



PROJECT REPORT

Summary of External Input into the Ministry of Forests and Range Land Base Investment Strategy

Results from the Online Survey and Dialogue Workshops

Prepared by: FORREX – Forum for Research and
Extension in Natural Resources

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EXECUTIVE SUMMARY

Staff from the Ministry of Forests and Range, Forest Practices and Investment Branch, solicited input into the development of their 2011-2013 Land Base Investment Strategy. Resource professionals from government, the private sector, non government organizations and professional associations provided input via an online survey (August, 2010) and regional dialogue workshops held in Nanaimo, Prince George, and Kamloops September 21, 22, and 23 respectively. Ministry representatives will follow up with First Nations representatives and other parties that were not able to attend or provide input so far. The results from these workshops and online survey were recorded and a brief summary provided.

KEY MESSAGES

After reviewing the online survey information and listening to the information coming out of the dialogue workshops there are a number of key messages for the LBIS planning team to consider.

1. There appears to be recognition by external parties that there are constraints placed on the LBIS by government, however, it is felt by many that they are too restrictive. There is a need for the strategy to focus on a direction that will ensure continued access to the landbase as a whole.
2. The strategy should provide the broad strategic goals and objectives (targets) and then collaborative work should be done at the local level to determine how best to meet them.
3. There is willingness to develop a collaborative model that can be delivered in an efficient manner but with adequate resources to make a difference on the landbase. A few models were proposed, such as a trust model. However, once this model is developed, it should not be interfered with.
4. The roles and responsibilities between the two groups involved with the LBIS – the group that develops the strategy and the group that implements the strategy - needs to be clearly defined. Currently there appears to be overlap, which is causing confusion for those external parties that are involved with the program.

Next Steps

1. The dialogue workshops have created expectations of future communications and follow up actions. It will be important for the LBIS planning team to continue this dialogue into the future to maintain any level of collaboration that may have developed. This will be important as the strategy builds into the future.
2. There is a need for a broader strategy on the landbase that includes more than just MFR priorities. It will be important to communicate this message to executives within the Ministry.

3. Clarity will need to be provided soon related to the various area based tenures and the role of First Nations within the plan.
4. There are many questions related to the delivery of the program and many people are concerned about timing. It will be important for this type of information to be provided in an efficient and effective manner.

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ABOUT THIS REPORT

This report provides a collection and summary of the external input received by the Ministry of Forests and Range related to its Land Base Investment Strategy. The majority of the data collected is from the input received from three Land Base Investment Strategy Dialogue Workshops held in Nanaimo, Prince George and Kamloops in the latter part of September 2010. It also includes a summary of the information collected through the online survey that was launched by the Ministry of Forests and Range, Forest Practices and Investment Branch, at the beginning of August, 2010. The report also provides some key messages and next steps for the Land Base Investment planning team based on observations made by the FORREX delivery team during the dialogue workshop sessions.

BACKGROUND

During the initial development of the Land Base Investment Strategy (LBIS) much of the work was done by the Ministry of Forests and Range (MFR), Forest Practices and Investment Branch, team based in Victoria. This approach was used due to issues of timing and the need for quick implementation of the strategy. As the LBIS evolves and plans are considered for future investments, more input is needed from the broader community regarding the development of the strategy. A number of approaches have been undertaken to ensure that the investment strategy better reflects the collective needs of the province, including surveys, discussions with various strategic groups, etc. In addition to these more indirect methods, a more direct approach was suggested that included a face to face form of discussion. In early August 2010, FORREX was approached to help plan, implement, and facilitate a series of three face to face dialogue workshops, one to take place in each region of the province. These workshops will be designed to have key informants from various parts of the province, representing various constituents, articulate their suggestions on the existing Land Base Investment Strategy framework to ensure that the guidance provided in that strategy meets the government goals and priorities for that program.

WORKSHOP DEVELOPMENT

Before FORREX designs any process the end result or outcome of the process must be clear. In discussions with the MFR Land Base Investment Program team, it became clear to FORREX that the group was looking to achieve a number of outcomes. The initial outcome was to develop a strategy that reflected the thinking of a broader constituent base, but there was also an additional one that related to bridging relationship gaps that had developed based on the initial development and implementation of the strategy. To address these outcomes, FORREX proposed three workshop outcome objectives.

Workshop Outcome Objective

As a result of this dialogue workshop:

1. For the MFR planning team responsible for the Land Base Investment Program to gather supporting information from key informants for consideration in the development of future provincial land base investment strategies;

2. For workshop participants to have the opportunity to articulate their suggestions regarding elements to include or processes to develop in the upcoming Land Base Investment Strategy that will help the strategy achieve the provincial goals and objectives;
3. To identify opportunities for future communications between the MFR's LBIS personnel and the various audiences involved in the program.

To achieve these outcome objectives a process was designed that included methods to allow for individual as well as group input, but which would also facilitate relationship building. The following process was agreed upon:

1. To help participants understand the context in which the Land Base Investment Strategy is being developed and to help set the bounds around what input could be used, a series of presentations would be developed.
2. To help encourage input and engage in relationship building, small group dialogue sessions would be used and would include at least one member of the LBIS planning team.
3. To ensure that the LBIS planning team received input that reflected the thoughts of those participating, and to address any outstanding questions a larger group discussion would be used to finalize the process.

WORKSHOP DELIVERY

To ensure that the objectives of the workshop could be met, facilities were organized that would accommodate the needed space. It should be noted that due to the quick turn around time – request for meetings in August, delivery in September - a number of preferred facilities were not available. However, even within the tight time frame, adequate facilities were found in Nanaimo, Prince George and Kamloops and arrangements were made.

To support the delivery of the workshops, the LBIS planning team requested that the small group dialogue sessions be facilitated by Ministry of Forests and Range staff who had received specialized training in the area of organizational learning. The FORREX team worked with these learning organization practitioners to ensure that they understood the process and were comfortable with their roles and responsibilities.

With the facilities and workshop teams in place, three Land Base Investment Strategy Dialogue Workshops were delivered on September 21st in Nanaimo, September 22nd in Prince George and September 23rd in Kamloops. The evaluations related to each of these workshops can be found in Appendix 5.

It is important to note that in the delivery of the workshop lunch was not included as part of the delivery service. This had some unintended consequences to the outcomes from the small group dialogue sessions. If there had been an opportunity to serve lunch on sites, the energy from the small group dialogue sessions could have been sustained for a longer period of time. As a result of not having lunch available, many participants felt that they had to break just as their conversation started rolling. This is perhaps something for future consideration.

SUMMARY OF WHO ATTENDED

The responsibility of inviting participants to the workshops fell to various members of the dialogue workshop planning team. Representatives from the LBIS planning team took on the responsibility for inviting agency representatives including:

- Ministry of Forests and Range (district, branch and regional staff)
- Ministry of Environment
- Integrated Land Management Bureau

The LBIS planning team also took on the responsibility of inviting representatives from the various First Nations communities and organizations such as the First Nations Forestry Council to the workshops as well.

FORREX was given the responsibility of sending out an invitation on behalf of the Land Base Investment Program Director to various groups and organizations that are directly and indirectly involved with the development and delivery of the program. These include

- Interior Lumber Manufacturers Association (ILMA)
- Coast Forest Products Association (CFPA)
- Council of Forest Industries (COFI)
- BC Federation of Woodlot Associations
- BC Community Forests Association
- Western Silviculture Contractors' Association (WSCA)
- Consulting Foresters of BC (CFBC)
- Former Forest Investment Account Land Based Investment Program Recipients
- BC Cattlemen's Association
- Invasive Plant Council of BC

Each party invited was asked to send only 2 representatives to any of the workshops, as well as to register for the session that they would be attending. In total, 76 participants registered for the workshops – these included

BC Federation of Woodlot Association – 2 participants
BC Cattlemen's Association – 4 participants
Invasive Plant Council of BC – 2 participants
Consulting Foresters of BC – 1 participant
Western Silviculture Contractors' Association – 2 participants
Former Forest Investment Account Land Based Investment Program Recipients – 25 participants
BC Timber Sales – 5 participants
Ministry of Forests and Range – 35 participants

A listing of participants for each workshop can be found in Appendix 4.

KEY MESSAGES FROM THE INPUT RECEIVED

There was much information shared during the three dialogue workshops, as well as from the online survey. The details of this information is captured in Appendix 1 to 3 (workshop data)

and Appendix 6 for the online survey. Instead of providing a summary of all of the details from the workshop a number of synergies from these workshops will be presented and key messages and next steps for the LBIS planning team provided.

At the beginning of each workshop, participants were asked to identify what they hoped would happen by the end of the day. The list of expectations from each workshop is provided in Table 1.

