Meeting Workbook

Land Based Investment Strategy (LBIS): 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 Organizing Team:

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John McClarnon, Stand Establishment Officer

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September 28-29th, 2011

Richmond, British Columbia

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Agenda

Land Based Investment Strategy (LBIS): Current Reforestation and Timber Supply Mitigation Meeting

Location: Vancouver Airport Marriott Hotel
7571 Westminster Highway, Richmond, BC
http://www.marriott.com/hotels/travel/yvrsa-vancouver-airport-marriott-hotel/

	DAY ONE: WEDNESDAY, SEPTEMBER 28TH, 2011 **LBIS: strategic objectives, budgeting and sowing requests**
8:30 am	*Coffee/tea available – meet and greet*
9:00 am	**Introductions and 5 Meeting Objectives:** (Jim Sutherland) 1. Address the requirement to focus activities on priority areas under the LBIS 2. Develop budget for 2012/13 budget process under LBIS 3. Managing key strategic issues: Sowing, NSR and FMPs 4. Address delivery capacity issues by exploring a range of available tools – implementation contractors, BCTS, licensees or, recipient agreements managed by PwC 5. Identify and address critical training needs in regions and districts Note: Session #'s below align with meeting objectives
9:30 am	**Session 1: Strategic objectives – program focus and: Why are we focusing on priority TSAs?** (John McClarnon and Al Powelson)
10:30 am	*Coffee break*
10:45 am	**Session 2a**: **Review of draft budget numbers proposed by regions** (Kelly Osbourne)
11:15 am	**Session 2b: Addressing the budget to align with the LBIS** (Al Powelson and Kelly Osbourne)
12:30 pm	*Lunch – will be provided*
1:30 pm	**Session 2c: Identify critical issues that are not funded at present** (Ralph Winter and Al Powelson)
2:00 pm	**Session 3a: Strategic management of sowing levels and species selection** (Al Powelson and Kelly Osbourne)
2:30 pm	**Session 3b: Backlog NSR project review: key issues and solutions to ensure 2015 goals are achieved. RESULTS management and issues.** (Matt Leroy and Paul Rehsler)
3:30 pm	*Coffee break*
3:45 pm	**Session 3c: Where are we going with the new Forest Management Planning (FMP) process?** (Paul Rehsler) • How does it affect silviculture strategy work? • How will LBIS be connected to the FMPs this year and next year?
5:00 to 5:30 pm	**Adjourn**

	DAY TWO: THURSDAY, SEPTEMBER 29TH, 2011 **LBIS: delivery and training needs**
7:30 am	*Coffee/tea available*
8:00 am	**Housekeeping – addressing outstanding concerns from Day One (priority areas, budgets and key strategic issues)** (Dave Cornwell, Al Powelson and Kelly Osbourne)
8:30 am	**Session 4: How to improve delivery with BCTS, recipient agreement holders and industry** (Dave Cornwell and Ralph Winter)
10:00 am	*Coffee break*
10:15 am	**Session 5: What are our key training needs?** (Dave Weaver) • How should we be delivering training and to who?
12:00 pm	*Lunch – will be provided*
1:00 pm	**How are we going to work, share and support district, regional and HQ knowledge and resources?** (Dave Cornwell and Ralph Winter)
1:45 pm	**Other topics e.g.** (Dave Cornwell and Ralph Winter) • What are the key changes that we need to make to key standards for FFT?
2:30 pm	**Summary and recap of meeting objectives – key assigned action items and timelines for completion** (Dave Cornwell)
3:00 pm	**Adjourn** Thanks to All Who Participated!

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 program
- 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.

This Workbook and the Meeting design was supported and preceded by pre-Meeting Input sought from meeting invitees. This input is included in the Workbook as it helps inform various sessions of the meeting. Thanks to all who provided input!

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Day One

Introductions and 5 Meeting Objectives

Welcome and Introductions

This initial session provides Jim Sutherland, Director, Resource Practices Branch with an opportunity to welcome participants to the workshop. Some have traveled a considerable distance to attend and everyone's participation is greatly appreciated. Although most 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 in terms of their name and the organizational unit they work for. A list of expected meeting participants is provided in Appendix A.

5 Meeting Objectives and Agenda

The workshop agenda can be found on pages 4 and 5 of the Meeting Workshop. The 5 key meeting objectives are:

1. Address the requirement to focus activities on priority areas under the LBIS (see Session 1 in the Agenda)
2. Develop budget for 2012/13 budget process under LBIS (see Sessions 2a to c)
3. Managing key strategic issues: Sowing, backlog NSR and FMPs (see Sessions 3a to c)
4. Address delivery capacity issues by exploring a range of available tools – implementation contractors, BCTS, licensees or, recipient agreements managed by PwC (see Session 4 on Day 2)
5. Identify and address critical training needs in regions and districts (see Session 5 on Day 2)

Time has also been made available to discuss the following related topics e.g.
How we are going to work, share and support district, regional and HQ knowledge and resources?

In the last Session on Day 2 we will provide a summary and recap of meeting objectives and key assigned action items and timelines for completion. The workshop will conclude on Day 2 no later than 3:00 pm so that you can make appropriate travel plans.

Thanks to all of you who shared your thoughts and insights as part of the pre-meeting input which is captured in the Workbook with all of the unattributed input provided in Appendix G.

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 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.
- We will pledge in our discussions to:
    - help maximize participation by all participants
    - ensure that the focus remains on the task assigned
    - help the group accomplish each task in the allotted time

Meeting Expectations

As part of the pre-meeting input request, the following was asked:

In addition to meeting the purposes of the Workshop, what expectations do you have for the workshop – as in *"I would consider the Workshop a success if…"*

Some of the feedback received included (see Appendix G for all of the responses):

General

- we clearly define the objectives of the FFT program
- We discussed how the LBIS program priorities being used. Are district staff using them, or are Regional / Headquarters staff doing audits or overviews? Is it guidance only?
- everyone is brought up to speed, has the same understanding, training, and expectations for FFT
- we have a committed group of folks who work well as a team to ensure the successful delivery of LBI-FFT.
- we establish a network of people with which to discuss common issues/solutions as they arise
- we build a network of other District staff going through the same issues.
- We could get a good understanding of everyone's role at the different levels and who I can access for support and information.
- everyone came away with an understanding or the issues and opportunities throughout the each area of the province and had an understanding of the decision making process that is in place
- we as a group landed on a clear set of principles, assumptions and funding priorities that guide our groups actions moving forward and form the basis of our performance assessment.
- there is better buy in from Districts through out the Province.
- There is commitment from the districts to play a role in delivering the program.
- we can clarify and solidify who/why funding will be made to certain activities/districts and if we have clear action items for clarifying processes, responsibilities, training etc.
- We have good discussion around what should be funded and I have a clear understanding of the budget process.

- It reduced the need for feedback throughout the following year – ie created a stable business process which did not need continual revisiting. Could simply get on with the work.
- I would like to hear some positives from this year's delivery and understand the high level challenges that need to be addressed for 2012/13.

More Specifically

- decisions were made for method of delivery within each district/region; roles defined and understood.
- Regional delivery is supported as a method of delivery, where district resources are not able to handle the workload.
- You get to hear how other districts are dealing with delivery, you get ideas, learn other opinions on specific treatments
- The opportunity for a discussion forum on FFT Survey Standard and recommendations for improvements should be part of this workshop.
- We discussed FN consultation, direct awards to FN, people's success stories
- I would like to know how other districts did their 5-year plan. What factors were considered, how detailed, were RESULTS reports used?
- Also it would be a success if we could find out what the recipients have been doing over the past few years in our districts.

Notes

Session 1: Strategic Objectives – Program Focus

The purpose of this session is to remind participants about LBIS objectives and the focus of the Current Reforestation and Timber Supply Mitigation programs and: Why are we focusing on priority TSAs? John McClarnon and Al Powelson will provide a presentation followed by discussion including Qs/As. Appendix B provides the Key Dates for LBIS as posted on the FFT website as a reminder of business program cycle.

The pre-meeting input asked:

The Land Based Investment Strategy 2011/12 to 2013/14 priorities for FFT current reforestation and timber supply mitigation are identified on pp. 6-7 in the Strategy document http://lbis.forestpracticesbranch.com/LBIS/home/LBIS Do you have any comments regarding these priorities?

In addition to five responses indicating that the priorities appear sound, pre-meeting feedback included a number of comments including (see Appendix G for all feedback):

general

- Important that FFT program objectives are made crystal clear
- Need a provincial discussion on priority criteria and investment prioritization between and within priority 1 TSAs
- Important to understand how priority districts were determined; concern that certain districts should be rated higher
- View that LBIP is not a social forestry program and that priorities are established with best current information on TSR/Type II silvicultural strategies
- 'yes/no' decision to do work on backlog NSR as some sites may not be economic to do work on
- Need to consider Return on Investment
- Low site index in interior will preclude larger areas from receiving LBIS funding; although funding needs to be spent with greatest return, should this be set for each district's own site index range so that large areas do not go untreated
- Priority units may shift due to MPB movement
- In North, current reforestation is higher priority than timber supply mitigation activities
- Consider focus reforestation goals on area planted and not on # of seedlings planted
- TSA boundaries are artificial lines; it is common for wood flow between TSAs; therefore need to consider a larger fibre basket
- The LBIS strategy document should reference the planning, surveys and site preparation that goes into making the current reforestation program happen

other eligible activities

- Impeded area survey and treatment should be eligible activities
- Adding value e.g. spacing a HwCw to make a higher value CwHw stand
- Funds are needed for spatial clean-up of all District RESULTS data
- Opportunities to rehabilitate age class 2 plantations
- Could we re-visit the decision to not fertilized any Douglas-fir stands in IDF
- Treatment of stands that are free-growing (e.g. previous backlog NSR) but are below preferred and minimum stocking levels (based on FREP work)
- SDM survey monitoring as this information being used in TSR and some districts have no staff to carry out these surveys

Notes

Session 2a: Review of Draft Budget Numbers Proposed by Regions

The purpose of this session is to review the draft budget number proposed by regions. Kelly Osbourne will describe current draft budget numbers and lead discussions towards any refinements that may be needed. Appendix C1 provides the draft *LBIS FFT Silviculture: Current Reforestation and Timber Supply Mitigation Plan.* The *FFT silviculture planning template* can be downloaded until September 29th at https://rcpt.yousendit.com/1233132084/0f833d42e262f87e8108d45da37f16dd

Notes

Session 2b: Addressing the Budget to Align with the LBIS

The purpose of this session is to review the draft budget's alignment with LBIS objectives and the Current Reforestation's program focus as discussed in Session 1. Al Powelson and Kelly Osbourne will lead this session. The draft LBIS Silviculture Funding Criteria forFFT: 2011/12 to 2013Appendix C3 provides information and guidance on *Expenditure of LBIS funds on areas with defaulted silviculture obligations.*

The pre-meeting input asked:

> A key outcome of the Fall meeting is to develop the draft budget for 2012/13. Key dates for LBIS are provided at http://lbis.forestpracticesbranch.com/LBIS/node/246. The business planning process last FY is described in document posted at http://lbis.forestpracticesbranch.com/LBIS/node/76
>
> Do you have questions or concerns about the key dates or business planning process?
> How could the LBIS budget process improve for FFT programs?

In addition to five responses indicating that the process appears sound, pre-meeting feedback included a number of comments including (see Appendix G for all feedback):

2012/13

- I have no issue with what you have outlined, I have issue with meeting those dates as I am swamped with other programs. It is a matter of setting other things aside to achieve these dates.
- ensure there is enough lead time to get the results from the summer surveys before requesting budget numbers
- These key dates assume a recipient is involved, how are these dates/processes affected if district staff is delivering? Quarterly reports, who does and when? Is the draft next fiscal LBIS being referred to FN etc.? Looks like this area needs to be refreshed.
- September 26th for draft outputs/targets is early until districts can get ahead. Field information is not fully known at this date. If districts can get at least one year ahead, this might work.
- The planting report timeframe is tight, could we go Aug 15 some areas have a summer plant that goes until mid Aug. Based on having BCTS doing the program.
- Yikes – too soon – we are not finished brushing and surveys for the year. Oct 20 would be a better date.
- I don't understand the time frames on the flow charts – they are not making sense to me.
- The cost benchmarks are being revised and will provide guidance to the budget development process.

2013/14

- key dates flag Sept. 26th for deadline date to get 5 year plan forecasted targets submitted but its silent on when the planning process is to start next year or what its to look like. Needs to commence early and be more inclusive in its construction. As part of the planning process need to provide MUs the ability to influence category funding levels based upon their needs. We're in transition from LBIS's that were driven top down to ones that will be built bottom up.
- I understand it was/is rushed for this year but expect more discussion for 13/14
- End top-down planning. A budget is a plan to fund the solution to a problem. First the problem must be analyzed in detail at a District or TSA level. The activities developed at the bottom level then drive budget requests.

Session 2c: Identify Critical Issues that are Not Funded at Present

The purpose of this session, given both the strategic focus of the LBIS Current Reforestation program and the fact that there are limited funds to support the program, is to identify critical reforestation issues that are not being captured in the draft budget. This can be used to alert managers and LBIS decision-makers to consider either expanding the program focus and/or to increase program funding for ensuing fiscal years. Ralph Winter and Al Powelson will lead this session.

Notes

Session 3a: Sowing Levels and Species Selection

The purpose of this session includes reviewing sowing request levels to confirm that they are based on established priorities and capacity to deliver, and strategic management of sowing levels and species selection. Al Powelson and Kelly Osbourne will describe current sowing request levels and lead discussions towards any refinements that may be needed.

The pre-meeting input asked:

Sowing requests need to be based on established priorities (see #3 above) and capacity to deliver. What issues if any come to mind when developing sowing requests for your area? What critical questions need to be answered?

Pre-meeting feedback related to this topic included:

- Plan here is to collaborate with BCTS on any upcoming sowing requests – is there a streamlined/common approach for transferring funds (and accounting).
- Capacity to deliver is key, and ownership of the program is paramount. If districts are going to deliver the program with implementation assistance, it's important to know if the districts can manage the seedlings that are sown. Once staff "own" the program, they are more engaged and knowledgeable.
- To ensure that the district have the capacity to deliver the program. No speculation sowing. To have overflow blocks.
- Are some districts planting too much pine? What else can be planted to avoid monocultures?
- Pli seed supply
- View the sites before sowing
- The capacity to deliver hinges around getting funds ahead to make sure all the planting ground is laid out, accessible and ready to go. Often there can be a prescription from a survey recommending the planting treatment and the sowing request goes in based on this – 2 years ahead of planned planting.
- Must have a well-timed survey program to meet the early sowing request date. Relies on timing of funding availability and availability of surveyors to be effective.
- How all this fits into the 2% ROI?
- How far do we chase our original investment? If a plantation has dropped to 400 stems/ha – is it fill planted – or do we cut our losses?
- What is the site like, what is the site index, do we need site prep and follow up with brushing, should we be ordering big stock and fertilizing, should we be planting higher densities? Is there planting contractor capacity; is there access, what are the full costs of planting? Has there been a plantabilty completed to ensure accurate numbers, is there overflow blocks, what are the forest health issues. Can the planting activity be tagged onto another contract in the area i.e. BCTS?
- As previously mentioned value for money needs to be addressed. Is fibre recovery and plantation establishment within a priority 2 TSA a higher priority than what if any treatments within a priority 1 TSA. This will influence BCTS ITSL related sowing requests.
- Direction around our Stewardship mandate – ie minimal reforestation 1400/spa Vs 1800 sph, Do we sow the cheapest stock or go for more expensive species, A+, larger, multiple species, etc. 100% pl or multiple species. The subsequent planting needs adequate funding to deliver. i.e. Access upgrades, helicopter delivery, snow plowing, Site prep, OT $ for staff, implementation $ to administer.
- Where is the seed going to come from for this reforestation. At the direction of the Regional staff, BCTS is planting ITSL blocks to get prompt reforestation that we would normally allow

for naturals first and then fill plant. This plan requires spec ordering of stock and is a bigger draw down on our seed than is in our seed plan. Our interpretation is that MOF seed should be made available to carry this out.

- ITSL's – markets will drive harvest, and thus influence sowing. This may be an issue. SP/FLtC – if markets can't be found for fibre, costs will go up for SP. If LBI is not prepared to pay higher costs, sowing opportunities will go down. Q = is FFT prepared to have higher costs for SP (ie $1000/ha or higher range) to ensure sowing numbers continue?
- Ease of planning sowing requests which have the most flexibility. Sometimes admin boundaries can constrain sowing request ease. For example, if Skeena Stikine was funded to plant trees in the Bulkley TSA and not in the Kispiox TSA – say due to the "economic fibre basket concept" – there is a seed zone boundary inside the Western edge of the Bulkley TSA which matches the Kispiox seed zone.

Notes

Session 3b: Backlog NSR Project Review and RESULTS Issues

The purpose of this session is to address:

- Backlog NSR project review: key issues and solutions to ensure 2015 goals are achieved
- RESULTS management and issues

Matt Leroy and Paul Rehsler will make a presentation and lead this session.

