



Forests for Tomorrow Communications Plan

June 14, 2007

Table of Contents

Purpose of the Forests for Tomorrow Program	3
Purpose of the FFT Communications Plan	3
Key Messages	4
Communication Tools.....	5
First Nations Consultation and Information Sharing:.....	9
Public Information Sharing and Notification.....	10
Contact	10
Appendix A: FFT Partners and Stakeholders	10
Appendix B: Key Messages.....	10
Appendix C: Internal Communication Flow Diagram.....	19
Appendix D: 2007/2008 Communication Action Plan.....	20

Purpose of the Forests for Tomorrow Program

Forests for Tomorrow (FFT) was established to address the provincial government's concern with the growing area of Not Satisfactorily Restocked Crown forest land and the effects on future timber supply. The program was designed to improve the future timber supply through silviculture treatments, initially focusing on areas affected by recent wildfires and the mountain pine beetle epidemic. Forests for Tomorrow activities will also reduce risks to biodiversity, water, fish, wildlife, and habitat.

The key objectives of the Forests for Tomorrow program are to:

1. Accelerate the recovery of the timber supply, and biodiversity and other non-timber forest values, in forest management units affected by catastrophic mountain pine beetle infestations and recent large fires, through strategically planned reforestation and restoration activities. The ways in which this will be done are to:
 - Revise silviculture strategies in impacted management units, and survey, assess, and plan the high-priority silviculture work not legally required of licensees;
 - Update information that supports accurate timber supply forecasts and silviculture planning, reporting, and decision-making; and
 - Build a sound scientific and technical foundation by incorporating research, effectiveness evaluation, monitoring, and timber supply analysis into the program decision-making framework and treatments.
2. Ensure that young stands established under Forests for Tomorrow outside licensee obligations achieve free-growing status.
3. Ensure that licensees restore plantations burned by wildfire or destroyed by *Dothistroma* needle blight to the free-growing stage, by funding reforestation under Section 108 of the *Forest and Range Practices Act*.

For more information on FFT please refer to the following key resources:

- FFT website - <http://forestsfortomorrow.ca/index.html>
- FFT 2007 Program Management Plan - http://www.for.gov.bc.ca/hfp/fft/FFT_Mgt_Plan_2007.pdf
- FFT Annual Reports - <http://www.for.gov.bc.ca/hfp/fft/annual/annual.htm>
- FFT contact: John McClarnon (John.McClarnon@gov.bc.ca)

Purpose of the FFT Communications Plan

This Communications Plan outlines the communication objectives, activities, tools and products that will be used for effective communications and information sharing with external partners and stakeholders and within the Forests for Tomorrow Program. The Plan is primarily intended for FFT staff to use as a reference when preparing specific communication materials and at the strategic level to help guide program communication activities.

For communications purposes, FFT stakeholders and partners may be considered 'internal' (those with an operational involvement in the program including recipients) or 'external' (those with an interest in the program). For a detailed list of FFT stakeholders and partners and their communication requirements see Appendix A.

This document provides guidance on:

- FFT communication objectives and key messages
- FFT communication tools
- FFT partners and stakeholders
- Recommended FFT communication and information sharing guidelines for First Nations and the Public
- Communication Action Plan for 2007 (based on recommendations from the 2007 Communication Survey and the May 2007 FFT Business Review Workshop)

The overall communications objectives for FFT are:

- Communicate the goals, purpose, objectives, and achievements of FFT to all stakeholders and partners, including the public
- Communicate how Forests for Tomorrow activities support government's goals
- Encourage and support effective communication of activities and achievements among FFT staff in the regions and Branch, District staff, and among the various FFT committees.
- Communicate important policies and guidelines to all FFT staff and to recipients delivering Forests for Tomorrow activities on the land base
- Encourage First Nations participation and engagement in the program through information sharing; Consult with aboriginal peoples (First Nations) where there are aboriginal interests (potential aboriginal rights or title) that may be impacted by a Crown decision and associated activities

Effective communication both within the FFT program and with key stakeholders and partners is important for:

- Program support and buy-in
- Understanding and managing expectations
- Avoiding duplication and misunderstandings
- Facilitating input of new ideas and methodologies
- Increasing program efficiencies in planning and delivery

Key Messages

Key Messages are phrases that represent the main ideas an organization wants to express to its audience. They reinforce what the Program wants the audience to understand. Key Messages open the door to direct and consistent communication with an audience.

All FFT communications may reinforce the following key messages:

- Government has dedicated an initial \$161 million over 5 years to Forests for Tomorrow, which is intended to be a long-term program to ensure that priority areas outside of industry obligation to reforest, that were burned by large wildfires and areas impacted by the mountain pine beetle, are reforested and brought to free-growing.
- Forests for Tomorrow is focusing on areas that will not be commercially harvested. By law, most forest licensees are responsible for reforesting harvested areas
- Forests for Tomorrow identifies high priority areas that will deliver multiple benefits - contribute to the future timber supply, support other uses such as recreation, and address environmental values, like biodiversity and hydrological function-through strategic planning processes, ground surveys and aerial and satellite photography
- Forests for Tomorrow is not just about planting trees; it is about restoring ecosystem health to areas impacted by fire or the pine beetle
- Forests for Tomorrow is an inter-agency initiative resulting in the expertise to develop the best reforestation and rehabilitation strategies
- Forests for Tomorrow uses a broad range of scientific knowledge to develop strategies to reduce the risk of future MPB epidemics and to ensure that the regenerating forest will be adaptable to climate change
- Program funds will pay for Program development, surveys and prescriptions, tree seed and seedlings, site preparation and planting. Funds will also go towards fertilization, planning, mapping, First Nations participation, research and monitoring.
- Forests for Tomorrow is committed to continuous improvement

For consistent communications with a specific target audience, key messages may include the ones listed above plus others found in Appendix B.