Table 1: Participant Expectations by LBIS Dialogue Workshop

Nanaimo Workshop	Prince George Workshop	Kamloops Workshops
<ul style="list-style-type: none"> • Concern about dealing only with forest productivity when we have to plan for so many things – such as inventories of wildlife etc. • How is this process going to decide on funding priorities? • How you are going to evaluate the different funding categories against each other? • Understand some of the strategies and why some activities were taken out • Understand the linkage between the two branches • In the Central Coast, we have immediate issues of timber supply, so we have to talk more than just mid-term supply • MFR – we want to know how things should happen • Is there an opportunity to clarify goals and objectives? • Hope there is a degree of discussion about the delivery of the program. 	<ul style="list-style-type: none"> • Project ranking • Respectful dialogue • Input into strategy • Regional priorities captured • Range resources recognized • Definition of ROI • How linked back to management level • Links to implementation plan • Plan not done – how should things be done – done better for a better plan • Determination of priority units • How all provincial districts (provide input on) base investment priorities • Non-MPB mid-term timber supply issues • How to minimize government administration cost while maximizing delivery of programming on the ground • Growth and yield linkages to plan • Weighting of Section 108 versus other investments • Protecting the investment • Monitoring and quality assurance • How pending treaties affect investment priority 	<ul style="list-style-type: none"> • Future of business planning – how will this occur? What will it look like? • Transparency of where/who gets funding. • How unique local objectives “fit.” • Where is the delivery model going? • Want to see the range “forage” interests in the strategy. • More local and regional planning. • More influence of local issues in the region • Include less catastrophic issues • Clearer communication • Funding allocation strategy – where is the split? • Do we still need PWC? • Clarify where community forests fit • Accountability at completion – what difference did we make? • Where do IFPA’s fit? • Can we structure the strategy to enhance federal and other leveraging? • Planning and delivery clarity. • Document practices that affect carbon contributions. • Multiple accounts decision approach – Provincial/local – why do I get what I get? • Communication between LBIP and others (Prov/Federal, others) • Program and licencees – what is this relationship, how do we get involved?

Common Messages

Based on Table 1, it is clear that there are many synergies that exist across the province about the strategy. These synergies also appear within the input from the online survey. These include

- A desire for more than just MFR outcomes and priorities to be captured in the strategy
- A desire to include leveraging as a way to enhance the strategy implementation
- A desire for this program to help build more security on the landbase for those involved
- The desire for more local or management unit level input into the process from within the MFR organization as well as from external parties
- A desire to move towards a more local control of the planning process that is directed at achieving broader provincial goals and objectives.
- The need for clarity around the roles and responsibilities of the various levels within government related to the development and implementation of this strategy
- The need for clarity around the roles and responsibilities of other organizations that used to be involved with various components of the program
- Confusion around communications regarding the program and why the investment program underwent such significant change

There were also some other key points that appear to exist across the province that were not addressed through these workshop conversations that may need to be addressed through other mechanisms. These include:

- The role of Innovative Forest Practices Agreements (IFPA's) and what is their future within this program;
- The roles of other area based tenures;
- The role for First Nations and the relationships that have been built within the context of the previous program.

KEY MESSAGES

After reviewing the online survey information and listening to the information coming out of the dialogue workshops there are a number of key messages for the LBIS planning team to consider.

1. There appears to be recognition by external parties that there are constraints placed on the LBIS by government, however, it is felt by many that they are too restrictive. There is a need for the strategy to focus on a direction that will ensure continued access to the landbase as a whole.
2. The strategy should provide the broad strategic goals and objectives (targets) and then collaborative work should be done at the local level to determine how best to meet them.
3. There is willingness to develop a collaborative model that can be delivered in an efficient manner but with adequate resources to make a difference on the landbase. A few models were proposed, such as a trust model. However, once this model is developed, it should not be interfered with.

4. The roles and responsibilities between the two groups involved with the LBIS – the group that develops the strategy and the group that implements the strategy - need to be clearly defined. Currently there appears to be overlap, which is causing confusion for those external parties that are involved with the program.

NEXT STEPS

1. The dialogue workshops have created expectations of future communications and follow up actions. It will be important for the LBIS planning team to continue this dialogue into the near future to maintain any level of collaboration that may have developed. This will be important as the strategy builds into the future.
2. There is a need for a broader strategy on the landbase that includes more than just MFR priorities. It will be important to communicate this message to executives within the Ministry.
3. Clarity will need to be provided soon related to the various area based tenures and the role of First Nations within the plan.
4. There are many questions related to the delivery of the program and many people are concerned about timing. It will be important for this type of information to be provided in an efficient and effective manner.

APPENDIX 1 – LAND BASE INVESTMENT PROGRAM DIALOGUE WORKSHOP, NANAIMO, SEPTEMBER 21, 2010

WHAT DO YOU WANT TO HAPPEN TODAY? OPENING DIALOGUE

- Concern about dealing only with forest productivity when we have to plan for so many things – such as inventories of wildlife etc.
- How is this process going to decide on funding priorities?
- How you are going to evaluate the different funding categories against each other?
- Understand some of the strategies and why some activities were taken out
- Understand the linkage between the two branches
- In the Central Coast, we have immediate issues of timber supply, so we have to talk more than just mid-term supply
- MFR – we want to know how things should happen
- Is there an opportunity to clarify goals and objectives?
- Hope there is a degree of discussion about the delivery of the program.

SUMMARY FROM SMALL GROUP DIALOGUE

Summary from Group 1 (facilitated by Laura Eaton)

Key factors for LBIS Success

- Collaborations at all levels
- Short term timber supply on the coast vs. mid-term
- Land base certainty
- Planning (allocating \$\$ to planning activities – 10% or?) to make rest of investment worthwhile
- Support for all programs to include research and monitoring
- LBIS move to SFM Planning
- LBIS look at other forest values including recreation
- Develop criteria for weighting priorities
- Measurable objectives
- Develop Working Groups for recommendations (right people at the table) – another option to evaluating investment categories
- NSR Backlog on the coast
- Recommending a fifth strategic priority is planning for land based certainty
- Objective #2 – add “safe”
- Strategic Priority #1 – add “manage threat impacts”; land use planning for land base certainty (broad vs narrow)
- Priority should include recreation
- Goal #3 – keep silviculture plans up to date – value of the investment on the landbase; e.g., impact of forest practice on that value, protect high value land

Detailed Flipchart Notes

How can we make the investment strategy better?

1. Disconnect regions/provincial e.g., silviculture compared to inventory
2. Securing the landbase
 - Certainty
 - Not in goals (Ministry Goals)

3. All tenures in one office planning at management unit
4. Carbon protocols versus fear of elevating status quo for 3 years ok (\$1/4 mill)
5. BCTS need to operate under LBIS like other licencees (consistent delivery – same rules)
6. Mid-term timber supply on coast – it's a short-term issue on coast (securing land base)
7. broader range of inventory
8. Need growth and yield data
9. more research information to provide good decisions
10. % of \$ to go to research to support LBIS – where will it come from? Identify information gaps and feedback loop to research and LBIS
11. Divide pie but what about flavour – need the ability to be innovative
12. Maximize productivity versus optimize
13. Process to determine what is in and out of the pie
14. value in bringing things back to LBIS to add to certainty
15. Scope: recreation – small amount of \$ - did a lot of good
16. Not maintaining fish habitat we have (catastrophic versus maintaining fish passage)
17. Why are we doing fish passage? Link (Throne Speech)? Objectives? Without goal, can't measure success (applies to EBM)
18. People working independently (coordination and communication) – duplication of work – loose efficiency, value of \$ - LBIS investment categories not communicated
19. How do you invest in recreation? How do you identify value?
 - What does MoTCA have
 - how much to maintain
20. T.W. has rec sites, WFP and Interfor – companies apply for \$ to maintain
21. Rec info needs to be collected and coordinated
22. Riparian issues – need an objective
23. Management units – changes
24. Consistent land and tenure boundaries – what level for planning purposes
25. Capital investment depends on certainty e.g., to have investments such as fertilized land ending up as a mine or condo not a good choice.
26. Less \$ on fertilization – no value for 10 years – can see benefit in 5, where is the focus? Volume? Need more information on fertilization/data
27. All inventories needed (wildlife, fuel management, etc)
28. Watershed basins – low priority rivers in high priority basins

Must Do

- Collaborate between categories at all levels
- Short-term timber supply on coast
- Land base certainty
- PLAN
- NSRs – backlog vs current on the coast
- Think about risk/threat to investment
- Forests for today
- First Nations? Should be reflected
- Strategic priorities

Group 2 Dialogue Summary (facilitated by Dona Stapley)

1. Funding principles – under priority add bullet – ongoing implementation of Government Land Use Plans
2. Objective – add another – LBIS strategy is integrated with goals and strategies from other agencies
3. To enhance funding principles: #2 – priority will be given to Add (making it 6 bullets) “address provincial commitments to Land Use Decisions”

Detailed Flip Chart Notes

- Priority – everything is mid-term and long-term, with EBM we are looking short-term, the priorities don't reflect the short-term or maintaining the existing land base
- Clear bias with the interior areas of the province with mid-term timber supply. How do we identify mid-term?
- The concept needs to be expanded to think about mid-term on the coast, especially EBM - Specific example, we have inventories that are 40 years old, dealing with old inventories does not cut it
- We don't have any mapping
- There is a demand for landscape level planning – there is no money for how to do that, this will provide certainty on the land base – and will help secure the market
- The benefits of a good inventory is often suppressed by talk about timber supply
- Priorities which deal with long-term intangibles (market access, First Nations and human well-being)
- Land use planning and estate planning
- More balanced consideration between mid-term and long-term
- Inventories are critical to get certainty on the land base, especially on the coast (old growth management areas, location of habitat, wild life habitat mapping)
- Landscape level planning
- How do we make a compelling case about inventory planning against mid-term timber supply? There is an argument that too much investment has been done in timber. So how do we put a case to this? It's not either or not, it fits with Goal #2 “well-managed forest and range resources”
- The issue is when we are going to get a return from the investment in planning - The planning has been done, and the implementation is being done, but some gaps remain in implementation, now the emphasis is to cover the gaps in implementation, and First Nations is one of the gaps
- What are the government commitments, First Nations, how do we bring certainty to the land
- Add another bullet about government priority to land use planning
- We need to bring it back to the Interagency setting e.g., ecosystem mapping is the responsibility of the MOE but MFR on the coast uses most of the data
- Some commitments would go the Minister's targets e.g., number of trees under FFT, we have to provide Executive with sound information on choices and risks, we did it through investment categories
- The concern of small tenures such as woodlots are different – but it needs to be said
- Optimizing productivity and resiliency on the system to improve value of the product – highly intensive management on a smaller scale, resiliency
- Need for forest monitoring program to track the performance and effectiveness of money

