



2026/27 - 2028/29

# GROWTH PLAN



**BCTS**  
BC Timber Sales

# Territorial Acknowledgment

We respectfully acknowledge that our areas of operation are on the territories of First Nations across the lands we now call British Columbia. These First Nations are diverse in language, culture, and traditions, each holding deep connections to their ancestral lands and waters. We are grateful to work on lands that have been stewarded by First Nations Peoples for thousands of years, and we honour the enduring and unique relationships each First Nation has with these lands.

From the lush coastal rainforests of the Haida, Nuu-chah-nulth, and Coast Salish territories to the vast plateaus of the Secwépemc and Syilx lands, and the rugged mountain regions of the Ktunaxa and Tahltan Nations, we acknowledge the incredible ecological and cultural diversity of these territories.

Each landscape holds profound knowledge, traditions, and stories passed down through generations, shaping the stewardship practices we strive to uphold today.

This Growth Plan reflects our commitment to meaningful reconciliation by working in a manner that respects and integrates Indigenous knowledge, practices, and perspectives. We recognize the guidance that First Nations Peoples provide in fostering sustainable land stewardship, and we are grateful for their collaboration and wisdom in shaping a future grounded in fairness, respect, and shared stewardship.

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# Who are we?

## **BC Timber Sales (BCTS) is a self-financing program within the Ministry of Forests.**

BCTS sustainably manages the harvesting and reforestation of approximately 20 percent of the timber available for harvest from British Columbia's timber harvesting land base. "Timber harvesting land base" is public land where environmentally sound timber harvesting is allowed and economically feasible.

BCTS achieves its vision and mission by planning, developing, and selling through auction a substantial and representative portion of the province's annual available timber volume as well as reforestation harvested areas. The bid prices received from auctioned timber support the Market Pricing System (MPS) in setting stumpage rates for most non-BCTS cutting authorities throughout the province. The costs incurred by BCTS also provide data for the tenure obligation adjustments, contributing to another integral part of the MPS.

BCTS maintains mutually productive and beneficial relations with the Ministry, while retaining the operational and financial independence needed to support the MPS. In 2019, the 12 BCTS Business Areas integrated with the Ministry's Regional Operations to strengthen the delivery of our program's vision and mission.

## Our Vision

**BCTS is the operational implementation arm of government**, delivering public values in a regionally flexible and strategic way, through community driven collaboration.

## Our Goal

**Provide open and competitive access to Crown timber through safe, sustainable land management** that supports the Market Pricing System, enables diverse wood processing, and delivers lasting economic and social benefits for British Columbians.

## Our Mandate

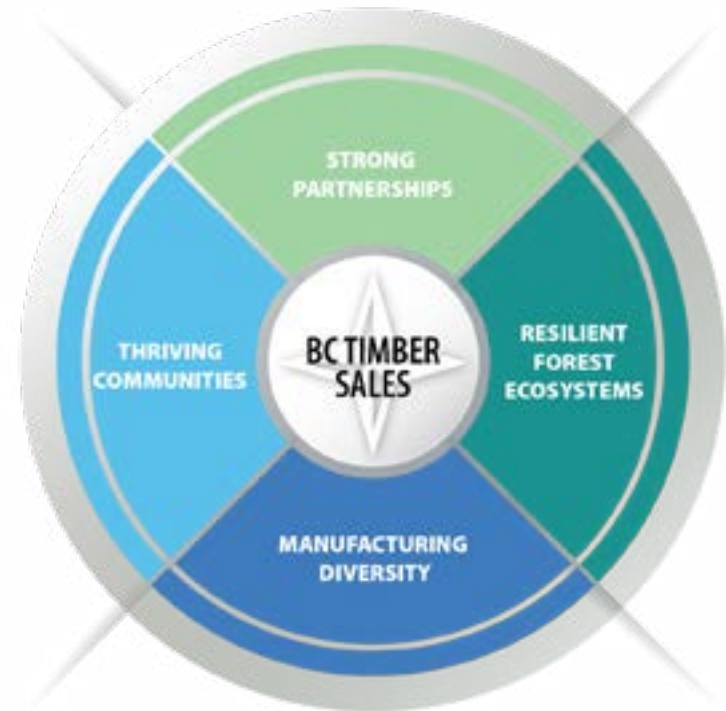
**BCTS is a trusted, transparent organization that stewards British Columbia's forests** for the long-term benefit of all people. Grounded in public trust and social licence, BCTS operations reflect the diverse values of the people in British Columbia, uphold First Nations rights and title, and support resilient communities through equitable access to forest resources. By enabling predictable access to diverse types of fibre, and fostering innovation, BCTS creates the hosting conditions for a competitive, high valued sector that drives local sustainable economic development.

# Our mandate

In addition to its original mandate to auction publicly owned timber and set price benchmarks, the Province is expanding BCTS' role to better reflect the diverse needs of communities across British Columbia.

The mandate of BCTS is centred on four key cornerstones:

- **Resilient Forest Ecosystems** — Steward British Columbia's forests through long-term, area-focused management that strengthens ecosystem health, climate resilience, wildfire risk reduction, and sustainable fibre supply over multiple generations.
- **Strong Partnerships** — Build respectful, trusted partnerships with First Nations and communities that integrate Indigenous rights, knowledge, and local priorities into shared stewardship, planning, and benefit-sharing.
- **Manufacturing Diversity** — Enable open, equitable access to a diverse range of fibre through competitive auctions that support the Market Pricing System, strengthen value-added manufacturing, and improve fibre utilization across the sector.
- **Thriving Communities** — Support thriving rural, Indigenous, and urban communities by creating stable economic opportunities for workers, contractors, and manufacturers while delivering shared public value from Crown forest resources.



# What drives us?

BCTS has one goal which is built on three overarching principles:

- **Forest Sector Safety** — Continuously improving safety practices across forestry operations.
- **Reconciliation with Indigenous Peoples** — Strengthening partnerships and supporting Indigenous participation in forest management.
- **Sustainable Forest Management** — Maintaining and enhancing the long-term health of forest ecosystems.



