Forest for Tomorrow (FFT) Investment Category. The LBIS for 2014/15 has identified FFT; specifically the current reforestation and timber supply mitigation subcategories, as strategic priorities.

The Land Based Investment silviculture 5-year planning process is based on Forest Management Unit¹ input (licensees, district staff and other local stakeholders) balanced with a provincial and regional silviculture based resource management goals and targets. The intent is that identified local natural resource needs will inform and assist in the development of provincial and regional goals, objectives, and priorities. The purpose of the five-year silviculture plan is to clearly identify the timing and location of silviculture activities scheduled for an area over the next five-year period and is meant to include all potential LBIS funded targets and activities within each District whether they occur on Timber Supply Areas (TSA), Tree Farm Licenses (TFL) or Community Forests and Woodlots where activities are funded by the FFT program.

Process

5 Year Planning Model Hierarchy

Provincial Scope (Goals, Objectives, and Indicators) – Resource Practices Branch

- Provincial Role;
 - Make the final decisions on investment direction.
 - Develop and refine criteria for priority setting and provide detail required for direction of funding.
 - Coordinate provincial rollup of the operational plans/budgets; Iterative process between regions and Branch to balance out and roll up plans.

¹ While the current resource districts may be the most efficient grouping for the forest management unit committees. The term forest management unit is used in this document to denote that the local committees should be tailored in scale and membership to meet local business needs.

- Coordinate regional product/plan development and provide support.
- Provide operation guidance, support and policy direction to regions and districts (including unit cost benchmarks).
- Manage FRPAs s.108 budget.
- Provincial Tools;
 - Annual provincial roll up and balancing of Regional Plans
 - Land Based Investment Strategy – (Priorities and Investment Principles)
 - LBIS Appendix Current Reforestation and Timber Supply Mitigation Outputs and forecast targets
 - Proposed Land Based Investment Planning Committees for Forest Management Units / Proposed Planning Model
 - LBIS Silviculture Funding Criteria for Forests for Tomorrow

Regional Scope (Regional Strategies and Indicators) Regional Leads (8)

- Regional Role;
 - Provide support and guidance to Districts.
 - Perform operational planning role when required.
 - Coordinate regional rollup, rationalization and review of the District/FMU 5 year plan and annual budget/delivery plan; Iterative process between districts and regions to balance out and roll up plans – regional priority, regional issues and impacts.
 - The planning process for Woodlots and Community Forests (Appendix 2) will be coordinated at the provincial level by the lead associations with projects reviewed by the FFT Regional lead with input from District staff.
 - Coordinate management unit (MU) product/plan development issues.
 - Liaison between provincial headquarters, district management teams (DMT) and BCTS regional offices.
 - Regional approval prior to submission to Resource Practices Branch that the proposed plan is in accordance with the LBIS.
- Regional Tools;
 - Similar to the Provincial tools outlined above and/or District tools outlined below modified for region specific variances - MPB Priority Units, Coast/Northwest/Southeast criteria versus Central interior criteria. Current Version of FFT 5 year and AOP plans

District and/or FMU Scope (FMU Strategies and Indicators) District Leads

- District Role;
 - Lead the plan development OR provide District perspective on proposed plan for TSA and in cooperation with licensees on TFL, Woodlot and Community Forest lands
 - The planning process for Woodlots and Community Forests (Appendix 2) will be coordinated at the provincial level by the lead associations with projects reviewed by the FFT Regional lead with input from District staff.
 - Districts set strategic control of setting the goals and priorities for the TFL – general direction, district or Regions will go to TFL holders directly with guidance, TFL will complete forecasted goals and \$\$.

- Hold overview planning meetings with licensees and delivery agents to ensure common understanding of LBIS and FFT objectives, priorities, applicable strategies, and funding criteria (Appendix 4).
 - District Manager sign-off on the 5 year and the annual plan to indicate agreement with the broad direction in accordance with the District Stewardship goals.
 - Develop budget request outlining outputs and unit costs OR work with Regional staff to provide District perspective.
 - Identify eligible ground.
 - Identify treatment delivery agents and possible implementation scenarios.
 - Work in cooperation with Regions to develop and submit plans at the regional level.
- District Tools;
 - Similar to the Provincial tools outlined above and modified for FMU specific variances, local conditions, forest health impacts (e.g. Williams Lake 2010 Catastrophic Wildfire Planning).
 - Type IV Silviculture Strategies or similar where available.
 - Additional Information links see below.