- Another principle that LBIS strategy should be integrated with other agencies
- Capture the notion of resiliency
- Optimize the volume and value of forest and ecosystem resiliency
- Is the balance between the coast and interior to be addressed by regional equity? Not really, it is a question of a focus on mid-term timber supply

KEY MESSAGES FROM NANAIMO (WHAT THE LBIP TEAM HEARD – LARGE GROUP DISCUSSION)

- Focus on current and short-term supply missing, other missing – recreation, social license
- Focus on broader plan – such as forest plan – coordination and planning very significant
- Clear linkages what we have in the strategic priorities and goals
- We need to articulate coastal needs, there is quite an interior focus
- EBM process, \$25 million – dollars for implementation after planning
- Emphasis on fibre did not sit too well, also looked at optimizing value and resiliency
- Link research into our program – this is associated with monitoring and evaluation
- even though we had very different representation in the groups – the findings are quite similar
- We are going to talk to groups on a one-to-one basis, and include their perspective

DISCUSSION ON IDENTIFYING COMMUNICATION OPPORTUNITIES –

- Regular committees of the ministry (OFM?)
- Deal with sub regional committees
- New provincial forestry forum – that will go through the OFM
- Go back to the round table – some of the stuff ties to the round table discussions
- The notion of government commitments is really important
- With the woodlots and Community forests – discussion through regular channels
- You need to organize a similar workshop for the implementation part of the strategy. The more we can work in forums such as these, we can become more effective (call it forum or team meeting)
- Inventory – we have been able to take everybody’s wish list locally as well as from a headquarter’s perspective
- Feedback on how to implement the plan is important. We need to have the feedback mechanism in place
- We have to work within the existing workforce as the Ministry will not be hiring more people
- We have to identify efficiencies, principles and communicate those effectively
- Outstanding issue – how woodlots and community forests play a role in the LBIS - Our intent is to get the different players more aware of the LBIS. We meet and discuss and raise questions in the forum
- A get together similar to this would be helpful – if we had dialogue back and forth – unless we get in a room things are not clear – we have done it individually but have not done it collectively – all the in-between stuff can be addressed
- We may have an operational forum in our mind
- Coast fertilization model – keep the standards updated

APPENDIX 2 - LAND BASED INVESTMENT PROGRAM DIALOGUE WORKSHOPS, PRINCE GEORGE, SEPTEMBER 22, 2010

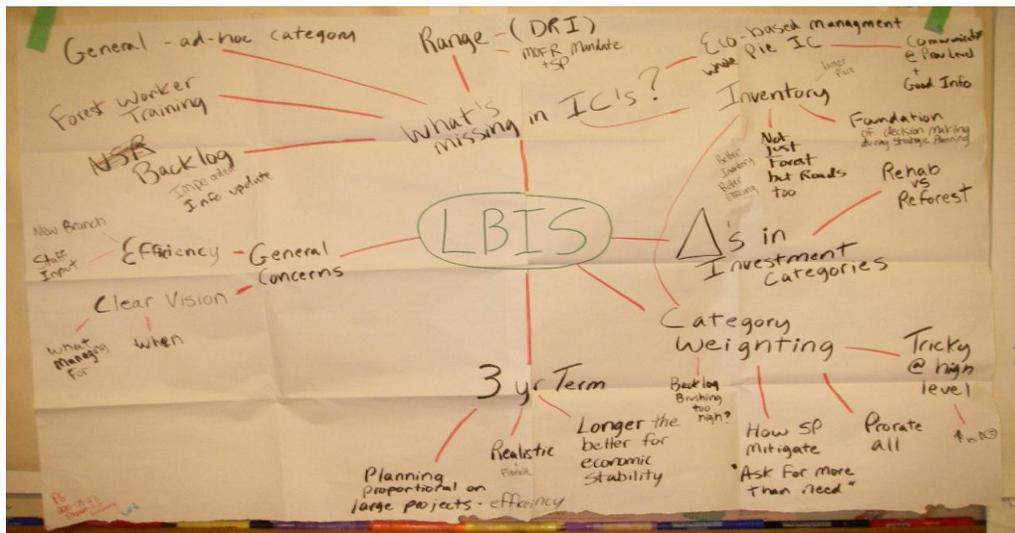
WHAT DO WE WANT TO SEE HAPPEN TODAY? OPENING DIALOGUE

- Project ranking
- Respectful dialogue
- Input into strategy
- Regional priorities captured
- Range resources recognized
- Definition of ROI
- How linked back to management level
- Links to implementation plan
- Plan not done – how should things be done – done better for a better plan
- Determination of priority units
- How all provincial districts (provide input on) base investment priorities
- Non-MPB mid-term timber supply issues
- How to minimize government administration cost while maximizing delivery of programming on the ground
- Growth and yield linkages to plan
- Weighting of Section 108 versus other investments
- Protecting the investment
- Monitoring and quality assurance
- How pending treaties affect investment priority

SUMMARY FROM SMALL GROUP DIALOGUES

Red Group Summary (facilitator – Greg Jonuk)

Summary was presented in the form of a diagram – photograph included.



Concerns

- NSR backlog not in strategy plan impacting activities
- District staff asked for input but lack of well defined roles and responsibilities and expertise – mechanism to request and retain or another mechanism to get information
- Larger overhead of this model to delivery (added another level) efficiency
- Are we looking at Forest 15 years from now or beyond? What are we managing for?
- Range not accounted for – recognition that MFR mandate met in Service Plan and LBIS
- Details in investment strategy with regards to mid-term timber supply – what are we trying to achieve in the mid-term?
- Bigger piece of pie for inventory – need better information
- At high level – not balance funding objectives – driven to lower level
- 3 yr term?
- Need security of funding to properly manage projects – 3 yrs give balance
- Need to be realistic on expectation funding
- Priority and need should be focus versus \$ - figure out the issue first
- Large multi-year projects have a large planning component
- Other funding sources (external funding included) i.e., non-government, carbon credits
- The longer the term the greater the economic stability

What categories (Investment Categories) are missing

- “Ad hock” (general) category missing
- Forest worker training
- Road infrastructure – need to get there – part of inventory? Licensees not spending currently.
- Feedback loop
- Eco-based management over all strategy whole- pie completely – communication – Prov Plan? Inventory?
- District Range Improvement Fund (like 8-10 years ago)
- Rehabilitation (vs Reforestation) or catastrophic disturbance (more all encompassing)
- Backlog brushing and spacing lower priority (in PG not since 2005)
- Need to know how much ground needs to be treated for proper planning (need for inventory)
- Weighting should not be in the strategy – pro-rate but everything gets funded – could lead to ask for more than needed – strategy to mitigate this needed

Green Group Summary (Facilitator Judy Thomas)

1. Timing of \$ roll out early
2. Management Unit planning is coordinated
3. Solid base plans to operate from and consistent formatting of the plans
4. Consistent way to measure against objectives – e.g., TIPSYS or whatever
5. Don’t let process get in the way of good silviculture investments
6. Year to year planning so surveys mean that is work on the shelf for next year = “rolling 3 year plan”

What are things to evaluate silv \$ allocation?

- a) mid term (captures ‘all’ treatments)

- b) factor in small area tenures (within contribution plan) as part of management unit contribution – simplify process for small tenures
- c) re-evaluate LBIS treatment rationales
- d) fuel management has separate criteria
- e) local practitioner input

Notes from Flip Charts from Green Group

- Strengthen/incorporate management unit plans
- Incorporate TSR/Type 2 plans/IFPA into planning
- People in charge of management unit must be at planning table
- \$ for buckets accepted if collaboration apparent
- At district level can vary \$ based on local needs (operational people)
- Collaboration rationales documents so district if varying can provide rationales
- Top down and bottom up planning concurrently
- Ensure planning at management level
- Define management unit
- Ensure non-priority districts have a base \$
- Balance decision between ROI/MAccounts versus priority districts
- Some things – e.g., fire, are not based on priorities
- Very big fibre baskets – where’s real mid-term therefore define fibre basket – relook at priority areas
- Is fibre basket correct? Moving target
- Open up non-priority TSA because it feeds into mid-term
- Recognize planting does help mid-term too
- Cohesion between district/licensees/branch/region – communication, defined roles and responsibilities
- Licensees/implementation consultants at planning table
- Consistency of measurements in planning process to make the decision
- Consistent planning
- Lack of capacity dealt with at district level
- Branch needs to evaluate district capacity shortfalls so it can backfill – proactive
- Balanced team
- Fuel management requires other entities at the table – city, First Nation Governments, UBCM
- Consistent planning between management units
- More flexible \$ pots
- Second higher look once all projects come in
- Core investment categories incorrect – fish passage is an access issues – inventory – tree improvement (pay for your better seed)
- Planning to recognize in-kind planning especially on area-based tenure to feed into planning
- “Fear” of big planning format
- Redoing existing knowledge and plans – use these at planning decisions
- Consider \$ cap for fairness on basis of AAC for small area based tenures (CFA, WL)
- Genetic seed is best \$ for silviculture investment
- Small area-based tenures on different program and not entirely a function of ‘beetle’ priority

