

Meeting Workbook

Land Based Investment Strategy (LBIS): Forests for Tomorrow (FFT) Current Reforestation and Timber Supply Mitigation Meeting

Sponsored by

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

Ministry of **Forests, Lands and
Natural Resource Operations**



Meeting Organizer:

Dave Cornwell, Program Delivery Coordinator

Assembled by:

Terje Vold, Contractor, Project Mgt Support for LBIS Planning & Delivery

March 8th, 2012

Richmond, British Columbia

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Agenda

Land Based Investment Strategy (LBIS): FFT Current Reforestation and Timber Supply Mitigation Winter Meeting Location: Executive Airport Plaza Hotel 7311 Westminster Highway, Richmond, BC http://www.executivehotels.net/vancouverairportplazahotel/richair_home.cgi	
THURSDAY, MARCH 8TH, 2012 Delivering the Program in 2012/13 and Learning from Operational Case Studies	
8:00 am	Coffee/tea/muffins available – meet and greet
8:30 am	Welcome and introductions
8:45 am	Session 1: Improving Planning and Delivery <ul style="list-style-type: none"> • Review of FY 2011/12 planning/delivery/communication (Al Powelson/Dave Cornwell) • How can we make it better in FY 2012/13? (Al/Dave) • Review actions from last meeting (Ralph Winter/Dave Cornwell) • Reminder regarding RESULTS submissions (Ralph Winter/Matt Leroy)
9:30 am	Session 2: Planning and Funding for FY 2012/13 (Al Powelson and Kelly Osbourne)
10:00 am	Coffee break (including tea and sodas)
10:15 am	Session 3: Delivery Options in FY 2012/13 (Ralph Winter and Dave Cornwell)
11:00 am	Session 4: Delivery Considerations <ul style="list-style-type: none"> • Assessment of Investments Recommendations (Nigel Fletcher) • Developing silviculture regimes (Al Powelson and Kelly Osbourne) • District constituent meetings (Ralph Winter) • Type 2/4 silviculture strategies (Ralph Winter)
11:45 pm	Lunch – will be provided (soup and sandwiches including vegetarian choices)
12:45 am	Session 5: Operational Case Studies – Northern Interior
1:45 pm	Session 6: Operational Case Studies – Southern Interior
2:45 pm	Coffee break (including tea and sodas)
3:00 pm	Session 7: Operational Case Studies - Coast
4:00 pm	Adjourn

Purpose of this Workbook

The purpose of this Workbook is:

- To provide a guiding framework for the meeting participants to address key objectives in support of the LBIS Current Reforestation and Timber Supply Mitigation programs
- To provide a reference material for those who are interested but could not attend the meeting as well as for meeting participants
- To set the scene for a meeting that is intended to be interactive, informative, practical and insightful.

Notes

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Welcome and Introductions

Welcome and Introductions

Participants are welcomed to the meeting. Some have traveled a considerable distance to attend and everyone's participation is greatly appreciated. Although many people know most of the other participants at the meeting, there are participants who you may not know. It would be worthwhile therefore if participants could briefly introduce themselves and the organizational unit they work for. A list of individuals invited to the meeting is provided in Appendix A.

Agenda and expected outcomes of the Meeting

The meeting agenda can be found on page 4 of this Workbook. There are 7 Sessions as follows:

- Session 1: Improving Planning and Delivery - including review of how things went in Fiscal Year (FY) 2011/12 and how it can be improved in FY 2012/13, a review of actions from last September's meeting, and a reminder regarding RESULTS submissions
- Session 2: Planning and Funding for FY 2012/13
- Session 3: Delivery Options in FY 2012/13
- Session 4: Delivery Considerations – including assessment of investments recommendations; developing silviculture regimes; district constituent meetings; and Type 2/4 silviculture strategies
- Sessions 5 to 7: Operational Case Studies - the Northern Interior, Southern Interior and Coast will provide operational case studies so that operational staff can share delivery experiences and lessons learned as recommended from our September meeting.

Capturing Meeting Discussions

We will be capturing the discussions at the Meeting in two ways:

- We will use flip charts to capture key discussion points
- We will be using a Livescribe Smart Pen to provide an audio recording solely for the purposes of assisting us in summarizing key meeting discussions

A Meeting Synopsis will be prepared in April and distributed to all meeting participants and also shared with other others who could not attend but may be interested.

Suggested Rules of the Road

- We commit to do everything we can to work together efficiently and effectively, and to make every effort to honour and respect the diversity of experience in the workshop.

Session 1: Improving Planning and Delivery

This Session will cover the following topics:

- Review of 2011/12 planning/delivery/communication (Al Powelson/Dave Cornwell)
- How can we make it better in 2012/13? (Al/Dave)
 - Reminder about Key LBIS FFT Dates in Appendix B of the Workbook
- Review actions from last meeting (Ralph Winter/Dave Cornwell)
- Reminder regarding RESULTS submissions (Ralph Winter/Matt Leroy)

There is about 12 minutes per topic so presentations should be about 8 minutes leaving time for questions and discussion.

Review actions from last meeting (Ralph Winter/Dave Cornwell)

#	Action	Lead	Status or Comment (link to delivery plan task)	Complete by
1	Performance measure. Consider adding as a FFT performance measure the jobs created from current reforestation and timber supply mitigation work including overstorey removal such as salvage harvesting	Al P. Colleen M	Work with CIO (links to Task 16 in Delivery Plan)	Done information gathered and reported through estimate debates
2	Allocation outside priority areas. Consider allocation to MUs outside of priority areas based on AAC and other factors such as ROI and risk to investment (e.g. due to land use restrictions)	Al P. Colleen M	Work with CIO (links to Task 16 in Delivery Plan)	In progress
3	5-year plan review. Kelly will review 5-year plan input with operations staff and update as required	Kelly O.	Nov. 7 th conf call set up to discuss	Done - Nov. 7 th
4	5-year plan assumptions. Branch should provide a set of assumptions to guide operations staff provide consistent input into the 5-year plan	Al P. Kelly O.	(links to Task 62 in Delivery Plan)	On going
5	District annual plan meeting. District staff should meet with their constituents this winter to firm up the numbers in the annual plan; there is seed money through LBIS available to support the districts undertake this action	Al P. Ralph W.	re: seed money and reminder to district staff to do this (links to Task 59 in Delivery Plan)	Funds to be provided for next fiscal
6	Be prepared. Have more projects 'ready to go' should unforeseen funding opportunities arise so that we can respond to emerging government priorities	Ralph W.	Reminder to operations staff	
7	Guidance for mature stands. It was noted that we need guidance on the rehabilitation of older forest impacted by the MPB. It was agreed that strategies are needed for this	Al P. Kelly O.	Perhaps risk management framework approach	In progress
8	TIPSY – timber value. Consider changes to TIPSY so that timber value (not just volume) can be factored into ROI assessments.	Ralph W. Nigel F.	Discuss with Mario di Lucca	In progress
9	Continuous improvement. Consider some targeted FFT funding for continuous improvement where, for example, learnings from field surveys are used to improve policy and standards (e.g. free growing); this could be done in a manner that compliments FREP's role in adaptive management	Al P. Colleen M	Work with CIO (links to Task 16 in Delivery Plan)	In progress with Dave weaver
10	Complete sowing requests. The SPAR report now shows about 5 MM sowing requests; so an important and urgent next	Al P.	Done 22.5 MM in sowing	Done - Oct. 15 th

