

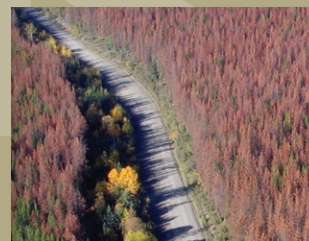


# Forests for Tomorrow

**Current Reforestation and Timber Supply Mitigation**

## **Strategic Plan**

**2013 - 2017**



**Ministry of Forests, Lands and Natural Resource Operations**  
Resource Practices Branch  
Resource Stewardship Division



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## Table of Contents

<b>1. Preamble .....</b>	<b>1</b>
<b>2. Introduction .....</b>	<b>1</b>
<b>3. Forests for Tomorrow: Vision, Mission and Goals .....</b>	<b>3</b>
Goal 1: Informed decision-making in investing in, and delivering, reforestation and stand tending activities in an exemplary and transparent manner that improves over time. ....	4
Goal 2: Improve mid- and long-term timber supply and establish resilient forest ecosystems. ....	5
Goal 3: Best return from investments and activities for timber values in consideration of non-timber values. ....	6
Goal 4: Safety is a fundamental component of all planning and delivery activities. ....	6
Goal 5: People-centric approach with active communication, meaningful public engagement opportunities, and knowledgeable staff .....	7
<b>Appendix: Performance Measures .....</b>	<b>8</b>

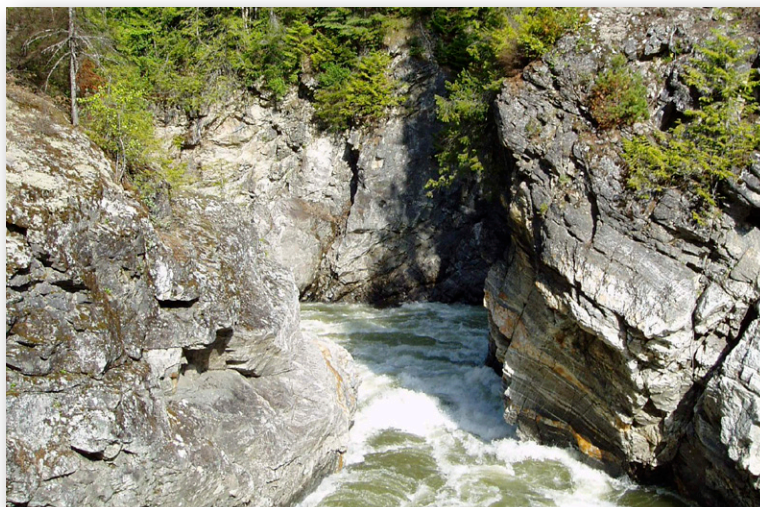




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## Preamble

This Forests for Tomorrow (FFT) Strategic Plan 2013 to 2017 updates the FFT Strategic Plan prepared for 2011 to 2015. One of the key drivers for this update is to foster FFT as a program that strives for excellence through exemplary planning and delivery practices that can also be considered in the delivery of non-FFT silviculture activities. Efforts will be made in FFT to demonstrate excellence, and to be open and transparent in all aspects of the program including information sharing and decision-making. This is consistent with government direction for open government and open data/information.



Another key driver is the focus on People consistent with the Natural Resource Sector Transformation Plan 2013 to 2014 as reflected in new FFT Goal 5. Also, the principles of efficiency, effectiveness and continuous improvement are strengthened in this updated Strategic Plan.

This FFT Strategic Plan 2013 to 2017 will be reviewed periodically to determine if updates or revisions are needed such that a new strategic plan should be prepared. We welcome your feedback on any changes you feel should be made to the Plan by providing comments to: Allan.Powelson@gov.bc.ca

## Introduction

Forests are constantly changing. Among the many agents of change are natural disturbances such as forest fires and insect outbreaks. Although such forces play a valuable role in the life cycle of forest ecosystems, the current outbreaks of damaging forest insects (e.g. mountain pine beetle epidemic, spruce beetle, Douglas-fir beetle) and recent large wildfires have had a severe impact on the forests in British Columbia's Interior. The impact of these catastrophic disturbances, combined with the increased rates of harvest to capture some of the potential losses, have resulted in a projected reduction in mid- to long-term timber harvest levels.

In response, the Province of British Columbia established the Forests for Tomorrow (FFT) program in 2005 with the aim of improving the future timber supply and mitigating impacts on other forest values. FFT is part of government's Land Based Investment Strategy (LBIS) that invests in a diversity of natural resources. In addition to FFT, LBIS programs include forest health, tree improvement, inventory, fire management, fish, water, wildlife, ecosystem restoration, invasive plants, range, and recreation.



Broadly, through the FFT Current Reforestation<sup>1</sup> and Timber Supply Mitigation<sup>2</sup> Strategic Plan, the Ministry of Forests, Lands and Natural Resource Operations (FLNR) supports these 2012/13 to 2014/15 LBIS goals:

- 1) Actively manage a portfolio of natural resources to uphold and enhance their value
- 2) Mitigate impacts due to catastrophic environmental disturbances or human actions
- 3) Act on immediate needs/emerging priorities to enable the use of BC's natural resources and contribute to the achievement of economic, social and environmental benefits.

