

# Workshop Workbook

## Land Based Investment Strategy (LBIS): Forests for Tomorrow (FFT) Planning and Delivery Workshop

*Sponsored by*

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

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



*Workshop Organizers:*

Nigel Fletcher, Dave Cornwell, Matt LeRoy, Monty Locke, John McClarnon  
and Al Powelson, Resource Practices Branch

*Assembled by:*

Terje Vold, Contractor, LBIS Project Support

**September 17-18<sup>th</sup>, 2014  
Richmond, British Columbia**



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# Agenda

## Land Based Investment Strategy (LBIS): Forests for Tomorrow (FFT) Planning and Delivery Workshop

Location: Conference Room at The Hotel at River Rock  
8811 River Road, Richmond, BC V6X 3P8

**DAY ONE: WEDNESDAY, SEPTEMBER 17<sup>TH</sup>, 2014**

### Strategic objectives

- |          |   |
|----------|---|
| 8:30 am  | <i>Coffee/tea available – meet and greet – location to be announced</i>                                     |
| 9:00 am  | <b>Welcome and Introductions</b> – Nigel Fletcher   |
| 9:15 am  | <b>Conversation with Executive</b> – Tom Ethier and other ADMs  |
| 10:00 am | <i>Coffee break</i>   |
| 10:15 am | <b>Session 1: FFT Strategic Plan – focus and priorities</b> – Matt LeRoy                                    |
| 10:45 am | <b>Session 2: LEAN – keeping up progress – moving into the control phase</b> – Dave Cornwell and LEAN Team  |
| 12:00 pm | <i>Lunch – to be provided offsite</i>   |
| 1:00 pm  | <b>Session 3: AOP – priority filtering &amp; budget numbers compiled to date</b> – Matt LeRoy & Monty Locke |
| 3:00 pm  | <i>Coffee break</i>   |
| 3:15 pm  | <b>Session 4: Ramping up Current Reforestation</b> – Matt LeRoy   |
| 4:00 pm  | <b>Day One wrap-up</b> – Matt LeRoy   |
| 5:00 pm  | <b>Adjourn</b>  |

**DAY TWO: THURSDAY, SEPTEMBER 18<sup>TH</sup>, 2014**

**Program delivery**

- 7:30 am *Coffee/tea available – meet and greet – location to be announced*
- 8:00 am **Housekeeping items from Day One** – Monty Locke
- 8:15 am **Session 5: Evolution of Type 4 Silviculture Strategy –how they relate to TSR and your AOP**  
– Paul Rehsler
- 9:15 am **Session 6: Mapping needs & RESULTS FAQ** – Matt LeRoy
- 10:00 am *Coffee break*
- 10:15 am **Session 7: Forest Health factors to consider when developing a stand mgt plan** – Tim Ebata
- 11:00 am **Session 8: First Nations consultation – implications of Williams decision** – Neil Edwards
- 12:00 pm *Lunch – to be provided*
- 1:00 pm **Session 9: Sowing requests – sowing levels, stock types, seedling selection and seed planning coordination** – Matt LeRoy, Susan Zedel and John McClarnon
- 1:45 pm **Session 10: Safety and safety management system** – Dave Cornell
- 2:45 pm **Workshop wrap-up and evaluation** – Matt LeRoy  
Recap meeting action items  
Please complete the Workshop Evaluation Form before leaving
- 3:00 pm **Adjourn**

Thanks to All Who Participated!

## **Day One – Strategic Objectives**

### **Welcome and Introductions**

Nigel Fletcher will lead the workshop overall including introductions. 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 meeting invitees and FFT contacts is provided in Appendix A. An attendee sheet will be circulated for you to complete.

### **Purpose of this Workbook**

The purpose of this Workbook is:

- To provide a guiding framework for the workshop participants to address key objectives in support of the LBIS Forests for Tomorrow (FFT) 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.

Pre-Workshop input was sought from workshop invitees. This input is included in the Workbook as it helps inform various sessions of the meeting. Thanks to all who provided input!

### **Capturing Workshop Discussions**

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

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

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

### **Notes**

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## Conversation with Executive

The Executive that are expected to attend include:

- Tom Ethier, ADM, Resource Stewardship Division – in-person
- Dave Peterson, Chief Forester and ADM, Tenures, Competitiveness and Innovation Division – via Live meeting
- Kevin Kriese, ADM, Regional Operations, North Area via speaker phone

This initial part of the workshop provides the ADMs with an opportunity to provide opening remarks, to discuss the FFT program with workshop participants, and to address any questions you may have including some of the feedback (below) stemming from the pre-workshop input request.

