



Forest Enhancement  
Society of British Columbia

# **2018/19 – 2020/21 SERVICE PLAN**

**February 2018**



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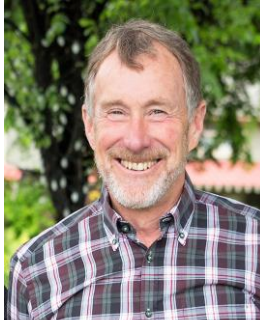
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## Board Chair Accountability Statement



The 2018/19 – 2020/21 *Forest Enhancement Society of BC Service Plan* was prepared under the Board of Director’s direction in accordance with the [\*Budget Transparency and Accountability Act\*](#). The plan is consistent with government’s strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks as of December, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act* and the Forest Enhancement Society of B.C. mandate and goals, and focus on aspects critical to the organization’s performance. The targets in this plan have been determined based on an assessment of the Forest Enhancement Society of BC’s operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink, appearing to read 'Wayne Clogg'. The signature is fluid and cursive, written over a light background.

Wayne Clogg  
Chair, Board of Directors  
Forest Enhancement Society of BC

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## **Purpose of the Forest Enhancement Society of B.C.**

### **Strategic Direction**

On February 26, 2016, the Government of British Columbia announced the formation of the Forest Enhancement Society of BC (FESBC) with initial funding of \$85 million and a five-member Board of Directors to oversee the establishment of FESBC and the delivery of its purposes.

In its Constitution, the purposes of FESBC are to:

- Advance the environmental and resource stewardship of British Columbia's forests by:
  - Preventing and mitigating the impact of wildfires,
  - Improving damaged or low-value forests,
  - Improving habitat for wildlife,
  - Supporting the use of fibre from damaged and low-value forests, and
  - Treating forests to improve the management of greenhouse gases.
- Advocate for the environmental and resource stewardship of B.C.'s Crown forests, and
- Do all such other things as are incidental and ancillary to the attainment of the foregoing purposes and the exercise of the powers of FESBC.

FESBC achieves these purposes by granting funds to third parties who implement projects and treatments on the land base. It is generally intended to spend the monies over the next five-year time horizon.

In February 2017, an additional \$150 million grant was received from the Government to be spent on Crown land. FESBC began expanding its efforts, especially with regard to improving damaged or low-value forests and reducing greenhouse gases. In doing so, FESBC works closely with the [Ministry of Forests, Lands, Natural Resource Operations and Rural Development](#) (FLNRORD) to support the Government's climate change commitments and targets, and to identify high priority environmental and stewardship projects which help FESBC best achieve its purposes. FESBC also works with a number of service delivery partners to ensure timely and efficient implementation on the ground.

In September 2017, FESBC received its first [Mandate Letter](#) from the Government and its second Mandate Letter on January 8, 2018. The current Letter highlights two key areas of focus.

By working with FLNRORD, First Nations, communities, stakeholders and others to ensure:

- Within the scope of FESBC capacity, engage in wildfire recovery, wildfire risk reduction and mitigation activities which are effective and coordinated with other wildfire recovery efforts; and
- The success of the provincial Forest Carbon Initiative by providing a focus on activities that are consistent with federal and provincial climate change goals and program criteria.

FESBC is committed to the achievement of these key priorities. FESBC’s operations, which extend to all parts of the Province, will help support the Government in delivering on its three key commitments to British Columbians – making life more affordable, delivering the services that people count on, and building a strong, sustainable innovative economy that works for everyone.

Similar to a number of other granting organizations, FESBC operates on a proponent-driven model. FESBC periodically invites project funding applications (an “intake”). FESBC reviews the applications with respect to the achievement of FESBC purposes. This review includes input from FLNRORD technical staff.

Frequent contact between the Government and the FESBC Board and staff will ensure FESBC’s work is aligned with Government direction, accountabilities and the strategic priorities of FLNRORD, particularly as related to job creation in the forest industry, renewing the Province’s forests by expanding investments in reforestation, supporting the modernization of land use planning and sustainable management of British Columbia’s forests, and improving wildlife habitat conservation and forest carbon management.