Information Links

1. Silviculture Strategies At-a-Glance - <http://lbis.forestpracticesbranch.com/LBIS/taxonomy/term/3>
2. LBIS planning opportunity maps at <http://lbis.forestpracticesbranch.com/LBIS/node/180>
 - a) 2003 to 2010 Wildfire Maps and Updates
 - b) FFT Planning Maps
 - c) Silviculture Opportunities Maps
 - d) Forest Health Incidence Maps
 - e) Locally developed and refined maps
 - f) Fire risk and hazard maps (to be posted as produced)
3. RESULTS forward planning data RDD006-Activity Report
4. FFT Standards <http://www.for.gov.bc.ca/hcp/fia/landbase/fft/index.htm>
5. FFT policies for Species Selection, Site Index, Return on Investment <http://lbis.forestpracticesbranch.com/LBIS/node/103>

Planning Templates

The five year planning tool template represents projections based on known information and, as such, these total estimates will change as new information is available. For example, if a new major wildfire occurs in a District the 5 year plan would be updated to reflect the shift in activities in the future to deal with the new large scale disturbance.

The outputs recorded in the District/Regional/Provincial tables for the first two years should be feasible based on capacity and biophysical capabilities and should be reflective of the LBIS outputs / targets and forecasted funding levels. The LBIS FFT silviculture 5 year plan will be updated each year to reflect the status of progress toward the goals and reflect any changes to Provincial, Regional, and/or FMU level goals and objectives. The later three years of the 5-year plan should reflect realistic achievable outputs and be based on the direction of the overall LBIS so some areas may be indicated as flat-lined, or ramping up or down, in response to priority unit designations and new large scale catastrophic disturbances.

The annual operational plan represents the upcoming fiscal year planned output and associated budget request. This information will assist with the determination of the up-coming fiscal years provincial, regional and district budget allocations. This ensures that operational plans used for budget development are linked to the provincial LBIS goals and objectives.

It is suggested that in preparing the annual operating and 5-year plans to start with an initial request based on best known information and committed goals to date (ie scheduled planting, brushing, spacing and fertilization for the up-coming fiscal) and modify based on planned future direction for the unit (priority designation and expected capacity). These initial plans will be updated over the late fall and winter as information from surveys and prescription becomes finalized and known. The goal is to merge the 5 year updates and annual operational plan into an annual 12 month operational timeline.

Assumptions

1. LBIS Investment Principles apply to all levels of building the plan
2. [Silviculture Investment Criteria \(link\)](#) for FFT applies to all levels of building the plan
 - a. Investment Principles
 - b. Criteria for Implementation will be used to build the plan and apply filters to eligible projects.
 - c. Determination of silvicultural response to provincial level timber supply issues will be based upon the ability to mitigate impacts on timber supply caused by catastrophic disturbance or constrained² timber.
 - d. Approximately 70% of the FFT silviculture investment category budget will be allocated to deal with the significant timber supply issues in the central interior priority management units caused by catastrophic events. Operational activities within these priority units will be based on:
 - i. Funding of priority 1 units to the level of delivery capacity and in alignment with the eligibility criteria for stand selection;
 - ii. Funding of priority 2 and 3 units with the remaining funds to the level delivery capacity and in alignment with the eligibility criteria for stand selection
 - e. Approximately 30% of the FFT silviculture investment category budget will be distributed to those FMU outside of the central interior based on their current contribution to the non-impacted Allowable Annual Cut (AAC)

² Public policy decisions that reduce harvest levels (e.g. Government Action Regulations)