<p><b>What topics related to FFT are you most interested in having the Executive address?</b>  <b>Do you have any questions you would like the Executive to answer at the Workshop?</b></p>
<ul style="list-style-type: none"> <li>• Will the Chilcotin court decision have any effect on FFT now that the land in question is no longer “Crown” land? What about other areas with strong aboriginal claim, or other investment categories?</li> <li>• What are the long term funding levels we can anticipate in FFT so that we can make reasonable projections on the 5 year plan?</li> <li>• With BCTS stepping away from delivery (on the coast at least), does gov’t have an alternative delivery agent in mind?</li> </ul>
<p>How does executive add value to the operational activities conducted at the district, on-the-ground?</p>
<p>FFT is currently the only discretionary funding source for silviculture investments. Does executive believe it reasonable to reinvest some funds to all parts of the province that are actively engaged in timber harvesting and producing revenue to the crown or does the FFT strategy of targeting funds on only the highest of impacted sites (regardless of ROI principles) to the exclusion secondary or tertiary priority mgm’t units seen as acceptable?</p>
<ul style="list-style-type: none"> <li>• Viewpoint on short to medium term FFT investment priorities in consideration of broad-scale regional and provincial issues</li> <li>• Viewpoint on stability of LBIS funding generally, and in particular the medium-term share of FFT funding in light of increasing needs of other LBIS investment categories</li> </ul>
<p>Priority of TSA’s for FFT eligible funding            Continued use of third party delivery PWC for TFL’s, CFA’s and Woodlots</p>
<p>Staffing.</p>
<p>Long term commitment to funding fish Passage portion of the LBIS/FFT budget.</p>
<p>How does executive view the future of the program with the large number of wildfires this year and the inconsistent funding for timber supply mitigation which makes planning and delivery of the program rather frustrating for our delivery partners. What is the priority mid-term or long-term timber supply?</p>
<p>Topics for executive to address:</p> <ul style="list-style-type: none"> <li>• Stability of funding for timber supply mitigation</li> <li>• Clarification of objectives for Timber Supply Mitigation (e.g. community stability vs</li> </ul>



## Session 1: FFT Strategic Plan – focus and priorities

Matt LeRoy will lead this session. The 2013 – 2017 FFT Strategic Plan has been copied in Appendix E, and is posted on the LBIS [FFT Guidance website](#) website. How do we implement the Strategic Plan effectively and deliver FFT as a ‘flagship’ program? And monitor progress considering the performance measures in the Plan (many of which are addressed in the Annual Operating Plan)?

The Strategic Plan is a ‘living document’ that will be periodically updated and improved based on experience and feedback. Below is the pre-workshop feedback for this session:

<b>How do you feel we are doing relative to the FFT Strategic Plan?</b>
Communication is something that could be further strengthened; 2 websites- LBIS and FFT are very confusing for a new to FFT person and broken links and old documents are frustrating.
<ul style="list-style-type: none"> <li>• Nifty plan, but why aren't we embracing hardwoods, like aspen, birch or alder?</li> <li>• We got into the whole MPB problem because of a species imbalance from fire origin over-mature pine stands, but we're setting up our grandkids with the same mess if we just plant pine. Why isn't gov't taking more of a leadership role in developing a hardwood industry like Baltic birch plywood?</li> </ul>
Plans, in general, are outdated immediately after they're written. The value in plans is being involved in the process of their development. I wasn't. My perspective on the plan (though I haven't read it in detail) and the program is that it's doing pretty good work around reforestation of fire and MPB killed stands. We still have a way to go to implement at an operational level, some of the more innovative activities.
<p>In general I think the plan is fine however I do feel as in all planning initiatives the issues reside in the implementation phases.</p> <p>Key for me is Goal 1- informed decision making in investing and delivery in an exemplary manner that improves over time.</p> <p>Objective is that achievement of goals and objectives are evaluated and CI techniques employed.</p> <p>Strategy is to conduct audits, evaluations and monitor in a CI framework.</p>
I think FFT is weak of the performance monitoring and evaluation side of things as well as the re-evaluation/testing of the assumptions used in setting priority TSA.
Communication with Licensees and First nations can be improved on
8/10
<p>Goal 1: Fair to Good -decision making is well informed</p> <p>Goal 2: Fair – lack of funding, and resources are affecting ability to improve mid and long term timber supply in some areas. Fair at establishing resilient ecosystems. More work needs to be done in consideration of fuel/ fire management objectives. Need to do more to incorporate climate change into are plans and prescriptions</p> <p>Goal 3- Fair. Due to regional/ community stability objectives we do not always complete projects which result in the best return on investment (e.g. could get a higher return on investment from sites where there is less of a timber supply problem).</p> <p>Goal 4- Good. Safety is well communicated and considered in planning and delivery of activities.</p>