# How we support government commitments and ministry goals



## Government priorities

BCTS supports the Government of British Columbia's commitments by establishing the market value for public timber through competitive auctions. These auctions are a core service relied upon by the forest sector, ensuring fair and open access to timber while delivering fair value for British Columbians from their shared public resource.

- Safeguarding the services people rely on like health care and education, and supporting people who need care and assistance.
- Building homes, schools, hospitals and other infrastructure to create jobs and meet the needs of British Columbians through a sustainable capital plan.
- Strengthening B.C.'s economy by creating more opportunities for skills training, moving major projects forward and making targeted investments.

## Ministry goals

BCTS directly supports the Ministry's four goals and is an integral part of the Ministry's Coast and Interior forest sector revitalization and renewal initiatives.

- 1 A stable land base that provides a predictable fibre supply and supports a strong forest economy.
- 2 Sustainable, resilient stewardship of forests and rangelands for all values.
- 3 A diverse and innovative forest sector that strengthens communities, attracts sustainable investment, and delivers lasting benefits for all British Columbians.
- 4 Foster a sense of belonging, build talent, and share knowledge and expertise to achieve our goals and drive success.

On average, over the next three years, BCTS activities will directly support over **4,600 well-paying jobs** and another **4,200 indirect jobs** in B.C.



## Principle 1

# Forest Sector Safety

Safety excellence is key to the long-term success of the forest industry. BCTS is committed to improving safety in the forest sector. Safety Accord Forestry Enterprise (SAFE) certification remains a functional way of monitoring the “basics done well” and provides insight into the workplace culture.

BCTS is SAFE Company certified and supports the Ministry in maintaining its own SAFE Company certification. Additionally, BCTS promotes safe worksites by requiring our contractors and licensees to be SAFE Company certified.

# Safety

# Key Strategies Supporting Principle 1



## Targets

- ✓ **Maintain BCTS SAFE Certification**
- ✓ **Maintain Ministry SAFE Certification**
- ✓ **100% SAFE Certified to support safe worksites**
- ✓ **Zero incidents requiring medical attention**

### → **Maintain SAFE Certification to support safe BCTS practices.**

Measure Description: Maintaining our Safety Accord Forestry Enterprise (SAFE) certification is a measure of BCTS' success in supporting the BCTS Safety Policy.

### → **Actively support the Ministry in maintaining its SAFE Certification by implementing a strategy to better align the BCTS safety program with the Ministry's Safety Management System.**

As part of the greater Regional Operations team, BCTS will work together with the Ministry's Regional Operations to integrate safety activities to support a strong and effective safety culture.

### → **Require all parties working on Timber Sale Licences (TSLs) or bidding on BCTS contracts that involve on-the-ground fieldwork to be SAFE Certified to support safe worksites.**

Requiring all parties working on TSLs or contracts that involve on-the-ground fieldwork to be SAFE Certified is a measure of BCTS' success in supporting and promoting safe worksites.

### → **Mission Zero Strategy**

BCTS believes all forestry injuries and fatalities are preventable. To advance the safety culture, BCTS has committed to "Mission Zero". Our target with Mission Zero is zero workplace incidents that require medical attention. To achieve Mission Zero, BCTS will focus on the proactive identification, reporting and management of safety concerns in the workplace to eliminate workplace injuries.

## Principle 2

# Working Together with First Nations

Reconciliation with Indigenous Peoples is integral to BCTS' long-term success. BCTS supports Government's commitment to true, lasting reconciliation with Indigenous Peoples in British Columbia; this includes the implementation of the 2022-2027 Declaration on the Rights of Indigenous Peoples Act (Declaration Act) Action Plan and the Calls to Action of the Truth and Reconciliation Commission.

BCTS is tasked by the province to support economic prosperity in British Columbia through the safe, sustainable development and auction of timber. Principle 2 reflects BCTS' commitment to building balanced, respectful partnerships with First Nations grounded in collaboration, shared stewardship and sustainable forest management practices.

BCTS is committed to respecting and supporting the diverse cultures, interests, approaches, governance structures, and priorities of First Nations in all aspects of our work.

In supporting Government's reconciliation efforts, BCTS is also committed to the Ministry's objective to advance reconciliation by building strong partnerships and engaging meaningfully with First Nations.



This will be achieved by:

- Exploring opportunities to promote partnerships with First Nations in the work of the ministry.
- Increasing participation from Indigenous Peoples in the natural resource economy. This may include providing economic, employment, and educational opportunities.
- Increasing the confidence of First Nations in BCTS' stewardship of natural resources including continued work on the incorporation of Indigenous knowledge.

# Reconciliation

# Key Strategies

## Supporting Principle 2



✓ **Track and report out on Principle 2 annually to encourage continuous improvement**

- **Align BCTS culture, policies, and practices to support government's commitment to reconciliation through the implementation of the Declaration Act.**
- **Develop strong partnerships with First Nations and support First Nations' participation in the natural resource economy.**
- **Increase First Nations' confidence in BCTS' sustainable forest stewardship by modelling high standards of practice and working towards collaborative management, including the integration of First Nations knowledge and ecological knowledge.**

BCTS will support Indigenous Peoples' participation in the forest sector by providing economic, employment and educational opportunities. In keeping with government's commitment to engaging and continuing discussions with First Nations on the protection of old forests in British Columbia.



→ **Maintain and continuously improve BCTS staff training for working together with First Nations. All staff are required to complete mandatory training components.**

Mandatory training will increase cultural awareness and understanding of B.C. First Nation history (at local, territorial, and provincial levels), culture, rights and title, ecological knowledge/Indigenous knowledge, and legal frameworks. Training will aim to develop cultural agility and conflict management skills, and include resources from Indigenous knowledge providers.

Performance Measure:

BCTS staff to complete all mandatory training for working together with First Nations	
Target	100%

Measure Description: BCTS licensees, permittees, and contractors are also required to complete mandatory training. BCTS staff will confirm with licensees, permittees, and contractors that their training is up-to-date throughout a contract/Timber Sale Licence.

→ **Increase opportunities for BCTS staff and First Nations to share cultural experiences and exchange knowledge.**

Opportunities may include participating in joint field visits, cultural activities, the Indigenous Forestry Scholarship Program, and other ways to exchange Indigenous ecological and forestry knowledge.