Notes

Session 3c: Forest Management Planning Process

The purpose of this session is to discuss:

- Where are we going with the new Forest Management Planning (FMP) process?
- How does it affect silviculture strategy work?
- How will LBIS be connected to the FMPs this year and next year?

Paul Rehsler will make a presentation and lead this session. The FMP Vision, Mission, Goals and Principles are described in Appendix D1 and an FMP Backgrounder is provided in Appendix D2. Paul's presentation material may be downloaded and viewed until Sept 29th at: https://rcpt.yousendit.com/1233155204/43cfcc9909ed7df97d96a960f774cf62

Notes

Day Two

Housekeeping – Addressing Concerns from Day One

The purpose of this session is to address any outstanding concerns raised in Day One regarding priority areas (from Session 1), budgets (from Sessions 2a to c), and key strategic issues (from Session 3). The intent is that the organizing team will captures those concerns on a flip chart so they can be discussed with meeting participants. Dave Cornwell, Al Powelson and Kelly Osbourne will lead this session.

Notes

Session 4: Improving Delivery

The purpose of this session is to address the IAAS review recommendations on improving delivery (see Appendix G1) including addressing deliver capacity issues by exploring a range of available tools – implementation contractors, BCTS, licensees or, recipient agreements managed by PwC. Dave Cornwell and Ralph Winter will provide introductory remarks. The *IAAS Review Recommendations* are provided in Appendix E1. The draft *Proposed LBIS Delivery Approach* is described in Appendix E2.

Possible Delivery Principles

The pre-meeting input sought a reaction to possible principles to improve delivery:

Possible principles
Principles to help deliver the LBIS program for 2012/13 might include:

a. Districts will have the opportunity to deliver the program i.e. FFT current reforestation and timber supply mitigation
b. If Districts are not able to deliver the program, an alternative delivery method suitable to the District will need to be found
c. Districts must support all delivery projects regardless of delivery method
d. Training opportunities will be provided to District staff to enhance their ability to effectively deliver the LBIS program

Do you agree with the above possible delivery principles?
If not which ones do you disagree with and why?
Are there are other important principles that should be added?

About 16 responses indicated or implied agreement with the principles. Other comments indicated support for some principles but not all of them and/or offered suggestions for improvement; some of the other comments included:

General

- Yes, but it's important that Districts understand their priorities. Unless, there is clear direction from the Executive that FFT is a priority, it is sometimes difficult for District Managers and district staff to fully engage.
- The District **has** to be involved with the strategic planning of the activities and then may or may not actually deliver them, but hopefully have a say in how it happens.
- why the focus on district capacity issues. The model should include regional involvement, where it makes sense
- the timeliness of determining the delivery model to be utilized is key in order for the program to deliver upon its goals – so, "delivery" decisions should be made before the start of a fiscal year
- would add the phrase "plan and " before deliver in each of the principles
- Some districts I believe do not see the capacity to take on the whole LBIS program. As a legacy of the re-organizations and downsizing, some districts have lost their silviculture expertise. Partnerships or alternative delivery options along with district delivery will be needed. On the Current Reforestation side, I think BCTS is set up well to assist, but only up to our capacity. Local district is considering taking on 3 to 6 million seedlings a year for the next few years, this greatly exceeds our capacity to take it on.

- If District cannot deliver full program will BCTS have the opportunity to do it. Having delivered on behalf of FFT through BCTS it was a seamless operation. Once we found out what blocks were FFT and how many seedlings were ordered etc it was rolled into our existing program.
- Consider more licensee involvement.

Principle a

- this should not only be contingent on what is suitable to the District. An alternate delivery method should be sought through the work of both the region and the district.
- needs to be based upon Mgm't/Executive guidance on workload priorities

Principle b

- not sure what is intended by the word "support". "Support" as in *involvement,* or "support" as in *agreement*?? Either way, I'm not certain of the intent or purpose of this.
- implies that delivery alternatives are an option only if the districts are not able to deliver the program. In this district, licensees have taken on delivery of spacing and are interested in managing spacing layout contracts as well.
- needs to be clear that the district is in charge of decision

Principle c

- we may need clarity on what 'support' is. Do we need to ensure that Districts are engage in quality assurance? Do we need to ensure that Districts approve, in principle, all projects (even if they are not delivering)?
- This principle would be valid if the district staff were at least involved in the planning portion of the program. The past model with no district staff involved in the planning of the projects has not worked out that well, so would not want to be repeating this again.

Other principles

- Strategic planning which ties in with delivery: Local staff must be involved in determining where the delivery is to occur to ensure they support and see value. We don't want staff delivering work if they don't see the value in it and are only delivering to access the funding.
- Regions will be engaged in delivery where district resources are limited
- Delivery will be a blend of district, BCTS, regional or Recipient/Implementation Contractors, supported by PwC, where it makes sense
- to encourage more provincial collaboration. One example being for Contract specimen documents for 'implementation' contractors or treatments - brushing, repression (juvenile) spacing, or specific types "Backlog NSR" surveys) rather than each district having to create or revise existing FFT documents that were largely created under the Recipient delivery system.
- First Nations consultation issues/processes
- Principles should include notion of least cost delivery option should be priority
- Region and Branch will provide technical support and guidance to districts and delivery agents to implement the FFT program.
- All the decisions to be made on the FFT program are transparent.

Delivery Capacity Issues

The pre-meeting input also sought input on delivery capacity issues:

Delivery capacity issues
What are the 2-3 main delivery capacity issues that we need to address at the meeting? Please also provide your thoughts on how we might best resolve these issues.

A diversity of feedback was provided including (see Appendix G for all of the feedback):

Staff availability and experience

- District capacity since many are understaffed; need sustained capacity
- High and increasing workloads in some program areas (engineering, FN) impacts the ability of district staff to support and contribute to FFT information needs; some can be contracted out but other pieces can not
- Decision making skills are an essential part of the success of the program; the ministry will need people who have the background and experience to look an issue and decide on a course of action.
- 1) experience and 2) expertise - these can be improved by designating an individual within each district to obtain, maintain and pass on the local silviculture knowledge in their respective areas.
- Training for district as well as partners. Begin this winter so staff begin to develop confidence to prepare and take on an enhanced role.
- Delivery of current FSMF, SSS silviculutre is currently underfunded and under resourced. LBIS activities must come with staff resources/administration $$.
- Fluctuating workloads – use of program funds for auxiliary staff support. Allows for succession planning to bring in youth as well as ability for knowledge retention by bringing back recent retirees to assist in program implementation.
- District's need to take ownership of this program, whether delivering or setting direction. District capacity is an issue, but where there is a will, there is a way. There are huge knowledge gaps when it comes to delivery of these programs, from planning and goal setting, through all steps to completion. Training needs to be a priority
- Building capacity in understanding a silviculture program. Training will help this, but 'on the ground' mentoring will likely be needed.
- Staff time vs implementation contracts, a time management issue. Minimum involvement level for district staff to build capacity. Flattening the organization to save time and money.
- Resourcing - not enough staff available to devote to planning and delivery. As well need travel dollars available for remote locations.
- Most of the districts neither have the resources nor the experience staff to deliver the program effectively and efficiently. Many senior Silviculture staff will be retiring in the next two to three years. Build up the capacity will requires at least couple of years. In the short term we need to find a way to deliver the program.
- 1. Our district has been delivering the FFT program, and it has been a very rewarding, but large workload. We are keen to continue delivery, but will not be able to expand it to include the full breadth of possible activities, unless we are provided with more human resources.
  2. Alternatively, we could expand the workload by asking for more $$ for planning and contract implementation, which would take pressure off of our staff; however, this still relates to added contract management, and distances the district from closer involvement in the projects.
  3. This fiscal year, Regional staff have graciously been assisting us in the Timber Supply

mitigation work. Because we have a close and productive working relationship, I would like this option to continue to be an option in dealing with capacity issues.

- One capacity delivery issue that is of concern is that since 2002 to 2010 or 2011 district staff have not been involved in what has been going on the landbase in their district with regards to FFT funded projects, so there is definitely some gaps in knowledge of what has occurred which can make planning for the future more challenging. How to resolve this I am not sure. Maybe there needs to be a transfer of data between past recipients and districts staff on what projects have occurred in districts in the past.
- It is hard enough to make time at the District level to run the program. Being asked to provide feedback to Branch on business documents is seen as onerous and of a lower priority at the District level. This creates a risk that the District may not grasp “all the conditions” tied to the LBI funds.

Other

- Competing and changing priorities within the ministry
- Lack of priority setting to guide staff workload assignments – if mgm’t/executive at the highest level on down do not ID in house FFT program delivery as a priority then its delivery will be piece meal.
- We value district staff taking on the delivery, but it becomes difficult to manage a program if staff are then pulled away on other district work and delays result in the work not being achieved. We need buy-in from the region/district/HQ management team that this work is important and that they put a high priority on having their staff focused on the FFT work.
- Clear and concise guidance up front to ensure consistency between districts and programs.
- Process to establish partnerships (licensees and BCTS) and alternative delivery options (likely contractor/recipients) – develop formal agreements so we can build into future work plans.
- ROI calculation; FFT standards; big picture for the coast
- Contract preparation currently too time consuming - some more detailed or ‘specific’ specimen packages could be prepared and made available to all.
- Contracting. Is there a way that we can find the strengths in districts and foster assistance for other districts? e.g. Advertising eligibility lists for work that would encompass all districts within that region.
- Contract training and contract support need to be available to District Staff as well as contract clerks to support the staff.
- Timing of funds to districts, resolution, guarantee districts funding based on some sort of formula that is related to the silviculture strategies and priorities set by them.
- Funding – Funds are allocated to achieve set targets and if not all the funding is required then it must be identified for other work in FFT or other investment categories. There are increasing demands on the LBIS funding which requires that delivery budgets be kept tight and surplus funds be identified early so they can be utilized.
- Maintaining flexibility of plans and budgets – much of what is forecasted in current plans is likely to change depending on the outcome of FG surveys (i.e. treatments).
- Likelihood of funding clawbacks resulting from HST vote – potential impacts to budgets and workplans
- Ingrained perceptions need to be addressed…such as 3rd parties are more effective and efficient at delivering program goals, BCTS delivery is somehow frowned upon or not seen as ministry delivery or cost are secondary to ease of implementation and getting work done.
- Really it’s just letting the district know and understand their different delivery options. If recipient agreement – who is the contact?? How do we proceed?

- Interest. FFT needs to rebrand itself as a continuing silviculture program that has value and merit. In many arenas, FFT is not seen as solid place to establish a career. Silviculture is needed and is valued, let’s rebuild silviculture!
- Ensure that proper stock allocation and block visitation occur before sowing.

Notes

Session 5: Training Needs

The purpose of this session is to identify what are our key training needs? And how should be delivering training and to who? Dave Weaver will provide some opening remarks (see Appendix H5) and lead the session.

The pre-meeting input form provided the following ideas and questions:

> Contract management training has or is being offered. Other possible critical training needs include:
>
> - Basic concepts and procedures with Strategic forest management Planning
> - Training in growth and yield decision aids
> - Planting quality and other silviculture quality inspection procedures
> - Silviculture survey training
>
> Do you agree with the above list of training needs?
> If not which ones do you think are not necessary? And why?
> What other critical training should be offered to districts and regions? And why?

About 17 responses agreed with the above list of training needs. Some general comments and additional training needs were provided including (see Appendix G for the complete feedback):

General

- Some of the training may not be needed by everyone; individuals with different experience will choose accordingly.
- Training would be excellent. All staff are keen to improve skills. Make the courses accessible – on-line training where possible, or more locations for training. FREP has managed to ramp up and provide a great deal of multiple location training this last spring – very accessible. More access to the PCMP training is critical. This training has not been widely available in years and lack of contract training has been hampering the program. Perhaps also making many example contracts available – we need to share ideas better again across the Districts.
- I agree though with the list above which focuses on the strategic level and quality assurance. We won't have staff to be doing all the work, but we need them to know where the work should be done (i.e. strategic) and if quality works is completed (i.e. performance).
- Silv Survey training is already available and well established
- Surveys training are required for staff as well as contractors. Surveys form the foundational building block for the program. This step should be completed with confidence that the data is collected and reported in a common format and sound approach to prescriptions. Mandatory baseline training for survey contractors should be an annual requirement.
- Silvi surveyor training what certification? This is expensive and one heck of a course. Would love to see more certs in government but cannot see it. We are few and far between. Using BCTS you get the full meal deal.
- I think its all good training but the question is whether the training is trying to make us proficient or just understand (difference between a couple of hours and a couple of days). Can't be experts in everything but we need to understand and know who to go to if expertise is required.

- Paint the entire picture of what silviculture actually does for a TSA (AAC setting, quality, quantity) and how that ties to societies expectations, government expectations, both locally and Provincially.
- Contract Management is key do the procurement courses online through PCMP. Contact Vicki Taylor Senior Procurement Specialist
- Planting quality for sure have pre works with both contractor, contract coordinator and planting supervisor, consistency is key. A new fs 704 is ready for next yrs plant. Been working on this for a while.

Other training ideas

- Information capture procedures and expectations.
- RESULTS training in scheduling/planning and excel/access reporting could be added
- Generating spatial files (.xml) and submitting them to RESULTS – set up of software, permissions and training to implement
- Data base training such as RESULTS, SPAR, etc. Info needs to be recorded/inputted consistently and timely to provide adequate planning, tracking, budgeting
- silviculture tools of site preparation through to pruning is required because we will make mistakes, increase costs, and miss opportunities if we do not have sufficient local silviculture knowledge of the basics
- Basic concepts in fertilization, juvenile spacing, cleaning (for Timber Supply Mitigation work).
- FN consultation
- growth modeling and ROI.
- ROI calculations using TIPSY. Needs to teach the principles and boil it down for reviewers/approvers of ROI. The web page looks overwhelming, http://www.forestsfortomorrow.ca/ModellingDecisionSupportTools/ReturnOnInvestement/ReturnOnInvestement.html
- Budgeting and things like ipro. Need to develop procedures for how to manage the contract within offices. Who and how to ensure numbers are correct, filing is done, bills are paid etc?
- Some basic level of GIS/mapping would be useful for some (me…) but as in all training needs, could be sought in number of different ways.
- Time Management/Organizational Structure or Business Process would be beneficial.
- We need to ensure that staff knows things as simple as the silviculture cycle. Although most should be well aware, not sure that everyone understands the whole cycle and the competing interests during the field season.
- Risk management and the principles of decision-making.
  FFT is a very fluid program. FFT staff has made many decisions in both of operational and strategic levels. The executive management team has repeatedly encouraged the staff to be more innovative and take risks. So it is very important to equip the staff with the knowledge how to assess the risk as they make the decisions.
- Basic incremental silviculture training.
- You might want to consider ecological classification/standard unit development training as Post Harvest Assessments are critical to complete and if done correctly will help out with achieving FG effectively.
- review what BCTS has done in regards to silviculture liability so silviculture regimes in districts are somewhat consistent.
- training in TSR etc. Workshop on Why are we doing this and what will be the impacts if we do or do not do this.

Fostering Knowledge and Resources

The purpose of this session is to explore how we are going to work, share and support district, regional and headquarters knowledge and resources. Dave Cornwell and Ralph Winter will introduce the topic and lead the session.

Notes

Other Topics

The purpose of this session is to address other key topics that are raised during the meeting or that affect delivery of the program e.g. What are the key changes that we need to make to key standards for FFT? Dave Cornwell and Ralph Winter will make some opening remarks and lead the session.

Notes

Summary and Recap of Meeting Objectives

The purpose of this final session is to summarize the two-day discussions as they relate to contributing the 5 meeting objectives. This includes identifying key assigned action items and timelines for completion. The intent is that the organizing team will capture this material on a flip chart so they can be reviewed with meeting participants. The meeting organization team lead, Dave Cornwell, will lead discussions.

Meeting Synopsis
As noted in the first session in Day One, a Meeting Synopsis that captures the highlights and action items stemming from the 2-day meeting will be prepared and shared with all participants.

Meeting Evaluation
A short one-page form will be distributed (see Appendix F) where we ask that you provide us feedback on how well the five stated objectives for the meeting were met, as well as any other comments you wish to share about the workshop and how it was managed.

Thanks to all Meeting Participants!

