

BC Timber Sales

Business Plan

2020/21 – 2022/23

Reconciliation • Sustainable Resources • Economic Prosperity • Business Excellence



BCTS
BC Timber Sales



Ministry of
Forests, Lands, Natural
Resource Operations
and Rural Development

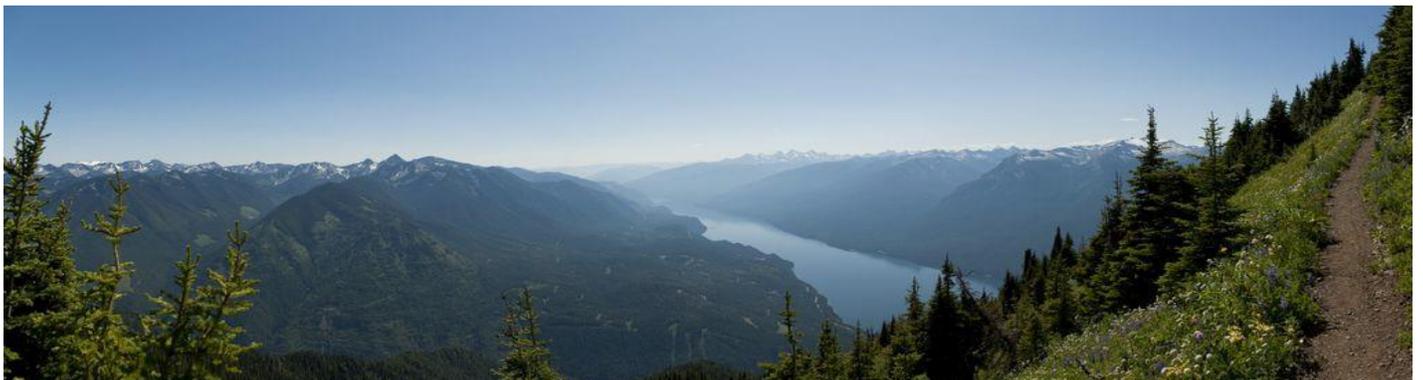


BCTS

BC Timber Sales

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Who are we?

BC Timber Sales (BCTS) is a self-financing program within the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (the Ministry). BCTS supports the Provincial priorities of the Economy and Reconciliation. It also supports the Ministry goals of:

- *Economic benefits for all British Columbians with thriving and resilient rural communities*
- *Sustainable natural resource management*
- *Partnerships that support reconciliation with Indigenous peoples.*

BCTS provides these benefits by planning, developing and selling through auction a substantial and representative portion of the Province's annual available timber volume as well as reforesting 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.

Our Vision: To be an effective timber marketer generating wealth through sustainable resource management.

Our Mission: Committed to pursuing **excellence** in all aspects of our business, maintaining **effective relations** and focusing on **results**, BC Timber Sales generates **economic prosperity** for all British Columbians through the **safe, sustainable** and **reliable** development and auction of Crown timber, and by playing a pivotal role in the Ministry's reforestation strategies.

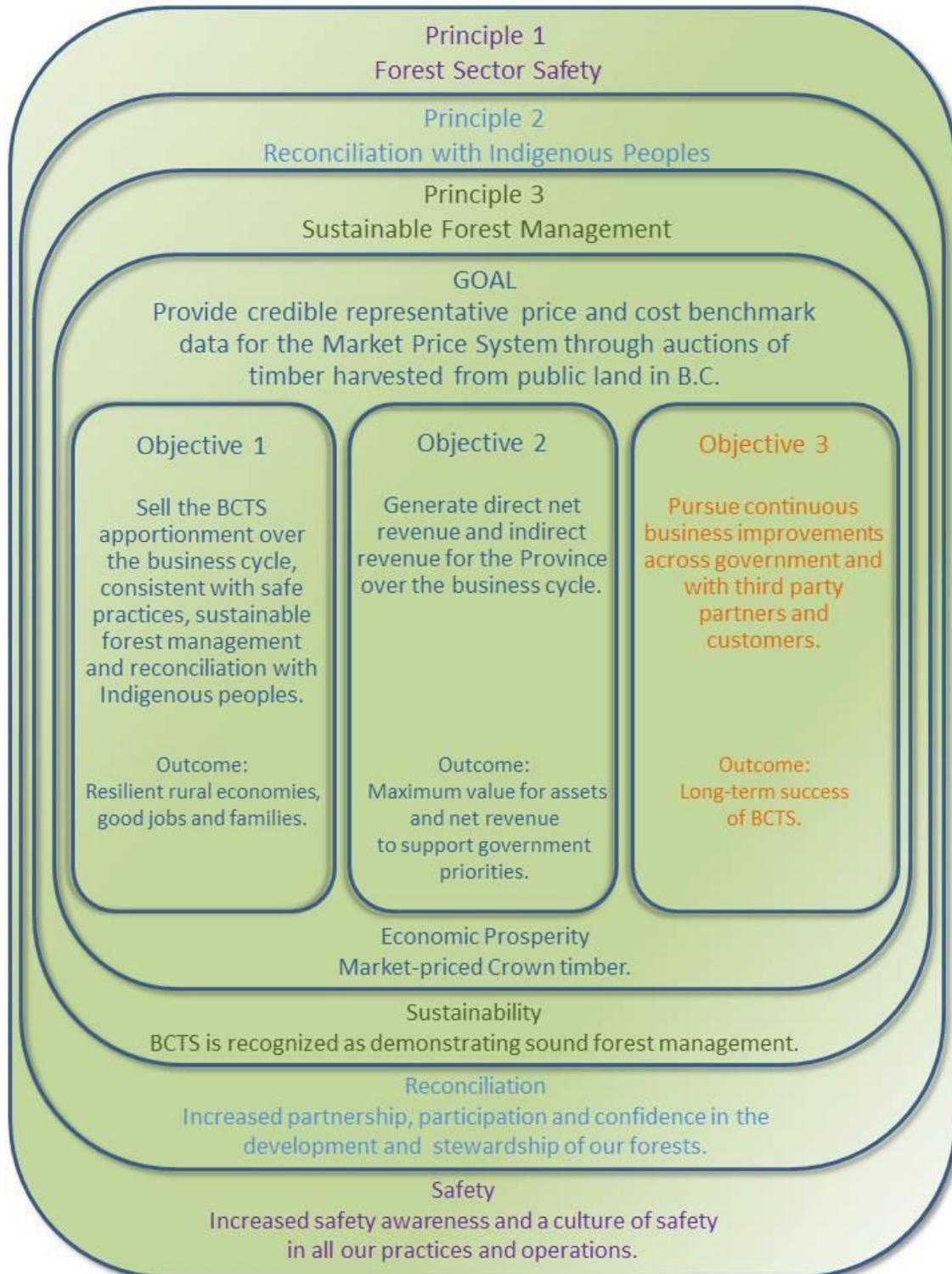
Our Goal:

Provide credible representative cost and benchmark data for the Market Price system through auctions of timber harvested from public land in B.C.

BCTS maintains mutually productive and beneficial relations with all other parts of the Ministry. In 2019 BCTS Business Areas were integrated with Regional Operations to strengthen its ability to deliver on its core mandate. BCTS retains the financial independence needed to support the MPS and the achievement of our goal.

What drives us?

BCTS is driven by our one goal and three objectives set within three overarching principles. Their achievement supports the outcomes of **Safety, Reconciliation, Sustainability, Economic Prosperity** and **Business Excellence** for the benefit of all the citizens of British Columbia.



How we support Government commitments and Ministry goals

Government Commitments:

1. Reconciliation
2. Clean growth
3. Strong, sustainable economy

BCTS supports these commitments through our program's contributions to: reconciliation with Indigenous peoples, the forest sector economy, the economies of rural communities and the well-paying jobs our activities create and support. By determining the market value for Crown timber through competitive auctions, we ensure the people of B.C. receive fair value for their resource. BCTS timber auctions are a service the forest sector relies on. They help ensure fair and competitive access to timber resources for all.

Ministry's Goals:

1. Economic Benefits for all British Columbians with Thriving and Resilient Rural Communities
2. Partnerships that Support Reconciliation with Indigenous peoples
3. Sustainable Natural Resource Management

BCTS is an integral part of the Ministry's Coast and Interior Revitalization initiatives and directly supports the Ministry's three goals. In particular, Goal 1, Economic Benefits for all British Columbians with thriving and resilient rural communities.

**On average, BCTS activities directly support
Over 7,500 well-paying jobs and
another 10,000 indirect jobs within B.C.**

Principle 1:

Forest Sector Safety

BCTS' Safety Policy

- BCTS is committed to maintaining an organizational culture where all staff proactively participate to ensure a safe and healthy workplace as a fundamental component of everyday business.
- BCTS supervisory staff will be accountable for ensuring employees are properly trained for their jobs, making employees aware of safety hazards, ensuring unsafe action or conduct is not tolerated in the workplace, and endorsing sound health and safety work practices on a daily basis.
- BCTS workers will be accountable for conducting their work activities in accordance with sound health and safety practices and will endorse these practices to their fellow workers.

Key Strategies supporting Principle 1

- **Ensure safe BCTS practices by maintaining SAFE Certification**

Corporate Performance Measure:

SAFE Certification	
Target	Maintained

Measure Description: Maintaining our safety certification is a measure of BCTS' success in supporting the BCTS Safety Policy.

- **Promote safe worksites by requiring all parties working on Timber Sale Licences (TSLs) or bidding on BCTS contracts that involve on-the-ground fieldwork to be SAFE Certified**

Corporate Performance Measure:

Per cent of parties working on BCTS TSLs or contracts that involve on the ground fieldwork that are SAFE Certified	
Target	100%

Measure Description: 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.

Key Strategies supporting Principle 1 continued...

- **Actively support the Ministry in maintaining its SAFE Certification by implementing a strategy to integrate 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 rest of Regional Operations to integrate safety activities to achieve a strong and effective safety culture.

Corporate Performance Indicator:

Ministry SAFE Certification	
Target	Maintained

Measure Description: The Ministry's maintenance of its safety certification is an indicator of BCTS' success in supporting the Ministry's safety program.



Principle 2:

Reconciliation with Indigenous Peoples

Reconciliation with Indigenous peoples is integral to BCTS' mandate and its long-term success. In that context, the program supports government's commitment to true, lasting reconciliation with First Nations in British Columbia; this includes the implementation of the *Declaration on the Rights of Indigenous Peoples Act (Declaration Act)* and the Calls to Action of the Truth and Reconciliation Commission (CTA).

In supporting government's reconciliation efforts, BCTS is also committed to supporting the achievement of the Ministry's objective to "*Strengthen partnerships and increase engagement with Indigenous peoples in the management of B.C.'s natural resources*" by:

- Exploring greater opportunities to promote partnerships with Indigenous peoples in the work of the Ministry.
- Increasing participation from Indigenous peoples in the natural resource economy
- Increasing the confidence of Indigenous peoples in BCTS' stewardship of natural resources (including continued work on the incorporation of Indigenous Knowledge).

