

**PricewaterhouseCoopers Review of the Enhanced Forest Management Pilot Project -
An Action Plan for Addressing Recommendations put Forward**

Activity		Comment or Recommendation	Action Required	Date Complete
Section 6.1 - Summary Comments (SC)				
<i>Project Management</i>	SC1	The Steering Committee has limited time to read the large volumes of information generated from the pilots – need more concise pilot project summaries	Each pilot will prepare a one or two-page summary report for each Steering Committee meeting, with backup information attached as appendices.	Implemented at November 1999 Steering Committee meeting
	SC2	The Steering Committee is not following-up on all action items from the meetings	A list of action items from each meeting, with appropriate due dates, will be included in the minutes. The action items will be reviewed at the beginning of each meeting as a standing agenda item. Any items not addressed will be brought forward to the next meeting.	Implemented at November 1999 Steering Committee meeting
	SC3	The TAC has had a useful but minimal role in supporting the pilots, which may or may not be an opportunity for improvement	The TAC terms of reference will be revised, as a result of reduced staff time and budget allocation. The management of TAC will be delegated to the chair of TAC.	TAC terms of reference revised and loaded on provincial web site March 2000
	SC4	The TAC is unclear on its future mandate	The TAC terms of reference will be revised to better reflect the mandate of this committee.	TAC terms of reference revised and posted on provincial web site March 2000
	SC5	The Pilot projects are lagging a bit in terms of generating results – need patience Also some lack of definition or clear understanding as to what marks the “sunset” for the pilots and where the EFMP should go next	Each pilot has individual goals and is at different stages. Each pilot will prepare an outline of “next steps” to include what the pilot has done, current status and where they are going.	Received from all pilots at Jan 2000 Steering Committee meeting. Posted on pilot web sites March 2000.
	SC6	Performance measures are not being used effectively by the pilots or the Steering Committee to monitor, track and report on the pilot results and EFMP achievements	Reduced number of performance measures, streamline the document, and evaluate performance on an annual basis	Completed for Nov. 1999 Steering Committee meeting. Posted on provincial web site March 2000
	SC7	Current pilots lack rigorous socio-economic	Robson Valley pilot is currently conducting an	EFMP socio-economic

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	analyses as this objective was “tabled” by the Steering Committee	in-depth socio-economic analysis. Other pilots have completed a higher level analysis. No additional action required. Review EFMP socio-economic objective	objective revised Nov 1999 and posted on web site March 2000.
Communications	SC8 There is a discrepancy in terms of the level of communication efforts within each of the pilots (e.g. Invermere extensive; MB minimal)	Each pilot is unique and a measure of their level of communication will differ. This level however should be defined. Each pilot and the steering comm. will revise communication plans to include a workplan with performance measures to be reviewed annually.	Communication Plans for each pilot and the Steering Committee were completed Jan 2000 and posted to pilot and provincial web sites respectively.
	SC9 Low level of understanding, awareness and effort to identify what are the transferable learnings from the pilot initiatives	Communication plans to identify types of transferable leanings. TAC to develop summary of all models used or developed by the pilots and post on provincial web sit. However, models may not be supported.	Communication plans revised. Summary of models to be posted on the provincial web site by December 2000.
	SC10 Divergence of opinion as to whether it is the Steering Committee or the Pilots that are responsible for “transferring” learning’s	Steering Committee is charged with sharing cultural/philosophical information, and pilots will concentrate on transferring technical learnings. Communication plans to reflect this.	Communication plans revised and posted on web site March 2000.
	SC11 There is no formal strategy on how to “roll-out” the EFMP learnings to the rest of the province	Province-wide “roll out” of finding is not appropriate as each pilot has separate specific findings. Communication plans identify vehicles for transferring learnings	Communication plans revised and posted on web site March 2000
	SC12 Minimal information sharing and technology transfer between the pilots	TAC will organize technical workshops for all pilots held on a specific topic every six months.	Habitat supply modeling workshop held on March 9, 2000

Section 6.3 - Project Administration (PA)