Notes

Appendix A: Expected List of Meeting Participants

Name	Organization
Delee Anderson	Vanderhoof District
Paul Barolet	North Island District
Lorne Bedford	Resource Practices Branch
Rob Bowden	BC Timber Sales
Ian Brown	PriceWaterhouseCoopers
Jeff Brown	Prince George District
Jeff Burrows	Prince George District
Rocky Chan	Thompson Okanagan Region
Dave Cornwell	Resource Practices Branch
Kathy Danchuk	Thompson Okanagan Region
Sam Davis	Mackenzie District
John DeGagne	Vanderhoof District
Blake Fougere	Sunshine Coast District
Larry Hanlon	Kootenay Boundary Region
Kerri Howse	Central Cariboo District
Susan Hoyles	Omineca Region
Ljiljana Knezevic	Omineca Region
Lyn Konowalyk	Rocky Mountain District
Katherine Ladyman	Okanagan Shuswap District
Matthew LeRoy	Resource Practices Branch
Monty Locke	Resource Practices Branch
Christine Lohr	100 Mile House District
Heather MacLennan	Kamloops (Clearwater) District
Mike Madill	Thompson Okanagan Region
John McClarnon	Resource Practices Branch
Colleen McKendry	Competitiveness and Innovation
Leith McKenzie	Thompson Okanagan Region
Ted McRae	Okanagan Shuswap District
Anna Monetta	Omineca Region
Kelly Osbourne	Resource Practices Branch
Bernie Peschke	Thompson Okanagan Region
Brad Powell	Quesnel District
Allan Powelson	Resource Practices Branch
Paul Rehsler	Resource Practices Branch
Jim Sutherland	Resource Practices Branch
Carolyn Stevens	Nadina District
Peter Stroes	Cascades District
Jack Sweeten	Chilliwack District
Andrew Tait	Fort St James District
Terje Vold	Terje Vold & Associates Consulting Ltd
Barb Wadey	Selkirk (Columbia) District
Chris Walder	Cascades 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 1st – August 31st	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
October 1st – October 31st	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 1st	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 app** 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 1st	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 C1: Current Reforestation and Timber Supply Mitigation 5 Year Plan

Purpose

The Land Based Investment Strategy (LBIS) was developed in 2010 to provide strategic guidance for investment and to align operational targets and outputs for eligible activities to government goals. This is achieved by directly linking the MFLNRO service plan strategic objectives to the funding of silviculture activities such as planting trees or fertilization through the Forest for Tomorrow (FFT) Investment Category. The LBIS 2011/2012 to 2012/2013 has identified FFT; specifically the current reforestation and timber supply mitigation subcategories, as a strategic priority for implementation.

The development of a 5 year tactical plan for Current Reforestation and Timber Supply Mitigation outlining the targeted opportunities is the next step required to facilitate and document a longer term planning horizon. This plan is built from the District/Forest Management Units (FMU) level and is then aligned with Regional priorities and Provincial targets eventually feeding into the broader LBIS cycle for prioritizing all land based investments in the Ministry. The intent of this exercise is to start building the planning process and link in with broader SFMP as they come on line. The 5 year plan is meant to include all potential goals within that District including TSA, TFLs and any ITSLs that are funded by he FFT program.

Process

5 Year Planning 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
    - Provide detail required for direction of funding into MU
    - Coordinate provincial rollup of the operational plans/budgets
    - 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;
    - Land Based Investment Strategy – (Priorities and Investment Principles
    - LBIS Appendix 2 CR and TSM 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
    - Provincial roll up (1) and balancing of Regional Plans

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.
  - 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;
  - As above and below modified for region specific variances - MBP Priority Units, coast/Northwest/ southeast criteria versus central interior criteria

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 lands.
  - District Manger sign off on the 5 year and the annual plan that he is in 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;
  - As above modified for FMU specific variances, local conditions, forest health impacts (Williams Lake 2010 Catastrophic Wildfire Planning)
  - Silviculture Strategies At-a-Glance
  - Silvilculture Opportunity Mapping – MPB Impacts/Carbon Opportunity Mapping. WF Mapping and TSM Opportunity Mapping Coast / Interior
  - RESULTS planning Data
  - Standards and FFT policies for Species Selection, Site Index, Return on Investment
  - 5 year Operation Plan template (annual funding template and costs benchmarks)

Planning Templates

The five year planning tool (Template.xls District/Region 5 year plan) represents projections based on known information to date and as such these total estimates will change as new data is available; ex. if a new major wildfire occurs in a given year the 5 year plan would be updated to reflect the shift in activities. The values given in the table for the first two years should be achievable according to the LBIS Appendix 2 outputs / targets and forecasted funding levels. The 5 year plan will be updated every year to reflect the status of progress toward the goals and any changes to Provincial, Regional, and/or FMU level Indicators and Targets. If there are no changes after year three then the process would just flat line from that point forward. However, if a program is ramping up or sown, in response to priority units or large wildfires and there is a change past year three then enter the data.

An annual operational (Template.xls Region Roll Up) plan represents the yearly budget request and delivery and will guide the final allocations. This ensures that operational plans used for budget development are linked to the provincial LBIS. This will also allow for flexibility between the planning sheet and the final projects schedule due to new wildfires, changing direction etc. This plan is the first step of building the budget request for 2012/2013. The intent is to start with an initial request based on best known information and committed goals to date (ie planting costs for 2012), but the operational plan will be updated over the late fall and winter as information becomes more known as surveys and prescription become finalized. 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 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 filter to eligible projects. E.x Priority is Wildfire Reforestation for 2009/2010 catastrophic wildfires and any other earlier wildfires.
    c. Priority Units ranking will be used when balancing of plans occurs at both the Regional and Provincial levels
        i. Funding of priority 1 LBIS mgm't units are first priority;
        ii. If monies left over then second priority MU will be funded;
        iii. if monies still left then third priority MU to be funded and then lastly fibre basket MUs will be considered.
3. Funding Priorities
    a. Entrenched item (eg: stock on stream)
    b. Within the TSA the order of priority will be; Eligible ITSLs, Wildfires, MPB areas
    c. BCTS ITSLs are a tool to be utilized within the Priority Unit ranking order
    d. Surplus funds will be managed annually and according to the broader LBIS goals, direction, and priority ranking for all investment Categories.
4. Targets (goals/dollars)
    a. No actual targets will be assigned at the start BUT base line targets for planning is current years regional funding and goals as modified by focus on priority units and in consultation with the CR and TSM leads for more clarity during the planning process.
        a. Priority one units increasing over time from the current baseline
        b. Priority two and three units may be decreasing over time from the current baseline depending on their current size in relation to the provincial program
    b. 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. TFL and CLA/WL priorities will be part of the 5 year goal based plan. The above targets/funding principles and priorities also address how TFLs and WL/CFAs fit.
6. Plans must be built based on the assumption that eligible stands as per activity standards (SI, ROI, Leading Species, NSR)
7. Plans will be built based on an assumption of capacity to delivery or realistically achieved within a single year and within cost benchmarks
8. Only activities that clearly meet the criteria element as outlined above are eligible to be included in the plan template. Other request must be accessed though the LBIS process.
9. Regions will be responsible to roll up and balance, and approve the 5 year District Plan and the annual operations plan within their respective region.
10. Resource Practices Branch will be responsible to roll up, balance, and approve the Region plans for submission into the LBIS appendix two and the annual allocation process.
11. Treatments outside of the eligible criteria must be approved by RPB and be undertaken in conjunction with another LBIS investment category
12. 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

Timelines

Branch: July 28th send out 5 year planning document and templates **to Regions and Districts** set up calls with Regional representatives (8 or as requested) to go through initial Q&A

1. Potential weeks for one on one Q&A Regional and District Teams
    a. August 8th
    b. August 15th
    c. August 27th

Districts: September 20st Submission to Regions from Districts if applicalbe
Regions: September 26th Submission from Regions to Resource Practices Branch
All Invitees: End of September: Broader LBIS and silviculture meetings for CR and TSM in Richmond for team review the current plans both the 5 year and the initial operational funding request for 2012/2013. The group will be looking at the status of requested funding against forecasted budgets, and the trends of goals against LBIS Priority Units. Both Key staff from District and Regions will be attending.

Appendix C2: Silviculture Funding Criteria

Forests, Lands and Natural Resource Operations

2011/12 to 2013/14

Silviculture Funding Criteria

LBIS Silviculture Funding Criteria for Forests For Tomorrow

Investment principles[1]

1) Funds will be allocated to activities based on their potential[2] contribution to the goals, strategic objectives, and priorities outlined in the Land Based Investment Strategy.

   a) Allocation of investments will be based on consideration of the following factors[3] (in order):

      i. magnitude[4] of the impact in addressing the goals, strategic objectives, and priorities resulting from the activity;

      ii. activities that address timber supply;

         a. Maintain adequate growth rates on existing government funded land based investments.

         b. address critical mid-term time periods when second growth timber must be available in sufficient quantities and size to meet supply demands,

         c. reforest catastrophic disturbance where mid and long-term timber supply has been impacted

      iii. activities that are dependent on a specific biological window where delays could result in lost opportunities;

      iv. the ability to leverage funding from other sources;

      v. additional benefits that can be achieved from the activity.

[1] General rule s governing decisions for investment of Land based Investment Strategy funds
[2] Having a latent possibility or likelihood of contributing to the goals, objectives, and strategic priorities.
[3] Consideration will be given to strength of evidence that the expenditure will have the impact that is claimed
[4] The size of the contribution and importance of the contribution to the goals, objectives, and strategic priorities.

Criteria for implementation

Filter 1: Provincial level determination of silvicultural response

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[5] timber.

Current reforestation

Filter 2: Provincial level determination of Regional Investment level

Determination of level of investment in each region or combinations of regions of the province will be based upon the level of need and opportunity for mitigation of impacts on timber supply caused by catastrophic disturbance or constrained timber relative to the contribution of the region or combination of regions to the provincial revenue from timber.

Filter 3: Determination of areas of focus

Priority should be given to the following types of disturbance in the following order:

1. Burnt plantations
2. Insect or disease damaged plantations (no legal reforestation obligations)
3. Defaulted legal reforestation obligations[6]
4. Insect or disease killed mature timber[7]
5. Burnt Mature timber
6. Treatable Backlog NSR (pre-1987)

Central interior[8]

Priority management units for treatment to be identified based on the degree of impact on mid and long-term timber supply caused by catastrophic events (e.g. Mountain Pine beetle and amount of area consumed by recent wildfires (2010)). (Appendix 1)

Coast, northwest [9], southeast [10]

Priority management units for treatment to be identified based on amount of timber volume currently impacted by catastrophic disturbance or of defaulted Free Growing obligations.

***Additional information for consideration*:**

[5] Public policy decisions that reduce harvest levels (e.g Government Action Regulations)

[6] Potential for others to pick up legal obligations on defaulted major licenses is exhausted as indicated by direction of the District Manager.

[7] Damage must have occurred at least 3 years prior to treatment.

[8] Districts as indicated in appendix 1

[9] Skeena-Stikine, and Kalum forest districts

[10] Districts within the Kootney Boundary region

3

- Contribution of current harvest levels to salvaging and reforesting areas impacted by catastrophic disturbance.
- Type 2 silviculture strategies
- Timber supply review background information
- Silviculture opportunities map
- Amount of volume projected to be impacted by Mountain Pine Beetle in the future
- Ability to naturally regenerate with appropriate commercially valuable species
- Product value (current, historic, and future)
- Contribution of current harvest levels to salvage and reforestation of catastrophic disturbances.
- Capacity to implement
- Reliability/security of intended investment benefits (e.g. potential park, protected area, urban, or recreational development

Filter 4: Maximization of productivity

Central interior

Priority will be given to units with the highest site productivity. Preference will be given in the following order:

Leading species to be reforested[11]:

1. Fdi
2. Sx/Sw
3. Lw/Pw
4. Pli/Py

Site Index

1. SI > 20
2. SI 15- 20
3. No treatment for areas < SI 15

Southeast [12]

Priority will be given to units with the highest site productivity. Preference will be given in the following order:

Leading species to be reforested[13]:

1. Fdi
2. Sx/Sw
3. Cw/Lw/Pw

[11] Intent is to foster species diversity and should not preclude using the most productive species for a particular ecosystem. As well, FFT policy #1 Management of tree species composition must be followed when developing planting prescriptions
[12] Districts within the Kootney Boundary region
[13] Intent is to foster species diversity and should not preclude using the most productive species for a particular ecosystem

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4. Pli/Py

Site index

1. SI > 25
2. SI 20- 25
3. SI 15 - 19
4. No treatment for areas < SI 15

Northwest [14]

Priority will be given to units with the highest site productivity. Preference will be given in the following order:

Leading species to be reforested[15]:

1. Fdi
2. Sx/Sw/Ss
3. Cw
4. Pli

Site index

1. SI > 25
2. SI 20- 25
3. SI 15 - 19
4. No treatment for areas < SI 15

Coast

Priority will be given to units with the highest site productivity. Preference will be given in the following order:

Leading species to be reforested[16]:

1. Fdc
2. Ss/Sx
3. Cw/Pw
4. Ba

Site index

1. SI > 25
2. SI 20- 25
3. SI 15 - 19
4. No treatment for areas < SI 15

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[14] Skeena-Stikine and Kalum forest districts

[15] Intent is to foster species diversity and should not preclude using the most productive species for a particular ecosystem

[16] Intent is to foster species diversity and should not preclude using the most productive species for a particular ecosystem

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Filter 5: Maximization for return on investment

Priority will be given to units with highest return on investment.

1. ROI > 5%
2. ROI 3-5%
3. ROI 2-2.9%
4. No treatment targeted for areas where the return on investment is less than 2%.

Filter 6: Project size

The largest areas or groupings of areas that give rise to the realization of greater future product capture and treatment opportunities will be given priority.

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Timber Supply Mitigation

Filter 2: Provincial level determination of Regional Investment level

Determination of level of investment in each region or combinations of regions of the province will be based upon the level of need for mitigation of impacts on timber supply caused by catastrophic disturbance or constrained timber relative to the contribution of the region or combination of regions to the provincial revenue from timber.

Filter 3: Determination of area of focus

Priority management units for treatment to be identified based on relative of timber supply available in the mid-term compared to current and future Allowable annual Cuts. (Appendix 2)

Additional information for consideration:

- Type 2 silviculture strategies
- Timber supply review background information
- Silviculture opportunities map
- Product value
- Reliability of intended investment benefits (e.g. future forest health impacts, other forest use designations)

Filter 4: Maximization of productivity

Fertilization – Central Interior:

Priority will be given to units with the highest fertilization volume response. Preference will be given in the following order:

Species:

1. Fdi
2. Sx/Sw
3. Pli

Age:

1. 40 – 80 years
2. 15-40 years

Site Index:

- SI 15 – 25

Forest Health:

- Minimal forest health hazard[17]

[17] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.

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Exclusions:

- Exclude stands in the Interior Douglas Fir (IDF) Biogeoclimatic zone)

Fertilization - Coast

Priority will be given to units with the highest fertilization volume response. Preference will be given in the following order:

Species:

1. Fdc
2. Cw
3. Ss

Age:

1. 40 – 80 years
2. 15 - 39 years

Site Index:

1. SI 24– 38
2. Northern Vancouver Island Cw fertilization SI 17 – 32

Forest Health:

- Minimal forest health hazard[18]

Fertilization – Northwest

Priority will be given to units with the highest fertilization volume response. Preference will be given in the following order:

Species:

1. Fdi
2. Ss/ Sx/Sw
3. Cw/Ba

Age:

1. 40 – 80 years
2. 15 - 39 years

Site Index:

1. SI 20– 32

Forest Health:

- Minimal forest health hazard[19]

[18] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.

Fertilization – Southeast

Priority will be given to units with the highest fertilization volume response. Preference will be given in the following order:

Species:

1. Fdi
2. Sx/Sw
3. Lw/Cw

Age:

1. 40 – 80 years
2. 15 - 39 years

Site Index:

1. SI 20– 32

Forest Health:

- Minimal forest health hazard[20]

Spacing – Central Interior:

Priority will be given to units with the highest single tree volume response. Preference will be given in the following order:

Species[21]:

1. Fdi
2. Sx/Sw
3. Pli

Height:

- 2-8 metres

Site Index:

1. SI >25
2. SI 20-25
3. SI 16-19

Initial dominant and co-dominant density [22]:

- Fdi, Sx/Sw > 8,000 stems per hectare
- Pli > 10,000 stems per hectare

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[19] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[20] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[21] Post-treatment leading species
[22] Assumes uniform distribution and does not denote post spacing density target

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Forest Health:

- Minimal forest health hazard[23]

Spacing - Coast

Priority will be given to units with the highest single tree volume response. Preference will be given in the following order:

Species[24]:

1. Dr[25]
2. Fdc
3. Ss/Sx
4. Cw
5. Ba/Hw

Height:

- 4-8 metres

Site Index:

1. SI>30
2. SI 25-29
3. SI 20-24

Forest Health:

- Minimal forest health hazard[26]

Initial dominant and co-dominant density[27]:

- Fdc > 5,000 stems per hectare
- Ss/Sx, Hw, Ba > 8,000 stems per hectare
- Dr >1,500 stems per hectare (uniform distribution)

Spacing - Southeast [28]

Priority will be given to units with the highest single tree volume response. Preference will be given in the following order:

Species[29]:

[23] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[24] Post-treatment leading species
[25] Only as part of the Coast hardwood strategy and where stand management is focused on producing short rotation sawlogs
[26] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[27] Assumes uniform distribution and does not denote post spacing density target
[28] Districts within the Kootney Boundary region
[29] Post-treatment leading species

1. Fdi
2. Sx/Sw
3. Pli/Lw
4. Cw
5. Bl/Ba/Hw

Height:

- 4-8 metres
- 2-4 metres (repression spacing only)

Site Index:

4. SI>30
5. SI 25-29
6. SI 20-24

Forest Health:

- Minimal forest health hazard[30]

Initial dominant and co-dominant density[31]:

- Fdi, Sx/Sw, Hw, Bl/Ba, Lw > 8,000 stems per hectare
- Pli > 10,000 stems per hectare

Spacing - Northwest [32]

Priority will be given to units with the highest single tree volume response. Preference will be given in the following order:

Species[33]:

1. Cw/Ba
2. Sx (where leader weevil risk is low)
3. Hw
4. Pl (where damage agent risk low)
5. Bl

Height:

- 4-8 metres

Site Index:

1. SI>30
2. SI 25-29
3. SI 20-24

[30] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[31] Assumes uniform distribution and does not denote post spacing density target
[32] Skeena-Stikine and Kalum forest districts
[33] Post-treatment leading species

Forest Health:

- Minimal forest health hazard[34]

Initial dominant and co-dominant density[35]:

- Sx, Hw, Bl, Ba > 8,000 stems per hectare
- Pli > 10,000 stems per hectare

Conifer Release

Because of the potential to reduce species diversity and destroy broadleaf trees that may contribute to mid-term timber supply, caution will be exercised when undertaking conifer release.