Key Strategies supporting Principle 2

In meeting the above commitments, BCTS will continue to pursue the following key strategies:

1. Align our culture, policies and business practices to support reconciliation with Indigenous peoples.
2. Enhance BCTS' existing training program for staff focused on improving cultural awareness and understanding of Indigenous people's history, culture and legal framework.
3. Pursue opportunities to build effective and durable relationships with Indigenous peoples.
4. Continue to engage with Indigenous peoples to learn more on how BCTS can strategically align with the Declaration Act and the CTA.
5. Implement the Learning for Reconciliation strategy, including the following five Actions:
 1. All staff to read and familiarize themselves with the Truth and Reconciliation Commission of Canada (TRC) Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Provincial 10 Draft Principles, and the Declaration Act.
 2. All staff to seek additional Indigenous-focused learning opportunities within the BC Public

Reconciliation

service.

3. All staff to participate in the group presentation and discussion on UNDRIP, CTA, the 10 Draft Principles and the Declaration Act.
4. All staff to participate in experiential in-person training, hosted by an Indigenous training provider.
5. All managers and team leads to work with their teams to identify actions that will be undertaken to support the CTA, implementation of the Declaration Act and the Provincial 10 Draft Principles

Corporate Performance Measure:

Per cent of staff having completed the Learning for Reconciliation Five Actions				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Staff per cent	90%	100%	100%	100%

Measure Description: Average of all five actions completion percentages.



Principle 3:

Sustainable Forest Management

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

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

Key Strategies supporting Principle 3

- **Maintain an Environmental Management System (EMS) and Sustainable Forest Management Certifications (SFM)**

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

Corporate Performance Measure:

Per cent of timber volume certified under an SFM system	
Target	100%

Measure Description: Per cent of BCTS apportioned volume certified to sustainable forest management standards such as Canadian Standards Association (CSA), Sustainable Forestry Initiative (SFI) or Forest Stewardship Council (FSC). This measure is an indicator of BCTS' success in demonstrating and being recognized for having sound forest management practices.

- **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 deactivate its industrial roads.

Corporate Performance Measures:

Major stewardship obligations				
	2019-20	2020-21	2021-22	2022-23
	Projected	Targets		
Number of EMS/SFM external audit major non-conformances	Zero	Zero		
Number of trees planted	39.0 M	53.7M	52.2M	51.9M
Km of road deactivated	417km	500km	539km	510km

Since 2003, BC Timber Sales has planted over 699 million seedlings to reforest areas harvested by its licensees.

Key Strategies supporting Principle 3 continued...

- *Use our economies of scale and expertise to deliver cost effective silviculture services and provide quality seedlings for the Forests for Tomorrow (FFT) and Forest Carbon Initiative (FCI) programs and the Ministry*

Corporate Performance Measures:

BCTS contributions to Forests for Tomorrow Program and Forest Carbon Initiative				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Ministry NSR* area planted by BCTS	9,193 ha	7,793 ha	7,669 ha	7,226 ha
Number of FFT/FCI trees planted	16.7 M	12.6 M	12.6 M	12.1 M
Seedlings grown for FFT/FCI	51.0 M	50.0 M	50.0 M	25.0 M

*NSR = Not Satisfactorily Restocked.

Our Seedling Services group has now grown over 1 Billion seedlings. These seedlings are planted by BC Timber Sales, the Forests for Tomorrow Program and the Forest Carbon Initiative to ensure future productive forests.



Key Strategies supporting Principle 3 continued...

- **Improve wildlife management and support the recovery of species at risk**

Consistent with the Ministry’s commitment to improving wildlife management and habitat conservation, BCTS has dedicated three staff positions to wildlife management and species at risk recovery initiatives. Our wildlife resource specialists and operational staff work closely with Ministry wildlife managers, the forest sector, Indigenous peoples and other groups. Together they develop and implement local and regional plans as well as beneficial management practices for a variety of wildlife species including caribou, goshawk, fisher and marbled murrelet.

- **Implement our Climate Change Action Plan**

The Ministry’s objective is to expand and strengthen climate change mitigation and adaptation activities. The purpose of BCTS’ Climate Change Action Plan is to:

- foster the adoption of climate change mitigation and adaptation actions within BCTS business processes; while,
- ensuring consistency and alignment with the Ministry’s Service Plan and associated climate change strategies and action plans.

Four principles guide our actions on climate change:

1. We acknowledge changes in climate have a high potential of impacting our operations and the achievement of our obligations, therefore, we accept that as a forest manager in B.C. we must take proactive action on climate change.
2. We stay up to date on emerging climate change information and incorporate this information in our job functions.
3. We place reliance on the professionals we hire to ensure they are current on best practices to address climate change risk and opportunity.
4. We actively participate on Ministry and forest industry groups to identify climate change solutions.

The goals of our Climate Change Action Plan are to:

- build our adaptive capacity;
- establish resilient forests;
- protect and enhance future harvest opportunities;
- protect infrastructure – function and investment; and,
- capitalize on any climate change related opportunities.

Corporate Performance Measure:

Implementation of Climate Change Actions	
Target	Annual Progress Report

Measure Description: A report will be prepared annually on our progress in implementing the Climate Change Action Plan.

Goal:

Provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia

Creating 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 credible data directly supporting the Ministry's Market Pricing System (MPS). 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 Crown timber, selling it through competitive auctions and reforesting harvested areas.

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), in order to accurately support the MPS. The optimum amount (as determined by world-leading experts in auction theory) is between 20 to 30 per cent of the overall amount of Crown timber harvested each year. This range of activity provides a sufficient amount of data to adequately support the MPS but not so much that the market is influenced.

