



## CLCCF Corporate Plan 2017/18 Fiscal Year

File Category: Planning/Corporate Plans

Approved: by CLCCF Board Resolution [CF26-2017] on May 11, 2017.

### **Background:**

The Corporate Governance Policy says that:

- CLCCF management will prepare an annual Corporate Plan covering all significant known operations of the CLCCF for the forthcoming year. The annual Corporate Plan shall detail priorities and objectives (with key performance goals), business strategies for each significant part of the operation and an operational budget. The Corporate Plan is to be aligned with existing organizational policies as well as meeting operational requirements, strategic goal priorities and long-term financial obligations.
- The Corporate Plan will be submitted, in draft, to the Board, for review and approval, no later than the last Board meeting each fiscal year.
- The Board shall monitor actual business performance relative to the Corporate Plan, including the budget, on a regular basis. When a material unfavourable variance from the Corporate Plan arises, it is incumbent on management to implement timely and prudent corrective actions to deal with and/or correct the problem and to report such actions to the Board. The Board is to ensure corrective action has been taken by management.
- During the course of the year, material changes to the Corporate Plan will require Board approval as will any significant management actions or material expenditures not contemplated in the original plan.

### **Overall 2017/18 CLCCF Priorities and Objectives:**

- Utilize the new inventory data (VRI, TEM, LiDAR and ortho photos) wherever possible for future planning.
- Obtain one overall CP for the CLCCF under the One CP system.
- As 2017 is the 2<sup>nd</sup> year in the 2016-2020 cut control period and little logging was done in 2016, plan to log from 1 to 2 years' worth of cut in the 2017/18 fiscal period.
- Hire a full-time General Manager.
- Move the CLCCF into an office located in Hope.
- Maintain and/or improve First Nations relationships and contact.
- Obtain access agreements, where needed, into all parts of the CLCCF.
- Prepare and approve policies relating to financial control and operations.
- Improve public engagement and feedback.
- Perform more forest engineering reconnaissance, block and road layout and block permitting,

so as to have more flexibility in allowable logging areas.

- Maintain and/or improve financial control methods.
- Start planning to determine forest recreation opportunities and any funding (capital and maintenance) potential for forest recreation trails or facilities.
- Work with local recreation user groups to be more involved with trail systems and facilities in the community forest. Consider joining a recreation association to be more involved with recreation planning in the Nickelmine area.
- Look into the purchase of seed for future reforestation needs.
- Develop and implement an Environmental Management System (EMS) based on ISO 14001 standards. While the EMS program is to be operational, it is not planned to obtain independent third party audit or certification in this year.
- Develop and implement a safety system based on OHSAS 18001 standards. Combine the EMS and safety systems into an ESMS system, if justified.
- Investigate certification to the SAFE program (BC Forest Safety Council) and prepare for implementation if such a program is justified.

## **Significant Known Operations and Activities for 2017/18**

### 1. Harvesting:

As 2017 is the 2<sup>nd</sup> year in the 2016-2020 cut control period and little logging was done in 2016, plan to log from 1 to 2 years' worth of cut in the 2017/18 fiscal period.

#### Goals and Strategies:

- Obtain a cutting permit(s) to allow for logging to be done when seen as advantageous.
- Log from 1 to 2 years' worth of cut in the 2017/18 fiscal period. Ensure the new GM or other satisfactory supervision is in place when the logging and road construction is done.

### 2. Road and Bridge Construction/Maintenance:

#### Goals and Strategies:

- Some road reconstruction and/or construction work may be done for SL001, NF1045, SL012, SL013 and/or blocks in the East Yale area (area to the east of the Fraser River, north of Hope), so that they can be ready to log after the Cutting Permit approval.
- Road and bridge maintenance will be done as deemed necessary or appropriate to ensure compliance with legislative requirements, to protect at-risk road infrastructure from significant damage and to provide for access for operations.
- Discuss with Western Canadian Timber Products (ex-Dorman Group) regarding appropriate timing and funding for two bridges on the east side of the Fraser River, that would be mutually beneficial.
- Continue an inventory of the CLCCF roads and bridges along with their operational status including rebuilding or maintenance needs, noting estimated costs. In particular, do this for

Forest Service Road sections where the CLCCF is the designated primary maintainer.