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Activity		Comment or Recommendation	Action Required	Date Complete
6.3.1 - Steering Committee	PA1	Facilitate knowledge sharing of pilot learnings	See Activity SC5	N/A
	PA2	Incorporate key performance measures that link to SC and pilot objectives	See Activity SC6	N/A
	PA3	Request that pilots document not just process, results and accomplishments but also learnings that are transferable to other jurisdictions across the province	Pilots provide documentation on technical learnings through pamphlets, web site, and the forest management strategy report.	Ongoing
	PA4	Clarify SC rationale and expectations with regard to pilot project communications initiatives	See Activity SC1 to SC3	N/A
	PA5	Reinforce the use of the websites to communicate reports, updates, data etc. and minimize the quantity of detailed data and analyses provided in hardcopy to the SC by providing executive summaries of activities/strategies	Pilots to provide standardized updates at each steering committee meeting. Pilot and provincial web sites to be reviewed and updated annually.	Standardized format adopted at Nov 1999 meeting. Web sites to be updated on or before May 1 st of each year.
	PA6	Define process for presenting Pilot Project Management Strategy recommendations to government and industry	The Invermere Management Strategy report has been sent to the CEO and Chief Forester of the four companies represented at the EFMPP table, and to COFI and industry associations. Once a year (May 1 was suggested) a report will go out to industry and industry associations, and government (including Forests, MELP, and other ministries), that highlight a specific project, and provides an update on each pilot.	Annual update on Pilot progress to begin on an annual basis starting in June 2000
	PA7	Clarify SC rationale and expectations with regard to public advisory group participation in the pilot projects	Participation of local public and interest groups defers in each project and is identified in the pilot's project plan or Communication plan.	N/A
6.3.2 - Technical	PA8	Revisit TAC terms of reference to clarify its role –	See Activity SC3	N/A

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<i>Advisory Committee (TAC)</i>	particularly with respect to implementation, communications and roll-out of the management strategies		
	PA9 Assess whether it is feasible (given limited resources) to prepare an annual TAC workplan with activities, responsibilities, timelines, resources, milestones etc.	Not applicable as the terms of reference for the TAC have been revised to reflect the advisory role of this group has now undertaken. Also see Activity SC3	N/A
	PA10 Assess whether it is feasible (given limited resources) for TAC to take on a more pro-active role in technology transfer such as bringing pilots together more frequently to exchange information, facilitating outside expertise to advise pilots, etc.	See Activity SC5	N/A
	PA11 TAC should continue its direct role in reviewing pilot activities (workplans) to identify possibilities for leveraging planning tools, learnings etc. from one pilot to another and avoid duplication of pilot project efforts	Due to a lack of time and resources the terms of reference for the TAC have been revised to reflect the advisory role of this group has now undertaken. Also see Activity SC3	N/A
	PA12 There is an opportunity for TAC to develop technical user support packages to support tech transfer between the EFMPP pilots and to other projects across the province	see Activity SC9	N/A
	PA13 Determine TAC role in addressing socio-economic analysis (Robson Valley pilot)	The TAC chair has been involved in developing the project plans for the Scio-economic analyses being carried out in Robson Valley	Plans completed on Sept 1999 and review is ongoing

6.3.3 -Performance Measurement	PA1	The SC should review the Invermere performance measures and provide feedback and direction	Invermere performance measures have been discussed with Pilot project leader and have	November 1999
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	regarding which measures are of interest to the SC and how the information will be used.	been set in place to be reviewed on an annual basis as the Invermere strategy is implemented.	
PA2	The SC should re-visit pilot project performance measures and narrow down the total number of indicators ¹ ; incorporate these measures into a reporting template for the pilot projects; include a section in the template on qualitative “process-type” indicators (ie: EFMPP objectives such as local empowerment, stakeholder involvement, operationalizing land-use planning initiatives, etc.)	Each pilot leader will develop performance measures for the pilot area strategy as they are completed. These measures will be reviewed by the steering committee	November 1999 for Invermere and ongoing for the other three pilot areas.
PA3	Rather than track and report on performance measures for the functioning of the SC (resource availability issue) a detailed annual workplan should be developed for the SC with clear objectives, defined activities etc., and monitor and report on the achievement of the workplan.	Steering Committee does not require an annual work plan as most of functioned carried out are at the bimonthly meetings and through the provincial communication and extension plan Also see SC8 and SC10	N/A
PA4	TAC should work with the pilots to assess and develop socio-economic, economic efficiency and biological effectiveness performance indicators.	See PA11 and PA13	N/A

Section 6.4.1 – Pilot Projects (PP)

¹ It may be possible to reduce current number of pilot project performance indicators by: 1) ensuring that each pilot has a detailed annual workplan with defined activities, dates, responsibilities, milestones etc. 2) grouping some of the current indicators under an overall indicator of “pilot project achievement of annual workplan” - the SC would closely monitor and follow-up on the achievement of workplan activities, milestones etc.

