

Forests for Tomorrow

PLANNING FOR SUCCESS

APRIL 2009



**BRITISH
COLUMBIA**
The Best Place on Earth



TABLE OF CONTENTS

Introduction.....	3
First Nations.....	3
Strategic Planning.....	4
Tactical Planning.....	6
Operational Planning	8

LIST OF FIGURES

1. Forests for Tomorrow Planning Process.....	4
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INTRODUCTION

Forests for Tomorrow is a provincial program established as part of an integrated strategy to address the impacts caused by large wildfires and the mountain pine beetle epidemic. Forests for Tomorrow will improve the future timber supply and help to restore environmental values for current and future generations through the strategic selection of sites for silviculture treatments. The scale and scope of this program and the associated complexity of forest management decisions necessitate a well-coordinated planning process that aligns higher level government objectives to operational activities.

Forests for Tomorrow incorporates many key factors into the planning process and decision-making including:

- Adhering to Higher Level Plans and the management objectives for the *Forest and Range Practices Act* resource values;
- Incorporating information gathered from communities, First Nations, licensees, and district and regional staff in both the Ministries of Forests and Range, and Environment; and
- Using local knowledge to ensure that forestry investments are sound and based in the context of local priorities.

FIRST NATIONS

First Nations involvement in Forests for Tomorrow is important because of the Program's commitment to the New Relationship. First Nations are involved in planning at all levels. They are invited to provide their input into the 5 Year Strategic Plan, and are involved directly in reviewing the 5 Year Workplan for a management unit. Finally, through the referral process on specific projects on the ground, FFT ensures that treatments are supported by local First Nations.

This Extension Note describes Forests for Tomorrow's three levels of planning:

1. Strategic
2. Tactical
3. Operational

The three levels of FFT planning, and their components, are described below.

For more detailed information about any of the planning processes described in this document or to provide feedback, please access the Forests for Tomorrow website directly at <http://www.forestsfortomorrow.ca/>

Forests for Tomorrow
is strategically reforesting
areas impacted by the
mountain pine beetle

Forests for Tomorrow
is committed to First
Nations' participation
in all levels of the
program from planning
to operational activities



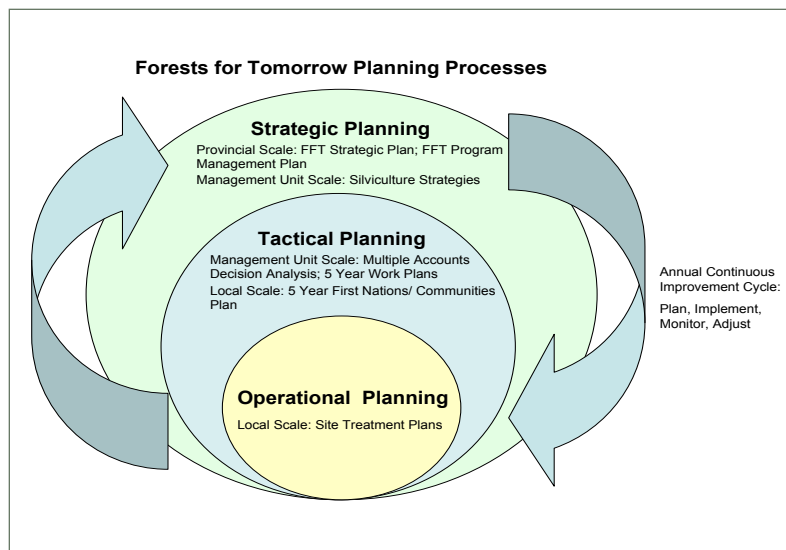


Figure 1. Forests for Tomorrow Planning Process: Forests for Tomorrow maintains 3 important levels of planning - strategic, tactical and operational, evaluated and improved over time as part of a continuous improvement cycle.

STRATEGIC PLANNING

Forests for Tomorrow strategic planning is undertaken at both the provincial and management unit levels. At the provincial level, a strategic plan and program management plan provide hierarchical levels of direction. At the management unit level, silviculture strategies supply a wealth of information to help decision makers.

STRATEGIC PLAN

The Strategic Plan provides the overall vision and mission for Forests for Tomorrow and sets the priorities, goals, strategies, and performance measures for a five-year period. This plan is developed by the Forest Practices Branch with input from the forest regions, districts, First Nations, and interest groups. The Strategic Plan outlines how Forests for Tomorrow supports the BC Government's Great Goal of sustainable environmental management as well as the Mountain Pine Beetle Action Plan, and it links high-level goals, objectives, and guiding principles to operational decisions. The strategic plan



is reviewed as warranted by changing environmental, social, or economic factors, and Ministry priorities.