3. 2017 Management Model Structure:

Late last fiscal year, the Board resolved to hire a full-time General Manager along with part-time clerical help, as needed. Part of the decision was to use office space in Hope so that the General Manager was close to the operations as well as an increase in public exposure and access to the community forest office.

Goals and Strategies:

- Hire a full-time General Manager with a target start date of July 1, 2017.
- Arrange for part-time clerical help, if and as needed.
- Arrange for and use affordable and suitable office space in Hope.

4. Past and Current Strategic Direction: the Tenure Management agreement with Tolko Industries ended on March 31, 2016. Before and during the 2016/17 fiscal year, the focus has been on continuing with the substantial completion of inventories, logging block and road planning and cutting permit preparation. Based on this work, various analysis shows that the CLCCF has a sustainable (physical, environmental and financial) strategic plan for future operations.

Goals and Strategies:

- The new General Manager will work toward appropriate planning and logging levels.
- Develop methods, procedures or measurable objectives in how to achieve, prioritize or fund CLCCF goals. A goal-achieving system such as SMART (specific, measurable, assignable, realistic and timely) should be considered. A more comprehensive level of planning will be needed to ensure the CLCCF becomes a true community forest considering various timber and non-timber objectives rather than a more limited focus on timber harvest and revenue objectives, as it is now.

5. Status of Inventories and Analyses:

LIDAR (remote sensing laser technology): Completed in 2015 and covers the entire CLCCF area. The results include accurate digital terrain modeling and tree height information for the operation and are being used in forest engineering, planning and inventory projects by both increasing the accuracy of these projects and producing more efficient and cost-effective results.

Ortho-Photos: Obtained in 2015 for the entire CLCCF area. These are 20 cm GSD 4-band digital frame images at a scale of approximately 1:15,000 in ortho-rectified images and stereo viewer sets (4 bands of red, green, blue and near-infrared). These are to be used for future operational and planning purposes, wherever needed.

Vegetation Resources Inventory and Terrestrial Ecosystem Mapping: completed in 2016 by Ecora Engineering and Resource Group Ltd.

Goals and Strategies:

- No substantial inventory work is planned for the foreseeable future other than to do any routine updates to the existing inventories, if and as needed.

#### 6. Forest Engineering and Planning Related to Cutting Permits:

Since late 2015, Cascadia Environmental Services Ltd. has been performing a significant level of forest engineering, reconnaissance and planning work for the community forest. This was required to be able to produce a longer-term sustainable logging plan with options and accurate information on access costs, logging methods, timber type and value and budget information. This work also involves producing additional cutting permit areas for future logging as well as looking into the potential for a more efficient single cutting permit system. Estimated costs for this function are \$136,000 in the current fiscal year.

##### Goals and Strategies:

- Prepare, submit and obtain a Cutting Permit covering the CLCCF.
- Perform reconnaissance and planning as needed in currently unplanned areas.
- The work in 2017/18 will build on similar work done in the previous year and will produce 2-3 years of approved cutting permits.
- While the 10 year logging plan was significantly completed last fiscal year, amend this plan on an ongoing basis with any new block and road reconnaissance/planning work.

#### 7. Administration & Planning:

##### Goals and strategies:

- Evaluate the feasibility of commercially available forest obligation tracking and/or data management software to keep track of various harvest, silviculture and goal obligations. Purchase and implement, if seen as feasible.
- Evaluate the feasibility of map software. Purchase and implement, if seen as feasible.
- Hire any additional clerical or administrative help if required, based on activity levels.
- Determine the feasibility and advantages of conducting a new timber supply analysis based on the updated VRI and TEM inventories. If considered feasible and justifiable, consider budgeting for this in 2018/19.

#### 8. Policies:

##### Goals and strategies:

Create and approve the following policies:

- Financial Planning Policy (sets annual process).
- Financial Reporting and Partnership Communication Policy (sets reporting targets and communication protocol with partnership).
- Reserve Policy (sets target levels, allowable expenditures, process to remove).
- Investment Policy (sets guidelines for allowable investments and maximums).