In delivering on its purposes the FESBC Board approved 91 projects in three intakes from all regions of the Province, allocating a total of \$28.6 million in its first year of operation. Approved projects included: planning and prescription development, a variety of fuel management treatments to reduce wildfire risk, harvest treatments to help rehabilitate wildfire and mountain pine beetle-killed stands, low-value forest and wildlife habitat restoration work, operationally relevant research proposals from across the Province as well as projects to improve the management of greenhouse gases. Going forward it is anticipated the Board will continue to receive and evaluate a similar cross-section of projects, funding those proposals which the Board determines will help it best achieve FESBC’s purposes while ensuring value for money.

## Strategic Direction and Alignment with Government Priorities

FESBC is aligned with the Government’s key priorities:

Government Priorities	FESBC Aligns with These Priorities By:
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Prevent and Mitigate the Impact of Wildfires (Goal 1)</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• Improve Damaged or Low-Value Forests (Goal 2)</li> <li>• Improve Habitat for Wildlife (Goal 3)</li> <li>• Support the Use of Fibre from Damaged or Low-Value Forests (Goal 4)</li> <li>• Treat Forests to Improve the Management of Greenhouse Gases (Goal 5)</li> </ul>

## Operating Environment

Currently, FESBC is a non-profit society, with its enabling legislation under the [Societies Act](#). In June 2017 the Government decided, with advice from the Auditor General, to consolidate FESBC's financial statements into the Government's Summary Financial Statements. FESBC is now operating as a Service Delivery Crown Corporation.

As a Crown agency, FESBC's purposes remain especially relevant and will continue to be guided by Government's operating environment going forward. In particular, projects that support the Government's strategic priorities and leadership in achieving its climate change and wildfire-related targets are priorities for the Board. As shown by the devastating 2017 fire season, climate change will continue to have a significant impact on wildfires in the future and, as such, support for fuel management treatments and [FireSmart](#) projects that help to mitigate its negative impact on B.C. communities will also remain priorities for the Board.

FESBC is a very young organization; therefore, specific FESBC performance management metrics are still evolving. At this time, the performance measures primarily relate to spending targets. FESBC recognizes the need and will move towards area based targets as measure for performance outcomes. The tremendous knowledge and experience of the FESBC Board of Directors and staff will ensure fulfillment of the over-arching vision, which is to maximize the achievement of its mandate in the most cost-effective manner possible.

In the performance measure tables below, the target rate of spending initially commences at a lower level before ramping up to higher spending rates in the later years. This pattern of spending (response lag) recognizes that a ramp up period is required for a number of reasons:

1. By way of example, before trees can be planted to contribute to wildfire recovery, habitat enhancement, improving timber supply, etc., the first step is to determine which areas require planting. Tree seed is then acquired and must be sown and grown into seedlings. The trees must then be planted by trained crews at the proper time of year. The amount of time to do all this is a minimum of two years, but three or four years is also reasonable.
2. There is also a workforce response lag by those who must survey and prescribe treatments on the land. After the 2017 wildfire season, there was only a short period of time between the time workers were allowed access to the fire damaged areas and the onset of winter snow. Therefore, very little area was surveyed and prescribed. Drones and satellite technology have the potential to make this work more efficient in the future.
3. There may be some localized tree seed shortages in the most heavily fire-impacted areas.
4. Tree nurseries have a finite capacity to grow seedlings using current facilities.
5. Tree planting itself is extremely labour-intensive and tree planting contractors need to have clear business certainty to increase capacity.

## Goals, Objectives, Strategies and Measures

### Goal 1: Prevent and Mitigate the Impact of Wildfires

Fire is a natural and essential ecological process in British Columbia’s forests. Balancing the potential benefits and risks of wildfire is becoming increasingly challenging, especially in light of climate change. FESBC will work collaboratively alongside provincial agencies, local governments, First Nations and rural communities to support risk reduction and impact mitigation associated with wildfires.

#### Objective 1.1: Enhance wildfire risk reduction activities for B.C. communities

##### Key Strategies:

- Support expansion and delivery of the FireSmart Program in B.C. communities through existing agencies including FLNRORD, Fire Chiefs Association of British Columbia, First Nations Emergency Services Society of British Columbia, Office of the Fire Commissioner, and the Columbia Basin Trust; and
- Coordinate effective delivery of funds to complete wildfire prevention planning and fuel management treatments near communities and infrastructure, and continue the co-funding relationship with the Union of BC Municipalities.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1 FESBC funding committed to wildfire prevention planning and fuel management treatments near communities and infrastructure	\$1.0 Million	\$2.5 Million	\$10.0 Million	\$11.0 Million

##### Linking Performance Measures to Objectives:

This performance measure demonstrates progress towards FESBC’s goal of preventing and mitigating the impact of wildfires through its activities to support the FireSmart program in B.C and implementation of co-funded projects through the Strategic Wildfire Prevention initiative. Through the establishment of Letters of Agreement, FESBC is able to set the stage for collaboratively supporting programs and increasing funding to these two key provincial programs, both of which are essential to helping mitigate the risk of wildfires and their impacts on communities in B.C.