This years plan

- Vet existing plans in place (i.e., FFT plans) and go forward
- Where to cut \$; not mid-term timber
- Ensure prescriptions/survey this year for next
- Backlog
- Missing – rehab = 100 ROI
- Look at fertilization
- Mid-term priority should be bucket and evaluate treatment based on mid-term
- Look at TSA – it is not always planting
- Give budget, then let district drop projects once priorities set
- Find best of types treatments and.....
- Protect investment
- Plant to sufficient density for survival and mid-term
- Plant increased densities to increase stand yields, consider distance from town
- Next 3 weeks – get ‘ground’ people’s input via TSA and district meetings
- Ensure \$ allocated soon enough and out earlier
- Meet 2 goals – ROI; Community MA
- Revisit – some easier to grass seed than invasive plants
- Fibre basket concept too nebulous
- Change approach to ‘our children’s future’ not accountants

Yellow Group Summary (facilitated by Alan Wiensczyk – FORREX)

1. Recognition of mid-term timber supply in north west as a significant issue. Would like to see it recognized in strategy (50% of OG not viable for harvest)
2. North west have great growing conditions
 - 8.5 hours for cycle time not long enough
 - Better piece size in NW
 - Fibre basket idea
3. Increase communication with LBIB
4. more transparent decision making processes
 - involve districts
 - involve regions
 - involve licencees
 - involve exiting groups
 - work with regional/district established working groups/committees, TSA groups, etc
 - use FFT strategies to establish silviculture investment strategy priorities – for MPB only
5. Missing range values
 - Aerial seeding to grass solves some ecological issues
 - Loss of fences
 - Loss of natural barriers
 - Engage Range Branch in the process along with BC Cattlemen’s Association (work together well)
 - Look at Higher Level Plans (CCLUP, LRMP’s)
 - Spacing beneficial to range as well

- Fuel reduction benefit range as does fertilization
6. Identify core activities – strategy does that
 7. Monitoring is missing –
 - Forest health and stand management monitoring – not recognized by FREP
 - SDM – stand development monitoring post free growing
 - Change Monitoring Inventory - some work being done in TFL 52 and Quesnel TSA
 - Plot re-measurement (TSR) for growth and yield, forest health, validation of yield
 8. Backlog NSR – impeded, NSR
 - Impeded needs to be included in assessments
 - Very important for mid-term timber supply
 - Constraints on stand that can be looked at result in decrease efficiencies
 - Need to look at all stands that are not F.G
 - Also protect previous investments
 9. Regional workloads
 - Lost 50% FTE's
 - Workload increased
 - 2 FTE's in NIFR
 - Need help!!!!
 10. District discretionary funds – small % to work on district priorities (delivery?)
 11. Scope
 - Research missing – e.g., fertilization operational trials
 - Ecology research
 - Support research to help make decisions
 12. Spacing for enhancing values missing from new strategy (coast); pruning as well for stand enhancement
 13. How to protect treatment investments so not harvested before investments realized
 - Mapped
 - Documented
 - (Jim) – need for sustainable management planning
 - Strategy needs those tools
 14. Risk to investment success needs to be included
 - Investment will be realized
 - Long-term risk – e.g., pruning – make sure left for peeler logs
 - Binding agreements

Delivery Plan:

- Earlier funding notification
- Continuity of funding
- Send communications to D.M.'s in case position vacant or people on leave
- Districts uninvolved in FFT have no idea of new procedures developed over last 5 years
- Administrative challenges – too much admin to get projects approved/implemented
- IFSEL Funding – how fit into strategy

KEY MESSAGES FROM PRINCE GEORGE (WHAT THE LBIP TEAM HEARD – LARGE GROUP DISCUSSION)

- Range as an investment strategy needs to be included
- Need for multi-level planning and evaluating of risks to investments – commitment to the strategy and the treatments to the end
- What is the fibre basket and how far reaching
- Broaden timber supply outside of MPB
- Incorporate input at local level – build some flexibility into the system
- More collaboration between province – region – local to identify priorities
- Information gathering a priority
- Management unit planning
- Consider various means to achieving goals
- Targets are measurable
- Mid-term important to this area
- Multi-year delivery model
- Inventory – VRI versus inventory updates e.g., secondary stand structure
- Infrastructure updates (linked to inventories)
- Monitoring/evaluation of program as well as evaluation of what is happening in the forest

APPENDIX 3 - LAND BASED INVESTMENT PROGRAM DIALOGUE WORKSHOPS, KAMLOOPS, SEPTEMBER 23, 2010

WHAT DO WE WANT TO SEE HAPPEN TODAY? OPENING DIALOGUE

- Future of business planning – how will this occur? What will it look like?
- Transparency of where/who gets funding.
- How unique local objectives “fit”.
- Where is the delivery model going?
- Want to see the range “forage” interests in the strategy.
- More local and regional planning.
- More influence of local issues in the region
- Include less catastrophic issues
- Clearer communication
- Funding allocation strategy – where is the split?
- Do we still need PWC?
- Clarify where community forests fit
- Accountability at completion – what difference did we make?
- Where do IFPA’s fit?
- Can we structure the strategy to enhance federal and other leveraging?
- Planning and delivery clarity.
- Document practices that affect carbon contributions.
- Multiple accounts decision approach – Provincial/local – why do I get what I get?
- Communication between LBIP and others (Prov/Federal, others)
- Program and licensees – what is this relationship, how do we get involved?

Themes of what participants wanted to see happen:

1. How will the planning framework work – how to include local input
2. local issues/interests included (e.g., range, FN participation, etc)
3. Transparency and communication
4. Leveraging other funding sources
5. Multiple accounts decision support that includes local priorities

SUMMARY FROM SMALL GROUP DIALOGUES:

Summary from Red Group (facilitator Jim Jensen)

1. Morph this program into something that provides for a local planning process that provides capacity and is properly funded to accomplish local goals. Allow local groups to think outside the current box.

Issue identified related to this statement:

- Top down drive system currently. How do we make it more bottom up?

- More transparent
 - Make decisions more locally driven and less political
 - Individual TSA's, etc, should have planning committee who create the plan and push them up.
 - Give local decision makers the flexibility and authority to allocate spending – understanding the risks and taking them – NO BOXES
 - Strategies around where money is best invested are made locally.
 - Management categories do not address all levels of tenure or licence
 - Some ensures have knowledge gaps, where are my highest return areas, i.e., VRI?
2. Allow for funding of inventories at all levels – “lousy information makes for lousy plans that lead to lousy decisions” (Chuck Van Hemmen 2010).
 3. Provide incentives to leverage other funding sources (i.e., direct to replaceable license, tax incentives, carbon credits).
 4. Equally distributed benefits – i.e., sell carbon credits, put fund back into appropriate areas
 5. AUMs/range must be integrated in this process – speaks to what is important locally.
 6. Re-vamp the Section 108 process, current process makes both licensee and government risk averse.
 7. Improve the ROI calculations – don't account for high density stands; not necessarily best to always invest only on the highest sites.
 8. Focused research is a good investment and does eventually provide positive return. Must be on-going.
 9. Take 108 funding out of FFT. Put in protection vote and make it a provincial priority.
 10. Strategy speaks clearly about mid-term plans. Do not lose sight of long-term goals – should be included.
 11. Some concern that a 3yr term is not long enough. Get the process right then allow for longer-term commitment.
 12. Consider a fixed, focused funding for tree improvement, inventory and Section 108 (some didn't want to include Section 108 because it fluctuates).
 13. To really facilitate silviculture investment, we need tenure review. Current system has no incentive for investment – i.e., longer tenures, opportunity to recapture investments e.g., community forests.
 14. Be sensitive to First Nations needs: funding for inventory/values with respect to their traditional uses/needs.
 15. Can be used to promote partnerships.
 16. Cut the red-tape, create incentives to participate – long-term stability, sharing the benefits, give licensees a reason to maintain/improve their AAC.

