

**October 12, 2010**

**2010/11 – 2011/12      FREP Work Plan / Improvement Plan (Version 1.1)**

In previous years, FREP has published single year work/improvement plans. This is a two-year version of the FREP Work Plan / Improvement Plan that reflects reduced budgets, workforce adjustment and updating of the FREP strategic plan. This plan will be reviewed and updated on an ongoing basis.

FREP Mission: To be a world leader in resource stewardship monitoring and effectiveness evaluations; communicating science-based information to enhance the knowledge of resource professionals in support of professional reliance and inform balanced decision making and continuous improvement of British Columbia's forest and range practices, policies and legislation.

FREP Objectives -- FREP is a commitment by government to:

1. Assess the effectiveness of current forest and range legislation (e.g., FRPA) in achieving stewardship objectives
2. Identify resource value status and trends
3. Determine whether forest and range practices are achieving government's objectives, with a focus on biological integrity (could also use biological function) and social values (visual quality and cultural heritage), and
4. Identify opportunities for continued improvement of British Columbia's forest and range practices, policies and legislation.

Key Focus Areas

1. Communication (timely, accessible and collaborative communication of FREP products and results)
  - Validation and success of the results-based, professional reliance model
  - Maintain and grow social licence
  - Inform improvements to legislation, policy and practices
2. Industry competitiveness (adding maximum value to licensee SFM certification requirements)
  - Support SFM certification (indicators, protocols, data)
  - Maintain and grow social licence
3. Effectiveness and Efficiency (ensuring a high-quality program that is effective and efficient as possible)
  - Continue to seek new efficiencies
  - Increase engagement with industry and other key partners
  - Enhance coordinated service delivery within and outside of MFR
  - Maximize utilization of FREP data for multiple uses including monitoring, reporting and decision making on resource stewardship, climate change and timber supply.

FREP Strategic Themes:      The FREP Mission, key focus areas and priorities will be achieved through attaining excellence in six strategic themes. These themes guide all program activities:

1. Priorities
2. Leadership
3. People focus
4. Program Implementation and development

5. Continuous Improvement and Critical reflection
6. Communication – influencing change through collaboration and information sharing

**1. Priorities:**

- Update strategy to be aligned with MFR Service Plan, Premier’s five great goals, MFR mandate, MFR Business Response
- Develop a updated FREP strategy
- Conduct structured province-wide district manager calls focused on understanding DM needs and suggestions for improving FREP
- Update FREP monitoring and evaluation questions
- Annual informal “strength, weakness, opportunity and threat” (SWOT) analysis, through a quality management survey
- Expand partnerships with all natural resource agencies (Resource Management Coordination Project)
  - Partnerships include – Ministries of Environment, Agriculture and Lands, Energy, Mines and Petroleum Resources, Tourism, Culture and the Arts; and the Forest Practices Board, Integrated Land Management Bureau, and the Oil and Gas Commission
  - Promote use FREP protocols to monitor multi-resource sector impacts
  - Promote other agencies to contribute resources (staff and funding)
  - Actively build other key partners/stakeholders – public, First Nations, industry, academia and ENGOs (see *Key partnership building* under section 5 continuous improvement)
- Propose, promote and look for opportunities to maximize the utilization of FREP data use -- other agencies, Timber Supply review, Sustainable Forest Management Plans, certification and academics, Living Water Smart State of the Waters Report (focus CHR, SDM for 2010 – talk with all RVTs re: opportunities), climate change adaptation
- Expand use of non-FREP data in FREP reporting (Produce Fish Passage Extension note)

**2. Leadership:**

- Chief Forest sponsorship -- defined roles, commitments and responsibilities – have CF provide input to draft, review and approve revised strategic plan
- Local-level and shared leadership – program development, resource value leadership (CHR shared RVT with FPIB, Karst leadership shared with North Island FD, district flexibility team, strategic plan team, CI session team)
- Continue to build trust and integrity – (timely reports (develop approval process)), transparent, and fulsome reporting
- Engagement of Operations Management Team in performance measure and target setting

**3. People Focus:**

- Continue the Chief Forester and ADM Operations Award – enhance profile
- Continue Loon Tale Challenge and Annual Photo Contest – enhance profile
- Greater recognition of district data quality leaders (develop and implement approach)
- Greater recognition of district and other FREP champions (develop and implement approach)
- Maximize collaboration amongst FREP partners and participants (key focus for 2010 BCTS and MOE)