3. Funding Priorities
 - a. Entrenched item (e.g.: seedlings being grown for planting in subsequent fiscal years, brushing needs of past established plantations)
 - b. BCTS_ FFT Timber Sale Licenses and FLTC's issued under *Forestry Licence to Cut Regulation* section 4 are tools to be utilized to reduce costs but are not to be the sole determinant of areas to treat
 - c. Surplus funds will be managed annually and according to the broader LBIS goals, direction, and priority ranking for all investment Categories, and direction from the Corporate Initiates Unit in the Deputy Ministers office.
4. Targets (outputs/dollars)
 - a. Base line targets for planning purposes are identified under the Annual Operating Plan process section or as directed by the Current Reforestation and Timber Supply Mitigation leads.
 - b. Activity levels in Priority one units are anticipated to increase over time from the current baseline to a level that matches feasible delivery capacity.
 - c. Activity levels in Priority two and three units may decrease from the current baseline depending on their current size in relation to the provincial program
 - d. Years 2 and 3 to be forecasted based on funding current years regional funding levels by focus on priority units. Year 4 and 5 will generally follow year 3.
5. Tree Farm Licence, Community Forests, and Woodlot outputs and budgets will be part of the 5 year plan.
6. Plans must be built based on the assumption that eligible stands are as per activity standards (SI, ROI, Leading Species, NSR)
7. Plans will be built based on activity levels consistent with a delivery capacity that can be realistically achieved within a single year and within cost benchmarks
8. Only activities that clearly meet the silviculture funding criteria are eligible to be included in the plan template. Other requests must be accessed through the LBIS broader planning and priority setting process.
9. Treatments outside of the eligible criteria must be approved by RPB and be undertaken in conjunction with another LBIS investment category, example reforesting a community watershed
10. Planning flexibility;
 - a. The annual operational plan will be the determinant for the yearly allocations of funds and performance measures, however, an operational variance of 10% of outputs and funding is allowed between targeted activities within an investment category as long as aggregate funding levels are not exceeded

Forward Planning of Silviculture Treatment Regimes in RESULTS

1. Forest for Tomorrow activities is to be managed in the RESULTS system. Part of the planning process must include an annual screening of the data and forward planning that currently exists in RESULTS for all FFT (FTM/FTL) funded activities. See planned activity maps. <http://rpb.maps.arcgis.com/explorer/?open=daa9017d5a04401aa8e7941530d3bb49>
2. Silviculture Treatments Regime guidance documents are available at <http://lbis.forestpracticesbranch.com/LBIS/node/103>

Prioritization process for Current Reforestation and Timber Supply Mitigation BRANCH AND REGIONS

1. Impacted areas: Priority Unit ranking will be used when balancing of plans occurs at both the Regional and Provincial levels.
 - a. Funding for maintenance of past investments will be top priority of all allocations
 - b. Funding of priority 1 LBIS mgm't units are first priority for new treatments and will be funded to maximum delivery capacity and ability to have a significant impact on issue being addressed. Districts with Caribou Mitigation openings with critical brush sites which may impact establishment will also be considered as high priority.
 - c. If funds remain then second priority MU's will be funded to maximum delivery capacity and ability to have a significant impact on the issue being addressed. If funds are still left then third priority MU's can be funded to maximum delivery capacity and ability to have a significant impact on the issue being addressed
 - d. Lastly activities in fibre basket MUs will be considered
2. Non-impacted areas: allocation will be based on a combination of;
 - a. AAC per cent contribution to provincial non-impacted AAC
 - b. Delivery capacity and ability to have significant impact on the issue being addressed
 - c. General MU Site index will be taken into consideration

Annual Operating Plan (AOP) Prioritization process - Current Reforestation

The CR budget is expected to return to the previous budget level (\$32.2M) in 2014/15. Budget targets for 2014/15 will be known in January 2014.