<p>Goal 5- Fair-Good. Communication has improved over the last year, as a result of the FFT Lean project, conference calls and provincial FFT race to face meetings. There is still more that can be done though. Increased communication with decision makers (E.g., district managers, REDs etc ) is important since support for FFT is very important. Need to clearly link the FFT funding to meeting service plan goals and objectives. It is often expressed on the coast that too much funding is being spent of FFT relative to other investment categories therefore it is critical that managers/ decision makers understand the context of how and why investments are made and the benefits. Suggest there is a need to increased involvement stakeholders in FFT planning process (e.g., industry, First Nations etc)</p>
<p>Slow getting off the mark for revised BCTS sales development.</p>
<p>I think we are all doing a great job but I have noticed that there isn't any auditing process or reporting process to ensure we are meeting the criteria set out.          Are we meeting our ROI goals?          Are we treating stands with the higher SIs          Are we spending our money wisely (being the most cost effective)?          Are we being consistent with our treatment approaches?</p>
<p>The strategic plan is comprehensive and provides clear objectives for the FFT program. I feel that overall we are doing well relative to the plan.</p>
<p>Concerned, right now fertilization cannot be delivered by the District or BCTS unless a recipient is willing to step up to the plate.</p> <p>With fires on the increase there seems to be an ongoing need for section 108 funding and LBIS funds to assess and reforest Crown Lands within the our historically wet District.</p>
<p>I think the Strategic Plan is being followed, and it's working well.</p>
<p>I do believe we are doing very well.</p>
<p>FFT Strategic Plan should more specifically consider opportunities to increase local employment through planned treatments.</p> <ul style="list-style-type: none"> <li>- JS treatments: consider multiple, staged entries over single entry to target density; benefits include reduced risk of pest/disease/biotic events, improved stem form; increased employment on per hectare basis</li> <li>- Fertilization: consider opportunities for ground application over helicopter application where costs/ha are comparable and there is opportunity to increase local employment</li> </ul>
<p>I am interested in knowing the provincial comments on whether or not we are achieving the FFT Strategic Plan</p>
<p>Well. Planning always seem to amaze me on the ability to come up with it in the end.</p>

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## Session 2: LEAN: keeping up progress—moving into the control phase

This session will be led by Dave Cornwell with the support of the FFT LEAN Team. The purpose of this session is to discuss current progress in implementing LEAN FFT planning process map and LBIS Action Plan which are posted on the LBIS [FFT Guidance website](#)

Role of districts and regions in LEAN FFT planning is critical. Districts need to sign-off the AOP so that the district manager is involved in the planning process. Role of districts and regions as ‘knowledge owners’ is also important as it relates to overseeing FFT work on TFLs, woodlots and community forests.

Examples of the progress we’ve made implementing LEAN FFT planning will be discussed along with the following pre-workshop feedback for this session:

<p><b>Do you have any questions regarding how LEAN is being implemented to support FFT? What is working particularly well? Where do we need improvement?</b></p>
<p>Outside of the Spring program introduction to the new FFT lean process I have had no dealings with the new process.</p>
<ul style="list-style-type: none"> <li>• The “LEAN” process is a 3’x4’ poster on my wall that requires a magnifying glass to decipher, and you call this a simplification...give me a break!</li> <li>• Can’t we have something a little more user-friendly?</li> </ul>
<p>No, not sure and I don’t know.</p>
<p>Process for the most part is fair however I think there are still some outstanding issue:</p> <ul style="list-style-type: none"> <li>- No distinction between strategic planning needs and budget allocation process.</li> <li>- Organizational framework (Branch/Region/District) with related roles and responsibilities which should be the foundation poorly defined.</li> </ul>
<p>Am aware that FFT LEAN Kaizen participants created an initial Future Process Map that identified business efficiencies, and identified future project needs. Also aware that mandate of “FFT Working Group to examine priority setting for MUs outside of MPB impacted areas” links to FFT LEAN.</p> <p>Questions:</p> <p>Re: Future Process Map – is intent to capture the process map or its principles to future iterations of FFT Strategic Plan?</p> <p>Am aware that in response to concerns expressed by certain Regions, a project was underway to “optimize the process for managing priorities, pressures and surplus within the individual categories of the LBIS using Forests For Tomorrow as an example”. What is the status of this project?</p> <p>This year a key objective identified by Skeena Region RMT for the Skeena Stewardship Leadership Team (SSLT) is development of a “LBI surplus allocation process (timelines, etc.)”, enabling FFT/ TSM turnback funds to be reallocated to priority Regional projects within and between LBIS funding categories. The draft project charter for the above-noted project lists discussion of surplus allocation <u>between</u> funding categories as “out-of-scope”. Is this topic on the provincial radar?</p>



### Session 3: AOP–priority filtering & budget numbers compiled to date

Matt LeRoy and Monty Locke will lead this session. The purpose of the session is to:

- go over the Annual Operating Plan (AOP) submissions received,
- go over the budget for Current Reforestation (CR) and Timber Supply Mitigation (TSM) for 2015/16,
- address areas where we are over-budget where compromises need to be made,
- discuss s. 108 pressures due to 2014 wildfires,
- address how to handle spacing in community forests and woodlots in CR, and
- address some of the pre-workshop feedback for this session (see below).

The LBIS [FFT Guidance website](#) has links to the silviculture planning process, including roles and responsibilities; and FFT silviculture 5-year plan instructions, including multiple accounts decision analysis, silviculture treatment regimes, Current Reforestation potentially treatable area maps, the both Coastal and Interior Silviculture Opportunity Maps.