Performance Measure:

BCTS field units will conduct at least one land-based knowledge exchange annually with interested First Nations	
Target	One or more annually

Measure Description: Operational staff in each field unit will meet in the field with interested First Nations on relevant projects to exchange knowledge, understand perspectives, and discuss opportunities. Where relevant and requested by the First Nation, BCTS staff should include BCTS licensees, permittees, and contractors in land-based knowledge exchange.

BCTS supports meaningful, long-term partnerships with First Nations grounded in trust, flexibility, and shared outcomes.



→ **Establish a strategic relationship building team to support First Nations and community partnerships.**

A strategic team will be established to lead and support the advancement of partnerships with communities, including First Nations. These partnerships will be mutually beneficial, will support long-term relationships, and help to build thriving communities and increased opportunities.

Performance Measure:

Establish a strategic relationship building team	
Target	May 2027

Measure Description: A terms of reference document will be established for the team. The team will provide a progress report as part of the Principle 2 annual report.

→ **Support First Nations’ access to equitable economic opportunities based on the principles of stewardship and reciprocity\*.**

BCTS will seek business partnerships with interested First Nations.

\*The principle of reciprocity in business partnerships is an understanding that both parties agree on a fair value-for-value exchange of goods or services.

Performance Measure:

Increase business partnerships with interested First Nations	
Target	Increase number of business partnership agreements annually

Measure Description: BCTS will aim to increase the number of formal business partnership agreements signed with First Nations each year. Examples of formal business partnership agreements include: Memorandum of Understanding, Collaborative Management Agreements, Access Agreements, Disposition Agreements, Sustainable Forestry Initiative Agreements (submitted by BCTS), direct award contracts, BCTS community grants, and other similar agreements.

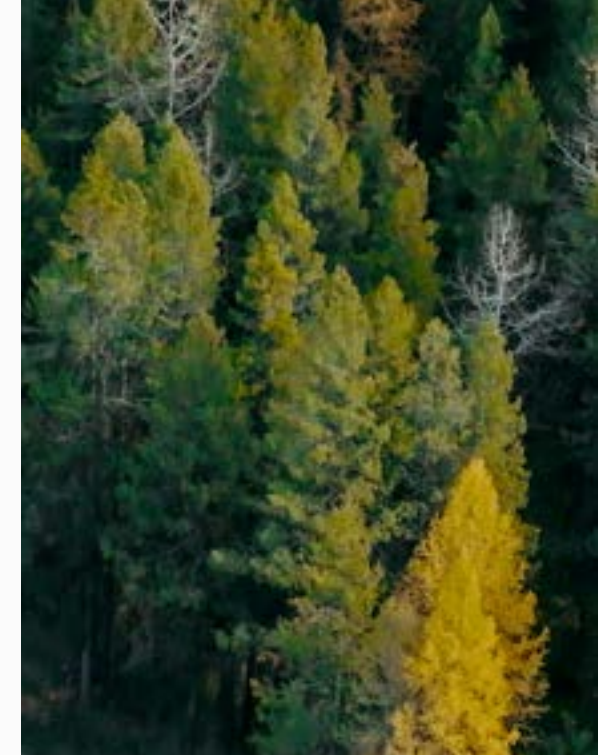
→ **Move towards collaborative management of natural resources.**

BCTS will work with First Nations to co-develop working structures that integrate Indigenous knowledge, culture, and interests into BCTS operations to increase mutually beneficial outcomes.

Performance Measure:

Increase BCTS and First Nation collaborative working structures	
Target	Increase number of collaborative working structures annually

Measure Description: Collaborative working structures are any BCTS/First Nation co-developed systems, tools and/or agreements that support management collaboration and improved outcomes for both parties. These structures are often, but not always, formalized through signed agreements. Examples include collaborative management agreements, relationship agreements, data and knowledge sharing agreements, participating in joint stewardship tables or councils, etc.



BCTS has partnered with First Nations to sell more than **210,000 m<sup>3</sup> of tenured volume**, ensuring fair market value for timber under their licences in 2025/26.

→ **Integrate sustainability, stewardship, and working together with First Nations.**

Identify opportunities to better integrate and operationalize Principle 2, Principle 3, and BCTS' Sustainable Forest Initiative certification commitments into BCTS operations. This may include partnering with First Nations in wildfire mitigation (including cultural and prescribed fire), forest health management, incremental and intensive silviculture, ecological enhancement (including re-establishment of culturally important plants [medicinal, food, spiritually significant]), enhanced stocking standards, forest certification, and climate change mitigation among others.

Performance Measure:

Increase joint BCTS and First Nations enhanced stewardship projects	
Target	Increase number of joint BCTS and First Nations enhanced stewardship projects annually

Measure Description: Enhanced stewardship projects are jointly developed and/or jointly managed by BCTS and First Nations to enhance environmental stewardship.

BCTS proudly employs students through the BC First Nations Forestry Council's Indigenous Forestry Scholarship Program



# Review of Principle 2

## Goal Statement:

Strengthen and modernize Principle 2 of the BCTS Growth Plan to reflect BCTS' approach to collaborating with Indigenous partners in B.C.

**BCTS' Growth Plan 2026/27 - 2028/29** outlines three overarching principles: Forest Safety, Reconciliation with Indigenous Peoples, and Sustainable Forest Management.

**Principle 2 – Reconciliation with Indigenous Peoples:** This work has been completed and endorsed through the joint Ministry of Forests (FOR) and BC First Nations Forestry Council ('Forestry Council') workplan.

The Forestry Council is a non-profit organization which supports and provides services to First Nations individuals, businesses, and governments ('First Nations') in efforts to increase their participation and leadership within British Columbia's forest sector.