	step is to complete the sowing requests in SPAR to meet the October 15 th deadline.		requests received (Task 66 in delivery plan)	
11	ROI model. Consider changes to ROI models (which tend to favour pine) - or ways to mitigate unintended consequences of applying ROI - so that planting a diversity of species across the landscape is encouraged consistent with FFT Policy	Nigel F. Al P.	Being worked on	In progress
12	Location of Backlog NSR. Matt will provide the specific location of backlog NSR areas to region/district staff as a comment was made that it is sometimes a challenge to find the location of these last remaining backlog NSR areas. This will include the openings that Forsite are looking at so that district staff do not duplicate the work they are doing.	Matt L.		
13	RESULTS training needs. Matt will assess RESULTS training priorities using tools like SurveyMonkey to determine needs by operations staff; this would augment the recent on-line RESULTS training that has been provided	Matt L.	(links with Task 76 in Delivery Plan)	Some RESULTS training undertaken
14	Survey standards. Branch should review and revise (if needed) the survey standards to reduce confusion about requirements for districts vs what is required RAH (e.g. districts do not need regional FFT approval). Consider making the standard generic to reflect the many different delivery approaches (districts, BCTS, RAH). It was suggested that aspects of the standard be designed so that it can be readily put in a Schedule A of a contract. Districts can then assess what additional optional clauses if any should be added.	Dave W.		Done
15	FFT profile. The profile of FFT needs to be raised by Branch, region and district staff involved in the program to each appropriate level in the organization (Executive, RED, RMT, district manager) so that FFT activities are reflected in work plans and staff EPDPs. In turn the Executive needs to raise FFT with RMTs.	Jim Su. Lorne B. Ralph W. Others?	(links with Tasks 56 and 43 in delivery plan re: RED conf calls)	On going
16	District capacity. Branch should undertake an assessment (survey) of district capacity	John Mc.	A review of existing surveys will be done first in April	
17	FFT communications network. Branch should work with appropriate staff to determine the most effective way to communicate and obtain direction on FFT planning and delivery within the ministry	Dave C. Leith John Mc.	Link to communications plan (Task 55 in delivery plan)	FFT newsletter sent out; communication plan being developed
18	Silviculture vision. Branch should develop with operations staff a long-term ministry vision regarding silviculture that includes but goes beyond FFT that would ultimately be submitted for Executive consideration	Al P.	Refresh report Al had worked on before re-structuring	On going and linked to FLNRO stewardship vision
19	BCTS. Branch is working with BCTS and will seek clarification about if FFT work can be done by BCTS outside of their operating areas	Kelly O. Dave C.	(links to Task 10.5 in delivery plan)	MOU being completed
20	List of specialists. Branch should work with appropriate operations staff to develop a list of specialists for various FFT activities (e.g. fertilization) and distribute this to staff involved in FFT planning and delivery	?		
21	Update standards. Branch should work operations staff to determine what standards are most in need of updating. Operations staff should let Branch know what standards need work and why so the ones that need updating the most are prioritized. It may be possible to streamline some of the standards geared to district delivery (vs RAH). The standards should be housed in one spot on one FFT website.	Monty L. Nigel F.	Being worked on (links to Task 21 in delivery plan)	Updated Standards for 2012/13 will be on website in March
22	Training development and EPDPs. Branch to work with operations staff to get the above noted FFT training offered (this may involve developing the training package) and recognized in work plans and EPDPs otherwise staff may not be able to attend the training.	Ralph W. Nigel F. Dave W.	(links to Task 74 in delivery plan)	Some training delivered

23	TIPSY training. Branch should raise awareness of the existing on-line video TIPSY training in addition to working with others to develop and offer ROI/TIPSY FFT training	? Nigel F.	Nigel working on ROI Work with Mario di Lucca	On going
24	FFT handbook. Branch to work with operations staff on the development of a FFT business process handbook that can be used as a reference document and support training.	?		
25	Key Dates. Branch to add in the 'Key Dates for LBIS': (i) call for quarterly report; and (ii) summer planting completed by Sept. 30 th	Nigel F.	Done http://lbis.forestpracticesbranch.com/LBIS/node/246	Oct. 18
26	Contract templates. Branch to explore identifying contract templates for various FFT activities that can be used to aid program delivery	Kelly O. Ralph W.	Meeting set up Oct. 31 st to review BCTS contract templates	
27	Safety training. Let Dave Cornwell know about any FFT safety-related training needs	Dave C.	Follow-up reminder e-mail may be needed (links with Task 93 in Delivery Plan)	
28	One FFT website. Branch should have one FFT website (which is their intention) as the existing two sites are confusing; it should be easy to find things such as documents and key FFT staff contacts on the website	Nigel F. Monty L.	(links to Task 8.5 in delivery plan) Underway	Done. One LBI website with FFT
29	Conference calls. Branch should set up with operations staff a conference call with structured agenda that addresses 'what's working'/'what's not working well' and other topics of interest. This could be a quarterly call (perhaps part of the quarterly silviculture call) involving all the regions where topics of general interest are addressed (e.g. annual work plan). In addition have region-specific conference calls where region-specific issues are addressed; with the minutes from those calls shared with the other regions. Districts could be part of the calls.	?		
30	District/region/branch projects. Develop FFT project(s) – such as was done in the coast region – where region/district and branch 'team' together on delivery – as this is a great way to share knowledge and expertise	?		
31	Next Meeting – Case Studies. The next provincial meeting (e.g. for February or March), if approved, should include district/ region case studies (e.g. fertilization projects) so that implementation experience can be shared	Dave C.	Perhaps develop case study template for staff to use to describe their implementation experience	Done
32	Key Tasks. Branch is tracking about 100 key tasks to support LBIS FFT delivery that is shared with operations staff. If Branch is moving too slow on a task that is important to regions and districts, feel free to 'take it on' or provide support so we can move more quickly on that file.	Dave C.	Reminder to operations staff that they are encouraged to help out	On-going
33	Distribute Guide. The draft <i>Guide for Forest Carbon Offset Projects on Crown Land in BC</i> will be sent to all meeting participants.	Ralph W.	Ralph sent guide to Terje and asked him to distribute. Terje will do so following distribution of final synopsis so there is link to action #	Nov. 1 st
34	Candidate areas for pilot testing. Brian is looking for around 2000 ha total area in various parts of BC to pilot test forest carbon projects via a RFP. Districts should identify areas they feel might be good candidates for pilot testing and let Brian know. These should be logical big chunks (about 200-500 ha) that are cost effective (e.g. geographically close, ideally site index 20+ but also SI 15-20). This would help augment the list of possible areas that Brian has already compiled.	Ralph W.	Reminder e-mail to district staff perhaps with structured template prepared by Brian R. that ensures information needs are captured	
35	Allocation process: Branch should clarify next steps (dates, decisions) so there is understanding and transparency of the process. Goal posts should be provided regarding what the district can propose so that each district is providing requests using similar set of assumptions.	Al P Kelly O		Done and ongoing
36	Next meeting: Should be driven by the needs of regions and districts in terms of the agenda development. That will	Dave C.		Done

Session 2: Planning and Funding for FY 2012/13

Al Powelson and Kelly Osbourne will go over the LBIS budget for FY 2012/13 and the planning that needs to occur next fiscal year, and address any questions.

Notes

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Session 3: Delivery Options in FY 2012/13

Ralph Winter and Dave Cornwell will discuss delivery options for FY 2012/13, and address any questions.

Notes

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Session 4: Delivery Considerations

This Session will cover the following topics:

- Assessment of Investments Recommendations (Nigel Fletcher)
- Developing silviculture regimes (Al Powelson and Kelly Osbourne)
- District constituent meetings (Ralph Winter). See page 15 of the LBIS Delivery Approach in Appendix C, e.g.
 - The district contact would be responsible for organizing the annual local LBIS planning session every fall and implementation meeting each spring, to debrief what went well and what needs to be adjusted in the upcoming field season.
- Type 2/4 silviculture strategies (Ralph Winter)

There is about 12 minutes per topic so presentations should be about 8 minutes leaving time for questions and discussion.

Notes

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Session 5: Operational Case Studies – Northern Interior

The purpose of this Session is to learn from some of the operational delivery experiences in the Northern Interior. We are expected possibly three case studies from the Northern Interior. If three, each presentation should be no more than 15 minutes leaving at least 5 minutes for questions and discussion in order to stay within the timelines of the agenda. One of the presentations is described below.

Backlog Projects – Anna Monetta

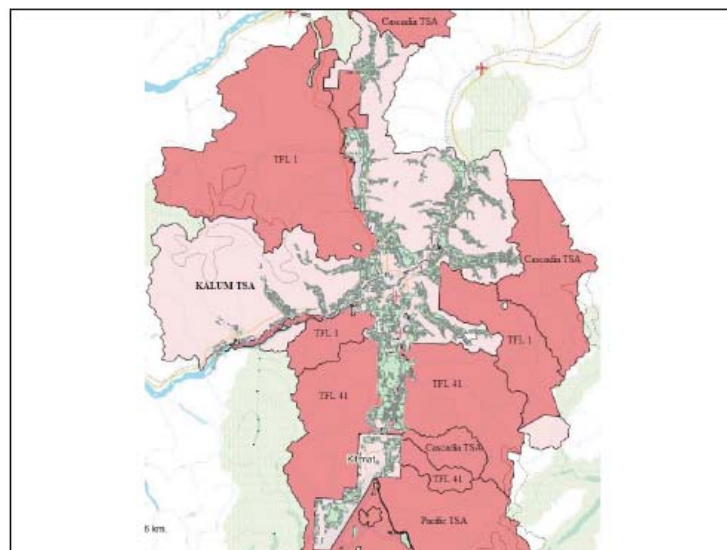
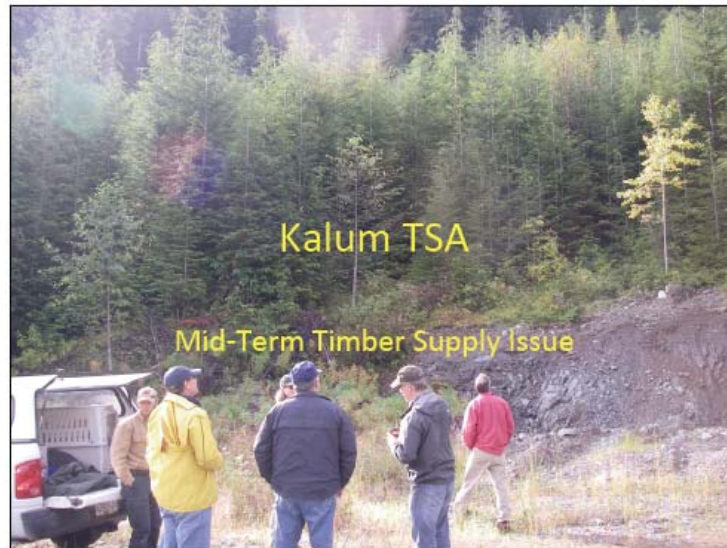
Anna will be providing an overview of the process we use in the northern regions for pre-1987 backlog projects. Information will include office and field procedures as well as templates that we have developed.

