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# Table of Contents

<b>Message from the Chair</b> .....	3
<b>Accountability Statement</b> .....	4
<b>Board Overview</b> .....	5
<b>Resource Summary</b> .....	6
<b>Core Business Areas</b> .....	7
<b>Goals, Objectives, Strategies and Results</b> .....	8
<b>Appendix 1. Strategic Context</b> .....	15
<b>Vision, Mission and Values</b> .....	15
<b>Planning Context</b> .....	16
<b>Highlights of Strategic Shifts and Changes from the Previous Service Plan</b> .....	17
<b>Consistency with Government’s Strategic Plan</b> .....	17



## **Message from the Chair**



This is the third annual service plan prepared by the Forest Practices Board for presentation to the B.C. Legislature under the *Budget Transparency and Accountability Act*.

This plan outlines the results the Board expects to achieve in the three-year period from 2004/05 through 2006/07 with the funds voted to it by the Legislature, providing the basis for accountability and assessing the Board's performance.

The service plan also provides a strategic context that guides the Board's current activities. Looking to the future, we continue to refine our strategic objectives, the linkages to our business areas, and the performance measures by which the Legislature and the public will be able to track our progress over time.

It is the Board's intent to continue the delivery of its mandate through its audit, investigation, review and appeal, and reporting functions, while adapting its process to meet the challenges of the impending *Forest and Range Practices Act*.

A handwritten signature in black ink that reads "Bruce Fraser". The signature is written in a cursive, flowing style.

Bruce Fraser, Ph.D.  
Chair

February 4, 2004

## **Accountability Statement**

The 2004/05 – 2006/07 Forest Practices Board Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Bruce Fraser, Ph.D.  
Chair

February 4, 2004

## **Board Overview**

The Forest Practices Board was created under the *Forest Practices Code of British Columbia Act* (the Code) as an independent watchdog for the public interest in B.C.'s public forests. The board's mandate is to: audit tenure holders and government ministries for compliance with, and enforcement of, the Code; deal with complaints from the public regarding forest planning and practices, and government enforcement, of the Code; carry out special investigations and issue special reports as the Board sees appropriate; request administrative reviews of approved forest development plans; participate on behalf of the public in reviews of penalty determinations; and participate in appeals to the Forest Appeals Commission. The Board's mandate continues under the new *Forest and Range Practices Act*.

Legislation ensures Board independence from licensees and the government. While the Board provides reports to the Minister of Forests, the Minister of Water, Land and Air Protection, the Minister of Sustainable Resource Management, and the Minister of Energy and Mines, its reports and findings are not provided to government for revision or comment in advance of public release. When the Board deals with an audit of, or complaint about a government operation, that operation is entitled to the same level of information about the Board's preliminary findings as any other auditee or complaint subject.

The Board also has the authority of the *Inquiry Act* to compel the giving of evidence in the course of its investigations, and it has the authority to audit and investigate government's forest practices and enforcement actions.

The Board's funding is determined directly by Treasury Board.

## Resource Summary

Forest Practices Board	2003/04 Restated Estimates	2004/05 Estimates	2005/06 Plan	2006/07 Plan
<b>Operating Expenses (\$000)</b>				
<b>Total .....</b>	<b>4,344</b>	<b>3,307</b>	<b>3,307</b>	<b>3,307</b>
<b>Full-time Equivalents (FTEs)</b>				
<b>Total .....</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Total .....</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>125</b>

## **Core Business Areas**

### **Forest practices audits, investigations and reports**

Provide the public with credible information about the state of forest practices, validate sound practices, and recommend improvements.

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### **Complaint investigations, administrative reviews and appeals**

Provide the public with a readily accessible means to have their complaints and concerns regarding forest practices considered and addressed.

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### **Executive and support services**

Provide strategic and operational directions and the infrastructure necessary to support the Board's programs.

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## **Goals, Objectives, Strategies and Results**

During the next three years, Board resources will be focused on achieving the goals and objectives discussed below. These goals and objectives are consistent with the Board's vision of "forests that are soundly managed to sustain the full range of forest values and forest resources for British Columbians."

Results, key strategies and performance measures are also identified. Development and refinement of performance measurements is ongoing.

There are many factors outside the Board's control that influence the goals' ultimate outcomes. Therefore the performance targets shown specifically for the goals are broad indicators that generally reflect the level of success of Board programs and policies. Recognizing that the Board is not able to be totally accountable for those broad measures, it will continue to monitor them in order to make adjustments to programs. Also, since outcomes tend to be the result of longer-term actions, it is important for analysis to take place over several years.

This high level plan is not intended to provide a detailed account of the Board's anticipated activities, programs or initiatives over the next three years. The performance targets shown next to objectives and the strategies in this plan are more immediate outcome or output measures over which the Board has more control and accountability. These are the focus of this plan, and will be reported in the annual report published by the Board after each fiscal year.

All goals, and most objectives, strategies and performance measures of the previous service plan are retained in this plan. All major additions and deletions are identified.