1. Review all TFL request and adjust/approve (Appendix 1) – REGIONS
2. Incorporate Woodlot Association and Community Forests projects based on provincial project list as per process in (Appendix 2). – REGIONS
3. Update with any better known costs and target goals – REGIONS
4. Build annual operation plan; DISTRICTS with REGIONAL GUIDANCE
 - a. Ongoing requirements to protect investments (activities related to maintenance of past investments such follow-up surveys and brushing)
 - b. All activities related to planting trees in current fiscal
 - c. Include Repression Density Spacing projects, as per the 2013/14 Silviculture Funding Criteria,
 - d. Districts with Caribou Mitigation openings to include planned activities similar to any other FFT activities. Areas with critical brush sites which may impact establishment are to be given high priority.
 - e. All activities related to NSR Backlog clean up – Plans must have at least 50% of the current RESULTS backlog planned for survey or File review.
 - f. All activities related to planting trees in next fiscal- update for SPAR requests
 - g. Forward planning projects at the landscape operational level for major WF and MPB in high priority unit

- h. Activities related to Sowing for FALL for following summer planting (1+0) OR two years out spring planting (2+0)
 - i. ITSLs where a Letter has been signed / commitment made
 - ii. Priority Units ITSLs (See interior priority units in the Silviculture Funding Criteria, Appendix 4)
 - iii. Wildfire areas where natural regeneration is not predicted
 - iv. Focus on high identified priority units first.
 - 1. MPB young stands not yet realized
 - 2. Caribou Mitigation sites and Bankrupt eligible NRFLs
 - 3. MPB mature stand outside ITSL Operating Areas.

AOP Prioritization process - Timber Supply Mitigation

The TSM budget is expected to return to the previous budget level (\$11.85M) in 2014/15. If fertilizer is not purchased in 2013/14 it would need to be considered in the budget as well. Budget targets for 2014/15 will be known in January 2014.

1. Given there were no treatments in 2013/14 it will be important to ramp up the program as soon as possible therefore treatment activities in 2014/15 are to focus on areas where current investment into planning surveys and prescriptions were completed in previous years.
2. Pruning is NOT a priority eligible activity for 2014/15
3. Repression Density Spacing projects, as per the 2013/14 Silviculture Funding Criteria, are to be moved from TSM to CR.
4. On the Coast, ground application of fertilizer for Fdc is eligible for small treatment areas close to urban centres where aerial application is not feasible. Ground application projects will need to budget for both application and fertilizer purchase.
5. Incorporate Woodlot Association and Community Forests projects based on provincial project list as per process in Appendix 2.
6. Review all TFL requests and adjust regionally as per ranking in silviculture funding criteria and the highest volume response to address the mid-term timber supply impacts.
7. Update with any better known costs. Use the Activity Cost Benchmarks 2013/14 Operations table, using the mean cost as guidance in developing the tactical plan.
8. Consider efficiencies of scale of operations (e.g. fertilization of large areas using aerial application) and focus on stands where there is maximum return on investment first. See the Stand selection guidelines for fertilization
<http://www.for.gov.bc.ca/hcp/fia/landbase/standbase/stand%20selection,%20Fertilization%20Province%20March%202013.pdf>
9. Surveys and overview planning prioritization DISTRICTS AND REGIONS for surveys to identify eligible treatment opportunities.
 - a. Interior (SI, ROI, Leading Species)
 - i. Fertilization planning in high priority areas first
 - ii. Spacing planning in high priority areas first
 - iii. Conifer release in high priority areas first

- b. Coast /NW/SE (SI, ROI, Leading Species) According to Silviculture Funding Criteria
 - i. Fertilization planning
 - ii. Spacing planning
 - iii. Conifer release