Consideration must be given as to whether the broadleaf species meets **<u>any one</u>** of these conditions:

1. Broadleaves are deemed suitable as a new forest crop as either pure or mixedwood stands on the basis of:
    a. Broadleaf species are currently or will be included in the estimation of volume contributing to a management unit's timber supply including wood fibre related products, or
    b. Broadleaf species are currently included as part of an over-arching Land Use Objective for that area.
2. Their use is consistent with a science based strategy (e.g., TSA silviculture strategy or TFL Management plan) that provides stated management objectives for broadleaves. These science-based strategies should incorporate careful analysis of growth and yield implications and set out viable silviculture regimes that will achieve the management objectives.
3. Broadleaves are to be used to reduce catastrophic fire risk in Wildland Urban Interfaces under the guidance of a Community Wildfire Protection Plan, or
4. Broadleaves are to be used as a short-rotation interim crop to manage for root rot centres.

Conifer Release - Central Interior

Priority will be given to units with the highest single tree volume response. Preference will be given in the following order:

Species to be released[36]:

1. Fdi

[34] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[35] Assumes uniform distribution and does not denote post spacing density target
[36] Post-treatment leading species

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2. Pli
3. Sx/Sw

Height of conifers:

- > 2 metres
- Height to diameter ratio <80

Site Index:

1. SI >25
2. SI 20-25
3. SI 16-19

Forest Health:

- Minimal conifer health factors present
- Minimal forest health hazard[37]

Conifer density[38]:

- At least, minimum stocking standard for the target ecosystem association

Filter 5: Maximization for return on investment

Priority will be given to units with highest return on investment. Cost[39] not to exceed $1,700 per hectare on the Coast and $1,400 per hectare in the interior

1. ROI > 5%
2. ROI 3-5%
3. ROI 2-2.9%
4. No treatment targeted for areas where the return on investment is less than 2%.

Filter 6: Project size

The largest areas or groupings of areas that give rise to the realization of greater future product capture and treatment opportunities will be given priority.

[37] A forest health specialist should be consulted in situations where insect, disease, or animal factors may affect the priority rating of candidate stands.
[38] Assumes uniform distribution
[39] "Costs" include the cost of treatment, administration, and quality assurance

Appendix C3: Expenditure of LBIS funds on areas with defaulted silviculture obligations

Defaulted reforestation obligations are those obligations generated under post-1987 legislation outlining free growing commitments (Silviculture Regulations -1988; Silviculture Practices Regulation - 1994; FPC s 69.1 or s 70; FRPA s 29 or s 29.1) where the obligation holder has declared bankruptcy under the *Bankruptcy and Insolvency Act* (BIA) where the licence holder is bankrupt (i.e. not a BIA proposal proceeding and not a *Companies' Creditors Arrangement Act* proceeding) or as per FRPA s 74(3) has not taken the necessary actions required to meet their free growing obligation milestones after direction from the Minister as per FPRA s 71 and 74 (2) and funding from the environmental remediation sub account (Special Accounts and Appropriates Regulation (SAAR) s 5 (2)(b) is not available.

LBIS funds should only be used on those sites that meet LBIS stand selection criteria where all other avenues of potential funding such transfer of the license (FA 54) or the obligation (FRPA s 29.1 or s. 30) have been exhausted. As well, LBIS funds should only be used in situations where there are either insufficient funds held as security or the funds held in security are not readily accessible to undertake the necessary reforestation activities in a timeframe that would ensure milestones are met.

Security Deposits

When there are bankruptcy proceedings under the BIA, potential claimants may file a notice of claim. In some situations, if the outstanding silviculture activities have been completed under FRPA s 74, the amount of the claim may be more certain. Section 74 of FRPA not only allows government to do the work, but the person that had the obligation can be ordered to pay the costs and, depending on the type of security, there may be provision for recouping the costs from the security deposit. Given the complexity around types of insolvency and security deposits, District Managers should seek advice from government insolvency and security legal experts prior to attempting to access security deposits of insolvent companies.

Under taking the ordered silviculture activities should not impact government's claim to a deposit. The amount of the claim would be more precisely quantified once the work was done, but if government orders repayment of the costs, the amount can be taken from the security deposit. Even though carrying out the treatment by government results in the funds from the deposit no longer be required for carrying out the treatment, repayment of government's costs for that treatment from that deposit may still be required.

The risk is that depending on the form of the security, the bankruptcy proceedings may take precedence over the funds, and government may not be able to take from the deposit if the security becomes part of the bankruptcy proceedings[1]. However, the fact that government has done the work should not affect the strength of government's claim to the funds.

Guidance for issuing remediation orders as per FRPA s 71 and 74 can be found at http://www.for.gov.bc.ca/tasb/manuals/policy/resmngmt/rm16-10.htm. Advice and input should be sought from the appropriate Compliance and Enforcement personnel before undertaking any action.

[1] Deposits may be accessed if the security is a letter of credit or, in the case of cash, there is no one else with a prior ranking security interest or, in the case of a safekeeping agreement, there has been registration under the *Personal Property Security Act* and there is no one else with a prior ranking security interest.

Appendix D1: FMP Vision, Mission, Goals and Principles

Vision and Mission Statements for the FMP Process

The vision of the FMP process is to promote the quality of life for all British Columbians in perpetuity through the balanced stewardship of British Columbia's forest and range resources.

Its mission is to sustain the health, diversity, resiliency and productivity of the Province's forest for the use, enjoyment and benefit of present and future generations.

Goals

- Local forest values and features are protected, conserved and maintained.
- Development and use of natural resources is coordinated and integrated in a sustainable manner.
- A reliable and stable timber supply is provided to support the local and provincial economy.
- No species or ecosystems will be put at risk due to management within the planning area.
- Forests are adapted to and can withstand climate change.
- Sound science is applied using scientists and researchers to understand issues, uncertainties and underlying processes to help design options to support thoughtful forest management.
- A pleasing and healthy environment is promoted to support quality of life in local communities.

The principles of the FMP are:

- The FMP puts the forest first
- The FMP manages values and goals as a package
- The FMP promotes resilience to maintain future options
- The FMP embraces the complexity of BC forests
- The FMP grounds successful management with a clear vision for the future
- The FMP is transparent
- The FMP is a journey not a destination
- The FMP has a manager who leads the process
- The FMP uses a range of professional expertise and the best knowledge available
- The FMP guides forest operations

For added detail on the Principles see: SFM Principles for British Columbia

Appendix D2: FMP Backgrounder

The Forest Management Plan:

Coordinating present practices, integrating values and objectives, and managing for desired future forest conditions.

Prepared by Resource Practices Branch   August 30, 2011

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The Premise - why a new forest management planning process now?

Forest resource management on BC crown lands continues to increase in complexity with ever-changing economics and values, increasing uncertainty and risk from climate change, the emergence of carbon as a commodity, and increasing public concerns about community stability due to timber supply impacts from mountain pine beetle. The Association of BC Forest Professionals, the Forest Practices Board, and a majority of respondents to the recent Silviculture Discussion Paper all suggest that strategic operational planning at the landscape and forest levels are key elements of forest management required to effectively address the potential cumulative effects of numerous activities across the landbase.

The new approach to Forest Management Planning (FMP) in BC is a logical progression of the intent of FRPA (*Forest and Range Practices Act*). Forest management planning will save time and money, while improving effectiveness to bring together much of what we already do in a coordinated fashion. In this way all analyses, strategies, and plans will be integrated to drive management over time. Management will be responsive to emerging opportunities and issues, and the focus will be on continual learning about the forest, associated processes and emerging trends. The recent reorganization of the provincial Resource Ministries provides a good opportunity to proceed with this approach to planning.

Forest management science and concepts have significantly evolved and improved over the past twenty years. Most of this knowledge has been reflected in revised operational strategic planning frameworks in jurisdictions across Canada.   Some of these ideas have been used in BC over the past decade in IFPA pilots, climate change adaptation projects, and some local SFM plans for certification.   A provincial framework for such planning will fit with the latest science and emerging approaches, while building on existing work in BC. The IFPA pilots will be wound down over the next 4 years and will be transitioned to this new FMP process.

What will the FMP look like?

The FMP will integrate existing strategies, initiatives and plans, and provide a local operational management platform to explore current and future forest management conditions through time (see diagram A). As a continuous cycle, such planning and management is a journey rather than a destination (see diagram B). Plans will not be static but will be refined in a continual improvement process which actively involves key stakeholders.

This new process for forest management planning is not high-level land-use planning. Rather, it is an operational process to strategically manage the forest (TSA) through time and space, using direction from existing higher level plans.   The following features will be consistent within all FMP pilots:

- They will be focused on strategically managing future forest composition and structure to tackle issues that are most effectively addressed at the landscape or forest-level over long time frames (beyond free-growing, up to entire rotations).

- It will be led by the Ministry of Forests, Lands and Natural Resource Operations. The local FM planning processes will be guided by a provincial vision of forest management goals, priorities and principles that will link to the 11 FRPA values.
- The approach will encompass: an analysis of current and potential future forest-wide conditions in the context of forest value goals. The approach will avoid becoming an administrative/approval process, focussing instead on collaborative learning and transparent continuous improvement with key local constituents.
- First attempts at an FMP in many TSAs will have a timber emphasis due to budgets, data availability and the existing timber management concerns. However, other local values previously identified in higher level plans will be considered and may even be a focus in some TSAs. As a continuous process, future FM planning will analyse and integrate strategies for all relevant values over time.
- The general structure of the local FM planning processes will be the same, but each FMP will have some special areas of focus reflecting the unique features and challenges of the TSA (E.g. climate change, carbon, etc). Knowledge exchange between the various TSAs will help each to continually improve as they broaden their analysis and improve strategies going forward.
- The FMP will provide clear direction for designing forest stewardship plans (FSPs). As well, a Forest Operations Schedule (FOS) will ensure that the intent for activities such as harvesting and road building is integrated to fit with the direction in the FMP and provide clarity for licensees, stakeholders and the public.
- The FM process will directly inform priorities for funding from sources such as the Land Base Investment Program (LBIP) for local activities. Additionally it will provide direction for other funding sources to address issues such as inventory gaps, forest health updates and other issues as identified through the planning process.
- IFPA-type incentives will be explored for licensee participants in the FM planning process.

What benefits will this approach provide? (Expected outcomes)

This approach to forest management planning will provide the following outcomes, which will be used to gauge its successful implementation:

1. Emerging issues will not become problems for managers, companies or agencies, as they will be addressed in a proactive and adaptive manner over time (preferably through annual reviews).
2. There will be clear direction for operations, with choices or tradeoffs where and when they make the most sense using a collaborative process for managing the current and future forest conditions.
3. The process would enable First Nations consultation over the entire TSA rather than a separate process for every licensee.
4. Within a TSA, key constituents (including agencies, licensees, communities, and key stakeholders) will easily be able to determine who is doing what, where, and why over time based on clear targets and indicators to meet long-term strategic objectives.
5. Predictability of timber supply will be improved to provide more security for: licensees seeking to make investments and related business decisions; and those concerned about long term risks and cumulative impacts to other resource values.
6. Management on the ground will be continuously improved and adapted to:
    - Increase resilience and reduce risks and cumulative impacts in the face of uncertain influences, like climate change and,
    - Focus investments where they can provide the best return, whether it is to improve timber supply or value, maintain biological diversity, manage for carbon, or promote other benefits according to the provincial and local value goals.

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7. Strategic planning will be efficient, reducing operational costs for agencies and licensees by avoiding the requirement (as much as possible) for special task forces, initiatives, committees and programs for every emerging issue.
8. The products of planning (the FMP, FSP and FOS) will fit well with the structure of the various certification schemes so that duplicate plans and processes may be avoided if desired by licensees.
9. There will be linkages between: key resource agencies; branches and departments within those agencies; tenured licensees and other stakeholders – allowing for efficient sharing of information and contributions to the planning process.
10. Specialized expertise, research, researchers, and monitoring will be efficiently used locally and coordinated provincially to reduce unnecessary overlap and inefficiencies.
11. Public trust in professional reliance, through a transparent process for forest management will allow professionals to be judged by their overall management within an integrated system, rather than only by individual practices in individual stands.

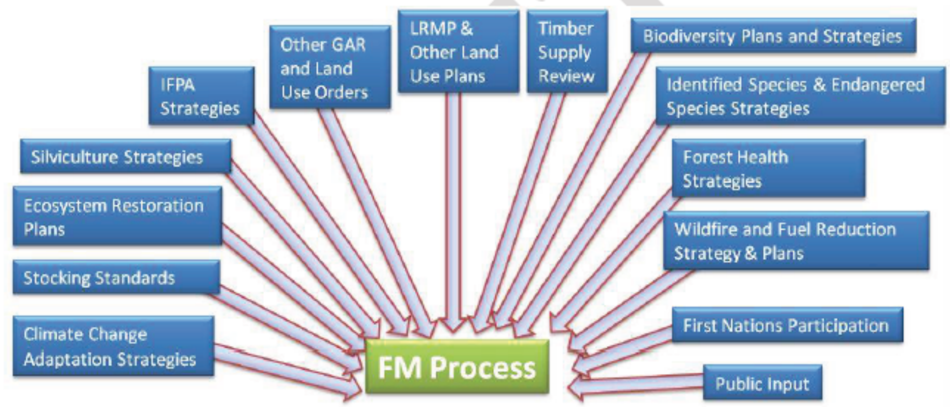

Diagram A – The integrating benefits of the Forest Management planning process.

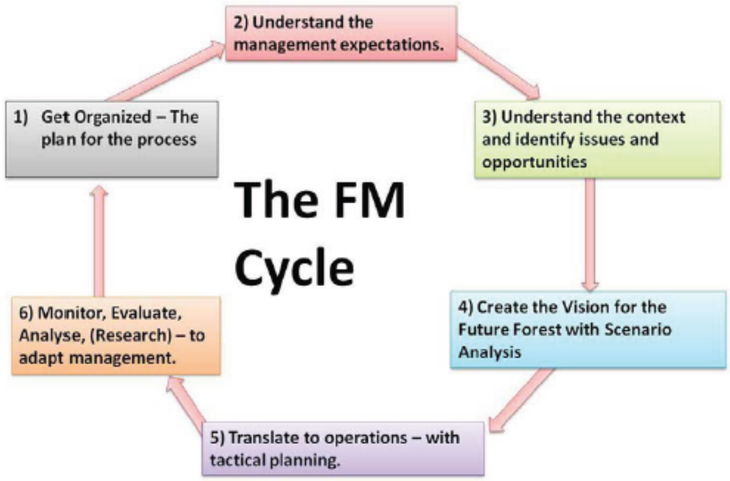

Diagram B – The continuous cycle of Forest Management as it has developed in the past decade.

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Appendix E1: IAAS Review Recommendations

IAAS review recommendations to the FFT program 2010

1.0 Control Environment

1.1 Delivery Strategy

1. We recommend Forest Practice and Investment Branch and Land Based Investments Delivery Branch (FPIB and LBIDB) develop a multi-year strategy for BCTS' increased role in FFT and clearly communicate this to the RAHs.

1.2 Performance Measures

2. We recommend the branches develop relevant intermediate performance measures for silviculture activities to better demonstrate how they support the achievement of long-term outcomes.

1.3 Roles and Responsibilities

3. We recommend the branches:
    - Develop job descriptions with clear roles and responsibilities for decision making for the Administrator and Senior Investment Manager positions and communicate it to all the key stakeholders;
    - Establish a clear line of authority from the ministry, the administrator and the regional staff; and
    - Redevelop the organization structure, post it on the FFT website and communicate it to all the key stakeholders as part of a broader communications plan.

4. We recommend that the Regional Staff Managers take on a more active role in the program.

1.4 FFT Policies and Procedures

5. We recommend the branches raise awareness of existing policy and procedures as part of a broader communications plan.

1.5 Monitoring, Inspections and Reporting

6. We recommend that the branches:
    - Increase real-time monitoring activities by utilizing staff resources of BCTS, Districts and contractors whenever possible;
    - Conduct a periodic program assessment based on data obtained through monitoring and reporting; and
    - Adopt a risk-based management approach to monitoring and inspections including professional reliance.

