

October 23, 2006

RE: Forest Process Streamlining Task Force Report and Implementation Plan

We are pleased to provide you with a copy of the *Forest Process Streamlining Task Force Report (May 2006)* and its accompanying Implementation Plan (October 2006).

The Forest Process Streamlining Task Force was established in the fall of 2005 with a mandate to address Recommendation #5 of the *Minister's Council on Forest Sector Competitiveness (May 2005)*. The Task Force submitted its report in May 2006 and provided 43 recommendations for improving the efficiency and effectiveness of a broad range of forest management requirements and practices.

During the summer of 2006, the Task Force report recommendations were reviewed by a joint industry/MNR Steering Committee. A detailed Implementation Plan was then prepared which describes how individual recommendations will be actioned.

It is anticipated that both the forest industry and MNR will accrue benefits and savings as each recommendation is acted upon. Overall, it is believed that the **Forest Sector Strategy** goal of achieving a minimum saving of \$1.00 per cubic meter can be accomplished by proceeding with this Implementation Plan.

Work has already commenced on a number of the recommendations. Several recommendations will require further detailed technical analysis by forest practitioners in order to develop appropriate and practical remedies for the items identified by the Task Force. As work proceeds there will be further opportunities to provide input into the process as well as opportunities to become directly involved.

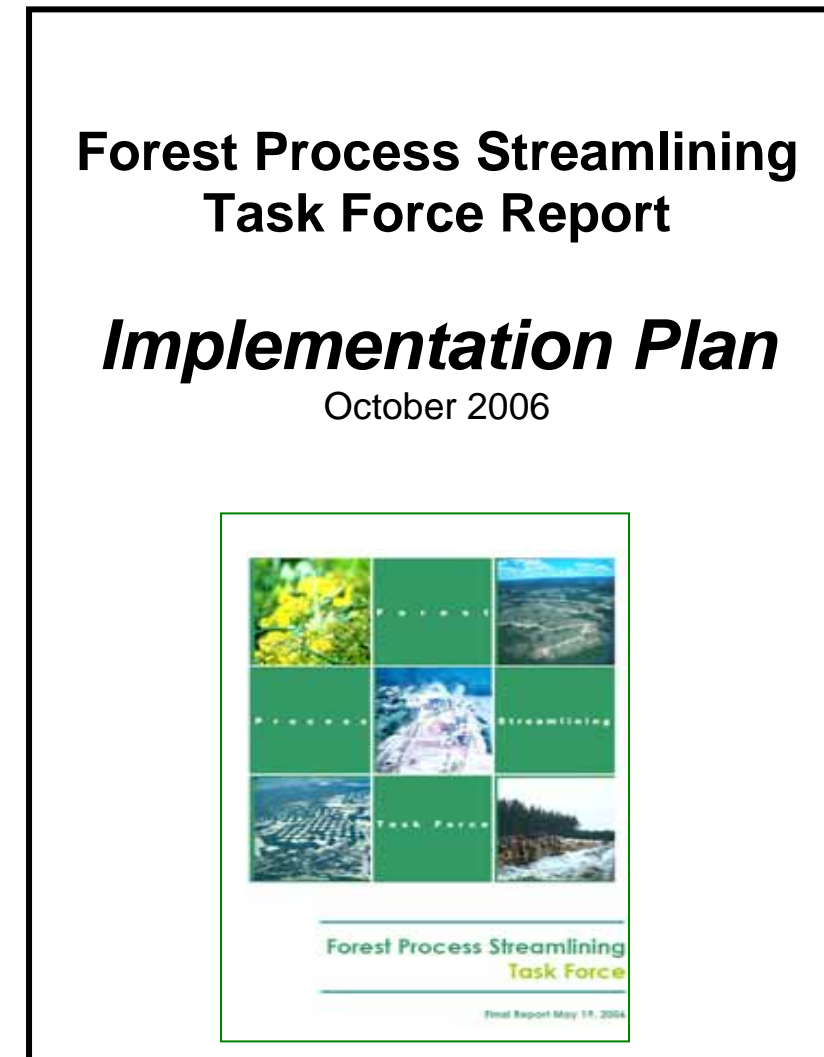
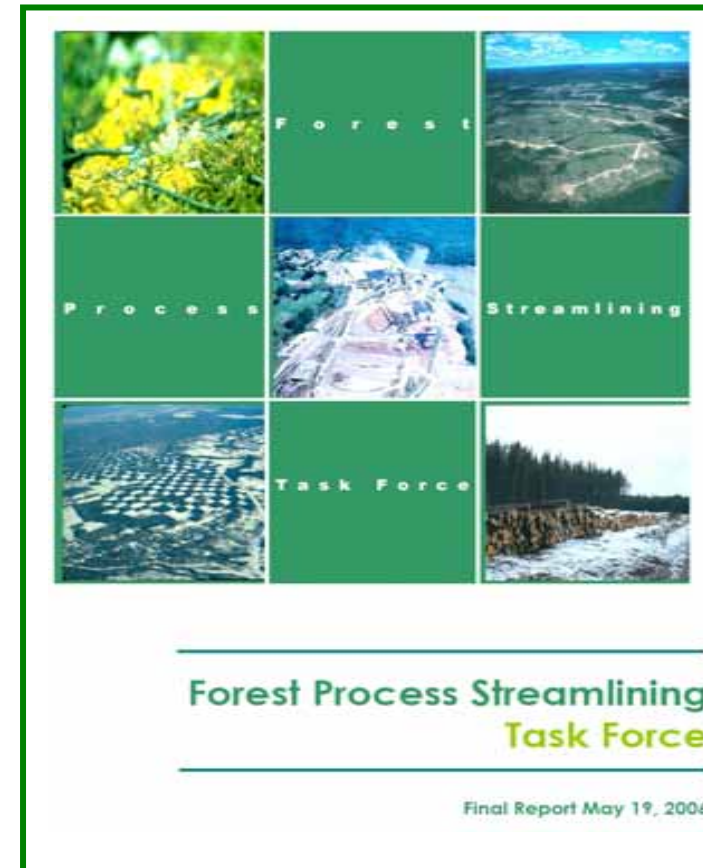
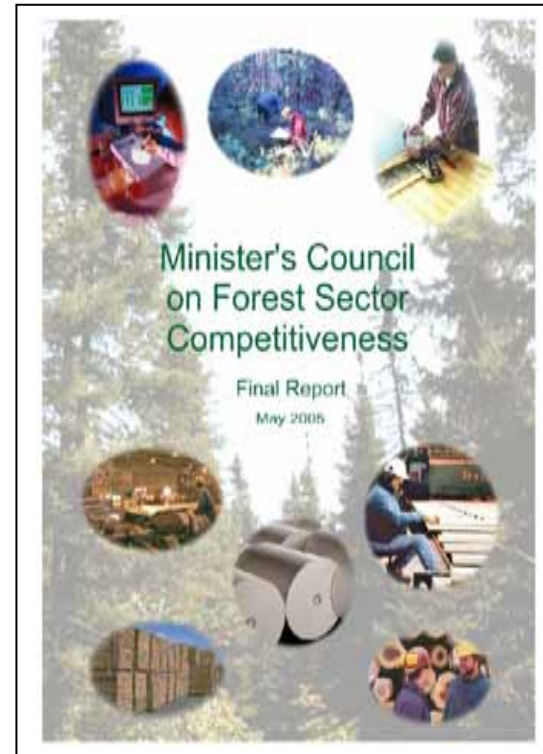
We would like to express our appreciation to the Task Force members for the time and commitment that they dedicated to this important initiative and for the valuable contribution they have made toward improving forest sector competitiveness in Ontario.

Charles Lauer
Assistant Deputy Minister
Field Services Division
(Steering Committee Chair)

Bill Thornton
Assistant Deputy Minister
Forests Division

Forest Process Streamlining Task Force Report – Implementation Plan

October 2006



PRINTING RECOMMENDATION

It is recommended that this document be printed on 11 x 17 paper in Landscape format. Document is 42 pages.

FOREST PROCESS STREAMLINING TASK FORCE REPORT – IMPLEMENTATION PLAN - October 2006

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Introduction and Background

In November 2004, the Hon. David Ramsay, Minister of Natural Resources, appointed the **Minister’s Council on Forest Sector Competitiveness** to bring together the forest industry, labour, communities, First Nations and government to develop recommendations to ensure a secure future for the forest products industry, workers and communities. The Minister’s Council recommendations have gone on to form the basis for the **Ontario Forest Sector Strategy**.

Recommendation #5 of the *Minister’s Council on Forest Sector Competitiveness Report (May 2005)* called for the appointment of a Processing Streamlining Task Force to review guidelines, regulations and policies affecting the forest sector.

The Forest Process Streamlining Task Force was appointed in the fall of 2005 and was comprised of twelve prominent persons from the forest industry and the Ministry of Natural Resources (MNR). The Task Force solicited input from all forest companies in the province, all MNR districts, regions and MNR Forests Division. The Task Force received in excess of 1000 specific comments or recommendations that were identified as having the potential to create efficiencies or improve the effectiveness of a wide range of forest management practices. The Task Force evaluated this input and identified a number of common and re-occurring themes. The findings of the Task Force were in turn summarized in the **Forest Process Streamlining Task Force Report** which was submitted to the Task Force Steering Committee in May 2006.

The report contained 43 recommendations including an over-arching recommendation (Recommendation #1) that proposes the adoption of a standard Process Streamlining Test (PST) which is intended to confirm that all business practices are relevant, efficient, effective and provide a value-added contribution to resource management. Recommendation #1 also proposes the adoption of a set of Working Principles which are intended to improve communications and working relationships between forest companies and MNR staff at the field level. The Working Principles also promote a working philosophy of continuous learning and improvement (see Appendix 2).

Although the Task Force report provides 43 specific recommendations, the report cautions that this should not be considered an all-encompassing list of all potential streamlining opportunities. The 43 recommendations do however represent a consensus that identifies the most significant and frequently occurring opportunities for improvement. Some recommendations are quite focused and specific; others are multi-faceted and complex. Several recommendations will require further detailed technical evaluation by industry and MNR practitioners in order to fully define issues / impediments and develop appropriate remedies.

The Task Force Steering Committee accepted the report in June 2006, and instructed that an Implementation Plan be developed to address the report’s recommendations.

Implementation Plan Development

The 43 recommendations appearing in the *Forest Process Streamlining Task Force Report* have implications for a broad spectrum of forest policies, procedures and practices that are administered by Forests Division, Field Services Division, Science and Information Division and Natural Resources Management Division of MNR.

In order to properly assess the intent and actions proposed by each recommendation, it was necessary to assign individual recommendations to appropriate MNR Section Managers as a first step in the development of an **Implementation Plan**.

Recommendations were thus assigned and MNR Section Managers were required to prepare a proposal how each recommendation could be practically addressed. The implementation plan response included the following for each recommendation (also see Appendix 1).

- **Recommendation** – recommendation as it appears in the Task Force Report
- **Rank** - overall probability of successfully addressing the recommendation
- **Key Objective** – intended positive outcomes
- **Response** – general statement indicating the practicality of addressing the recommendation, the positive outcomes that might be expected, and identification of any obstacles that may limit ability to fully address the recommendation
- **Priority** – an indication of the priority that can be placed on addressing the recommendation relative to other existing commitments
- **Lead Responsibility** – assignment to specific MNR Section Manager and identification of other contributors
- **Key Deliverables or Products** – description of the expected outcomes and products
- **Implementation Potential** – forecast of the likelihood for fully accomplishing the recommendation
- **Timelines** – indication of when work might start and when it would be completed
- **Benefits** – brief summary of the expected benefits (efficiencies & savings)

The above information has been summarized into the Implementation Plan table which forms the main content of this document.

The Implementation Plan was endorsed by the Task Force Steering Committee in Aug 2006.

Implementation Overview and Delivery Potential

The Implementation Plan responds very positively to the Task Force Report recommendations by indicating that 40 of the 43 recommendations have the potential to be reasonably actioned and have the potential to generate true savings (direct or indirect).

Work is already underway on a number of recommendations or components of complex recommendations. The Task Force recognized in its report (pg 1), that several ongoing initiatives would deal with a number of the subjects identified by the Task Force. Some recommendations are in fact completed or completion is expected in the fall of 2006.

Every recommendation has been provided with an overall **RANK** that provides an indication of the delivery potential and priority that each recommendation will receive:

- RANK 1** 19 of 43 = recommendation can be actioned and will likely meet full expectations of Task Force; implementation priority high
- RANK 2** 21 of 43 = recommendation (or part of) can be actioned and will likely meet most expectations of Task Force; implementation may take considerable time; some are dependent on new or re-assigned resources
- RANK 3** 3 of 43 = recommendation rejected

The ability to fully implement recommendations and the timelines required to undertake the work are variable for the following reasons:

- Several recommendations are very complex with multiple components
- Many recommendations require further detailed analysis by practitioners in order to identify specific practical remedies
- A number of recommendations will require new or re-assigned resources and may be delayed or deferred until appropriate resources (personnel and funding) is secured
- Many recommendations require changes to policy, legislation or regulations (eg. CFSA, EA Dec Order, FMP manual etc)
- Some recommendations are not totally within MNR jurisdiction and will require the involvement of other agencies (eg. MOE, OSAA, DFO)

Section Managers who have been assigned lead responsibility for recommendations have indicated what priority they can place on the recommendation relative to other existing commitments. Results: 25 – High 12 – Med 3 – Low 3 – N/A

Immediate priority will be placed on assembling practitioner group(s) comprised of forest industry and MNR staff, to identify short-term versus long-term actionable items. The groups will then focus on developing specific remedies for items that can be immediately actioned within the current regulatory framework.