Communication Tools

Table 1 summarizes the key tools used in FFT program communications with internal and external audiences. Appendix C describes the flow of information sharing for internal program communications.

Table 1: FFT Communication Tools

Tool	Purpose/ Description	Target Audience
<p>FFT Website http://forestsfortomorrow.ca/index.html</p>	<p>Purpose: To provide easy access to transparent and up-to-date FFT information, products and results.</p> <p>The website will post:</p> <ul style="list-style-type: none"> • A comprehensive, current and reader-friendly description of FFT activities, goals, objectives and achievements • All non-confidential program documents including Annual Reports, Program Management Plan, workplans, and strategies • Current versions of all FFT standards and guidelines • List of FFT staff and key contact personnel <p>The website will be up-dated on an ongoing basis. Quarterly, a thorough review of the site should take place to look for broken links, out-dated information and contacts, and ensure that all new reports submitted to FFT have been posted.</p> <p>A 'contact us' or 'feedback form' will be provided on the main page. The web custodian will ensure that questions and comments are directed to the appropriate person for a response.</p> <p>Webstats will be tracked (Number of hits etc.)</p>	<p>Internal and External stakeholders</p>
<p>Listserv</p>	<p>Purpose: To provide short and meaningful updates and important information on progress, plans and achievements to a wide audience of stakeholders and partners.</p> <p>The update will also be posted on the website.</p> <p>This tool should be used fairly infrequently for key updates of interest to avoid overwhelming people</p>	<p>Internal and external stakeholders</p>
<p>FFT Brochure</p>	<p>Purpose: To provide high level program information to the public and other interested stakeholders.</p> <p>This full colour brochure was created in 2006 to be distributed on request to FFT staff for their communications purposes and to other interested stakeholders</p> <p>The brochure is also available for download off the FFT website. http://forestsfortomorrow.ca/index.html</p>	<p>Internal and External Stakeholders</p>

<p>FFT Program Management Documents</p>	<p>Purpose: To document program goals, objectives, plans and procedures.</p> <p>These documents are available on the FFT website or a paper version is available upon request.</p> <p>These documents include:</p> <ul style="list-style-type: none"> • The Program Management Plan • Workplan • Annual & Quarterly Reports • Strategic Plans • Protocols & Strategies • Guidelines and Standards 	<p>Internal and External Stakeholders</p>
<p>Presentations</p>	<p>Purpose: To communicate FFT objectives, activities, benefits, achievements and recommendations to ensure that we maximize the understanding and 'buy-in' of a wide range of audiences from decision-makers to the public</p> <p>Presentation content is a function of the audience and will include high-level program overviews to build awareness and support; specific information regarding planned activities in a local area, workplans and results at the District or Regional scale; updates and recommendations to enhance decision making.</p> <p>Presentation materials should use a FFT template and ensure that the messages and information are consistent to avoid confusion.</p> <p>Audiences may include: TSA meetings, Band or Tribal Council meetings, Aboriginal Business Forum, Local council meetings, JMC, District meetings, NSC, SISCO, etc.</p> <p>FFT should target 10-15 presentations per year on an as-needed and/or on request basis.</p>	<p>Internal and External Stakeholders</p>
<p>Communication Evaluation</p>	<p>Purpose: To gather information about the effectiveness of FFT communications from both internal and external partners and staff to drive continuous improvement. Results of the 2007 Communication Evaluation can be requested from Alanya Smith (250-387-8922)</p> <p>This Evaluation should be done every year. This will drive the Communication Action Plan.</p>	<p>Internal and external stakeholders</p>
<p>FFT Guidelines and Standards</p>	<p>Purpose: To provide FFT staff and recipients with detailed guidelines and standards for various activity areas.</p> <p>These documents are available on the FFT website at http://forestsfortomorrow.ca/GuidelinesAndStandards/GuidelinesAndStandards.html</p>	<p>Internal stakeholders</p>