<p><b>Are there ways to improve the Annual Operating Plan process?</b>  <b>Any particular topics you feel need to be addressed related to the AOP and the budget – including next steps?</b></p>
<p>Nothing right now- new to the whole process. Timing seems a little awkward as the results of survey are just starting to come in at the time the draft budget is to be submitted.</p>
<ul style="list-style-type: none"> <li>• When I draft up the 5 year plan, I use the comments section of the spreadsheet to add notes to the plan to help in developing the AOP. Every year these notes get stripped out, and I have to go back to my “draft” plan to remember what the activity was we were going to fund. It would be great to have a means to retain anecdotal information necessary to complete future plans.</li> <li>• How about an FTP site to move around information, plans and prescriptions?</li> </ul>
<p>No suggestions here. Use what we’ve got and adjust as required.</p>
<p>Need to base AOP on existing type 4 silviculture investment strategy recommendations. Related to above there is a need to revisit the CR/TSM sub-components as the distinction may no longer be relevant.          As monies continue to get tight it would help planning to have targeted allocations by region to guide investment planning and decision-making.</p>
<p>How are results of Type IV Silviculture Strategies considered in prioritization of budget allocation to individual MU’s?</p>
<p>The budget process is out of sync with the field data collection and it is hard to have good data for the annual AOP when we are still in the process of collecting data in the field. Suggestion is to have the first budget draft in early November once all of the information is in.</p>
<p>Same comment as above i.e.          I think we need to see a full planning cycle in order to evaluate the Lean Contribution. So far things are business as usual for our district.</p>
<ol style="list-style-type: none"> <li>1. I thought that this is what LEAN was all about – increased communication would be helpful.</li> <li>2. Inconsistent funding for the timber supply mitigation envelope. I think that recipient partners are getting a bit frustrated.</li> </ol>
<p>More engagement from District staff (requires more district resources).</p>



## Session 4: Ramping up Current Reforestation

Matt LeRoy will lead this session. The Premier's June 2014 [mandate letter](#) to Minister Steve Thomson for FLNR included: *Develop and implement a plan for the \$10 million in additional silviculture provided to reforestation in the province beginning in 2015/16.*

The purpose of the session is to address how to most effectively spend the additional funding for planting and support activities like surveys. It may be worth considering a wide-scale caribou GAR free growing survey. As part of this session, we will ask Bernie Peschke to provide a short update on CANFOR's mountain caribou mitigation plan.

Below is the pre-workshop input for this session:

<b>What are the greatest challenges you face as we ramp up Current Reforestation next FY?</b>
The greatest challenge will be finding good, well priced contractors.
Lack of clarity around what activities qualify for increased funding, does that include surveys, brushing?
We've already ramped up....?
Support to have BCTS ITSLs implemented outside of BCTS chart areas. Security of funding...how much effort to you expend if an allocation to your Region/District is in question. Avoiding inappropriate treatments in an attempt to meet arbitrary targets or goal expenditures (eg: planting wildfires within five years of disturbance before natural regeneration has expressed itself)
Lack of contractors bidding on the work such as site prep and surveys FN referral process
Staffing resources. Vacancies are not being replaced, leading to loss of expertise and diminished ability to deliver the program efficiently.
If we are going to be having a large survey program next year to utilize the increased funding then it would be helpful to have approval to advertize survey contracts this fall (similar to planting contracts). With reduced survey capacity in the province we have recently had a large survey contract come in with no bids and there is potential for this to happen with a potentially large increase in the number of FFT surveys.
Is there capacity (district and BCTS) to ramp up current reforestation to levels required to utilize the additional \$6M?
Not knowing the size and status of recent wildfires.
Partnership or cooperation between BCTS and Licensees in their historic operating areas
I have hit a bit of a road block this year. My main focus has been on a very large 2010 fire. Last year we discovered a great number of naturals coming up ( I had to find homes for 1 million seedlings on the fly this spring) within the area. 6500ha of surveys this year have resulted in only 270ha of planting unit layout. I don't want to head into any of the fires from this year for another 5 years (waiting for the naturals to show up and black army cutworm to go away) and so now I have to quickly switch gears and find more ground to survey. Most likely it will be MPB rehab in mature stands. It will take a bit of a lead up (consultation with licencees) and so may have to miss a year of sowing to get ahead.
Finding ground.



## Day Two – Program Delivery

### Housekeeping Items from Day One

The purpose of this timeslot, which will be led by Monty Locke, is to address any outstanding items raised in Day One regarding:

- Conversation with Executive
- FFT Strategic Plan – focus and priorities (Session 1)
- LEAN – keeping up progress – moving into the control phase (Session 2)
- AOP – priority filtering and compromise (Session 3)
- Ramping up Current Reforestation (Session 4)

If time permits, it would be worthwhile to quickly review the status of the actions that stemmed from the LBIS FFT Spring 2014 meeting (see Appendix D).

As part of the pre-workshop input request, we asked if there were other topics not on agenda that need to be discussed (see below). If we are not able to address these other topics at workshop, we will endeavor to do so in another manner such as the Workshop Synopsis.

<b>Are there other topics that need to be discussed at the Workshop that do not appear to be covered by the Sessions?</b>
Fire salvage ITSL's – are we proceeding with these? Would like to see more details around the process (are they developed? available?)
Obviously more silviculture work than ever, now and into the future. And less people available to do the work. How are we going to get it done? How do we be strategic? What is the governments (and gov's staff's) role.
Standing topic for the provincial meetings should be a performance evaluation of planned versus actual accomplishments. Should have an update on the assumptions made in developing the impacted mgm't unit ranking. Have they been field tested, verified, ground truthed to either confirm the original assumptions and/or are related subject specialists still in agreement. There is a need to report out and either confirm or propose corrective actions.
Roles and Responsibilities especially around CFA's, Woodlots and TFL's
Would like to see increased profile for Fish Passage program.
Linkages to other investment categories and how we prioritize between investment categories to meet government objectives.
What other districts/Business Areas are doing within their FFT programs. Successes and road blocks. Things we can all learn from.
Climate change and species ie, assisted migration/climate based seed transfer, what might a resilient and diverse plantation look like under predicted climate change forecasts?