Of paramount importance to FFT is to gather, analyze and provide information so that government can make an investment decision.

Consistent with government's investment decision and in order to make the best use of those funds, FFT's strategic objectives are:

- 1) Best return from investments and activities on the forest land base,
- 2) Encourage investments that benefit forest resources and the communities that they support consistent with government objectives
- 3) Provide stable, collaborative and exemplary planning, delivery and outcomes (i.e. provide leadership for other related programs, for example, by encouraging forest resilience).

In support of these strategic objectives, FFT's focus is:

- Current Reforestation: (i) give priority to those areas throughout the province where catastrophic disturbances or constrained timber have caused drops in mid- and long-term timber supply, and (ii) eliminate backlog not satisfactorily restocked (NSR) areas
- Timber Supply Mitigation: mitigate impacts on timber supply caused by catastrophic disturbance or constrained<sup>3</sup> timber.

FFT contributes to FLNR achieving its 2013/14 – 2015/16 Service Plan Performance Measure where 8.3 million cubic metres of timber volume is expected in 65 years from silviculture treatments completed each year.

FFT activities also result in many qualitative outcomes, most notably in contributing to the maintenance of ecosystem resilience, wildfire fuel management, range productivity, wildlife



<sup>1</sup> Reforestation of areas impacted by catastrophic disturbance

<sup>2</sup> Activities that increase short-, mid-, or long-term timber supply

<sup>3</sup> Public policy decisions that reduce harvest levels (e.g. orders under the Government Actions Regulation)



habitat, water quality, and carbon sequestration goals, to name a few. FFT utilizes a Multiple Accounts Decision Analysis (MADA) Framework that recognizes the range of economic, social and environmental values at the planning phase, in order for FFT funds to be allocated to the highest priority projects that will, collectively, meet a range of natural resource management objectives.

This FFT strategic plan establishes the vision, mission, goals, and performance measures that will guide the program over the next five years.

## Forests For Tomorrow: Vision, Mission and Goals

### VISION

The impacts of catastrophic disturbances and constrained timber supplies are: (a) identified, prioritized and communicated to government to support investment decisions; and (b) consistent with those decisions, the impacts are effectively and efficiently mitigated by exemplary stand tending and reforestation activities that enhance forest values and support forest resilience.



### MISSION

FFT optimally utilizes available funding to reforest and manage productive forest land through the use of best science, and in consideration of all forest values and changing factors.



### GOALS

- Goal 1:** Informed decision-making in investing in, and delivering, reforestation and stand tending activities in an exemplary and transparent manner that improves over time
- Goal 2:** Improve mid- and long-term timber supply and establish resilient forest ecosystems
- Goal 3:** Best return from investments and activities on the forest land base in consideration of timber and non-timber values
- Goal 4:** Safety is a fundamental component of all activities and considerations
- Goal 5:** People-centric approach with active communication, meaningful public engagement opportunities, and knowledgeable staff.





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**Goal 1: Informed decision-making in investing in, and delivering, reforestation and stand tending activities in an exemplary and transparent manner that improves over time.**

**Objectives**

- *Inform government about the opportunities and costs to treat areas impacted by catastrophic disturbance, and seek direction on appropriate levels of investment.*
- *Informed decisions are made by incorporating the best knowledge and accounting for the flexibility required to deal with uncertain futures (e.g. climate change, fluctuating economic conditions).*
- *Develop and implement innovative approaches to reforesting forests damaged by catastrophic disturbance.*
- *Achievement of goals and objectives are evaluated and continuous improvement techniques are employed.*
- *Shared program leadership and accountability built on collaboration to achieve the common vision, program goals and objectives.*
- *Operate with purpose, pride, and commitment under a periodically revised 5-Year FFT Strategic Plan.*
- *Develop and implement performance measures to accurately report on the delivery of program objectives (see Appendix).*
- *Management practices are cost effective, efficient, and achieves desired land management goals.*

**Strategies**

Develop an FFT Business Case to inform government and the public about investment opportunities.	Identify and remove barriers to success.
Analyze and understand the cost-benefit of proposed silviculture treatments prior to executing them.	Update, evaluate and improve FFT standards with respect to improving efficiency and risk management.
Utilize a “scenario planning” approach to consider the program’s effectiveness under a variety of plausible future outcomes.	Conduct regular program audits, evaluations and monitoring in a continuous improvement framework.
Employ a community of knowledge approach to sharing of information on techniques and strategies.	Develop consistent protocols for Quality Assurance across the program.
Review, evaluate, and share best practices.	Review strategic and tactical plans annually to determine their relevance to changing factors.