<p>FFT Sharepoint Site http://forestsfor tomorrow.ca/Home/SharePointSite.html</p>	<p>Purpose: To allow FFT staff, committees and working groups to post internal information:</p> <ul style="list-style-type: none"> • Meeting minutes • Draft documents for review • Workplans • Distribution lists 	<p>Internal Stakeholders</p>
<p>Conference calls and meetings</p>	<p>Purpose: To facilitate on-going continuous improvement, discussion and issue resolution</p> <p>Regular meetings and Conference Calls currently in-place include:</p> <ul style="list-style-type: none"> • FFT all staff monthly conference calls • Monthly conference calls with PWC/ Recipients • Monthly meetings of the Operations Division Advisory Committee, the Strategic Planning Advisory Committee, The Operational Planning Working Group, the Inventory and Timber Supply Analysis Working Group, the Seed Planning Working Group, the Effectiveness Evaluations and Research Working Group. • Monthly meetings of the FFT Branch staff <p>Minutes from the All FFT staff monthly conference calls are posted on the FFT website</p> <p>Terms of Reference for all FFT committees and working groups are available on the website</p> <p>Face to face FFT Business Review Meetings are held bi-annually to provide staff with opportunity to share experiences and update on their progress</p>	<p>Primarily Internal stakeholders</p>
<p>Communication Action Plan</p>	<p>Purpose: To guide the implementation of specific FFT communication activities and goals based on recommendations from the Communication Evaluation and other opportunities that become available</p> <p>The 2007 Communication Action Plan found in Appendix D This action plan allows FFT to 'check off' tasks as they are accomplished. It will require frequent updating to remain relevant.</p>	<p>Internal Stakeholders</p>
<p>Articles and Media events</p>	<p>Purpose: To provide high-level program information, and updates on key projects and program achievements to the target audience in order to build awareness and support of the program.</p> <p>This is primarily a tool to reach the general public and communities in the affected regions.</p>	<p>External Stakeholders</p>

Public Notification and Information Sharing Methods	<p>Purpose: To share information with the local population regarding planned FFT activities in their area, allowing them to follow up with any questions or concerns. May include: Newspaper ads, posters, signs, websites etc.</p> <p>This is primarily a tool that recipients may choose to use to communicate their plans to operate in some areas, near communities.</p> <p>To view these guidelines see FFT website:</p>	External Stakeholders
FFT Communication Toolkit	<p>Purpose: To provide all Internal Stakeholders with a package of tools they can use to communicate effectively as required with partners and stakeholders.</p> <p>It is the responsibility of all FFT staff and recipients to clearly communicate and promote the program when appropriate opportunities arise.</p> <p>Toolkit may include: Copies of the brochure, a FAQ sheet, Org chart, key message sheet, Communication Plan, key information sharing guidelines, CD with electronic versions and templates to build presentations, and newspaper articles.</p>	External stakeholders

First Nations Consultation and Information Sharing:

The Crown has an obligation to consult with aboriginal peoples (First Nations) where there are aboriginal interests (potential aboriginal rights or title) that may be impacted by a Crown decision and associated activities. These activities include the silvicultural reforestation and restoration land base investments made by the Forests for Tomorrow (FFT) program. Third parties may be directed through contractual provisions or legislation to carry out procedural steps for information sharing and consultation with First Nations with regard to FFT projects and activities. The District Manager has decision making authority as to whether the consultation process has been appropriate and if the proposed project may proceed. For details of the information sharing and consultation process please see the FFT Guidelines at: http://www.for.gov.bc.ca/ftp/hfp/external!/publish/FIA%20Documents/Standards/FFT_F N Info Sharing Consultation.pdf

While these Standards outline the formal processes developed by FFT, it is recognized that more informal communications and relationship building is very important to the success of FFT First Nations participation. Some suggested communication activities to reach First Nations are presented in the Communication Action Plan in Appendix D

Public Information Sharing and Notification

Openness and accountability in FFT Program delivery is achieved in part through effective public information sharing and notification. Effective information sharing allows British Columbians to find out what is happening in their forests, express their views and have them seriously considered by decision-makers. An effective public notification process that includes a mechanism for feedback will help FFT demonstrate to the Province that they have considered the Public interest in maintaining diversity of ecological, economic and social values related to forests. FFT Public Information Sharing and Notification Guidelines ensure that the Public is kept informed about FFT activities planned in their areas and who to contact with their questions. To view the FFT Public Information Sharing and Notification Guidelines please see

Contact

For information on this Communication Plan please contact Alanya Smith at 387-8922 or Alanya.C.Smith@gov.bc.ca



APPENDIX A: FFT PARTNERS AND STAKEHOLDERS

Audience	Responsibility	Information Needs/Purpose	Expected Outcomes	Timing
<i>Internal</i>				
Sponsors: Jim Snetsinger, Chief Forester; Craig Sutherland, Deputy Chief Forester Tim Sheldon, ADM Operations Ray Schultz, ADM MPB Response	FFT Manager/ Officer	High level information about the progress of the program, including: <ul style="list-style-type: none"> • Status (schedule, progress, issues) • Requests for issues/resolutions, in preparation for PAC meetings • Special Requirements • Copy of major communiqués 	<ul style="list-style-type: none"> • Keep sponsor fully informed • Timely direction and guidance • Timely issues management 	<ul style="list-style-type: none"> • Monthly status reports • Other communications as required
Rod Deboice Provincial Bark Beetle Coordinator	FFT Manager/ Officer	Need information about the Program at a sufficient level of detail to make decisions that impact the Provincial response to the MPB. <ul style="list-style-type: none"> • Regular progress updates • Review Recommendations and results from project reports 	<ul style="list-style-type: none"> • Keeping fully informed • Facilitate information sharing between Beetle initiatives • Avoid duplication • Provincial level communication improved 	<ul style="list-style-type: none"> • As required
Directors: Diane Medves, Forest Practices Melanie Boyce, Forest Analysis and Inventory	FFT Program Manager and FFT Officer	<ul style="list-style-type: none"> • Regular progress updates • Need to know how staff's time and Branch resources are being used for the Program • Review extension materials and recommendations 	<ul style="list-style-type: none"> • Keeping fully informed • Timely direction and issues management 	<ul style="list-style-type: none"> •