KEY Planning Dates for FFT

April 1	<ul style="list-style-type: none"> • Release next fiscal LBIS with budget. • Implement or modify Annual Operational Plan.
April 30 to May 3	<ul style="list-style-type: none"> • Review of last year’s planning process 5 year and AOP What went well, what was tricky, what can we do better. • Revise planning templates, documents, plans as required
June 7	<ul style="list-style-type: none"> • Begin planning process for development of next fiscal LBIS.
Week of July 1st	<ul style="list-style-type: none"> • Meet with Regional Resource Managers to begin regional and district engagement process where applicable.
July 1st – August 31st	<ul style="list-style-type: none"> • Investment category leads begin development of draft outputs and targets for the next three years.
September 6	<ul style="list-style-type: none"> • Draft FFT 5- yr plan due to RPB • Annual FFT silviculture meeting
September 30	<ul style="list-style-type: none"> • LBIS appendix submission for current reforestation and Timber Supply Mitigation due
November 1st	<ul style="list-style-type: none"> • Submit draft next fiscal LBIS to FLNRO executive for consideration in next fiscal service plan and budget discussions. • Regions/Districts/BCTS to review/ update 5 year requests and build annual operation plan
December 6	<ul style="list-style-type: none"> • Submit first draft of the next fiscal year’s management unit budget to the Regional FFT Staff
December 16st	<ul style="list-style-type: none"> • Draft Regional Annual Operational Plan submitted to RPB
December 31st	<ul style="list-style-type: none"> • Second Draft of Annual Operational Plan firm based on projected budget
December -January	<ul style="list-style-type: none"> • Provide Districts and Regions with a summary of planned outputs and targets for the next fiscal year.
January	<ul style="list-style-type: none"> • Update Regions and stakeholders on focus and draft budget of the next fiscal LBIS.
January – March 1st	<ul style="list-style-type: none"> • Annual Operational Plan finalized.
March 1	<ul style="list-style-type: none"> • Upcoming fiscals operational plan finalized
April 1st	<ul style="list-style-type: none"> • Release next fiscal LBIS with budget. • Implement or modify Annual Operational Plan. • Information gathering surveys, treatments begin for next fiscal annual plan begins

Contacts;

LBIS Lead and Current Reforestation Lead – Al Powelson

Timber Supply Mitigation and CFA/WL Lead – Monty Locke

Delivery Lead – Dave Cornwell

Monitoring and Treatment Regimes Lead – Nigel Fletcher

Appendix 1 TFL LBIS FFT Silviculture: Current Reforestation and Timber Supply Mitigation (TSM) 5 Year Plan

Purpose

The Land Based Investment silviculture 5-year planning process is based on Forest Management Unit input (licensees, district staff and other local stakeholders) balanced with a provincial and regional silviculture based resource management goals and targets. The intent is that identified local natural resource needs will inform and assist in the development of provincial and regional goals, objectives, and priorities. The purpose of the five-year silviculture plan is to clearly identify the timing and location of silviculture activities scheduled for an area over the next five-year period.

Process

5 Year Planning Model Hierarchy

- Ministry Role;
 - Lead the plan development and provide District input into land based perspective on proposed plan for TFLs
 - Districts set strategic control of setting the goals and priorities for the TFL, District or Regions will go to TFL holders directly with guidance, TFL will complete forecasted goals and \$\$.
 - District Manger sign off on the 5 year and the annual plan to indicate agreement with the broad direction in accordance with the District Stewardship goals.
- TFL Role;
 - TFL will complete the attached excel spreadsheet based on the list of assumptions and forecasted goals and \$\$.
 - Develop budget request outlining outputs and unit costs OR work with Regional/District staff to provide TFL perspective as required.
 - Identify eligible ground and forecasted opportunities consistent with the assumptions below and local direction from the Ministry.

Information Links

1. Silviculture Strategies At-a-Glance <http://lbis.forestpracticesbranch.com/LBIS/taxonomy/term/3>
2. LBIs planning opportunity maps - <http://lbis.forestpracticesbranch.com/LBIS/node/180>
3. RESULTS forward planning data RDD006-Activity Report
4. Standards and FFT policies for Species Selection, Site Index, Return on Investment <http://www.for.gov.bc.ca/hcp/fia/landbase/fft/index.htm>
5. 5 year Operation Plan template (annual funding template and costs benchmarks) attached

Planning Templates

The five year planning tool represents projections based on known information and, as such, these total estimates will change as new information is available. The outputs recorded in the tables for the first two years should be feasible based on capacity and biophysical capabilities. The annual operational plan represents the upcoming fiscal year planned output and associated budget request. This ensures that operational plans used for budget development are linked to the provincial LBIS goals and objectives.

