

# **Forest Enhancement Society of BC**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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## Board Chair's Accountability Statement



The 2022/23 – 2024/25 Forest Enhancement Society of BC (FESBC) Service Plan was prepared under the Board's direction in accordance with Budget Transparency and Accountability Act. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of November 30, 2021 have been considered in preparing the plan. The performance measures presented are consistent with the Budget Transparency and Accountability Act, FESBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of FESBC's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in blue ink that reads "Jim Snetsinger". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Jim Snetsinger  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how FESBC will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent Crown Agency [Mandate Letter](#).

FESBC contributes to the achievement of Government's strategic priorities through the delivery of its constitutional purposes:

- Prevent and mitigate the impact of wildfire,
- Improve damaged or low-value forests,
- Improve habitat for wildlife,
- Support the use of fibre from damaged and low-value forests, and
- Treat forests to improve the management of greenhouse gas (GHG) emissions.

FESBC operates on a proponent-driven model, periodically inviting project funding applications which are then reviewed with input from the Ministry of Forests. Technical staff ensure project proposals are aligned with FESBC's purposes and the provincial government's priorities.

FESBC works with service delivery partners to ensure project implementation and treatment on the land base is timely, efficient and provides value for money. As of December 31, 2021, FESBC has allocated \$238 million of provincial investments to support funding of 265 projects. The Province has provided new funding of \$25 million to help reduce wildfire risks and improve fibre utilization.

In addition to advancing FESBC's constitutional purposes and contributing to the achievement of the [Low Carbon Economy Leadership Fund](#) (LCELF) objectives, FESBC contributes to the achievement of the Minister's Mandate letter by reducing the wildfire risk to communities, accelerating B.C.'s transition to a larger bioeconomy, and reducing greenhouse gas emissions from forestry activity. FESBC-funded projects employ forest sector workers as well as support secondary forest industries which utilize traditionally non-merchantable fibre to generate energy and reduce carbon emissions. Together, these activities create multiple economic, social and environmental benefits, and contribute to provincial and federal climate change objectives, including those identified in the Province's [CleanBC](#) plan, [Forest Carbon Initiative](#) (FCI) and the federal government's LCELF.

FESBC supports the implementation of the *Declaration on the Rights of Indigenous Peoples Act*, the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the objectives outlined in the Province's [Stronger BC for Everyone: B.C.'s Economic Recovery Plan](#). Projects approved through FESBC support true and lasting reconciliation with Indigenous peoples through supporting increased Indigenous peoples' participation in the forest economy.

To ensure FESBC projects are delivered on time and bring the desired benefits to the citizens and communities in B.C., FESBC is committed to delivering on the Province's direction to implement enhanced and rigorous project management systems to track and quantify the benefits of these investments in B.C.

## Operating Environment

As a government-reporting entity, FESBC's purposes will continue to be guided by the provincial government's operating environment, and achievement of the Province's strategic priorities.

FESBC projects play an important role in supporting the Province's rural and forest-dependent communities, contractors and workers impacted by economic challenges through the funding and delivery of projects consistent with its purposes and provincial priorities, creating jobs for British Columbians in Indigenous and non-Indigenous communities.

Climate change has a significant influence on wildfire activity and the potential for flood events in the future. As such, proactive wildfire risk reduction treatments and [FireSmart](#) projects aimed to mitigate the negative impact of wildfires on rural and Indigenous communities are top funding priorities for the Board. The recovery and utilization of low grade residual fibre resulting from wildfire risk reduction activities is also a priority for funding. Wildfire risk reduction treatments that result in creating forest structure more consistent with historical natural disturbance are more fire resilient and hydrologically stable in the long term.

It is anticipated that over 93 per cent of current FESBC projects will be completed by the end of 2021/22. FESBC will continue to ensure successful and efficient completion of projects. In alignment with Government's priorities for 2022/23 and 2023/24, FESBC will target the new funding to enable and support new project proposals for wildfire risk reduction activities and the utilization of residual fibre associated with those projects. Effective and diligent oversight of projects will ensure FESBC continues to align with the Province's strategic priorities of putting people first, meaningful reconciliation with Indigenous peoples, and supporting a strong, sustainable economy in B.C. FESBC will continue to communicate its plans and achievements to stakeholders and the general public, recognizing the contributions by the provincial government to the success of the program.