1.6 Communication

7. We recommend that the branches:
    - Develop and implement a communications plan to inform key stakeholders of the goals and objectives, performance measures, policies and procedures and roles and responsibilities; and
    - Develop and implement a change management plan which may be based on the four guiding principles of change.

2.0 Program Economy and Efficiency

2.1 Cash Advances

8. We recommend the branches eliminate the cash advance system.

2.2 Fee Structure

9. We recommend that the branches change the current RAH fee structure to allow for market fluctuations.

2.3 Project Costs

10. We recommend the branches further develop and communicate the detail expense category listing.

2.4 Contract Management

11. We recommend the ministry:
    - Provide contract management training to all staff responsible for contract administration, including the basic contract management course such as the PMCP 201 or an equivalent course; and
    - Use standard ministry forms and contracts in the ministry intranet website for consistency and to ensure compliance with core policy.

2.5 Project and Tendering Process

12. We recommend that the branches develop a pre-qualified listing of contractors based on core policy 6.3.2.

2.6 Utilization of Staff

13. We recommend that the ministry increase the utilization of BCTS and district staff in the delivery of the FFT program.

3.0 Future Direction

14. We recommend that the branches more closely review the pros and cons of each option prior to choosing the future direction of FFT program administration. When considering option 3, the ministry should consider the following suggestions:
    - Formulize in-house pricing structure to allow for market fluctuations;
    - Move towards a cost plus or delivery allowance practice based on the FIA model;
    - Move to a prequalified contractor listing system; and
    - Remove the 80% fee advancement.

3.0 Future Direction

With the recent transition of administration from PwC to the former ministry, there are several options available to improve the delivery of the FFT program, including the following: continue with the current RA model, cancel the RA model and replace it with an implementation contract model or modify the current RA model.

Regardless of the direction it decides to take, the ministry must address issues discussed in the sections on control environment and economy and efficiencies.

The ministry should also recognise pros and cons of each option, some of which are listed here:

Option 1 – Retain the current RA model:

Pros	Cons
• Systems policies and procedures are already in place. • RAH and other resources are in place to carry out the work. • No program interruption therefore more likely to meet goals and objectives.	• Current contract allows for fixed five year term market rates. • Cash advance system. • Inadequate controls for financial and project administration.

Option 2 – Cancel the RA and administer the program similar to a contract implementation model:

Pros	Cons
• Simplifies processes by eliminating the third party RAHs. • Ministry gains full control over all aspects of the program. • Increased partnerships within the ministry.	• Regional staff lack contract management skills. • Limited ministry staff resources. • Ministry expertise is spread across 4 separate entities. • Potential political fallout. • Large change management initiative. • Goals and Objectives may not be met.

Option 3 – Modify the current RA model:

Pros	Cons
• Limited program interruption. • Retaining RAH expertise. • Limited changes to policies and procedures. • Potential cost savings, increased efficiencies and program effectiveness.	• Resistance from recipients and staff. • Some political fallout. • Change management planning is required.

Appendix E2: Proposed LBIS Delivery Approach

Forests, Lands, & Natural Resource Operations Land Based Investment Delivery

Forests, Lands, and Natural Resource Operations

2011-07-05 Draft

2012/13 to 2014/15

Proposed LBIS Delivery Approach

FOREWORD

This document is aimed to provide operational clarity and identify

- Historical delivery of various programs
- Recent program delivery
- Delivery process for this year
- Proposed delivery process for future years
- Key roles and responsibilities for future years
- Recommendations for district, regional and headquarters staffing and support for LBIS

We would appreciate any suggestions for improvement or clarity. Please send comments to attention Ralph.Winter@gov.bc.ca

This draft last updated July **2011-07-05**

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Delivery Model

1.0 History of delivery of government funded activities

Since the initiation of the BC Forest Service the range of activities undertaken by government has expanded as has the role of local forest managers. There has been some periodic variation in that general model of local involvement and control. For example, the recent divestment of government and local involvement in activities such as silviculture, forest health, and inventory under various programs like Forest Renewal BC (FRBC), DFAM, the Forest investment Account (FIA), and the original structure of the Forest For tomorrow program.

Each of these recent models attempted to provide 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 some of these activities undertaken in the most cost effective and efficient manner.

- 1930-1995 Districts, Regions and Headquarters had a lead coordinating role for the majority of discretionary money
  - They managed budgets and strategic priorities
  - Delivery was done by districts, regions, headquarters, small business program and licensees
- 1995-2002 FRBC had a lead role in discretionary government forestry funding,
  - Delivery by licensees
  - Budget allocation based on cubic metres cut
  - Because of the budget allocation process, expenditures in silviculture were not necessarily strategic in nature or based on need for mgmt units, regions or province
  - Limited District guidance on placement and continuity of funds being placed on backlog projects
  - Backlog and rehabilitation of problem stands went significantly down due to year to year funding uncertainty
- 1999-2003 Silviculture strategies developed and in place for all major units in BC
  - Strategies developed with licensee and district involvement
  - FIA funding and FFT funding was supposed 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 done due to uncertainty in year to year budget allocation
- 2002-2005 FIA and PWC had a lead role
  - Delivery by licensees
  - Limited District and ministry guidance and involvement in determination of activities or on cost control
  - limited backlog reforestation done due to uncertainty in year to year budget allocation
- 2005-2010 FIA and FFT
  - About 95% of the Delivery was by licensees and recipients who were under contract to the ministry through PWC.
  - FFT funding assigned to key management units with high wildfire and mountain pine beetle impacts

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- Limited District engagement in strategic guidance, priorities and oversight of where the program was going
- 2010 FFT and FIA combined into the Land Based Investment Strategy with FFT covering the reforestation and incremental silviculture activities.
- 2011 Districts more involved in strategic priorities and placement. 30% of FFT program delivered by Districts

2.0 Key Issues that need to be addressed

- Need for strategic focus and addressing priority issues that can be mitigated through a silvicultural response
- Need to ensure the scale and tactical location of treatments undertaken within the identified priority units have a meaningful positive timber supply affect .
- Need to have district oversight to ensure local contribution to provincial strategic objectives, as well as, to ensure treatment cost control and efficiency.
- Ensuring continuity and consistency of treatments that the desire objectives are achieved over time (e.g. rehab and reforestation of MPB areas)
- Ensure that activities are coordinated with overall unit strategy to avoid resource conflicts.

3.0 Current Capabilities

- In 2011 about 90% of the Tree improvement, Inventory, Fire Management, ecosystem restoration, Range, and Recreation components are coordinated and managed by existing ministry staff.
- About 91% of the Forest health activities are being delivered through existing district and regional staff.
- In 2011 about the current reforestation and midterm mitigation activities are being delivered in the following manner:
    - 12% of the FFT program will be delivered by BCTS,
    - 59% is delivered by Industry and by Recipient agreements that are administered by regional ministry staff
    - 26% is managed internally by Districts.
- About 30% of the districts have dedicated stewardship staff that is focussed on silviculture.
- About 70% of the districts in BC do not have dedicated silviculture staff or expertise. In many districts historical knowledge in strategic planning, implementation and program delivery has been lost or re-assigned.
- Throughout BC, the BCTS program has varying levels of staff to deliver key goals and objectives.
    - In the south area about 22% of the program is delivered by BCTS
    - In the northern area about 2% of the program is delivered by BCTS
    - On the coast area about 19% of the program is delivered by BCTS
- Throughout BC, the ministry has varying levels of staff to deliver key goals and objectives.
    - In the south about 42% of the program is directly lead by the districts
    - In the north about 17% of the program is directly lead by the districts
    - On the coast about 8% of the program is directly lead by districts
- Licensees have varying interests and abilities to deliver current reforestation, forest health and timber supply mitigation activities. While about 80% of the fertilizer program is delivered by

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licensees, in many areas, due to staffing reductions, industry is unable to be involved in the FFT programs that require extensive long term planning and work at this time.

4.0 Key objectives for the new delivery model moving forward

- Create organizational capacity and clarity of direction
- Create transparency and understanding of strategic priorities, plans and budgeting
- Create continuity of programs and direction in order to warrant district involvement
- Improve communication between district and regional and HQ staff.
- Provide clarity on who prime local regional and district contacts and dedicated champions are for the LBIS program
- Ensure continuity of projects over time to follow through on key existing and previous investments
- Ministry to act as the steward on behalf of the public to ensure provincial priorities are addressed and to ensure public funding is cost efficiently applied in the right investments.
- Efficient, cost-effective, and timely delivery of projects

5.0 Key roles and responsibilities

5.1 Planning (model described in appendix 1)

Deputy Minister

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

Executive Director – Corporate Initiatives Unit

- Land-based Investment planning as it relates to the determination of provincial priorities, goals, objectives, and eligible activities.

Resource Practices Branch (RPB)

- Managing the Land Based Investment strategic planning process
    - Determine, and coordinate the design, of indicators, targets, and tactics for each investment category
    - determine provincial priorities.
    - develop and assess the Land Based Investment Strategy.
    - allocate 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.
- Communicating the LBIS including provincial goals, objectives, indicators and targets to FLNRO staff, other government agencies, First Nations, and stakeholders

Investment Category Leads

- Participating in the determination of investment category specific indicators and targets required to achieve provincial priorities, goals, and objectives.
- Collaboration with RPB in determination of tactics required to achieve provincial goals, objectives, indicators, and targets.

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- Managing activity standards in collaboration with RPB where the Investment Category Lead is responsible for delivery.
- Communicating investment category specific indicators, targets, and tactics to FLNRO staff, other government agencies, First Nations, stakeholders, and delivery agents.
    - Coordinating First Nations information sharing for those investment categories where the Investment Category Lead is responsible for delivery
- Supporting the Land Based Investment planning process
    - Coordinate, provide advice for, and participate, in the design of tactics for the specific Investment Category

FLNRO Regional Specialists Staff

- identifying strategic gaps and opportunities
- collaboration with Investment Category leads, and RPB in the recommendation of tactics required to achieve provincial goals, objectives, indicators, and targets.
- balancing activity proposals to optimize achievement of regional indicators and targets in alignment with provincial goals and priorities.
- collaborating with RPB in the development of cost caps
- Communicating provincial and regional indicators, targets, and tactics
- Supporting the Land Based Investment planning process –
    - Coordinate, provide advice for, and participate, the design of tactics for the respective region.

FLNRO District Staff

- Strategic planning at the local level – identification of priority treatment areas in the context of provincial priorities , tactical planning and overview analysis of eligible ground (does not include surveys)
- Assisting regional staff specialist or investment category leads in the recommendation of tactics required to achieve provincial goals, objectives, indicators, and targets.
- Communicating provincial, regional, and District outputs, targets, and tactics
- Supporting the Land Based Investment planning process –
    - provide advice for, and participate, the design of tactics for the respective District
- First Nations consultation process – review of information sharing done by delivery agents to ensure it is adequate for LBI project to proceed.

BCTS/Timber Tenure Licensees/Recipients/Consultants

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

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5.2 Delivery

Resource Practices Branch (RPB)

- Achieving the Land Based Investment Strategy
  - lead the coordination and determination of the effective and efficient delivery of the Land Based Investment Strategy.
  - lead the development of a delivery framework with input from Investment Category Leads and Regional/District/BCTS staff .
  - collaborate with the Investment Category Leads on the delivery component of tactics required to achieve provincial goals, objectives, indicators, and targets.
  - prepare a 3 year business plan for operational delivery where RPB is responsible for delivery.
  - manage activity standards in collaboration with Investment Category Leads.
  - develop cost caps in collaboration with investment category leads and regional staff specialists
  - build an annual project plan that outlines specific activities for those investment categories where RPB is responsible for delivery.
  - provide policy and guidance on delivery.

FLNRO Regional Specialists Staff

- achievement of the portion of the Land Based Investment Strategy within their respective region where they are directly responsible for delivery

FLNRO District Staff

- Achievement of the portion of the Land Based Investment Strategy within their respective District where they are directly responsible for delivery
- Ensuring cost efficiency and strategic local balance of forest management activities funded by LBIS (i.e. the balance of current reforestation, timber supply mitigation, range, inventory, ecosystem restoration, and other LBIS components)
- Ensuring continuity of key activities needed to support government goals and objectives (i.e. ensuring that once priority activities are started, appropriate follow through treatments are undertaken on the areas in a timely fashion in order to protect and realize the value of the original investment)
- Identifying with the constituents the key delivery agents for the LBIS program

BCTS/Timber Tenure Licensees/Recipients/Consultants

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

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5.3 Reporting and monitoring

Resource Practices Branch (RPB)

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

Investment Category Leads

- Reporting achievement of the LBIS outputs and targets to the RPB
- Auditing/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 Staff

- Reporting achievement of the LBIS outputs to RPB where RPB is responsible for delivery or to the Investment category Lead in all other cases
- Auditing/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards.
  - monitoring program implementation collaboratively with RPB and District staff

FLNRO District Staff

- Reporting achievement of the LBIS outputs to the region where the region is responsible for delivery or to the Investment category Lead in all other cases
- Auditing/Quality assurance to ensure that activities undertaken to achieve tactics are consistent with government standards.
  - 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
- Quarterly and annual reporting of key accomplishment and trends

5.4 Continual improvement and Adjustment

Resource Practices Branch (RPB)

- Evaluating
  - 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

Investment Category Leads

- Assisting 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.

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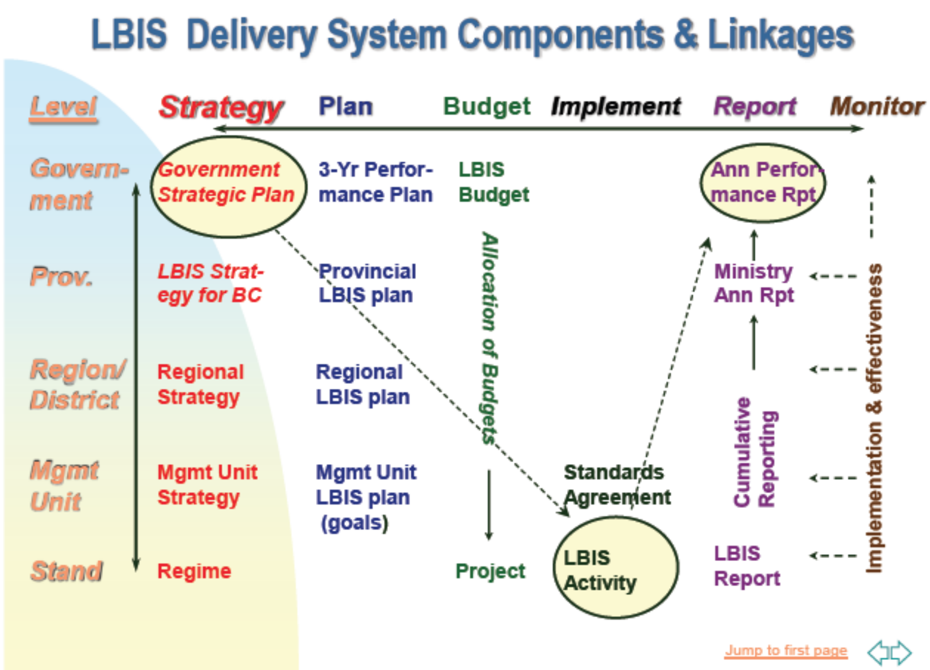
FLNRO Regional and District Staff

- Identification and communication of significant natural resource issues within the region and district
- Identification and communication 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

5.5 Ministry staff will be responsible to manage linkages between activities

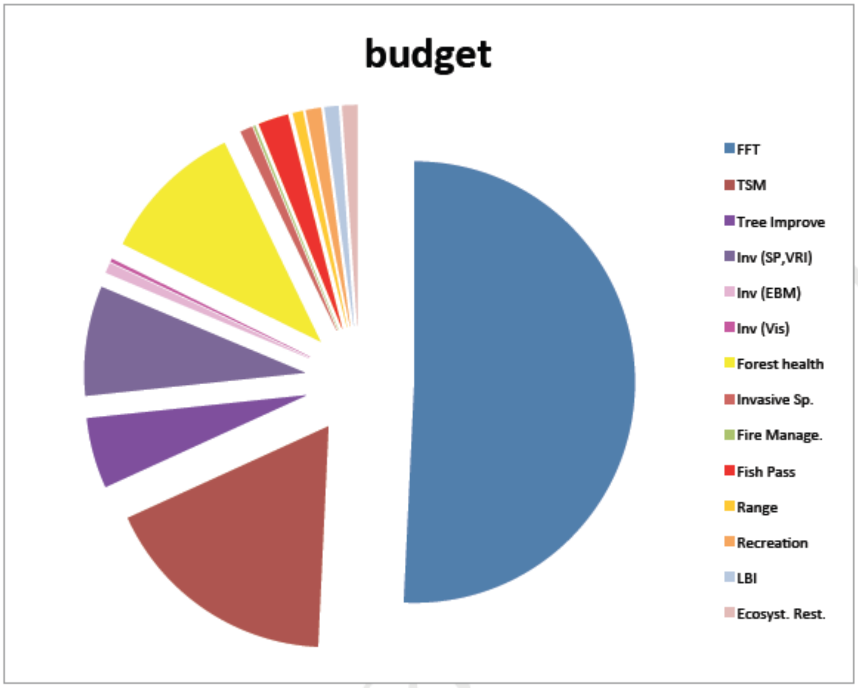


6.0 Key goals and objectives for the next 3 years

For planning and staffing purposes over the next 3 years, the LBIS program is assumed to have similar overall goals and budget profile compared to this fiscal 2011/12.