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6.4.1.1 - Invermere	PP 1	No comments requiring action	N/A	N/A
6.4.1.2 TFL 39	PP 2	Limitations with respect to transferability of the pilot learnings relate to the current low level of technical documentation and communications.	MB has stepped up documentation of project proceedings and findings now have a communication plan available on their web site	November 1999
	PP 3	The Public Advisory Group established for the certification process has not been brought in to the pilot project partially due to the technical nature of the data analysis initiatives.	The Public Advisory Group is now represented by the North Woodlands Advisory Group (NIWAG) which meets monthly.	November 1999
	PP 4	MBr has developed a powerful and valuable GIS-based harvest blocking tool and valuable information on data management and preparation for spatial modelling. However, without adequate documentation of the technical knowledge, the utility of this work to users outside of Weyerhaeuser, including other Pilot Projects, is limited.	MB has hosted a provincial habitat modeling workshop to transfer knowledge of this and other habitat models. Technicians from other pilots are spending time with Weyerhaeuser learning how their harvest blocking tool works.	March 2000 and ongoing
	PP 5	The primary shortcoming of the TFL 39 pilot is the lack of a communications strategy; although the technical nature of the data management and modelling projects pose a substantial challenge to wide dissemination of the information, the Pilot Project should develop communications objectives, identify potential audiences and tailor communications accordingly.	TFL 39 now has a comprehensive communication plan with objectives, a framework with performance measures, and a workplan which can be accessed on the TFL 39 web site.	November 1999

6.4.1.3 – Burns Lake	PP 6	There is a need to ensure access to technical data and technical knowledge is incorporated into	Burns Lake has held two “download” sessions and published several pamphlets towards the	Ongoing
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	extension activities of the pilot project	transfer technical knowledge.	
PP 7	There are differences of opinion with regard to the level of “enhanced forestry” in the Burns Lake pilot (e.g. large expenditures on operational inventories) – the EFMPP definition of “enhanced” is not documented, therefore it is difficult to assess validity of concerns	The BFP project plan and activities have been reviewed and approved on the basis of meeting eligibility criteria relative to the overall EFMPP objectives and performance measures.	Babine will shift to part of the Lakes/Morice IFPA as of March 2000
PP 8	Because of the lack of formalized Steering Committee selection criteria for the pilots, it is difficult to assess the congruency of the Burns Lake objectives with the overall objectives of the Steering Committee (i.e. which criteria was the Burns Lake pilot meant to meet)	EFMPP pilot selection criteria have been in place since 1996 under the Steering Committee terms of reference. The BFP pilot objectives are considered to be an acceptable subset of the overall EFMPP objectives	N/A
PP 9	With the exception of visual quality objectives, the Burns Lake EFMPP addresses timber values almost exclusively. The Ministry of Environment, Lands and Parks expressed concerns regarding the Pilot Project’s ability to “reflect the public expectations for non-timber values.” More specifically, concern was voiced on potential negative implications of the Pilot Project’s objectives on the management of general biodiversity and specific wildlife values within the Project Area	The vision or primary objective of the BFP EFMPP is to double the present mean annual increment and to thereby increase timber supply. There are several additional objectives and associated activities which address non-timber values. Refer to the BFP website for further information.	N/A