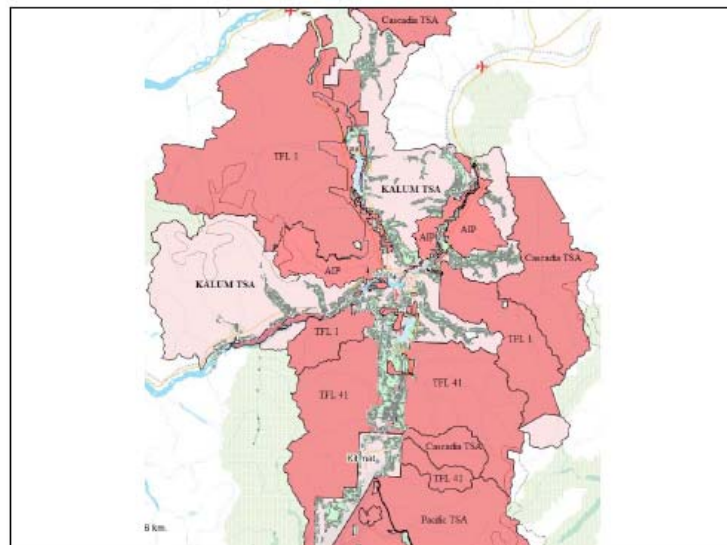
Mid-Term Timber Supply Issue – Aaron Benterud

See power points on next page

Notes

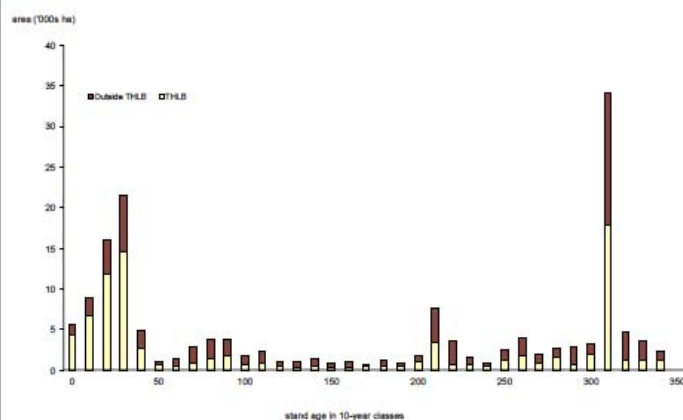
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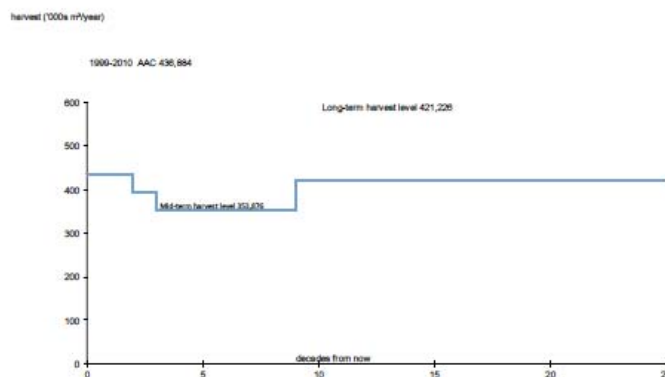
2010 TSR Kalum TSA Timber harvesting land base		Land classification	Reduction area (ha)	Result (ha)
Gross TSA area			460,845	2,300,484
Large parks			1,187,088	
Tree Farm Licences			119,821	
Niagara land				
Core TSA area				522,712
Non-forest			327,028	
Non-commercial area			4,499	
Ownerships not contributing to TSA			32,870	
forest management objectives				
Crown Forested Land Base				158,318
Not managed by MFR ¹ for TSA timber			5,339	
supply				
MFR Productive Forest				152,979
		Total	Removals	
Avalanche areas		1,057	1,057	
Sensitive soils		36,337	14,941	
High recreation value		389	393	
Preservation VQO		471	331	
Inoperable areas		15,471	10,796	
Low timber growing potential		21,413	15,187	
Problem forest types				
- aspen, birch, alder		5,725	1,207	
- open-grown		2,229	777	
- stocking problems		3,442	2,609	
Wildlife habitat		5,722	2,302	
Cultural heritage areas		132	132	
Specific geographic areas				
- Kalum SRMP no-log zones		1,302	1,123	
- legal OGMA's		9,890	4,878	
- research & GY plots		151	86	
- Skeena Islands rare ecosystems		1,059	389	
Riparian areas		8,242	3,942	
Wildlife tree patches			5,326	
Current roads			2,897	
Current Timber Harvesting Land Base				84,826
Future roads			4,006	
Future Timber Harvesting Land Base				80,820

Current age class distribution contains 2 spikes
Most of the forest is either older than 300 years or younger than 50 years.

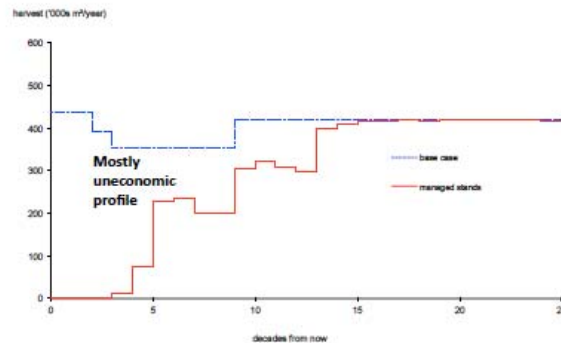


Harvest forecast

In 2011 the AAC was determined for the Kalum TSA at 424,000 m³/year. The base case shows that the current AAC can be maintained for 2 decades before falling about 9 percent per decade to the mid-term harvest level of 353,876 m³/year which is reached in decade 4. The harvest level rises to the long term harvest level of 421,226 m³/year in decade 10.

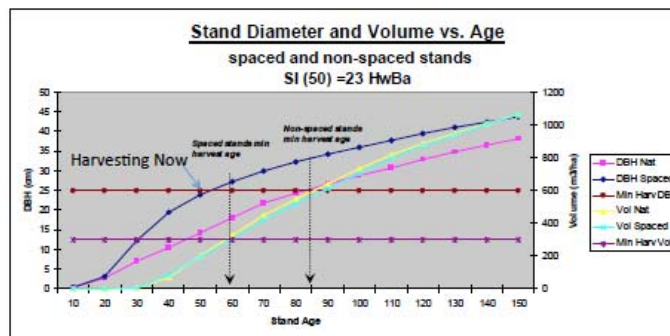


Harvesting of second growth (i.e., managed stands) only begins in decade 4 because natural old growth has higher yields which gives it a higher priority in the timber supply model. In addition, there is very little second growth available for harvest in early decades (i.e., above minimum harvestable age). The majority of harvest must be in natural stands during the mid-term dip, until there is sufficient volume in managed stands to allow the harvest level to rise to the long-term harvest level.

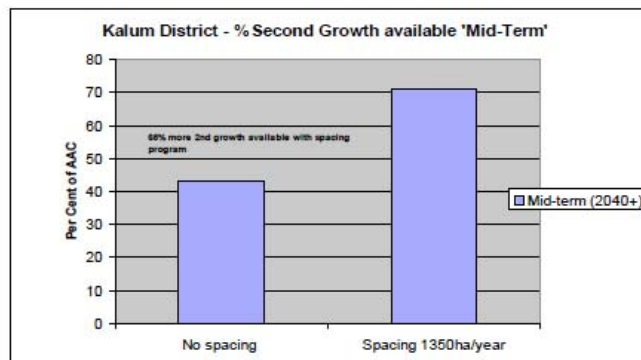


Most old-growth timber stands are dominated by marginal sawlog or pulp-quality timber, many with higher than average road building costs and are not viable for harvest today.

