



Wells Gray Community Forest Corporation

Strategic Plan

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Introduction

In 2013 members of the Wells Gray Community Forest Corporation (WGCFC) board of directors recognized that they were at the development stage that required addressing issues focused on the future well being of the community forest. The board began to discuss the need for a Strategic Plan. A subset of the board began identifying some of the strengths, weaknesses and opportunities of the community forest. By early 2014 the board realized it needed assistance to develop a strategic plan from an experienced, competent individual who was intimate with the process and familiar with community forests.

With that in mind, in February of 2014, Susan Mulkey of the BC Community Forest Association was invited to meet with members of the board, Society and the Community Forest Advisory Committee (CFAC) to review the purpose, benefits, and methodology of developing a strategic plan. Susan had recommended that the board read the pertinent sections of The Community Forestry Guidebook II prior to the meeting. At the meeting the team confirmed that the board has the responsibility to govern the affairs of the community forest and that the development of the strategic plan is the responsibility of the board. Ms. Mulkey led the group through the strategic planning methodology process as defined in the minutes of that meeting (and briefly summarized below).

At the close of this meeting a clear direction was set for the steps required in the development of the strategic plan. These steps included:

- Focus building the strategic plan around the development of several (+/- 4) Goals, then Objectives under each Goal, then Activities for each Objective.
- Hiring of an independent consultant to coordinate the process
- Solicitation of community input
- Synthesis of the community input
- Meeting of the board and the consultant to develop draft Goals, Objectives and Activities
- Circulation of the draft strategic plan for review and comment
- Revision of the draft plan as necessary
- Board approval of the final strategic plan.

Attending this meeting were Dave Meehan, Leon Odette, and Lorne Wright from the board, Richard Christenson and Ted Richardson from the Society, Isabell Hadford, and Abbey Bates from CFAC and Wes Bieber a consulting professional forester.

Methodology

Hiring of the Consultant

In February Mr. Grant A. Thompson RPF was hired by the board to coordinate the development of the plan. His responsibilities included meeting with members of the board, Society and CFAC, facilitating public meetings, synthesizing public input, facilitating the focus group meetings and drafting of the strategic plan document.

Solicitation and Synthesis of Community Input

Public input was solicited through several articles in the local newspaper and collected through a subsequent open house facilitated by the consultant in April, 2014. To stimulate input, the community was asked what values were important to it and what were their thoughts on the disbursement of financial benefits from the WGCF Society.

A broad range of ideas and comments were collected during the open house, via email, and in personal conversations with the consultant. All input was synthesized and posted on the WGCF website and now forms Appendix 1 of this document. This document reflects the public input, issues and concerns of 2014.

Focus Group Meeting

In June the board convened a focus group consisting of Dave Meehan, Lorne Wright, Joel Steinberg, Paul Streadwick, Leon O'Dette, and Brent Buck from the board, the WGCF general manager George Brcko, Wes Bieber an independent professional forester, Ted Richardson from the Society and, Abbey Bates, and Heather MacLennan from CFAC. The focus group met for two evening sessions.

The goal of the focus group was to develop Goals, Objectives and Activities (GOA) consistent with the input received from the public. The GOA also broadly addressed the strengths and weaknesses identified by the board subset in 2013.

Finalizing the Strategic Plan

When finalizing the strategic plan the board also relied on supporting documents including:

- Government regulations
- WGCF Mission statement
- Current Forest Stewardship Plan for WGCF
- Management Plan #2 for WGCF
- MFLNRO objectives for the community forest program

- Strengths and weaknesses identified in 2013
- Public input from February 2014
- WGCF Business Plan developed in 2005
- Terms of reference for the WGCF board, WGCF Society and CFAC
- Providing clarity to the draft based upon input from the Society and CFAC.

The Plan

The focus group meetings resulted in the identification 4 goals, 23 objectives and a total of 72 activities. A brief description of each of these categories follows (adapted from Mulkey, 2014).

Goals – These are broad, general statements, which are not usually quantifiable, that express a desired state or process to be achieved. Goals may or may not change over time.

Objectives - Concise, time-specific statements of measurable planned results that are linked to goals in achieving the desired outcome. Each goal will have one or more objective. Objectives will change as results are achieved.