Predicted Efficiencies and Savings

Most recommendations have the potential to achieve efficiency gains which may be translated into either direct or indirect cost savings. The Task Force Report recommendations also strive to improve the effectiveness of various forest management practices and requirements.

Because of the nature of the recommendations and the variability of circumstances across the province, benefits and savings will vary between companies and will vary between MNR locations. Individual recommendations will be more significant to some than others.

Accurately quantifying costs savings will be difficult or in some case impossible to evaluate unless extraordinary efforts are employed to do the necessary accounting...this in itself would seem at odds with the overall streamlining objective. Confirming the achievement of savings will be more intuitive rather than quantitative.

Both the forest industry and MNR will accrue benefits as each recommendation is acted upon.

Overall, it is believed that the Forest Sector Strategy goal of achieving a minimum saving of \$1.00 per cubic metre can be accomplished by proceeding with this Implementation Plan.

Acceptance and adoption of the principles and philosophy embodied in Recommendation #1 has the potential to generate efficiency gains on an ongoing basis. This recommendation reinforces the importance of a number of well known established concepts. It highlights that senior management in both MNR and individual forest companies have a critical role to play in creating a work environment, and establishing expectations and standards that are consistent with these concepts and actively promote a philosophy of continuous learning and improvement.

Implementation Plan Distribution

This Implementation Plan and the *Forest Process Streamlining Task Force Report* will be directly distributed to forest industry organizations / companies in Ontario and within MNR. Appropriate familiarization sessions will be arranged as required. Both documents will be available to any interested party at the following page on the MNR's Forests Division web site:

<http://ontariosforests.mnr.gov.on.ca/sector.cfm>

Forest Process Streamlining Task Force Members

Matthew Benson - MNR Area Supervisor
Carl Corbett - General Manager, Algonquin Forest Authority
Paul Fantin - Management Forester, Timiskaming Forest Alliance Inc
Murray Ferguson - Forest Resource Manager, Weyerhaeuser
Tracey Hall - MNR A/Support Service Clerk
Andy Heerschap - MNR A/District Manager
David McGowan - MNR Timber Pricing Specialist
John McLaren - Woodlands Manager, Buchanan Forest Products
Geoff Meakin - President Meakin Forest Enterprises
Richard Raper - MNR Provincial FMP Specialist
Ron Reffle - MNR Area Supervisor
Ed Tear - MNR District Manager (Chair of Task Force)

Forest Process Streamlining Task Force – Steering Committee

Ray Bonenberg - MNR A/ Regional Director, Southern Region
Rob Galloway - MNR Regional Director, Northeast Region
Rich Greenwood - MNR, Director, Forest Management Branch
Paul Jewiss - Division Forester, Abitibi-Consolidated
Charlie Lauer - MNR, Assistant Deputy Minister (Chair of Steering Committee)
Brian Nicks - Director of Sustainable Forest Management, Domtar
Mark Speers - MNR, Director, Industry Relations Branch

The Steering Committee will remain active and will oversee the ongoing implementation of the Implementation Plan

For additional information contact:

Bob McColm
District Manager
Ministry of Natural Resources
479 Government Road
PO Box 730
Dryden, Ontario, P8N 2Z4

(807) 223-7515
(807) 223-2580 FAX
bob.mccolm@mnr.gov.on.ca

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Recommendation Listing

RANK 1 – green RANK 2 – yellow RANK 3 - orange

Recommendation	Subject	Page
1	Over-arching Recommendation to apply PST Test, Working Principles, & Continuous Improvement	6
2	Review new Forest Management Plan manual and apply PST	7
3	Limit and justify local additions to Forest Management Plan manual requirements	8
4	Review Forest Management Plan Terms of Reference template and reduce content	9
5	Rename Forest Management Plan planning team to reflect participation level	10
6	Resolve conflicting direction for Forest Management Plan Steering Committees	10
7	Explore management unit amalgamations or amalgamated Forest Management Planning effort	11
8	Modify Forest Management Plan time line & align training and funding	12
9	Eliminate stand listings in Forest Management Plan	13
10	Review requirement for Silvicultural Ground Rules in Forest Management Plan	13
11	Move to Web based access of Forest Management Plan products	14
12	Expedite government negotiations with First Nations on access to resources and benefit sharing	14
13	Take steps to limit frivolous Environmental Assessment bump-up requests and assess failure of issue resolution process	15
14	Provide annual ongoing values collection funding	15
15	Simplify Annual Work Schedule requirements	16
16	Reduce Annual Report requirements and apply PST	17
17	Apply PST to guideline review + other guide comments	18
18	Apply PST to review of Forest Information Manual 2	24
19	Change regulation to allow Sustainable Forest Licence to be re-instated	24
20	Proposed modifications to Overlapping agreements and licences	25
21	Wood measurement process modifications (TREES)	26
22	Review policy & procedures for Temporary holding yards	28

Recommendation	Subject	Page
23	Eliminate overlapping agreements for personal use	28
24	Aggregate Act amendments to convert pits from Category 9 to 14	29
25	Apply PST to revision of Access Road Manual (new Crown Land Road Manual)	29
26	Simplify water crossing approval process for low risk sites	30
27	Develop pre-approved bridge designs	31
28	Eliminate Memorandums of Understanding for water crossings	31
29	Eliminate crown dues for corduroy road	32
30	Streamline Forest Operations Prescriptions requirements	32
31	Local determination of level of silviculture effectiveness monitoring	32
32	Apply PST to entire forest compliance program	33
33	Eliminate annual forest compliance plans	34
34	Integrate compliance efforts for forest certification systems and other provincial requirements	34
35	Apply PST to line marking procedure	35
36	Reactivate Fire Solutions Forum and update Terms of Reference	35
37	Distribute costs of collecting non-timber values	36
38	Update Timber Resources Evaluation System (TREES)	36
39	Apply PST during review of Independent forest Audit process	37
40	Extend forest certification requirement to 2010	38
41	Extend compliance staff re-certification to 5 years	38
42	Review information exchange practices and move to electronic transfer	39
43	Establish direction and responsibility for Tree Improvement program	39