**Goal 1:** *Public confidence in accurate and impartial reporting of forest practices.*

**Outcome/Key Indicator (Goal Level):** *Level of public satisfaction with the audit, investigation and appeal performance, based on measures of public feedback. Reports are relevant and address issues of concern to the public. A public survey is conducted every third year. The last survey was conducted in 2003/04.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Public believes Board reports contribute to sound forest management in BC.	51 %	N/A	N/A	65 %
Public believes Board reports are accurate and impartial.	67 %	N/A	N/A	75 %

**Core Business Area:** *Forest practices audits, investigations and reports.*

**Objective 1:** *A redesigned Board role in the context of the Forest and Range Practices Code, greater reliance on professionals and industry self-regulation.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
A report on the redesigned role of the Board.	N/A	1	N/A	N/A

**Strategies:** *1. Work with government agencies in drafting legislative changes to Board role as part of the Forest and Range Practices Act.*

**Objective 2:** *Independent audits of industry and government's performance to reinforce the application of sound forest practices throughout the Province.*

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of quality-assured audit projects completed and published.	8	8	8	8

- Strategies:**
1. *Random selection and implementation of a combination of:*
    - *Compliance audits of major licences and the BC Timber Sales Program (BCTS).*
    - *Area-based audits of major licences, BCTS and small tenure licences in the selected area. As well, there may be an enforcement audit on the appropriateness of government's enforcement of the Code in the area.*
    - *Annual compliance and enforcement audits pursuant to the Nisga'a treaty.*
  2. *Active cooperation with those developing forest practices auditing and, specifically, with the various certification programs operating in B.C.*

**Objective 3:** *A timely reporting process that fairly and objectively represents the general public interest.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
<ul style="list-style-type: none"> <li>• Quantitative reporting on numbers of requests for administrative appeals, investigations, response times, costs, etc.</li> <li>• Published audit, investigation, and appeal manuals that inform the public about the new way the Board conducts its business.</li> </ul>	To be reported in the Annual Report.  3			

- Strategies:**
1. *Continue to produce analyses and reports that are concise, logical and relevant.*
  2. *Maintain reliance on professional staff to conclude reports.*
  3. *Short timelines for completion.*

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Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
<ul style="list-style-type: none"> <li>• Timeliness: Percentage of audits conducted and published within the fiscal year.</li> </ul>	100 %	100 %	100 %	100 %
<ul style="list-style-type: none"> <li>• Timeliness: Report on an investigation.</li> </ul>	80 % will be completed in seven months.	80 % will be completed in seven months.	80 % will be completed in seven months.	80 % will be completed in seven months.

**Goal 2:** *A fair and effective means to deal with public concerns about forest practices.*

**Outcome/Key Indicator (Goal Level):** *Level of public satisfaction with the investigation and appeal performance, based on measures of public feedback. A public survey is conducted every third year. The last survey was conducted in 2003/04.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Level of public satisfaction with the investigation performance, based on measures of public feedback.	52 %	N/A	N/A	65 %
Level of public satisfaction with the appeal performance, based on measures of public feedback.	47 %	N/A	N/A	60 %

**Core Business Area:** *Complaint investigations, administrative reviews and appeals.*

**Objective 1:** *An efficient and respectful investigation process that responds to public concerns about forest practices, validates sound forest practices, and recommends improvements where needed.*

- Strategies:**
1. *Continue to carry out investigations in a logical, thorough, unbiased and non-adversarial manner.*
  2. *Maintain regular, forthright and transparent contact with all investigation participants.*
  3. *Encourage resolution of public concerns.*

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Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of participants who believe that complaint investigations contributed to the resolution of issues. A public survey is conducted every third year. The last survey was conducted in 2003/04.	38%	N/A	N/A	55%

**Objective 2:** *A review and appeal program that is responsive to concerns raised by members of the public and that fosters the implementation of the Code that is consistent with its intent.*

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of review and appeal participants who believe that the Board's actions in reviewing and appealing decisions further the public interest. A public survey is conducted every third year. The last survey was conducted in 2003/04.	60%	N/A	N/A	70%

- Strategies:**
1. *Evaluate public requests.*
  2. *Monitor administrative decisions.*
  3. *Initiate or participate in administrative appeals when it is in the public interest to do so.*

**Goal 3:** *Forest practices that are widely recognized as sound and continually improving.*

**Outcome/Key Indicator (Goal Level):**

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Degree to which Board work promotes sustainable and continually improving forest practices, as evidenced, for example, by the implementation of Board recommendations. The implementation of the recommendations is not under the Board's control. The Board reports on the responses to all of its recommendations in its Annual Report.	To be reported in the Annual Report.			