Activities – Each objective will require one or more activity. Activities are specific programs and events undertaken to achieve objectives.

A Plan to Foster Clarity

In reviewing the public comments collected in 2014 it was evident to the focus group that many members of the public were not fully aware of all of the normal functions undertaken in relation to WGCF. **For clarity**, the focus group added these as objectives and activities. It is anticipated that when the strategic plan undergoes its next detailed review that these functions will appear as board, Society or CFAC policies and will not be required to be stated in the next version of the strategic plan.

In most circumstances a strategic plan developed by a board will only address those issues for which the board has authority or control. However the Society included 2 questions in the public input process to give the Society information to help guide their decisions thus, the Society will take the lead in addressing Goal 3.

Goal 3 – It was clear from the public input that there needs to be both **clarity** and a long term vision for financial disbursements made by the Society. Although responsibility for disbursements lies with the Society and not the board, the focus group decided to include Goal 3 for clarity for the community and the 4 groups.

Goal 4 - Neither the board, the Society nor CFAC have the capacity or expertise to develop or deliver educational programs. However public input in 2014 indicated that there should be some way to leverage the community forest for education related initiatives. Goal 4 was developed by the focus group to capture this sentiment and clarify that the board and general manager will provide support to trained educators who would develop educational programs or provide a link to other communities who have developed programs.

Activities - The focus group assigned each activity in this plan to a specific party or parties and a timeline for completion. Assigning ownership to an activity provides clarity to the community as to which group is responsible. Assigning responsibility will also facilitate reporting out to the community in the WGCF annual report and annual meeting.

Monitoring and Refinement

This strategic plan is unique among all of the planning processes completed to date by WGCF. This is the sole plan not mandated by a government requirement but driven by the community's own needs. As such this plan is intended not to "sit on the shelf" but be an active part of the management of WGCF. The plan has been constructed in such a way that responsibilities and timelines are assigned to each activity. During the annual reports for WGCF, WGCF Society and CFAC each party will report out on their progress regarding their key identified activities.

Conditions change over time. Refinements will be made by the board as required while a detailed review of the strategic plan will occur every five years.

Goal 1: Manage WGCFC As A Sustainable Business			
Objective A	Activities	Responsibility	Timeline
Expand the AAC managed by WGCFC.	Identify opportunities to increase the WGCFC area.	WGCFC Board	Ongoing
	Document a list of Minor Boundary Amendments and prepare a package for submission to the District Manager. Identify referrals required. Submit to the District Manager.	Operations Team General Manager RPF	August 31, 2014
	Confirm the boundaries for the potential Axel Creek expansion. Send package to Ecora for the preliminary inventory analysis. Review our proposal and inventory analysis with the District Manager, MLA and District of Clearwater.	Operations Team General Manager RPF	March 31, 2015
	Review additional licenses as they arise.	WGCFC Board WGCFC Society	Ongoing

Goal 1: Manage WGCF As A Sustainable Business			
Objective B	Activities	Responsibility	Timeline
Maintain and enhance the AAC within the WGCF. Focus on reviewing the AAC assumptions made in the WGCF Timber Supply Analysis (TSA) of 2011.	Evaluate and document the effect on AAC of the assumptions made in the TSA: -Logging in the non THLB -Salvage of Mt Pine Beetle stands -NP in roads and landings -Partial harvesting in Candle Creek area -Regeneration delay -Genetics gain through Class A seed -Non recoverable losses -Wildlife tree patches -OGMA area -Community Watershed harvest restrictions -moose habitat	General Manager OT	Ongoing March 31, 2017
	Utilize predominantly Class A seeds for planted seedlings.	General Manager	Annual SPAR seed orders.
	Evaluate current stocking standards for opportunities to increase timber volumes and values.	General Manager	March 31 2017
	Identify the opportunity that may exist with site index adjustment.	General Manager Operations Team	March 31, 2017