PROGRAM MANAGEMENT PLAN

The Program Management Plan builds on the Strategic Plan and provides guidance to ensure that Forests for Tomorrow is delivered economically and effectively in alignment with strategic objectives. The program management plan includes 10 guiding principles, and incorporates governance structure, key affiliated program linkages, the annual planning cycle, and project eligibility requirements. The guiding principles include commitments both to adhere to the principles of sustainable forest management in all planning and treatment activities, and to promote worker safety. View the 2007 PMP at: http://www.forestsfortomorrow.ca/ProgramManagement/ProgramManagementPlan/Documents/FFT_Mgt_Plan_2007.pdf

SILVICULTURE STRATEGIES

At the management unit level, Silviculture Strategies report on evaluations of the potential impacts of various treatment decisions on future timber volume and value, habitat supply, and various environmental conditions. Silviculture Strategies provide a blueprint for silviculture investments. Potential scenarios are modelled and examined to help optimize limited funds to yield benefits to timber supply, habitat supply, water, carbon capture, and other forest values. Information used in the analysis includes forest health data, mountain pine beetle impact mapping, environmental indicators, and current activities on the landbase. Local input is important to ensure that investments are properly aligned with the local context. A multi-agency committee of staff from Forests for Tomorrow, districts (both the ministries of



Forests and Range and Environment), First Nations, and others will participate in a formal annual review and continuous improvement process for all Silviculture Strategies.

Silviculture Strategies for each

Silviculture Strategies at the Management Unit Level

- *Each Management Unit has a unique inventory, harvest history, and silviculture opportunities.*
- *First Nations and local interest groups provide local objectives.*
- *Silviculture strategies provide an opportunity for community ownership and understanding.*
- *Silviculture strategies include local Management Unit performance measures.*
- *A multi-agency committee will review and evaluate performance measures against plans and assumptions.*

management unit are examined by Forest Practices Branch to determine needs, priorities, and opportunities across the entire province. To access the Silviculture Strategies available for each management unit go to:
<http://www.for.gov.bc.ca/hfp/silstrat/index.htm>

TACTICAL PLANNING

Tactical planning is the intermediate step between strategic and operational planning. It involves using analysis and the best available local information to plan operations in space and over time in a manner most able to achieve the strategic objectives. Tactical planning is conducted at the management unit level.

MULTIPLE ACCOUNTS DECISION ANALYSIS

The Forests for Tomorrow program is committed to a process of ensuring an appropriate return on investment on all program expenditures. This requires a financial analysis of the costs and benefits of proposed treatments, called the Return On Investment (ROI). All Forests for Tomorrow projects are screened to meet a minimum 2 percent ROI to be approved. However, projects that clearly benefit the local environment and community may be approved at less than 2 percent as part of the Multiple Accounts Decision Analysis.

The Multiple Accounts Decision Analysis (MADA) is a framework developed to evaluate and compare prospective reforestation investments by weighting habitat, watersheds, other social and environmental values, and timber into a formal Return On Investment process. The primary goal of this spatial tool, whose implementation is being phased-in, is to identify areas in the landscape unit that are likely to benefit the most from a timber and non-timber perspective from reforestation activities and direct the survey program into those areas. This analysis is done annually with the annual work plan. Projects with extraordinary local community or environmental benefits may be approved if they have an ROI below 2 percent, but information on the circumstances and a rationale must be provided.



For further information on the ROI and MADA decision support tools, please go to: <http://www.forestsfortomorrow.ca/ModellingDecisionSupportTools/ModellingDecisionSupportTools.html>

FIVE-YEAR WORK PLAN

A Five-Year Workplan for each management unit is developed using all the best available information, including local knowledge and decision support tools. These workplans are dynamic plans that are annually updated as reforestation projects are completed and new information is collated.

The Five-Year Workplan identifies where and when activities will be completed in the management unit. While the first two years of the plan are well-defined, the last three years are less precise, reflecting a typical measure of uncertainty in forest management planning. The first year in the Five-Year Workplan outlines the projects, locations, and activities that will be undertaken in the next fiscal year and provides estimates of the costs and outcomes of those activities.