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #1: RANK 1</p> <p>Process Streamlining becomes regular business for both MNR and the forest industry.</p> <p>This recommendation can be accomplished by:</p> <ul style="list-style-type: none"> MNR and the forest industry clearly articulating their endorsement of the Process Streamlining Test (PST) and Working Principles to their field staff. For MNR this can be done through its training venues (e.g. Forest Management Planning training modules) and through District and Regional Leadership meetings; MNR District, industry and SFL holders establishing clear lines of communication and meeting on a regular basis. There is little or no cost to implement at a local level with immediate results. No change in legislation or regulation is required; The recommendations and outstanding issues contained in this report being sent to teams of industry and MNR experts to fine-tune; A person or team being established to act as a link between our Forest Program Specialists and our Field Experts. This person or team should: <ul style="list-style-type: none"> Develop an implementation plan; Retain a strong field focus; Make presentations to the field on Process Streamlining; On an annual or semi-annual basis: <ul style="list-style-type: none"> Review accomplishments and progress; Identify additional or new impediments, barriers and efficiencies in a manner similar to the one used in developing this report. <p>The Process Streamlining Test (PST) and Working Principles as described in the Task Force Report may be found on the last page of this document</p>	<p>To ensure that all business practices and requirements are relevant, and that they provide a value-added contribution to resource management in the most efficient and effective manner.</p> <p>To promote an open, collaborative and productive working relationship</p> <p>To ensure outcomes and adjustments can be practically implemented and will achieve the intended benefits and improvements</p> <p>To ensure that an Action Plan is developed and implemented in a prompt and efficient manner, and that it is implemented on an ongoing basis</p> <p>To institute a mechanism / process to enable and encourage ongoing evaluation and adjustment to achieve continuous improvement with all aspects of the forest management program</p>	<p>Agreement in principle. MNR supportive of continuous improvement philosophy</p> <p>Refinement of PST questions and Working Principles <u>may</u> be required to ensure applicability across full spectrum of forest management programs and processes.</p> <p>The application of PST & WPs to all <u>existing</u> processes will in itself be a major task that will require a coordinated and prioritized corporate approach</p> <p>Adopt a day-forward approach with new initiatives / processes</p> <p>Retro-active application of PST & WP must be carefully considered and prioritized based on anticipated gains, risk assessment and legal obligations. Initial focus should be on key items identified by Task Force</p> <p>Agreement that emphasis should be placed on improving/enhancing communications and collaborative efforts at the local level (district / company)</p>	<p>HIGH</p>	<p>ADM - FSD and FD</p> <p>with Directors and Managers within FSD and FD</p> <p>Requires a Task Group of Senior Managers to develop delivery model for concept</p>	<ol style="list-style-type: none"> As Executive sponsors, ADMs of FSD & FD to present concept to Executive Committee (EC) and seek support to determine the scope of applicability to MNR business & programs ADMs of FSD, FD and SIRD to voice support for the application of PST concept, Working Principles & continuous improvement approach within FD and FSD Directors and Managers to make appropriate staff available to participate on technical teams that will respond to specific recommendations Project Coordinator will be assigned to oversee development of Action Plan and implementation of the approved plan Establish a mechanism and process to promote and implement the PST concept, apply Working Principles and adopt a continuous improvement working philosophy (promotion may occur at regional & district mgmt teams, regional Forestry Forums, FMP training, and provincial Forest Solutions Group) ADMs of FSD, FD and SIRD to instruct Directors and Managers to adopt above concepts and determine priorities for application 	<p>HIGH</p>	<p>Start immediately</p> <p>Promotion & implementation may begin when Action Plan is completed and report is released</p>	<p>Appropriately focused work effort and best use of staff resources (industry & MNR)</p> <p>Elimination of processes that offer minimal contribution to achievement of resource management goals and objectives</p> <p>Leadership (industry & MNR) will be respected for enabling staff to implement changes that will result in real efficiencies and more substantive results</p> <p>Potential reduction of issues, associated with process disputes</p> <p>Improved working relationships between industry and MNR staff, at all levels</p> <p>Improved job satisfaction and sense of accomplishment</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #2: RANK 2</p> <p>An immediate opportunity must be made available for MNR and industry field staff (including representatives from 2007 FMP Planning Teams) to review the new manual and apply the Process Streamlining Test. The intent is to reduce the prescriptive nature of the manual and streamline processes, including items such as (NOTE: Some items are addressed within this report):</p> <ul style="list-style-type: none"> • Creating generic planning templates, where practical, for items such as for objectives and AOC documentation; • Simplifying existing planning templates for terms of reference; • Simplifying public notice requirements; • Allowing flexibility to tailor consultation timelines and products to fit local needs; • Adjusting recommended FMP timelines and addressing the imbalance of time spent on strategic direction vs. operational planning; • Creating specific recommendations regarding strategic direction, and FMP planning structure; • Simplifying and reducing the requirements for SGRs, FOPs, and plan background information; • Simplifying the socio-economic description requirements (particularly since the 2004 FMPM has dropped the requirement for the use of a socio-economic impact model, except where wood supply and renewal investment differences between plans exceed 5%, the use of a model is recommended to show the impact of reduced/increased wood supply and/or investment). • Identifying and evaluating all non-EA condition planning requirements; and • Reviewing the use of the forest management planning process to deal with subjects more properly addressed in land use planning or resource management planning for other MNR programs. 	<p>Identify opportunities to reduce process requirements and implement efficiencies.</p> <p>Streamlined FMP product, process and requirements.</p>	<p>There is some concern with some of the recommendation as it is made with little benefit of implementation experience with FMPM 2004.</p> <p>Recommendation is accepted in principle. Most of these items have already been identified by Forest Management Planning Section in the FMP Streamlining Project and action has already been taken on some of these items (through FMP Efficiencies project – particularly short term actions to deliver results within the current legal framework).</p> <p>The FMP Streamlining Project is a multi-faceted project made up of three subprojects, the first being to look at short-term deliverables that can immediately improve forest management planning delivery.</p> <p>A set of plans has not yet been completed under this manual and it will only be for Stage 1 (in April 2007). Notwithstanding this, FMP Section is initiating the FMP Streamlining Project to undertake a complete and thorough review of FMPM 2004, its processes, requirements and delivery to identify / propose improvements and changes. This will include short-term changes that can be affected to improve planning processes and likely lead to changes to FMPM 2004 and possibly the FEA Declaration Order and possibly to how forest management planning is undertaken in the province.</p> <p>The project will look at short/medium term changes as well as changes that will occur over the longer term, according to an implementation strategy.</p> <p>Forest management planning delivery options will also be reviewed for possible efficiencies which may require organizational structure changes in FD and FSD.</p>	<p>High</p>	<p>Manager Forest Management Planning Section</p> <p>with support from FSD</p> <p>Requires formation of short-term task group(s) of joint MNR / industry practioners</p> <p>[Note: this short-term task group may continue to participate in the full FMP Streamlining Project]</p>	<p>FMP Streamlining Project initiated in summer 2006 with approval of ADMs FSD and FD.</p> <p>A task group will identify short term vs long term actionable items and will focus on developing specific remedies for items that can be immediately actioned (eg. items that will not require legislation or regulation changes)</p> <p>Prompt follow through on items that are identified as priorities for immediate action</p> <p>Commitment from FD and FSD to provide human and financial resources support to the project.</p> <p>Ongoing improvements to FMP process through changes within current legal process</p> <p>Recommendations for changes to legal framework and delivery will come through later project initiatives</p>	<p>Good potential for identifying opportunities for implementation improvements that do not involve FEA of FMPM amendments.</p> <p>Changes to FEA/FMPM less certain due to public consultation requirements of FEA (C53) and CFSA as well as EBR. Final approval for change is with government</p>	<p>Initiate summer 2006; improvements implemented that are within the existing legal framework as developed and delivered through FMP training or special initiatives of regions.</p> <p>Work on changes to FMPM requirements initiated in summer 2006, delivery as approved possibly in 2008.</p>	<p>Less process work by planning teams and plan author.</p> <p>Faster FMP production.</p> <p>Improved FMP production and quality.</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
		<p>The FMP Streamlining Project will address the recommendation identified here and project teams will be struct to begin this work in the fall 2006. It will require FD, FSD and forest industry leadership and/or participation on task team(s) to address these recommendations with associated financial support for their staff.</p> <p>Several other recommendations are directly linked to Rec # 2</p>						
<p>RECOMMENDATION #3: RANK 1</p> <p>The requirements of the Forest Management Planning Manual must be made clear by the District Manager (DM) or Steering Committee (SC) to both SFL holders and MNR staff. Any requirements beyond that identified in the Forest Management Planning Manual should be on an exceptional basis and must be clearly identified along with a clear rationale for such requirement, and documented in the Terms of Reference or as part of the FMP Plan Summary or Appendix</p>	<p>Ensure DMs understand planning requirements</p> <p>Need to ensure planning team and regional staff are clear on direction and expectations set by the DM/SC</p>	<p>It is well understood by field practitioners that additional planning “requirements” beyond those required by the FMPM are being added at regions and districts (although other programs e.g., SAR Act also impose requirements from time to time).</p> <p>To support the Regional Planning Managers, FMPS will assist in the preparation of information for Regional Directors and District Managers on FMP requirements.</p> <p>RDs need to provide direction and time for regional planning staff (supported by FMPS staff) to provide info & training to DMs at RMT meetings.</p>	<p>High</p>	<p>FSD Regional Directors (Regional Planning Managers)</p> <p>with support from Manager FMPS</p>	<p>Information products that outline FMP requirements and training messages delivered to planning teams, regional staff and DMs.</p>	<p>Good potential to achieve desired reductions; will be dependent on leadership of Regional Planning Managers and cooperation of RDs and DMs</p>	<p>Fall 2006</p>	<p>Consistent approach within region that will avoid / prevent compounding additions to FMPs</p> <p>Reduction or elimination of FMP components that add limited value</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #4: RANK 1</p> <p>The provincial template for the Terms of Reference (ToR) should be reviewed and the Process Streamlining Test applied. The intent is to reduce the amount of text, by eliminating unnecessary sections (Cost of Plan Components); reducing detailed descriptions which are found elsewhere (such as in the FMPM) and reducing the overly detailed description of the roles & responsibilities of planning team members, support staff, advisors and reviewers.</p>	<p>Reduce the size, complexity and duplicative nature of the T of R template to ensure the resulting document provides a useful blueprint for development of an FMP</p>	<p>The template issue being referenced here is an implementation issue and one that FSD managers may influence and control.</p> <p>In response to the field practitioners and regional staff request for increased use of templates, FMPS staff developed this template. This request was made because there were implementation issues with people meeting their responsibilities for plan production. A common template was sought to include specific responsibilities in ToR – both MNR and forest industry requested this.</p> <p>An abbreviated ToR was provided to the field for use for the FMPM 2004 where upon the current template developed/expanded. The current situation was to try and combine the project plan and ToR into one document for efficiency, resulting in a larger document but smaller than two separate documents.</p> <p>The <u>template is not a requirement</u> but a tool for use by planning teams and planning teams/FSD control the use of template and size of document.</p> <p>It should also be noted that MNR and industry recommendations for FIM2 advocate reduced roles and responsibilities and timelines detail in the FIM and that the appropriate location for this detail is in the FMP ToR.</p> <p>Implementation of this recommendation will need to be cognizant of current recommendations in FIM2</p>	<p>High</p>	<p>FSD Regional Planning Managers</p> <p>with support from Manager Forest Management Planning Section</p>	<p>FSD Regional Planning Managers to review current local direction and current ToR templates; initiate revisions to be consistent with minimal requirements as identified by FSD/FI staff and integrated with FIM2.</p> <p>Any additions to the 2004 FMP requirements need to be carefully scrutinized and rationalized at the regional level</p>	<p>Good potential provided FSD/ Forest Industry staff are committed and prepared to implement final version as intended.</p>	<p>Summer 2006</p>	<p>Potential to generate a ToR that is more concise and meaningful in guiding the development of the FMP.</p> <p>Savings expected in time and effort to produce the ToR document</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #5: RANK 3</p> <p>That the structure of the Planning Team, as described in the 2004 FMPM, be maintained, but renamed so as to more accurately reflect the group’s role in overseeing the assembly of plan components. This would allow the small group of professionals that do the planning to again be referred to as the Planning Team.</p>	<p>Provide recognition that a core group within the planning team are responsible for doing most of the actual “planning”.</p>	<p>Not Accepted</p> <p>The planning team structure was developed as part of the original EA approval and is fundamental to the current approval. The planning team structure has been in use for 10+ years and changing it at this time is not recommended</p> <p>There would not appear to be any streamlining efficiencies associated with this recommendation.</p> <p>The planning team structure allows for the formation of task teams to undertake tasks and bring products back to larger group. Smaller task team/project teams could be recognized in ToR.</p>	<p>N/A</p>	<p>FSD Regional Planning Managers</p> <p>with support from Manager Forest Management Planning Section</p>	<p>None required.</p>	<p>Could be implemented immediately through description in ToR</p>	<p>Summer 2006</p>	<p>N/A</p>
<p>RECOMMENDATION #6: RANK 2</p> <ul style="list-style-type: none"> The contradictory direction between the 2004 FMPM, which allows the option to create a Steering Committee and the February 2005 MNR direction, which mandates the establishment of Steering Committees needs to be addressed. Further suggest, that the MNR direction for mandated Steering Committees be withdrawn and allow local managers the option identified in the 2004 FMPM. 	<p>Reduce or eliminate process requirements that are not prescribed by the FMPM, where the requirement does not seem to contribute to a better FMP product</p>	<p>Agreement that contradictory direction needs to be clarified</p> <p>ADM direction requiring that a Steering Committee be established to guide production of FMP will <u>not</u> be withdrawn but steps will be taken to help ensure that the intended benefits of a FMP Steering Committee are fully realized</p> <p>Direction to establish a Steering Committee for each FMP was provided in a Feb 2005 letter from the ADMs of Forest Division and Field Services Division. This decision was made with the unanimous support of senior managers from the forest industry and MNR. It is consistent with the findings of a formal review of FMP implementation issues that was undertaken in 2004 and presented to the Forest Solutions Forum in Dec 2004. This direction specifies DM involvement</p> <p>It is intended that the Steering Committee will oversee FMP</p>	<p>HIGH</p>	<p>FSD Regional Directors</p> <p>with support from Manager Forest Management Planning Section</p>	<p>Steering Committee involvement and intervention in FMP production should be monitored and evaluated by the Regional Planning Managers</p> <p>Examples of successful and meaningful Steering Committee intervention should be presented to District Managers and company planning managers at FMP training sessions. This would be particularly valuable for new managers</p> <p>Consider revising ADM direction to permit some flexibility in Steering Committee membership eg. Area Supervisor instead of DM, or inclusion of Regional Planning Manager if requested by Regional Director</p>	<p>Deliverables can be easily implemented</p>	<p>Incorporate into next round of FMP training</p>	<p>Ensures senior management engagement in planning process</p> <p>Contributes to on-time production of high quality FMP</p> <p>Avoids prolonged disruptive planning team squabbles and impasses that delay plan preparation and contribute to moral issues</p>

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		<p>production and will ensure plans are adequately resourced, provide common & consistent direction to planning team, intervene as required to resolve issues or stalemates and ensure production schedule is maintained.</p> <p>This would be an example of a FMP add-on requirement (see Rec # 3) that is considered to be necessary and one that has received broad endorsement.</p>						
<p>RECOMMENDATION #7: RANK 2</p> <p>Reduce the number of Forest Management Plans (FMPs) through “amalgamated planning efforts” or reduce the time and effort to prepare an FMP by “sharing FMP components”. Consider a range of options: “Co-operative of SFLs vs. Co-operative of Companies”, based on business needs, that enable such savings, including:</p> <ul style="list-style-type: none"> • Sharing of FMP component parts, such as objectives, historical forest condition, forest units, yield curves, succession info, SGRs and modeling between SFLs. • Preparing one FMP for multiple SFLs on one amalgamated Management Unit. • Preparing one FMP for multiple SFLs on separate Management Units. • Preparing one FMP for a new shareholder SFL on one amalgamated Management Unit. 	<p>Reduction in number of FMPs produced across the province.</p>	<p>We accept this recommendation for further investigation.</p> <p>A project is being initiated (as referenced in Rec #2) that will include looking at how the number of forest management plans can be reduced, taking into account the landscape guide, need for long-term management direction, shareholder SFLs, woodflows etc. This will also require consideration of the current FMP delivery model.</p> <p>Some of the identified suggestions (bullets 1,2 and 4) can be implemented now. Bullet #3 would be more difficult but could be done after some changes to FMPM are made.</p> <p>Most of these concepts are already under consideration. The implementation of this recommendation will need a strong willingness and cooperation of the forest industry and FSD.</p> <p>Considerations as we move forward with this recommendation include changes to the Forest Renewal Trust, changes to the planning delivery model, assessment of impacts on forest compliance planning and delivery, impacts on forest certification and independent forest audits.</p>	<p>High</p>	<p>Manager Forest Management Planning Section</p> <p>with involvement of Regional Planning Managers</p> <p>with Cooperative SFL Conversion Initiative (Lead: Manager Wood Allocation and Measurement)</p>	<p>Reduction in number of FMPs in Province.</p>	<p>Longer term deliverable.</p> <p>Requires significant cooperation of industry.</p> <p>Requires some changes to FMP delivery.</p> <p>Requires changes to FMPM and FEA to make it work.</p> <p>Requires ministerial support</p>	<p>Spring 2008</p>	<p>Fewer FMPs</p> <p>Less overall workload.</p>

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<p>RECOMMENDATION #9: RANK 2</p> <p>Remove the requirement to provide stand listings in Forest Management Plans and Annual Work Schedules.</p>	<p>Reduce unnecessary and or redundant information requirements.</p>	<p>There are some ambiguities in the current wording in the FMPM around the requirement of stand listings. This will require clean-up of FMPM. In the short term there may be some opportunity to interpret the requirements.</p> <p>We will also have to clarify this requirement in FIM2. Changing the term in the FMPM (2004) to list of areas has not changed this requirement. FIM2 is currently prescribing information to obtain these stand lists.</p> <p>Linkage to Rec #2 and FOPs</p>	<p>High</p>	<p>Manager Forest Management Planning Section</p> <p>Assign to Task Group – see Recommendation 2</p>	<p>Clarity of FMPM requirements for stand listings.</p>	<p>Good area for discussion</p> <p>Need to consider linkages to FIM2</p> <p>Linkage to FOPs</p>	<p>Spring 2008</p>	<p>Less work for plan products and review.</p> <p>Less paper and printing costs.</p>
<p>RECOMMENDATION #10: RANK 2</p> <p>The review of the 2004 Forest Management Planning Manual (FMPM) recommended in Section 4.1.1.1 will determine if Silvicultural Ground Rules (SGRs) should be a required component of a Forest Management Plan. If it is found that a FMP must contain SGRs, the review should seek ways of introducing further efficiency to the requirements.</p>	<p>Confirm necessity of SGRs in FMPs.</p> <p>Streamline requirements as much as possible.</p>	<p>A review of this requirement can be undertaken. This recommendation should be combined with Rec #2.</p> <p>The FMPM (2004) has simplified the requirements for SGRs. The number depends on the extent to which the plan author wants to cover off any possible scenarios.</p> <p>The focus initially will be on streamlining. There is a strong linkage to FOPs that will have to be considered. There may also be implications for FIM2, silvicultural effectiveness monitoring, compliance and audits as well as AWS requirements.</p>	<p>Med.</p>	<p>Manager Forest Management Planning Section</p> <p>Assign to Task Group – see Recommendation 2</p>	<p>Proposals for streamlining SGRs.</p> <p>Revised training messages.</p> <p>Longer term – changes to FMPM.</p>	<p>Good potential for consensus on changes.</p>	<p>Spring 2007 for streamlining.</p> <p>Spring 2008 for FMPM changes.</p>	<p>Less work.</p> <p>Costs.</p>