Investment Category	Sub Category	2011/12 ($ M)
Forest 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

Proporationally the budget allocation is anticipated to be as follows:



The assumptions is that

- 50% of the budget is going to the south area
- 40% of the budget is going to the north area
- 10% of the budget is going to the coast area

Appendix 3 provides additional details on the proportion of FFT budget that is currently allocated to each region and district. This information can be used to rationalize staffing levels and assignment of time and effort. The proportional allocation may change over time with more funding being focussed at the key priority 1 and 2 units identified in the LBIS strategy. See:

http://www.for.gov.bc.ca/ftp/hfp/external/!publish/LBIS_web/2011/2011_12%20Prov%20LandBased%20Investm%20Progr%20REPORT%20final.pdf

7.0 Key recommendations for staffing and delivery

There are a wide variety of staffing and delivery models that could be used to deliver the LBIS program. A number of options were considered and are identified in Appendix 2. The following option is recommended given the limited budgets and staffing the ministry has.

7.1 District

- One person formally assigned responsibility in their EPDP to be the key district contact for the LBIS program.
- Recommend that a minimum 0.5 FTE be assigned to support the role of
  - 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 district contact would represent the District Manager on all key meetings for LBIS
- The district contact would be responsible for organizing annual local LBIS planning sessions each fall
- The district contact would also be responsible for organizing annual local LBIS implementation meetings each spring, to debrief what went well, what needs to be adjusted in the upcoming field season. The district contact would also be responsible for identifying and coordinating who the key delivery agents would be in the upcoming field season.
- 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 will meet government goals and objectives, given funding constraints and available staffing.

7.2 Region

- One person formally assigned responsibility in their Employee Performance and Development Plan (EPDP) to be the key regional contact for the LBIS regional program.
- Recommend that a minimum 0.5 FTE be assigned to support the role of
  - 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 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

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- The regional contact would also be responsible for organizing annual regional LBIS implementation meetings each spring, to debrief what went well, 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 component, one person formally assigned responsibility in their EPDP to be the key lead for the provincial LBIS component.
- LBIS component 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 consistent manner.
- Individual component leads will be responsible for overall management of their component budgets and delivery of their overall assigned provincial goals
- HQ component leads need to continue ensure good communication on goals and objectives and seek cross program integration, synergies and budget management
- The provincial component 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 ensure 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.

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Appendix 1 _ Planning Model

Proposed Land Based Investment Planning Committees for Forest Management Units

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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 defined Forest Management Unit committee working with Branch, Region, and Districts with a constant feedback loop. 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 is critical to good decisions. A summary of potential information inputs to support land based investment decisions is provided in Appendix II.

This document 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.

Discussion

Principles

Principles for land based investments:

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; and**

10. **Investment priorities for each land base must be commensurate with the productive capacity of the site and forest management unit.**

Overview of Proposed 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.

Figure 1: Example of a Proposed Planning Model

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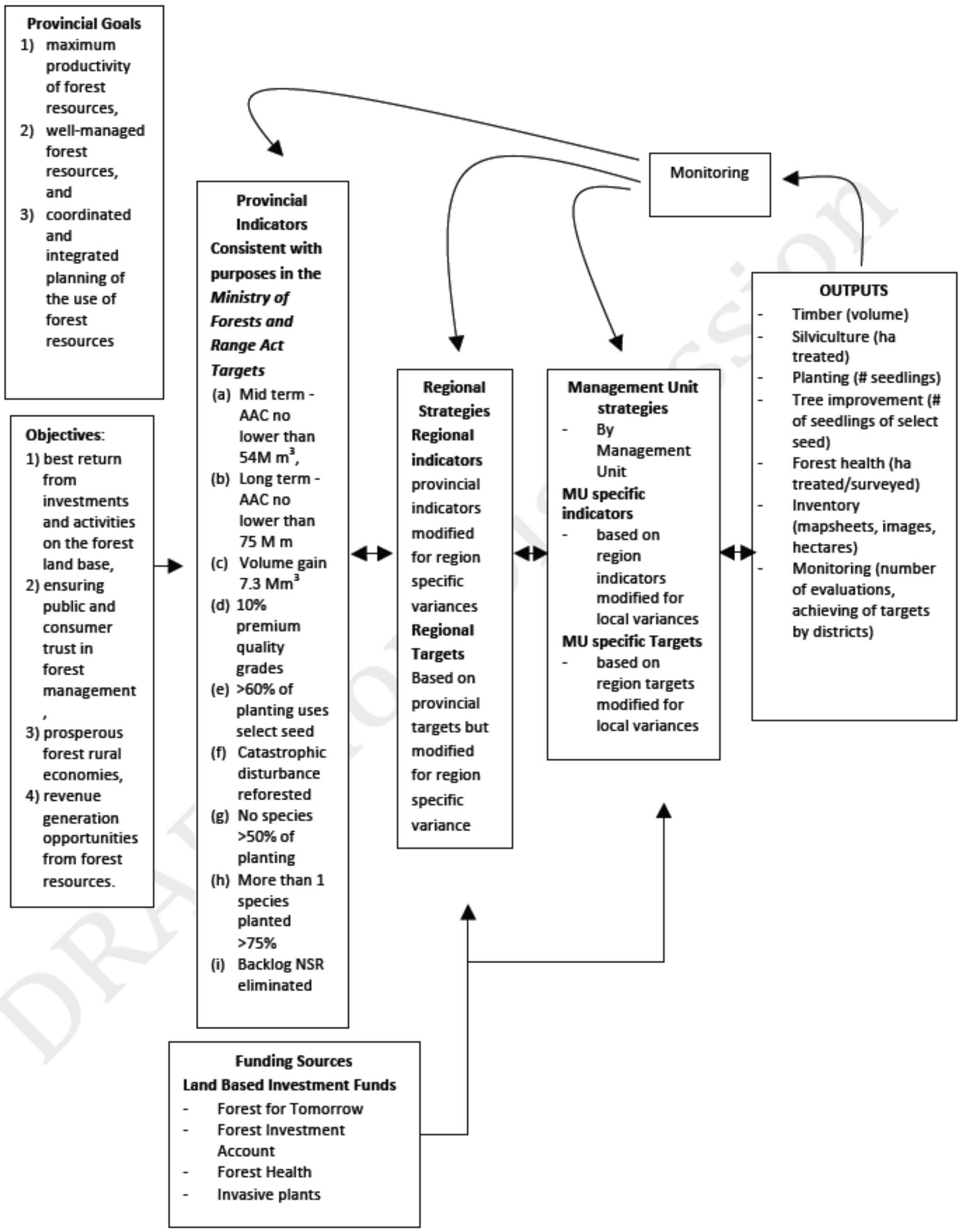

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Version 1.0

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, Mines, and Lands Provincial Land Based Investment staff (lead),
2. Chairs of the Regional Land Based Investment Committees,
3. Provincial Investment Category Leads

Role

- provide 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 review 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

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Regional Land Based Investment Planning Committee

The Regional Land Based Investment Planning Committee would include representatives from each of the FMU Land Based Investment Planning Level, regional investment categories, and other Ministries. This committee provides higher-level goals, indicators, and targets for the Region as a whole based on those of the Province; makes recommendation on the regional investments; and advocates for resources at the Provincial level. The Regional Land Based Investment Planning Committee also prioritizes recommendations from the FMU Land Based Investment Planning level and sets the schedule for reporting by the FMU 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 Natural Resource operations regional land based investment staff (lead),
2. Chairs of the FMU Land Based Investment Level,
3. Regional investment category leads

Role

- provide direction to the FMU 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
- FMU 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 FMU Land Based Investment Planning Level data

Committee Level Outputs and Responsibilities:

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

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- Regional priorities;

Forest management Unit Land Based Investment Committees

Two main levels are involved in the decision-making: a Forest Management Unit (FMU) Land Based Investment Planning Level and FMU Technical Teams to utilize members times efficiently.

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 FMU targets and indicators.

Forest management Unit Land Based Investment planning Level

Focus:

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

Members:

1. Ministry of Natural Resource Operations District staff (lead),
2. Chairs of the FMU Technical Teams, along with representatives
3. Ministry of Environment,
4. First Nations,
5. Forest license holders, and
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 FMU objectives.

Decision Making Factors:

Qualitative

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

Quantitative

- Program accomplishments
- Overview of FMU Technical Teams data

Committee Level Outputs and Responsibilities:

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- FMU specific Targets to the Technical Teams by investment category;
- Indicators and Targets to be forwarded to the Regional Land Based Investment Committees;
- Support FMU 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.

Forest management Unit Land Based Investment Technical Teams

Focus:

- Subject area expertise

Members:

1. Ministry of Natural Resource Operations District staff plus representatives as applicable from
2. BC Timber Sales
3. Forest and Range license holders,
4. other agencies, and
5. First Nations.

Role:

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

Goals

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

Decision Making Factors:

Qualitative

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

Quantitative

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- 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. FMU activity priorities
    b. Priority areas within FMU
    c. Proposed cost by treatments.
- Quarterly report accomplishments
- Recommendations on training, analysis, or improvements to the process.

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Appendix A Inputs For Decision Making

Although local experience is an important part of the decision-making process, quantitative data will always be critical to aiding those decisions. Existing plans and strategies such as Type II Silviculture strategies, forest health strategies, fuel management plans, invasive plant control plans, or Ecosystem Restoration strategies are a very important information source in the identification and coordination of activities or treatments that achieve multiple benefits or to achieve the most efficient expenditure of funds. A Multiple Accounts Decision Analysis framework based on a GIS net down would provide valuable background to the Regional and FMU Land Based Investment committees.

Stand-level Decision-making

Using the FMU priority activities and priority areas specific locations or stands for treatment will be determined based on choosing those which will have the greatest response in relation to funds expended. Once the biological feasibility and efficacy of the treatment is determined, the Multiple Accounts Decision analysis framework will be utilized to determine if the stand is suitable for treatment.

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Appendix 2 _ Options for delivering the LBIS program

There are a wide variety of staffing and delivery models that could be used to deliver the LBIS program. A number of options are outlined below.

Option 1: Status Quo – Delivery approach that is currently used is continued. Regions and Districts to confirm or identify key contacts and coordinators. Key roles and responsibilities are clarified.

Pros: Requires limited change in staff roles and responsibilities. No significant increase in funding levels.

Cons: Programs will be delivered in a variety of methods throughout the province with differing levels of efficiency and efficacy. Potential exists that some management units may not meet their regulatory obligations.

Option 2: Delivery of operations through implementation contractors

a) Operational silviculture program is delivered through a contractual arrangement with implementation contractors coordinated by regional staff.

- Implementation contractor will plan and coordinate annual activities to meet District obligations and responsibilities.
- Implementation contractor will sub-contract all activities.
- Implementation contractor may cover multiple districts.
- Regional Staff will carry-out overarching planning of implementation contractor activities, carry–out quality control on the implementation contractor, and monitor effectiveness and cost efficiencies of 3rd party activities.

Pros: Structure is currently in place (for FFT) and can be slightly modified to accommodate additional obligations. Allows for implementation contractors to cover a variety of management units for efficiency. Provides for direct control between implementation contractor and FLNRO staff. Provides flexibility to match implementation contractor staffing requirements as program size and scale changes over time

Cons: Will require increased oversight to ensure obligations are met. May not provide required local knowledge to oversee program specifics or nuances in each management unit. Have to define role the program administer (PwC) will have.

b) Operational programs are delivered through a contractual arrangement with implementation contractors coordinated by District staff.

- Implementation contractor will plan and coordinate annual activities to meet District obligations and responsibilities.
- Implementation contractor will sub-contract all activities

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- Implementation contractor will usually only work within one district per contract
- 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 contractors activities

Pros: Provides local knowledge to aid in the development and monitoring of operational plans and activities. Provides for direct control between implementation contractor and FLNRO staff. Provides flexibility to match implementation contractor staffing requirements as program size and scale changes over time. Provides a forum for in-house training and expertise development. Provides DM with control over achieving goals.

Cons: Requires identification of staff with specific roles and responsibilities. Will require increased oversight to ensure obligations are met. May hinder the development of cost efficiencies gained by implementation contractor covering more than a single management unit per agreement. May require a significant increase in FTE's and overall management through budgeting, communications and reporting within the FLNRO

Options 3: BCTS delivery of District operations

- District operational program is delivered by BCTS

Pros: Structure is currently in place and can be slightly modified to accommodate additional obligations. Provides for local knowledge of LBIS requirements to achieve the obligation. Obligation enforcement relationship already in place between BCTS and FLNRO.

Cons: Causes a separation between the obligation holder (DM) and the organization tasked with achieving the obligation (BCTS). Will require the establishment of contractual arrangement for achievement of obligations with BCTS. Commitment and expertise to fulfill DM obligations may vary depending on the level of demands to deliver BCTS core activities. BCTS will need to hire additional staff to carry out additional LBIS responsibilities

Recommendation:

Option 1 is recommended. The Ministry and BCTS have limited availability to provide additional budget and dedicated new staffing. Expanded details of option 1 are detailed in section 5 of this document.

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Appendix 3: Current FFT budget allocation by Region and District

Area	Region	District	ALL TOTAL CR_TSM_FH	Percent
South Area	CR		$ 1,243,500	4%
		Williams Lake	$ 1,750,260	5%
		Quesnel	$ 1,763,088	5%
		100 Mile	$ 542,247	2%
	Total		***$ 5,299,095***	***16%***
	TOR		$ 1,979,900	6%
		Kamloops	$ 1,513,612	5%
		Cascades	$ 1,159,540	4%
		Okanagan	$ 766,782	2%
	Total		***$ 5,419,834***	***17%***
	KBR		$ 291,600	1%
		Selkirk	$ 1,230,100	4%
		Rev/Golden	$ 19,800	0%
		Rocky Mtn.	$ 3,819,959	12%
	Total		***$ 5,361,459***	***17%***
	TOTAL South Area		**$ 16,080,388**	**50%**
North Central / West Area	OR		$ 898,495	3%
		Prince George	$ 3,935,344	12%
		Ft St James		
		Vanderhoof	$ 2,022,331	6%
		MacKenzie	$ 1,549,269	5%
	Total		***$ 8,405,439***	***26%***
				0%
	SR		$ 228,921	1%
		Nadina	$ 2,005,650	6%
		Skeena		
		Stikine	$ 843,208	3%

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		Kalum	$ 786,709	2%
	Total		***$ 3,864,488***	***12%***
	TOTAL NCW AREA		**$ 12,269,927**	**38%**
North East Area	NER		$ -	0%
		Fort Nelson	$ 88,256	0%
		Peace	$ 542,655	2%
TOTAL	***Total***		***$ 630,911***	***2%***
	TOTAL NE AREA		**$ 630,911**	**2%**

Coast Area	SCR	DCK/DSQ	$ 629,700	2%
		Sunshine Coast	$ 25,000	0%
	Total		***$ 654,700***	***2%***
	WCR	North Island	$ 1,134,850	4%
		South Island	$ 268,000	1%
		Campbell River	$ 1,271,440	4%
		Hadaii Gwaii	$ -	0%
TOTAL	***Total***		***$ 2,674,290***	***8%***
	TOTAL Coast AREA		**$ 3,328,990**	**10%**

Regional Operations Total	**$ 32,310,216**	**60%**

TOTALS	**$ 53,535,000**	**100%**

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Appendix F: Meeting Evaluation Form

How well do you feel the objectives of the meeting were addressed? Were you satisfied with workshop logistics? Please put an **X** in the column that best reflects your views

Meeting Objectives	Not met	Partially Met	Met	Exceeded
1. Address the requirement to focus activities on priority areas under the LBIS (Session 1)				
2. Develop budget for 2012/13 budget process under LBIS (Sessions 2 a to c on Day 1)				
3. Managing key strategic issues: Sowing, backlog NSR and FMPs (Sessions 3a to c on Day 1)				
4. Address delivery capacity issues by exploring a range of available tools – implementation contractors, BCTS, licensees or, recipient agreements managed by PwC (Session 4 on Day 2)				
5. Identify and address critical training needs in regions and districts (see Session 5 on Day 2)				
Comment on Meeting Objective Sessions (please identify with #1, 2, etc)				
Comment on Other Meeting Sessions (please identify which one(s))				

Workshop Logistics If not satisfied, your comments to improve most appreciated	Satisfied	Not Satisfied	Comment
Workshop organization/ facilitation			
Workshop venue (meeting room, refreshments/lunch)			
Workshop agenda			
Other (please specify)			

Appendix G: Pre-Meeting Input

1. Delivery capacity issues
1a. Possible principles Principles to help deliver the LBIS program for 2012/13 might include: a. Districts will have the opportunity to deliver the program i.e. FFT current reforestation and timber supply mitigation b. If Districts are not able to deliver the program, an alternative delivery method suitable to the District will need to be found c. Districts must support all delivery projects regardless of delivery method d. Training opportunities will be provided to District staff to enhance their ability to effectively deliver the LBIS program Do you agree with the above possible delivery principles? If not which ones do you disagree with and why? Are there are other important principles that should be added?