Every December, these individual management unit workplans are collated into a provincial-level Forests for Tomorrow Workplan and reviewed against the approved Forests for Tomorrow program budget. Budget requests and activities for each management unit may then be adjusted to better reflect funding levels, government priorities, program objectives, and regional and local factors. District Managers are invited to review and endorse the Workplan to ensure that district input has been incorporated.



FFT Activities

Surveys

Cone Collection

Danger Tree Assessment and Falling

Site preparation

Planting

Restoration (i.e. of highly impacted community watersheds)

Brushing

PROPOSED FIVE YEAR FIRST NATIONS / COMMUNITIES PLAN

This localized five-year plan has been proposed during development of the Forests for Tomorrow program to identify the interests of a First Nation band or community within the range of opportunities of Forests for Tomorrow. The Five-Year First Nations / Communities Plan would provide a platform to review and identify current capacity, including skills within the community, and be compared to the activities and opportunities for involvement in the Forests for Tomorrow program. The plans' scope includes up to two years of hard goals against which performance will be measured, and three years of soft goals that will address ways to build capacity and bridge gaps to increase participation. By directly involving First Nations and communities early on, Forests for Tomorrow will be better able to respond to their concerns and interests. These localized plans would be rolled up into the Five Year Workplan.

OPERATIONAL PLANNING

Forests for Tomorrow operational planning is conducted at the local level.

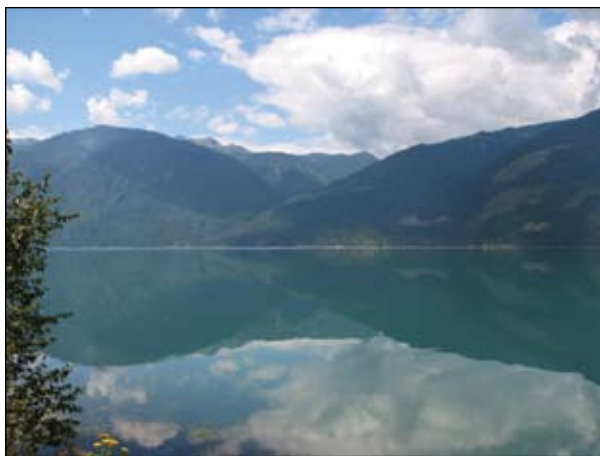
SITE-LEVEL TREATMENT PLAN

Once the decision has been made to treat a particular area, a forest professional prepares a site-level treatment plan to address the many considerations identified at the strategic and tactical planning levels, such as higher level plan objectives, landscape unit objectives, tenures, survey data, First Nations interests, and local priorities. Guided by the strategic and tactical plans, and assisted by a range of information from aerial photographs, field reconnaissance, and local knowledge, the forest professional assesses sites and prepares the treatment prescription consistent with FRPA objectives for managing key resource values.



CONTINUOUS IMPROVEMENT

Forests for Tomorrow incorporates a cycle of planning, implementation, monitoring, and adjustment to achieve continuous improvement of planning and practices over time. The annual review process provides an opportunity for staff, managers, recipients, district staff in the ministries of Forests and Range and Environment, First Nations, and interest groups to reflect on the year's accomplishments and challenges and compare that with what was planned. Silviculture Strategies, the 5 Year Workplan, and the Multiple Accounts Decision Analysis are all reviewed in preparation for the following year's planning and operations. Monitoring and compliance audits are conducted by the administrator and regional FFT staff on a sample of the field work completed. Adjustments will be made to continually improve the program based on the lessons learned over time.



FRPA Checklist

The Forest and Range Practices Act identifies 11 objectives for managing key resource values, such as biodiversity, water, wildlife, and range. The forest professional uses the Forests for Tomorrow FRPA Checklist to document which resource values and objectives are present on the site, and how the proposed treatment prescription will address them to meet the objectives.

Innovative Tenures

Tenures are one of the tools that FFT can use to lower rehabilitation costs to reforest impacted areas and provide opportunities to utilize fibre. FFT is working with BC Timber Sales to market low quality timber on FFT rehabilitation blocks. In addition, FFT offers the option for the holder of a FFT site preparation contract to enter into a Forestry License to Cut, to remove dead or damaged timber stands from areas to be reforested by FFT.

Forests for Tomorrow

EXTENSION NOTE NO 2.
PLANNING FOR SUCCESS

Forests for Tomorrow is strategically reforesting areas hardest hit by the mountain pine beetle and wildfires. With a sound scientific foundation and respect for both human and environmental values, Forests for Tomorrow is helping to ensure sustainable forests that provide multiple benefits for future generations.



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