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<p>RECOMMENDATION #11: RANK 2</p> <p>MNR should establish a web-based source for the publication of forest management planning-related documents and decisions. This source should provide access to final Forest Management Plans and amendments; final contingency plans and amendments; approved Annual Work Schedules and revisions; and Management Unit Annual Reports.</p>	<p>Cost reduction.</p>	<p>FMB has initiated project to provide electronic submission of FMPs and related documents – a feasibility study has been completed and phase one of the project is underway.</p> <p>Further developments over time are planned but are contingent on funding. This currently being incorporated into FIM2.</p>	<p>Med.</p>	<p>Manager Forest Management Planning Section</p>	<p>Web-based submission of FMPs and related products phased in over 3 years.</p>	<p>Good implementation potential.</p> <p>Requires cooperation from FSD and forest industry for tech-spec. development.</p> <p>Requires application development with limited resources</p> <p>Systems development, cost and resources is an issue.</p>	<p>Ranging spring 2007 to 2010.</p>	<p>Reduced costs for products and storage.</p> <p>Better public access to information products.</p> <p>Reduction staff time</p>
<p>RECOMMENDATION #12: RANK 2</p> <ul style="list-style-type: none"> • That the Province of Ontario expedite initiatives to engage First Nations on a government-to-government basis in discussions relating to the participation of First Nations in the benefits of resource management that the forest industry is capable of implementing. • That the forest industry implement economic opportunities with First Nations on a business-to-business basis within the frameworks established between governments. 	<p>Provide greater certainty to forest planning and operations</p>	<p>In 2006/07 in cooperation with the Forest Division develop updated guidelines for implementing C#34.</p> <p>In 2006/07 in cooperation with the Forest Division develop guidelines for ensuring Aboriginal participation in SFL transfers and the establishment of Cooperative SFL's and enhancing opportunities for deriving benefits from these activities</p> <p>Support OSAA in the development of a Resource Benefits Sharing policy framework for Ontario, including resource revenue sharing</p>	<p>Med</p>	<p>Manager Aboriginal Affairs Unit</p>	<p>Updated C#34 guidelines.</p> <p>Direction for Aboriginal involvement in SFL transfer and Cooperative SFL participation.</p>	<p>High</p> <p>Medium</p>	<p>March 2007</p> <p>Dec 2007</p>	<p>Clearer direction and policy parameters for improving benefits to Aboriginal people from forestry activities.</p>

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<p>RECOMMENDATION #13: RANK 2</p> <ul style="list-style-type: none"> That the MNR evaluate the extent to which requests for individual Environmental Assessments (IEAs) are a function of a failure of consultation and issue resolution processes or from root causes outside the FMP process, with a view to identifying what was handled well by experienced staff and resulted in the avoidance of individual EA requests . That the Province of Ontario implement measures to limit frivolous individual EA requests relating to Forest Management Plans. That the Province of Ontario implement measures to respond to individual EA requests in a timely manner. 	<p>Identification of “best bets” or “lessons learned” that can be shared with planning teams, companies and districts.</p> <p>Reduce number of IEA requests.</p> <p>Timely response.</p>	<p>Analysis of IEA requests can be undertaken to identify nature of issues</p> <p>This was attempted at Timber Class EA Review and MOE was not receptive to introduce measures to limit frivolous IEA requests. Concept was also rejected recently through MNR’s input to MOE on EA reform.</p> <p>MOE is currently undertaking an EA reform exercise and it is anticipated this may result in review process improvements, such as delegation of IEA request decisions to Director EAAB. It is anticipate that this will speed up responses to IEA requests.</p>	<p>Low</p> <p>Relative to other work priorities of FMPs</p>	<p>FSD lead supported by FMPS</p> <p>Manager Forest Management Planning Section</p>	<p>Case studies of successful and unsuccessful issue resolution.</p> <p>Development of “best bets” practises.</p> <p>Work with MOE to develop a procedure for MOE Director to screen IEA requests</p> <p>IEA request review procedure finalized</p>	<p>Good potential to evaluate case studies and share “lessons learned”</p> <p>EA reform is being implemented now.</p>	<p>2007</p> <p>2007</p>	<p>Information sharing across FSD districts and regions for handling IEA requests.</p> <p>More timely decisions are possible.</p>
<p>RECOMMENDATION #14: RANK 1</p> <ul style="list-style-type: none"> Funding for values data collection projects, including entry of data into the corporate data repository, should generally be provided to MNR Districts on an ongoing annual basis rather than be tied to the preparation of an FMP. Improvements are required in the values data management tool (NRVIS) to ensure ease of maintenance of values data (adding or removing values and associated attributes or editing the location or attributes of existing values). In addition, the pilot project of sharing the NRVIS application and access to the Land Information Ontario Warehouse values data with SFL holders should be supported 	<p>To ensure that funding for values collection work is provided at the most opportune time / location to optimize collection efforts and ensure up-to-date values information is available for FMP purposes</p> <p>To ensure values collection efforts do not contribute to FMP production delays</p> <p>To ensure that the Natural Resources and Values Information System (NRVIS) provides an efficient and effective means to manage values data required for forest management.</p>	<p>Agreement that values collection targets and funding should be provided to districts on a schedule that maximizes opportunities to gather values information (quality & quantity)</p> <p>Collection work needs to be prioritized and scheduled to ensure that values information is assembled and available to permit FMP planning to proceed without delay.</p> <p>Development and maintenance of the NRVIS application follows a model of continuous improvement. Each year, new releases are made to improve the functionality of the application and to add or modify data classes.</p> <p>Version 3.2.1, released in May 2006, significantly improved performance and speed. Version 3.3, scheduled for release in October 2006 will see</p>	<p>HIGH</p> <p>High</p>	<p>Regional Planning Managers</p> <p>in consultation with FSD Business Manager</p> <p>and Manager of Forest Management Planning</p> <p>Manager Geographic Data Maintenance and Support Services</p>	<p>Regional Planning Managers and regional FMP specialists will undertake a review / analysis of the current approach to allocating values collection targets and funding</p> <p>A proposed revised approach will be developed and presented to Regional Management Teams</p> <p>NRVIS 3.3 in production by fall 2006</p> <p>Pilot project to test feasibility of SFL use of NRVIS</p>	<p>High</p> <p>Continuous NRVIS releases to improve performance and add functionality will address many application-related concerns identified in the review.</p>	<p>2007/08 fiscal</p> <p>Fall 2006</p> <p>Results of SFL Pilot by March 31, 2007</p>	<p>Higher quality values information</p> <p>Improving collection efficiency may increase amount of values information</p> <p>Maximize opportunity to utilize up-to-date values information in FMP planning without causing delays to planning process</p> <p>More consistent annual program of values collection projects</p> <p>Improved functionality and</p>

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<p>RECOMMENDATION #16: RANK 2</p> <ul style="list-style-type: none"> • The review of the FMPM 2004 recommended in Section 4.1.1.1 will specifically apply the Process Streamlining Test (PST) to each annual report component with the objective of reducing Annual Report (AR) content. As well, information content that is duplicated outside of the annual report should be reviewed to determine the single correct location for the information. • The separation of the SFL holder responsibilities and the MNR responsibilities into two annual report components should be considered. 	<p>Simplified AR</p>	<p>AR requirements can be reviewed but changes may require change to FMPM/FEA. This undertaking needs to be done in conjunction with larger project looking at overall FMP requirements referenced in Rec #2.</p> <p>The AR information feeds several separate processes and reports and their needs will have to be considered but we agree that duplication should be reduced or eliminated. From a provincial AR perspective, there isn't a need for both tabular and GIS data where they overlap; GIS data is preferable</p> <p>This change requires funding and resources for the Forest Information Warehouse Feasibility Study. This would lead to a FMB strategy for creating and maintaining a repository for storing and retrieval of planning inventory and annual report information products. It also ties to a review of the Provincial Annual Report Database, and a determination of required information and format.</p> <p>There is an opportunity to determine if the "Final Invoice Report" required by the Forest Renewal Trust could be eliminated given that the information is provided in annual report submissions or visa versa.</p> <p>The possibility of bi-annual reporting will also be investigated</p>	<p>High</p>	<p>Manager Forest Management Planning Section</p> <p>Assign to Task Group – see Recommendation 2</p>	<p>AR requirements reviewed. Information flow analyzed. Recommendation for changes made.</p>	<p>Review of AR requirements will be done.</p> <p>Funding has not been provided for systems development</p>	<p>2007</p>	<p>Reduced workload for production of ARs</p>

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<p>• Incorporate the phasing out of former guide(s) and the implementation of new guides as part of the developmental process prior to approval.</p>	<p>To provide clarity on when new guides come into effect and old guides are phased out.</p>	<p>- When a guide development project is initiated, researchers (and other experts) are identified to provide support, identify and assess the body of science available on topic areas, provide expert opinion, and in some cases undertake additional analysis or investigations. This science support is ongoing throughout the development of the guide.</p> <p>- During guide development, a number of uncertainties will be raised. These will become prioritized as science questions that need to be explored through the effectiveness monitoring program. Each new approved guide will include a discussion on effectiveness monitoring. Scientists will be asked to undertake research programs to address the science questions. The results will then feed into the 5-year review of each guide to provide for a continuous improvement cycle.</p> <p>MNR does support the need to provide clear direction on when new guides will be applied and phasing out of old guides which have become obsolete.</p> <p>Each new guide will include a discussion on how requirements will come into effect with scheduled forest management plan renewals.</p> <p>There have been situations in the past where FMP teams incorporate draft guide direction with the intent of getting a “jump” on new requirements. This has occasionally resulted in additional revision effort and frustration when the proposed requirement has changed. FPS position has been that no guide requirements should be incorporated into FMP until the guide has been approved and direction issued to begin implementation</p>	<p>High</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>Defined effectiveness monitoring program and focussed research program to support future guide revisions</p> <p>New guides which are effective and efficient in meeting their intended purposes.</p> <p>Clear direction on application with FMP cycle included in new guides</p>

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<ul style="list-style-type: none"> Reinstate the principle that these documents are indeed guides and not rules. Guides themselves should encourage an innovative mindset and exercising professional and technical expertise and judgement. Guide authors need to ensure that the process requirements that allow deviation from the guide are not so onerous that they cause practitioners to default to the guide. This can best be accomplished by ensuring field-level membership on the development teams, combined with a strong focus on consultation with field practitioners. 	<p>To provide flexibility within guides which allows for exercising professional and technical expertise and judgment at the local level.</p>	<p>Most guides have always included “rules” or standards that are necessary to ensure protection of other forest values (eg. no harvesting within xxx metres of a waterbody). Standards will continue to be included in new guides.</p> <p>However, there has been some confusion with terms used in past guidelines and clearly differentiating between standards and where local professional judgement should be exercised. In the development of new guides, the following terminology will be consistently used:</p> <ul style="list-style-type: none"> Guide – a document that contains direction (ie. standards, guidelines, and best practices) Standard - a component of a guide that provides <u>mandatory</u> direction Guideline - a component of a guide that provides mandatory direction, but requires <u>professional judgment</u> for it to be applied appropriately at the local level Best management practice – a component of a guide that <u>suggests</u> a practice at exemplary level of performance <p>Guides will continue to include provisions for exercising professional and technical expertise and judgment, where appropriate, at the local level.</p> <p>Provisions for exceptions will be addressed in new guides but some reasonable level of rigour will need to be applied.</p> <p>MNR values and is supportive of having field-level membership on guide development projects. The guides (Landscape, Stand & Site, and Cultural Heritage) currently under development all have MNR (region and/or district), forest industry, and selected stakeholder representatives on the guide development and/or support teams. Also, field level staff</p>	<p>High (partial)</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>New guides which are effective and efficient in meeting their intended purposes.</p> <p>Increased clarity on standards, guidelines and best practises within new guides.</p> <p>MNR (region and/or district), forest industry, and selected stakeholder representatives on new guide development and/or support teams.</p>

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<ul style="list-style-type: none"> • Staff interpreting guides must be cautious to avoid “interpretation creep”, where successive levels of interpretation (which may be made in isolation) are applied to a guide, thereby changing the intent of the direction in that guide. 	<p>To provide for more consistent interpretation and application of guide requirements.</p>	<p>have and will be heavily involved with pilot testing draft guides at the FMU level.</p> <p>As recommended above, there will always be the need for some interpretation and flexibility when applying guides at the regional and district level because we cannot (nor should we) develop a guide that will cover all possible situations. This exercising of local judgement sometimes translates into conflicts when differences of opinions play out at the field level on what the guides actually intended. It is also recognized that there are sometimes inconsistent approaches to guide application within and across MNR regions. Good working relationships and communications are important in resolving these issues. Finding the balance between providing flexibility for exercising decisions to address local situations vs. very detailed and prescriptive direction setting has been a challenge.</p> <p>FPS is mindful of the need to improve in this area as we develop and roll out the new guides. Efforts include:</p> <ul style="list-style-type: none"> - development of interpretation notes, Q&As, training linked with FMP training modules, etc to help provide consistency in interpretation for some existing guides - Major overhaul of guide requirements into 5 books with regional/field staff representation involved on development teams, technical support, pilot testing, etc. to mutually enhance understanding - With the landscape guide, advancing the concept of Science and Information Packages (SIPs) which, as companion report(s) to the guide, will document underlying science, analysis and assumptions to aid in future interpretation issues and reviews 	<p>High</p>	<p>FSD – Regional Planning Managers</p> <p>With support from Manager & staff, Forest Policy Section</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>More certainty and consistency in guide application</p>