## Session 5: Evolution of Type 4 Silviculture Strategy

Paul Rehsler will lead this session. The purpose of this session is to discuss the evolution of Type 4 Silviculture Strategy and how they relate to Timber Supply Review and your FFT Annual Operating Plan. The [Silviculture Strategies](#) website describes Type 4 Silviculture Strategies and provides information on their status in 8 TSAs. Below is the pre-workshop input for this session:

<b>What challenges are you facing in using the Type 4 SS when developing your AOP?</b>
Don't have a type 4 SS in the Peace.
We have a lack of Type 4 SS on the coast, so developing some would be helpful
Familiarity with the type 4 SS.
Recommendations are not supported by Branch in the budget allocation process. In DOS no funds were allocated while in other mgm't units more monies were allocated than the plan recommended.
n/a as this District is not presently engaged in a Type IV process. Will be listening in on this topic with interest.
Not complete yet
Type 4 SS is primarily targeted at TS Mitigation, but there is little TSM funding available.
We have been using the Type 4 strategies to develop AOP's as much as possible. How do we incorporate work on TFL's (eg. Fertilization) when they might not have a current silviculture strategy?
NA – No type 4 silviculture strategies have been completed for the Coast
New impacts of 2014 fire season
I have been keeping up to date on the Prince George process but so far it has not been finalized so I have not been using it to develop our AOP. I am keeping topics in the back of my mind such as revisiting MPB plantations declared FG using the backlog rules as they may not be producing the kind of stands we will be looking for in the longer term. Also more of a focus on the higher SI stands.
It's not complete at this time.
I only see type 1 and 2 for TSA Kingcome and midcoast <a href="https://www.for.gov.bc.ca/hfp/silstrat/Archive/map/vancouver-tsa-kingcome.htm">https://www.for.gov.bc.ca/hfp/silstrat/Archive/map/vancouver-tsa-kingcome.htm</a>
We had very limited funding for SSS reforestation, and completed our activities this year, with no planned future activities.
None as we haven't used Type 4 Strategies yet
The uncertainty in funding that comes each year. We can put in the numbers from the Type 4 SS in the AOP but we will not know if it will happen due to funding.
Following priorities identified in plan

### Notes

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## Session 6: Mapping needs & RESULTS FAQ

Matt LeRoy will lead this session. The purpose of this session is address your FFT mapping needs and also to discuss FFT RESULTS submissions. Below is the pre-workshop input for this session:

<b>What maps do you currently find most useful to support your FFT work?</b>
<b>What types of maps do you most need that you do not currently have?</b>
Nothing of note at this time. More often the contractors are looking for shape files to create their own maps.
Fire mapping earlier in the planning cycle, rather than November
Wild fire mapping is the most accurate and valuable. Forest inventory is too inaccurate to be used for anything other than the highest level strategies.
Maps showing locations of treatment areas relative to 1 <sup>st</sup> Nations Statement of Claim areas, to support annual FFT/TSM information sharing needs.
Fire maps have been useful Arc GIS with latest ortho photography District staff are good at helping with maps
We are reliant on RESULTS, Mapview and ARC maps.
The current support for the fish passage program mapping is excellent
Wildfire maps/ Silviculture opportunity maps are very useful for developing the AOP
BCTS RESOURCES covers all of my mapping needs.
Will need the spatial product from the Type 4 strategy to identify opportunities on the land base spatially.
New fire polygons that need to be assessed are useful.
I relied very heavily on one of my Stewardship staff to prepare the maps needed with ArcMap, and he has since moved on; I haven't had to look at mapping for the coming season so I can't comment.
I have access to GIS specialists
No concerns
I am currently using the Wildfire Maps...still need to find out if I can get that digitally so we can work with it.
District is OK.

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## Session 7: Forest health factors to consider when developing a stand mgt plan

Tim Ebata will lead this session. The purpose of this session is to discuss forest health factors you need to consider when developing a stand management plan. The LBIS [FFT Guidance website](#) has links to Forest Health Hazard Maps. Below is the pre-workshop input for this session:

<b>What are the main forest health issues you are facing in delivering FFT?</b>
<b>What information do you need about forest health to better address those issues?</b>
Nothing at this time; main Forest Health issue in the Peace is Beetle
Filling the regional entomologist position in Nanaimo would help identify forest health issues more quickly
Cutworm...how long do we wait to plant?
FH info needed is...given stand condition will it survive to assist in mitigation of the mid term AAC shortfall as opposed to proposing site rehab which is more of a long term/LRSY investment.
Main forest health agents currently or previously affecting the TSA's managed by Skeena Stikine District (Bulkley, Kispiox, and Cassiar) include mountain pine beetle, hard and soft-stem rusts, Dothistroma needle blight, and wildfire. Seeking new or improved life cycle, risk/hazard mapping approaches, and management strategy info on these for annual District Forest Health Strategy updates.
Rusts on pine, root rot
Forest Health has not been a big issue yet as we are focused primarily on current reforestation.
NA No significant forest health issues affecting FFT delivery on the coast. Primary activity is fertilization and small amount of planting for wildfire areas.
Still dealing with post MPB, black army cutworm and hare damage.
<ul style="list-style-type: none"> <li>Elytroderma and Rusts in young Pine stands.</li> <li>How do we better treat these stands? What minimum level of density at stand establishment will help mitigate the impacts of these biotic FH agents?</li> </ul>
No concerns to date.
We are essentially wrapping up efforts to salvage MPB killed pine, however we are just now seeing some spruce beetle advancing in the district. Current infestation mapping would be the most helpful.
Seriously? I operate in the Nadina?
No concerns
More general information giving options and considerations on how leading health issues in Districts can be mitigated and managed...

### Notes

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## Session 8: First Nations consultation–implications of Williams decision

Neil Edwards with First Nations Relations Branch will lead this session. The purpose of this session is to discuss the implications of the recent Williams decision on First Nations consultation particularly as it affects the FFT program. Is there a need to update the 2013 [LBI First Nations Information Sharing Guidelines](#) given this decision? Below is the pre-workshop input for this session:

<b>What questions do you have about this recent decision as it affects your FFT work?</b>
No- majority of the Peace is under treaty. There are some questions regarding the responsibility of consultation / information sharing of NIT's when the major licensee is completing work on behalf of FFT- who is responsible for the work with the First Nations and who decides if the work should go ahead. In the situation I am thinking about a major licensee did the work on the NIT, but then contacted FFT rep for approval to go ahead with the spray program? I think if the blocks was sprayed using the M/L PMP – it would be their decision if information sharing was adequate, however, it may come back on the FFT program???
Will the Chilcotin court decision have any effect on FFT now that the land in question is no longer “Crown” land? What about other areas with strong aboriginal claim, or other investment categories?
Do we still have obligations within the Decision area? Are we able to access areas through the decision area?
Would like clarification of 1 <sup>st</sup> Nations consulting process relative the Fish Passage program. Who does what and when.
Will the decision impact how we do FN referrals for various FFT activities?
Grey area. Do we plan future treatments in areas that we think may eventually be encompassed in a title area? Forge ahead or put the money elsewhere?
Get the ADM to answer this, this will affect everything and everyone moving forward.
Our entire district is within Treaty 8 boundaries, and the Williams Decision has no impact.
Time will only tell on this front
Are our silviculture activities properly assessed for impacts regarding Asserted Aboriginal Rights and Title?...each District is re-evaluating their strength of claim assessments to make sure those areas deemed “high” are properly identified. Once that is done then it is up to us to ensure that proposed activities are consulted at a level appropriate to the strength of claim assessment.
Have resulted in delayed projects and projects that were threatened because of consultation delays. May need more time to be built into our planning timelines.

### Notes

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## Appendix A: List of Workshop Invitees (FFT contacts)

Name	Organization
Delee Anderson	Vanderhoof District
Paul Barolet	North Island – Central Coast District
Aaron Benterud	Coast Mountains District
Carolyn Beurskens	Mackenzie District
Romona Blackwell	Campbell River District
Ian Brown	Omineca Region
Kerri Brownie	BC Timber Sales Branch
Glen Buhr	Skeena Stikine District
Scott Byron	BCTS Stuart-Nechako
Lauri Como	Quesnel District
Dave Cornwell	Resource Practices Branch
Nola Daintith	Cariboo Region
Mike D’Aloia	Fort Nelson District
Sam Davis	Mackenzie District
John DeGagne	Vanderhoof District
Tim Ebata	Resource Practices Branch
Neil Edwards	First Nations Relations Branch
Larry Fielding	BCTS Prince George
Nigel Fletcher	Resource Practices Branch
Richard Garner	BCTS Okanagan-Columbia
Cindy Gibson	Cariboo-Chilcotin District
Jeremy Greenfield	BCTS Prince George
Mark Hamm	Cariboo-Chilcotin District
Jevan Hanchard	Skeena Stikine District
Caitlin Harrison	BCTS Stuart-Nechako
Kristin Hendry	BCTS Prince George
Scott Hicks	Kalum District
Steve Hind	Kalum District
John Hopper	BCTS Kamloops
Kerri Howse	Central Cariboo/Chilcotin
Elizabeth Hunt	Peace District
John Illes	Nadina District
Paul Kennedy	BCTS Cariboo-Chilcotin
Ljiljana Knezevic	Omineca Region
Lyn Konowalyk	Rocky Mountain District
Katherine Ladyman	Okanagan Shuswap District
Matt LeRoy	Resource Practices Branch
Monty Locke	Resource Practices Branch
Phil MacDonald	BCTS Kootenay
Heather MacLennan	Kamloops District
Mike Madill	Thompson/Okanagan Region