BCTS tracks the timber volume it auctions and sells as a per cent 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 demand.

Key Performance Indicator:

BCTS timber volume auctioned as a per cent of the projected provincial harvest volume				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Minimum per cent	23%	20%	20%	20%

Measure Description: BCTS timber volume auctioned (Section 20 Timber Sale Licences) in the year as a per cent of the total projected provincial harvest volume for the year as of January 2020.

Regional Performance Indicators:

BCTS timber volume auctioned as a per cent of the projected provincial harvest volume				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Coast	21%	20%	20%	20%
Interior	23%	20%	20%	20%

Key Strategies supporting our Goal

- **Implement a Data Quality Management System to ensure BCTS data is complete, accurate, reliable and verifiable**

BCTS has developed and is implementing a data quality management system (DQMS) that will conform to the International Standards Organization (ISO) 9001: 2015 quality standard. The data quality management system is being implemented throughout BCTS. BCTS will continue with the current performance measure until the program has achieved conformance with the standard. A target date for achieving conformance with standard of our data quality management system has been set for the end of fiscal 2021/22.

Corporate Performance Measure:

Accuracy and completeness of key data sets				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Performance standard	96.3%	98%	100%	100%
Data Quality Management System (DQMS)	Implementation of DQMS	Implementation of DQMS	Conformance of ISO Standard	Conformance of ISO Standard

Measure Description: For each set of monitored data, the current quality level will be assessed and compared to the expected performance standard of conformance. Data sets to which this standard applies are: Timber Volume Sold, Silviculture Liability, Deactivation Liability, Ready to Sell Timber Inventory, Development in process Timber Inventory, Referrals Complete, Development Ready (RCDR) Timber Inventory, Annual Developed Timber Volume, and Annual RCDR Volume.

- **Monitor BCTS timber volume sold 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 make adjustments as required**

Corporate Performance Measure:

Representativeness of BCTS Volume Sold and Harvested	
The per cent of BCTS volume harvested is within five percentage points of the per cent of volume harvested by Major Licensees for each major species and grade MPS attribute 80% of the time.	2020/21 – 2022/23
	80%

Measure Description: BCTS' volume harvested by major species and grade attribute as a per cent of total BCTS volume harvested, compared to the volume harvested by the Major Licensees by the same attribute as a per cent of their total harvest volume. BCTS volume percentage is within plus/minus five percentage points of the Major Licensees 80 per cent of the time.

Objective 1:

Sell the full BC Timber Sales apportionment over the business cycle, consistent with safe practices, sustainable forest management, and reconciliation with Indigenous peoples.

Providing a reliable, competitive supply of fibre (timber) to market supports a forest sector that builds on the strengths of the primary manufacturing sector and thriving rural communities – indigenous and non-indigenous – that enable residents to achieve their desired objectives for themselves and future generations.

BCTS' apportionment is the volume of Crown timber specified by the Minister, pursuant to the *Forest Act*, that the program has available to sell. It is the objective of the program to sell its full apportionment over the five-year business cycle consistent with safe practices, sustainable forest management, and reconciliation with Indigenous peoples. In addition to adhering to these overarching principles there may be circumstances where BCTS is unable to or should not attempt to sell its full apportionment. More specifically, in circumstances where:

- There is an established lack of market demand for certain forest types or partitions (e.g. mountain pine beetle uplifts or deciduous volumes in certain Timber Supply Areas);
- The Ministry's Chief Forester has reduced the Allowable Annual Cut (AAC) in a management unit, but this reduction has not yet been apportioned by the Minister; and,
- There are land base exclusions due to circumstances beyond BCTS' control (e.g. First Nations treaty or established log arounds) adversely affecting operations.

This netted down apportionment is called the "rationalized apportionment". The rationalized apportionment is the apportionment against which program performance related to selling the full apportionment is measured.

Over its last five-year business cycle (ending March 31, 2020) BCTS sold 97% of its Rationalized Apportionment.

Since 2003, BCTS has sold over 194 million cubic metres of timber, contributing over \$11 billion to the provincial gross domestic product (GDP).

Through these competitive auctions the program has also supported strong, sustainable and resilient rural economies.

Economic Prosperity

Key Performance Indicator:

Cumulative per cent of BCTS rationalized apportioned timber volume sold over the business cycle					
	2019-20	2020-21	2021-22	2022-23	2023-24
	Projected	Target	Target	Target	Target
Per cent	18%	37%	57%	77%	100%

Indicator Description: The business cycle is defined as five years starting April 1, 2019 and ending March 31, 2024. The indicator is the cumulative volume sold/total BCTS rationalized apportionment for five years.

BCTS apportionments over the business cycle					
	2019-20	2020-21	2021-22	2022-23	2023-24
Apportionment	14.2 Mm3	13.8 Mm3	12.4 Mm3	12.9 Mm3	13.0 Mm3
Rationalized apportionments	11.9 Mm3	11.4 Mm3	10.4 Mm3	10.9 Mm3	10.8 Mm3
Cumulative total rationalized apportionment	11.9 Mm3	23.3 Mm3	33.7 Mm3	44.6 Mm3	55.4 Mm3

Indicator Description: Rationalized apportionment excludes volume where BCTS is unable to, or should not attempt to, sell its full apportionment as set out in policy.

A significant amount of standing timber that was being developed for sale, was ready for sale or was already sold was burned or damaged in 2017 and 2018. It will take time to recover from these losses. In addition, BCTS is projecting its apportionment in the interior will decrease over the next few years as new Timber Supply Reviews are completed by the Ministry's Chief Forester, and the new annual allowable cuts are apportioned out by the Minister to BCTS and non-BCTS forest tenure types. This is due to a projected decrease in the mid-term timber supply as a result of the impacts of the mountain pine beetle. Indigenous peoples' aspirations are also expected to continue to pressure the timber supply.