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<p>• Guides must be developed in an atmosphere of reality that respects the resources available from both MNR and the forest industry to ensure they can be implemented pragmatically.</p>	<p>To ensure guide development and implementation respects the limitations of available MNR and forest industry resources so that requirements can be implemented pragmatically</p>	<p>of the guide. – Guides are being developed by project teams lead by permanent MNR staff positions in Forest Policy Section. These positions have ongoing responsibilities for maintenance and support of assigned guides (in the past, there was no ongoing formal obligations once the guide was finalized and the team disbanded). These Guide leads will be available to provide interpretation and advice to regional staff during implementation of new guides and help improve consistency in application.</p> <p>MNR agrees that guides need to be developed so they can be implemented pragmatically and that guide requirements respect the limitations of available MNR and forest industry resources.</p> <p>The intent is to demonstrate progress through efforts to condense the 36 guidelines into 5 guides, streamline requirements, improve linkages with the FMP process, pilot test requirements at the forest management unit level, and undertake socio-economic analysis prior to approval of guides.</p> <p>It is also important for field staff to appreciate that guides are developed in response to legal commitments under the Forest Management Class EA approval, Environmental Bill of Rights, and Crown Forest Sustainability Act. Although these obligations may seem cumbersome and time consuming, efforts at the provincial level contribute to a legal framework (eg forest management approval under the EA Act) and broader “social license” which eases the burden that would otherwise have to be dealt with at the individual management unit level.</p>	<p>High</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>New guides which are effective and efficient in meeting their intended purposes and pilot tested to assess practicality of application.</p>

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<ul style="list-style-type: none"> • Guide development time frames must be substantially shortened as they currently exceed the five year review period. The Task Force foresees a continuous improvement approach to the maintenance of the documents that will lead to the future development of “generation less guides”. This approach will provide for the incorporation of new science, policy and results-based effectiveness monitoring direction and eliminate the requirement to periodically re-write the entire document. 	<p>To the extent possible, require more timely development of new forest management guides and encourage ongoing adaptive management approaches with future revisions.</p>	<p>On principle, the need to reduce time frames for guide development is supported. However, at this stage in the history of forest management guides, FPS feel it important to invest time in ensuring “we get it right”.</p> <p>It should be noted that the current initiatives to amalgamate the 36 guideline into 5 guides is a very major undertaking. It is not simply a matter of writing documents but modernizing a system of guidelines that have traditionally not been well maintained or resourced. These initiatives have required considerable staffing and team recruiting efforts, focusing science support to provide input into guide development and effectiveness monitoring programs; investigating and bringing spatial decision support systems into application; and more recently, exploring approaches to developing direction for forest management parameters at an eco-regional level. As well, many of the activities (eg. incorporating new science, pilot testing, socio-economic analysis, etc.) that serve to address the concerns and recommendations included in the task team report add considerably to the time frames for guide development.</p> <p>We do not foresee a scenario where the guides being developed today will be thrown out in 5 years and replaced by a completely different guide. Once in place, the ongoing effort to keep the set of guides current should be less onerous and time consuming</p> <p>There is an adaptive management cycle, including effectiveness monitoring programs and scheduled 5-year reviews, which will provide for continuous improvement for guides.</p>	<p>High</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>New guides which are effective and efficient in meeting their intended purposes. Major improvement to guide system which should provide for more timely revisions in the future</p>

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<p>RECOMMENDATION #18: RANK 1</p> <p>All information management obligations proposed in Version 2 of the Forest Information Manual (FIM), whether existing or additional, must address the Process Streamlining Test (PST) against the following principles:</p> <ul style="list-style-type: none"> • The information requirement must be clearly linked to the FMPM; • The FIM V2 requirement cannot be so constraining as to cause a forest manager to alter the forest management direction on the Management Unit in order to meet the requirement; • The information requirement must reflect the input and best efforts of all Industry and MNR advisors to provide a simplified and efficient approach to manage information in support of the forest program; • The information requirement (individually or as part of a larger process) must be established in a manner that clearly demonstrates that workload is not being increased, and, wherever possible, workload for Industry and MNR is being decreased. 	<p>Streamline information requirements.</p>	<p>This recommendation has been fully met in the implementation of FIM2</p> <p>The PST is being applied to FIM2 to find efficiencies (and hopefully reducing workload), yet in meeting all of the requirements of the FMPM 2004, workload and requirements have probably increased. FIM2 developers will continue to work to find efficiencies were possible.</p>	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p>	<p>Revised FIM</p>	<p>Good potential.</p> <p>Requires some regulation change to CFSA.</p> <p>Other streamlining activities will impact timelines of revised FIM.</p>	<p>March 2007 – may be delayed if there are further requirements and changes as a result of streamlining initiative.</p>	
<p>RECOMMENDATION #19: RANK 1</p> <p>To provide the Minister of Natural Resources the regulatory power to reinstate the term of a Sustainable Forest License whose term was not extended, where it has been determined that the licensee's performance warrants reinstating the full term.</p>	<p>A clear transparent, defensible process to enable reinstatement back to 20 years so the public has confidence in the process</p>	<p>Relates to IFA recommendations.</p> <p>Revise the CFSA 26 (4), regulation/section 10 (1) to amend term of licence.</p>	<p>HIGH</p>	<p>Manager Wood Allocation & Measurement Section</p>	<p>This would require:</p> <ol style="list-style-type: none"> 1. a regulatory change to provide the Minister this authority 2. a process to review progress on the implementation of the IFA Action Plan and if the key issues affecting the audit recommendation to not extend the SFL are addressed then, the Minister's authority under the regulation change could be applied. 	<p>Can be implemented through a regulation change subject to approval by Legs and Regs Committee</p> <ul style="list-style-type: none"> - to date all SFLs have a 20 year licence term – a shortened licence term has not occurred yet - This may require additional resources to ensure that audit 	<p>6 months to complete the regulation change</p> <ul style="list-style-type: none"> - resources are available to complete this Regulation change - application of this regulation would be subject the progress made on the IFA Action Plan. - implementation would ideally need to occur 	<p>reinstates 20 year SFL term</p> <ul style="list-style-type: none"> - supports new SFL companies who take over from companies who failed to satisfy the IFA recommendations for licence renewal - supports shareholder SFLs

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<ul style="list-style-type: none"> • The time required and the costs of transferring an FRL must be rationalized; • Reduce Area Forester’s Report (AFR) to a sign-off that all the current Area Forester’s Report requirements are met for a given license by the appropriate documents, or eliminate altogether and • MNR to investigate a graduated fee structure based on % of harvest share being transferred. For example, a fee may be set for dealing with transfers less than 5%, with increased fees through 10% increments. 		<p>Several checks and balances must be undertaken to work with the new FRL holder to ensure there are no account arrears, scaling agreements and payment methods are in place, commitments honoured, etc. FRL transfer process and cost should be reviewed. Change to cost structure will require change to Reg 167/95 s.12.</p> <p>Content requirements and purpose of area forester’s report should be reviewed and duplication eliminated. AFR to be reduced to 1-page checklist to accompany FRL for signing.</p> <p>Fee should be subject to workload required to transfer the licence – maybe a fee for service</p>			<p>Part of review – may lead to review and potentially new FRL transfer procedures and cost structure. Cost change would require amendment to Reg 167/95 s. 12.</p> <p>Revised procedure reflecting changes.</p>			
<p>RECOMMENDATION #21: RANK 2</p> <ul style="list-style-type: none"> • That the Forest Management Planning Manual (FMPM) be revised to include a section in the AWS dealing with Wood Delivery. The MNR would maintain an annual list of mills that are authorized to receive wood from Crown lands in Ontario. The SFL would notify MNR as to where the Crown wood will be delivered, which must be consistent with the FMP and the license documents, unless otherwise justified. • Area Forester’s Report should be an internal MNR working document completed by the Area Technician or Forester once the AWS has been approved. Signatures by the District Manager or Licensee would not be required. Consider re-naming the document, i.e., “License Input Form”. 	<p>Reduce paper work required by wood allocation and measurement reduced</p>	<p>Forest Management Planning Manual revision: There would be no problem with listing destinations as described, however it must be recognized that due to market condition changes in forest industry amendments are required regularly; SFL holder is not always the licensee – there are many overlapping licensees.</p> <p>Area Forester’s Report</p> <ul style="list-style-type: none"> • Basically a document that provides information and data to produce a licence document; • Could be renamed “License Input Form”. 	<p>Med</p>	<p>Manager Wood Allocation and Measurement Section</p> <p>with Manager of Forest Management Planning Section</p>	<p>Revision of Area Foresters Report would be required to allow for proper licence document input for Registration to allow for the invoicing of harvested Crown forest resources. Need for licensee and others to sign-off will be reviewed with Legal</p>	<p>Possibility of some revisions to allow for the linkage of Approval and Authority to Haul documents.</p>	<p>Review will be initiated in 06/07</p> <p>A report on the findings of the review and options to move forward will be produced early in 2007/08</p> <p>May take 1 to 2 years if significant changes to approvals processes and TREES modifications are required.</p> <p>This may require a major change to TREES Data System and</p>	<p>Consistent processing among districts – potential to reduce the number of individual approvals – potential savings in processing time</p>

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<ul style="list-style-type: none"> • TREES system to be updated to enable the Approval to Commence and Authority to Haul (ATH) documents to be combined into one document. • The term of the “Approval & Authority” document should be consistent with the term of the license to eliminate annual processes. • Delegation of Authority for the “Approval & Authority” document should be at the District level (Area Supervisor). 		<p>Approval to Commence Harvesting Operation</p> <ul style="list-style-type: none"> • Required under section 44 (1) of the CFSA – it authorizes the harvest of resources in a given year; • Defines the harvest blocks and the rate of stumpage that will be applied to that specific harvest(regular/opportunity rates) • Provides a basis for input of scaling factors for the calculation of volumes and values; • Is also used as a tool to collect outstanding accounts as per section 44 (2) of the CFSA. <p>Authority to Haul Unscaled Crown Forest Resources</p> <ul style="list-style-type: none"> • Is only issued when unscaled Crown forest resources are allowed to move from the place of harvesting as per section 45 (3) of the CFSA; • Ensures the that there is a valid Scaling Agreement is in place at final destination or place of measurement for the calculation of volumes and values for Crown charges; <p>Crown harvested timber moves between districts, between regions and out of the Province to Quebec/ Manitoba/ USA/off shore – this would make it very difficult for a Area Supervisor to approve and implement.</p>			<p>Services. See Rec #20</p> <p>WAMS and FMPS w/ FSD reps will lead a review of the potential to amalgamate the approvals for AWS, ATH, and Harvest Approvals w/ licensing, area foresters report and scaling agreement processes to determine if efficiencies can be realized and amalgamation of approvals processes can occur.</p> <p>Approval to Commence Harvesting Operation</p> <ul style="list-style-type: none"> • Is still required by the Act which allows for the Authority to harvest annually and forms a basis for the entire scaling and billing system. <p>Authority to Haul unscaled Crown Forest Resources</p> <ul style="list-style-type: none"> • TREES would need to be modified to force the ATH to be processed at the same time Approval is produced; • Authorizing and Distribution of ATH would be the responsibility of Regional Tenure and Measurement Coordinator; <p>T & M Coordinators are responsible for negotiating all Scaling Agreements within the Province and out of Province.</p>	<p>Approvals and ATH's are required for the movement, measurement, reporting, and processing of scaling data for the collection of Crown charges.</p> <p>Changing the Delegation of Authority to Area Supervisor will be considered in the review in relation to the detailed Scaling Agreement information for other districts/regions/out of Province destinations – cross district knowledge will be a major consideration – alternatives will be identified as part of the review</p>	<p>MNR's business process.</p> <p>The cost is unknown but it could be substantial.</p> <p>This could also cost forest industry if changes are required to Electronic Data Transfers and their computer systems</p> <p>All costs will be justified by the savings to MNR and industry or they will not occur</p>	

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<p>RECOMMENDATION #22: RANK 1</p> <ul style="list-style-type: none"> The locations of temporary holding yards that are anticipated to be required for more than 30 days should be identified in the Forest Management Plan (FMP) and the Annual Work Schedule (AWS) and will not require a Land Use Permit. Temporary holding yards that are not covered in the approved FMP/AWS may be covered through a revision to the AWS. The approval of the AWS revision will be considered as a revision to the Authority to Haul (ATH). Temporary holding yards located in the Harvest Approval area or block in the AWS will not require any form of approval or tenure. 	<p>To reduce/eliminate administrative requirements while still maintaining adequate controls on movement of wood to protect crown interest</p>	<p>Agree that this could be considered – link to Rec #2.</p> <p>Could be contradictory to streamlining AWS requirements and it appears counter to Recommendation #15 – the simplification of AWS. This would make for very ‘busy’ AWS maps.</p> <p>Holding Yards</p> <ul style="list-style-type: none"> If harvested Crown forest resources move within the Approval area – no additional approval is required; If forest resources move out off the Approval area but within the approved AWS – controls for that movement must be specified on the ATH and letter may also be required; Harvested forest resources from more than one approval will require a letter and modification to ATH – must control movement and measurement to ensure correct rates are applied to harvested resources (regular/ opportunity); <p>Holding yards on private land require letter from land owner and changes to ATH to reflect measuring controls.</p>	<p>MOD</p>	<p>Manager Wood Allocation and Measurement Section</p> <p>Assign to Task Group – see Recommendation 2</p>	<p>Streamline Holding Yard process but must ensure Crown’s interests are protected with regards to the movement, measurement and collection of Crown charges.</p>	<p>Can be done but will require frequent revisions to AWS as holding yard location may not be decided at the time AWS is approved.</p>	<p>Spring of 2007</p>	<p>Minor benefits may be obtained but the control over movement and measurement of the resources can not be jeopardized.</p>
<p>RECOMMENDATION #23: RANK 2</p> <ul style="list-style-type: none"> That MNR take steps required to eliminate the need for an Overlapping Agreement with SFL holders for personal use licensees. That an exemption be provided under the CFSA so that permits, rather than licenses, can be issued for personal use and that harvest locations be standardized throughout the province for personal use. 	<p>To reduce administrative process proportional to benefit to the crown and level of risk</p>	<p>Could be considered must ensure that Crown charges are collected for harvested resources</p> <p>Mechanism for authorizing the harvest of Forest resources for personal-use will be reviewed to determine if a different approach can be used that deals with workload, OHS requirements, and SFL liability concerns</p> <p>A mechanism for dealing with personal use requirements by Aboriginal people also needs to be explored</p>	<p>Mod</p>	<p>Manager Wood Allocation and Measurement Section</p>	<p>District must be able to provide specific Personal Fuelwood harvesting areas; Scaling and Billing System must be adjusted.</p> <p>Potential for revised procedures and potential changes to CFSA required</p> <p>Discussions required with Aboriginal Affairs Unit</p>	<p>Possible</p>	<p>2 years</p>	<p>Minor benefit to SFL holder but potentially more work for Districts.</p>