## Links and Interdependencies

Link/ Interdependency	Description and Actions
<b>A Distinctions-based Approach</b>	Principle 2 should respect and support the diversity of cultures, rights, approaches, governance structures, and priorities for First Nations across B.C. BCTS refers to <a href="#">Distinctions-based Approach - Province of British Columbia</a> guidance and developed wording to appropriately use the terms "Indigenous" and "First Nation" within Principle 2 and subsequent BCTS documents.
<b>Sustainable Forestry Initiative (SFI) Certification</b>	To ensure consistency with the SFI plan: <a href="#">BCTS Provincial Sustainable Forest Management Plan (PDF, 1.5MB)</a>
<b>BCTS Indigenous Relations Working Group (IRWG)</b>	To ensure collaboration with the IRWG's work of developing performance metrics for Principle 2. BCTS Principle 2 Project Lead will update the IRWG on Principle 2 review progress to support their role of championing the implementation of Principle 2 across BCTS.
<b>Principle 3: Sustainable Forest Management</b>	BCTS has endorsement through the joint FOR/ Forestry Council workplan to review Principle 3: Sustainable Forest Management. This Principle 2 review will inform the Principle 3 review, and should link to Principle 3 while avoiding repetition.
<b>Business Areas</b>	Strategies and outcomes should be relevant and be implementable across BCTS' Business Areas.

## Scope of Process Involved

- › Collaborated with the Forestry Council on the revised Principle 2 for consideration of incorporation into the BCTS Growth Plan.
- › Revised current Principle 2 content, intentions, language, and format.
- › Linked Principle 2 review to other processes as described in Links and Interdependencies.
- › Reviewed Principle 2 wording to facilitate the future development of a comprehensive BCTS' Indigenous relations training program.
- › Sought guidance and approval from the Project Sponsor.
- › Incorporated BCTS approved version into the BCTS Growth Plan.



## Performance Measures

Measure	Intended Results
<b>A collaborative process</b>	Both BCTS and the Forestry Council feel satisfied with their level of participation and efforts made to consider and integrate concerns and recommendations.
<b>An appropriate product</b>	<ul style="list-style-type: none"> <li>➤ Alignment with the Province of B.C.'s Declaration on the Rights of Indigenous Peoples Act and other B.C. government commitments to reconciliation.</li> <li>➤ Implement a place-based approach (defined as an approach that uses a geographic area's unique characteristics to address challenges and opportunities) that attempts to be responsive to specific First Nation values, concerns, and recommendations and adaptive to the regional needs of First Nations, BCTS staff, and their relationships.</li> <li>➤ Principle 2 needs to be realistic and fully implementable by BCTS staff.</li> <li>➤ Alignment with the IRWG's evaluation metrics under development.</li> </ul>
<b>Timely completion</b>	An approved Principle 2 is ready to include in the BCTS Growth Plan.



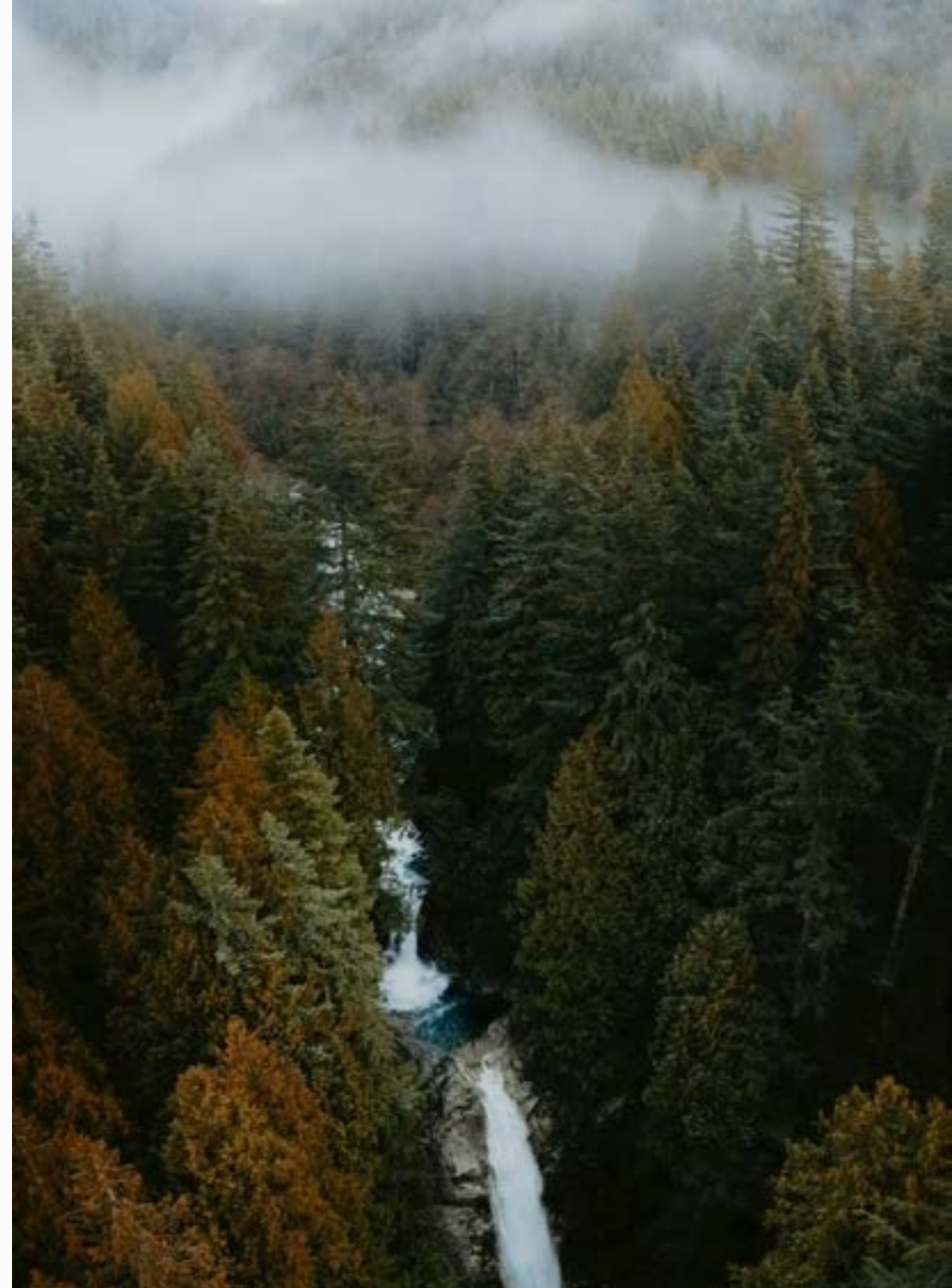
# Outcomes & Benefits

## Outcomes of the revised Principle 2 are to:

- Demonstrate BCTS' commitment to the Declaration Act and the advancement of provincial reconciliation commitments.
- Develop trusted relationships with First Nations grounded in their unique interests and priorities.
- Support staff to adapt their work to local contexts, respecting the distinct rights and values of each nation
- Provides staff with continuous educational support on Indigenous Relations.