Audience	Responsibility	Information Needs/Purpose	Expected Outcomes	Timing
Executive Committees: Strategic Planning WG Operations Advisory	FFT Program Manager/ FFT Officer/ Other staff on an issues- driven basis	High level information, including: <ul style="list-style-type: none"> • progress • high level issues • Results and recommendations • Milestones 	<ul style="list-style-type: none"> • Keeping informed • Decision making • Priority setting • Timely direction and issues management 	<ul style="list-style-type: none"> • Regular meetings (monthly) • As required
FFT Program Manager: Lorne Bedford	FFT Officer	<ul style="list-style-type: none"> • Updates on progress • Results and recommendations • Issues 	<ul style="list-style-type: none"> • Keeping informed • Detailed progress updates • Decision making • Priority setting 	<ul style="list-style-type: none"> • Regular updates at monthly meetings • As required
FFT Regional Managers, staff and Committees and Working Groups	Committee leads / Staff and Program management	<ul style="list-style-type: none"> • Status updates and results • Program management direction • Issues resolution • Guidance and support 	<ul style="list-style-type: none"> • Keeping informed • Avoiding inefficiency and duplication • Improved communication within FFT • Issues resolution 	<ul style="list-style-type: none"> • Monthly staff conference call • Committee meetings as required • Other frequent communications

Audience	Responsibility	Information Needs/Purpose	Expected Outcomes	Timing
Other FS Branches: -Forest Analysis & Inventory Branch -Research Branch -Tree Improvement Branch -Aboriginal Affairs Branch	Committee leads/	<ul style="list-style-type: none"> • Status and results updates from the program and individual committees and WGs • Inventory information, Program inventory and survey requirements and initiatives • FFT research projects, plans and requirements • FFT policy and standards development progress regarding species selection and seed planning etc • FFT policy and progress regarding FN participation and information sharing 	<ul style="list-style-type: none"> • Keeping informed • Communicating the latest knowledge and initiatives in each area • Avoiding duplication and finding opportunity • Priority setting 	<ul style="list-style-type: none"> • Monthly conference calls • FSDMT • As required
Ministry partners: MOE MAL (Integrated Land Management Bureau) MARR	FFT Manager/ Officer / Other staff as topic area dictates	<ul style="list-style-type: none"> • Roles and responsibilities • Updates about Program progress and activities, in particular in areas relevant to the Ministry (environmental values, planning, FN consultation) • Reports and recommendations • FFT policy and progress regarding FN participation and information sharing 	<ul style="list-style-type: none"> • Keeping informed • Timely discussion of direction and priorities • Finding efficiencies and eliminating duplication • Sharing knowledge 	<ul style="list-style-type: none"> • Frequently, as required
Regional Staff, Managers (RMTs)	FFT Manager/ Officer/ Regional FFT Manager	<ul style="list-style-type: none"> • High level program updates • Results and recommendations • Notification of PWC contracts awarded in their region • Notification of activities taking place in their region • Notification of road work completed by District (for sign off) 	<ul style="list-style-type: none"> • Keeping informed • Timely direction and issues management • Support for FFT objectives • Sharing knowledge 	<ul style="list-style-type: none"> • Determined by each region

Audience	Responsibility	Information Needs/Purpose	Expected Outcomes	Timing
PWC and Recipient Agreement Holders	FFT Managers/ Officer	<ul style="list-style-type: none"> • Program decisions that affect FFT operations • Results and recommendations from FFT projects • Program guidance and policy that impacts operations (information sharing, surveys, species selection etc.) • Funding allocations 	<ul style="list-style-type: none"> • Keeping informed • Responsiveness of PWC and RAH to decisions and direction given • Improved knowledge sharing and communication 	<ul style="list-style-type: none"> • Regular conference calls
<u>Districts:</u> Stewardship Program Staff Aboriginal Liaison Officers	FFT Regional Staff/ DMs/ FFT Managers	<ul style="list-style-type: none"> • Progress updates • Program decisions that affect FFT operations at the District level • Results and recommendations • Notification of PWC contracts awarded in their region • Notification of activities planned in their District • FFT policies and guidelines (including FN information sharing) 	<ul style="list-style-type: none"> • Keeping informed • Supporting FFT staff • Sharing information 	<ul style="list-style-type: none"> • As required • At major milestones
<u>Districts:</u> Tenures and Engineering (Roads)	Regional Staff/ DMs/ Recipients	<ul style="list-style-type: none"> • Progress updates • Decisions that affect FFT operations at the District level • Notification of activities planned in their District • Notification of road use and upgrades/ deactivations required from Recipients 	<ul style="list-style-type: none"> • Keeping informed • Conducting Road maintenance and deactivation at Recipient's request to support FFT activities. 	<ul style="list-style-type: none"> • Regular FFT updates • Notification by Recipients as required