Corporate Performance Measure:

Timber volume sold over the current five year business cycle					
	2019-20	2020-21	2021-22	2022-23	2023-24
	Projected	Target	Target	Target	Target
Timber volume sold	10.1 Mm3	10.5 Mm3	11.0 Mm3	11.2 Mm3	11.6 Mm3
Per cent of annual rationalized apportionment	85%	92%	106%	103%	107%
Cumulative total timber volume sold	10.1 Mm3	20.6 Mm3	31.6 Mm3	42.8 Mm3	54.4 Mm3

Regional Performance/Targets:

Timber volume sold over the current five year business cycle					
	2019-20	2020-21	2021-22	2022-23	2023-24
Coast	1.7 Mm3	2.2 Mm3	2.2 Mm3	2.1 Mm3	2.3 Mm3
North Interior	4.7 Mm3	4.3 Mm3	5.1 Mm3	5.4 Mm3	5.7 Mm3
South Interior	3.7 Mm3	4.0 Mm3	3.7 Mm3	3.7 Mm3	3.6 Mm3

Economic Prosperity

Key Strategies supporting Objective 1

- *Through competitive auctions, sell the appropriate amount of timber to support the Market Pricing System and achieve our objective.*

Corporate Performance Measure:

Annual timber volume sold				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Volume sold	10.1 Mm3	10.5 Mm3	11.0 Mm3	11.2 Mm3

Measure Description: Timber volume sold is an indicator of BCTS' success in analyzing market conditions and providing a reliable supply of timber to the market that our customers see as economically viable.

Regional Performance Targets:

Annual timber volume sold				
	2019-20	2020-21	2021-22	2022-23
Coast	1.7Mm3	2.2 Mm3	2.2 Mm3	2.1 Mm3
North Interior	4.7 Mm3	4.3 Mm3	5.1 Mm3	5.4 Mm3
South Interior	3.7 Mm3	4.0 Mm3	3.7 Mm3	3.7 Mm3



Key Strategies supporting Objective 1 continued...

- **Offer to the market, through competitive auctions, sufficient timber volume to achieve annual timber volume sold targets**

To achieve our goal to support the MPS, BCTS will at times offer Timber Sale Licences (TSLs) in marginal economic areas or profiles. Not all these TSLs offered to the market will sell. As well, customer demand can shift resulting in no bids being received for TSL auctions. Therefore, Business Areas must anticipate these possible results and plan to offer sufficient timber volume to achieve their annual timber volume sold targets.

Corporate Performance Measure:

Annual timber volume offered				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Volume offered (advertised)	13.1 Mm3	10.9Mm3	11.5Mm3	11.5Mm3

Measure Description: The annual timber volume offer is a measure of BCTS' success in offering sufficient volume to achieve its timber volume sold targets.

Regional Performance Targets:

Timber volume offered				
	2019-20	2020-21	2021-22	2022-23
Coast	2.6 Mm3	2.3 Mm3	2.3 Mm3	2.2 Mm3
North Interior	5.9 Mm3	4.6 Mm3	5.5 Mm3	5.6 Mm3
South Interior	4.6 Mm3	4.0 Mm3	3.7 Mm3	3.7 Mm3



Key Strategies supporting Objective 1 continued...

- ***Through business-to-business disposition agreements, sell timber volume incremental to our base apportionment and build relationships***

Selling timber volume incremental to our base apportionment increases the amount of timber in the market that is available through competitive auctions. BCTS Disposition Agreements are voluntary agreements where at request of the non-BCTS tenure holder BCTS develops and auctions their volume on their behalf. The sale, harvest and processing of this additional timber volume directly supports rural economies, communities, local jobs and families. These agreements are also an effective means to enhance business relationships with non-BCTS licence holders such as First Nations and partner with them in realizing benefits from their tenures. This additional volume also helps BCTS in the achievement of our business goal and objectives.

Corporate Performance Measure:

Timber volume sold under a business-to-business agreement				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Timber volume sold (m3)	448,150	325,000	250,000	100,000

- ***Develop sufficient timber volume to maximize timber volume offered and sold***

BCTS strives to have between one and two years of planned timber sales volume ready for sale as developed timber volume in its “ready to sell” inventory at the start of each year. This provides Business Areas with a sufficient supply to react to any operational issues and achieve annual targets. To achieve this inventory level BCTS sets annual targets for the development of timber that is ready to sell.

Corporate Performance Measure:

Annual timber volume developed (ADV)				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
ADV (BCTS Base apportionment Volume)	9.7 Mm3	12.8 Mm3	12.8 Mm3	12.6 Mm3
ADV (Disposition Agreement Volume)	0.45Mm3	0.3Mm3	0.2Mm3	0.1Mm3

Measure Description: Timber volume developed is the annual amount of timber developed (ADV) and ready for advertising and auction.

Regional Performance Targets:

Annual timber volume developed (Base)				
	2019-20	2020-21	2021-22	2022-23
Coast	1.9 Mm3	2.3 Mm3	2.3 Mm3	2.3 Mm3
North Interior	4.2 Mm3	5.8 Mm3	6.0 Mm3	6.0 Mm3
South Interior	3.6 Mm3	4.7 Mm3	4.5 Mm3	4.3 Mm3

Key Strategies supporting Objective 1 continued...