9. Financial Control:

Goals and strategies:

- Continue producing quarterly revenue and expense reports for an improved budget feedback system so that every three months, management and the Board can see budget versus actual figures. This will help allow timely decisions as well as operational and budget adjustments to help achieve the CLCCF goals within acceptable budget allowances.
- Engage an external auditor to do the audit as soon as possible after March 31 but not to be completed after July 31.

10. Public Engagement:

Goals and strategies:

- Continue having direct control of the CLCCF website to allow prompt and accurate updating.
- Maintain and edit existing content of the website to reflect current conditions and direction of the CLCCF.
- Continue with increasing the content on the website to allow a more informed public and greater transparency. Examples are to add any new major plans, financial statements, annual Corporate Plan, fire hazard information, AGM information, tender/RFP information and any current significant news items.
- If and as necessary, seek new directors from the 3 shareholder communities up to a full Board of 6 regular Directors plus 3 Alternate Directors.
- When needed, use reasonably noticeable newspaper advertising (i.e. include logo and not make font size too small).
- Continue the process of engaging/informing Sunshine Valley residents and/or other CLCCF communities of possible future activities in the CLCCF section near those areas.

11. First Nations Relationships:

Goals and strategies:

- Continue to meet with Union Bar First Nation, if and as necessary, regarding future access to the CLCCF through UBFN reserve lands. Sign a mutually beneficial road access agreement.
- Support adequate consultation of forest activities to all relevant First Nations, especially in concert with the One CP system implementation.

12. Board Meetings and AGM:

Goals and strategies:

- Hold sufficient Board meetings to enable effective and timely governance.
- Hold a public AGM in Hope sometime from June to the end of September aiming for transparency and sufficiency of information.

13. Environmental:

Goals and strategies:

- Develop and implement an Environmental Management System (EMS) based on ISO 14001 standards. While the EMS program is to be operational, it is not planned to obtain independent third party audit or certification in this year.

14. Occupational Health and Safety:

Goals and Strategies:

- Look into the attainment of a BC Forest Safety Council SAFE Companies certification.
- Develop and implement a safety system based on OHSAS 18001 standards. Combine the EMS and safety systems into an ESMS system, if justified.

15. Silviculture:

Goals and strategies:

- Look into the purchase or collection of seed for future reforestation needs. Purchase a basic supply, where needed and available.
- Sow available seed for seedlings for reforestation for planned logging blocks.

16. Recreation:

Goals and strategies:

- Discuss with Recreation Officer, Ministry of Forests, to find out status of official recreation features in the CLCCF as well as funding potential for recreation trails or facilities.
- Discuss with the Fraser Valley Dirt Riders Association (FVDRA) to understand the status and potential for off-road and ATV use, including the camp ground and off-loading area in the Nickle Mine area (often called the best family orientated, off-road riding area in BC). Consider joining an association to help manage this recreation or work/communicate with any such association.
- Trails:
  - Identify a possible trail integration project(s) to undertake.
  - Resources required to be confirmed and approved on a case by case basis (i.e. Nickelmine area recreation impact by recent logging).

17. Fire Prevention and Protection:

Goals and strategies:

- Prepare a Fire Preparedness Plan to be in place as needed during fire season.

18. Budget for 2017/18: attached to and part of this Corporate Plan.

19. Future Considerations/Projects:

The Corporate Plan is an annual plan with specific priorities, objectives, goals and strategies for the current year to be replaced in the following year by another Corporate Plan specific to that year. Nonetheless, the CLCCF needs to consider future direction and projects when appropriate, with the following considerations.

Goals and Strategies:

- Continue gathering sufficient information to be able to make a higher level strategic 5 – 10 year plan. This plan could include potential longer term objectives such as:
  - To provide support to the Shareholders with advice and profit distributions.
  - To further First Nations forest objectives such as for red cedar, berries, mushrooms and cultural practices related to the forest.
  - Increased local employment or wood use opportunities.
  - Certification for forest sustainability and/or effective management systems.



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