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<p>RECOMMENDATION #24: RANK 1</p> <ul style="list-style-type: none"> • Revise the Category 14 Ontario standards of the Aggregate Resources Act (ARA) to provide for a road maintenance corridor on existing forest access roads to allow for Category 14 aggregate opportunities; and • That the MNR develop a procedure to permit existing Category 9 permits to revert to Category 14 sites, where appropriate. 	<p>To reduce the number of Category 9 aggregate permits that the Forest industry presently hold.</p> <p>Category 14 has been revised to provide road maintenance on existing forest access roads.</p>	<p>A Policy and Procedure will be developed very shortly describing the requirements on how to convert a Category 9 aggregate permit to a Category 14</p> <p>Minister approved the revisions to Category 14 and Category 9 on June the 21, 2006</p> <p>FD: Audit and Compliance spin offs This has links to an AWS requirement for a table of pits and other information</p>	<p>ASAP</p> <p>DONE</p>	<p>Senior Policy Advisor, Aggregates: Aggregates and Petroleum Resources Section 705-755-1286</p>	<p>Development of a Policy and Procedure to convert Category 9's to Category 14's</p> <p>Provincial Standards have been approved by the Minister for Categories 14 and 9</p>	<p>ASAP</p> <p>Affective immediately</p>	<p>ASAP</p> <p>DONE</p>	<p>Reduces the number of Category 9 aggregate permits held by the Forest Industry and meets the recommendation of the Minister's Task Force on Forest Sector Competitiveness and the Task team on Streamlining</p>
<p>RECOMMENDATION #25: RANK 2</p> <p>To ensure that the Process Streamlining Test (PST) is applied during the review/revision of the Access Roads Manual. If additional time is required to allow for the full engagement of MNR and forest industry field practitioners, then the deadline for project completion should be extended.</p>	<p>To ensure that changes to the Crown Lands Roads Manual (CLRM) do not add unnecessary delays or impediments in the approval process related to forestry roads (<i>i.e.</i>, to roads that are the responsibility of the forest industry).</p>	<p>Recommendation to delay completion of CLRM not accepted but intention of recommendation can likely be satisfied.</p> <p>The CLRM will be completed in early fall 2006.</p> <p>The Forest Process Streamlining Task Force and a broader review group has been provided with the opportunity to review and influence all draft components</p> <p>Roads used for forestry purposes and the process requirements for them are governed primarily by the CFSA, the Forest Management Class EA and the Forest Management Planning Manual</p> <p>The <u>new</u> CLRM is a collection of new and updated Lands directives whose primary purpose is to provide information and guidance to MNR staff in the management and administration of roads on Crown land.</p> <p>Some components of the CLRM provide supplemental direction for the planning and management of roads used for forestry purposes (eg. responsibility determination key, use</p>	<p>Low</p>	<p>Manager Land Management Section</p>	<p>CLRM to be completed and released in October 2006</p> <p>The PST test could be applied to each of 23 Lands policies, procedures and information bulletins, or selectively applied if issues are identified with specific components.</p> <p>ADM – NRMD to promote use of PST</p> <p>Relevant training will be incorporated into FMP training modules.</p>	<p>The Forest Process Streamlining Task Team has already participated as part of the CLRM review.</p> <p>The PST could easily be applied to the CLRM components but it is uncertain who would conduct the PST test</p>	<p>The CLRM project deadline cannot be extended.</p> <p>Release expected in October 2006</p>	<p>The re-write of the CLRM was jointly supported by forest industry and MNR.</p> <p>Refreshed policies and procedures and consistent application will be beneficial to both MNR and the industry</p> <p>Because of the rigorous peer review conducted during the development of the CLRM components it is anticipated that application of the PST would result in minimal change</p>

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		management strategy components) The re-write of the CLRM (formerly Access Road Manual) was triggered by recommendations from the Forest Roads and Water Crossing Initiative. The FRWCI was a joint forest industry/MNR initiative; the report and recommendations were supported by both industry and MNR.						
<p>RECOMMENDATION #26: RANK 2</p> <p>Provide enhanced opportunities for forest industry that have demonstrated good past performance in the forest to make decisions locally related to low-risk water crossing approval. In support of this decision making process, protocols must be developed between forest industry and MNR, outlining:</p> <ul style="list-style-type: none"> • Notification procedures • Construct according to access roads and stream crossing guidelines • Reported through the Forest Operations Inspection Program (FOIP) • Industry must be trained in appropriate processes • Low-risk crossings not previously identified in the AWS may be authorized by forest industry and post approved/documented. 	<p>Apply risk-based approach to evaluating and managing stream crossings.</p> <p>Reduced planning and approval process for water crossings.</p>	<p>Water crossings remain a very contentious issue and has biggest potential to negatively affect the environment. DFO/MNR has agreements in place which streamline the approval process for forest industry now – instead of having to deal with DFO directly, MNR has responsibility for the identification of HADDs and approval of crossings.</p> <p>Need to engage DFO in discussions to further explore opportunities to adopt a risk-based approach for water crossing management</p> <p>There are some provisions in place to deal with some of this already. Newly discovered values - with an approved AOC prescription – apply the prescription and keep operating. It also links to the Identify/Confirm component of the FIM2.</p> <p>It also appears counter to Recommendation 32.</p> <p>There is a possible link to I&IE initiative that will separate good performers vs. chronic poor performers</p>	<p align="center">Med.</p>	<p>Manager Forest Management Planning</p> <p>with Manager Forest Evaluation & Standards Section</p> <p>and with Manager of Forest Policy Section</p>	<p>Review of draft water crossing review protocol with intent to discuss these proposals with DFO.</p>	<p>Uncertain; dependent on DFO reaction to proposed risk-based approach</p>	<p>2006 ?</p>	<p>Reduced process with water crossing approvals.</p> <p>Reduced costs.</p>

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<p>RECOMMENDATION #27: RANK 1</p> <p>The MNR and forest industry are to develop pre-approved engineered safe and cost-effective bridges, to be used under designated circumstances and in compliance with approval guidelines. Use of pre-approved structures will not require further engineering authorization.</p>	<p>Ensure that MNR's "duty of care" for bridges on Crown land is achieved.</p> <p>Reduce the timeframe for approval of bridges.</p> <p>Achieve consensus and buy-in from the Forest Industry.</p>	<p>The development of pre-approved engineered portable bridges has already been done.</p> <p>A review of the 1989 Crown land bridge policy is currently underway. Need to link achievement of this recommendation with this initiative.</p> <p>Bridge Policy will be incorporated into the new "Crown Land Roads Manual</p>	High	Regional Operations Managers (NWR to lead)	<p>A catalogue of pre-approved engineered safe and cost effective portable and permanent bridges.</p> <p>Incorporation of pre-approved bridges into an updated bridge policy</p>	Implementation potential is high since we are building on an existing policy and approaches that are already underway.	Work has already started as part of the bridge policy review. Expect completion by end of March 2007.	<p>Integration with an ongoing initiative so duplication of effort is avoided.</p> <p>Timely approval of crossings that require bridges.</p> <p>Financial savings due to reduced operational delays.</p> <p>Strengthening relationship with forest industry.</p>
<p>RECOMMENDATION #28: RANK 2</p> <p>Remove road and bridge MOU from process. Roads and associated crossings and use strategy are covered under Forest Management Planning or Land Use Planning Processes.</p>	<p>Find the most efficient and effective means and legally binding mechanism to assign responsibility for bridges and selected roads</p>	<p>Recommendation not fully accepted.</p> <p>Road MOUs are <u>not</u> required of the forest industry now. The responsibility for roads is assigned to SFL holders through the FMP, not through MOUs.</p> <p>Currently, bridge MOUs are required by MNR because nothing in the FMP or LUP process assigns legal responsibility for bridge structures or spells out the monitoring and maintenance activities necessary to address public safety and environmental concerns during the period between bridge installation and removal.</p> <p>The FMP process for bridges covers planning, installation and removal only. Unless the FMP requirements are modified, a legally binding mechanism such as MOUs must be provided outside of the FMP process</p> <p>If it was determined that it would be more efficient to incorporate this into the FMP process, then this alternative should be examined further.</p> <p>See Recommendations #2 and #25</p>	Very low	<p>Regional Operations Managers (NWR to lead)</p> <p>with CLBM Review Project Coordinator reporting to Manager Lands Management Section</p> <p>Assign to Task Group – see Recommendation 2</p>	<p>The Report on Crown Land Bridge Management (CLBM) is currently under review, with the participation of an advisory group of OFIA/OLMA representatives.</p> <p>This group will be asked to examine the bridge MOU issue and make recommendations whether to embed bridge monitoring and maintenance requirements into the FMP process or continue the use of bridge MOUs.</p> <p>The group will be asked for their recommendations based on these two factors:</p> <ul style="list-style-type: none"> - a goal of effectiveness and clarity in assigning responsibility for bridges, - process streamlining. <p>The potential benefit of embedding this subject in the FMP can be investigated in conjunction with FMP Streamlining project (Rec #2)</p>	Easily implemented, since the bridge management review group has already been formed and will be looking at bridge MOUs in due course.	2007	<p>Refreshed policy and procedures and consistent application will be beneficial to both MNR and the industry</p> <p>Appropriate assignment of responsibility and clarification of legal obligations</p> <p>Administrative efficiencies would need to be confirmed</p>

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<p>RECOMMENDATION #29: RANK 3</p> <p>That the requirement to scale Crown timber harvested and used as corduroy in road construction under an approved Forest Management Plan be removed and that the Crown charges waived.</p>	<p>To eliminate crown charges and cost of scaling corduroy wood used in roadways</p>	<p>Not Accepted</p> <p>All merchantable timber requires the payment of stumpage, which includes a forest renewal value to regenerate that forest; Scaling factors (defect/undersize) are applied to all merchantable timber utilized in road construction.</p>	<p>N/A</p>	<p>Manager Wood Allocation and Measurement Section</p>	<p>No Action Proposed</p>	<p>N/A</p>	<p>N/A</p>	<p>Industry would benefit by obtaining merchantable timber at no costs.</p>
<p>RECOMMENDATION #30: RANK 2</p> <p>That the requirements for Forest Operations Prescriptions (FOPs) be reviewed and streamlined. FOPs are prepared by Registered Professional Foresters (RPFs) and are not a requirement of the Forest Management Plan or Annual Work Schedules. The results of Forest Operations Prescriptions are recorded in silvicultural records and can be reported in the Annual Report.</p>	<p>Reduce requirements for FOPs. Clarify role of FOP.</p>	<p>This has been reviewed through FIM2 and a revised proposal has been developed and will be out for review in fall 2006. FOPs are required by CFSA.</p> <p>This links to an earlier recommendation to reduce AR requirements.</p> <p>For compliance there is need for a clearly identified prescription. The MNR objective is to provide a clear tracking to determine if it is a regeneration and/or silvicultural success.</p> <p>MNR must be able to determine if the objective regarding the future forest unit is met.</p> <p>There is opportunity for discussion to meet this objective and the necessary reporting. The PST application is appropriate.</p>	<p>Med.</p>	<p>Manager Forest Management Planning Section</p> <p>with Manager Forest Health and Silviculture Section and Forest Policy Section</p> <p>With FSD involvement</p>	<p>FOP review. Streamlined or justified requirements</p>	<p>Good</p> <p>Requires agreement between MNR and forest industry.</p>	<p>Spring 2007</p>	<p>Reduced workload. Clarification of purpose.</p>
<p>RECOMMENDATION #31: RANK 1</p> <p>The priority and level for Silviculture Effectiveness Monitoring (SEM) should be determined at a District level between the SFL holder and the MNR.</p>	<p>Ensuring SEM is carried out efficiently and effectively.</p>	<p>The focus of SEM is twofold: 1. are we getting the desired results? 2. are our efforts at achieving the results efficient and effective?</p> <p>Clear provincial rules or standards must be established, to ensure that the requirements are consistent and effective. This will enable MNR to confidently indicate to the public in official provincial reports that the</p>	<p>HIGH</p>	<p>Manager Forest Health and Silviculture Section</p>	<p>Establishment of MNR Project Team</p> <p>Development of SEM program components from MNR review.</p> <p>Consultation with Forest Industry regarding SEM program components.</p>	<p>Good</p> <p>Requires consultation within M<NR and with the forest industry.</p>	<p>Sept 2006-07-11 Dec. 2006 Feb 2006-07-11</p>	<p>A SEM system that permits MNR to determine regeneration status that is efficient and effective.</p>