- **Plan out sufficient ready to develop volume to support the achievement of the next one to two years' annual developed timber volume targets**

In order to ensure a reliable and sufficient supply of timber for development and future sale, BCTS needs to first identify available timber volume and then undertake planning and consultation activities. Once completed, the timber volume is then ready to develop. It is a corporate priority of the program to have at least five years of timber identified and field checked to supply its planning and development needs.

Corporate Performance Measure:

Annual ready to develop volume				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Volume ready for development	12.8 Mm3	14.4 Mm3	14.4 Mm3	13.9 Mm3

Measure Description: The annual volume ready for development is the amount of timber volume planned out where Referrals are Complete and they are Development Ready (RCDR).

Regional Performance Targets:

Annual ready to develop volume (RCDR)				
	2019-20	2020-21	2021-22	2022-23
Coast	1.6 Mm3	2.0 Mm3	2.1 Mm3	2.0 Mm3
North Interior	6.2 Mm3	7.1 Mm3	7.0 Mm3	6.9 Mm3
South Interior	5.0 Mm3	5.3 Mm3	5.3 Mm3	5.0 Mm3

- **Auction a reliable supply of timber**

Predictability of timber supply for our customers is also important to BCTS. BCTS demonstrates reliability in supply by advertising and auctioning timber consistent with its annual sales plans.

Performance Measure:

Per cent of timber volume advertised in quarter planned	
	2020/21 - 2022/23
Target	90% to 110%

Measure Description: Timber volume advertised in the quarter planned as a per cent of the planned timber volume as set out in annual Business Area sales plans is a measure of consistency and reliability.

Key Strategies supporting Objective 1 continued...

- ***Optimize the timing of our delivery of timber volume to the market by responding to customer demand and appropriately managing the risks to the achievement of our annual timber volume sold targets***

Customer demand for timber is not equal throughout the year, nor is it consistent throughout the Province. BCTS recognizes that in some areas customers prefer an even flow of timber volume into the market, while in other areas they may prefer greater volumes in quarters two or three before the snow falls. In addition, there is inherently greater risk that unforeseen circumstances in the last quarter can prevent the achievement of our annual timber volume sold targets. To address this, BCTS attempts to optimize its delivery throughout the year.

Performance Measure:

Per cent of timber volume sold by quarter				
Fiscal Year	Q1	Q2	Q3	Q4
2019-20 (Achieved)	16%	21%	22%	33%
2020-21 (Targets)	22%	24%	32%	22%

Measure Description: *The timber volume sold in the quarter as a per cent of the total timber volume sold for the year.*



Objective 2: **Generate direct net revenue and indirect revenue for the Province over the business cycle**

This objective supports the provincial government and the Ministry as major contributors to the current and future economic health of the Province. BCTS' revenues contribute to overall government objectives and building a strong, sustainable and innovative economy that works for everyone. BCTS operates under a self-financing special account and must generate sufficient revenue to finance its cash requirements (i.e. earn a profit) over the long term.

Since 2003, BCTS has earned \$1.6 billion in net revenue and has generated over \$442 million of indirect revenue for the Province.

Direct net revenue is the result of the timber volume harvested and the price paid for that timber. The volume of timber harvested each year is projected to trend down. As well the prices paid are expected to also decline. There has been a significant decline in the market. In addition the impacts of the COVID-19 pandemic have further hurt the sector. Overall, these factors are expected to result in lower net revenues over the next three years.

Corporate Performance Measure:

Net revenue				
	2019-20	2020-21	2021-22	2022-23
	Projected	Plan	Plan	Plan
Net revenue	\$175.7 M	\$142.9 M	\$123.8 M	\$120.0 M

Measure Description: Net revenue is a key indicator of the success of BCTS in generating value and revenue return for the Province and being self-sustaining. The measure is calculated as gross revenue less capitalized expenses.



Economic Prosperity

Indirect revenue is a result of the economic activity generated by the volume of timber harvested. Therefore, as the harvest decreases so too does the indirect revenue generated.

Key Performance Indicator:

Indirect revenue generated				
	2019-20	2020-21	2021-22	2022-23
	Projected	Plan	Plan	Plan
Indirect revenue	\$51.4 M	\$52.6 M	\$52.2 M	\$51.4 M

Measure Description: Indirect revenue generated is a key indicator of the success of BCTS in generating a return on the sale of Crown assets for the Province. Indirect revenue is the provincial non-stumpage tax revenue generated for the Province from the harvest of Crown timber.

Key Strategies supporting Objective 2

- **Actively manage the costs of developing timber for auction**

Operating on relatively flat ground, chasing the bark beetle in the interior has resulted in lower average costs for developing timber over the last number of years. As timber development in the interior moves out of these areas and into green wood in more difficult terrain, the development costs are expected to increase. In addition, managing for safety, sustainability, reconciliation and other values such as wildlife requires more resources and are projected to result in cost increases over time.

Corporate Performance Measure:

Cost of developed timber per m3				
	2019-20	2020-21	2021-22	2022-23
	Projected*	Plan	Plan	Plan
Timber development costs	\$5.09/m3	\$5.12/m3	\$5.14/m3	\$4.85/m3

Measure Description: The cost of developed timber is the future cost of goods sold and represents the cost of BCTS inventory. The cost is net of any costs related to the purchase of harvest rights through BCTS disposition agreements or reduced volume condition licences.

* As of March 31, 2020 BCTS, implemented a new inventory – Development In Progress Timber Inventory. The creation of this inventory impacts the cost of developed timber in 19/20 and onwards.

- **Actively manage the costs of access to the timber**

Similar to development, as interior operations move out of the beetle areas to more difficult terrain, the costs of road construction and maintenance are also expected to increase.