Frank McAllister	BCTS Peace-Liard
David McArthur	100 Mile House District
John McClarnon	Resource Practices Branch
Leith McKenzie	Thompson/Okanagan Region
Ted McRae	Okanagan Shuswap District
Bruce Middleton	BCTS Stuart-Nechako
Anna Monetta	Omineca Region
Sean Muise	Haida Gwaii District
Guy Newsome	BCTS Cariboo-Chilcotin
Bill Olsen	100 Mile House District
Mark Palmer	South Island District
Bernie Peschke	Thompson/Okanagan Region
Jennifer Plummer	Skeena Stikine District
Allan Powelson	Resource Practices Branch
Jennifer Reid	BCTS Kamloops
Paul Rehler	Resource Practices Branch
Katherine Rogers	BCTS Babine
Katrina Sigloch	Thompson Rivers District
Stephanie Smith	BCTS Peace-Liard
Andrew Snetsinger	Cascades District
Carolyn Stevens	Nadina District
Nicole Strand	Quesnel District
Len Stratton	BCTS Prince George
Jack Sweeten	Chilliwack District
Andrew Tait	Fort St James District
Kevin Telfer	Coast Region
Geoff Tindale	BC Timber Sales Branch
Miodrag Tkalec	Mackenzie District
Robert van der Zalm	Sunshine Coast District
Mary Vizslai-Beale	Fort Nelson District
Terje Vold	LBIS project consulting support
Barb Wadey	Selkirk District
Chris Walder	Cascades District
Mike Watson	BCTS Babine
Craig Wickland	Coast Region
George Williamson	100 Mile House
Susan Zedel	Tree Improvement Branch

## Appendix B: Workshop Evaluation Form

How useful do you feel the sessions of the Workshop were for you? Were you satisfied with Workshop logistics? Please put an **X** in the column that best reflects your views

Workshop Sessions	Not useful	Partially useful	Useful	Very useful
Conversation with Executive				
1. FFT Strategic Plan – focus and priorities				
2. LEAN – keeping up progress – moving into the control phase				
3. AOP – priority filtering and compromise				
4. Ramping up Current Reforestation				
5. Evolution of Type 4 Silviculture Strategies – how they relate to TSR and AOP				
6. Mapping needs				
7. Forest health factors to consider when developing a stand management plan				
8. First Nations consultation – implications of Williams decision				
9. Sowing requests – sowing levels, stock types, seedling selection and seed planning coordination				
10. Safety and safety management system				
<b>Any Comments on Particular Sessions?</b> (please identify with Session #1, 2, etc) Use the back of this page if you need more room				

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

## Appendix C: Key Dates for LBIS FFT

Key Dates	
01-Jun	Canvass FLNR executive on goals, objectives and strategic priorities (including scope)
01-Jun	Conduct on-line query of stakeholders about this fiscal LBIS and suggestions for change or alteration next fiscal LBIS
Mid-May to late June	Manual brushing completed
Mid June	Spring planting completed
Week July 1	Meet with Regional Resource Managers to begin regional and district engagement process where applicable
July 1-Aug 31	Investment category leads begin development of draft outputs and targets for the next three years
31-Jul	Submit a completed survey package to the Regional FFT staff for interim field audit
Mid-Aug to late Sept	Chemical brushing treatments completed
Sept 18-19	Current Reforestation/LBI Fall workshop - location TBD
15-Sep	Submit sowing request to Nursery Services for summer planting program
26-Sep	Provide draft activity outputs and targets for next fiscal to RPB
30-Sep	(i) call for quarterly report; (ii) summer planting completed
Oct 1-31	Seek Regional, District, First Nations, and stakeholder input into draft next fiscal LBIS
15-Oct	Submit sowing request to Nursery Services for spring planting program
01-Nov	Submit draft next fiscal LBIS to FLNR executive for consideration in next fiscal service plan and budget discussions
30-Nov	All completed planting activities are reported into RESULTS by Nov 30th
06-Dec	Submit first draft of the next fiscal year's management unit budget to the Regional FFT staff
15-Dec	Run reports on planned activities for current and next fiscal and ensure alignment with completed activities; AOP and five year plan; make changes as required
Dec-Jan	Provide Districts and Regions with a summary of planned outputs and targets for the next fiscal year
Jan	Update Regions and stakeholders on focus and draft budget of the next fiscal LBIS

## **Appendix D: Actions from Spring 2014 FFT Workshop**

Action #1: Dave Cornwell will follow-up on three of the action items from the Fall 2013 FFT meeting:

- #3: Did Kevin Astridge send subzone variant predictor over time
- #6: Did Jennifer Burleigh send a one- or two-pager on the black army cutworm with weblink that provides advice
- #7: Dave will forward the Service Agreement with BC Conservation Foundation.

Action #2: FFT LEAN process maps to be updated considering feedback at Workshop and posted on FFT website.

Action #3: FFT LEAN products in the Action Plan will be posted when completed on FFT website.

Action #4: RESULTS reporting: (i) reminder re: importance; and (ii) need to extend FFT requirements to the Forest Stand Management Fund (FSMF) in a manner that garners ‘buy in’ from staff involved with the FSMF. This will involve identifying staff looking after FSMF activities, and conducting conference call(s) on developing policy/requirements around planning in RESULTS for this funding source.

