



Forests, Lands and Natural Resource Operations

February 13, 2012

2012/13
to 2014/15

LBIS Delivery Approach



Foreword

This document was developed to provide operational clarity and identify:

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

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

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Delivery Model

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

1.0 History of Delivery of Government-Funded Forest Management Activities

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

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

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

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

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

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

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

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

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

2002-2005: FIA

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

2005-2010: FIA and FFT

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

2010: FIA and FFT combined into LBI

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

2011: Districts more involved in strategic priorities and placement

- 30% of FFT program delivered by Districts.

2.0 Key Principles

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

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

3.0 Current Capabilities

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

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

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

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

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

4.0 Key Objectives

The new LBIS delivery model will address the following objectives:

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

5.0 Roles and Responsibilities

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

5.1 Planning

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

Deputy Minister

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

Executive Director – Corporate Initiatives Division

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

Regional Executive Directors

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

Resource Practices Branch (RPB)

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

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

Investment Category Leads

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

FLNRO Regional Specialists

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

FLNRO District Staff

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

BCTS, Timber Tenure Licensees, Recipients and Consultants

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

5.2 Delivery

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

Resource Practices Branch (RPB)

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

FLNRO Regional Specialists

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

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

FLNRO District Staff

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

BCTS, Timber Tenure Licensees, Recipients and Consultants

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

5.3 Reporting and Monitoring

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

Resource Practices Branch (RPB)

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

Investment Category Leads

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

FLNRO Regional Specialists

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

FLNRO District Staff

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

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

5.4 Continual Improvement and Adjustment

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

Resource Practices Branch (RPB)

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

Investment Category Leads

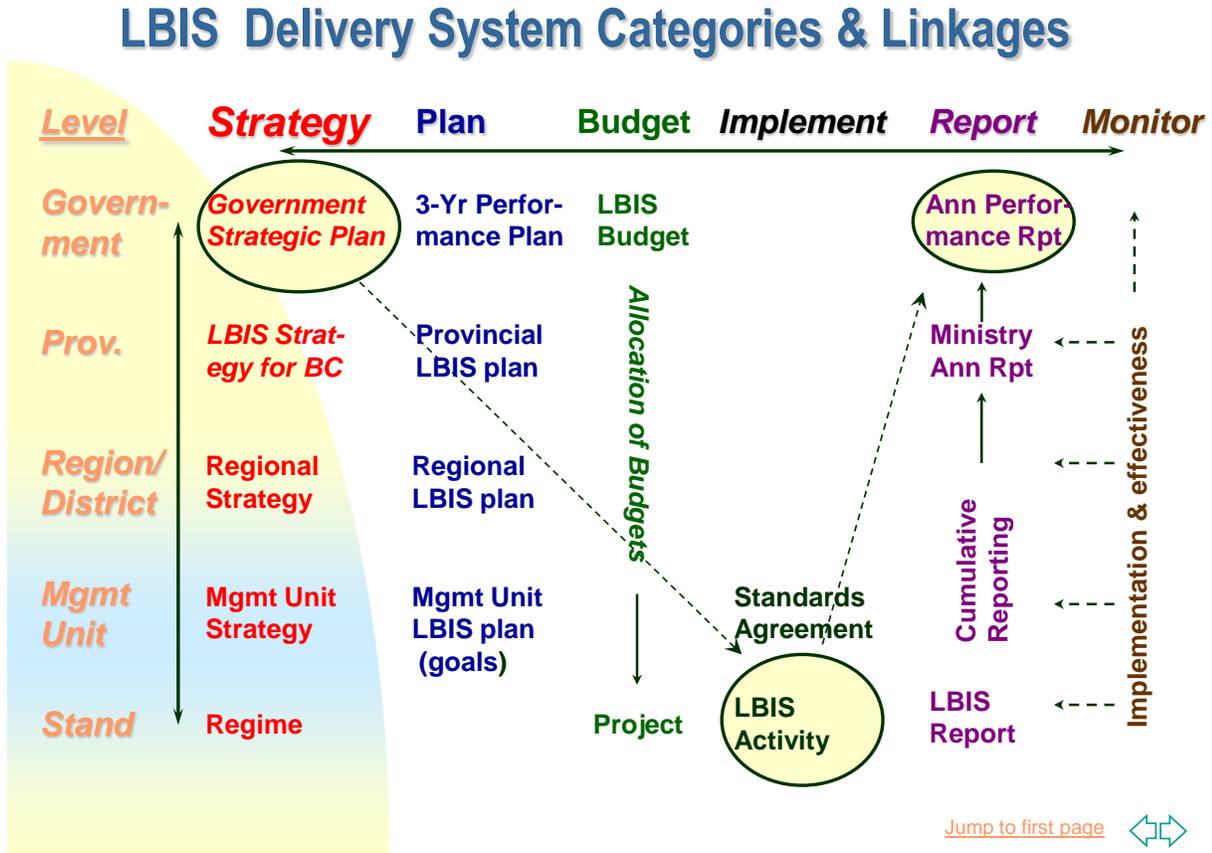
- Assists RPB in the evaluation of:
 - the impacts of tactics on achievement of targets, indicators and goals.
 - the balance of allocations to investment categories for achieving the provincial goals and objectives.