## Benefits may include:

- Stronger relationships and partnerships among BCTS and First Nations communities.
- Greater First Nation involvement and community benefits derived from BCTS activities.
- Partnerships that support reliable access to market-pricing data that supports the forest sector.
- Enhanced forest management through the integration of Indigenous knowledge and values.





### Principle 3

## Sustainability

High-quality forest and environmental management practices are integral to the BCTS mission. Sustainable forest management is important to both how BCTS conducts business and to protecting the interests of the people of British Columbia.

Through collaboration with our ministry colleagues, First Nations, and key interest holders, BCTS will help redefine and adapt to a new forest management paradigm, one that is based on a shift to area focused land management including full rotation stand management. This shift will allow the full spectrum of values to be managed for the benefit of all.

Through the application of this principle, BCTS supports the achievement of a key Ministry objective to build and maintain the public's confidence and trust in the stewardship of British Columbia's natural resources.

# Sustainability

# Key Strategies

## Supporting Principle 3

→ **Maintain an Environmental Management System (EMS) and Sustainable Forest Management Certification (SFM)**

For BCTS, sustainable forest management means the management of our operating areas to access a sufficient and representative supply of public timber. This helps us to meet our goal and objectives, while maintaining the forest and the related environmental, economic, and social values and benefits over the long term.



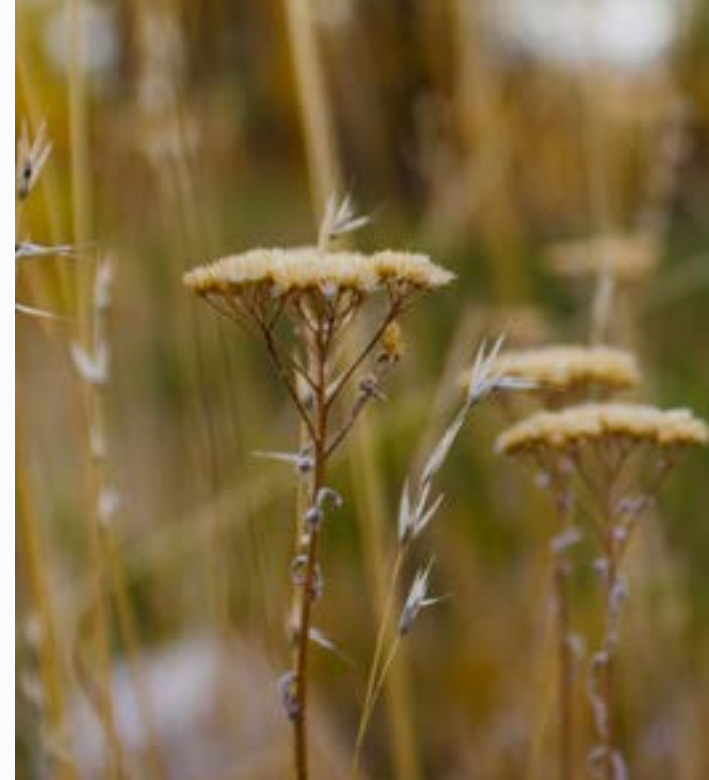
✓ **BCTS maintains SFI Forest Management Standard certification**

→ **Deliver on stewardship obligations**

BCTS is committed to deliver on its stewardship obligations. In addition to its ongoing stewardship operations, BCTS is obligated to reforest the areas it harvests and to rehabilitate its industrial roads.

Performance Measures:

Major stewardship obligations					
Target	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Projected	Target	Plan	Plan
Number of SFM external audit major non-conformances	Zero	Zero	Zero	Zero	Zero
Number of trees planted	43.9 M	29.5 M	23.8 M	32.3 M	28.3 M
Km of road deactivated or transferred out	375 km	554 km	944 km	809 km	968 km



Since 2003, **BCTS** has planted over **1.1 billion seedlings** to reforest areas harvested.



### → Advancing old forest management

BCTS is working closely with the ministry and First Nations to align timber planning and development activities with evolving provincial direction related to old forests.

Temporary deferrals have been established in areas identified as facing a high risk of irreversible biodiversity loss. These deferrals are intended to maintain key forest areas while longer-term approaches to managing biodiversity and other old forest values are further developed. This work is being undertaken collaboratively with First Nations and other interest holders and will continue over time.

BCTS is adjusting its timber planning, development, and auction activities to reflect these directions. The presence of old forest deferrals has had impacts on the volume of timber BCTS is able to develop, auction, and harvest. The potential effects on BCTS' rationalized apportionment, timber volume auctioned and licence issued, and annual developed volume levels have been assessed and incorporated into planning assumptions.

### → Managing environmental and safety risks on BCTS Forest Service Roads

BCTS actively manages environmental and safety risks associated with its forest service roads as part of routine operations and ongoing stewardship responsibilities. This work focuses on ensuring roads are planned, inspected, maintained, and deactivated in a manner that supports public safety, environmental protection, and compliance with provincial requirements.

A foundational element of this work is the availability of complete, accurate, reliable, and verifiable road information to support consistent decision making across business areas. To strengthen this capability, BCTS has implemented a Roads Corporate Data Set to improve the consistency, traceability, and quality of road inspection and maintenance records.

BCTS is assessing the quality of monitored road data against established performance expectations and taking targeted actions to address identified gaps. This work supports continuous improvement in road oversight, enables more consistent application of policy and practices across the organization, and strengthens BCTS' ability to proactively manage environmental and safety risks over time.