**Objective 1.2: Improve wildfire resilient ecosystems**

**Key Strategies:**

- Work with FLNRORD to assess strategic wildfire risk management opportunities; and
- Provide financial support towards completing treatment projects to meet landscape-level fire management objectives.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.2 Approved funding applied towards planning and completion of operational treatments to meet landscape-level fire management objectives.	\$2.0 Million	\$3.0 Million	\$8.0 Million	\$10.0 Million

**Linking Performance Measures to Objectives:**

This performance measure tracks FESBC’s funding of cost-effective projects that support strategic, landscape-level fire management objectives. Either through third party delivery, FLNRORD or through partnerships, FESBC will seek to fund wildfire risk reduction and mitigation projects. Key focus areas in 2018/19 will be planning, verification of fuel types, confirmation of strategic plans to address wildfire risks, supporting operational prescriptions and implementing fuel treatment activities. Future year targets are based on experienced expenditures and are expected to increase as planning is completed and additional project funding is applied for by interested parties. FESBC has engaged with FLNRORD in commencing pre-planning to assist in wildfire mitigation.

**Goal 2: Improve Damaged or Low-Value Forests**

The impacts of catastrophic disturbances and the resulting constraints to timber supply are reducing the overall forest asset value of the Province. FESBC believes in supporting collaborative initiatives that will ultimately improve damaged, low-value forests for the long-term lasting benefit of British Columbians.

**Objective 2.1: Improve sustainable and reliable timber supply**

**Key Strategies:**

- Work with FLNRORD to assess strategic silviculture investment opportunities at a regional level (e.g. through integrated investment planning processes);
- Support the development of project proposals with proponents and FLNRORD;
- Provide funding support towards operational silviculture treatments in damaged or low-value forests through collaborative planning with the [Forests for Tomorrow](#) program; and
- Develop a Letter of Agreement with FLNRORD regarding reforestation of FESBC-funded projects.

Performance Measure	2017/18 Forecast <sup>2</sup>	2018/19 Target	2019/20 Target	2020/21 Target
2.1 Funding provided to forest enhancement projects for low-value and damaged forests, as guided by FLNRORD's integrated investment planning processes. <sup>1</sup>	\$3.1 Million	\$3.1 Million	\$6.1 Million	\$6.1 Million

<sup>1</sup> Data Source: FESBC Project summary analysis.

<sup>2</sup> As of March 2017, approximately \$1.2 Million of project funding had a primary purpose listed as Improving Low-Value or Damaged Forests.

**Linking Performance Measures to Objectives:**

Significant investments towards improving low-value and damaged forests are planned through many regions of B.C. in 2018/19 and beyond. This performance measure demonstrates how FESBC will identify priority, cost-effective projects that plan and implement this work.

Although many projects contribute to multiple objectives and meet several of FESBC's purposes, it is anticipated that the focus in the coming years will be on mountain pine beetle-killed stands, those stands affected by recent wildfires, and improving other low-value stands. As the commercial fibre that becomes available through these projects is utilized, these damaged or currently low-value forests become important areas for rural sustainability and will continue to require intensive forest management activities and investments.

FESBC works closely with FLNRORD to fund priority activities that are identified and supported through the Ministry's integrated investment planning processes now underway, and utilizing the results of integrated investment planning will provide a framework for detailed operating plans for future year investments.

### Goal 3: Improve Habitat for Wildlife

British Columbia’s wildlife is diverse and abundant. Some wildlife populations and their habitats, however, are in decline due to factors such as habitat loss, increasing human population, resource development and climate change. While many of the forest enhancement projects funded by FESBC effectively achieve multiple purposes, including wildlife habitat improvement, FESBC recognizes a key opportunity to leverage its funding with existing organizations having a primary mandate and expertise in improving habitat for wildlife in the Province.