Goal 1: Manage WGCFC As A Sustainable Business

Objective C	Activities	Responsibility	Timeline
Develop a 15 year timber supply plan to provide flexibility to respond to changing markets.	Develop a tabular and spatial means of documenting: -Completed layout (L/O) -L/O with roads and boundaries proven -Blocks identified but not laid out	General Manager	15 years-ongoing
	Maintain Standing Inventory and Roded and Developed as per CF Policy	General Manager	Annually
	Include blocks for community wildfire protection.	General Manager	Ongoing
	Plan blocks for visual quality objectives.	General Manager	Ongoing
	Follow recommendations of a recognized hydrologist for development in community watersheds	General Manager	Ongoing
	Continue to plan proactively with recreation user groups.	General Manager	Ongoing

Goal 1: Manage WGCFC As A Sustainable Business

Objective D	Activities	Responsibility	Timeline
Develop a 5 year Operational Plan.	Ensure that the full range of the CF timber profile (logging convention, cost and stand value) is developed and incorporated into the harvest plans.	General Manager Operations Team	Ongoing
	Develop a dynamic 5 year timber forecast with projected timber harvest blocks, volumes, revenues, expenses and funding transfers to WGCFC Society. Include in tabular and spatial formats.	General Manager Operations Team RPF	October 31, 2015
	Update the Plan annually and communicate it to WGCFC Society and CFAC.	WGCFC Board	December 31, each year
	As required, advise WGCFC Society of any significant changes in the funding transfer forecast.	WGCFC Board	Ongoing

Goal 1: Manage WGCF As A Sustainable Business

Objective E	Activities	Responsibility	Timeline
Invest in intensive silviculture activities that demonstrate a positive cost to benefit relationship with the goal to increase the volume or value harvested from the WGCF.	Working from the Type 4 Silviculture Assessment, work with Ecora to develop a list of stand treatments that would potentially be applicable to our CF area. Consider, but do not be limited to pruning, juvenile spacing and fertilization.	General Manager Operations Team	March 31, 2015
	Assess these potential treatments on a Return on Investment (ROI) basis with focus on increases to AAC or stand value for treatments conducted.	General Manager Operations Team	March 31, 2016
	Develop a tabular and spatial plan to document future intensive silviculture opportunities.	General Manager	March 31, 2016
	Develop a list of shelf ready projects in the case of government funding becoming available.	General Manager	March 31, 2016

Goal 1: Manage WGCFC As A Sustainable Business

Objective F	Activities	Responsibility	Timeline
<p>Manage the WGCFC on the principles of sound forest stewardship and long term sustainability.</p>	<p>Maintain updated inventories and mapping related to the CF land base that allow the General Manager to accomplish his job responsibilities efficiently. These include but are not limited to timber, block, air photos, 5 meter contour maps, slope category maps, etc</p>	<p>General Manger Operations Team</p>	<p>Ongoing</p>
	<p>Maintain, amend and develop operational plans as required. These plans include but are not limited to the Management Plan, Forest Stewardship Plan, Site Plans, road plans.</p>	<p>General Manager RPF</p>	<p>Ongoing</p>
	<p>WGCFC will develop an Environmental Management System (EMS). This will be posted on the WGCFC website and reviewed at a prework meeting with contractors working for the Community Forest. Components of the EMS program will be audited annually.</p>	<p>General Manager</p>	<p>March 31, 2015</p>
	<p>WGCFC will publish an annual report of activities.</p>	<p>General Manager</p>	<p>By March 31 of each year</p>
	<p>WGCFC will host an annual meeting in the community that will include a presentation of its Annual Report for the past year and its Annual Plan and Budget for the current year. Include a map showing projected blocks and roads in our 5 year Plan.</p>	<p>General Manager</p>	<p>Second Thursday in April</p>

Goal 1: Manage WGCFC As A Sustainable Business

Objective G	Activities	Responsibility	Timeline
WGCFC will maximize the value it realizes in log sales.	The majority of timber will be sold through the local tendering process.	General Manager	Ongoing
	Logs will be sorted in the woods by species and grade to capture maximum value and shipped by the contractor to the facilities providing the optimum value.	General Manager	Ongoing
	WGCFC will promote the marketing of portions of the purchased wood profile to local small, value added users.	WGCFC Board General Manager	Ongoing
	The General Manager will be open to enquiries related to specific timber harvest profiles made by local value added businesses.	General Manager	Ongoing

