



File: 280-30

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To: District Managers

From: Tim Sheldon  
Assistant Deputy Minister  
Operations Division

**Re: District Support for the Forests for Tomorrow Program**

As the ministry continues to be involved in large forest management initiatives (e.g. Forest Investment Account (FIA), Forests For Tomorrow (FFT), MPB Action Plan), Operations Division staff play a major role in the successful implementation of the field activities associated with these initiatives. Concerns have been raised that there is a need to clarify the role of field staff in the delivery of FFT. This memo will outline my expectations for Operations Division's role in implementing the FFT.



Eligible activities under FFT are delivered by recipients and administered through PricewaterhouseCoopers LLP. The ministry's role in the delivery of FFT is centered on strategic planning which directs funding allocations and the profile and location of activities. The ministry's role also includes delivery standards, management of access, oversight of First Nations consultation, silviculture strategy updates, as well as monitoring and participating in the administrator's performance audits. A table summarizing the roles and responsibilities of the Ministry of Forests and Range, the third party administrator and recipients is attached.

Our division has regional FFT staff to ensure these functions are carried out satisfactorily. The regional FFT team leaders are Dan Peterson (RSI) and Susan Hoyles (RNI). These team leaders and their staff, with the support of the districts, continue to do an excellent job in:

- Program management of FFT for the forest region, including strategic and tactical planning, technical support, development of delivery standards, monitoring and reporting on key program activities;
- Managing the update of silviculture strategies and other strategic plans;
- Managing the development of FFT working relationships and communications between headquarters/regional/district staff, local representatives of MOE and MAL, First Nations, the recipients, and third party administrators.

My expectations are that the appropriate staff in district offices will provide the following functions, where required:

- Assisting in First Nations consultation and land status review of projects, including the timely evaluation and response to First Nations information sharing packages submitted by FFT recipients for district manager approval.
- Provide district input into an annual review of FFT plans that outline proposed activities by management unit for the following fiscal year.
- Participate in silviculture strategy updates and district manager approval of these strategies.
- Per the FFT Public Information Sharing Guidelines review those instances where the recipient cannot resolve significant concerns raised by the public and provide recommendations to FFT staff.

These functions were not specifically identified in our division's business analysis initiative (BAI). However, there is a resource commitment that has to occur to ensure the successful implementation of the program. Recognizing that this will vary between management units, my expectation is that the contribution of district staff time to support FFT will average 3 weeks annually; but in some cases ranging up to 6 weeks, due to variations in the level of support that is required. In future updates to the BAI, the division's FFT support role should be incorporated into key functions in relevant business areas as appropriate.

This memo is not intended to limit additional engagement beyond the above list between district and regional staff where resourcing and priorities enable additional district involvement in supporting the delivery of the FFT program.

As a separate initiative, not tied to the original time commitment, I approved the transfer of responsibility for FFT road works from the region to the districts in June 2007 on the basis that no additional FTE's would be provided to the districts to cover off the additional workload associated with these duties. This reflected what the RSI districts requested and which is also where the majority of FFT access work over the next few years will occur. The FFT program will fund the access work and the cost of district implementation contractors. District responsibilities for FFT access are outlined in procedures documents posted on the FFT website at <http://www.for.gov.bc.ca/hfp/fft/fia/landbase/access.htm> and are also covered in a letter issued by Phil Zacharatos in June 2007 to district managers in RSI. In the RSI, an FFT access working group will continue to work on refining the details around district participation.

## District Support for the FFT Program

At some time in the future, in keeping with principles of continuous improvement and learning, we will undertake a review of the program to ensure that we are delivering it in the most effective and efficient manner possible. Until then I know you will continue to support implementation of this important program. If you have any questions regarding the support role of Operations Division staff, please contact your regional FFT team leader or Jim Maxwell.



Tim Sheldon  
Assistant Deputy Minister  
Operations Division

Attachment (1)

Pc: Regional Executive Directors  
Jim Maxwell, Director, Operational Policy & Planning, Operations Division