As a result, export market licensees are beginning to harvest spaced second growth stands now (age 50)



The majority of second-growth timber is densely stocked and will not be viable for harvest for decades unless stand tending is carried out in the near future to accelerate stand merchantability



The current harvesting of spaced second growth stands will compound the decline in mid-term AAC

To avoid a dramatic and sustained drop to mid-term *economic* AAC, incremental spacing of second growth stands is required

Considerable incremental silviculture treatments, particularly precommercial thinning, have been carried out within the Kalum TSA (as well as neighboring TFLs) from the 1970s to the 1990s

In recent years, area spaced has declined due to limited funding, although some treatment has continued through the JOP initiative, and with limited FIA funding. Year 1 of LBIS spacing program accomplished 300 ha

Past and current spacing programs have treated many of the candidate stands along active and passable roads. Much of the remaining spacing inventory is located in areas without active harvesting operations and cannot be accessed due to deactivated and deteriorating roads (15+ yrs old)

A line item in Timber Supply Mitigation budget is needed to allow for upgrading access to reach candidate stands for spacing.

Session 6: Operational Case Studies – Southern Interior

The purpose of this Session is to learn from some of the operational delivery experiences in the Southern Interior. We are expected one case study from the Southern Interior. If so, the presentation should be no more than 40 minutes leaving about 20 minutes for questions and discussion in order to stay within the timelines of the agenda.

Notes

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Session 7: Operational Case Studies – Coast

The purpose of this Session is to learn from some of the operational delivery experiences in the Coast. We are expected two case studies from the Coast. If so, each presentation should be no more than 20 minutes leaving about 10 minutes for questions and discussion in order to stay within the timelines of the agenda.

Notes

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Adjourn

Thanks to all Meeting Participants!

Notes

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Appendix A: List of Individuals Invited to the Meeting

There may be some who cannot attend or who have asked someone else to attend instead.

Name	Organization
Delee Anderson	Vanderhoof District
Paul Barolet	North Island – Central Coast District
Lorne Bedford	Resource Practices Branch
Aaron Benterud	Kalum - North Coast District
Lori Borth	Vanderhoof District
Rob Bowden	BC Timber Sales (BCTS)
Ian Brown	PriceWaterhouseCoopers
Jeff Brown	Prince George District
Glen Buhr	Skeena Stikine District
Scott Byron	BCTS Stuart-Nechako
Jeff Burrows	Prince George District
Rocky Chan	Thompson Okanagan Region
Lauri Como	Quesnel District
Dave Cornwell	Resource Practices Branch
Kathy Danchuk	Thompson Okanagan Region
Sam Davis	Mackenzie District
Tara DeCourcy	Selkirk District
John DeGagne	Vanderhoof District
Larry Duke	
Nigel Fletcher	Resource Practices Branch
Rainer Gruenhage	Sunshine Coast District
Larry Hanlon	Kootenay Boundary Region
John Hopper	BCTS Kamloops
Kerri Howse	Cariboo-Chilcotin District
Susan Hoyles	Omineca Region
Elizabeth Hunt	Peace District
John Illes	Nadina District
Ljiljana Knezevic	Omineca Region
Lyn Konowalyk	Rocky Mountain District
Katherine Ladyman	Okanagan Shuswap District
Bill Laing	BCTS Nadina
Christine Lechelt	Resource Practices Branch
Matthew LeRoy	Resource Practices Branch
Monty Locke	Resource Practices Branch
Heather MacLennan	Kamloops District
Mike Madill	Thompson Okanagan Region
David McArthur	100 Mile House District
John McClarnon	Resource Practices Branch
Leith McKenzie	Thompson Okanagan Region
Ted McRae	Okanagan Shuswap District
Anna Monetta	Omineca Region
Ed Nedokus	Cascades District
Bill Olsen	100 Mile House District
Brent Olsen	Kamloops District

Kelly Osbourne	Resource Practices Branch
Michael Pelchat	Quesnel District
Bernie Peschke	Thompson Okanagan Region
Carl Pollard	Fort St James District
Brad Powell	Quesnel District
Allan Powelson	Resource Practices Branch
Gilbert Richir	South Island District
Calvin Ross	South Island District
Carolyn Stevens	Nadina District
Peter Stroes	Cascades District
Jack Sweeten	Chilliwack District
Andrew Tait	Fort St James District
Ron Van der Zwan	Kamloops District
Terje Vold	Terje Vold & Associates Consulting Ltd
Barb Wadey	Selkirk District
David Weaver	Resource Practices Branch
Craig Wickland	Coast Region
Ralph Winter	Resource Practices Branch

Appendix B: Key Dates for LBIS

<http://lbis.forestpracticesbranch.com/LBIS/node/246>

April	Submit Quality Assurance plans for activities where QA requirements are not covered in the standard. Submit Safety Plan Receive DM signed Road Use Exemption Letters for non-status roads and Road Use Permits from Road Permit holders. Submit PINES / RESULTS projects for spring field activities
Reminder April – November	Regional FLNRO conduct periodic field audits
June 1	Begin planning process for development of next fiscal LBIS. Canvass FLNRO executive on goals, objectives and strategic priorities (including scope). Conduct on-line query of stakeholders about this fiscal LBIS and suggestions for change or alteration for next fiscal LBIS.
Mid-May to late June	Manual brushing completed
Mid-June	Spring planting completed
Week of July 1st	Meet with Regional Resource Managers to begin regional and district engagement process where applicable.
July 1 st – August 31 st	Investment category leads begin development of draft outputs and targets for the next three years.
July 31	Completion reports submitted in PINES/RESULTS for the spring planting Submit a completed survey package to the Regional FFT Staff for interim field audit
Mid-august – late September	Chemical brushing treatments completed
September 26	Provide draft activity outputs and targets for next fiscal to RPB
September 30	(i) Call for Quarterly Report; and (ii) summer planting completed
October 1 st – October 31 st	Seek Regional, District, First Nations, and stakeholder input into draft next fiscal LBIS.
September 15	Last day to have the full Investment Schedule funding at least Pending in PINES/RESULTS
September 15	Submit sowing request to Nursery Services for summer planting program
October 15	Submit sowing request to Nursery Services for spring planting program
November 1 st	Submit draft next fiscal LBIS to FLNRO executive for consideration in next fiscal service plan and budget discussions.
December 6	Last day to have the full Investment Schedule Committed in PINES/RESULTS ('submitted' projects acceptable if in approval) Submit first draft of the next fiscal year's management unit budget to the Regional FFT Staff
December - January	Provide Districts and Regions with a summary of planned outputs and targets for the next fiscal year.
January	Update Regions and stakeholders on focus and draft budget of the next fiscal LBIS.
January – March 1 st	Investment Category Leads balance outputs and targets with draft budget.
February 28	Deadline for submitting projects for RESULTS quality assurance
March 1	Upcoming fiscals operational plan finalized
March 15	Last day to submit tendering summary to Regional FFT Staff
March 26	Last day to complete works for all fiscal year projects Last day to have all completion reports Approved
March 31	Release next fiscal LBIS with budget.

Appendix C: LBIS Delivery Approach



Forests, Lands and Natural Resource Operations

February 13, 2012

2012/13
to 2014/15

LBIS Delivery Approach



Foreword

This document was developed to provide operational clarity and identify:

- Historical delivery of various programs
- Recent Land Based Investment program delivery
- Delivery process for 2012 to 2014
- Delivery process, including key roles and responsibilities, for future years
- Recommendations for district, regional and headquarters staffing and support for Land Based Investment delivery

We would appreciate any suggestions for improvement or clarity. Please send comments to Dave Cornwell at [Dave Cornwell@gov.bc.ca](mailto:Dave.Cornwell@gov.bc.ca).

This draft was last updated on February 13, 2012.

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Delivery Model

The new Land Based Investment Strategy (LBIS) delivery model incorporates decisions based on a stated ministry objective or preference for in-house delivery where possible, and other options being available as deemed necessary. This document provides guidance to managers when setting workload priorities and assigning staff resources for LBI delivery.

1.0 History of Delivery of Government-Funded Forest Management Activities

Since the initiation of the BC Forest Service almost a century ago, both the government's range of activities and the role of local forest managers have expanded. However, periodic variation in that general model of local involvement and control has included the divestment of government and local involvement in activities such as silviculture, forest health and inventory. These activities have been conducted under various programs, including Forest Renewal BC (FRBC), the Forest Investment Account (FIA), and the Forests for Tomorrow (FFT) program.