Yes, agree, the coast lags behind in training for FFT and awareness. Many emails with many attachments have been sent out, too much information to little time to review.
B = I think that this should not only be contingent on what is suitable to the District. An alternate delivery method should be sought through the work of both the region and the district. In the Omineca, delivery method is discussed as a group, and the best method is then chosen together. Districts do not have veto power. C = I'm not sure what is intended by the word "support". "Support" as in *involvement,* or "support" as in *agreement*?? Either way, I'm not certain of the intent or purpose of this. General – why the focus on district capacity issues. The model should include regional involvement, where it makes sense. In the Omineca and NE Regions, not all districts have the ability to lead the delivery. They are all keen to be more involved and to be kept informed, but regional involvement in the delivery will need to continue in districts where resources are an issue. How about some other principles: 1. "Regions will be engaged in delivery where district resources are limited." 2. "Delivery will be a blend of district, BCTS, regional or Recipient/Implementation Contractors, supported by PwC, where it makes sense."
Agree with all principles. Could add a principle to encourage more provincial collaboration. One example being for Contract specimen documents for 'implementation' contractors or treatments - brushing, repression (juvenile) spacing, or specific types "Backlog NSR" surveys) rather than each district having to create or revise existing FFT documents that were largely created under the Recipient delivery system. Could add some First Nations consultation issues/processes.
See #7 'Other' for all their input
I agree; the timeliness of determining the delivery model to be utilized is key in order for the program to deliver upon its goals – so, "delivery" decisions should be made before the start of a fiscal year.
I would add the phrase "plan and " before deliver in each of the principles.

Yes, I agree.
Some districts I believe do not see the capacity to take on the whole LBIS program. As a legacy of the re-organizations and downsizing, some districts have lost their silviculture expertise. Partnerships or alternative delivery options along with district delivery will be needed. On the Current Reforestation side, I think BCTS is set up well to assist, but only up to our capacity. Local district is considering taking on 3 to 6 million seedlings a year for the next few years, this greatly exceeds our capacity to take it on.
I agree that districts should be delivering the program
Yes Consider more licensee involvement. b. implies that delivery alternatives are an option only if the districts are not able to deliver the program. In DKM, licensees have taken on delivery of spacing and are interested in managing spacing layout contracts as well.
Agree with the principles. DKA has largest Silv program in BC. Infrastructure and capacity is already in place.
-Principle a) needs to be based upon Mgm't/Executive guidance on workload priorities. -Principle b) needs to be clear that the district is in charge of decision. -If decision is the districts then c) is all but assured. -Agree with d) -Principles should include notion of least cost delivery option should be priority.
Sounds good to me.
Absolutely Agree with above.
Yes, but it's important that Districts understand their priorities. Unless, there is clear direction from the Executive that FFT is a priority, it is sometimes difficult for District Managers and district staff to fully engage. In (c) we may need clarity on what 'support' is. Do we need to ensure that Districts are engage in quality assurance? Do we need to ensure that Districts approve, in principle, all projects (even if they are not delivering)?
Your principles appear sound.
If District cannot deliver full program will BCTS have the opportunity to do it. Having delivered on behalf of FFT through BCTS it was a seamless operation. Once we found out what blocks were FFT and how many seedlings were ordered etc it was rolled into our existing program. The blocks we did were under BCTS from the harvest start so we had no sudden surprises. We walked the blocks and made decisions on where stock went.
In general, agree with the statements. Important principle for me is - The District **has** to be involved with the strategic planning of the activities and then may or may not actually deliver them, but hopefully have a say in how it happens.
Region and Branch will provide technical support and guidance to districts and delivery agents to implement the FFT program. All the decisions to be made on the FFT program are transparent.
I support all of the Principles, but would like to add some criteria to Principle "c". If districts should support all delivery projects regardless of delivery method, provided that they have been given the opportunity to comment on those projects, prior to them being approved or implemented.
No comment as I don't know the districts priorities or capabilities in regards to resources.
I agree with the principles; however I am not clear on statement C. This principle would be valid if the district staff were at least involved in the planning portion of the program. The past model with no district staff involved in the planning of the projects has not worked out that well, so would not want to be repeating this again.
Yes, I agree.
Yes, I agree.

I agree with the above principles. Another principle could be developed around the strategic planning side which ties in with delivery. Local staff must be involved in determining where the delivery is to occur to ensure they support and see value. We don't want staff delivering work if they don't see the value in it and are only delivering to access the funding.

1b. Delivery capacity issues What are the 2-3 main delivery capacity issues that we need to address at the meeting? Please also provide your thoughts on how we might best resolve these issues.

1) ROI calculation 2) FFT Standards 3) Big picture for the coast.
1. District capacity with resources. Many districts are understaffed with both admin support and professionals. Ability to hire auxiliaries with some of the LBI money that goes directly to the districts may help, but this is not a long term solution, and does not build sustained capacity. 2. Competing and changing priorities within the ministry. This is difficult to manage and affects districts more than regional LBI-FFT staff, although this may change. Many of the district staff who are involved with FFT will also be involved in implementing some of the activities with the new priorities. 3. High and increasing workloads in some program areas (engineering, FN) impacts the ability of district staff to support and contribute to FFT information needs. Some of this can be contracted out, but other pieces can not.
Contract preparation currently too time consuming – some more detailed or 'specific' specimen packages could be prepared and made available to all.
Decision making skills are an essential part of the success of the program; the ministry will need people who have the background and experience to look an issue and decide on a course of action. I am unsure of the capacity/skills in place to manage the program, but these resources need to be able to (and) make decisions based on the facts in front of them, without feeling undue stress.
I think the main issues are 1) experience and 2) expertise - these can be improved by designating and individual within each district to obtain, maintain and pass on the local silviculture knowledge in their respective areas.
Process to establish partnerships (licensees and BCTS) and alternative delivery options (likely contractor/recipients) – develop formal agreements so we can build into future work plans. Training for district as well as partners. Begin this winter so staff begin to develop confidence to prepare and take on an enhanced role.
Local staffing, available FTEs and time available are an issue. Re-hiring campaign as the premier alluded to.
Maintaining flexibility of plans and budgets – much of what is forecasted in current plans is likely to change depending on the outcome of FG surveys (i.e. treatments). Likelihood of funding clawbacks resulting from HST vote – potential impacts to budgets and workplans
Delivery of current FSMF, SSS silviculutre is currently underfunded and under resourced. LBIS activities must come with staff resources/administration $$.

-Lack of priority setting to guide staff workload assignments – if mgm't/executive at the highest level on down do not ID in house FFT program delivery as a priority then its delivery will be piece meal. -Fluctuating workloads – use of program funds for auxiliary staff support. Allows for succession planning to bring in youth as well as ability for knowledge retention by bringing back recent retirees to assist in program implementation. -Ingrained perceptions need to be addressed…such as 3rd parties are more effective and efficient at delivering program goals, BCTS delivery is somehow frowned upon or not seen as ministry delivery or cost are secondary to ease of implementation and getting work done.
1) Really it's just letting the district know and understand their different delivery options. If recipient agreement – who is the contact?? How do we proceed?
District's need to take ownership of this program , whether delivering or setting direction. **District capacity is an issue**, but where there is a will, there is a way There are huge **knowledge gaps** when it comes to delivery of these programs, from planning and goal setting, through all steps to completion. **Training needs to be a priority**
1. Building capacity in understanding a silviculture program. Training will help this, but 'on the ground' mentoring will likely be needed. We may want to consider opportunities for districts to help each other in building this capacity. What role could the regin/branch plan? The FREP program had a mentoring program that help staff with the protocols. Is there something similar that we could employ. We need to rebuild 'experts' in activities. It might also be useful to re-energize the Silviculture Manual. I know that there is online information, but with all the links needed to answer a question, many don't have the time to wade through everything. 2. Contracting. Is there a way that we can find the strengths in districts and foster assistance for other districts? E.g. Advertising eligibility lists for work that would encompass all districts within that region. Districts could share the workload by activity or yearly or ???? **3.** Interest. FFT needs to rebrand itself as a continuing silviculture program that has value and merit. In many arenas, FFT is not seen as solid place to establish a career. Silviculture is needed and is valued, let's rebuild silviculture!
Staff time vs implementation contracts, a time management issue. Minimum involvement level for district staff to build capacity. Flattening the organization to save time and money.
I found that the stock that was ordered for thwe blocks was not appropriate, large plugs for rocky ground, not good the only thing that saved us was the wet season. Ensure that proper stock allocation and block visitation occur before sowing.
Resourcing - not enough staff available to devote to planning and delivery. As well need travel dollars available for remote locations. Contract training and contract support need to be available to District Staff as well as contract clerks to support the staff. Example – putting Brushing Contracts together this year was extremely painful for Selkirk as the Recipient was dropped at the last minute. There were multiple Contract Schedules available online, many contradicting each other – different pay scales, different inspection methods etc. A comprehensive web page with acceptable contract clauses in it would be wonderful.
• Most of the districts neither have the resources nor the experience staff to deliver the program effectively and efficiently. • Many senior Silviculture staff will be retiring in the next two to three years. • Build up the capacity will requires at least couple of years. In the short term we need to

find a way to deliver the program.
1. Our district has been delivering the FFT program, and it has been a very rewarding, but large workload. We are keen to continue delivery, but will not be able to expand it to include the full breadth of possible activities, unless we are provided with more human resources. 2. Alternatively, we could expand the workload by asking for more $$ for planning and contract implementation, which would take pressure off of our staff; however, this still relates to added contract management, and distances the district from closer involvement in the projects. 3. This fiscal year, Regional staff have graciously been assisting us in the Timber Supply mitigation work. Because we have a close and productive working relationship, I would like this option to continue to be an option in dealing with capacity issues.
In the short term I don't see any issues with delivery in Mackenzie but if the program increases, management will need to be proactive/flexible with resource requests.
• One capacity delivery issue that is of concern is that since 2002 to 2010 or 2011 district staff have not been involved in what has been going on the landbase in their district with regards to FFT funded projects, so there is definitely some gaps in knowledge of what has occurred which can make planning for the future more challenging. How to resolve this I am not sure. Maybe there needs to be a transfer of data between past recipients and districts staff on what projects have occurred in districts in the past. • Timing of funds to districts, resolution, guarantee districts funding based on some sort of formula that is related to the silviculture strategies and priorities set by them. • Staff without silviculture knowledge and or understanding of TSR, Silviculture strategies etc, resolution; training of staff in silviculture and the need for the different silviculture activities that will help to meet the goals of midterm timber supply
It is hard enough to make time at the District level to run the program. Being asked to provide feedback to Branch on business documents is seen as onerous and of a lower priority at the District level. This creates a risk that the District may not grasp "all the conditions" tied to the LBI funds. There is also a sense of change and complexity in delivering the projects which the District feels creates an unnecessary/unwelcome pressure. Yes, time can be made to deliver programs at the District level if funds are available. If the District does not have time to do as great a level of delivery then the District can job it out to whatever level necessary – this is standard business practice. There is less ability to provide staff time for strategic and business planning projects, as the staff have many other projects occurring at these levels.
1. Timely approval and delivery of funding to ensure projects are administered in the most cost effective and appropriate method. 2. Adequate staff and funding to administer projects 3. Clear and concise guidance up front to ensure consistency between districts and programs.
- Staff time - We value district staff taking on the delivery, but it becomes difficult to manage a program if staff are then pulled away on other district work and delays result in the work not being achieved. We need buy-in from the region/district/HQ management team that this work is important and that they put a high priority on having their staff focused on the FFT work. - Funding – Funds are allocated to achieve set targets and if not all the funding is required then it must be identified for other work in FFT or other investment categories. There are increasing demands on the LBIS funding which requires that delivery budgets be kept tight and surplus funds be identified early so they can be utilized.

2. Training Needs

Contract management training has or is being offered. Other possible critical training needs include: • Basic concepts and procedures with Strategic forest management Planning • Training in growth and yield decision aids • Planting quality and other silviculture quality inspection procedures • Silviculture survey training Do you agree with the above list of training needs? If not which ones do you think are not necessary? And why? What other critical training should be offered to districts and regions? And why?

Yes, agree, also ROI calculations using TIPSY. The web page looks overwhelming, http://www.forestsfortomorrow.ca/ModellingDecisionSupportTools/ReturnOnInvestement/ReturnOnInvestement.html Again, looks daunting the large volume of information. Needs to teach the principles and boil it down for reviewers/approvers of ROI. The last bottom two may not be necessary.
I would also include RESULTS training.
Yes, good list. Some of the training may not be needed by everyone; individuals with different experience will choose accordingly. Some basic level of GIS/mapping would be useful for some (me…) but as in all training needs, could be sought in number of different ways.
I think training in the silviculture tools of site preparation through to pruning is required because we will make mistakes, increase costs, and miss opportunities if we do not have sufficient local silviculture knowledge of the basics.
Yes, I agree.
I agree with the list, likely other training such as Time Management/Organizational Structure or Business Process would be beneficial.
Surveys training are required for staff as well as contractors. Surveys form the foundational building block for the program. This step should be completed with confidence that the data is collected and reported in a common format and sound approach to prescriptions. Mandatory baseline training for survey contractors should be an annual requirement.
Yes Generating spatial files (.xml) and submitting them to RESULTS – set up of software, permissions and training to implement
Data base training such as RESULTS, SPAR, etc. Info needs to be recorded/inputted consistently and timely to provide adequate planning, tracking, budgeting
I think its all good training but the question is whether the training is trying to make us proficient or just understand (difference between a couple of hours and a couple of days). Can't be experts in everything but we need to understand and know who to go to if expertise is required.
Training looks appropriate
Absolutely agree with your list. Paint the entire picture of what silviculture actually does for a TSA (AAC setting, quality, quantity) and how that ties to societies expectations, government expectations, both locally and Provincially. Need courses on growth modeling and **ROI**. Information capture procedures and expectations.

Yes. We need to ensure that staff knows things as simple as the silviculture cycle. Although most should be well aware, not sure that everyone understands the whole cycle and the competing interests during the field season. Budgeting and things like ipro. Need to develop procedures for how to manage the contract within offices. Who and how to ensure numbers are correct, filing is done, bills are paid etc?
No issues
Contract Management is key do the procurement courses online through PCMP. Contact Vicki Taylor Senior Procurement Specialist Vicki.taylor@gov.bc.ca Silvi surveyor training what certification? This is expensive and one heck of a course. Would love to see more certs in government but cannot see it. We are few and far between. Using BCTS you get the full meal deal. Planting quality for sure have pre works with both contractor, contract coordinator and planting supervisor, consistency is key. A new fs 704 is ready for next yrs plant. Been working on this for a while.
Looks like a pretty good list. Silv Survey training is already available and well established RESULTS training in scheduling/planning and excel/access reporting could be added
• Risk management and the principles of decision-making. FFT is a very fluid program. FFT staff has made many decisions in both of operational and strategic levels. The executive management team has repeatedly encouraged the staff to be more innovative and take risks. So it is very important to equip the staff with the knowledge how to assess the risk as they make the decisions. • Basic incremental silviculture training. To have the district to buy in the program and use this tool effectively, we need to provide the district the pros and cons of this tool
Yes, I agree with this list. Another critical area for training includes: • Basic concepts in fertilization, juvenile spacing, cleaning (for Timber Supply Mitigation work). • FN consultation
Yes, I agree with the training needs. You might want to consider ecological classification/standard unit development training as Post Harvest Assessments are critical to complete and if done correctly will help out with achieving FG effectively. Another idea would be to review what BCTS has done in regards to silviculture liability so silviculture regimes in districts are somewhat consistent.
The list above is good. I would add training in TSR etc. Workshop on Why are we doing this and what will be the impacts if we do or do not do this.
Yes. Training would be excellent. All staff are keen to improve skills. Make the courses accessible – on-line training where possible, or more locations for training. FREP has managed to ramp up and provide a great deal of multiple location training this last spring – very accessible. More access to the PCMP training is critical. This training has not been widely available in years and lack of contract training has been hampering the program. Perhaps also making many example contracts available – we need to share ideas better again across the Districts.
Good List.
Not sure of what is needed at the District level. I agree though with the list above which focuses on the strategic level and quality assurance. We won't have staff to be doing all the work, but we need them to know where the work should be done (i.e. strategic) and if quality works is completed (i.e. performance).

3. Priority Areas under LBIS

The Land Based Investment Strategy 2011/12 to 2013/14 priorities for FFT current reforestation and timber supply mitigation are identified on pp. 6-7 in the Strategy document http://lbis.forestpracticesbranch.com/LBIS/home/LBIS
Do you have any comments regarding these priorities?