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		<p>renewal program is effectively regenerating the forest. The identification of clear provincial standards will prevent the development of 26 different district approaches and standards throughout Ontario.</p> <p>A number of Independent Forest Audits have identified SEM as an issue/concern. In addition work carried out by the FHSS and most recently the result of the application of last year's "checklist" by the district confirms there are potential issues. Agree that the priorities should be set at district in line with provincial SEM program direction set by FMB</p> <p>FTG assessments are a component of SEM and simply tell us the forest that is there at a point in time. It does not measure effectiveness. In response to the EA Condition 29 a proposal is being developed for a "provincial SEM program" and the PST will be applied.</p>			Development of mechanism to implement SEM program and apply PST test during development		Fiscal 08/09	
<p>RECOMMENDATION #32: RANK 1</p> <p>The MNR and industry must apply the Process Streamlining Test (PST) to the entire compliance program.</p>	<p>Simplify reporting requirements.</p> <p>Focus on significant issues of non-compliance.</p> <p>Annual reporting of overall compliance results and immediate reporting of significant non-compliance incidents.</p> <p>Recognize the contribution of third party certification schemes to compliance.</p> <p>Recognize the contribution of independent forest audits to compliance.</p>	<p>Issues that need to be kept in mind are:</p> <ul style="list-style-type: none"> - program integrity, - validity, credibility, and receptivity of inspectors and "other credentials", - public nature of the inspection documents, and - simplification of reporting cannot compromise the ability of MNR to substantiate a case for orders or penalties. <p>Review of the Forest Compliance Handbook will address some of these issues.</p> <p>Current project to develop a risk-based approach to inspection programs will also resolve some of the issues related to the focus of</p>	High	<p>Manager Forest Evaluation & Standards Section</p> <p>assisted by MNR teams for Forest Compliance Handbook and Risk Based Approach to Inspection project (currently led by Enforcement Branch).</p> <p>also assisted by a joint MNR industry team for field applicability of systems, and integration of</p>	<p>New Forest Compliance Handbook.</p> <p>Policy and Procedure for risk-based approach to forest operations inspection program.</p> <p>Will require a task team to revisit the requirements of the EA Declaration Order and how they are being interpreted within MNR and should include dialogue with MOE.</p>	<p>Project already under way.</p> <p>Project already under way.</p> <p>Doable but nothing yet in place.</p>	<p>6-12 months</p> <p>Projecting April 1, 2008.</p> <p>6-12 months?</p>	

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
	<p>Continue voluntary industry inspector certification.</p> <p>Less onerous certification and recertification requirements.</p> <p>Recognition of other credentials for compliance inspections.</p> <p>Reward good performance by reduced scrutiny and less administrative requirements</p>	<p>inspection programs.</p> <p>Will require rethinking how the requirements of the EA Declaration Order are interpreted but should be able to accommodate changes within current Declaration Order.</p> <p>Third party Certification schemes, independent forest audits, and inspector certification issues are addressed in Rec. # 34.</p>		<p>certification/audit programs.</p>				
<p>RECOMMENDATION #33: RANK 2</p> <p>That the requirement for Annual Compliance Plans be eliminated.</p>	<p>Reduce duplication and unnecessary repetition with 10 year compliance plans and with FMP and AWS.</p>	<p>Strongly linked with actions on FMPs, AWSs and requirements of the EA Dec Order/FMPM. Need to consider the impact from MNR district level since they do not produce longer term plans now; perhaps Annual Plans would be an MNR only requirement.</p> <p>MNR's movement toward risk-based compliance will require the development of individualized compliance monitoring programs based on past performance and risk assessment. Modification to current requirements needs to consider both efficiency and effectiveness.</p>	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p> <p>In conjunction with FSD for compliance activities in other program areas.</p>	<p>No change to EA Declaration Order req'd for compliance elements.</p> <p>Amended FMPM</p> <p>PST test to be applied to revised Forest Compliance Handbook.</p>	<p>n/a</p> <p>Requires regulation change to implement</p> <p>Being pursued - project under way.</p>	<p>n/a</p> <p>?</p> <p>6-12 months</p>	
<p>RECOMMENDATION #34: RANK 2</p> <p>That a provision be implemented that would allow for certified compliance systems and integration with provincial compliance system versus duplicative use of the provincial compliance system and a requirement for certified compliance inspectors.</p>	<p>Reduce costs and duplication among certification schemes, independent forest audits and compliance inspections and costs of certifying and maintaining compliance inspectors for both MNR and industry without loss of quality or credibility to forest operations compliance or compliance program results.</p>	<p>An investigation of the certification management systems and the forest operations inspection program to determine which can be supportive of the other(s) will require some detailed analysis of these systems for compatibility.</p> <p>There will need to be a determination of the degree of objectivity and credibility of the certification management system elements in a forest operations compliance context – accountability to the public vs. a</p>	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p> <p>Assisted by joint MNR industry team.</p>	<p>Policy and Procedure for integration of third party certification management systems into forest operations compliance program.</p>	<p>Can be accomplished; will take resources (staff or consultant) that are not currently available</p>	<p>Start as early as fall 2006. Duration 6-12 months.</p>	<p>Savings in terms of time and effort expended to satisfy the requirements of similar systems</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
		<p>certification scheme. Any such process will have to ensure public accountability is maintained and legal requirements can either be met or changed.</p> <p>Evaluate contribution of independent forest audit program to forest operations compliance program and integrate as possible.</p> <p>The competency standard and training and maintenance requirements and methods for forest operations compliance inspectors could be reviewed to determine possible degrees of integration. See also Rec # 41.</p> <p>Given the recent public interest and scrutiny afforded the forest operations compliance program, progress should be undertaken cautiously.</p>			<p>Integration of the compliance component of independent forest audits into the compliance program.</p> <p>New competency standards for certification and maintenance of certification of forest operations compliance inspectors and recognition of other credentials.</p>	<p>Can be accomplished; workload undetermined. No resources currently available. Integrate with IFA</p> <p>Doable.</p>		
<p>RECOMMENDATION #35: RANK 1</p> <p>Ensure that the Process Streamlining Test is applied during the review of the recently-expired line marking procedure and that the field forest program staff are included in the production of the updated document.</p>		<p>The existing procedure (which has not expired) will be reviewed using the process streamlining test. (Note: sunset dates are recommended dates for review)</p>	Mod	<p>Manager Wood Allocation and Measurement Section</p>	<p>Revisions to procedure and communication of distinctions and best practices.</p>	<p>PST to be applied</p>	<p>6-12 months</p>	<p>TBD</p>
<p>RECOMMENDATION #36: RANK 1</p> <p>That the Fire Solutions Forum be reactivated to address issues between the Fire and Forest Programs in Ontario. An updated mandate and Terms of Reference for this committee is to be completed and include the application of the Process Streamlining Test (PST) on all fire-related policies that impact forest industry costs.</p>	<p>To ensure there is effective consultation between MNR and forest industry experts on fire-related matters</p>	<p>Currently the Fire Forum is active and has dialogue on an "as required" basis. Program supports reviewing mandate and Terms of Reference to improve the forum's contribution to the ministry's policy decision-making.</p>	Mod	<p>Manager Forest Fire Management Section</p>	<p>Review mandate and revise ToF R. Select Co-Chairs who can manage a regular agenda. Next meeting planned for September 2006.</p>	<p>can be incorporated into regular business</p>	<p>Fall 2006</p>	<p>Improved communications and problem-solving as well as enhanced working relationships between government and industry.</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #37: RANK 2</p> <p>That the MNR determine the costs of providing for non-timber values and determine a fair and equitable distribution of those costs among all Crown forest beneficiaries.</p>	<p>a) To more equitably share the cost of accessing and protecting non-timber values with other users of the forest.</p> <p>b) To initiate a review of the cost of providing / protecting non-timber values, and prepare policy options for cost-sharing.</p>	<p>a) MNR's road construction and maintenance program will provide \$75 million in funding to the forest industry to offset costs of constructing and maintaining primary and secondary forest access roads on Crown Land that are available for public use.</p> <p>b) Interested in exploring the costs, but not currently intending to open the policy discussion</p>	<p>High</p> <p>Low</p>	<p>A/ Manager Forest Business and Economics Section</p> <p>with Manager, Forest Policy Section and Manager Forest Evaluation and Standards Section</p>	<p>a) Road construction and maintenance program</p> <p>b) Better understanding of forest industry costs</p>	<p>a) In place.</p> <p>b) Would require significant consultation and policy review</p>	<p>a) in place</p> <p>b) Long-term</p>	<p>Immediate reduction in cost to the forest industry, on average \$3/m³</p> <p>b) May provide some insight into options for cost reduction / cost sharing</p>
<p>RECOMMENDATION #38: RANK 2</p> <ul style="list-style-type: none"> • That the Timber Resource Evaluation System (TREES) be updated – it is not meeting the needs of all parties. TREES should be evaluated to determine if it is the right mechanism to provide the broad range of information and services it is now used for. What changes are necessary to TREES to better provide those services, or should another system be considered? • TREES and any related systems must provide good and timely information to make industry competitive and ensure public interest is maintained. • Examine Bills of Lading – process needs to be modernized and use up-to-date technologies such as swipe cards. 	<p>To determine if TREES is currently meeting intended purpose(s)</p> <p>To determine if TREES could/should be modified to satisfy additional information needs</p>	<p>TREES was designed to calculate volumes and values for the invoicing of licensees for Crown timber harvests in the Province;</p> <p>TREES is constantly being updated in response to changes to the stumpage system, Forest Accord Items (11 & 12), changing business processes, changes to Provincial information data requirements (Annual Reports, Federal Reports, etc.), and request from senior managers;</p> <p>iTREES has been developed to respond to data information requirements from SFL managers, licensees, and mills;</p> <p>TREES is open to modernization; at present swipe card/bar code technology can be processed through TREES;</p>	<p>Med</p>	<p>Manager Wood Allocation and Measurement Section</p>	<p>Recommendation does not indicate the specific nature of desired modifications A review team or survey of user/client needs could be implemented to determine the extent and type of modification being considered</p> <p>Will require input from industry and Field Services</p>	<p>Direct competition for funding for systems development with other recommendations</p> <ul style="list-style-type: none"> • Need to know what specific needs are not being met; • Forest Industry will need to supply dollars and technology at field sites to accommodate new technology. 	<p>1 year to conduct review</p>	<p>Depends on user/client needs survey.</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #39: RANK 2</p> <p>That the Forest Evaluation and Standards Section be directed to apply the Process Streamlining Test (PST) to the Independent Forest Audit (IFA) protocol during the 2006 summer’s review. Key elements to consider:</p> <ul style="list-style-type: none"> • Focus the protocol and the auditors on SFL/MNR District (auditee) level compliance with requirements which include: <ul style="list-style-type: none"> ○ Compliance of MNR District(s) and the industry/SFL holder with the Forest Management Planning Manual; ○ Compliance of the license holder with the terms and conditions of their Sustainable Forest License; ○ Compliance of the MNR District(s) and the industry/SFL holder with the balance of the regulatory framework; ○ Compliance of the MNR District(s) and the industry/SFL holder with the Forest Management Plan and assessment of its implementation. • Allow IFA to recognize components covered by third party certification to reduce the work and cost of the audit; • Provide the flexibility to auditors to tailor their audits using a risk management based approach vis-à-vis assessing the likelihood of a non-compliance, the severity of non-compliance, the potential for mitigation of a non-compliance, and the cost of mitigation of non-compliance; • Assess and evaluate the audit process to reduce the workload it imposes on the Districts and Sustainable Forest License holders and as a minimum create no new work; • Eliminate as much paper copying in favour of electronic copies of documents and maps and adopt standards for this exchange; • Add flexibility to the timing of audits to minimize overlapping with FMP planning (IFA in year following 5 year plan term); • Reduce audit requirements for 2nd five year term of a 10 year plan; • Develop and institute a quality control program for auditors; and • Allow flex timing of audits in relation to workload and point in planning cycle (i.e. not a set target of every 5 years). 	<p>More effective and efficient audit program.</p>	<p>The contract for the review of the IFA Program has been developed.</p> <p>The objectives of the project are to:</p> <ol style="list-style-type: none"> i. Review the effectiveness, efficiency and economy of the Independent Forest Audit process in relation to its intended purposes. ii. Consult the public while carrying out the review. iii. Identify and confirm aspects of the IFA process that are working well. iv. Identify and confirm aspects of the process that may benefit from change. v. Propose options for change for aspects of the process which may benefit from change. vi. Report findings and proposed options to the MNR Steering Committee or its designate. <ul style="list-style-type: none"> - The objectives developed for the project already address concerns of effectiveness, efficiency and economy but they also must be responsive to input received from the public an various stakeholders. - During the first meeting with between the Steering Committee and the successful consultant this recommendation will be identified as an item to be considered during the course of the review. - When the final report on the review has been provided to the Steering Committee, they will consider this recommendation when developing their recommendations for any changes to the program. - The recommendation suggests that the protocol focus on a number of items but does not specifically name FIM. Given the fundamental role of FIM it would be advantageous for it to be clearly identified. - The EA Condition and CFSA Regulation 160/04 require the audit to examine effectiveness. This has been a key strength of Ontario’s audit program to date and should be retained. 	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p>	<p>Revised audit protocol and possibly a revised audit regulation and EA Condition.</p>	<p>See Response column; this recommendation will be incorporated into the scheduled IFA review</p>	<p>Work on this recommendation will commence during July 2006 at the first meeting of the IFA Review Steering Committee and the consultant.</p> <p>Resulting changes which are easy to implement will occur with the 2007 IFAs, however more substantial will not occur until the 2008 IFA program.</p>	<p>More effective and efficient audit program.</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #40: RANK 3</p> <p>That the requirement for industry/SFL holders to achieve forest certification, being considered by the MNR, be extended to 2010.</p>	<p>Relieves the industry from the 2007 deadline to give them more time to prepare.</p>	<p>Not Accepted</p> <p>The Minister and Deputy have been briefed on various options related to forest certification, including this one. The Minister's decision is to continue with 2007 date.</p> <p>The Minister will determine his chosen course of action should any SFLs not be certified by the end of 2007.</p>	<p>Low</p>	<p>Manager Forest Evaluation & Standards Section</p>	<p>None required. Recommendation not accepted. All SFLs expected to be certified by end of 2007 as per Minister's direction.</p>	<p>Low Recommendation not accepted.</p>	<p>Target of end of 2007 still in place</p>	<p>Ontario's forests meeting a certification standard will provide independent confirmation that Crown forests are being managed to a high standard.</p> <p>It is recognized that certification may be an added cost to the forest industry, but the long-term benefits of certification are expected to maintain industry competitiveness.</p>
<p>RECOMMENDATION #41: RANK 1</p> <p>That the re-certification for field staff be extended to every five years, provided staff maintain their competencies by attaining a minimum level of field work.</p>	<p>Reduced costs for certification</p>	<p>The 3 year period is a joint MNR and forest industry committee design, therefore it needs to be a joint decision to move to 5 years. This decision will need to consider the maintenance of competencies and program integrity.</p> <p>Caution: Policy changes rapidly – will likely need to enhance training in intervening years between recertification periods. Need to maintain rigour to program to deal with critics of an industry lead compliance program.</p>	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p>	<p>Adjustments to existing program design and procedures.</p>	<p>High</p>	<p>Could be done in short term if endorsed by MNR. Before Christmas.</p> <p>May need some adjustments to registration computer program which will require funding.</p>	<p>Reduced costs and effort.</p>