Each of these recent models provided government funds to other parties to carry out government objectives. While some of these programs undertook many worthwhile activities, their outcomes may not have always aligned with the strategic needs and objectives of the government, nor were all of these activities always undertaken in the most cost-effective and efficient manner.

The following history of program delivery demonstrates the evolution from the government's direct management to shared delivery with forest licensees and others.

1930-1995: Districts, Regions and Headquarters had a hands-on oversight and coordination role of most government funding sources

- The ministry managed strategic priorities and budgets.
- Delivery was done by districts, regions, headquarters, the small business program and licensees.

1995-2002: FRBC took a lead role in managing a significant portion of government forestry funding

- Delivery was conducted by licensees with planning by district staff in the early years
- Budget allocations were based on cubic metres cut, meaning that expenditures were not necessarily strategic in nature or based on need by management unit, region or provincially.
- Backlog reforestation and rehabilitation of problem stands were significantly reduced due to year-to-year funding uncertainty.

1999-2003: Silviculture strategies were developed and in place for all major units in BC

- Strategies were developed with licensee and district involvement.
- FRBC and FIA funding was to be aligned with the silviculture strategies but there was limited district review or strategic approval of activities being funded in the district.
- Limited backlog reforestation was done due to uncertainty in year-to-year budget allocations.

2002-2005: FIA

- PricewaterhouseCoopers (PwC) had a lead role, with delivery by licensees.
- Limited District and ministry guidance and involvement in determining activities or on cost control.
- Limited backlog reforestation was done due to uncertainty in year-to-year budget allocations.

2005-2010: FIA and FFT

- About 95% of delivery was by licensees and recipients under contract to the ministry through PWC.
- FFT funding was assigned to key management units with high wildfire and mountain pine beetle impacts.
- There was limited district engagement in strategic guidance, priorities and oversight of program direction.
- Elimination of the Silviculture Branch and dedicated silviculture staff in regions and districts to coordinate silviculture activities within a TSA reduced direct communication and planning structure between branch, regions and districts.

2010: FIA and FFT combined into LBI

- The new Land Based Investment Strategy (LBI) included FFT encompassing reforestation and incremental silviculture activities.

2011: Districts more involved in strategic priorities and placement

- 30% of FFT program delivered by Districts.

2.0 Key Principles

The Land Based Investment delivery approach incorporates seven key principles that are addressed through this revised delivery approach. These principles are:

1. Programs will have the required financial and staff resources for LBI delivery, from strategic and operational planning through to delivery and monitoring.
2. Activities are coordinated with the overall management unit strategy to avoid conflicts with other resource values.
3. Government retains authority for decision-making and overall program control to ensure provincial strategic objectives are met, as well as to ensure best value for money.
4. Investments are sound business decisions that are targeted to meet provincial and management unit objectives.
5. A strategic focus will address priority issues that can be mitigated through a silvicultural response.
6. The scale and tactical location of treatments undertaken within the identified priority units will have a meaningful positive timber supply effect.
7. Continuity and consistency of treatments will ensure that the desired objectives are achieved over time (e.g., rehabilitation and reforestation of MPB areas).

3.0 Current Capabilities

Capability is a reflection of two key factors. The first is that staff workload priorities are strongly influenced by executive and management direction and thus delivery options. The second factor is available expertise.

The following information reflects current capabilities for Land Based Investment delivery:

- A September 2011 review indicated that over 65 ministry staff are directly involved in the LBI program in oversight and planning, each spending 0.1-0.8 full time equivalent (FTE) time. The ministry has approximately 24 FTEs in total allocated to delivering the LBI program.
- In 2011, about 90% of the Tree Improvement, Inventory, Fire Management, Ecosystem Restoration, Range and Recreation categories are coordinated and managed by ministry staff.
- About 91% of forest health activities are being delivered through district and regional staff.

In 2011, the current reforestation and midterm timber supply mitigation activities are being delivered in the following manner:

- BCTS will deliver 12% of the FFT program based on varying levels of staff throughout BC (the following percentages are approximate):
 - 22% of program delivery by BCTS is occurring in the Southern Interior
 - 2% of delivery is occurring in the Northern Interior
 - 19% of program delivery is occurring on the coast area
 - Increasing involvement by BCTS is anticipated in future years
- Industry and recipient agreements will deliver 65% of current reforestation and midterm timber supply mitigation activities, with recipient agreements (Interior only) administered by regional ministry staff.
 - Licensees have varying interests and abilities to deliver current reforestation, forest health and timber supply mitigation activities. For example, while about 80% of the fertilization program is delivered by licensees, staffing reductions in many areas have reduced industry's current ability to be involved in FFT programs that require extensive long-term planning and projects.
- Districts internally manage 23% of current reforestation and midterm timber supply mitigation activities. About 30% of the districts have dedicated stewardship staff focussed on silviculture. The remaining 70% are seeing historical knowledge in strategic planning, implementation and program delivery lost to retirements or re-assignments. Throughout BC, the ministry also has varying levels of staff; the following percentages are approximate regarding district delivery:
 - 42% of district delivery is in the Southern Interior
 - 17% is in the Northern Interior
 - 8% is on the coast
- Section 7.0 of this document outlines key recommendations for staffing and delivery in 2012-2014.

4.0 Key Objectives

The new LBIS delivery model will address the following objectives:

- Ensure that the ministry serves as the steward on behalf of the public so that provincial priorities are addressed and public funding is cost-effectively applied in the right investments.
- Develop organizational capacity, clear direction and continuity of programs.
- Create transparency and understanding of strategic priorities, plans and budgeting.
- Improve communication between and among district, regional and headquarters staff for program effectiveness, as well as to recognize associated workloads.
- Clearly outline the prime local regional and district contacts and dedicated champions for the LBIS program.
- Ensure continuity of projects over time to follow through on key existing and previous investments (particularly imperative for multi-year projects and those that may cross fiscal years).
- Deliver projects in an efficient, cost-effective and timely manner.

5.0 Roles and Responsibilities

Comprehensive planning, delivery, reporting and monitoring, continual improvement and adjustment are required to efficiently deliver the LBI program. Provincial, regional and district staff need to fulfill a number of key roles and responsibilities to effectively deliver the LBI program.

5.1 Planning

The planning model outlined below is illustrated and described further in Appendix 1.

Deputy Minister

- Approves the Land Based Investment Strategy.
- Approves the transfer of funds between investment categories.

Executive Director – Corporate Initiatives Division

- Conducts land-based Investment planning as it relates to the determination of provincial priorities, goals, objectives, and eligible activities. Receives inputs on priorities and coordinates with other agencies such as Ministry of Energy Mines, Ministry of Environment and Agriculture

Regional Executive Directors

- Sets the priorities for staffing as it relates to delivering on provincial goals and objectives and associated regional budgets.

Resource Practices Branch (RPB)

- Manages the Land Based Investment strategic planning process by:
 - Determining, and coordinating the design of, indicators, targets and tactics for each investment category
 - In conjunction with the Corporate Initiatives Division, determining provincial priorities.
 - Developing and assessing the Land Based Investment Strategy.

- o Allocating investments to, and within, investment categories based on government goals, objectives and priorities, along with the opportunities for investment in a manner that considers the needs of each region of the province.
- Communicates the LBIS including provincial goals, objectives, indicators and targets to FLNRO staff, other government agencies, First Nations, and stakeholders.

Investment Category Leads

- Participate in the determination of investment category specific indicators and targets required to achieve provincial priorities, goals, and objectives.
- Collaborate with regions and the RPB in determination of tactics required to achieve provincial goals, objectives, indicators, and targets.
- Manage activity standards in collaboration with RPB where the Investment Category Lead is responsible for delivery.
- Communicate investment category specific indicators, targets, and tactics to FLNRO staff, other government agencies, First Nations, stakeholders, and delivery agents, including:
 - o Coordinating First Nations information sharing for those investment categories where the Investment Category Lead is responsible for delivery.
- Support the Land Based Investment planning process, including:
 - o Coordinating, providing advice for, and participating in, the design of tactics for the specific investment category.

FLNRO Regional Specialists

- Provide input to the development of investment category specific indicators and targets required to achieve provincial priorities, goals, objectives including the identification of strategic gaps and opportunities
- Collaborate with investment category leads and RPB in the recommendation of tactics required to achieve provincial goals, objectives, indicators and targets.
- Balance activity proposals to optimize achievement of regional indicators and targets in alignment with provincial goals and priorities.
- Collaborate with RPB in the development of cost caps
- Communicate and be the primary point of contact with regional delivery agents regarding provincial and regional indicators, targets, and tactics
- Support the Land Based Investment planning process by:
 - o Collaboration with Category Leads developing planning process requirements.
 - o Guide and assist regional delivery agents in the 5 year operational and annual plan development process for the region.
 - o Coordinating, providing advice for, and participating in, the design of tactics for the respective region in cooperation with Districts.
 - o Working with RPB to determine Regional budget allocations based upon annual plan submissions in consideration of the Provincial budget and targets.