## Goal 2: Improve mid- and long-term timber supply and establish resilient forest ecosystems.

### Objectives

- *Mitigate mid-term timber supply shortfalls in those management units that have had the greatest negative impact on future timber supply and other forest values.*
- *Rehabilitate damaged stands to produce future volume at a level commensurate with government's investment decisions.*
- *Policies are innovative, adaptive and responsive to current research regarding climate change, forest health, and silviculture.*
- *Annual treatment plans are consistent with land use plans and provincial priorities.*
- *Reforestation and stand tending activities within impacted landscapes are undertaken in a manner that enhances forest values and that supports future forests that are resilient to changing factors.*

### Strategies

Focus reforestation and stand tending activities on the most productive sites.	Utilize select seed with superior growth, form, fibre quality and pest resistance for reforestation.
Survey program implemented on a scale necessary to establish and annually maintain a 3-year plan.	Maintain sufficient seed supplies to meet FFT reforestation needs.
Utilize a Multiple Accounts Decision Analysis (MADA) to target sites that optimize economic, environmental, and social values.	Incorporate up-to-date knowledge on climate change, forest health factors, and other arising issues into all silviculture practices.
Maintain adequate growth rates on stands established under FFT until a free growing state has been achieved.	Report and record information that supports accurate timber supply forecasting as well as silviculture planning.
Ensure that species and spatial diversity is being achieved.	





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### Goal 3: Best return from investments and activities for timber values in consideration of non-timber values.

#### Objectives

- *Achieve the best return on investment through the strategic selection of treatment areas.*
- *All reforestation and stand tending projects will realize a return on of investment in excess of 2%.*
- *Optimize wood-fibre utilization opportunities arising from FFT activities.*

#### Strategies

Review and update the return on investment process to ensure that the right types of stands are managed to achieve a targeted return on investment.	Investigate and incorporate opportunities for synergies with other funding initiatives (e.g. carbon markets).
Promote the utilization of low value/low volume fibre supply derived from stand rehabilitation.	Consider and document measures for addressing non-timber values in all site preparation, reforestation and stand tending activities.
Optimize multiple resource benefits arising from stand rehabilitation	

### Goal 4: Safety is a fundamental component of all planning and delivery activities.

#### Objectives

- *Proactive contributor to improved safety in the B.C. forest sector.*
- *Build excellence in the promotion of the safety of staff and contractors involved in FFT activities.*

#### Strategies

Develop and maintain FFT safety policy and standards consistent with the ministry's safety framework and policy.	Support ministry-wide tracking and measuring of safety performance
Ensure that clear communications structures are in place at all levels to facilitate safety and related knowledge sharing.	Strive to eliminate workplace injuries.
Encourage use of companies with ®"SAFE Company" Certification.	Create and maintain an effective FFT health and safety program, to which all employees and contractors are accountable.



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## Goal 5: People-centric approach with active communication, meaningful public engagement opportunities, and knowledgeable staff.

### Objectives

- *The interested and affected public are aware of the FFT program and the opportunities to be informed and engaged.*
- *Staff who support the FFT program have the skill sets needed to ensure planning and delivery activities are effectively and efficiently carried out.*

### Strategies

Proactively share information with the public (including communities, First Nations and stakeholders) by being open and transparent with information and FFT documents (e.g. by posting on website.	Develop, annually update, and deliver a FFT Communications Plan that addresses both the need to communicate with the public and staff.
Increase public awareness and involvement (e.g., brochures, internet, trade shows, and presentations).	Priority training needs are annually identified with staff involvement, which are then reflected in their performance management documents, with training opportunities being provided to address those needs.
Identify and utilize appropriate forums for engaging the public and other agencies where their feedback is needed to help inform decision-making, and make clear how that feedback was addressed in the decisions that are made.	Provide a Spring and Fall FFT workshop each year for FFT operations staff to share knowledge and experience, and to support planning and delivery.



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## Appendix: Performance Measures

### Goal 1: Informed decision-making in investing in, and delivering, reforestation and stand tending activities in an exemplary and transparent manner that improves over time.

- Information prepared and sent to government for investment decision.
- FFT Strategic Plan is reviewed and revised
- Number of silviculture strategies upgraded
- Number of program components evaluated
- Per cent of total program expenditures allocated to overhead.
- Per cent of program audits with no major non-conformances

### Goal 2: Improve the mid- and long-term timber supply and establish resilient forest ecosystems.

- Hectares surveyed, site prepared, planted, brushed, fertilized, spaced, and pruned per year.
- Volume gained through treatments.
- Forests For Tomorrow (FFT) Species Management and Density Targets.
- Amount of select seed (% Class A, Average genetic worth) sown by FFT

### Goal 3: Best return from investments and activities on the forest land base in consideration of timber and non-timber values

- Average Site index of areas treated
- GDP 10 and 65 years into the future
- Tonnage of CO<sub>2</sub>e sequestered 10 and 65 years into the future
- Cost/ha by type of treatment (e.g. planting, fertilization)
- Volume of wood-fibre utilized through FFT activities.

### Goal 4: Safety is a fundamental component of all activities and considerations.

- Benchmark and track accidents and incidents
- Review and, if needed, update/revise FFT safety policy and standards

### Goal 5: People-centric approach with active communication, meaningful public engagement opportunities, and knowledgeable staff.

- Communication effectiveness feedback, trends from surveys – needs benchmarking and consistent follow-up questions
- Review and, if needed, update/revise FFT Communication Plan
- Hold two FFT workshops per year (Spring and Fall), and prepare Synopsis of workshop findings and actions