External				
Community Beetle Action Coalitions: Omineca BAC Cariboo-Chilcotin BAC Southern BAC	FFT Officer, FFT Regional Managers	<ul style="list-style-type: none"> • FFT activities in and around the communities • Info on economic diversification and social aspects of research • Information on funding opportunities 	<ul style="list-style-type: none"> • Keeping informed • Improved decisions/priorities based on more complete knowledge • Support for program • Finding opportunities 	<ul style="list-style-type: none"> • Regular updates • As required
Implementation Contractors (have agreements with RAH/ PWC)	RAH/ PWC	<ul style="list-style-type: none"> • Program direction and Policy • Important timelines and objectives • Technical and legal information pertaining to their activities • Reports and publications that contribute knowledge to their activities 	<ul style="list-style-type: none"> • Understanding of FFT objectives and activities • Knowledge of requirements/ standards evident in work quality • Work complete on time and on budget 	<ul style="list-style-type: none"> • As required • At major milestones • At release of reports
BC Forestry Safety Council/ Worksafe BC	FFT Staff and Recipients	<ul style="list-style-type: none"> • Reports and recommendations about worker safety and shelf life etc in impacted stands • WDT Assessment and Removal guidelines • FFT is in compliance 	<ul style="list-style-type: none"> • FFT has the information and standards in place to ensure that work can proceed in a safe manner 	<ul style="list-style-type: none"> • As required
Forest Industry COFI/ Licensees / Operators	FFT Manager Regional FFT staff	<ul style="list-style-type: none"> • Program updates • Funding opportunities • Benefits to Licensees • Roles and responsibilities 	<ul style="list-style-type: none"> • Understanding of FFT objectives and activities • Knowledge of opportunities • Information sharing • Participation in Program delivery 	<ul style="list-style-type: none"> • Periodic updates to COFI • Information for Licensees at TSA meetings

Western Silviculture Contractors' Association	FFT Managers/ Officer PwC and Regional contacts	<ul style="list-style-type: none"> • High level information about the Program and the MPB to communicate to members • Information about safety initiatives • Information about program delivery and recipient agreements 	<ul style="list-style-type: none"> • Keeping informed of Program progress and decisions that affect contractors • Keep informed of RAH contract awards 	<ul style="list-style-type: none"> • Couple of times a year – information on contract awards and planned activity
First Nations bands and councils	FFT staff at Region, RAH on behalf of government; Assistance from District ALOs	<ul style="list-style-type: none"> • High level information about the Program and progress updates • Details of specific FFT projects, activities or decisions that may impact aboriginal interests (strategic overview, maps, other info about on-the-ground impacts within a management unit) • Details of the FFT FN Participation policy and how to get involved 	<ul style="list-style-type: none"> • Keeping informed • Understanding of the Program purpose, objectives, activities • Knowledge of how to participate (policy) • Improved communications and relationship building 	<ul style="list-style-type: none"> • Notification of activities as required • Communications with FN should occur whenever opportunity is there
First Nations Forestry Council / FN MPBI	FFT Managers/ Officer	<ul style="list-style-type: none"> • High level information about the Program and progress updates • Details of specific FFT decisions and policies that may impact aboriginal interests • Details of opportunities for FN participation and funding availability 	<ul style="list-style-type: none"> • Keeping informed • Acting as a conduit of information about FFT to Bands and Tribal Councils in BC • Support and improved relationship 	<ul style="list-style-type: none"> • Regular updates • Require at least 2 face-to-face meetings per year
Provincial Beetle ERT	FFT Managers/ Officer	<ul style="list-style-type: none"> • Progress reports • Results and statistics on the performance indicators • How FFT contributes to the Beetle Action Plan/ Government's strategy 	<ul style="list-style-type: none"> • Keeping informed • Ensuring a coordinated approach to addressing MPB issue • Support with priorities and issue management 	<ul style="list-style-type: none"> • As new information or reports are released • As required