Summary from Blue Group (facilitator Cheryl Delwisch)

Provincial Plan

1. Objectives need to be specific for delivery as they are for strategy to resolve uncertainty.
2. Transparency is important

3. The idea of not funding parts of the province (i.e., do we focus silviculture on productive areas) requires a cultural shift (i.e., do we plant low site index areas that have burned just because they burned).
4. Priorities need to be influenced by local issues
5. How much detail does the strategic plan need (who is involved in selecting the range of issues and activities):
 - a) idea of rolling (region) (district) list up provincially and then choosing strategy
 - b) idea of matching issues and resolution to strategic objective and budget at provincial level
6. Support for provincial strategy and for opportunity to provide input
 - a) support for opportunity to provide input on delivery too
7. This is a 3 year plan but there is opportunity for change
8. important that strategy stays at high level (enable flexibility and innovation)

Communication

1. Model for local input
 - a) consideration of LRMPs, invasive plant strategies (stakeholders such as range), etc., is important
 - b) Operation Issues Forum
 - c) TSA steering committees to narrow focus and input
 - d) communities/UBCM
 - e) government communication of public input at Operational Issues Forum
2. Capture multiple uses of the land base
3. Is important upfront and at the back end
4. Transparency
5. Proxy for service plan goals should be communicated (rationales)

Categories

1. Keep the focus on outcomes rather than programs
2. Difficult of weighing elements impact on mid-term timber supply (i.e., does Suppression activity count as mitigation in specific areas)
3. MPB
 - a) treating active management rather than clean up
 - b) treatment can benefit range when working co-operatively
4. Fish passage
 - a) reconsider whether what we are doing with regards to fish habitat maximizes intent/benefit
 - b) timing of category funding (not just related to fish passage)
5. Range did not have piece of funding pie
6. Fuel management – should be part of a bigger fire management strategy
 - a) funding sources examined – follow up after UBCM
 - b) important to have in strategy but funding needs discussion
 - c) maintenance should be recognized for categories that will be ongoing
 - d) ties to idea of cultural shift – implementing in places with best return
7. “Lumping” categories can result in not funding important issues (i.e., invasive species)
 - a) how do we fund categories that may not have a return on investment

Accountability

1. Evaluation is critical to ensure anticipated results are achieved
2. Annual review of funding allocation
 - b) mid-term timber supply
3. Evaluation loop to improve timing, flexibility and best return
4. Accountability at strategic and development plan level

Objectives

1. Considerations that feed into objectives – be explicit around how considerations feed into objectives – examples of cascading priorities
 - a) throne speech
 - b) ADM
 - c) Minister
 - d) Etc
2. If licensees, communities, etc, could agree that this process has problems but is working, it would go a long way to reducing “political interference”

Funding

1. Funds should be focused to maximize (relates to transparency issue) best return on investment
 - a) applies when decision is made where to apply
 - b) can't use across categories
2. Look for opportunities for different delivery models (collaboration/leveraging – could be a funding issue, more ‘bang for the buck’)
 - a) fuel management could be a business opportunity to supply bio-energy
 - b) barriers to business opportunity need to be examined (i.e., stumpage, affordability)
3. Funding categories/issues that benefit private interest – recognize this – should it be done? Needs to be explicit.
4. Loss of benefit to licensees when FIA funding rolled into strategy (risk reduction through landbase management play into SFM plans)
 - a) certification
 - b) water quality, etc.
5. TFL's need to be looked at on their own perhaps WL and CF too

Summary from Green Group (facilitator – Leith McKenzie)

Can we support the LBIS as it is? Group: Yes

Majority of funds going to previous commitments.

Local Planning

- Needs more local planning/input into how funds are allocated
- TSA groups, District rollup, Future Forest Estate Planning group, IFPA's
- Consult district staff with expertise, previous recipients, stakeholders

Funding

- FFT funding is needed
- Identify another source of funds for Section 108 (protection?)

- Look for other sources of funds (i.e., feds), levies tied to stumpage
- Need cost effective delivery, reporting
- Tie to site index
- Tie to priority TSA's
- Diversity silviculture investments
- Invest in quality (coastal pruning/spacing) as opposed to just fibre
- Don't just fund beetle impacted areas but tie to TSR where mid-term Timber Supply shortfalls

Categories

- Inventory important for timber supply reviews, planning
- Add recreation as a category
- Terrain stability, resource inventories
- Range management category
- Fuel management important for funding

Carbon Credits

- Opportunity to consider carbon sequestration or carbon management to promote sustainability/productivity
- Support small local projects to help develop opportunities
- Pacific Carbon Trust – funding source to promote additional carbon credits

Notes from Flip Charts for Green Group

- Contractor perspective – interested in delivery
- Looking for opportunity to get matching funding from federal government “FRDA” style funding (1)
- What will feds fund?
- Need to know how First Nations involvement fits into the strategy *
- Non-eligible categories – recreation inventories, terrain stability – would like opportunity to bring under LBIP funding (1)
- SFM – would like costs to be eligible (2)
- Inventory information important for TSR work – need new, up to date information (2)
- Try to leverage other funding sources (3)
- Need local planning and input into how funds are allocated (1)
- Find more cost effective way to deliver programs (4)
- Need cost management approach (5)
- Frustration with funding not aligning with priority TSAs (6)
- More local planning for funding allocation (2)
- Opportunity to include a carbon accounting system to promote sustainability and productivity (1)
- Diversify investments in terms of silviculture activities (7)
- Area based tenures – how do they play a role in LBIP?
- Good to see fuel management category (2)
- Range management category would be good addition (3)
- W.L. has Future Forest Estate Planning group that could be model for local planning (3)
- Look at where \$ could be appropriately spent – IFPA, FFEP groups (4)

- Funding allocations should be based on TSAs with large drop in AAC in mid-term and long-term (i.e., Revelstoke) (8)
- Funding should not be limited to beetle impacted areas (9)
- Recreation should be added as a funding category (4)
- Need to consult at local level i.e., previous recipients (5)
- Pruning is questionable as a valuable activity (1)
- Spacing justifiable in terms of outcome (2)
- Strategy at higher level is where it should be
- Difficult to add new funding categories when the budget is being reduced (1)
- Expertise in districts needs to be recognized and utilized (6)
- Should be able to measure and demonstrate benefit
- Is work being reported on?
- Do systems accommodate work that is being done so that it is tracked properly
- Funds from carbon tracking should be available to re-invest in planting (2)
- Allocate funds where site indexes are higher (10)
- Blocks with low site indexes could be aerial seeded
- Local planning
- Do investment category leads have a role to consult by TSA?
- Set priorities for LBIP funding at District level for consideration by branch
- Use management groups at TSA or district level as advisors to plan
- Local planning takes time; probably won't work this year but could be established/implemented for next year
- Are the categories (buckets) appropriate? Where should funding be allocated?
- Figure out how to get more funding to meet short fall.

Yellow Group Summary (facilitator Kyle Beadman)

- Local and regional planning needed
- Inventory – C.M.I., forage, eligibility – types of inventory
- Return on investment – based on volume – expand to account for different values
- Multi-year funding commitment – end of fiscal – carry over (trust account)
- Timing - \$ first? LBIP first?
- Communication – provincial leads down to region/local
- LBI strategy – how or who is this being communicated – other agencies
- Follow up – annual report – what happened versus what planned

Detailed Notes from Yellow Group

ROI – focused return on volume not timber resources

- **Shift funds – forest health, FFE, forage** (Note: this item was on the side of the flipchart paper so not sure where it fits)
- Silviculture – volume versus quality
- Seed or not to seed
- FFT – eligible 2% ROR - \$ value of logs – timber based
- 1st one there to get 2%
- Where should \$ go?

Where should the money go?

- Being realistic – inventory – what are we able to recover – NSR leave it

- Influence on TSA
- Certain conditions – backlog NSR (reduce versus eliminate), current NSR
- Thresholds for NSR – able to walk away
- Inventory of forage and manage for that

Investment

- Boost TSR versus having adequate TSR – support – maintain
- Optimize versus maximize
- 3 year term – planning \$ good, planning forestry – bad – lock down silviculture
- 10-20 year term – broad/strategic
- Realistically – shorter-term; \$; operations
- What was said versus what we’re seeing
- 2 levels of feedback
 - Broad – taxpayers
 - What worked/what didn’t more land specific
- Planting versus fertilization (different for each TSA)
- Investment – does not allow for flexibility
- React to priorities 3 yr lockdown effect
- Get bucket from FFT
- Strategic plan for Section 108 – is it the right decision to restock?
- TSA planning – include all levels – be consistent
- Commitment of government – use of carry over funds
- E.R – see value, cost effectiveness, stop planting
- Forest Inventory \$ - need recognition been asking for 20 years – mitigation for TSA’s mid-term but not forage mid-term
- Develop forest around range – eligible activities

Local level communication

- With TSA planning groups
- Include everyone
- More input
- Change monitoring inventory

Parking Lot:

- Want local planning/govt/industry in delivery model
- Receiving of \$ - timing

KEY MESSAGES FROM KAMLOOPS (WHAT THE LBIP TEAM HEARD – LARGE GROUP DISCUSSION)

- We don’t have all of the answers but it is not yet right (the strategy)
- Local planning and local input into the plan to reflect local priorities while understanding the provincial focus
- Local input = TSA or district to identify issues which would then fit within the broader goals
- Operational Issues Forum for local input

- Protecting what you have as well as fixing the problem
- Communications and transparency needs to be improved
- Range included and consider a range of activities – forage, inventory, synergies in planning
- Keep focused on the outcomes – create opportunities for flexibility
- Clarity around future for smaller tenures
- Operational treatments to support decision making
- Optimization versus maximization
- Cost effective – strategic direction needed but not at local level – leave it to them
- Security in planning – longer vision
- Timing of program – help with communication with timing
- Consideration for things that have been dropped but that are important for social license (including First Nations involvement)
- Capacity as it relates to the strategy needs to be considered
- Not enough \$ - leverage opportunities
- Evaluating effectiveness – e.g., annual reports
- Separate pro-active and re-active side of the plan
- Collaboration in planning and processes to decrease barriers to investment
- Look at other TSA's that have mid-term timber supply issues that may not be related to MPB

APPENDIX 4 - LIST OF PARTICIPANTS:

Last Name	First Name	Company	Workshop Registration
Armagost	Elaine	Invasive Plant Council of BC	Kamloops, September 23
Beaudry	Garry	BCFS	Kamloops, September 23
Bennett	Allan	West Fraser	Kamloops, September 23
Bragg	Michael	Tolko Industries	Kamloops, September 23
Bulmer	Chuck	MFR - Research Program	Kamloops, September 23
Bryden	David	Canadian Forest Products Ltd	Kamloops, September 23
Burdikin	Guy	West Fraser	Kamloops, September 23
Collen	Ed	Weyco	Kamloops, September 23
Dobi	Dave	Canadian Forest Products Ltd.	Kamloops, September 23
Feldes	Leonard	MFR	Kamloops, September 23
George	Brcko	Wells Gray Community Forest Corporation	Kamloops, September 23
Gill	Dave	BCTS - Okanagan Columbia	Kamloops, September 23
Guichon	Judy	BC Cattlemen's Association	Kamloops, September 23
Hamm	Mark	Cariboo-Chilcotin Forest District	Kamloops, September 23
Harrison	Tony	WSCA	Kamloops, September 23
Haywood-Farmer	David	BC Cattlemen's Association	Kamloops, September 23
Jablanczy	Stephen	MFR	Kamloops, September 23
Jones	Steve	Weyco	Kamloops, September 23
Kennett	Robert	Tolko Industries Ltd.	Kamloops, September 23
Madill	Mike	Ministry Of Forests	Kamloops, September 23
Maley	Madeline	MFR	Kamloops, September 23
Maloney	David	MFR	Kamloops, September 23
McRae	Ted	MFR	Kamloops, September 23
Miller	Jane	Springer Creek Forest Products	Kamloops, September 23
Offermann	Dieter	Downie Timber Ltd.	Kamloops, September 23
Olsen	Brent	Ministry of Forests and Range	Kamloops, September 23
Ozanne	Ron	Atco Wood Products Ltd.	Kamloops, September 23
Pedersen	Mike	MFR - Central Cariboo/Chilcoting Forest District	Kamloops, September 23
Peterson	Dan	MFR	Kamloops, September 23
Shumka	Pam	MFR - Okanagan Shuswap Dist	Kamloops, September 23
Soutar	Debora	Madrone/Fraser TSA	Kamloops, September 23
Stagg	Chris	Tembec	Kamloops, September 23
Stroes	Peter	MOFR Cascades	Kamloops, September 23
Thiem	Glenn	NSIFS	Kamloops, September 23
van Hemmen	Chuck		
Wiggil	(Charles)	MFR	Kamloops, September 23
	Garth	MFR	Kamloops, September 23
Blackwell	Romona	mfr	Nanaimo, September 21
Challenger	Derek	MFR - FAIB	Nanaimo, September 21
Collins	Denis	Ministry of Forests & Range	Nanaimo, September 21
Craven	Bob	Interfor	Nanaimo, September 21
Hall	Andrew	Ministry of Forests	Nanaimo, September 21
Korpela	Ed	MoFR	Nanaimo, September 21

Landers	Mike	International Forest Products	Nanaimo, September 21
Martin	Rob	BC Timber Sales	Nanaimo, September 21
Pezel	Nancy	Federation of BC Woodlot Associations	Nanaimo, September 21
Savage	Carole	Highwood Forest Management	Nanaimo, September 21
van Niejenhuis	Annette	Western Forest Products	Nanaimo, September 21
Wickland	Craig	Ministry of Forests	Nanaimo, September 21
Beurskens	Carolyn	Mackenzie Forest District	Prince George, September 22
Braybrook	Doug	Tembec Chetwynd Pulpmill	Prince George, September 22
Burbee	Jim	Venture Forestry Consulting Inc	Prince George, September 22
Burrows	Jeff	Ministry of Forests and Range	Prince George, September 22
Clark	Mark	Federation of BC Woodlot Associations	Prince George, September 22
Coffey	Erin	Dunkley Lumber	Prince George, September 22
DeGagme	John	Forests and range	Prince George, September 22
Derow	Kevin	MOFR	Prince George, September 22
Dittaro	Mike	MoF&R - Wildfire Management Branch	Prince George, September 22
Hicks	Dana	MFR - region	Prince George, September 22
Hodder	Cheryl	Conifex Inc.	Prince George, September 22
Hodgkinson	Robert	MFR - region	Prince George, September 22
Howse	Kerri	MFR	Prince George, September 22
Hoyles	Susan	MFR - region	Prince George, September 22
Hunt	Elizabeth	Ministry of Forests and Range	Prince George, September 22
Jorgenson	Pam	Invasive Plant Council of BC	Prince George, September 22
Knezevic	Ljiljana	MFR - region	Prince George, September 22
Koch	Darwyn	BCTS	Prince George, September 22
Lazaruk	Sara	BCTS - Stuart-Nechako	Prince George, September 22
Lefler	Derek	MOFR- Vanderhoof FD	Prince George, September 22
McConnell	Mike	BC Cattlemen's Association	Prince George, September 22
Meisner	Shawn	Tolko Cariboo Woodlands	Prince George, September 22
Mumford	Rick	BC Cattlemen's Association	Prince George, September 22
Newsome	Guy	BCTS - Cariboo Chilcotin BA	Prince George, September 22
Plummer	Jennifer	MOFR, District of Skeena Stikine	Prince George, September 22
Pryor	Craig	Carrier Lumber Ltd.	Prince George, September 22
Spielman	Earl	West Fraser	Prince George, September 22
Tait	Andrew	MOFR	Prince George, September 22
Williams	Bill	Consulting Foresters of BC	Prince George, September 22
Young	Crawford	WSCA	Prince George, September 22

APPENDIX 5 - SUMMARY OF WORKSHOP EVALUATIONS:

NANAIMO

2. What sector do you represent?

Industry – 2 BCTS – 1 MFR – 5 Woodlots - 1

3. Over all how worthwhile was this workshop to you?

	Count	# Survey	% Answer
1 (Very worth while)	2	22%	22%
2	6	67%	67%
3	1	11%	11%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	9	100%	100%

4. How do you rate the quality of the workshop organization?

	Count	# Survey	% Answer
1 (Excellent)	3	33%	33%
2	6	67%	67%
3	0	0%	0%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	9	100%	100%

5. How would you rate the quality of the facilitation at the workshop – over all workshop?

	Count	# Survey	% Answer
1 (Excellent)	3	33%	33%
2	5	56%	56%
3	1	11%	11%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	9	100%	100%

6. How would you rate the quality of the facilitation at the workshop – breakout session?

	Count	# Survey	% Answer
1 (Excellent)	1	11%	11%
2	6	67%	67%
3	2	22%	22%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	9	100%	100%

7. In your opinion, did this workshop provide you with the opportunity to communicate your ideas related to the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	9	100%	100%
No	0	0%	0%
Total	9	100%	100%

8. In your opinion did this workshop identify opportunities to improve your communications with members of the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	9	100%	100%
No	0	0%	0%
Total	9	100%	100%

9. Please provide additional or more specific comments to help us improve the delivery of our workshops (use the back of the page if needed)

- Opportunity to communicate my ideas was somewhat limited because our section was heavily weighted to MFR
- Excellent workshop. Appreciated the opportunity to provide feedback from a licensee perspective. Thanks.
- More time gathering input – use the full time allocated (i.e., 08:30 – 16:30)
- Would have been great to run the workshop earlier in the LBIS planning stage.

PRINCE GEORGE

2. What sector do you represent?

MFR – 22 Industry – 2 Cattlemen’s – 2 Woodlots- 1 BCTS – 3 Consulting – 1

3. Over all how worthwhile was this workshop to you?

	Count	# Survey	% Answer
1 (Very worth while)	1	5%	5%
2	11	50%	50%
3	6	27%	27%
4	2	9%	9%
5	2	9%	9%
6 (Poor)	0	0	0
Total	22	100%	100%

4. How do you rate the quality of the workshop organization?

	Count	# Survey	% Answer
1 (Excellent)	4	18%	18%
2	10	45%	45%
3	5	23%	23%
4	1	5%	5%
5	2	9%	9%
6 (Poor)	0	0%	0%
Total	22	100%	100%

5. How would you rate the quality of the facilitation at the workshop – over all workshop?

	Count	# Survey	% Answer
1 (Excellent)	6	27%	27%
2	13	59%	59%
3	0	0%	0%
4	1	5%	5%
5	2	9%	9%
6 (Poor)	0	0%	0%
Total	22	100%	100%

6. How would you rate the quality of the facilitation at the workshop – breakout session?

	Count	# Survey	% Answer
1 (Excellent)	3	13%	14%
2	13	59%	59%
3	5	23%	23%
4	0	0%	0%
5	1	5%	5%
6 (Poor)	0	0%	0%
Total	22	100%	100%

7. In your opinion, did this workshop provide you with the opportunity to communicate your ideas related to the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	22	100%	100%
No	0	0%	0%
Total	22	100%	100%

8. In your opinion did this workshop identify opportunities to improve your communications with members of the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	18	90%	90%
No	2	10%	10%
Total	20	100%	100%

9. Please provide additional or more specific comments to help us improve the delivery of our workshops (use the back of the page if needed)

- Roles and responsibilities for District staff – some of the discussion implied that it would be based on existing capacity, which change over time. If Districts have a role, then define it regardless of existing capacity and then support us to develop capacity.
- Breakout session should not straddle lunch, do not break up. The afternoon discussion after breakout was slow and not as useful as could have been. Maybe could have let breakout go longer and speed up afternoon.
- Attendance by more than MoFR staff would be beneficial.