Assumptions

1. LBIS Investment Principles apply to all levels of building the TFL plan
2. Silviculture Investment Criteria for FFT applies to all levels of building the TFL plan
 - a. Investment Principles as they relate to the TFL
 - b. Criteria for Implementation will be used to build the plan and apply filters to eligible projects.
 - c. Determination of silvicultural response to provincial level timber supply issues will be based upon the ability to mitigate impacts on timber supply caused by catastrophic disturbance or constrained timber.
3. Funding Priorities
 - a. Entrenched item (e.g.: seedlings being grown for planting in subsequent fiscal years)
4. Plans must be built based on the assumption that stands are eligible as per activity standards (SI, ROI, Leading Species, NSR) and silviculture funding criteria
5. Only activities that clearly meet the criteria elements as outlined above are eligible to be included in the plan template. Other requests must be accessed through the LBIS broader process.

Appendix 2 Integration of Woodlot Associations and Community Forests into the 2014/15 FFT Planning Cycle

Woodlots and community forests are being integrated into the FFT planning process to increase the linkage between local Ministry priorities and delivery by these licensees, ensure all Crown forest land eligible for FFT funding is under a single planning process, and to focus treatments on the highest priority areas regardless of tenure. Integration will also provide access to the broader funding available under the current reforestation and timber supply mitigation investment categories.

Other Land Based Investment (LBI) categories are delivered directly by Ministry staff in conjunction with partnering organizations. Questions on planning for these categories should be directed to the [LBI Category Leads \(link\)](#).

The Ministry will continue to work with the provincial leads for the Federation of BC Woodlot Associations and the BC Community Forests Association with the roll-up of priority projects and coordination. Once the FFT Annual Operating Plan and allocation is approved for 2014/15, the funds along with project details will be sent to PricewaterhouseCoopers (PwC) who will work with the Federation of BC Woodlot Associations and the BC Community Forests Association as well as community forest and woodlot association staff on administration of projects.

Although on a smaller scale, investments in BC Community Forests and Woodlots contribute to resilient communities and have the potential to provide good investment opportunities due to close proximity to communities.

Planning

Following are the planning steps and timelines for the integration of community forest and woodlot association projects into the development of the 2014/15 FFT Annual Operating Plan (AOP) and five year plan for Current Reforestation and Timber Supply Mitigation investment categories.

Process	Time Line
Resource Practices Branch will provide the Provincial leads (Federation of BC Woodlot Associations and the BC Community Forests Association) information for distribution to their members as guidance: <ul style="list-style-type: none"> • 2012/13 AOP and FFT five year plan as to type of work being proposed in the various regions and the approximate funding levels. Plan includes approximate targets for 2014/15 which will be refined during the 2014/15 planning process. • 2013/14 Silviculture Funding criteria (link) • Overall Provincial funding target for Woodlots and Community forests. Focus will be on Interior priority 1, 2&3 areas and constrained timber supply areas on the coast, northwest (Skeena-Stikine, Coast Mountain Districts), and southeast (Selkirk District). 	April
Woodlot Association and Community Forest members: <ul style="list-style-type: none"> • Review Investment Criteria and FFT plans 	May/June

<ul style="list-style-type: none"> • Update project lists as required identifying proposed treatment, outputs, costs, project information (i.e. site index; stand density; species), and contact information. Projects for 2015/16 and 2016/17 can also be proposed if information is available. Only projects on Crown land can be funded. • Highlight the highest priority project for 2014/15 as per above criteria and local plans. • Submit project list to provincial lead (Federation of BC Woodlot Associations and the BC Community Forests Association) for roll-up 	
<p>Projects are rolled up at the provincial level and then distributed to the LBI regional leads for review. Consideration will be given to:</p> <ul style="list-style-type: none"> • How well does the 2014/15 project fit within the silviculture funding criteria (link)? • Does the project fit within the District strategic priorities? • Are the costs reasonable or are there ways of combining the work with similar activities in the district to increase the efficiency and effectiveness of the activity? This may be done through a delivery agent operating in the TSA also doing work on the small tenure or by the small tenure licensee delivering work in both the woodlot or community forest and adjacent area to increase project efficiencies. • Are there suitable silviculture projects for future years which can be added to the five year plan? 	July
<p>Feedback will be sent back to the association leads to roll-up the list of projects that will be incorporated into 2014/15 AOP and five year plan. Regional staff will also incorporate projects into the AOP and five year plan.</p>	August
<p>AOP confirmed allocation and projects sent to PwC to administer projects with lead associations with feedback from District staff on any major changes to projects</p>	April 2014