Corporate Performance Measure:

Access costs per m3 of timber volume sold				
	2019-20	2020-21	2021-22	2022-23
	Projected	Plan	Plan	Plan
Access Costs	\$4.35/m3	\$4.49/m3	\$4.36/m3	\$4.52/m3

Measure Description: Access costs are road and bridge amortization plus annual maintenance divided by the volume of timber sold. This represents the cost of access infrastructure.

Economic Prosperity

Key Strategies supporting Objective 2 continued...

- **Offer 10 per cent of rationalized apportionment as Category 2 TSLs**

Eligibility to bid on Category 2 TSLs is limited to registrants with timber processing facilities. BCTS' objectives for offering such TSLs are to:

- Provide open access to Crown timber for non-tenured or insufficiently tenured timber processing facilities;
- Promote local employment; and,
- Support the value-added sector of British Columbia.

Corporate Performance Measure:

Category 2 timber volume offered				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Volume offered	1.2 Mm3	1.1 Mm3	1.0 Mm3	1.1 Mm3

Measure Description: Category 2 timber volume offered is an indicator of the success of BCTS in providing opportunities for non-tenured or insufficiently tenured timber processing facilities to access timber.



Objective 3: **Continuous business improvement – within BCTS, across government and with third parties**

BCTS needs to build and maintain strong relationships and continuously improve in order to effectively realize its vision, achieve its mission and goal, deliver superior performance, and make a distinct and lasting impact. To this end, BCTS believes that:

“Only those with Excellent People, Excellent Operations, Practices and Processes, and Effective Relationships will truly excel.”

BCTS and its people are committed to:

- continuously learning, innovating and leading through change in the pursuit of **Excellence**,
- embracing a **Lean Philosophy** as the next step in continuous improvement; and
- building **Effective Relationships** and collaborations.

Objective 3.1: Excellence in people

People are key to any successful implementation of a Lean philosophy. The people doing the work take responsibility for doing it better and take ownership of their work to improve processes and develop products. Most Lean activities are not sustained because they fail to build the capacity for Lean within the organization. In BCTS, we are not implementing “Lean solutions”, we are developing people to achieve challenging goals through a clearly defined improvement process. The key to implementing such a Lean philosophy within BCTS is developing our own expertise.

BCTS continues to take significant steps toward ensuring all employees were developing the strong foundation in Lean practices required to fully implement a Lean philosophy within the organization. Ultimately, all BCTS staff will have a firm foundation in the Lean Philosophy from course work and projects.

In addition, research has shown that engaged employees are more productive, less likely to resign and provide better service. The investment in efforts aimed at achieving a more engaged workforce is an investment benefiting all. The BC Public Service and BCTS have been committed to understanding and improving employee engagement for over a decade. The BC Public Service Work Environment Survey (WES) helps provide information on work environment challenges impacting engagement, starts conversations on what can be done differently and is used to guide actions and initiatives to improve engagement. The survey is conducted every second year.

Based on previous WES results, BCTS, through its People Practices Working Group, continues to work on actions focused on improving priority WES drivers such as Tools and Workspace, and Supervisory Level Management.

Key Strategies supporting Objective 3.1

- **Use the government’s biennial Work Environment Survey (WES) to guide our people priorities to improve the work environment for staff**

Corporate Performance Measure:

Work Environment Survey overall engagement					
	2019	2020	2021	2022	2023
		Projected	Target	Target	Target
Staff engagement score	N/A	Increase	N/A	Increase	N/A

Measure Description: The WES staff engagement score is an indicator of BCTS’ success in improving the workplace for staff and increase staff engagement. There is no survey planned for 2021 or 2023.

- **Provide all staff with foundational training in Lean practices**

Corporate Performance Measure:

Per cent of staff with foundational Lean training				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Staff per cent	82%	100%	100%	100%

Measure Description: Foundational Lean training is Lean 101, 201 and 301.



Objective 3.2: Excellence in operations, practices and processes

All processes contain value added activities and non-value added activities. Value added activities are critical to the organization and expected results. Non-value added activities are considered waste. They are not necessary from either the organization's or customer's perspective. A Lean philosophy focuses on eliminating, simplifying, reducing or integrating processes to reduce or eliminate such waste.

Key Strategies supporting Objective 3.2

- **Apply Lean practices to all our operations, practices and processes**

"Standardized Work" means that a process is operating as the standard specifies. Having common standards for all processes and having those processes operate in line with those standards is a key foundational objective of BCTS' Lean philosophy. It is through the implementation of this standardized work that BCTS will be able to truly coordinate and collaborate to achieve increased operational effectiveness and efficiencies.

With the integration of BCTS Business Areas within the Ministry's Regional Operations there will be many areas to gain efficiency while still maintaining consistency and standardization. Over the next year, BCTS together with the rest of Regional Operations will continue to explore areas where operations can be strengthened and made more effective for both groups through further integration of processes and practices.

Key Performance Indicator:

Projects undertaken and time saved				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
Number of Lean projects	55	40	40	40

Measure Description: Number of continuous improvement/Lean projects undertaken.

Key Strategies supporting Objective 3.2 continued...

- **Maintain a Contract Quality Management System (CQMS) that conforms to the ISO 9001:2015 Standards**

Each year, BCTS contracts an average \$140-170 million in goods and services. Effective contracting is the procurement goal for the program. The achievement of this goal is supported by four objectives:

1. BCTS employees have appropriate levels of contracting knowledge and competency.
2. Efficient and competitive contracting practices providing value for money.
3. Fair, transparent and consistent contracting practices across BCTS.
4. Continuously improve BCTS' contracting practices.