FLNRO Regional and District Staff

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

5.5 Managing Linkages between Activities

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

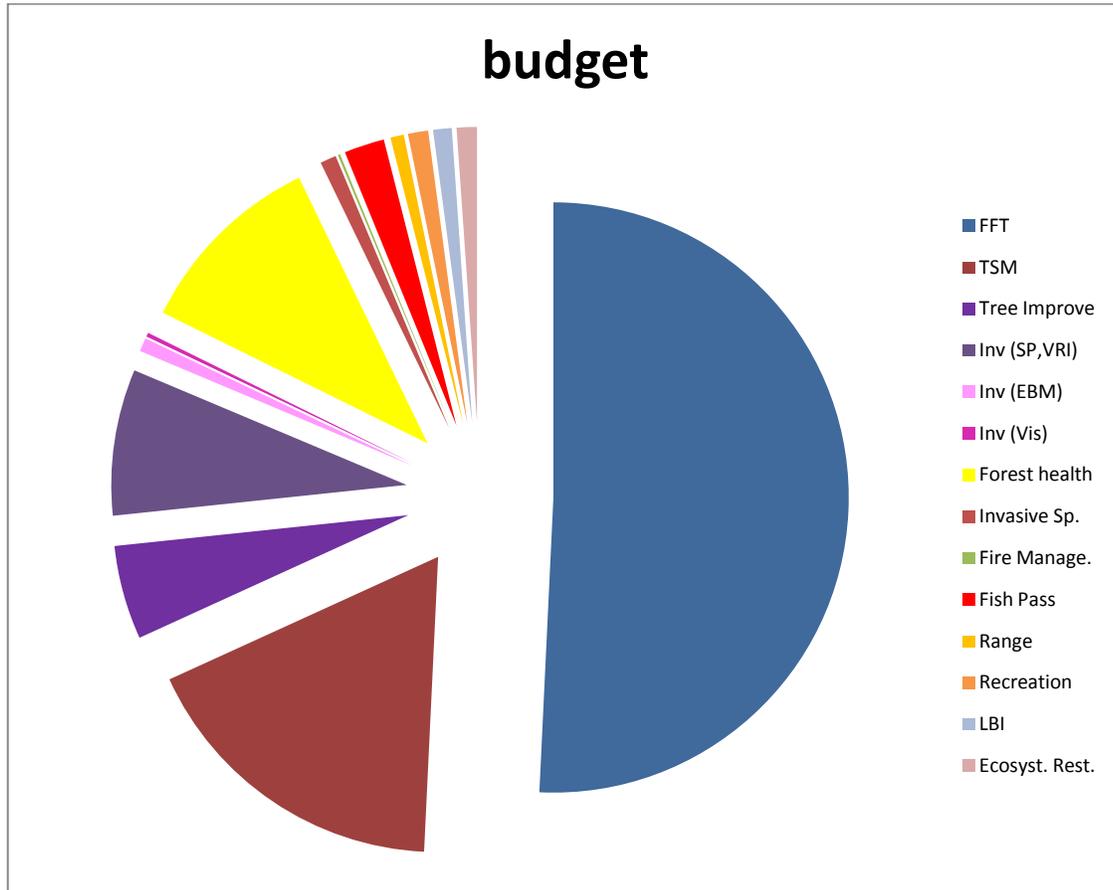


6.0 Goals and Objectives for 2012 to 2014

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

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

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



The budget allocation assumptions are:

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

7.0 Recommendations for Staffing and Delivery

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

7.1 District

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

7.2 Region

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

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

7.3 Headquarters

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

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

1.1 Introduction

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

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

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

1.2 Principles

The principles for land-based investments are:

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

1.3 Overview of the Provincial Structure

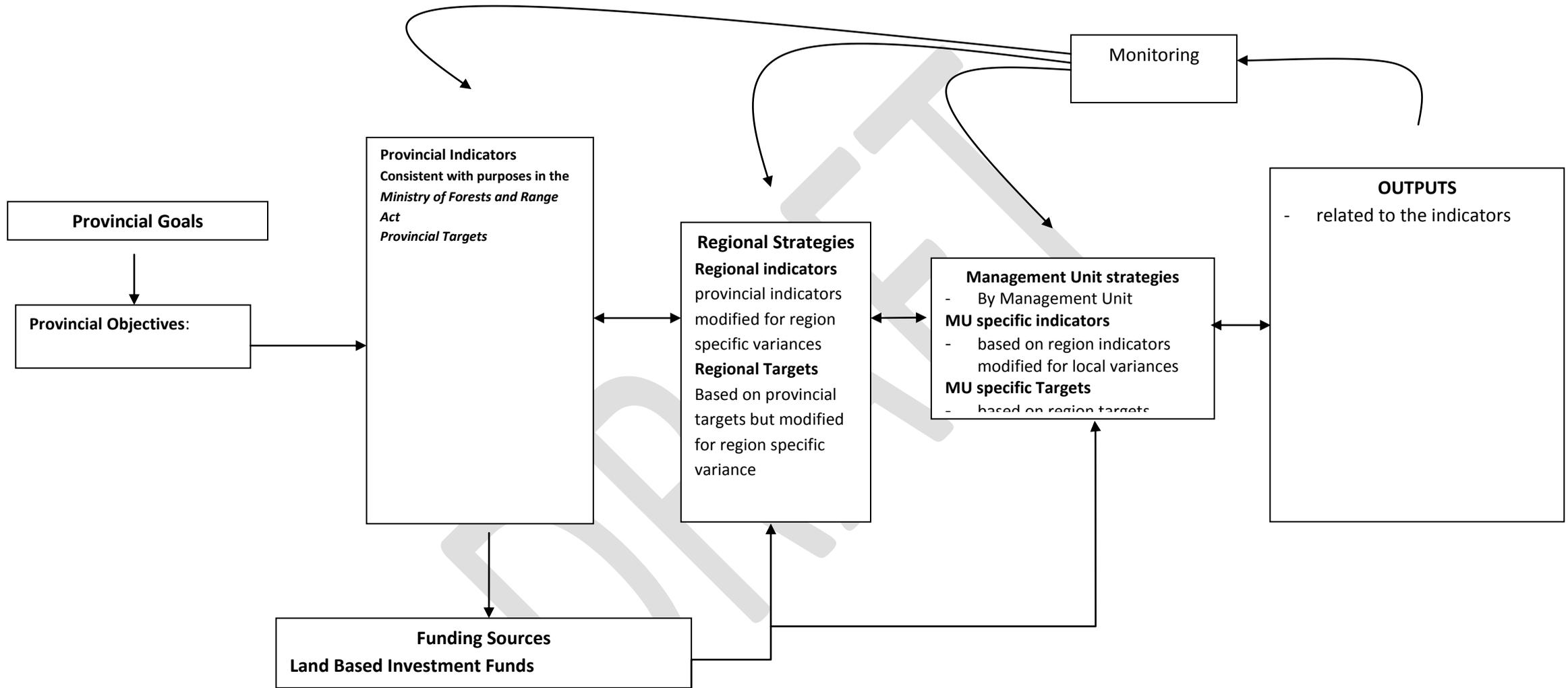
The proposed structure identifies three levels of decision-making:

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

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

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Figure 1: Example of a Proposed Planning Model



1.4 Provincial Land Based Investment Planning Committee

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

Provincial Land Based Investment Planning Committee

Focus:

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

Members:

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

Role:

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

Decision Making Factors:

Qualitative

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

Quantitative

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

Committee Level Outputs and Responsibilities:

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

- Provincial implementation priorities and areas

1.5 Regional Land Based Investment Planning Committee

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

Regional Land Based Investment Planning Committee

Focus:

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

Members:

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

Role:

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

Decision Making Factors:

Qualitative

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

Quantitative

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

Committee Level Outputs and Responsibilities:

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

1.6 District Land Based Investment Committees

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

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

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

District Land Based Investment Planning Level

Focus:

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

Members:

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

Role:

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

Investment Program.

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

Decision Making Factors:

Qualitative

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

Quantitative

- Program accomplishments
- Overview of District Technical Teams data

Committee Level Outputs and Responsibilities:

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

1.7 District Land Based Investment Technical Teams

District Land Based Investment Technical Teams

Focus:

- Subject area expertise

Members:

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

Role:

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

Goals:

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

Decision Making Factors:

Qualitative

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

Quantitative

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

Technical Team Outputs:

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