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast

Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

## Performance Planning

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

Fire is a natural and essential ecological process in British Columbia’s forests. Balancing the potential benefits with the inherent risks of wildfire is becoming increasingly challenging, especially within the context of climate change. FESBC works collaboratively with provincial agencies, local governments, Indigenous communities and partners, and rural communities to support both risk reduction and mitigation activities associated with wildfires.

#### Objective 1.1: Enhance wildfire risk reduction activities for B.C. communities and improve ecosystem resiliency

##### Key Strategies

- Work with the Ministry of Forests to assess strategic wildfire risk management priorities and opportunities;
- Coordinate and support the effective delivery of funds for wildfire prevention planning and fuel management treatments near higher-risk communities and critical infrastructure;
- Maximize the recovery and utilization of low-value residual fibre resulting from wildfire risk reduction treatments; and
- Support the delivery of the [Community Resiliency Investment](#) (CRI) program in cooperation with existing agencies including the Ministry of Forests, Union of BC Municipalities (UBCM), and the First Nations Emergency Services Society (FNESS) of British Columbia.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast <sup>1</sup>	2022/23 Target <sup>2</sup>	2023/24 Target <sup>2</sup>	2024/25 Target <sup>2</sup>
1.1a Priority area of fuel management treatment activities completed (hectares)	3,900 ha	5,200 ha	2,550 ha	3,150 ha	0 ha

Data source: PwC financial data, FESBC Information Management System (FESIMS) Data, and FESBC staff input.

<sup>1</sup> Forecast for 2021/22 is based on spending forecasts for the associated business area measure and a detailed analysis of actual average combined planning and treatment costs to date of \$3,100/ha.

<sup>2</sup> Targets are based on an estimated average cost of \$4,000/ha for Wildfire risk reduction treatment activities.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target <sup>1</sup>	2023/24 Target <sup>1</sup>	2024/25 Target <sup>1</sup>
1.1b Priority area of fuel management planning activities completed (hectares)	N/A	N/A	2,850 ha	1,950 ha	0 ha

Data source: FESBC Information Management System (FESIMS) Data, and FESBC staff input.

<sup>1</sup> Targets are based on an estimated average cost of \$700/ha for wildfire risk reduction planning activities.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target <sup>1</sup>	2023/24 Target <sup>1</sup>	2024/25 Target <sup>1</sup>
1.1c Volume of residual fibre utilized (cubic metres)	N/A	N/A	25,500 m <sup>3</sup>	31,500 m <sup>3</sup>	0 m <sup>3</sup>

Data source: FESBC Information Management System (FESIMS) Data and FESBC staff input.

<sup>1</sup> Targets are based on an estimated average of 10m<sup>3</sup> of recovered and utilized residual fibre per hectare of area with wildfire risk reduction treatments completed.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1d Number of higher risk communities with wildfire risk reduction activities <sup>1</sup>	40	47	36	34	0

Data source: FESBC Data and staff input.

<sup>1</sup> Higher risk communities include: Indigenous communities, treaty settlement lands, municipalities and unincorporated areas within regional districts located within a Wildland Urban Interface risk Class 1 or 2 area or have a locally approved plan that has been identified high or extreme threat areas.

## Linking Performance Measure to Objective

Both 1.1a and 1.1b demonstrate progress towards FESBC’s goal of preventing and mitigating the impact of wildfire through investments in fuel management planning and treatments in high-priority areas near communities, Indigenous communities, and critical infrastructure. Performance measure 1.1c identifies the projected opportunity for recovery and utilization of residual fibre as pulp or biofuel and associated reduction of greenhouse gas emissions.