#### Objective 3.1: Improve terrestrial wildlife habitat

##### Key Strategies:

- Develop a Letter of Agreement with [Habitat Conservation Trust Foundation](#) (HCTF) that outlines the co-funding partnership objectives and collaboration for wildlife habitat improvement projects in B.C.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1 Co-funding with 3rd parties with technical subject matter expertise. <sup>1</sup>	\$1.0 Million	\$2.0 Million	\$2.0 Million	\$2.0 Million

<sup>1</sup>Data Source: FESBC Letter of Agreement with HCTF

##### Linking Performance Measures to Objectives:

FESBC has cultivated a strong, mutually-beneficial working relationship with the HCTF to share technical expertise and co-fund projects that help to support achievement of FESBC’s wildlife habitat improvement goal. This relationship was formalized in a Letter of Agreement in 2016/17 and provided for the co-funding of 24 priority HCTF habitat improvement projects that also met FESBC criteria, with FESBC contributing a total of \$480,000 towards project funding.

The co-funding contribution by FESBC for habitat improvement projects has increased to \$2.0 million. This will supplement the annual HCTF funding allocation, collected by FLNRORD through a conservation surcharge on freshwater fishing, hunting, trapping and guide outfitting licences sold in B.C., which is approximately \$6 million for projects benefitting B.C.’s fish, wildlife and habitats. Through this co-funding agreement, HCTF, FESBC and all British Columbians benefit by expanding the scope of habitat improvement projects in the Province. FESBC also benefits significantly from gaining access to technical wildlife habitat biologist expertise to ensure the highest priority, highest value for money wildlife habitat projects are considered for funding.

**Goal 4: Support the Use of Fibre from Damaged or Low-Value Forests**

Supporting the use of fibre can help to reduce GHG emissions and encourages significant industrial activity in rural economies, creating employment and embracing innovation and diversification. FESBC believes that damaged and low-value stands can be restored to a more thrifty forest, becoming economic opportunities while at the same time supporting climate change goals and objectives.

**Objective 4.1: Encourage diverse and innovative utilization of fibre to support employment and reduce GHG emissions**

**Key Strategies:**

- Support communities in assessing the feasibility of the innovative use of low-value fibre; and
- Work with FLNRORD and local industry to promote improved utilization of fibre in FESBC-funded projects.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.1 Annual funding for projects focusing on residual fibre utilization. <sup>1</sup>	\$1.2 Million	\$1.2Million	\$8.8 Million	\$10.4 Million

<sup>1</sup> Data Source: FESBC management estimate prepared in March 2017

**Linking Performance Measures to Objectives:**

To support communities and encourage diverse and innovative economies throughout B.C., FESBC has embarked on implementing fibre recovery within feasible projects throughout the interior of the Province. This performance measures tracks funding provided by FESBC to support those activities.

Where a facility exists that is willing to accept residual fibre volume, approved projects within that vicinity are requested to utilize the fibre. This utilization reduces the amount of residual wood piles that are burnt and increases opportunities for incremental bio-energy production, fossil fuel displacement, employment, value creation and even supplementing firewood supply to remote and rural communities. FESBC anticipates collaborating with FLNRORD in the development of policy and procedures for increased fibre recovery initiatives. Many fibre recovery projects will provide incremental reductions in greenhouse gas (GHG) emissions and may contribute to provincial carbon sequestration and GHG reduction targets. This work also contributes to multiple objectives for FESBC, such as Objective 2.1 to Improve Sustainable and Reliable Timber Supply.

The performance measure targets are based on the Board-approved cost estimates for projects submitted during the FESBC March 2017 proposal intake. Future year targets are based on the 2017/18 experienced cost projections which, in discussion with industry proponents, are expected to gradually increase as planning is completed and additional project funding is applied for by interested parties. Achievement of these targets is contingent upon FESBC obtaining any authorizations required from Government in a timely manner.

**Goal 5: Treat Forests to Improve the Management of Greenhouse Gases**

British Columbia has vast forests that can be used to help sequester carbon and defer/avoid the GHG emissions to help reduce the impacts of climate change. Due to trees’ ability to absorb and store carbon as they grow, forests can positively affect atmospheric concentrations of carbon dioxide and other greenhouse gases that are factors in causing the climate to change.

**Objective 5.1: Sequester atmospheric carbon and reduce emissions from forest activities**

**Key Strategies:**

- Develop a Letter of Agreement with FLNRORD regarding the capture of forest carbon benefits through FESBC-funded projects in alignment with the Forest Carbon Initiative (FCI);
- Require increased fibre utilization in silviculture treatment work plans funded by FESBC;
- Support alternatives to burning of wood waste associated with logging operations; and
- Provide funding to priority projects that will result in increased sequestration of carbon.