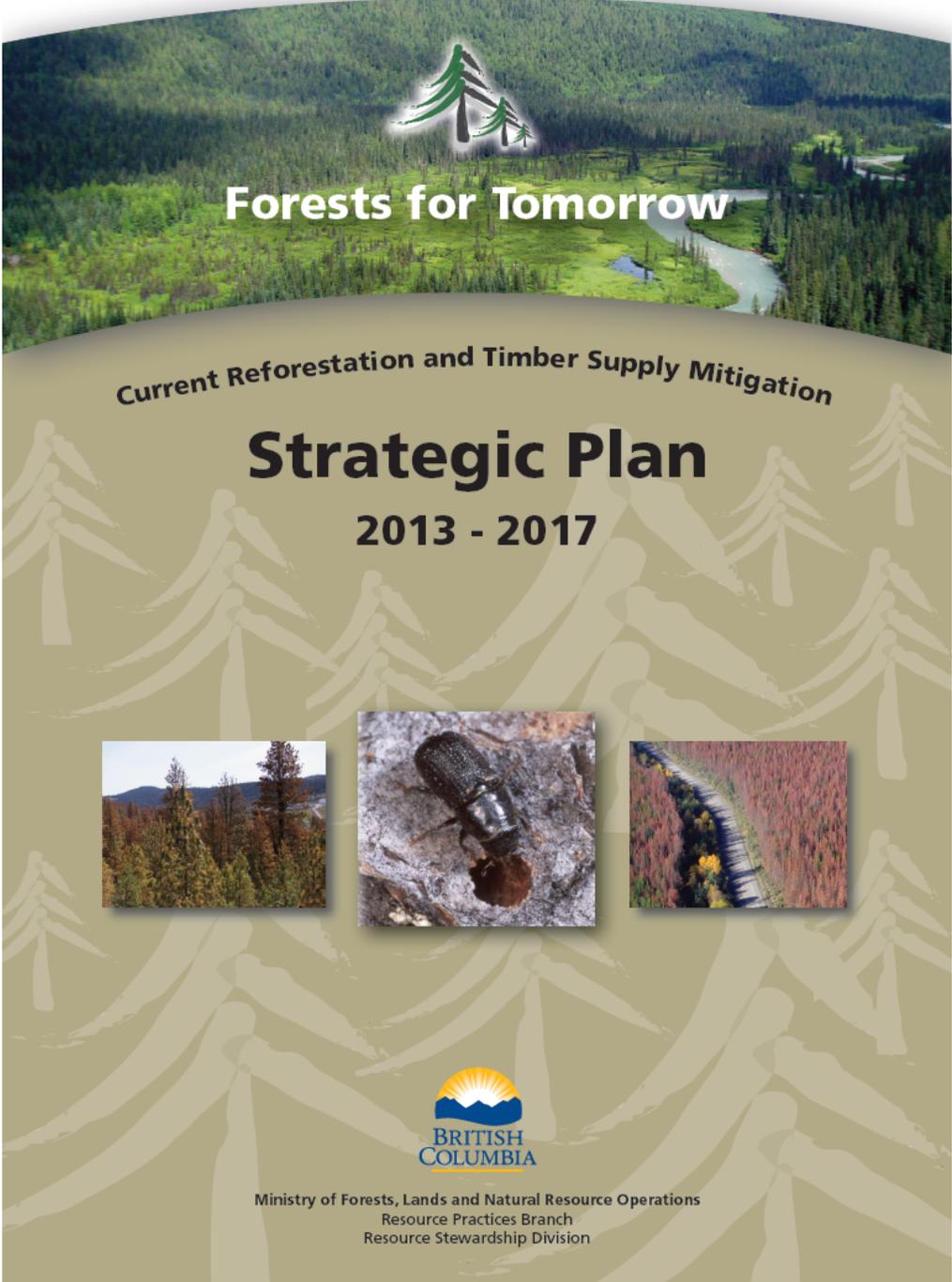
Action #5: Completion of the Forest Management Partnership Agreement with BCTS following the program review of BCTS, and review of the draft Agreement by FFT staff.

Action #6: FFT Workshop participants, and others in FFT Team, to review draft Forest Carbon Partnership Program document and provide comments to Al Powelson by April 30<sup>th</sup>, 2014.

Action #7: Al Powelson will check that the mitigation relief amounts identified in the Canfor document are consistent with the agreed-to levels by government.

Action #8: Matt LeRoy will distribute process for tracking GAR caribou mitigation costs/treatments in RESULTS.

**Appendix E: FFT Strategic Plan 2013 - 2017**



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## Preamble

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



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

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

## Introduction

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

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



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<sup>1</sup> FFT - Current Reforestation & Timber Supply Mitigation Strategic Plan 2013-2017

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

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

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

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

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

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

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

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

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

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

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

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



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

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

## Forests For Tomorrow: Vision, Mission and Goals

### VISION

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



### MISSION

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



### GOALS

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



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

**Objectives**

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

**Strategies**

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



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

**Objectives**

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

**Strategies**

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



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

**Objectives**

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

**Strategies**

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

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

**Objectives**

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

**Strategies**

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



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

**Objectives**

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

**Strategies**

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



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## Appendix: Performance Measures

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

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

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

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

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

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

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

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

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

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