## Discussion

Through third-party delivery, the Ministry of Forests, or other partnerships, FESBC funds projects that support the achievement of strategic community and landscape-level fire management objectives and wildfire prevention plan recommendations. Key focus areas in 2022/23 will be facilitating and implementing opportunities for new wildfire risk reduction projects focussed on community risk reduction and the completion of fuel treatment activities.

1.1a: This performance measure is new and the targets are specific to the number of hectares on which wildfire risk reduction treatment activities are planned.

1.1b: This performance measure is new and targets are specific to the number of hectares on which wildfire risk reduction planning and prescription activities will occur. The planning and prescription activities specify the treatments required to achieve the wildfire risk reduction.

The two performance measures above were combined in the 2021/22-2023/24 Service Plan as performance measure 1.1a; they have been separated in this Service Plan to enable improved reporting.

1.1c: This performance measure has been added to reflect government’s priority to maximize the economic and climate change value of utilizing residual fibre resulting from wildfire risk reduction treatment activities.

1.1d: This performance measure tracks the number of communities around which wildfire risk reduction activities are occurring. This performance measure was 1.1b in the 2021/22-2023/24 Service Plan.

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

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

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

#### Key Strategies

- Support rehabilitation of forest lands, that have been negatively impacted by wildfire or insect infestation, through funding the removal and utilization of damaged fibre to enable reforestation activities; and
- Provide funding for operational silviculture treatments, such as stand thinning, in damaged or low-value forests through collaborative planning with the [Forests for Tomorrow](#) program.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast <sup>1</sup>	2022/23 Target <sup>1</sup>	2023/24 Target <sup>1</sup>	2024/25 Target <sup>1</sup>
2.1 Area (hectares) of low-value and damaged forest enhanced through FESBC-funded projects	1,210 ha	3,773 ha	327 ha	0 ha	0 ha

Data source: PwC financial data, FESBC Information Management System (FESIMS) Data, and FESBC staff input.

<sup>1</sup> Forecast and targets are based on spending forecasts for the associated business area measure and an analysis of reported actual average treatment costs to date of \$1,500/ha.

#### Linking Performance Measure to Objective

Through its mandate, FESBC supports projects which improve the viability of low-value and damaged forests throughout the interior of B.C. This performance measure demonstrates progress towards the revitalization of these areas.

#### Discussion

Priority areas for investment are identified through collaboration with the Ministry of Forests. The focus of FESBC's investments have been on mountain pine beetle-killed stands, stands affected by recent wildfire, and other low-value timber such as overly dense and suppressed stands. These damaged or currently low-value forest areas are important for rural sustainability and will continue to require intensive forest management activities and investments to realize their maximum benefit for future generations of British Columbians.

The projected target in 2022/23 for performance measure 2.1 has changed from the 2021/22-2023/24 Service Plan primarily due to a lower than anticipated expenditure in 2022/23 resulting from re-allocation of funds to projects associated with other Service Plan goals anticipated to be complete in 2021/22. Existing projects under this goal will be completed in 2022/23.

### Goal 3: Improve Habitat for Wildlife

British Columbia’s wildlife is diverse and abundant. However, some wildlife populations and their habitats are in decline due to habitat loss, increasing human population, resource development and climate change. Many of the forest enhancement projects funded by FESBC achieve multiple purposes, including wildlife habitat improvement. FESBC identifies and acts on targeted opportunities to improve wildlife populations and their habitat in collaboration with other organizations with wildlife management expertise.

#### Objective 3.1: Improve terrestrial wildlife habitat and populations

##### Key Strategies

- Strive to achieve multiple benefits on all projects, including the improvement of wildlife habitat; and
- Maintain the current agreement with the [Habitat Conservation Trust Foundation](#) (HCTF) to co-fund and collaborate on wildlife habitat improvement projects in B.C.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast <sup>1</sup>	2022/23 Target <sup>1</sup>	2023/24 Target <sup>1</sup>	2024/25 Target <sup>1</sup>
3.1 Funding allocated for improving wildlife populations and their habitat	\$3.0 Million	\$1.3 Million	\$0.8 Million	\$0	\$0

Data source: FESBC Letter of Agreement with HCTF dated March 11, 2019, HCTF annual approved project list, PwC Financials and FESIMS data.