FLNRO District Staff

- Conduct strategic planning at the local level
- Identify priority treatment areas in the context of provincial priorities, tactical planning and overview analysis of eligible ground (excludes surveys)
- Assist regional staff specialist or investment category leads in the recommendation of tactics required to achieve provincial goals, objectives, indicators and targets.
- Communicate provincial, regional, and District outputs, targets and tactics to regional and other district staff
- Support the Land Based Investment planning process by:
 - providing advice for, and participating in, the design of tactics for the respective district
 - leading the 5-year operational and annual plan development process for the district and coordinating plan development with licensees, BCTS and recipients.
- First Nations consultation process – review of information sharing done by delivery agents to ensure it is adequate for the proposed LBI project(s) to proceed.

BCTS, Timber Tenure Licensees, Recipients and Consultants

- Enabled (but not required) to engage in Land Based Investment planning, monitoring and other activities, partnered with the FLNRO or other government agencies.

5.2 Delivery

Land Based Investment delivery begins at the Branch level, and includes regions, districts, BCTS, licensees, recipients and consultants.

Resource Practices Branch (RPB)

- Achieves the Land Based Investment Strategy by:
 - leading the coordination and determination of the effective and efficient delivery of the Land Based Investment Strategy.
 - leading the development of a delivery framework with input from Investment Category Leads and Regional/District/BCTS staff .
 - collaborating with the Investment Category Leads on the tactics required to achieve provincial goals, objectives, indicators, and targets.
 - preparing a 3 year business plan for operational delivery where RPB is responsible for delivery.
 - managing activity standards in collaboration with investment category leads.
 - developing cost caps in collaboration with investment category leads and regional staff specialists
 - building an annual project plan that outlines specific activities for those investment categories where RPB is responsible for delivery.
 - providing policy and guidance on delivery.

FLNRO Regional Specialists

- Determine the best delivery strategies for each TSA . Regional specialists will work with Districts to select the most qualified, efficient delivery agents within each TSA.

- Provide (through allocation letters) funding to the delivery agents to accomplish their assigned works
- Provide direction to delivery agents with respect to how their FFT allocations are to be managed and the timing and content of financial reporting to the Region and Branch
- Work with RPB to identify and manage Delivery Agent identified surpluses and/or funding pressures basis
- Provide technical and administrative direction to delivery agents.

FLNRO District Staff

- Achieve the portion of the Land Based Investment Strategy within their respective District where they are directly responsible for delivery
- Ensure cost efficiency and strategic delivery of activities funded by LBIS
- Ensure continuity of key activities needed to support government goals and objectives, i.e. , that once priority activities are started, appropriate follow-through treatments are undertaken on the areas in a timely fashion to protect and realize the value of the original investment.
- Identify the key delivery agents for the local LBIS program.

BCTS, Timber Tenure Licensees, Recipients and Consultants

- Responsible / Obligated to meet standards for any contracted activity.

5.3 Reporting and Monitoring

The Branch, investment category leads, regions and districts all contribute to LBI reporting and monitoring.

Resource Practices Branch (RPB)

- Report:
 - Compile accomplishments of the LBIS to report to Executive and public
 - Coordinate compilation of accomplishments not managed by RPB
- Audit/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards where RPB is responsible for delivery.

Investment Category Leads

- Report achievement of the LBIS outputs and targets to the RPB
- Audit/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards where the Investment Category Lead is responsible for delivery.

FLNRO Regional Specialists

- Report achievement of the LBIS outputs to RPB where RPB is responsible for delivery or to the investment category lead in all other cases
- Audit/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards, by:
 - monitoring program implementation collaboratively with RPB and District staff

FLNRO District Staff

- Report achievement of the LBIS outputs where the district is responsible for delivery.

- Audit/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards, including:
 - monitoring program implementation collaboratively with RPB and regional staff
- Ensure all activities are reported into the appropriate data system in a timely and accurate fashion.
- Complete quarterly and annual reporting of key accomplishment and trends.

5.4 Continual Improvement and Adjustment

Continual improvement and adjustment are addressed at all levels, from Branch to districts.

Resource Practices Branch (RPB)

- Evaluates:
 - The impacts of tactics on achievement of targets, indicators, and goals.
 - The balance of allocations to investment categories for achieving the provincial goals and objectives.
 - monitoring program implementation collaboratively with regional staff specialists
 - The effectiveness, value for money and efficiency of various types of delivery agents to achieve provincial objectives and goals.

Investment Category Leads

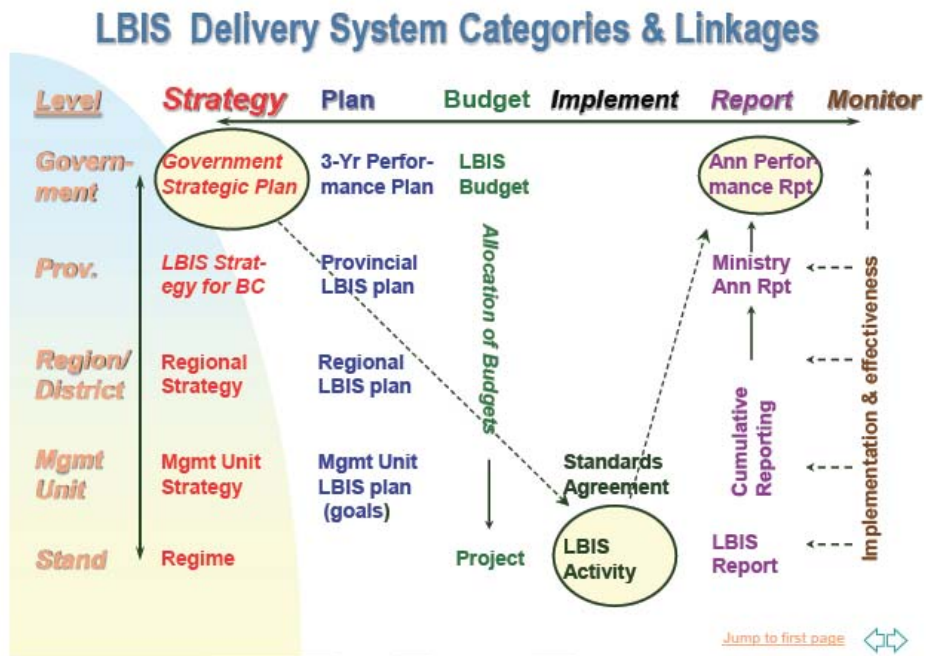
- Assists RPB in the evaluation of:
 - the impacts of tactics on achievement of targets, indicators and goals.
 - the balance of allocations to investment categories for achieving the provincial goals and objectives.

FLNRO Regional and District Staff

- Identify and communicate significant natural resource issues within the region and district.
- Identify and communicate LBIS program planning and delivery issues.
- Assist in continual improvement of the LBIS program.
- Ensure key results of monitoring and continual improvement ideas are incorporated in the new fiscal year programs.
- Identify the effectiveness and efficiency of various types of delivery agents.

5.5 Managing Linkages between Activities

Ministry staff are responsible to manage linkages between activities, as shown below:

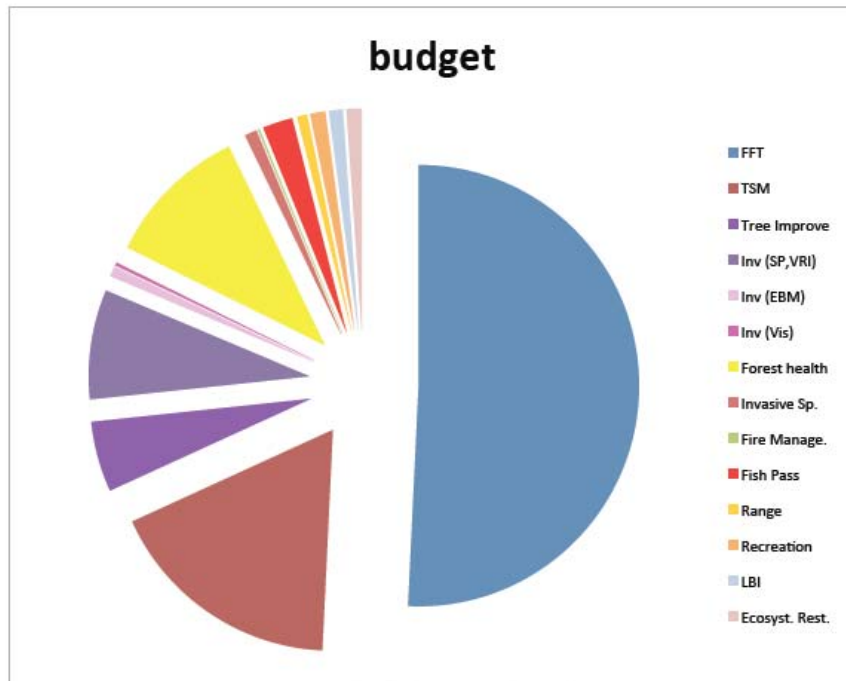


6.0 Goals and Objectives for 2012 to 2014

For planning and staffing purposes over the next three years, the LBIS program is assumed to have approximately similar overall goals and budget profile to those of 2011/12.