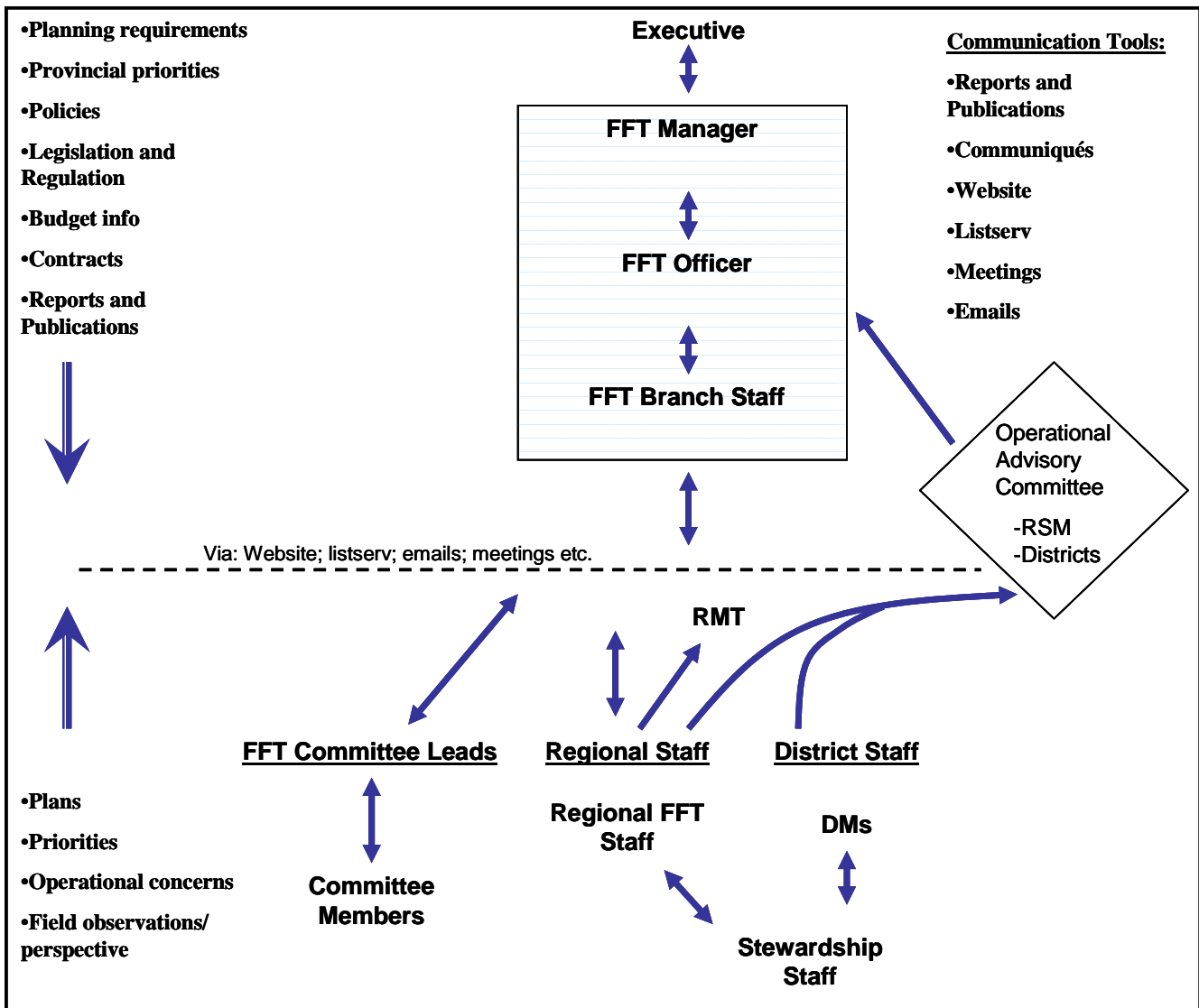
Community leaders: Union of BC Municipalities	FFT Officer/	<ul style="list-style-type: none"> • High level information about the Program to communicate out to community members • Details of specific projects or policy changes that affect their community • Educational opportunity • How the Program may affect their lives • Reassurance of government accountability 	<ul style="list-style-type: none"> • Local press Brochures and other printed material. • Website 	<ul style="list-style-type: none"> • Program updates • Specific information and plans that may impact communities
PAB -Vivian Thomas -Maria Janicker	<ul style="list-style-type: none"> • Chief Forester • Minister • MLA • Mayor 	<ul style="list-style-type: none"> • Major milestones • Interesting projects and facts • Statistics (no. of trees planted etc.) • Any reports or publications • Press releases 	<ul style="list-style-type: none"> • Email • website 	<ul style="list-style-type: none"> • As required • As project deliverables are completed
Public	<ul style="list-style-type: none"> • FFT Officer • Communication Committee 	<ul style="list-style-type: none"> • Educational opportunity • How the Program may affect their lives • Reassurance of government accountability 	<ul style="list-style-type: none"> • Press release • Brochures and other printed communication material. • Website 	<ul style="list-style-type: none"> • As required
ENGOS BC Environmental Network; Sierra Legal Defense	<ul style="list-style-type: none"> • FFT Officer 	<ul style="list-style-type: none"> • High level information about the Program and the MPB to communicate out to community of practice • Details of specific projects or policy changes that affect them • Government accountability 	<ul style="list-style-type: none"> • Website • Press release 	<ul style="list-style-type: none"> • Frequent • As required
Professional Associations: BC Woodlot Association BC Forest Professionals	<ul style="list-style-type: none"> • FFT Officer • Communication Committee 	<ul style="list-style-type: none"> • High level information about the Program and the MPB to communicate to association members • Details of policy and decision that affect BC Woodlots 	<ul style="list-style-type: none"> • Email • Phone • Communiqué 	<ul style="list-style-type: none"> • Quarterly updates • YTD reports • Progress reports • Project deliverables
Researchers/ Universities: UNBC UBC	<ul style="list-style-type: none"> • FFT Officer • Communication Committee 	<ul style="list-style-type: none"> • Opportunities for funding • Related projects • Results and data 	<ul style="list-style-type: none"> • Website • Email 	<ul style="list-style-type: none"> • Frequently, as required

Federal Government: NRCAN PFC	<ul style="list-style-type: none"> • FFT Officer • Research Branch 	<ul style="list-style-type: none"> • Related projects • Results and data 	<ul style="list-style-type: none"> • Website • Email 	<ul style="list-style-type: none"> • As required
FERIC	<ul style="list-style-type: none"> • FFT Officer 	<ul style="list-style-type: none"> • Opportunities for funding • Related projects • Results and data 	<ul style="list-style-type: none"> • Website • Email 	<ul style="list-style-type: none"> • As required

