



BCTS Business Relationships Strategy

*Effective Relationships: A Way Forward - A strategy for
engagement and working together*

July 2015

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Introduction

Effectiveness in building and maintaining strong relationships that focus on collaboration and partnership opportunities for mutual benefit is critical to BC Timber Sales' (BCTS) ability to deliver superior and enduring performance. This strategy positions BCTS for long term success in that regard by setting out a vision, strategic goals and objectives, and key actions that program staff commit to undertake.

While this strategy will improve overall program performance, it is most closely linked to and supports Objective 3 of BCTS' role as set out in the current BCTS Business Plan:

Pursue continuous business improvement within BCTS, across government and with third party partners¹ and customers.

In the above context, there can be many types of business relationships and agreements such as memoranda of understanding, good neighbour agreements, co-operative management agreements, as well as other agreements like service and timber-related BCTS Disposition Agreements, or asset sales and purchases. While the specific circumstances will dictate which approach is best pursued, BCTS experience to-date suggests that all agreement types can provide compelling mutual benefits and contribute towards effective and strong relationships and improved program performance. Moving forward, BCTS wants to leverage and build on these achievements.

Notwithstanding the above, it is important to highlight that this strategy is not meant to displace any private sector partners. Rather, the strategy is intended to strengthen existing relationships and build new relationships (where appropriate) throughout the province.

Vision

BCTS has effective business relationships.

¹ "third party partners" includes, but is not limited to, non-BCTS forest tenure holders, First Nations, rural communities, suppliers, industry, and not for profit organizations. Also, specific goals, objectives and actions related to First Nations are included in BCTS' First Nations Relationships Strategy (July 2015).

Goals

Our business relationships:

1. Support BCTS' ability to fulfill its role, including supporting the MPS, selling its full allowable annual cut over the business cycle and generating direct and indirect revenue;
2. Strengthen the role of BCTS within the forest sector and rural economies; and,
3. Provide BCTS with the continuity of social licence to deliver superior and enduring performance.

Objectives: Building Relationships

- Effective business relationships are developed and maintained across government, and with third party partners and customers.
- In our business relationships there is:
 - Mutual understanding of each other's principles, goals and objectives; and,
 - Knowledge of the economic, social and environmental contributions of BCTS and the relationship to the Province.
- Timber volume incremental to our apportionment is obtained and sold under BCTS Disposition Agreements supporting our Business Goal, rural economies and jobs.

Key Actions: Building Relationships

- Assess the requirements and provide sufficient resources, where appropriate, to achieve the strategy, goals and objectives.
- Develop and implement a suite of resources and tools that can be used to establish, grow and maintain business relationships. This would include contracting options, shared work, and business agreements.
- Establish relationships within FLNR, across government and with every willing Rural Community in the province to share information and learn about each other's goals and objectives. Based on outcome of initial meetings develop a database of community contacts and identify opportunities for further business relationship building activities.
- Seek appropriate legislative, regulatory, and policy authority and support tools to enable BCTS to more effectively engage in business-to-business activities across government and with third party partners and customers.
- Implement the Community Communications Strategy.

- Establish a Business Relations Working Group to help coordinate activities and work with TSLT, headquarters, and Business Area staff.
- Continue to provide our customers and suppliers with forums for discussion and input through the Timber Sales Advisory Council, and the BCTS Contractor's Advisory Committee.
- Maintain and continuously improve Service Agreements with key internal (government) service providers.
- Provide BCTS resources and expertise, where appropriate, to support the achievement of broader Ministry and government objectives (e.g. Forests-For-Tomorrow support).
- Participate in broader ministry and government initiatives that have implications for BCTS to influence the outcome towards mutual benefit, where appropriate.
- Assign responsibility to coordinate the implementation and management of this strategy.
- Develop business relationship work plans for each Business Area.
- Establish key performance measures/indicators and targets to monitor achievement of objectives.