## Forests for Tomorrow Delivery Model

	Government	Third-Party Program Administrator	Recipient
<b>Activities/ Projects</b>	<p><b>Forest Practices Branch (FPB)/Regions:</b></p> <ul style="list-style-type: none"> <li>• <b>Conducts</b> overall strategic planning</li> <li>• <b>Establish</b> program objectives and eligible activities</li> <li>• <b>Establish</b> delivery standards</li> <li>• <b>Prioritize</b> projects</li> <li>• <b>Approve</b> annual workplan</li> <li>• <b>Approve</b> allocations</li> <li>• <b>Identify</b> recipients</li> <li>• <b>Manage</b> third party program administrative agreement</li> <li>• <b>Provide</b> technical support to resolve program issues (e.g., First Nations, access, WorkSafe BC)</li> <li>• <b>Plan</b> access</li> </ul> <p><b>Districts:</b></p> <ul style="list-style-type: none"> <li>• <b>Assist</b> with First Nations referrals/information sharing.</li> <li>• <b>MFR approvals/exemptions</b></li> <li>• <b>Plan</b> access and <b>Approve</b> access restoration/deactivation.</li> <li>• <b>Manage</b> road restoration and deactivation</li> <li>• <b>Participate</b> in annual review of FFT Annual Plans.</li> <li>• <b>Account</b> for FFT blocks in CP Issuance.</li> <li>• <b>Participate</b> in Silviculture Strategy updates and approve strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Signs</b> recipient agreements</li> <li>• <b>Establishes</b> investment schedules per MFR allocation and approved workplan</li> <li>• <b>Approves</b> projects <ul style="list-style-type: none"> <li>○ Investment screening</li> <li>○ Cost analysis</li> </ul> </li> <li>• <b>Confirms</b> legal approvals (WorkSafe BC, First Nations, access)</li> <li>• <b>Notifies</b> MFR of approved/not approved projects and of project start-ups</li> <li>• <b>Monitors</b> investment progress</li> <li>• <b>Manages</b> FFT account, advances, holdback and final payments.</li> <li>• <b>Controls and tracks overhead costs</b></li> <li>• <b>Initial coordination</b> between recipient and the ministry if significant project issues arise</li> <li>• <b>Directs</b> Recipient to promptly rectify any non compliance.</li> <li>• <b>Notify</b> MFR on the status of remedial actions.</li> <li>• <b>Manage</b> transition issues between recipients (e.g., data and project files) per standards</li> <li>• <b>Track</b> First Nations commitments</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Manages</b> First Nations information sharing</li> <li>• <b>Enters</b> projects into the investment schedule</li> <li>• <b>Ensures</b> legal approvals/exemptions are in place.</li> <li>• <b>Submits</b> quality assurance strategy to administrator</li> <li>• <b>Notifies</b> the administrator of project start-up.</li> <li>• <b>Manages</b> projects in accordance with Recipient Agreement and FFT standards including: <ul style="list-style-type: none"> <li>– subcontracts</li> <li>– tendering</li> <li>– First Nations commitments</li> <li>– Quality Assurance</li> <li>– Routine road surface maintenance</li> </ul> </li> <li>• <b>Submits</b> required data, prescription, survey results and plans to government by established deadlines</li> <li>• <b>Prepares</b> an annual work plan of forecast activities and estimated budget requirements, in collaboration with FFT staff</li> <li>• <b>Notifies</b> the administrator if a significant project-related issue arises that may impact goals</li> <li>• <b>Remedies</b> any non-conformance identified</li> </ul>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>• <b>Prepares</b> internal ministry program reporting requirements (FPB)</li> <li>• <b>Approves</b> quarterly and annual reports (FPB)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Prepares:</b> <ul style="list-style-type: none"> <li>– quarterly reports to government, including reporting out on First Nations commitments and agency projects</li> <li>– ad hoc reports for government</li> <li>– program updates to recipients</li> <li>– annual report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Completes</b> and maintains projects in PINES plus RESULTS and SPAR data entries by required dates</li> <li>• <b>Completes</b> the transition package and transfer of data to succeeding project recipients when required</li> </ul>
<b>Audit/ Evaluation</b>	<ul style="list-style-type: none"> <li>• <b>Approves</b> audit plans from the administrator (FPB)</li> <li>• <b>Participates</b> in administrator-led audits (region/district).</li> <li>• <b>Develops</b> monitoring plan with program administrator (region).</li> <li>• <b>Conducts</b> independent monitoring and reports to the administrator and recipient (region)</li> <li>• <b>Conducts</b> program evaluations (FPB)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Submits</b> annual audit plans to government for approval</li> <li>• <b>Completes</b> financial and performance audits of recipients</li> <li>• <b>Completes</b> monitoring activities per the FFT monitoring matrix.</li> <li>• <b>Identifies</b> non-conformance and ensures remedy as per Recipient Agreement, including appended schedules from the RFP process</li> <li>• <b>Ensures</b> prescription and data entry completion dates are met</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provides</b> information to PricewaterhouseCoopers for financial and performance audits</li> <li>• <b>Responsible</b> for Quality assurance monitoring and inspections to ensure activity contracts are completed to standard</li> <li>• <b>Professional certification</b> for the Project Completion report</li> </ul>