Goal 1: Manage WGCFC As A Sustainable Business

Objective H	Activities	Responsibility	Timeline
Expand the use of fibre from WGCFC.	WGCFC will be open to new business opportunities to utilize fiber from WGCFC.	WGCFC Board General Manager	Ongoing
	WGCFC will explore any opportunity that it identifies to utilize fiber from the CF.	WGCFC Board General Manager	Ongoing
	The board will hold discussions with the Domtar pulp mill regarding the changing opportunities to utilize fiber that is currently wasted or stands that are currently uneconomical to log.	WGCFC Board General Manager	September 30, 2014 Ongoing

Goal 1: Manage WGCFC As A Sustainable Business

Objective I	Activities	Responsibility	Timeline
WGCFC gives priority to hiring contractors based in Wells Gray Country and District of Clearwater.	The current contractor hiring policy is posted on the WGCFC website.	WGCFC Board	Complete
	WGCFC will follow the current contractor hiring policy.	WGCFC Board	On-going
	WGCFC conducts an annual review of current policies and amends or expands them as deemed necessary.	WGCFC Board	Annually

Goal 1: Manage WGCFC As A Sustainable Business

Objective J	Activities	Responsibility	Timeline
WGCFC will be receptive to business plans developed by 3 rd parties.	Business plans presented to WGCFC will be welcomed and reviewed on a case by case basis.	WGCFC Board WGCFC Society	As Required.

Goal 1: Manage WGCFC As A Sustainable Business

Objective K	Activities	Responsibility	Timeline
Development of non timber forest resources (NTFRs) in the WGCFC.	WGCFC will be responsive to 3 rd party enquiries regarding the development of NTFRs.	WGCFC Board	As Required
	The WGCFC will continue to be supportive of the development of policy related to NTFRs.	WGCFC Board	Ongoing

Goal 1: Manage WGCF As A Sustainable Business

Objective L	Activities	Responsibility	Timeline
WGCF will promote a safe work environment on the community forest.	All contractors hired by WGCF will either be registered or certified, with BC Forest Safety Council or will employ an equivalent safety certification as per our Policy.	General Manager	During hiring process
	Operations including planning, harvesting, road building, and silviculture will be conducted in a safe manner, consistent with the contractor's safety program.	General Manager	Ongoing
	Where a potential safety issue is identified it will be addressed by developing and implementing safe work procedures. Known hazards will be addressed in the pre work.	WGCF Board General Manager	As Required
	Roads constructed when old truck configurations were the norm will be assessed, and where possible, horizontal and vertical alignment and inappropriate grades will be remedied.	General Manager	As Required
	Road maintenance activities will consider the safety of industrial and public users.	General Manager	As Required

Goal 2: Establish and Maintain Open Communications

Objective A	Activities	Responsibility	Timeline
Communication links will be maintained or enhanced with resource user groups and land owners.	WGCFE will maintain a data base of known resource users.	General Manager	March 31, 2014 and ongoing
	WGCFE will contact resource users and land owners, when pertinent information needs to be communicated or when requested.	General Manager	Ongoing
	The WGCFE welcomes input and contact from resource users.	General Manager	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective B	Activities	Responsibility	Timeline
External Audits communicated to the public.	Audit results will be posted on the web site and the public notified of the posting.	General Manager	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective C	Activities	Responsibility	Timeline
Utilize a variety of media to inform the residents of Wells Gray Country and the District of Clearwater of items of interest regarding WGCFC.	The WGCFC website will be kept current.	General Manager CFAC	Ongoing
	Advertisements and articles will be submitted to the newspaper.	General Manager CFAC	Ongoing
	Residents will be provided with sufficient notification of the annual general meetings for WGCFC and CFAC.	General Manager CFAC	Annually
	Residents will be notified that the WGCFC annual report has been published and is posted on the WGCFC website. A copy is available at the WGCFC office and the public library.	General Manager CFAC	Annually
	A community forest newsletter will be published, posted on the web site and distributed within the community.	General Manager CFAC	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective D	Activities	Responsibility	Timeline
Maintain and enhance communications between parties.	The WGCFC will hold regular joint meetings with WGCFC Society, CFAC and District of Clearwater to communicate pertinent information.	Chairs of all.	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective E	Activities	Responsibility	Timeline
Keep communications open with First Nations.	Keep channels open with Chief and Council of First Nations. Continue to communicate the value of their participation on the WGCFC board.	WGCFC Board	Ongoing
	Communicate regularly with First Nations resource staff on referrals and AOA requirements seeking to keep them informed and to streamline our interactions.	General Manager	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective F	Activities	Responsibility	Timeline
Foster positive and mutually beneficial relationships with local MFLNRO district manager, local MLA and Minister of MFLNRO.	Meet with the District Manager annually.	WGCFC Board General Manager	Annually
	Meet with local MLA and Minister on specific issues and when opportunities arise.	WGCFC Board WGCFC Society General Manager	Ongoing
	Utilize appropriate maps, submissions, newsletters, etc to communicate with above individuals.	WGCFC Board WGCFC Society General Manager	Ongoing