APPENDIX B: KEY MESSAGES

Consulting Community
Government has dedicated an initial \$161 million to Forests for Tomorrow, which is intended to be a long-term program. The majority of the funds will pay for tree seed and seedlings, site preparation and planting. Funds will also go towards fertilization, planning, mapping, research and monitoring.
A third-party administrator financially manages the funds for field goals and administers the recipients, who implement field activities in accordance with plans, guidelines, and standards approved by the ministry and other agencies.
The private sector will be invited to bid on multi-year contracts tendered for priority areas.
Contractors may find opportunities to bid on projects for the multi-year recipient agreement holders by contacting them or looking for opportunities posted locally http://forestsfortomorrow.ca/CommitteesStaffAndRecipients/Recipients/Recipients.html
First Nations
FFT supports the New Relationship through providing an opportunity for First Nations businesses and employees to build capacity and to grow their expertise over time as FFT expands to meet the needs resulting from the MPB epidemic and large wildfires through participating in Program strategic regional planning teams and operational activities.
FFT will directly award up to \$4 million in 2007/2008 and up to \$8 million in 2008/2009 to First Nations businesses as well as provide opportunities to competitively bid on operational program delivery.
First Nations interested in opportunities to participate in FFT activities should contact the Recipient Agreement Holders or FFT staff. http://forestsfortomorrow.ca/CommitteesStaffAndRecipients/CommitteesStaffAndRecipients.html
FFT staff and recipients will consult with the District ALO on the best way to engage local bands and councils
Licensees
FFT administers funding under Section 108 of the <i>Forest and Range Practices Act</i> to ensure that licensees restore plantations burned by wildfire or destroyed by <i>Dothistroma</i> needle blight to the free-growing stage.
FFT strategically selects the most productive areas to treat (reforest) in order to make the biggest impacts on the long-term timber supply and reduce the risks to biodiversity, water, and wildlife habitat.
The private sector is invited to bid on multi-year contracts tendered for priority areas.
Districts
A third-party administrator financially manages the funds for field goals and administers the recipients, who implement field activities in accordance with plans, guidelines, and standards approved by the ministry and other agencies.
The private sector will be invited to bid on multi-year contracts tendered for priority areas.
FFT staff in the Regions, Branch and Districts are responsible for providing Strategic Direction for the Program
District Aboriginal Liaison Officers are important to help FFT communicate more effectively with local Bands and Councils.

Appendix C: FFT Internal Communication Pathways



APPENDIX D: 2007/08 ACTION PLAN

The recommendations that came from the 2007 Communication Evaluation have been carried forward to this Improvement/Action Plan. The risks to Forests for Tomorrow of not implementing some of the priority actions to address identified communication challenges with key audiences by the recommended dates may include:

- Stop work
- Slow progress/ increase delays
- Increase costs
- Lose Program support and buy-in

The highest priority actions at this time are highlighted orange. This priority was evaluated as a combination of risk to FFT and benefit of that action.

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
General Purpose (multiple audiences)	Revise Communication Plan	M	Guide strategic communication planning	Done	Branch
	Communication Team – request for volunteers to help plan and implement effective FFT communications.	M	Branch and Regional cooperation to achieve improved effectiveness of FFT communications	July 2007 Done	Branch 1 staff volunteer from each Region.
	FFT Org Chart (Roles and Responsibilities)	M	Available handout/ on web to help people understand FFT roles/ resp.	2007 fiscal	Branch
	Update Website content (successes and benefits/ Contacts/ Regionally-specific updates/) and ease of navigation	H	Improve access to relevant info on the web for public and partners (including other agencies and first nations)	2007 fiscal Nigel is working on this	Branch

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
			Primary com. tool		
	Develop key messages – for communications consistency	M	Consistency of messages Assist staff with their com efforts	Done	Branch
	Choose, track and communicate metrics to demonstrate achievements (tied to Multiple Accounts and Business Case)	H	Promote successes of FFT broadly Program CI	Underway – Com. In Annual Report	Branch – via data from Regions
	Staff communications toolkit (media protocol, brochures, key messages, CD with Program overview presentation, org chart, com plan)	L	All FFT staff have access to tools and templates to assist their com efforts		Branch
	Use Listserv to send Program updates to wide audience (internal and external) - Ask Julianne to build a banner - 1 st Listserv update Sept 30	M	short and meaningful updates and important information on progress, plans and achievements to a wide audience of stakeholders and partners	Only when there are significant items to report on – do not want people to tune out	Branch
District Aboriginal Liaison Officers	Meet with FN staff, ALOs to get their support and commitment to help build effective FN communications strategies and tools with FFT staff	H	Share high level information on FFT Access to district expertise Positive relationship building/ Com with FN	1 -2 presentation -s to Districts	Branch/ Regions
	FFT staff and recipients work with ALOs to understand the existing relationships and protocols with Bands	H	Accelerate the relationship-building and information sharing		Regions/ Recipients