- [Comment related to question #7 – identified yes with this comment: Somewhat – still some uncertainty. We haven’t provided 2011/2012 plans to Victoria yet, but it seems that they are almost ready with a 2011/2012 plan!?!]
- Victoria folks have a tough job to do – we appreciate their efforts! Just hope that greater District (MFR, Ind/Consultant) input is invited and considered in the process. Thanks ☺.
- Very good work and nicely done.
- [Comment relates to question #7 – identified yes to the question with this comment: “The question is were they listened to?”]
- Things seemed to start out well, lots of good conversation and energy/opinions expressed. Thing landed a little flat at the end for some reason. How do you carry the energy from the morning into the afternoon? Perhaps if members of the LBIS came prepared to resolve issues instead of just listening and taking things away for later, then the meeting would seem a little more productive/complete. Or, at least give us an idea of what changes may be made. Perhaps I’m just impatient.
- Need to improve communications with the delivery branch. Need to have more flexibility at the management unit level.
- [Comment related to question #8 – identified no to the question with this comment: “not really – kind of left hanging”]
- Minutes? New Direction?

KAMLOOPS

2. What sector do you represent?

MFR – 16 Industry – 6 BCTS – 3 Cattlemen: 1 Invasive Plants: 1 Consultants: 2
Small tenures – 1

3. Over all how worthwhile was this workshop to you?

	Count	# Survey	% Answer
1 (Very worth while)	9	31%	31%
2	15	52%	52%
3	5	17%	17%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	29	100%	100%

4. How do you rate the quality of the workshop organization?

	Count	# Survey	% Answer
1 (Excellent)	10	34%	34%
2	17	59%	59%
3	2	7%	7%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	29	100%	100%

5. How would you rate the quality of the facilitation at the workshop – over all workshop?

	Count	# Survey	% Answer
1 (Excellent)	8	27%	27%
2	17	59%	59%
3	2	7%	7%
4	0	0%	0%
5	2	7%	7%
6 (Poor)	0	0%	0%
Total	29	100%	100%

6. How would you rate the quality of the facilitation at the workshop – breakout session?

	Count	# Survey	% Answer
1 (Excellent)	4	14%	14%
2	18	62%	62%
3	5	17%	17%
4	0	0%	0%
5	0	0%	0%
6 (Poor)	0	0%	0%
Total	27	100%	100%

7. In your opinion, did this workshop provide you with the opportunity to communicate your ideas related to the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	29	100%	100%
No	0	0%	0%
Total	29	100%	100%

8. In your opinion did this workshop identify opportunities to improve your communications with members of the Land Base Investment Strategy?

	Count	# Survey	% Answer
Yes	26	93%	93%
No	2	7%	7%
Total	28	100%	100%

9. Please provide additional or more specific comments to help us improve the delivery of our workshops (use the back of the page if needed)

- Believe that this could have been delivered in hand without FORREX cost. Need an additional workshop to discuss implementation. Expecting follow up on the workshop.
- Additional follow up at the local level is also paramount (i.e., ask District to disseminate to all licensees).
- Great job, take advantage of all time, sessions ended 40 min early, but we were cut off our brainstorming for lunch – serve lunch at these sessions; continuity!!
- Good job

- Room too small, length of meeting was good
- Appreciate seeing the roll ups communicated with workshop summaries, learnings and resulting actions. Thanks.
- Could use more direct questions in breakout to narrow focus – e.g., “what would you do with 75 million?”
- Need a similar process for delivery. This is very important.

APPENDIX 6 – SUMMARY OF LAND BASE INVESTMENT PROGRAM ONLINE SURVEY RESULTS

Question 1: Are you familiar with the Land Based Investment Strategy (LBIS)?

<http://forestsfortomorrow.com/fft/pm/land-based-investment-strategy/986>

Answers: All respondents indicated a familiarity with the program.

Question 2:

The focus of the LBIS is on the best return from investment and activities on the forest and range landbase: Maximize timber volume that is grown in the provincial forest; Grow more timber to offset the impacts in the mid-term timber supply caused by MPB and other catastrophic events. From your perspective, what should be the focus for the Land Based Investment Strategy?

Suggested focus areas for the LBIS from survey respondents:

- Broader range of silviculture investments (e.g., thinning, converting silviculture slums to productive forests, both mid-term and long-term investments, Dry Belt Douglas-fir management, incremental activities,) that also can produce diverse products.
- Additional surveys/inventories such as VRI and others that pertain to the landbase that can help maintain access to timber as well as help assist in defining the forested landbase
- SFM Planning and planning processes (e.g., PAG processes) that can also assist with certification
- Sites that will produce the highest return on silviculture investments (based on site index) – maximize timber production on tree species with the economic highest value and where Type 2 Silvicultural strategies have been completed.
- Protection and conservation of the forest resource (including strategic and pro-active activities not just reactive) and forest health assessments and operational tool development, and management of water quality risk
- Healthy, resilient and biologically diverse forests.
- Research that examines the effects of events and management responses on ecological components.
- Must be more than just the beetle event – it must maximize the quality and quantity of the forest resource.
- Other constraints or effects that equal MPB – such as Caribou Management
- Include monitoring
- Develop legislation and policy to support maintaining AAC and guide the implementation to meet this goal.
- Support additional focus on other forest values that licensees don't do in their current obligation (e.g., trails, recreation, innovative studies, etc.)
- A stronger focus on fuel management
- Replace timber volume with value and broaden treatments to focus on a variety of products
- Add road deactivation as this has a direct linkage to fish and habitat

- Maximum long term return on investment on land based forest activities. Priority activities should include: road deactivation in community watersheds; improve fish passage for high value streams by road deactivation or culvert replacement.
- Focus needs to be management unit specific and needs to manage for both timber and non-timber resource values. Focus on planning, prioritizing and delivery of projects at the local level that directly supports existing and new economies on the land base, but not limited to timber values only.
- "Return" is not just from generating more timber volume.

Suggestions related to program delivery:

- Quantitative and objective ranking, approval based on rate of return and potential to create actual harvestable areas during the mid-term fall down.
- LBIS should be equally distributed across all regions of the province
- Multi-year investments, approved in spring not in July/August
- Saying you need to achieve a 2% ROI on every investment may mean some TSAs are given a lower priority when real jobs and potentially a sawmill could be shut down. Objective should be to show a measurable benefit to mid-term timber supply.
- Centralized project allocation in Victoria is a questionable strategy

Question 3:

The investment categories supported by the LBIS include:

Treatments for midterm (fertilization, spacing, backlog brushing); Reforestation; Tree Improvement; Forest Health; Forest Inventory; Fish Passage; Ecosystem Restoration and Fuel Management. Do these investment categories adequately address the goals & priorities of the LBIS? If not, what investment category should be included or excluded?

Summary of Survey Respondent Comments:

- 14 respondents made no suggestions to the categories or were fine with what was already provided in the LBIS strategy
- Treatments for midterm are only projects that will meet goal – remainder should be excluded or change goal
- Mid-term is in 20-40 years. How do reforestation, fish passage, ecosystem restoration and fuel management enhance the mid-term? Only fertilizing near rotation trees will alleviate the short term (next 3 to 20 years) timber supply
- The highest priority should be on reforestation with the focus on quality
- No analysis presented to support the connection between mid-term treatment silviculture investment categories and the goals and priorities of the program – i.e., that stand level treatments will achieve the landscape results.
- Issues with invasive plants [should this word be plants?] related to lack of a clear strategy between or among agencies to address it.
- Absolutely not – how can we implement these activities cost-effectively without local strategic planning
- Some comments related to goals and priorities being too broad (especially if funding is limited), while others say there are too specific
- The individual mix should be the decision of the TSA
- Why limit the options. If the projects can show a benefit to timber supply then why limit to predetermined categories? The goal should be revisited.