	PP 10	Although the Steering Committee appears to have adhered to the original approval process for awarding an Enhanced Forest Management Pilot	It was known prior to approval of the BFP EFMPP that the pilot project area corresponds to our volume-based Forest License operating	N/A
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	Project to Babine Forest Products, the forest licence tenure under which Babine operates did not give them clear management over the land base and made buy in from land management agencies more difficult.	areas. This was not cited as a reason for a lack of support or "buy-in" from government agency staff. Being a volume-based tenure was considered a unique feature specific to the BFP pilot.	
PP 11	Some concerns were raised regarding the lack of integration of the pilot project initiatives with those of the MoF Forest Region and Inventory Branch.	Initially there may have been some concerns or issues regarding the integration of the pilot project initiatives but those concerns or issues have been addressed and resolved	N/A
PP 12	The organizational project structure of the Burns Lake pilot was put into place after the project had been initiated. This had some negative consequence for the initial level of support and co-operation for the pilot amongst the pilot project participants (MoF, MoE etc.)	Not establishing the organizational structure prior to the commencement of activities was the most expedient way to proceed because of the timing of pilot project approval and delays in funding approval, given the need to promptly utilize the remainder of the field season. It is unfortunate if this had some negative consequence. The proposed organizational structure has been established and is working as effectively as possible, given an ongoing or continuing lack of support or cooperation of some participants.	N/A
PP 13	Differences of opinion was noted as to the merits of employing a non-declining even flow timber supply in the Decision Support Analysis work undertaken by the Burns Lake EFMPP (i.e. some concerns were raised that it may hinder the identification of potential gains in AAC from the Project)	Meeting on October 20, 1999 to discuss limitations of even-flow, non-declining harvest flow criteria. Agreement to revise the base case to reflect a harvest flow criteria that minimizes the difference between short-term and long-term harvest rates and to minimize lowered harvest rates in the mid-term.	November 1999
PP 14	The Decision Support Analysis work of the Burns Lake EFMPP will quantify the relative gains in MAI and AAC attributed to each of the Pilot's initiatives. The Pilot Project is, however, lacking an assessment of the cost-effectiveness of these	Socio-economic analysis has been developed through the TSR II process. Cost/benefit analysis is being used where possible to assess proposed activities or strategies prior to implementation.	September 2000

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	options.		
PP 15	The socio-economic assessment component of the pilot has not been developed.	See PP 14	N/A
PP 16	Reduced FRBC funding has resulted in cutbacks to several of the proposed pilot initiatives and has limited the ability to meet original stated objectives	Funding is a limitation. Funded activities are the highest priorities given ranking criterion that included the ability to meet stated objectives. FRBC should determine funding commitments commensurate with meeting EFMPP objectives.	N/A
PP 17	Performance measures have not been developed or tracked for the pilot initiatives.	Performance for the pilots is based on timelines, budgets, and completion of activities and a forest management strategy as identified in the pilot project plan approved by the Steering Committee. Specific performance measures have been established for pilot communications and extension.	N/A
PP 18	Reliance on external consultants may have either helped or hindered the transfer of local skills development and forest management tools. The Steering Committee should develop a policy to address the transfer of skills development and forest management tools from third party consultants.	The use of external consultants has not hindered the transfer of skills or tools. Rather than these skills or tools residing only with company staff and thereby being of limited availability to others, they are available to others via consulting services offered by those consultants being utilized. The use of external consultants with the appropriate technical expertise, rather than staff, is a common practice for interior forest companies.	N/A
Section 6.4.2 – Data Management (DM)			
DM 1	Identify how the data tools employed for each pilot could be used by others	In addition to documentation in pamphlets and on web sites, pilots are meeting to exchange management tool developments and provincial workshops are being held to share knowledge.	ongoing

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	DM 2	Develop technical user support guides for each of the software planning tools	Some support guides have been produced and Burns Lake has produced a frequently asked questions document for their software tools. All these application will be available “as is” and unsupported due to limited resources.	ongoing
	DM 3	Request that each pilot ensure the data collection and analysis process is fully documented and identify the transferable learnings	Pilots have been instructed to carry this out as necessary	September 2000
	DM 4	Identify the opportunity to leverage the learnings from each pilot either to the other pilots or to other projects , locations etc. outside of the EFMPP (also ensures that pilots do not duplicate efforts)	See DM 1. The EFMPP Technical Advisory Committee is facilitating this.	N/A
	DM 5	Reconfirm with each pilot the terms and commitments to the EFMPP with respect to the conditions for sharing of data and data management tools	Data and software tools developed under the EFMPP and funded by FRBC are non proprietary	September 1999
	DM 6	Conduct a review of planning tools to determine gaps, best practices etc. so that the EFMPP can either fully utilize existing tools or test new tools with future pilot trials	This has been done within the existing pilots and no new pilots are planned.	April 1999