Performance Measures:

Environmental and safety roads management system					
Target	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Projected	Target	Plan	Plan
Roads Corporate Data Set performance	100%	100%	100%	100%	100%
Roads Management System	Maintained	Maintain	Maintain	Maintain	Maintain

Measure Description: BCTS Forest Service Road Inventory, Inspection, and Maintenance.

- **Use our economies of scale and expertise to deliver cost-effective silviculture services and provide quality seedlings for the Forest Investment Program (FIP), and the Forest Carbon Initiative (FCI).**

Performance Measures:

BCTS contributions to Forest Investment Program (FIP)					
Target	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Projected	Target	Plan	Plan
Ministry NSR* area planted by BCTS	8,278 ha	6,745 ha	Zero	Zero	Zero
Number of FIP/FCI trees planted	14.8 M	11.3 M	23.8 M	32.3 M	28.3 M
Seedlings grown for FIP/FCI	40.1 M	45.0 M	45.0 M	45.0 M	45.0 M

\*NSR = Not Satisfactorily Restocked

On average, BCTS plants more than **30 million trees annually** to renew future forests.



# Sustainably Managed Forests

**BCTS** is responsible for **sustainable forest management** on approximately **20% of British Columbia's public lands.**

Sustainable Forest Management (SFM) is an overarching principle for BCTS. It ensures that our actions go beyond just meeting legal obligations. SFM involves managing the forests within our operating areas to maintain healthy forest ecosystems and the associated environmental, economic, cultural, and social values and benefits over the long term.

Practicing SFM is a complex process that begins long before and continues long after a tree is harvested.





# Key Components of the BCTS Stewardship Program



## Planning

Begins with preparation of Forest Stewardship Plans (FSPs) that describe how BCTS, its contractors and licensees will undertake road construction, harvesting, reforestation and other activities while managing, maintaining and enhancing a variety of important resource values (e.g., water, wildlife, fish, biodiversity, cultural heritage, recreation, soils, visual quality and timber).

Following approval of the FSP by the Ministry of Forests, BCTS staff and third-party resource experts complete a variety of inventories, surveys, and assessments to identify potential harvest areas, site specific values and management strategies for these values. Forest Operations Maps and Operating Plans are then prepared, showing where proposed harvest areas and roads will be located for a period of up to five years.



## Consultation and Public Engagement

BCTS FSPs are subject to consultation with First Nations as well as public review and comment. First Nations consultation also occurs on operating plans.

These plans are then reviewed with interested parties and are made available to the public. BCTS FSPs are available for viewing at [BC Timber Sales - forest stewardship plans](#) and operating plans are available through local Business Area offices.

Forest Operations Maps are available for public review and comment at: [Forest Operations Map](#).



### Road Construction

BCTS contractors and licensees build and maintain a vast network of roads, bridges, and water crossings throughout the province. Long-term roads are known as Forest Service Roads and provide access for timber harvesting, silviculture, recreation, hunting and emergency management (e.g., wildfire response).



### Reforestation and Forest Stewardship

BCTS ensures every area we harvest is reforested with an ecologically and climatically suitable mix of tree species. We manage the growth and delivery of over 100 million seedlings annually on behalf of the entire ministry, including programs like the FIP, as well as our own program's needs. We continue to work with our ministry colleagues to develop a shrub and herbaceous plant strategy, and build partnerships with related nurseries to incorporate these plants into our reforestation programs.

Each year BCTS plants over 40 million seedlings and we continue to monitor the health of these young stands until they are determined to be "free growing." Where necessary, additional stand tending may occur, including removal of brush competition or invasive plant species. Herbicide use is extremely limited and occurs only when manual techniques would not be effective and after completing consultation with First Nations and a rigorous approval process led by the Ministry of Environment and Climate Change Strategy.



### Forest Certification

SFM is fundamental to each and every phase of our operations. Our **Environmental Management System (EMS) and SFM** set out clear roles and responsibilities and provides detailed procedures and guidance for our staff, licensees and contractors. Independent third-party verification provides First Nations, the public, stakeholders, customers, and staff with the assurance that BCTS is meeting its responsibilities and expectations for SFM. Timber developed and harvested under the BCTS SFI program will be certified. BCTS may, in situations associated with recovery of damaged timber, sell volume as uncertified. While not advertised as SFI-certified, this wood delivers a sustainable outcome by putting already-harvested material to productive use, reducing waste and emissions while supporting local fibre supply. All harvesting undertaken by BCTS will be managed under BCTS EMS to ensure activities are conducted to a high environmental standard and all legal requirements are met. BCTS is additionally monitored by the Ministry's Compliance and Enforcement Branch and the BC Forest Practices Board to ensure compliance with legal requirements.



### Climate Change Action

Taking action to manage risk in a changing climate supports the sustainability of BCTS' operations and the ecosystems in which we operate. In 2014, BCTS developed a provincial **Climate Change Action Plan (CCAP)**. The purpose of the BCTS CCAP is to foster the adoption of climate change mitigation and adaptation actions into BCTS' business processes while ensuring consistency with Provincial climate change action plans. A key principle in developing and implementing the BCTS CCAP is to embed climate change action in our business.

For this reason, climate change actions are aligned closely with our Environmental Management System and Sustainable Forest Management framework. BCTS manages risk as a part of its day-to-day business. Climate change represents an urgent and escalating risk, altering the magnitude and likelihood of challenges we face. Amidst these challenges BCTS is identifying solutions to address climate change, including fostering new markets for bioenergy. BCTS is currently conducting a Climate Change Vulnerability Assessment, this will be used to inform an update to the BCTS CCAP to meet new SFM certification climate related requirements.

# Prosperity




## GOAL

### Prosperity

Having a globally competitive, market-based operating climate is a key component of a strong, sustainable and innovative forest sector economy that works for everyone. The goal of BCTS is to provide open and competitive access to Crown timber through safe, sustainable land management that supports the Market Pricing System (MPS), enables diverse wood processing, and delivers lasting economic and social benefits for British Columbians.