Performance Measure	2017/18 Forecast <sup>2</sup>	2018/19 Target	2019/20 Target	2020/21 Target
5.1 FESBC funding of carbon sequestration and reduced emissions projects in alignment with the FCI to support provincial targets. <sup>1</sup>	\$5.5 Million	\$25.5 Million	\$30.5 Million	\$40.0 Million

<sup>1</sup> Data Source: FESBC management estimate prepared in July 2017.

<sup>2</sup> Data for funding levels built from estimates drawn from existing approved projects, multi-year budgets, and FLNRORD staff (carbon) consultation.

**Linking Performance Measures to Objectives:**

Working with FLNRORD carbon experts, FESBC is committed to taking action on climate change. To this end, FESBC is engaged in projects designed to identify and capture opportunities to sequester forest carbon and reduce GHG emissions, in alignment with the provincial Forest Carbon Strategy and the Forest Carbon Initiative.

In collaboration with FLNRORD, processes are currently being developed and implemented to facilitate an increased scope of proposed carbon sequestration and/or reduction projects province-wide. An expectation that FLNRORD and FESBC will develop effective service agreements for nursery capacity and contracts is important to achievement of this goal. As site surveys and planning are completed, if additional areas suitable for reforestation are identified beyond current projections, funding transfers to FLNRORD for sowing of additional seedlings may increase the target spending levels in future years. A risk associated with these targets is the overall capacity of the forest community to deliver cost-effective programs. Both FESBC and FLNRORD are aware of this risk and continue to work collaboratively to identify strategies and solutions.

## Financial Plan

Core Business Area (\$000)	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
<b>Total Revenue</b>				
<b>By Major Sources</b>	13,675	36,575	64,290	79,356
<b>Other Sources</b>	2,303	3,340	2,274	1,698
<b>Total Grant Revenue</b>	<b>15,978</b>	<b>39,915</b>	<b>66,564</b>	<b>81,054</b>
<b>Total Expenses</b>				
<b>Carbon Leading</b>	5,500	25,500	30,500	40,000
<b>Wildfire risk mitigation, low-value forest and wildlife habitat improvement</b>	8,320	11,747	34,880	39,512
<b>Other expenses</b>	2,158	2,668	1,184	1,542
<b>Total Expenses</b>	<b>15,978</b>	<b>39,915</b>	<b>66,564</b>	<b>81,054</b>
<b>Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities/Debt (even if zero)</b>	<b>220,067</b>	<b>183,492</b>	<b>119,202</b>	<b>39,846</b>
<b>Accumulated Surpluses/Retained Earnings/Equity (even if zero)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dividends/Other Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Key Forecast Assumptions, Risks and Sensitivities

The FESBC forecast is based on the following key assumptions:

- The forest sector will continue to propose eligible projects and activities and will expand their capacity to ensure cost effective, on-the-ground delivery;
- Integrated investment planning processes now underway by FLNRORD will be completed and will provide a strategic framework for the completion of detailed FESBC operating plans; and,
- FESBC staffing levels will remain stable in 2018/19 and 2019/20.

## **Management's Perspective on the Financial Outlook**

All budget information in this service plan is consistent with the strategic direction established by the FESBC Board of Directors in 2017/18. Current revenue projections do not include revenue from external funders however FESBC will continue to pursue partnerships to leverage additional sources of funding.

FESBC will continue to closely monitor resources and expenditures to ensure funded projects are delivered in an efficient and cost-effective manner. FESBC will work collaboratively and in a coordinated way to leverage partnerships, support FLNRORD strategic priorities, ensure alignment with the mandate to support key Government commitments and, in doing so, will manage expenditures accordingly.

## **Appendix A: Ministry Contact Information**

### **Ministry of Forests, Lands, Natural Resource Operations and Rural Development**

[Forests, Lands, Natural Resource Operations and Rural Development](#)

[Ministerial Mandate Letter](#)



## **Appendix B: Hyperlinks to Additional Information**

### **Forest Enhancement Society of BC Corporate Governance**

[Role and membership list of the Board of Directors](#)

[Role and membership list of Board Committees](#)

[Executive Director information](#)

[The FESBC Board of Directors Manual](#)

### **Organizational Overview**

[FESBC's Constitution and Bylaws](#)

[2016 Annual Report](#)

[FESBC 2016 Audited Financial Statements](#)