Additional Guidance on activities and funding:

1. Questions on activities outside of Current Reforestation and Timber Supply Mitigation should be directed to the [Investment Category Leads \(link\)](#)
2. There is no set funding level by district for woodlot and community forest projects. Some districts will have more activity than others depending on strategic priorities, Interior priority areas, and historic capacity for delivery in certain areas. In 2011/12, approximately 3% of the FFT expenditures provincially were by Woodlots and Community forests.
3. Projects involving knockdown of low volume/value stands and replanting are complicated, as there is usually considerable expense involved, and produce a large amount of waste (non-sawlog fibre) which needs to be addressed for release of planting sites and for fire hazard reduction. These types of stands on TSA areas have been dealt with by BCTS through Innovative Timber Sale Licences in order to market the residual fibre and reduce treatment costs. The ability to market this material through other means outside of the basic license conditions for others outside the BCTS ITSL or District FLTC program is being explored but at this time potential alternate tenure solutions are not available. Consider this work on woodlots and community forests if it fits into the district strategic priorities and if the work could be combined into a larger project.
4. Fertilization on woodlots and community forests should be linked to larger projects to ensure efficiencies of scale. On the Coast, ground application of fertilizer for Fdc is available for small treatment areas close to urban centres where aerial application is not feasible. Ground application projects will need to budget for both application and fertilizer purchase.

5. There may also be opportunities where woodlots or community forests can take on delivery of an activity (e.g. pre-commercial thinning) which spans not only the woodlot/community forest but also areas in the TSA to create efficiencies of scale.
6. Focused survey work for a reasonable level of future activities (1-3 years) is acceptable however large, exploratory, non-focused survey projects should be discouraged.
7. Spacing activities should be focused on areas which contribute to timber supply mitigation. Although spacing work will help address snow press and fuel management issues these should not be the main reason for incorporating the project into the FFT Plan.

Project Approval and Implementation

Once the FFT Annual Operating Plan and allocation is approved, the funds along with project details will be sent to PricewaterhouseCoopers (PwC) who will work with the Federation of BC Woodlot Associations and the BC Community Forests Association to have projects entered in FIRS (PwC online project tracking system). PwC will administer and audit the project to ensure work is done to standard and deal with any minor changes to the project. Prior to project commencement, woodlots and community forests will be required to provide PwC with the necessary information that shows First Nations information sharing has been completed to the satisfaction of the District Manager.

As funding will be managed through PwC it is important that any Ministry direction to the licensee which will affect the project work is relayed through PwC to the licensee. PwC has a contract with the licensee making it necessary that this relationship is maintained for legal reasons and to ensure funding is utilized efficiently and effectively.

The number and distribution of woodlot and community forest projects will be monitored annually by Resource Practices Branch for current reforestation and timber supply mitigation investment categories as well as projects in other investment categories (e.g. Forest Health) which include treatments on woodlots and community forests.

FFT Contacts

Area	Leads	Contact Information
Provincial – Federation of BC Woodlot Associations	Nancy Pezel	islandswest@shaw.ca
Provincial – Community Forests	Jennifer Gunter	mailto:jgunter@bccfa.ca
Provincial FFT – Current Reforestation	Al Powelson	Allan.Powelson@gov.bc.ca
Provincial FFT – Timber Supply Mitigation	Monty Locke	Monty.Locke@gov.bc.ca
West Coast and South Coast Regions	Kevin Telfer Craig Wickland	Kevin.Telfer@gov.bc.ca Craig.Wickland@gov.bc.ca
Skeena Region	Jevan Hanchard	Jevan.Hanchard@gov.bc.ca
Omineca Region - DVA, DJA, DPG	Ljiljana Knezevic	Ljiljana.Knezevic@gov.bc.ca
Omineca Region - DMK, DPC, DFN (Planning)	Anna Monetta	Anna.Monetta@gov.bc.ca
Northeast Region (Delivery in 2014/15)	Elizabeth Hunt	Elizabeth.Hunt@gov.bc.ca
Cariboo	Nola Daintith	Nola.Daintith@gov.bc.ca
Thompson/Okanagan	Bernie Peschke	Bernie.Peschke@gov.bc.ca
Kootenay / Boundary	Larry Hanlon	Larry.Hanlon@gov.bc.ca