#### **4. Program Implementation and development:**

##### *4.1 Communications:*

- Report facts and opportunities for continuous improvement – avoid subjective interpretation of facts
- Maximize use of short reports (less than 12 pages) and Extension Notes (1-6 pages) – accelerate reporting cycle (requires streamlining to existing approval system). Focus on simple and accessible communication (e.g., photo comparisons, video links) within written extension
- Maintain formal large reports (expect fewer) as documentation for short reports and extension notes
- Report on regional/geographic interpretations whenever possible
- Focus on our messaging on culture change – less about rules – more about “do the right thing”
- Focus on supporting/facilitating professional reliance (enhanced knowledge and informed decision-making). Continue on building a culture change to facilitate professional reliance
- Maximize use of Association of British Columbia Forest Professionals and other professional associations’ distribution and networking. Expand “knowledge transfer partnerships” with academia, Forrex, the Forest Practices Board, MOE and ABCFP (develop opportunities plan in cooperation with ABCFP, Forrex and FREP). Deliver of “best available knowledge workshops” in conjunction with knowledge transfer partners
- Continue to communicate change that has occurred as a result of FREP and value to government – explain:
  - “Return on investment in FREP”
  - “What’s in it for me?”
  - Change that has resulted from FREP
  - “What, so what and now what”
- Use Chief Forester’s FREP Report as a primary professional reliance and communication vehicle (produce 2010 CF report by November)
- Engage with local, regional and provincial forest management leadership teams
- Conduct survey of resource professionals and others regarding usefulness of communication products, with (%) improvement each year (fall 2010, through List Serve )

##### *4.2 Resource Stewardship Monitoring Training:*

- Maintain field-based training and mentoring (key for quality)
- Maximize Live Meeting and web-based tools (tutorial, photo library, YouTube style video)

- Maximize specialist (Branch and region) field-mentoring and district to district mentoring
- Expand cooperative training efforts with ABCFP

#### 4.3 *Data and Information Management:*

- Ensure FREP data integrity, quality and accessibility through IMS development and maintenance
- Develop handheld data entry for all resource stewardship monitoring ASAP
- Expand data use/data sharing (see priorities) – potential for assessment of cumulative effects

#### 4.4 *Industry Communications*

- Focus on engagement between district staff and licensees as well as licensees and resource value team leads (provide support for districts in this) – district staff initiate informal engagement with prescribing and implementing foresters in discussion of stand-level/site level results
- Assess and report potential and current licensee cost savings through the use of FREP tools (direct link is certification and social licence). Expand use of FREP to meet licensee SFM certification needs including indicators development and monitoring data, (% per year)
- Contribute to achieving the vision and anticipated outcomes of the MFR Strategic Direction for Advancing Professional Reliance

[http://www.for.gov.bc.ca/hth/timten/FRPA\\_implementation/Documentation/Advancing%20Professional%20Reliance\\_July%2029.pdf](http://www.for.gov.bc.ca/hth/timten/FRPA_implementation/Documentation/Advancing%20Professional%20Reliance_July%2029.pdf)

### 5. **Continuous Improvement and critical reflection:**

- Continue to focus on building/promoting a quality culture within and outside of FREP (RSM calls, training/mentoring, extension, data)
- Full transparency of all indicators, protocols, analysis, reporting and data (check that all possible data has been posted to site)
- NQI level 4 in 2011/12 (Gold Trophy of Canadian Awards of Excellence)
- Champion the monitoring community of practice
- Champion NQI
- Develop a model/framework that will allow district generated landscape-level biodiversity assessments and reports. Include other resource values as quickly as possible.
- Determine and assess potential approaches to multiple-resource value site assessment
- Adjust FREP monitoring targets based on local district priorities (criteria for utilizing flexibility that will still meet provincial reporting needs) Do this in consultation with district staff
- Provide ability to target and assess individual watersheds of immediate district management concern
- Checklist changes including:
  - Greater alignment of SDM to meet cross program goals (silviculture, research, inventory, timber supply)
  - Revised soils approach to decrease cost and time

- Alignment of all/most resource value populations for efficiency of sampling
- Ensure climate change lens for resource values based on climate change monitoring project (UBC)
- Develop and promote more opportunities for immediate use of data and extension products by local district management
- Champion the funding, development and use of a team of trained summer field staff (move from district to district as requested) to support efficient and flexible district data collection
- Target strategic face to face on the ground training
- Face to face on the ground training supplemented with:
  - Extensive use of “You Tube” style video clips for each resource value (by indicator)
  - Web-based photo galleries with notes on key features/attributes/notes
  - Live Link seminar style training for key resource values
- Increase use of district to district mentoring

*Key partnership building:*

Industry (also see 4.4 – Industry Communications)

- Promote and develop one or more industry champions for FREP (BCTS and...)
- Increase use and acceptance of FREP results by industry
- Provide more timely and shorter reports and extension products targeting resource professionals (what we see, why it is important, what can be done to improve)
- Sub-regional workshops of FREP findings and implications (supporting professional reliance) – filling key gap
- Engagement of Regional Operations Forums

Public

- Develop a strategic approach to communication to the public in support of transparency, accountability and social licence

Within the MFR

- Seek collaboration and efficiency opportunities with internal MFR program areas; specifically BCTS, C&E, FAIB, Research

First Nations

- Develop a strategic approach to FN participation in the CHR monitoring data collection (possible data interpretation and extension as well)

Other Agencies

- Expand implementation and funding partnership with MOE and other natural resource agencies

ENGO

- Develop a strategic approach to involving key ENGO such as Eco Trust and Nature Conservancy (e.g., participants in future indicator development)

### Academic

- Increase use of graduate and post graduate students for data analysis, interpretation and extension
- Develop a pool of skilled pre-graduate students for summer field work

### ABCFP

- Expand training and communication efforts and initiatives with the association