Investment Category	Sub Category	2011/12 (\$ M)
Forests For Tomorrow	Current reforestation	34.515
	Timber Supply Mitigation	11.85
	Forest health	7.16
	Invasive plants	0.60
Tree Improvement		3.5
Inventory	Site Prod., VRI	5.45
	EBM	0.50
	Visual	0.15
Fire management		0.085
Fish Passage		1.5
Ecosystem Restoration		0.75
Range		0.50
Recreation		0.75
LBI Plan		0.69
Total		68.0

Proportionally, the budget allocation is anticipated to be as follows:



The budget allocation assumptions are:

- 50% will go to the Southern Interior
- 40% will go to the Northern Interior
- 10% will go to the coast

7.0 Recommendations for Staffing and Delivery

A wide variety of staffing and delivery models could be used to deliver the LBIS program, and a number of options were considered. The following option will be used given the ministry's limited budgets and staffing.

7.1 District

- One person will be formally assigned responsibility in their Employee Performance and Development Plan (EPDP) to be the key district contact for the LBIS program.
- Each district is recommended to provide core staff contact for supporting the following roles:
 - Coordinating and developing plans (August-March)
 - Coordinating delivery agents and ensuring goals are assigned to appropriate delivery agents (March-April)
 - Project implementation (year-round where district is delivery agent)
 - Reporting and monitoring (year-round)
 - Continual improvement and adjustment (January-March)
- The current staffing ranges from 0.2-0.5 FTE/district and should be increased commensurately with the budgets or program allocated to the district.
- The district contact would represent the District Manager on all key meetings for LBIS.
- The district contact would be responsible for organizing the annual local LBIS planning session every fall and implementation meeting each spring, to debrief what went well and what needs to be adjusted in the upcoming field season. The district contact would also identify and coordinate the key delivery agents in the upcoming field season. The district would coordinate with the region where there are regional delivery service agreements in place.
- The ministry will have a varied delivery model for LBIS activities. Depending on regional and district priorities, the ministry may use:
 - Internal staff
 - BCTS staff
 - Licensees
 - Recipient agreement holders to deliver on behalf of the district
- The district contact will be responsible for determining with the District Manager the best mix of delivery that meets government goals and objectives, given funding constraints and available staffing.

7.2 Region

- One person will be formally assigned responsibility in their EPDP to be the key regional contact for the LBIS regional program.
- Each region is recommended to allocate one core staff contact for supporting the following roles:
 - Coordinating and developing plans (August-October)
 - Coordinating delivery agents and ensuring goals are assigned to appropriate delivery agents (March-April)
 - Reporting and monitoring (August-Oct, March)
 - Continual improvement and adjustment (January-March)
- The current staffing ranges from 0-1.8 FTE/Region and should be increased commensurately with the budgets or program allocated to the region.

- The regional contact would represent the Regional Manager on all key meetings for LBIS.
- The Regional contact would be responsible for organizing annual regional LBIS planning sessions each fall and annual regional LBIS implementation meetings each spring, to debrief what went well and what needs to be adjusted in the upcoming field season. Where the regional office holds recipient agreements, the regional contact would also be responsible for identifying and coordinating who the key delivery agents would be in the upcoming field season and communicating with annual plans with the District Manager.

7.3 Headquarters

- For each LBIS category, one person will be formally assigned responsibility in their EPDP to be the key lead for the provincial LBIS category.
- LBIS category leads will be responsible for securing committed consistent allocation of staffing and financial resources to ensure positive and lasting strategic impacts on forest management.
- Headquarters branches and executive will be responsible for ensuring that strategic goals and objectives are achieved in an effective and consistent manner.
- Current staffing is 5 FTEs.
- Individual category leads will be responsible for overall management of their category budgets and delivery of their overall assigned provincial goals.
- Headquarters category leads need to continue ensure good communication on goals and objectives and seek cross-program integration, synergies and budget management.
- The provincial category leads would continue to advocate and represent their business needs on all key meetings for LBIS.
- The Resource Practices Branch LBIS lead contact would be responsible for organizing annual LBIS planning sessions each fall and ensuring the service plan is completed by November 1.
- The Resource Practices Branch LBIS lead contact would also be responsible for organizing annual provincial LBIS implementation meetings each spring, to debrief what went well, what needs to be adjusted in the upcoming field season.

Appendix 1. Proposed Planning Model for Land Based Investment Planning Committees for Forest Management Units

1.1 Introduction

The development of a consistent structure for land-based investment planning across the province will lead to more transparent and effective decision-making at the local level, along with coordination and feedback loops between Branches, regions and districts.

The Land Based Investment Planning process involves a defined Forest Management Unit committee working with Branch, regions and districts using a constant feedback loop. However, the success of the proposed committees in providing streamlined and clear direction regarding investment decisions depends on the quality of the information provided to them. Although local expertise is an important part of the process, quantitative data are critical to good decisions.

This proposed planning model description provides details on the membership, structure and goals of the committee that would be responsible for determining forest management unit land based investment for non-obligation silviculture activities.

1.2 Principles

The principles for land-based investments are:

-
- 1. The planning process should encourage local ownership of each program through the involvement of local constituents with knowledge of timber supply, First Nations and environmental values.**
 - 2. Goals and Objectives must be clear and specific.**
 - 3. Indicators and targets that measure the state or condition of the landbase must be directly related to the goals and objectives.**
 - 4. Targets must be easily measurable, verifiable, and relevant to the associated indicator.**
 - 5. Activities must have the potential to impact target values.**
 - 6. Activity outputs must be of scale large enough that the impact is measurable.**
 - 7. Activities focusing on log quality must be of sufficient scope and duration to provide opportunities for the development and marketing of value-added products.**
 - 8. Reporting of activity outputs is an essential part of all activities.**
 - 9. Investment strategies must be based on real opportunities, and must be flexible to allow adaptation to changing goals and objectives.**
 - 10. Investment priorities for each land base must be commensurate with the productive capacity of the site and forest management unit.**

1.3 Overview of the Provincial Structure

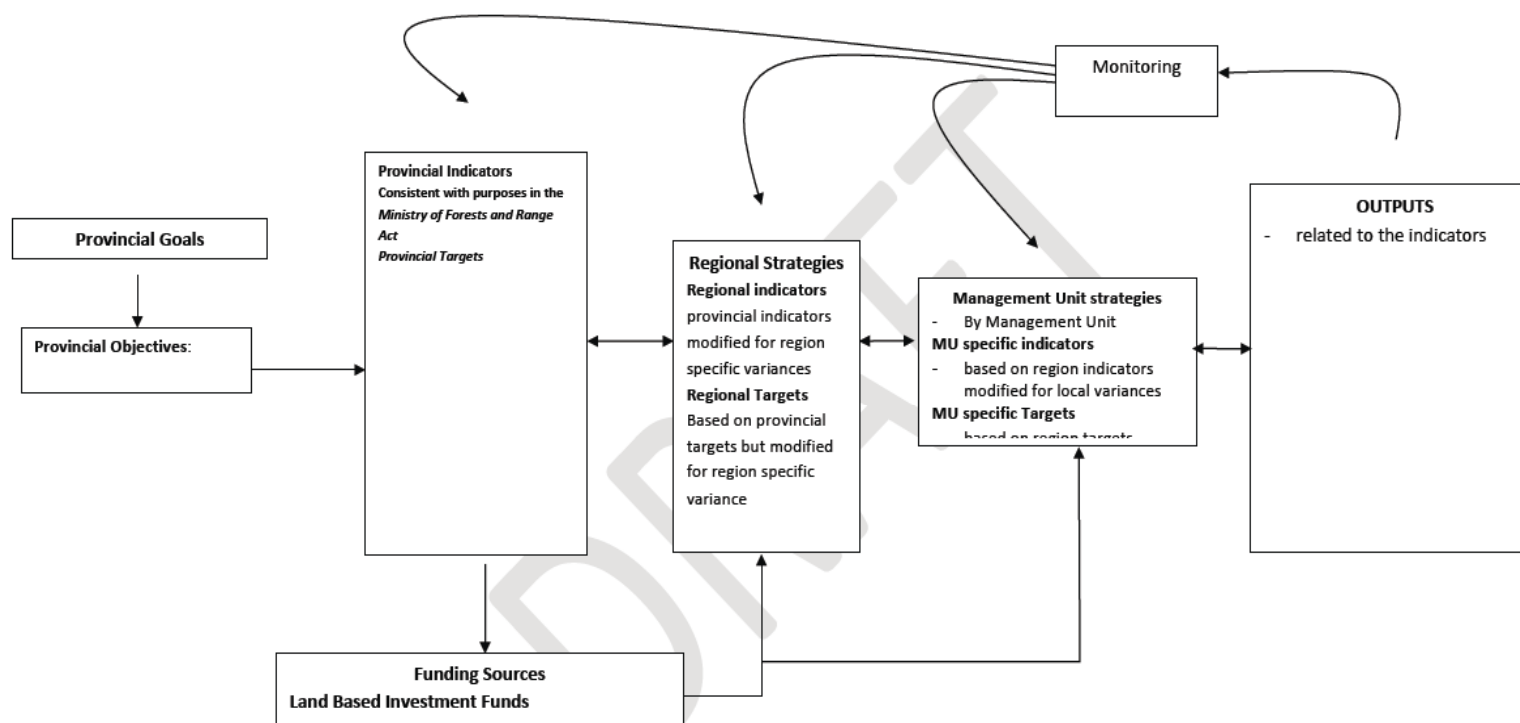
The proposed structure identifies three levels of decision-making:

1. Provincial Land Based Investment Steering Committee,
2. Regional Land Based Investment Committees, and
3. Forest Management Unit (FMU) Land Based Investment Planning Committee Levels with FMU Land Based Investment Technical Teams for support.

Figure 1 outlines a proposed planning model details of the proposed structure, goals and responsibilities of these teams involved in this planning model are outlined in the sections below.

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Figure 1: Example of a Proposed Planning Model



1.4 Provincial Land Based Investment Planning Committee

The Provincial Land Based Investment Planning Committee would include representatives from each of the Regional Land Based Investment Planning Committees, investment categories, and other Ministries. This committee sets priorities and provides high-level goals, indicators, and targets for the Province; makes recommendation on the investments, and advocates for resources at the Provincial level. The Provincial Land Based Investment Planning Committee sets the schedule for reporting by the Regional Land Based Investment Planning Committee to meet program budgeting deadlines.

Provincial Land Based Investment Planning Committee

Focus:

- Provincial indicators and targets
- Provincial balancing of activities to achieve goals and objectives
- Investment priorities

Members:

1. Ministry of Forests, Lands, and Natural Resource Operations Provincial Land Based Investment staff (lead),
2. Chairs of the Regional Land Based Investment Committees,
3. Provincial Investment Category Leads

Role:

- Provides direction to the Regional Land Based Investment Planning Committee on indicators and targets (e.g. volume, product values, species objectives) for each investment category and geographic area
- Sets investment priorities and areas
- Annually reviews program accomplishments

Decision Making Factors:

Qualitative

- Government goals, objectives and commitments
- Regional Land Based Investment Planning Committee recommendations

Quantitative

- Program accomplishments
- Overview of Regional Land Based Investment Planning Committee data

Committee Level Outputs and Responsibilities:

- Provincial specific indicators and targets to the Regional Land Based Investment Planning Committees by investment category
- Support Regional and Forest Management Unit (FMU) plans at higher levels
- Annual review summary and recommendations for changes and continuous improvement;

- Provincial implementation priorities and areas

1.5 Regional Land Based Investment Planning Committee

The Regional Land Based Investment Planning Committee would include representatives from each of the District Land Based Investment Planning Levels, regional investment categories, and other Ministries. This committee would provide higher-level goals, indicators, and targets for the Region as a whole based on those of the Province; make recommendation on the regional investments; and advocate for resources at the provincial level. The Regional Land Based Investment Planning Committee would also prioritize recommendations from the District Land Based Investment Planning level and set the schedule for reporting by the District Land Based Investment Planning level to meet program budgeting deadlines.

Regional Land Based Investment Planning Committee

Focus:

- Regional indicators and targets
- Regional balancing of activities to achieve goals and objectives

Members:

1. Ministry of Forests, Lands, and Natural Resource Operations regional land based investment staff (lead),
2. Chairs of the District Land Based Investment Level,
3. Regional investment category leads

Role:

- Provide direction to the District Land Based Investment Planning Level on indicators and targets (e.g. volume, product values, species objectives) for each investment category and geographic area.
- Recommend activities for consideration to the Provincial Land Based Investment Program.
- Annually review program accomplishments and challenges moving forward in relation to the FMU objectives.

Decision Making Factors:

Qualitative

- Program goals
- District Land Based Investment Planning Level Recommendations
- Regional goals and objectives set by Higher Level Plan or Sustainable Forest Management Plans
- Local knowledge, priorities, issues and direction

Quantitative

- Program accomplishments
- Overview of District Land Based Investment Planning Level data

Committee Level Outputs and Responsibilities:

- Region-specific targets to the District Land Based Investment Planning Level by investment category
- Indicators and Targets to be forwarded to the Provincial Land Based Investment Committee
- Support District plans at higher levels
- Annual review summary and recommendations for changes and continuous improvement to the FMU Land Based Investment Planning Level
- Regional priorities

1.6 District Land Based Investment Committees

Two main levels are involved in the decision-making: a District Land Based Investment Planning Level, and District Technical Teams to utilize members' time efficiently. However, In some cases, especially small TSAs, it may be appropriate to combine into one team.

Plans and activities developed by the Technical Teams would be presented to the Planning Level for approval. The Technical Team would also review and report out on annual program accomplishments and their success in meeting the district targets and indicators.

For both of these groups it is recommended to use existing planning structures already in place to fulfill these roles, such as Timber Supply Area steering committees, or technical groups, such a local invasive plant and ecosystem restoration committee.

District Land Based Investment Planning Level

Focus:

- critical indicators and targets
- balancing activities to achieve goals and objectives

Members:

1. Ministry of Forests, Lands, and Natural Resource Operations District staff (lead)
2. Chairs of the District Technical Teams
3. Ministry of Environment
4. First Nations
5. Forest license holders
6. Communities

Role:

- Provide direction to the Technical Teams on indicators and targets (e.g. volume, product values, species objectives) for each investment category and geographic area.
- Recommend activities for consideration to the Regional and Provincial Silviculture Land based

Investment Program.

- Annually review program accomplishments and challenges moving forward in relation to the district objectives.

Decision Making Factors:

Qualitative

- Program goals
- Technical Team Recommendations
- District goals and objectives set by HLP or SFMP
- Local knowledge, priorities, issues and direction

Quantitative

- Program accomplishments
- Overview of District Technical Teams data

Committee Level Outputs and Responsibilities:

- District specific Targets to the Technical Teams by investment category;
- Indicators and Targets to be forwarded to the Regional Land Based Investment Committees;
- Support District plans at higher levels.
- Annual review summary and recommendations for changes and continuous improvement to the Technical Teams;
- Regional priorities as identified by the Regional Land Based investment Committee; and
- Presentation by other participants on local concerns, areas/stand types that are not available for treatment; or areas that are of critical importance.

1.7 District Land Based Investment Technical Teams

District Land Based Investment Technical Teams

Focus:

- Subject area expertise

Members:

1. Ministry of Forest, Lands, and Natural Resource Operations District staff plus representatives as applicable from:
 - a. BC Timber Sales
 - b. Forest and Range license holders
 - c. Stakeholder groups
 - d. Other agencies
 - e. First Nations

Role:

- Provide expertise in timber supply, growth and yield, silviculture, forest health, fire management, and inventory
- Make recommendations to the District Land Based Investment Planning Level Review for annual investment activities

Goals:

- Develop specific activities in relation to the indicators and targets articulated by the District Land Based Investment Planning Level.
- Develop a sound knowledge base for land based investment decision-making within each District.
- Annually review the Land Based Investment Strategy and all other relevant plans within the District.
- Report accomplishments quarterly to the District Land Based Investment Planning Level.

Decision Making Factors:**Qualitative**

- Program goals
- Indicators and Targets set by the District Land Based Investment Planning Level
- Local knowledge, priorities, issues and direction

Quantitative

- Land based Investment Strategy and all other relevant plans or strategies
- Potential project and treatments costs
- Multiple Accounts Decision Analysis, Return-on-investment, and net gains from treatments

Technical Team Outputs:

- In relation to the indicators and targets
 - a. District activity priorities
 - b. Priority areas within District
 - c. Proposed cost by treatments.
- Quarterly report accomplishments
- Recommendations on training, analysis, or improvements to the process.