Appendix 3 LBIS program delivery

LBIS activities are delivered through a mixed model. The options are outlined below.

Option 1: Ministry delivery of operations through direct contract management

- a) Operational silviculture program is delivered by district or regional staff administering activity contracts. Delivery includes operational planning, contract administration and reporting in RESULTS.
- b) Operational programs are delivered through a contractual arrangement with implementation contractors coordinated by District staff.
 - Implementation contractor will plan and coordinate annual activities under a contractual arrangement with the district (or region).
 - Implementation contractor will sub-contract all activities or, alternatively, will develop and tender activity contracts that will be held by the district.
 - District staff will carry-out overarching planning of implementation contractor activities, carry-out quality control on implementation contractor, and monitor effectiveness and cost efficiencies of implementation contractor's activities.

Options 2: BCTS delivery of District operations

District operational program is delivered by BCTS in collaboration with District. This option will depend on the ability of BCTS to take this work on outside of their core business mandate.

Options 3: Use of Third Party Administrator using either Licensee Delivery or Recipient

Third party delivery is appropriate where activity project workload exceeds the capacity of region and district staff to deliver. Planning and prioritising should be coordinated by the district and or region. The main benefit of this method of delivery is that delivery can be scaled up rapidly to administer activities and collapsed very quickly when required.

Appendix 4: FFT Planning Teams

FFT planning teams (Ministry, Industry, and Delivery agents)

In order to have an efficient, collaborative and effective FFT program, there needs to be:

- Common understanding of LBIS and FFT objectives, priorities, applicable strategies, and funding criteria.
- Consensus on the applicable Silviculture strategies for the management unit
- Agreement on the suite of FFT activities necessary to achieve the silviculture strategies goals and objectives
- For continual improvement, annual review of progress on goals and objective along with identification of issues hindering progress,
- Identification of the method of delivering the various components of FFT.

To achieve these objectives, funding is available (up to \$5,000) for each district to hold two meetings with industry and delivery agents (BCTS, PWC and other FFT recipients). This funding could be used to pay for meeting facilities, working lunch and breaks, facilitators and meeting recorders, completing plans and reviewing progress, and continual improvement and delivery.

- Districts would be requested to hold meetings with industry and delivery agents prior to December 15 to :
 1. Ensure a common understanding of the priorities and directions contained in the most recent silviculture strategy for the management units in the district;
 2. Have general agreement on priority treatments and locations;
 3. Review and confirm the FFT 5 year plan submission;
 4. Review the draft annual operating plan for the up-coming field season;
 5. Review the appropriateness of costs and proposed budget amounts;
 6. Review current LBIS activities going on this fiscal year in the district and planned for future years and how FFT can integrate and collaborate with those.
 7. Discuss what other LBIS funded activities should be done in the district to address high priority issues (i.e. inventory, ecosystem restoration, wildlife and habitat work)
- Districts would be requested to hold meetings with industry and delivery agents before March 31 to:
 1. Review accomplishments for the fiscal year
 2. Identify successes and shortcomings to the assigned goals
 3. Identify areas for improvement in the local program. Identify areas for improvement that need to be considered at the regional or provincial level
 4. Identify FREP work, FFT survey results, or studies that would change practices for the next fiscal year
 5. Identify each FFT components delivery (industry, delivery agent or ministry leads) and budgetary needs for the next fiscal year.
 6. Discuss what other LBIS funded activities are going to be carried out in the district which constituents need to be aware of (i.e. inventory, ecosystem restoration, wildlife and habitat work)