Goal 2: Establish and Maintain Open Communications

Objective G	Activities	Responsibility	Timeline
Develop a process that will provide funding projections to WGCF Society.	The WGCFC will provide a copy of the 5 Year Operating Plan that includes annual projections of fund transfers to WGCF Society.	WGCFC Board	Annually
	WGCFC will follow the Financial Policy regarding funding transfers to WGCF Society.	WGCFC Board WGCF Society	Ongoing
	WGCFC will update any significant changes to the five year Operating Plan to the Society.	WGCFC Board	As Required

Goal 3: Refinement of Societies Policies and Procedures.

Objective A	Activities	Responsibility	Timeline
Review and amend policies for funding disbursements.	The Society will develop and maintain polices to provide funding for a broad range of recipient categories which may include: <ul style="list-style-type: none"> - schools/educational organizations - non profit organizations - long term legacy projects - endowment funds 	WGCF Society	2015?

Goal 3: Refinement of Societies Policies and Procedures.

Objective B	Activities	Responsibility	Timeline
Develop a communications process.	The Society will inform Simpcw of the Society Roles and Responsibilities and of the fund distribution guidelines and procedure.	WGCF Society	Ongoing
	The WGCF Society will report semi annually on their funding disbursements on the website, in the news paper, at the public library and in the newsletter.	WGCF Society	Semi Annually

Goal 3: Refinement of Societies Policies and Procedures

Objective C	Activities	Responsibility	Timeline
Society funding applications and qualifications will be posted on the WGCFC website.	The Society will ensure that current documentation is submitted to General Manager for posting on the website.	WGCFC Society	September 15, 2014 Semi Annually
	All funding requests will be submitted to the Society.	WGCFC Society	Ongoing

Goal 4: Encourage Educational Opportunities

Objective A	Activities	Responsibility	Timeline
Use the land base of the WGCF as an educational resource for public schools.	Inform educators and teachers of the opportunity to use the WGCF land base as an educational resource.	WGCF Board General Manager	December 31, 2014 Ongoing
	Continue to be receptive to working with local educators including hosting tours for teachers and students.	WGCF Board General Manager	December 31, 2014 Ongoing
	Be receptive to assisting local educators in the development of educational modules by linking them to modules developed in other communities.	WGCF Board General Manager	December 31, 2014 Ongoing
	Be available to the high school video teacher and department to assist students to develop videos of forestry operations and topics related to the Community Forest.	General Manager	December 31, 2014 Ongoing

Goal 4: Encourage Educational Opportunities Which Utilize the Land Base Contained within the WGCF.

Objective B	Activities	Responsibility	Timeline
Provide opportunities for post secondary educational institutions to use the Community Forest for educational activities.	Provide the opportunity for Thompson Rivers University to use the WGCF land base for educational activities including research.	WGCF Board General Manager	March 31, 2015 Ongoing

Goal 4: Encourage Educational Opportunities Which Utilize the Land Base Contained within the WGCFC.

Objective C	Activities	Responsibility	Timeline
Establish a linkage to post secondary educational programs.	Evaluate employment opportunities for students.	WGCFC Board General Manager	Ongoing