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
	in their District		with FN Speed up consultation		
	Partner with ALOs and recipients to design and deliver information to Bands through presentations at Band and Tribal Council meetings, workshops and site visits	H	Face to face sharing to build relationship and accelerate consultation		Recipients / FFT staff
	Provide regular updates to ALOs, highlighting activities and decisions affecting FNs in their District with a focus on what's new. (Conference calls, email etc.) *incl with general dist update via email	H	Keep ALOs informed so they are able to inform public/FN Maintain helpful relationship with the ALOs	As required	Regional staff
First Nations Bands and Tribal Councils	Attend Band and Tribal Council meetings and present - Include recipients, ALOs and a core team of regional FFT staff as much as possible to build familiarity with contact people.	H	Keep informed of Program status and opportunities Build familiarity and trust	When these meetings are scheduled	Regional staff
	Produce an information package to mail-out and handout at meetings and presentations (include clear instructions for potential involvement and how FFT will meet the 25% target)	M	Reach FN who may not attend the meetings Provide another mechanism to share info about FFT		Branch
	Start information sharing early in the project planning cycle and communicate often - Discuss Local FFT operational plans with FNs, Find opportunities for informal discussion	H	Greater understanding of Program Improve relationship and trust Meet target for FN part.	Early in planning stage	Recipients / Regional staff

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
	in the field.				
	Introduce the "Information Sharing Matrix" as a possible communication tool to identify the impacts of FFT activities and methods to address FN concerns.	?	May streamline consultation, or FN may reject this 'lumped approach'		Branch
	Continue to create opportunities for FNs to participate in strategic planning (the Regional Planning Teams?)	H	Incorporate FN concerns upfront into the strategic planning process	On-going through Type 2s	Regional staff
FNFC & FNMPBI	Keep FNFC and the FN MPBI updated about Program status and strategic plans (revise and send letter to FNFC; Face –to-face meetings; Listserv,)		Keep informed Look for opportunities to work cooperatively	Ongoing updates	Branch
District staff	Provide updates at scheduled District meetings – find out when they are and schedule into agenda	H	Communicate to District Managers and staff at once when possible Keep informed	schedule	Regional staff
	Develop and display maps, FAQ and brochures in District offices	M	Keep District staff and the public informed about the program	Update 1/yr	Branch
	Provide access to workplans and updates through TRIM for all District staff	H	Keep District staff informed about what activities are planned and where	As required	Recipients – Regions (upload to TRIM) and email to Districts
	Deliver regular updates to District staff (incl ALOs), highlighting	H	Keep staff updated Staff are able to	2 times/ yr: planned	Regional Staff/

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
	activities and decisions affecting their District with a focus on what's new. (District meetings, email, newsletter etc.) - in addition to the Listserv updates		respond to questions from public	activities (early Spring) / completed activities (Late Fall) Annual report	Recipients
Recipients/ PWC	Regular conference calls with recipients to update progress	H	Communicate progress and resolve issues	Monthly –in progress	Branch/ Recipients / PwC/
	Regular face-to-face meetings and site visits with FFT staff to resolve issues jointly	H	Build trust of FFT staff in work of recipients Issue resolution	As required	Recipients / Regional staff
	Invite RA holders to participate in reviewing and updating standards	M	Improve communication of expectations	As required	Recipients / Branch/ Regions
Public/ Communities (Incl BACs)	Use services of PAB for media events, news releases etc	L	Communicate program objectives and achievements to public Build support for FFT	As required	PAB
	Submit articles and updates to various papers and newsletters (ie BAC newsletters)	L	Communicate program objectives and achievements to public Build support for FFT	As available	Regions/ Branch
	Contact BC Union of Municipalities and communicate to its membership via meetings or newsletter	L	Build awareness of FFT in communities, promote achievement		Branch
	Host field trip opportunities for schools (plant a tree etc.)	L	Build public awareness Promote achievements of program	Early Fall	Regions/ Branch

Target Audience/ Purpose	Response/Action	Risk to FFT H,M, L	Expected outcome/ Benefit	Timeframe	Responsibility
Other Ministries – MOE, MAL etc	Maintain a close relationship with MOE staff and others by involving them in monthly FFT meetings. On-going informal updates from FFT regional and Branch staff	H	Long-term and effective working relationship with MOE & others	Monthly updates plus on-going updates	Branch/ Regions
Licensees	Updates at TSA meetings	H	Communicate to licensees operating in a TSA Keep informed Opportunities for program delivery/innovate Knowledge sharing	Schedule into agendas	Regional staff (&/or) Branch to present
	Request for information: Identify what licensees have good existing agreements/ relationships with FNs and FN companies – opportunity for participation	?	Possible opportunity for FN participation		Regions
Researchers (Academia & government) & consultants	Provide information via presentations and posters at conferences and workshops (NSC, SISCO etc)	H	Share knowledge and promote research, innovation and continuous improvement	When opportunity arises	Branch/ Regional staff
	Host or Co-host a workshop/ conference on MPB/ silviculture and adapting to future climate etc...	L	Show FFT leadership Promote knowledge transfer	Post- field season	Branch/ Region staff
	Publish reviewed reports/ FFT funded research on web Use email/ Listserv to point people to site	H	Facilitate information sharing and knowledge transfer	As submitted 2-3 times/yr	Branch