Looks good.
In the north, CR would have a significantly higher priority than any of the TS mitigation activities. Recognition should be made somewhere in the LBIS that Priority units may shift due to the MPB movement. Some management units may have significantly increased impact as the MPB continues to spread. Should reforestation goals focus on hectares planted vs number of seedlings? Hectares are a more stable number, but numbers of seedlings don't really paint a reliable picture. Higher planting densities to address forest health or fibre plantation goals can elevate planting numbers, and don't really describe the area that is being planted.
Re "eliminate the backlog NSR" – does this focus on making a "yes/no" decision to do work on NSR areas, or is it that you are going to do work on all NSR areas? Many areas may not be economic to do work on so I assume that a "no" decision will factor in reducing NSR to zero
I believe there are opportunities out there in rehab of age class 2 plantations. High site index sites have the capability to grow a lot more volume in a short period of time and will likely make a better roi than many of the other treatments proposed. It there is a market for the fibre, even better, but don't leave the stand sitting there hoping that a market will come as the stands are deteriorating quickly. These are expensive treatments, but have the capability to supply volume at the far end of the mid-term.
-Priority criteria and related weighting have never truly been satisfactorily debated and discussed provincially (personal opinion). Need to consider Return on Investment (ROI), benefit cost ratio, historic performance and ability to actually influence the targeted issue as examples. Agreement is critical as all budgetary discussion are premised upon this starting base. -Following on the above no discussion on investment prioritization between within a priority 1 TSA and an opportunity in the surrounding fibre basket (whether area based or another TSA)
Not sure what makes Cascades a priority 2?
Your priorities look correct.
It's important to understand how the Priority districts were determined. I hear many comments that seem to indicate that certain districts (eg. Kamloops) should be a higher priority. It needs to be clear that the LBIP is not a social forestry program and that priorities are established through the best current information on TSR/Type II silviculture strategies. I think that there are many staff who do not understand this part of the business (this goes back to the training needs).
Your priorities appear sound.
I think money should go to a spatial clean up of all the Districts RESULTS data to ensure we are not missing any areas when we do our strategic planning. Impeded area survey and treatment should be added back in as an eligible treatment Can we add value into TSR strategy somehow – ie we take Hw leading stands out of our TSR as problem forest types. If we can space a HwCw stand and change the stand to a CwHw one – we

are buying value as well as ensuring utilization.
- Victoria has to make the objectives of the FFT program crystal clear. Is this program a social program or a program to improve/maintain the quality and quantity of the wood fiber and to mitigate the midterm timber supply?   - Merritt should be in the third priority list based on the TSR4 and silviculture strategies type 2. I provide all my rationales to Al and Ralph. Hi Terje if you want me to provide you the rationales to you, please call me.   - As Victoria set the priority, we should consider the neighbor TSAs. The TSA boundaries are artificial line. It is very common for wood to flow between TSAs. We should treat eastern part of the 100 Mile House and Williams Lake as one Fiber Basket.   - There is a confusion regarding the difference between the step down and fall down effect. Fall Down effect; The uneven even age class distribution and the large variation in the site productivity between ecosystems create the midterm timber shortage in many TSAs and TFLs. The MPB aggravates the problem. But in the long term, the harvesting level can be resumed at a sustainable level. Step down effect: In order to utilize the deadwood and control the spread of the MPB infection, Chief forester increases the AAC (up lift) in some TSAs. But this increase is unsustainable, the AAC has to be reduced with time because this uplift exceeds the site productivity. This scenario is a step down effect not a fall down effect.
Yes – - Low site index in the interior will preclude large areas from receiving LBIS funding. Agreed that funding should be spent on the "biggest bang for our buck", but this type of criteria might see large areas go untreated. Instead, could a prioritization be set for each forest district's own site index range, on their own sliding scale? - Could we re-visit the decision to not fertilize any Douglas-fir stands should not occur in the Interior IDF
I would like to add the following activities   - FREP is monitoring stand development and there is an extension note out that summarizes the findings of this type of monitoring on pre and post 1987 stands. The extension note talks about districts where the findings are showing that stands are below preferred and acceptable minimums not that many years after the stands have met the free growing standards. This has a direct impact on TSR as the TIPSY models are growing stands that do not exist on the land base as the last entry into inventory. We should be looking at this data and those particular blocks to see if there are any kinds of treatments we could do to bring them into the full productivity that they are being modeled as.   - Also we should be adding in SDM survey monitoring as a FFT funded activity as this information is being used in TSR reviews where it is available. There are districts that have no staff to carry out these surveys and have TSR reviews coming up where this data would be valuable. This should be a funded FFT activity.   - Assess and complete activities on stands in districts that have leading pine stands in bio geo zones where pine was never a leading species according to the cruise data and is not performing well over time. Is there stand conversion happening or just a loss of the pine with broadleaf species taking over? We do not know.
1. Mid Term Timber Supply Mitigation: It would be prudent to allow other TSAs to plan some level of backlog brushing / spacing program. Spacing can provide a very solid economic return in the ICH areas of the Kispiox and Kalum TSAs although they do not sit within the hardest hit forest health zones. They do sit in very hard hit economic zones which would benefit from the investment and could potentially create the type of profile which would encourage future logging/milling investment. Even if these are "shovel

ready" projects only, it would be great to have to the support to make sure they are sitting in that position of being "shovel ready". If there is no financial support at all it becomes difficult to get the base planning in place. – OOOPS – Sorry , this is covered Timber Supply Mitigation – Constrained Timber Supply pg 7 2. Current Reforestation: Should there be reference to the planning, surveys and site preparation that goes into making the reforestation program happen. There is specific mention of vegetation management.
No specific comment. I know there has been considerable discussion on the interior priority units which has created some MU which receive funding and others that don't. Given the limited amount of funding, I support the focusing of funds on priority units rather than giving every part of province some funds.

4. Sowing Request

Sowing requests need to be based on established priorities (see #3 above) and capacity to deliver. What issues if any come to mind when developing sowing requests for your area? What critical questions need to be answered?

How all this fits into the 2% ROI?
ITSL's – markets will drive harvest, and thus influence sowing. This may be an issue. SP/FLtC – if markets can't be found for fibre, costs will go up for SP. If LBI is not prepared to pay higher costs, sowing opportunities will go down. Q = is FFT prepared to have higher costs for SP (ie $1000/ha or higher range) to ensure sowing numbers continue?
Plan here is to collaborate with BCTS on any upcoming sowing requests – is there a streamlined/common approach for transferring funds (and accounting).
Are some districts planting too much pine? What else can be planted to avoid monocultures?
Where is the seed going to come from for this reforestation. At the direction of the Regional staff, BCTS is planting ITSL blocks to get prompt reforestation that we would normally allow for naturals first and then fill plant. This plan requires spec ordering of stock and is a bigger draw down on our seed than is in our seed plan. Our interpretation is that MOF seed should be made available to carry this out.
Not applicable to DKM at this time, results of surveys needed prior to determining need for sowing requests
Direction around our Stewardship mandate – ie minimal reforestation 1400/spa Vs 1800 sph, Do we sow the cheapest stock or go for more expensive species, A+, larger, multiple species, etc. 100% pl or multiple species. The subsequent planting needs adequate funding to deliver. i.e. Access upgrades, helicopter delivery, snow plowing, Site prep, OT $ for staff, implementation $ to administer.
As previously mentioned value for money needs to be addressed. Is fibre recovery and plantation establishment within a priority 2 TSA a higher priority than what if any treatments within a priority 1 TSA. This will influence BCTS ITSL related sowing requests.
No issues for Cascades. Just maintain implementation contractor or move to recipient for planting/survey activities.
? no issue, just another business step?
Capacity to deliver is key, and ownership of the program is paramount. If districts are going to deliver the program with implementation assistance, it's important to know if the districts can manage the seedlings that are sown. Once staff "own" the program, they are more engaged and

knowledgeable.
Pli seed supply.
View the sites before sowing.
How far do we chase our original investment? If a plantation has dropped to 400 stems/ha – is it fill planted – or do we cut our losses? By the time we sow and get trees the brush community is that much more advanced. Look at buying trees without sowing. High risk but if the planting numbers are not big, many Licensees were selling trees last year.
To ensure that the district have the capacity to deliver the program. No speculation sowing. To have overflow blocks.
The timelines don't affect us as we already are working with them.
What is the site like, what is the site index, do we need site prep and follow up with brushing, should we be ordering big stock and fertilizing, should we be planting higher densities? Is there planting contractor capacity; is there access, what are the full costs of planting? Has there been a plantabilty completed to ensure accurate numbers, is there overflow blocks, what are the forest health issues Can the planting activity be tagged onto another contract in the area i.e. BCTS?
Ease of planning sowing requests which have the most flexibility. Sometimes admin boundaries can constrain sowing request ease. For example, if Skeena Stikine was funded to plant trees in the Bulkley TSA and not in the Kispiox TSA – say due to the "economic fibre basket concept" – there is a seed zone boundary inside the Western edge of the Bulkley TSA which matches the Kispiox seed zone. Logistically it makes it hard to order a few seedlings for the Bulkley portion of this seed zone– which if the ground is less or more ha's you cannot move those seedlings anywhere other than the Kispiox. Another admin example which is wonderfully not constraining is the ability to use A Class Pli and Sx all the way from Burns Lake through Smithers. This allows for larger orders with much less risk for placing the seedlings when the time comes to plant them. This can create some ability to order A Class seeds based on spec if there is a need to boost total sowing request numbers. The capacity to deliver hinges around getting funds ahead to make sure all the planting ground is laid out, accessible and ready to go. Often there can be a prescription from a survey recommending the planting treatment and the sowing request goes in based on this – 2 years ahead of planned planting. The season before the spring plant someone should be tasked with making sure that the ground is ready to be planted. Sometimes we are finding that ground was assumed to be laid out and it was not, and subsequently the ha's are not a good match to the plan, or the person responsible for the treatment may not be in agreement with the prescription which was used to place the sowing request. These issues can hopefully be minimized through continuity in the delivery model, and acknowledgement that a signed prescription is not the end point in ensuring sound delivery of a treatment.
Must have a well timed survey program to meet the early sowing request date. Relies on timing of funding availability and availability of surveyors to be effective.

5. Develop a Budget for 2012/13

A key outcome of the Fall meeting is to develop the draft budget for 2012/13. Key dates for LBIS are provided at http://lbis.forestpracticesbranch.com/LBIS/node/246. The business planning process last FY is described in document posted at http://lbis.forestpracticesbranch.com/LBIS/node/76

Do you have questions or concerns about the key dates or business planning process?

How could the LBIS budget process improve for FFT programs?

Seems ok…. (we have small program at present)
Not applicable….noting that the timelines as outlined should enable successful start up and delivery of the program – we need to keep all engaged to make this happen.
Only comment would be to ensure there is enough lead time to get the results from the summer surveys before requesting budget numbers.
Key dates flag Sept. 26th for deadline date to get 5 year plan forecasted targets submitted but its silent on when the planning process is to start next year or what its to look like. Needs to commence early and be more inclusive in its construction. As part of the planning process need to provide mgm't units the ability to influence category funding levels based upon their needs. We're in transition from LBIS's that were driven top down to ones that will be built bottom up.
I understand it was/is rushed for this year but expect more discussion for 13/14.
I have no issue with what you have outlined, I have issue with meeting those dates as I am swamped with other programs. It is a matter of setting other things aside to achieve these dates.
These key dates assume a recipient is involved, how are these dates/processes affected if district staff is delivering? Quarterly reports, who does and when? Is the draft next fiscal LBIS being referred to FN etc.? Looks like this area needs to be refreshed. September 26th for draft outputs/targets is early until districts can get ahead. Field information is not fully known at this date. If districts can get at least one year ahead, this might work.
End top-down planning. A budget is a plan to fund the solution to a problem. First the problem must be analyzed in detail at a District or TSA level. The activities developed at the bottom level then drive budget requests.
The planting report timeframe is tight, could we go Aug 15 some areas have a summer plant that goes until mid Aug. Based on having BCTS doing the program.
Yikes – too soon – we are not finished brushing and surveys for the year. Oct 20 would be a better date. Have not had the time to crunch the reports and files to get a good idea of what treatments are out there yet.
Seems ok
No comment as I am only just about to work on the 5 year budget process that just came out.
I have not yet read this document and will not have time before the 9th.
I don't understand the time frames on the flow charts – they are not making sense to me.
The cost benchmarks are being revised and will provide guidance to the budget development process.

6. Meeting Expectations

In addition to meeting the purposes of the Workshop, what expectations do you have for the workshop – as in *"I would consider the Workshop a success if…"*

If everyone is brought up to speed, has the same understanding, training, and expectations for FFT. RMT needs to assign FTE for this at the District level and region level! Currently FFT not recognized on the coast in FTE time which is increasing every day. Preferably coast FFT is separated from interior for a more effective focusing session (i.e.: day 1 interior, day 2 coast).
We have a committed group of folks who work well as a team to ensure the successful delivery of

LBI-FFT. Regional delivery is supported as a method of delivery, where district resources are not able to handle the workload.
Establish a network of people with which to discuss common issues/solutions as they arise
*I would consider the Workshop a success if……*decisions were made for method of delivery within each district/region; roles defined and understood.
I would add....everyone came away with an understanding or the issues and opportunities throughout the each area of the province and had an understanding of the decision making process that is in place
The opportunity for a discussion forum on FFT Survey Standard and recommendations for improvements should be part of this workshop.
If we as a group landed on a clear set of principles, assumptions and funding priorities that guide our groups actions moving forward and form the basis of our performance assessment.
I think it is a good idea for these types of meetings. You get to hear how other districts are dealing with delivery, you get ideas, learn other opinions on specific treatments (ie. benefits of thinning dry belt fd). If these discussions occur the workshop will have been useful to me.
I would consider the workshop successful if there is better buy in from Districts through out the Province.
"I would consider the Workshop a success if…".we can clarify and solidify who/why funding will be made to certain activities/districts and if we have clear action items for clarifying processes, responsibilities, training etc.
I have no expectations.
If I could build a network of other District staff going through the same issues If I could get a good understanding of everyone's role at the different levels and who I can access for support and information.
• Clearly define the objectives of the FFT program. • Commitment from the districts to play a role in delivering the program.
- We discussed FN consultation, direct awards to FN, people's success stories - I would like to know how other districts did their 5-year plan. What factors were considered, how detailed, were RESULTS reports used? - We discussed how the LBIS program priorities being used. Are district staff using them, or are Regional / Headquarters staff doing audits or overviews? Is it guidance only? - I'm looking forward to hearing other program lead's success stories and words of wisdom. Do people have route cards / check-lists they'd like to share?
Can't think of anything right now.
We have good discussion around what should be funded and I have a clear understanding of the budget process. Also it would be a success if we could find out what the recipients have been doing over the past few years in our districts. I also would like to know how the Thompson Rivers district or Kamloops TSA is going to be funded since we are a third priority?
It reduced the need for feedback throughout the following year – ie created a stable business process which did not need continual revisiting. Could simply get on with the work.
I would like to hear some positives from this year's delivery and understand the high level challenges that need to be addressed for 2012/13.

7. Other

Any other comments or ideas you would like to share?

Provide coastal examples (presentation with photo's of treatments that have met the 2% ROI.

District staff are feeling overwhelmed and bombarded with the amount of material that needs to be reviewed and followed. They feel that the LBIS and attending documents are too complex. This adds to workload and inability of district staff to be more engaged in the planning and delivery. Many of them just want the guidelines and rules of how to spend, and then provided the money to get the job done. They don't want to be involved in the review. There is an assumption that districts will have LBIS as a top priority activity. This is not true, as other ministry priorities have been given higher priority to district workload and resources (water licenses, aggregate and placer mining authorizations, etc.). Branch assumptions are that all districts will eventually have the capacity for LBI-FFT delivery. This is not always the case.
Will provide general perspective from Vanderhoof District. We were very interested in delivering FFT 5 years ago when FFT was initiated. We had the staff and time to do it. It was decided that it was not an option at the time. So, we focused our time on other priorities (ecosystem restoration, fuel management, and fire planning); and for FFT worked with the model provided. From our perspective, the model has worked well. We've delivered some of the smaller projects we were interested in. We worked with region to identify priorities for program focus and the work was delivered by recipient agreement. Now, there is interest in more district participation in the program. However, we have fewer staff, still have the priorities we took on 5 years ago, and see other priorities on the horizon such as water and placer authorization and Front Counter business. Although we would like to take on more FFT delivery, it is difficult to see how. I think the model we developed 5 years ago will continue to suite us well.
For me, it is important that the meeting "flow" well and that decisions are made. It is important to monitor the input provided by the participants so as to maximize the time while not enabling "soap box" time. Everyone's input is always welcome but for the sake of the program it is important for everyone to understand the meeting outputs and thus work toward achieving those objectives. I am looking forward to the two days.
Will again spout my mantra that successful stewardship is highly dependent on local knowledge and ownership of the issues and opportunities for improvement, mitigation, and remediation.
Good luck! This program is a tough one to deliver. With all the variability in the delivery model, with all the diversity of staff engagement, with all the requirements to train and with all the changes to government structure , hopefully, sooner than later a more consistent, stable program will be developed.
I may have too much detail in my comments, so I apologize for that it is just that I feel we have not done silviculture in our districts for quite some time now and I have many concerns as to what is going on out in the forest. I think we are out of the loop somewhat and need to come up with a comprehensive plan on how we can get back in touch with what is happening out there so we have a better idea on how to address the midterm timber supply concerns.
Hope some of this is helpful!

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