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RECOMMENDATION	Key Objective	Response	Priority	Lead Responsibility	Key Deliverables and/or Products	Implementation Potential	Timelines	Benefits
<p>RECOMMENDATION #42: RANK 1</p> <p>That the MNR review all forest program business practices where information is exchanged with the forest industry and paper documents are still utilized. In addition, MNR should determine the most efficient means of conducting as much of that business electronically and introduce those eBusiness practices as soon as is practical.</p>	<p>Reduced paper transfer and increased efficiency</p>	<p>Much of this should be pursued and considered as the pervue of the FIM and can be implemented through the existing JIMC/Tech Team structure.</p> <p>Enshrinement in the FIM ensures a standardized approach and standardized content.</p> <p>Make sure the focus in on how the information is shared, not what information is shared. This is done so auditor can follow an audit trail.</p>	<p>High</p>	<p>Manager Forest Evaluation & Standards Section</p>	<p>Updated FIM</p>	<p>Requires systems development work including modifications to FIM Portal.</p> <p>Implementation will be limited or delayed by availability of new dedicated funding</p>		
<p>RECOMMENDATION #43: RANK 1</p> <ul style="list-style-type: none"> • That the MNR, with participation from industry partners, clearly define the methodology for determining the benefits of a tree improvement program investment in Ontario. • That the MNR, with participation from industry partners, clearly define the operational and strategic aspects of the Provincial Tree Improvement program. • That a clear apportioning of the funding responsibility of strategic activities to MNR and operational activities to Industry partners needs to occur. 	<p>Establishment of direction and identification of responsibilities for Tree Improvement</p>	<p>Forest Genetics Ontario will be asked to respond to these recommendations where appropriate.</p> <p>A strategic plan being developed by MNR will identify the MNR role. The strategic plan recently adopted by FGO identifies the industry role.</p> <p>The adoption of the MNR and FGO strategic plans will provide a vehicle to discuss roles and responsibilities.</p>	<p>HIGH</p>	<p>Manager Forest Health and Silviculture Section</p>	<p>MNR FGSM Strategic Plan FGO Strategic Plan</p>	<p>HIGH</p>	<p>March 2007</p>	<p>Update of the strategic direction for tree improvement.</p>

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APPENDIX 1 - Explanation of Recommendation Table Columns

1. Recommendation

Recommendation as it appears in the Forest Process Streamlining Task Force Report (May 2006)

Colour code indicates probability of addressing recommendation

RANK 1 **19/43** = recommendation can be actioned and will likely meet full expectations of Task Force; implementation priority high

RANK 2 **21/43** = recommendation (or part of) can be actioned and will likely meet most expectations of Task Force; implementation may take considerable time; some dependent on new or re-assigned resources

RANK 3 **3/43** = recommendation rejected

2. Key Objective

A statement of the intended positive outcome(s) that are anticipated by the Report recommendation (what are we setting out to achieve?)

3. Response

General overall reaction to the recommendation that emphasizes the positive outcomes might be expected, as well as, identifying any obvious obstacles that may limit ability to fully address the recommendation.

4. Priority

Indicate the priority / importance that MNR would place on addressing this recommendation (high, med, low). A high ranking would also imply that the recommendation can be reasonably addressed. The ranking is not an indicator of how quickly it can be accomplished

5. Lead Responsibility

MNR Section Manager who would be assigned the lead to develop the action plan for the recommendation and who would be expected to implement the proposed actions and produce the specified deliverables. This may include securing the cooperation and support of other Section Managers

6. Key Deliverables or Products

Brief description of the expected outcomes and associated products

7. Implementation Potential

Statement that forecasts the likelihood of fully addressing / accomplishing the recommendation. Brief rationale should be provided where implementation issues are anticipated

[NOTE: there is possible duplication with RESPONSE column, but the IMPLEMENTATION POTENTIAL column should offer more specific detail]

8. Timelines

Indicate when work could be initiated on the recommendation and when it would be completed. Provide brief rationale statement if timeline will extend over a long period

9. Benefits

Summarize expected benefits (efficiencies and savings) that will be achieved by implementing the proposed actions

[NOTE: there is possible duplication with KEY OBJECTIVE column, but the BENEFITS column might offer more specific detail]

APPENDIX 2 - Extract from Forest Process Streamlining Task Force Report – Process Streamlining Test and Working Principles – Pages 7-10

P3.1 Process Streamlining Test (PST)

The Task Force believes that a simple **Process Streamlining Test**, comprised of 4 questions, can lead to a clearer understanding of the issue as well as potential solutions. The Test can be applied to complex issues or subject areas like the Forest Management Planning Manual, as well as any of its components, such as Silvicultural Ground Rules. It was found the Test will work best if it is applied with field practitioners (forest industry and MNR field) present

Process Streamlining Test (PST)

1. What is the objective of the requirement (i.e. procedure, policy, approval)?
2. Is the requirement necessary to meet the objective?
3. Is the requirement as simple, cost-effective and efficient as it can be?
4. What alternative or change will lead to a positive response to the points above?

When the Task Force applied the **PST** to issues and barriers identified by our field organizations we found that it helped us to focus and put us in a better frame of mind to determine if there really was an issue, and if so, what the appropriate solution(s) might be. In some cases we determined that we did not have sufficient expertise at our table to fully develop a recommendation but we could lay the groundwork out for the technical experts to build on.

We found that a negative response to the Question #2 often led us to a recommendation that the requirement was unnecessary and, therefore, should be eliminated.

We also discovered that a negative response to Question #3 led us to a more fulsome discussion of the primary objective, requirements and alternatives.

The Task Force recognizes the need for government regulation and policy to balance the various uses and protect multiple values in the Province's Crown forest. It also recognizes that there will be instances where government and industry disagree on specifics. By applying the **PST**, the Task Force believes that everyone will have a better understanding of each other's needs and interests and that all options will have been examined.

3.2 Working Principles

Interpretation of one of the resource stewardship principles, as described in MNR strategic direction entitled "*Our Sustainable Future*", appears to be the root cause of significant concern and cost to the forest industry. That resource stewardship principle reads:

"As our understanding of the way the natural world works and how our actions affect it is often incomplete, MNR staff should exercise caution and special concern for natural values in the face of uncertainty".

While the forest industry recognizes the need for caution in the face of uncertainty, it is the degree to which caution is exercised which is of concern. **Exercising caution should not be construed as the total elimination of risk but rather a careful examination of risks and benefits as well as opportunities for innovative approaches.**

The forest industry members of the Task Force consistently reiterated their support for all of the Resource Stewardship Principles, including but not limited to:

- Recognizing the finite capacity of our natural systems;
- The need for participation in resource management by all those who share an interest;
- The use of scientific and technological knowledge to support sustainable development of natural resources; and
- An ecosystem approach to managing our natural resources which enables a holistic perspective of social, economic and ecological aspects and provides the context for integrated resource management.

The concern and cost (time delays, cost to gather data and cost to monitor) to the forest industry stems from the common interpretation and application of the precautionary principle by MNR staff. The Forest Process Streamlining Task Force felt that there were a number of valuable **Working Principles** that were either stated or implied in the field submissions that will help us move forward with effective process streamlining and improved front line approval processes which will not detract from our mission of ecological sustainability or our vision of sustainable development. The proposed **Working Principles** (as identified below and further described in Appendix 2) should minimize what is believed to be a significant imbalance between ecological, social and economic values when the precautionary principle is applied:

Working Principles:

- Foster Strong Working Relationships
- Recognize Professionalism of Our Staff
- Embrace Risk Tolerance
- Focus On Results
- Reward Good Performance
- Courage to Manage
- Continuous Improvement
- Use of Technology

3.3 Process Streamlining - The Primary Recommendation

Members of the Forest Process Streamlining Task Force fully endorse the position stated by the Minister's Council in that it "...does not dispute the need for government regulation and policy to balance the various uses and protect multiple values in the Province's Crown forest." The needs of the forest sector and the field level organization of MNR are:

- A mechanism to safeguard against the requirement to include additional information (i.e. information that is not legally required) which is not only costly but often creates the likelihood for consequential amendments to FMPs or revisions to AWSs or to compliance issues.
- A mechanism to safeguard against the introduction of new processes or information requirements which become entrenched in policy, guidelines and manuals but really do not serve any purpose related to sustainability or cause duplication of effort. If left unchecked, costs and effort can escalate over a relatively short time span.
- Improved communications and regular interaction which should lead to reduced conflict, reduced costs and better forest management strategies and practices.

RECOMMENDATION #1: Process Streamlining becomes regular business for both MNR and the forest industry. This recommendation can be accomplished by:

- MNR and the forest industry clearly articulating their endorsement of the **Process Streamlining Test** and **Working Principles** to their field staff. For MNR this can be done through its training venues (e.g. Forest Management Planning training modules) and through District and Regional Leadership meetings;
- MNR District, industry and SFL holders establishing clear lines of communication and meeting on a regular basis. There is little or no cost to implement at a local level with immediate results. No change in legislation or regulation is required;
- The recommendations and outstanding issues contained in this report being sent to teams of industry and MNR experts to fine-tune;
- A person or team being established to act as a link between our Forest Program Specialists and our Field Experts. This person or team should:
 - Develop an implementation plan;
 - Retain a strong field focus;
 - Make presentations to the field on Process Streamlining;
 - On an annual or semi-annual basis;
 - Review accomplishments and progress;
 - Identify additional or new impediments, barriers and efficiencies in a manner similar to the one used in developing this report.

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APPENDIX 3 - Acronyms appearing in this document

AAU	Aboriginal Affairs Unit, MNR
ADM	Assistant Deputy Minister
AFR	Area Forester's Report
AR	Annual Report (FMP)
ATH	Authority to Haul
AWS	Annual Work Schedule
C#34	Condition #34, Forest Declaration Order
CLBM	Report on Crown Land Bridge Management
CLRM	Crown Land Roads Manual
CFSA	Crown Forest Sustainability Act
DFO	Department of Fisheries and Oceans (Federal Government)
DM	District Manager
EAAB	Environmental Assessment & Approvals Branch, MOE
EBR	Environmental Bill of Rights
FBES	Forest Business & Economics Section, Forest Division, MNR
FD	Forest Division, MNR
FEA	Forest Environmental Assessment
FESS	Forest Evaluation & Standards Section, Forest Division, MNR
FFMS	Forest Fire Management Section, Field Services Division, MNR
FHSS	Forest Health & Silviculture Section, Forest Division, MNR
FIM	Forest Information Manual
FIM2	Forest Information Manual – Version 2
FMB	Forest Management Branch, Forest Division, MNR
FMP	Forest Management Plan
FMPM	Forest Management Planning Manual
FMPs	Forest Management Planning Section, Forest Division, MNR
FOP	Forest Operations Prescription
FPS	Forest Policy Section, Forest Division, MNR
FRL	Forest Resource Licence
FSD	Field Services Division, MNR
FTG	Free to Grow
IEA	Individual Environmental Assessment
MOE	Ministry of the Environment
MNR	Ministry of Natural Resources
NRVIS	Natural Resources Values Information System
OLMA	Ontario Lumber Manufacturers Association
OFIA	Ontario Forest Industry Association
OSAA	Ontario Secretariat for Aboriginal Affairs
PST	Process Streamlining Test
RD	Regional Director
RPF	Registered Professional Forester
SAR	Species at Risk
SEM	Silvicultural Effectiveness Monitoring
SFL	Sustainable Forest Licence
SGR	Silvicultural Ground Rules
SIP	Science and Information Package
SIRD	Science, Information and Research Division, MNR
ToR	Terms of Reference
TREES	Timber Resources Evaluation System
WAMS	Wood Allocation & Measurement Section, Forest Division, MNR