	DM 7	Develop strategies for addressing data compatibility issues with respect to rolling-out of data management tools to the broader landscape (e.g. TSA) and other locations across the province	TAC to look into this issue.	September 2000
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Section 6.4.3 – Communications (C)

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Activity		Comment or Recommendation	Action Required	Date Complete
<i>Communications Strategy</i>	C 1	Determine if there is a need to communicate the EFMPP to external audiences outside BC (e.g. certification, market access etc.)	One mail-out has included the Alberta Forest Service and the USDA Forest Service. The web sites are also available. Future mail-outs will look at a wider distribution	ongoing
	C 2	Establish a process and responsibility for communicating recommended policy changes to provincial decision-makers	See PA 6	N/A
	C 3	Determine what information the Steering Committee really wants from the pilots and establish a format for the pilots to report to the Steering Committee to address these needs	See SC 1 and SC 2	N/A
	C 4	The TAC should address the issue of technology transfer and information exchange and the issue of building these objectives into SC and pilot projects' communications strategies	See SC 10 and SC 12	N/A
<i>Responsibilities</i>	C 5	Determine who is responsible for communicating the various pilot project aspects (technical, operational, outcome, policy) across the province	See SC 10	N/A
	C 6	Ensure each pilot produces and implements a communications plan (e.g. MB TFL 39)	See SC 8, SC 9 and SC 10	N/A
	C 7	Re-visit the communications plans to clarify the EFMPP message to be communicated, and the type of information of interest to each audience (the Burns Lake Plan is a good example of this)	See SC 9	N/A

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<i>Pilot Projects</i>	C 8	Encourage greater communications with local groups at the Burns Lake and MB pilots regarding EFMPP strategies, trials, results and learnings	See PP 3	N/A
	C 9	Clarify MB's commitment to communications initiatives	See PP 5	N/A
	C 10	Encourage the MB and Burns Lake pilots to take a more proactive approach to communications (e.g. prepare more frequent 1-2 page brief summary bulletins (e.g. Invermere) on the project approach, trials, strategies, results, learnings etc.)	Both MB and Burns Lake have stepped up production of summary bulletins and web site documents	January 2000 and ongoing
	C 11	Confirm the pilot project responsibility to document transferable learnings and communicate these to the Steering Committee	See PA 3	N/A
<i>Communication Tools</i>	C 12	Maintain websites as a valuable means to communicate the EFMPP to a wide audience	See PA 5	N?A
	C 13	The EFMPP co-ordinator should update a generic EFMPP presentation that can be used by the pilots to communicate the project to a broader audience	Will consider development of an introduction presentation to more pilot specific leanings and products. A WestLand video is being developed which will serve this purpose as well.	February 2001
	C 14	Encourage pilots to conduct information "download" sessions once management strategies are complete (e.g. similar to Invermere)	All pilots are conducting download sessions or workshops on an annual or semi-annual basis.	ongoing
	C 15	Include titles and dates on all communications material to help identify and track all EFMPP documentation	Steering Committee to implement	November 1999
	C 16	The TAC should consider conducting more workshops for the pilot projects to share information and encourage technology transfer	TAC will identify topics for provincial workshops to be held every six months.	January 2000

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Section 6.4.4 – Public Involvement (PI)			
	PI 1 Ensure pilots include local stakeholders in their Communications Plan as a key audience to receive ongoing information about the EFMPP	Revised communication Plans for all Pilots and the Steering Committee include Key audiences and the vehicle used to transfer information to them	Fall 1999
	PI 2 Ensure MB and Burns Lake pilots provide an opportunity for local groups to review and comment on the management strategies report	Will occur when Forest Management Strategy is produced for these pilots.	March 2001
	PI 3 Continue to rely on pilots to provide local NGO input, as opposed to provincial Steering Committee	Pilots are responsible for considering all local input during the course of their activities and development of their local strategy.	N/A