**Core Business Area:** *Forest practices audits, investigations and reports; complaint investigations, administrative reviews and appeals.*

**Objective 1:** *Assessment of the efficacy of the Forest Practices Code, and the new Forest and Range Practices Act, in achieving desired results on the ground.*

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Results-oriented and area-based reports on topics of public concern.	3	3	3	3

- Strategies:**
1. *Pursue legislative change to clarify the Board's mandate to evaluate and report on the effectiveness of the Forest and Range Practices Act.*
  2. *Evaluate and report on the effectiveness of the Forest and Range Practices Act in achieving specified environmental objectives.*
  3. *Monitor public concerns to identify key issues for consideration when setting priorities for special investigations.*
  4. *Synthesize and report information from audits and complaint investigations that address recurrent forest practices themes.*
  5. *Develop, field-test and implement policies and procedures that are results-oriented.*

**Objective 2:** *World-class expertise in auditing and investigating forest practices.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
<ul style="list-style-type: none"> <li>• Number of contributions at forums.</li> </ul>	6	6	6	6
<ul style="list-style-type: none"> <li>• Contributions to the field of forest practices auditing and investigating. The Board's work can be used to implement certain aspects of the Board's role in other jurisdictions. Such use is not under the Board's control, but may contribute to improvements in forest practices outside B.C., and recognizes the province's leadership and expertise in sound forest management monitoring.</li> </ul>	To be reported in the Annual Report.			
<ul style="list-style-type: none"> <li>• Board reports referenced by others as credible sources of information about forest practices.</li> </ul>	To be determined. Requires reviewing how many times the Board's reports are referenced as credible sources in other publications.	To be determined. Requires reviewing how many times the Board's reports are referenced as credible sources in other publications.	To be determined. Requires reviewing how many times the Board's reports are referenced as credible sources in other publications.	To be determined. Requires reviewing how many times the Board's reports are referenced as credible sources in other publications.

- Strategies:**
1. *Evaluate public requests.*
  2. *Monitor administrative decisions.*
  3. *Initiate or participate in administrative appeals when it is in the public interest to do so.*

# Appendix 1. Strategic Context

## Vision, Mission and Values

### **Vision**

Forests that are soundly managed to sustain the full range of forest values and forest resources for British Columbians.

### **Mission**

The Board serves the public interest as the independent watchdog for sound forest practices in British Columbia.

### **Values**

The Board:

- acts on behalf of the public's interest, not those of any single group;
- is straightforward in its approach;
- emphasizes solutions over assigning blame;
- behaves in a non-adversarial, balanced manner;
- treats all people with respect, fairness and sensitivity;
- performs in a measured, unbiased and non-partisan manner;
- carries out its mandate with integrity and efficiency;
- provides clear and concise reports to the public;
- bases actions and decisions on knowledge, experience and common sense; and
- is accessible and accountable.

## **Planning Context**

### **Macro Trends:**

- Growing global recognition of the ecological value of B.C. forests.
- Government moving towards performance-based regulation and professional reliance.
- Consumer preferences for “environment-friendly” products are leading to buyer demands or “certification” of wood products.
- Increasing competition for finite forest resources (timber and non-timber).
- Forest companies are increasing efforts to manage and prevent conflicts over forest resources.

### **Opportunities:**

- Provide more useful and appropriate information on achievement of sound forest practices on the ground.
- The industry trend toward third-party stewardship certification audits can provide complementary information on the industry’s forest practices performance.
- Demonstrate to the world that B.C. forestry practices are sustainable and maintain high environmental standards.

### **Challenges:**

- Transition to the *Forest and Range Practices Act* before knowing the final form of the Act and its regulations.
- Potential increase in local and international protests and boycotts of forest products in response to perceived deregulation.
- Potential loss of British Columbians’ autonomy and authority to international interests over what are acceptable forest practice standards.
- Landscape level objectives for resource management are still not established in many areas of B.C.
- Economic and fiscal health of government and industry.
- Public expectations for quality service.

## **Highlights of Strategic Shifts and Changes from the Previous Service Plan**

The Board no longer measures the percentage of decisions made by the Board within 45 days on forest development plan reviews requested by the public since this measure will no longer be relevant under the *Forest and Range Practices Act*, which does not require forest development plans.

The Board also no longer differentiates between its compliance, area-based, and Nisga'a audits as targets in its service plan to allow for operational flexibility in determining the best combination of the different types of audits than can be conducted to most effectively use annual resources to deliver the Board's audit mandate.

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## **Consistency with Government's Strategic Plan**

### **Implement new outcome-based legislation for mineral exploration and forest practices.**

The Board has established credibility and can be an important part of the checks and balances government puts in place to accompany the move to a results-based regulatory environment that places more responsibility with the forest industry and professionals.

The Board can contribute to adaptive management by independently assessing the objectives government has set and how well they are being achieved on the ground, based on credible field information. Recommendations for adjustments can then be developed to ensure effectiveness of results-based regulations.

### **Implement a streamlined, science-based, results-oriented regulatory approach to protect human health and the environment and ensure effective enforcement.**

Board audits will help ensure that industry protects the environment while achieving sound management of the public's forests. Independent reports and information provided to interested groups and organizations outside of B.C. will assist industry in achieving global recognition of its forest practices and environmental stewardship.

Board audit procedures will take into account independent forest practices audits, and will eliminate duplication and increase the overall value of the collective audit effort.

The Board's field-based information will be useful to government in assessing how well the objectives developed under a result-based Code are being achieved on the ground and in identifying improvements to ensure intended results are achieved.

The work of the Board can provide independent, credible information that the government could choose to use in support of its international marketing campaign for B.C. forest products.