Through the MPS, the Ministry ensures the people of B.C. receive market value for their timber assets. BCTS obtains the data needed by developing public timber, selling it through competitive auctions and reforesting harvested areas.

An aerial photograph of a vast, dense forest of evergreen trees, likely spruce or fir, covering a hillside. The trees are a vibrant green, and the perspective is from a high angle, looking down on the forest canopy.

For the data to be credible and representative, it needs to cover a similar range of timber types and operating conditions to what non-BCTS forest tenure holders experience. It is equally important that the amount of timber BCTS auctions be sufficient (in a statistically significant sense), to accurately support the MPS. The optimum amount (as determined by world-leading experts in auction theory) is between 20 to 30 percent of the overall amount of public timber harvested each year. This range of activity provides enough data to adequately support the MPS, but not so much to influence the market.

BCTS measures the timber volume it auctions and sells as a percent of the total timber volume projected to be harvested each year. This is a good indicator of its success in developing and auctioning an optimum volume of timber, which is necessary to establish credible representative benchmark cost and pricing data within an environment of changing market conditions and demands.

The goal is to provide open and competitive access to Crown timber through safe, sustainable land management that supports the Market Pricing System, enables diverse wood processing, and delivers lasting economic and social benefits for British Columbians.

# Key Strategies Supporting Our Goal

- **Maintain a Data Quality Management System (DQMS) to ensure BCTS' data is complete, accurate, reliable and verifiable**

BCTS has developed and implemented a DQMS that conforms to the International Standards Organization (ISO) 9001:2015 quality standards. The DQMS has been implemented throughout BCTS.

BCTS monitors the quality of its key data sets to ensure they are complete, accurate, reliable, and verifiable. Data sets are used to produce key performance measures & reports.

Performance Measures:

Completeness, accuracy, reliability and verifiability of data					
Target	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Projected	Target	Plan	Plan
Performance standard	99.2%	100%	100%	100%	100%
Data Quality Management System (DQMS)	Conformed to ISO standard	Conformed to ISO standard	Conformed to ISO standard	Conformed to ISO standard	Conformed to ISO standard

Measure Description: The conformance of each key data set is assessed and compared to the expected performance standard. Data sets to which this standard applies are: Ready to Develop Timber Inventory, Development in Progress Timber Inventory, Annual Developed Volume, Road Deactivation Liability, Silviculture Obligation Liability, Licence Issued, Block Spatial Feature Class (new 2026/27); and Standard Unit Spatial Feature Class (new 2026/27).

- Monitor BCTS timber licence issued by major Market Pricing System (MPS) attributes such as species and grade, compared to the harvest patterns of the major licensees, to ensure representative benchmark data and adjust as required

Performance Measures:



Target

**80%**

The percent of BCTS volume harvested is within five percentage points of the percent of volume harvested by major licensees for each major species and grade MPS attribute 80% of the time.

Approximately **6 million m<sup>3</sup>** of timber is **brought to market annually** through competitive auctions.

**\$45 per m<sup>3</sup>** is the average **market pricing benchmark** for public timber.



# Appendix

## BCTS Resource Summary



BCTS Resource Summary (\$ millions)	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Gross Revenue	240.299	212.371	275.589	259.893	277.116	812.598
Less: Expenses (Capitalized and Period)	(213.666)	(212.322)	(267.506)	(218.411)	(226.194)	(712.111)
<b>Net Revenue (Loss)</b>	<b>27.633</b>	<b>0.050</b>	<b>8.083</b>	<b>41.481</b>	<b>50.922</b>	<b>100.486</b>
Transferred to CRF	(0.000)	(0.000)	(60.000)	(60.000)	(60.000)	(180.000)
Indirect Revenue*	29.800	21.800	23.700	26.000	28.600	78.300

\*Non-stumpage revenue generated for the province from the harvest of Crown timber.

Inventory Financing Transactions (\$ millions)	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Cost of Timber Inventory	51.314	57.013	60.228	59.223	60.428	179.879
Cost of Development in Progress Inventory	4.934	23.709	21.573	17.538	17.285	56.396
Cost of Disposition Agreement Inventory	7.152	6.338	4.897	2.507	3.115	10.519
Fish Habitat Inventory	0.040	0.000	0.050	0.050	0.050	0.150
Seed Inventory (Purchases)	2.160	2.400	2.000	2.000	2.000	6.000
<b>Total Financing Transactions</b>	<b>65.560</b>	<b>89.460</b>	<b>88.748</b>	<b>81.318</b>	<b>82.878</b>	<b>252.944</b>

Capital Expenditures (\$ millions)	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Capital - New Roads	32.498	33.929	42.716	41.113	42.487	126.316
Capital - Non-roads	1.000	1.000	1.000	1.000	1.000	3.000
<b>Total Capital Budget</b>	<b>33.498</b>	<b>34.929</b>	<b>43.716</b>	<b>42.113</b>	<b>43.487</b>	<b>129.316</b>

Cash Expenditures (\$ millions)	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Administration	17.800	18.631	22.269	22.644	22.697	67.610
Salaries	64.245	61.401	71.566	73.806	75.846	221.218
Planning	5.593	6.025	8.719	7.305	7.541	23.565
Sales	27.603	46.640	45.947	43.533	43.845	133.325
Disposition Agreement Development Costs	7.152	6.338	4.897	2.507	3.115	10.519
Access (Roads)	34.429	43.737	58.258	53.725	54.770	166.753
Silviculture	59.779	46.308	49.570	57.918	53.259	160.747
Land Base Investment (FIP) - Expenditures	27.228	28.970	26.573	25.358	19.530	71.461
Land Base Investment (FIP) - Recoveries	(27.619)	(31.187)	(30.590)	(28.354)	(21.443)	(80.387)
Sect. 108 & Extreme Weather (Flood) Recoveries	(2.527)	(10.000)	(5.000)	(3.000)	(3.000)	(11.000)
<b>Total Cash Expenditures</b>	<b>213.712</b>	<b>216.862</b>	<b>252.207</b>	<b>255.442</b>	<b>256.159</b>	<b>763.808</b>
Other Non-Operating	0.127	0.000	0.000	0.000	0.000	0.000
<b>Adjusted Cash Expenditures</b>	<b>213.585</b>	<b>216.862</b>	<b>252.207</b>	<b>255.442</b>	<b>256.159</b>	<b>763.808</b>