BC Timber Sales has maintained conformance to ISO9001:2015 Standards since 2018. Conformance to the standard demonstrates our commitment to;

- consistently manage our contracting to meet customer and applicable statutory and regulatory requirements,
- enhance customer satisfaction through the effective application of the system, and,
- continuous improvement of the system.

BCTS CQMS Policy

- Comply with all relevant contract laws, acts, legislation, associated regulations and government Core policy;
- Strive for excellence in contract management by continually improving the performance of contract management activities and practices;
- Maintain a framework that establishes the quality objectives associated with BCTS contract activities; and,
- Monitor and evaluate key BCTS contract operations.

Corporate Performance Measure:

Conformance to ISO9001:2015 standards				
	2019-20	2020-21	2021-22	2022-23
	Projected	Target	Target	Target
ISO9001:2015 Standards	Maintained	Maintain	Maintain	Maintain

Measure Description: Conformance of BCTS Contract Quality Management System to the ISO9001:2015 Standard is an indicator of BCTS' success in excellence in its procurement practices.

Objective 3.3: Effective relationships

Effective relationships are vital to the success of BCTS. These relationships can be within the Ministry, across government or with third parties such as First Nations, communities, customers and suppliers. Building and maintaining effective relationships supports the long-term success of BCTS.

Key Strategies supporting Objective 3.3

- ***Continue to implement and improve our Rural Communities Communications and Engagement Strategy***

The goal of the strategy is that our communications and engagement with rural communities:

- results in effective relationships with our stakeholders;
- supports us in effectively selling our apportioned timber volume;
- strengthens our role within the forest sector and rural economies; and,
- provides us with the continuity of social license to deliver superior and enduring performance.

With the integration of BCTS operations with the Ministry's Regional Operations there will be opportunities to gain synergies and efficiencies through the coordination and integration of community engagement activities. As part of the greater Regional Operations team, BCTS will work together with the rest of Regional Operations to integrate community engagement activities to achieve strong and effective relationships.

- ***Continue to implement and improve our Business Relations Strategy***

The goal of the strategy is that our business relationships:

- support us in effectively selling our apportioned timber volume;
- strengthen our role within the forest sector and rural economies; and,
- provide us with the continuity of social license to deliver superior and enduring performance.

- ***Continue to actively engage and collaborate with key customer and supplier stakeholder groups***

Two key groups for BCTS are the:

1. Timber Sales Advisory Council (TSAC) representing our customers; and,
2. BCTS Contractor Advisory Committee (BCAC) representing our suppliers.

BCTS plans to maintain both these groups as valuable ways to engage and improve.

Appendix 1

Appendix 1 Resource Summary 2020/21 - 2022/23				
	2019/20 Projected	2020/21 Plan	2021/22 Plan	2022/23 Plan
Gross Revenue (Millions)	\$395.0	\$361.2	\$344.2	\$334.4
Less: Expenses (Capitalized)	(219.3)	(218.3)	(220.4)	(214.4)
Net Revenue (Loss)	\$175.7	\$142.9	\$123.8	\$120.0
Transfer to CRF	(\$150.0)	(\$140.0)	(\$140.0)	(\$120.0)
Indirect Revenue	\$51.4	\$52.6	\$52.2	\$51.4
Jobs Created/ Maintained	7,363	7,540	7,461	7,363
Financing Transactions (\$millions)				
Cost of Developed Timber Inventory	\$49.2	\$65.5	\$65.8	\$61.1
Cost of Disp. Agreement Inventory	10.0	7.0	5.1	0.2
Cost of Timber in Development	52.0	84.7	84.1	83.8
Fish Habitat Inventory	0.1	0.3	0.3	0.3
Seed Inventory	2.5	2.5	2.5	2.5
Total Financing Transactions	\$112.8	\$160.0	\$157.8	\$147.8
Capital Expenditures (\$millions)				
Capital – Roads	\$39.3	\$48.7	\$46.7	\$43.6
Capital – Non Roads	0.4	1.00	1.00	1.00
Total Capital Budget	\$39.7	\$49.7	\$47.7	\$44.6
Cash Expenditures (\$millions)				
Administration	\$16.1	\$18.2	\$18.3	\$18.7
Salaries	55.2	58.3	59.2	59.3
Planning	6.7	7.8	7.8	7.0
Sales	42.3	48.5	48.6	47.8
Disposition Agreements Development Costs	10.0	9.1	7.1	2.3
Access	46.0	55.7	50.8	49.6
Silviculture	51.0	70.5	69.2	66.7
Land Base Investment (FFT) – Expenditures	25.9	29.9	28.7	27.8
Land Base Investment (FFT) – Recoveries	(28.7)	(32.2)	(30.8)	(29.8)
Total Cash Expenditures	\$224.5	\$265.8	\$258.9	\$249.4
Non Cash Budgets (\$millions)				
Amortization – Roads	\$32.0	\$32.9	\$34.6	\$35.9
Amortization – Non Roads	0.3	0.4	0.4	0.4
Silviculture Liability Expense	63.7	49.0	49.0	49.0
Cost of Timber Inventory Harvested	72.9	85.4	79.9	81.3
Cost of Timber Inventory Harvested – D.A	8.8	6.9	14.6	5.4
Timer Volume Outputs (Mm3)				
Volume Advertised (Offered)	13.1	10.9	11.5	11.5
Volume Sold	10.1	10.5	11.0	11.2
Volume Developed	9.7	12.8	12.8	12.6
Volume Scaled (Harvested)	8.8	10.5	10.5	10.5
Full Apportionment Volume	14.2	13.8	12.4	12.9
Apportionment Volume (Rationalized)	11.9	11.4	10.4	10.9



BCTS

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