- LBIS needs to support innovation – it shouldn't be so restrictive

Investment categories that should be included or excluded

Included	Excluded
<ul style="list-style-type: none"> • Forest Inventory, Resource inventory work, VRI, wildlife, fish, change monitoring inventory, inventory to deal with young dead (post free growing, MPB stands) etc, • SFMP (and certification processes) Planning elements such as PAG work, biological/ecological based projects • Monitoring, including post free growing • Past investment in recreational sites are at considerable risk • Research - into opportunities to increase AAC's; to determine effects of treatments on biodiversity; more analysis on whether tree improvement and fertilization will provide actual benefits; Caribou and recovery plans • Deactivation, watershed assessments, improving resource roads (FSR's), rehab of old non-status roads • Archaeological and Traditional use studies • Treatments for mid-term should consider the Coastal Silviculture Strategy • Include other values such as mule deer winter range or species at risk • Reforestation is an operational requirement – if this is rehab, then broaden this to all rehab activities, support timber supply improvements in all management units (not just MPB) • Mature/dead/unsalvageable – reforestation efforts shifted to include treatments of older age classes in poor quality or uneconomic stands • Additional treatments: spacing should also include pre-commercial thinning for uneven-aged stands; commercial thinning; impeded stands (including backlog and natural), stands which are sufficiently stocked but impeded; identification of mature, MPB affected stands with adequate understory retention and treatments to improve/enhance retention for the mid-term, pruning, agro-forestry, NTFP production • Enhancement of data specifically for implementation of multiple account trade-off analysis • Planning mechanism that capitalizes on local knowledge and information and also engages stakeholders, First Nations and local government to lead the process 	<ul style="list-style-type: none"> • Fertilization • Reduce 70% allocation to silviculture and focus funds on additional areas of watershed restoration, environmental maintenance and deactivation, VRI Phase 1 and 11, basic mapping of attributes defining the forested landbase, certification • Tree improvement – seedling production is already funded via FIA, and the rest is offloading • Ground based forest health projects on the management unit level make sense, the remainder is off loading • Forest inventories – off loading – utility if there is engagement at MU level • Fuel management – not convinced it is being done effectively – but useful for job creation • Forest health too broad – need to narrow down to provincially critical species such as MPB, gypsy moth, DF Tussock moth – (priority list?). • Forest Health inventories – given their own committed funding • Fish passage – more of a focus for MOE • Ecosystem restoration • Fuel Management • Treatments for mid-term and tree improvement are areas that are unproven and therefore introduce risk

Suggestions related to program delivery:

- Categories are in the correct order, funding should be allocated according to the bulk of the attributes to the first 2 categories and drop those near the bottom as funding is depleted

Question 4:

LBIS investment principles focus silviculture investments into the management units most significantly impacted by Mountain Pine Beetle. From your perspective, what should be the focus for the LBIS investment principles?

Summary of Survey Respondent Comments:

- More global expanding from the Beetle to more intensive forest research, and other forest health issues (e.g., including pathogens).
- Site index
- Not just reactive to MPB, but should focus on forest health issues so that one is not faced with this same problem again
- Areas in the northeast are being impacted by MPB now – need support
- Rate of return and potential to create actual harvestable area (not just additional AAC) during the mid-term fall down
- Sufficient funds need to flow to the coast to ensure the survival of the silviculture capacity there (not just helicopter application of fertilizer)
- Return money to areas where harvesting has occurred – proportionally
- Investment principles should be distributed more equally across the province
- Investments that improve access to timber in the short-term (i.e., information gaps)
- Focus on the whole economic forest resource
- For the coast – focus on increasing volume and value of 2nd growth stands with medium to poor site index
- Don't walk away from successful and proven programs in other areas of the province.
- Keep current focus to invest in units that are most severely impacted by MBP but fund them separately
- Invest in any activity that demonstrably and significantly reduces CO₂ emissions from the forest and forest industry
- Restore interior terrestrial and aquatic ecosystems to natural levels of resilience (some specific examples and targets provided)
- Principles are fine but investments are a waste if other parts of government restrict the benefits. Some latitude from IRM/SFM work that enables silviculture activities and benefits would be a practical solution
- Investments should be directed towards the asset as a whole, and specifically towards those aspects that demonstrate the best return
- Should also consider economically challenged areas outside of MPB areas
- Need to include practices that will also enhance non-timber resource objectives in MPB areas
- Rural areas - sound financial commitment to a certain percentage of the money actually hitting the ground in rural areas
- Set a timber supply % drop threshold and focus on TSAs or MUs that have a drop greater than the threshold regardless of cause
- Start with Type 2 and ROI
- It is not that simple – potential return is not perfectly correlated with degree of MPB damage
- LBIS focus should be on the living forest as opposed to the dead. Should be concerned about the state of the rest of the forest – especially in areas that have forest health issues that could affect the working forest and other values such as water,

habitat, ecosystems, etc. Also, clean up cut control which forces (incent) people to cut green trees to meet an admin requirement rather than retain them to help mitigate mid term timber supply issues.

Suggestions related to program delivery:

- MPB should be a separate pot of funding

Question 5:

General comments or issues regarding the present strategy and process.

- More money has to be put to the program to expand the program to include silvicultural slums and NSR in the interior.
- Should consider all silviculture enhancement opportunities provincially and prioritize them based on project return on investment.
- Completed FIA Program strategies and plans have a lot of information that could be applied in this strategy. Putting investments in only a few units and ignoring outstanding issues in all other units will only result in problems down the road.
- A separate program bridging “tree growing” and scientific long-term research is needed.
- Concerns expressed related to the process e.g., it came out too late, no input sought (and unacceptable to some), centralization of process, reins too tight in terms on distribution of funds, not enough money in program, segregation of BCTS from the recipient LBIP process does not make sense and will reduce synergies, investment goals too narrow, ignores important issues in other locations, engagement needed at management unit level, lack of planning and implementation framework to help achieve expectations at the landscape level (e.g., SFM type model) – meaningful strategies need to be developed, not addressing other forest users, not identifying type of forest products being managed for, what is the direction or process to move forward with next year, clear linkages needed between strategy development and implementation.
- Opportunities for increasing area-based tenures should be explored.
- It is hard to put together a silviculture project and receive the required funding on CF that have small AAC.
- Provide autonomy to the districts to implement what is best for their area based on local knowledge.
- No timely direction, no synergies between two branches. Regions and districts are out of decision making process.
- Documentation or science supporting the current strategy is not referenced or readily available. If you believe in the strategy as set out – defend it with supporting documentation. There remain many open questions. Open communication channels with those outside of government on: Funding levels; Program priorities and distribution of funds; Annual timing of funding; Delivery model; Delivery allowances; Focus areas. If your objective is to have a draft 2011/12 strategy in November, discussions should be initiated now.
- Strategy needs to be based on sound forest management principles.
- Provide opportunities for projects that are needed if they can prove this need through a solid rationale.
- Present plan too prescriptive. Should be only strategic – targeted TSA’s and targeted

levels. Delivery branch should be given the mandate to design program levels annually.

- Biggest concern is that economic drivers seem to be the priority when the health of the forest is what really matters.
- Specific woodlot concerns: 1) There are limited opportunities for large fertilization, spacing, and backlog brushing projects because of the small block sizes generally found on woodlots. Larger blocks are mainly old BCTS blocks. To get larger projects, woodlots have to be lumped together, but they could be widely separated geographically which does not improve efficiency. 2) Because LBIRs are not part of the process, FN info sharing is a huge undertaking for individual projects. One woodlot license can have up to 10+ FN to deal with (e.g., Cascades Forest District). If a project spans over a number of woodlots and each woodlot has some different FN, the info sharing process could be overwhelming, 20+ FN to deal with and as mentioned in (1) for smaller projects a large portion of the DA is used up just in the info sharing process. FN info sharing must be covered by a LBIR or be part of the project, not included as part of the Delivery Allowance. (3) The low DA does not cover the extra costs associated with woodlot associations having to gather information from 840+ woodlots, submitting the project proposals and only getting a select few approved. There are also extra costs associated with smaller projects and higher FN info sharing costs as indicated in (1) and (2) above. (4) Because all woodlot associations must be compensated for any of the work they do in proposing projects, the ones that get projects approved are ultimately using part of their DA to subsidize those that do not. In fairness to all woodlot associations, project proposal submission for woodlot associations should be a separate project.

Suggestions related to program delivery:

- Effective delivery using prudent funding to support TUS, should be considered eligible to maintain positive fibre flow in both the Merritt and Okanagan TSA's.
- The way woodlot administrators were handled was simply unfair and arrogant. Decreasing the DA% is largely unjustified based on assumptions that do not translate into the real world. Lumping all WLs into one investment schedule creates an artificial world with the only goal to justify a lower DA%, but it does not work this way. Cancelling FN info sharing remuneration is another example of not being in touch with the WL reality. You will lose experienced administrators, because the expected actual remuneration per hr does not make financial sense for them. You will likely need to increase the relative amount of funding for WLs. The greatest strategy will not go anywhere (in the WL world), if you don't have capable people to implement it.
- Measures to reduce delivery allowance while increasing licensee responsibilities under the delivery allowance are not acceptable. It is not feasible or reasonable to combine licensees' allocations when determining delivery allowance if they operate in distinct areas with separate management units. In addition to this, the decrease in percentage of delivery allowance is too much. In general the turn of events with respect to the LBIP is discouraging and resulted in a waste of previous investment of taxpayer's funding. At the very least there should have been more of an opportunity to complete projects that have been commenced, rather than cancelling them altogether with little or no notice. Re: Fish Passage: There needs to be a different methodology on how projects are selected for funding AND this needs to be made clear to recipients PRIOR

to funding submissions. I certainly hope that next fiscal is delivered more effectively and with parameters that are more acceptable to licensees, First Nations, and Ministry alike.

- Delivery allowance has been reduced drastically – this will present challenges in delivering the work, resulting in junior people doing it rather than experienced consultants.
- It takes too long and is year by year. Projects should be multi-year.
- PWC should rely more on professional reliance and stop spending time and money auditing small projects
- Determine what activities represent low risk to the environment and provide provincial level information sharing to FN's so that activities such as fish passage restoration do not have to be referred every year, i.e., blanket information sharing for FP.
- Delivery allowance of 14%.
- Getting the money to the TSA level seems to be the biggest hurdle. Right now projects for the WL TSA are being bogged down by Kamloops with no interest in finding a way to move forward. How do we get the money out to the TSA where it can be utilized to do some good. Simplify the process, we need to look to groups like the Williams Lake FFEP group to get investment onto the landbase.