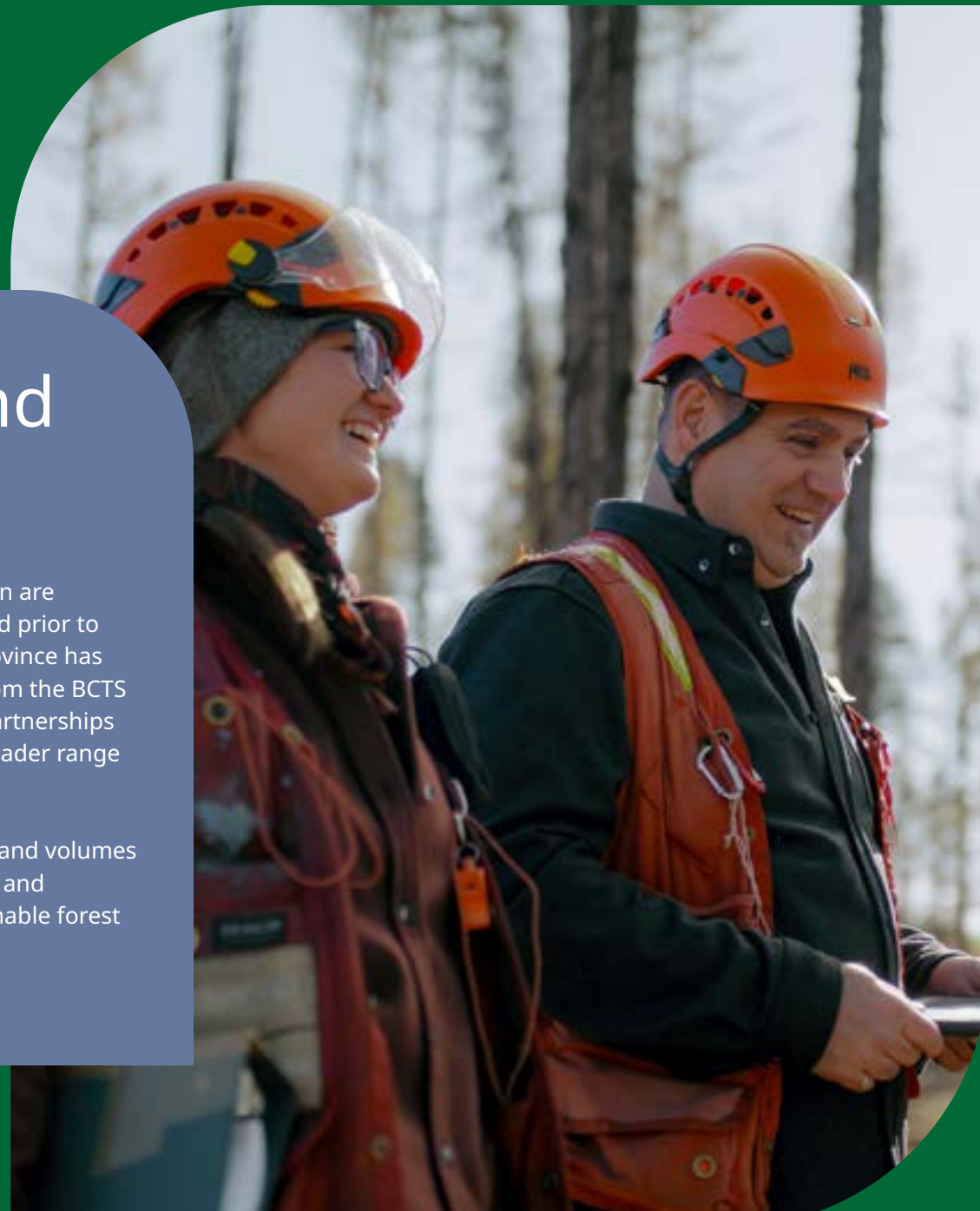
Non-Cash Budgets (\$ millions)	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Amortization – Roads	40.891	40.724	42.364	45.130	46.870	134.364
Amortization – Non-Roads	0.300	0.300	0.340	0.340	0.340	1.020
Silviculture Liability Expense	35.713	42.000	50.000	55.000	55.000	160.000
Cost of Timber Inventory Harvested	61.158	66.417	96.330	57.151	60.228	213.709
Cost of Timber Inventory Harvested – D.A.	9.134	9.886	9.087	2.525	2.310	13.922
Development in Progress (WO)	1.163	1.523	1.523	1.523	1.523	4.569

Timber Volume Outputs (M m <sup>3</sup> )	2024/25 Actual	2025/26 Projected	2026/27 Budget	2027/28 Plan	2028/29 Plan	Total (2026/27 to 2028/29)
Full Apportionment	11.9	11.4	11.1	11.1	11.1	33.3
Rationalized Apportionment	7.1	6.5	6.7	6.6	6.9	20.3
Annual Developed Volume	3.7	5.0	6.5	6.9	7.0	20.4
Volume Auctioned (First Auction Only)	4.6	5.5	6.4	6.7	6.7	19.8
Licence Issued	4.3	5.3	6.6	7.0	6.9	20.4
Volume Harvested	4.0	4.1	5.3	5.3	5.6	16.1
Average Billed Rate (\$/m <sup>3</sup> )	\$57.31	\$50.84	\$51.38	\$48.30	\$48.40	\$49.36

# Planning Context and Legislative Changes

The timber volume projections presented in this Growth Plan are based on current planning assumptions and were developed prior to the 2027/28 annual budget process. Since that time, the Province has introduced legislative amendments under Bill 14, arising from the BCTS Review, to expand BC Timber Sales' mandate, strengthen partnerships with First Nations, improve access to fibre, and enable a broader range of timber sales and forest stewardship activities.

As these legislative changes are implemented, future plans and volumes may be updated to reflect new authorities, delivery models, and opportunities to support workers, communities, and sustainable forest management throughout British Columbia.





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BC Timber Sales