<sup>1</sup> Forecast and targets are based on associated FESBC financial forecasts and spending plans.

##### Linking Performance Measure to Objective

FESBC improves wildlife populations and their habitat in B.C.’s forests by partnering with the HCTF on a wide range of projects that provide multiple benefits. In addition, FESBC partners with other proponents on projects focused on habitat improvement.

##### Discussion

Through its relationship with the HCTF, FESBC leverages technical expertise, and co-funds the highest priority and value-for-money projects to support achievement of FESBC’s wildlife habitat improvement goal. Through this co-funding agreement, all British Columbians benefit through an expanded scope of habitat improvement projects in the province, helping ensure suitable wildlife habitat is available and the abundance and distribution of wildlife in the province is maintained.

The projected target in 2022/23 for performance measure 3.1 has not changed from the 2021/22-2023/24 Service Plan, and reflects the planned completion of FESBC co-funded projects and full utilization of the FESBC funding commitment to HCTF.

**Goal 4: Enhanced Utilization and the Reduction of GHG Emissions**

Supporting the use of post-harvest fibre can help to reduce greenhouse gas emissions, create job opportunities for forest workers in rural economies, and promote operational innovation and economic diversification.

**Objective 4.1: Maximize fibre utilization and reduce emissions from forest activities**

**Key Strategies**

- Support alternatives to burning of residual wood waste associated with forestry and logging operations; and
- Prioritize projects that provide employment benefits to workers in forest dependent communities in regions of B.C. facing economic challenges.

Performance Measure(s)	2020/21 Actuals	2021/22 Forecast <sup>1</sup>	2022/23 Target <sup>1</sup>	2023/24 Target <sup>1</sup>	2024/25 Target <sup>1</sup>
4.1 Enhanced utilization of cubic metres (m <sup>3</sup> ) of roadside fibre to avoid forest carbon emissions	1,696,000 m <sup>3</sup>	1,114,000 m <sup>3</sup>	42,000 m <sup>3</sup>	0 m <sup>3</sup>	0 m <sup>3</sup>

Data source: PwC financial data, FESBC Information Management System (FESIMS) Data and FESBC staff input.

<sup>1</sup> Forecast and targets are based on spending forecasts for the associated business area measure and projected average costs of \$14/m<sup>3</sup>.

**Linking Performance Measure to Objective**

FESBC has committed to acting on climate change. To this end, FESBC has engaged in projects designed to reduce GHG emissions through the utilization of post-harvest residual fibre that would otherwise have been burned. These actions are in alignment with the provincial Forest Carbon Strategy, CleanBC, and the FCI.

**Discussion**

FESBC contributes to the reduction of GHG emissions by encouraging activities such as the use of uneconomic post-harvest fibre or fibre that is uneconomic and would otherwise be burned, to reduce slash pile burning. When residual fibre (concentrations of woody biomass) is burned following timber harvesting operations, GHG’s are released (including carbon dioxide, methane, and nitrous oxide). If the residual fibre is utilized instead of piled and burned, GHG emissions can be avoided. In addition to the forest carbon benefits, these activities also promote industrial activity in rural economies by creating employment and embracing innovation and diversification. This fibre is used as a substitute for fossil fuels domestically and around the world to make green energy and paper products that displace single-use plastics.

The projected forecast in 2021/22 for performance measure 4.1a increased significantly as result of an accelerated spending plan to reflect opportunities available to complete more activities. However, a significant reduction in the target for 2022/23 is anticipated as a result of re-allocation of funds to Goal 1. Existing projects under this goal will be completed in 2022/23.

## Financial Plan

Funds granted to FESBC in previous years will be fully expended by 2022/23. The 2022/23 and 2023/24 fiscal years include \$25 million provided by government in 2022/23 for expenses related to Goal 1. Revenue recognition from government contributions and other sources is linked to expenditures.

## Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Contribution from Province	59,787	14,542	16,189	0,000
Other Income	3,010	2,400	856	0,000
<b>Total Revenue</b>	<b>62,797</b>	<b>16,942</b>	<b>17,045</b>	<b>0,000</b>
<b>Total Expenses</b>				
Grants	59,787	14,542	14,595	0,000
Administrative	3,010	2,400	2,450	0,000
<b>Total Expenses</b>	<b>62,797</b>	<b>16,942</b>	<b>17,045</b>	<b>0,000</b>
<b>Annual Surplus (Deficit)</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Total Debt</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Accumulated Surplus (Deficit)</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Capital Expenditures</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## **Key Forecast Assumptions, Risks and Sensitivities**

The FESBC forecast is based on the following key assumptions:

- There is no change in the mandate and priorities identified by government;
- There is no change in the funding granted to FESBC for program delivery;
- Customer demand, and labour availability continue to be stable even in the face of pandemic circumstances.

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

FESBC will continue to closely monitor resources and expenditures to ensure funded projects are delivered in an efficient, timely and cost-effective manner. FESBC will work collaboratively and in a coordinated way to leverage partnerships, support the Ministry of Forests, the Ministry of Environment and Climate Change Strategy, and other Ministerial strategic priorities as applicable, to ensure alignment with key Government commitments and, while doing so, will manage expenditures accordingly.

## **Appendix A: Additional Information**

### **Corporate Governance**

[FESBC Governance](#)

[FESBC Board of Directors Policy Manual](#)

### **Organizational Overview**

[FESBC Staff Information](#)

[Annual Service Plan Report 2020/21](#)

**Appendix B: Crown Mandate letter from Minister Responsible**



April 6, 2021

Jim Snetsinger, Chair  
Forest Enhancement Society of BC  
101-925 McMaster Way  
Kamloops, British Columbia  
V2C 6K2

Dear Jim Snetsinger:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Forest Enhancement Society of BC (FESBC), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to FESBC about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

Jim Snetsinger, Chair

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for FESBC, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan.

Consistent with government's priorities of advancing reconciliation for Indigenous peoples, and revitalization and transformation of the forest sector:

- Contribute to B.C.'s economic recovery and support strong, resilient rural communities by prioritizing FESBC investments to projects that generate good paying, sustainable jobs to meet the purposes of FESBC and the Forest Carbon Initiative objectives.
- Implement a plan and determine measurable outcomes to ensure all funded projects are completed safely and effectively on the ground, and bring lasting economic, environmental, and social benefits to the people of British Columbia.
- Deliver a comprehensive communications strategy to demonstrate how the achievements of FESBC have fulfilled its purposes, successfully contributed to the Province's economic recovery, and led to continued economic and environmental benefits for B.C.'s forests, Indigenous peoples, and communities.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better British Columbia.

Sincerely,



Katrine Conroy  
Minister

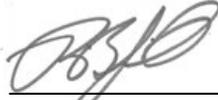
Date: April 7, 2021



Jim Snetsinger,  
Chair



Wayne Clogg,  
Board member



Brian Banfill,  
Board member



Dave Peterson,  
Board Member



Sarah Fraser,  
Board Member

Jim Snetsinger, Chair

pc: Honourable John Horgan, Premier of British Columbia  
Lori Wanamaker, Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service  
Heather Wood, Deputy Minister and Secretary to Treasury Board, Ministry of Finance  
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat, Ministry of Finance  
Richard Manwaring, R.P.F., Deputy Minister, Ministry of Forests, Lands, Natural  
Resource Operations and Rural Development  
Jim Snetsinger, Chair, Forest Enhancement Society of BC  
Wayne Clogg, Board Member, Forest Enhancement Society of BC  
Brian Banfill, Board Member, Forest Enhancement Society of BC  
Dave Peterson, Board Member, Forest Enhancement Society of BC  
Sarah Fraser, Board Member, Forest Enhancement Society of BC  
Steve Kozuki, Executive Director, Forest Enhancement Society of BC