

2020 – 2024 Strategic Plan

LOGAN LAKE COMMUNITY FOREST CORPORATION

December 11, 2019

Prepared for:

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Community Forest**
CORPORATION

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Forest Management Specialists

Acknowledgements

Forsite would like to acknowledge significant contributions from the Logan Lake Community Forest Corporation (LLCFC) Board of Directors and the District of Logan Lake (DoLL) Mayor and Council throughout the development of this Strategic Plan, including:

- Robin Smith – Mayor of Logan Lake
- Randy Lambright – DoLL Chief Administrative Officer
- Claire Newman – LLCFC President, DoLL Councillor
- Al Smith – LLCFC Director, DoLL Councillor
- Garry Youd – LLCFC Director, DoLL Councillor
- Marvin Funk – LLCFC Director
- Neil Abbot – LLCFC Director
- Dave McFadden – LLCFC Director
- Sherri Perreault – LLCFC Secretary
- Amber Chong – DoLL Councillor
- Marion Bell – DoLL Councillor
- Peter Martell – DoLL Councillor

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The Logan Lake Community Forest Corporation acknowledges our forest tenure is located within the territories of various Indigenous Nations.

Executive Summary

The Logan Lake Community Forest Corporation (LLCFC) has completed a strategic planning process which included reviewing the 2016 Strategic Plan, refining the mission, vision and guiding principles, and updating the strategic initiatives to consider the current environment and reflect the management direction of the community forest. The core philosophy of the LLCFC remains unchanged; the LLCFC is in the business of forest management with the underlying imperative to generate a profit that can be shared with the people of Logan Lake.

The guiding principles defined for the LLCFC during the last strategic planning process remained with the addition of *Adaptability* and *Innovation* to reflect changes in the community forest, the forest industry, political climate and general public perception. The guiding principles for the LLCFC are:

- Benefits to the Communities of Logan Lake
- Accountability & Responsibility
- Sustainable Resource Management
- Respectful Relationships
- Adaptability
- Safety
- Innovation

The strategic initiatives for the LLCFC in the next five (5) years include:

- 1) Recreation & Tourism**
- 2) First Nations**
- 3) Economic Diversification**
- 4) Increased Fibre Utilization**
- 5) Expanding Community Involvement in Forest Management**
- 6) Communications**

A summary of the strategic initiatives and associated actions is provided in Appendix A, which is further broken down by implementation year in Appendix B. In addition, a summary of the 2016 Strategic Plan is provided in Appendix C, as well as a summary of the District of Logan Lake's 2019 – 2022 Strategic Plan in Appendix D.

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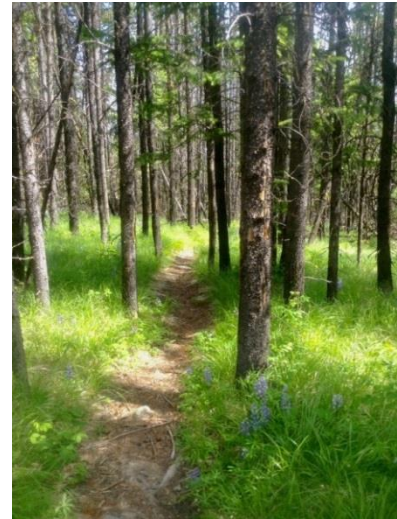
List of Acronyms

AAC	Allowable Annual Cut
CFA	Community Forest Agreement
DoLL	District of Logan Lake
FLNRORD	Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FSP	Forest Stewardship Plan
HVOA	Highland Valley Outdoor Association
K2E	Logan Lake CFA Tenure Number
LLCF	Logan Lake Community Forest
LLCFC	Logan Lake Community Forest Corporation
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
SSN	Stk’emlupsemc te Secwepemc Nation

Introduction

The Logan Lake Community Forest (LLCF) was established on November 19, 2007 under the Community Forest tenure CFA K2E. The LLCF is owned by the Logan Lake Community Forest Corporation (LLCFC), a corporation fully owned by the District of Logan Lake (DoLL) that is governed by a Board of Directors comprised of representatives from the DoLL Council and community members at large. Since the spring of 2015, Forsite Consultants Ltd. (Forsite) has been retained as the Manager of the LLCF.

The purpose of this Strategic Plan is to provide guidance to the LLCFC Board of Directors in the overall direction and management of the community forest over the **next five (5) years**. It is intended to provide focus and strategic direction for the stability and growth of the community forest over the long term.



BACKGROUND

A strategic planning process was completed in 2016 by Forsite with the objective of providing short-term direction for the community forest under new management. This process resulted in 21 Strategic Goals and Strategies for the LLCF from 2016 to 2019. A full summary is provided in Appendix C.

Since then, the LLCFC has contributed to the District's financial stability with over \$3 million dollars returning to the community which has helped build the District's financial reserves, allowed the District to investment in community programs, infrastructure and projects, and has demonstrated fiscal responsibility. This has resulted in numerous, ongoing **benefits to the community**, including:

- An overall improved quality of life.
- Significant investments in community infrastructure, such as water, sewer, roads, recreation trails, spray park, municipal golf course and campground, and retrofitting the community hall;
- Supporting local initiatives and building relationships with local businesses;
- Engagement with local youth through FireSmart activities, bursaries and grant;
- Wildfire management and treatments to reduce hazards associated with wildfires in the LLCF and adjacent to town; and
- Increased awareness of the community forest itself and how it contributes back to the community.



Figure 1: Logan Lake Community Forest Corporation presenting their contribution to the District of Logan Lake

There have also been **benefits to forest and resource management**, such as:

- Improved forest stewardship and harvesting operations;
- Improved wildfire management and completed proactive fuel treatments to mitigate risk;
- Improved engagement and collaboration with multiple stakeholders;
- Built partnerships and relationships with local First Nations, various user groups, and governmental agencies, which has been critical to the success of many strategic initiatives;
- Working in concert with land users and decision makers has allowed the LLCFC to be more flexible and accommodating in achieving its goals while aligning with other objectives; and
- Provided support to academic institutions through ongoing engagement and participation in numerous graduate studies and research opportunities¹.

The structure and management model developed for the LLCFC has strengthened their accountability and reputation, gaining the respect of contractors, governmental agencies, and other groups working in partnership with the LLCFC. As a result, the LLCFC has become a successful example in the province, and beyond, for other community forests and FireSmart communities.



The LLCFC acknowledges our forest tenure is located within the territories of various Indigenous Nations. Relationship building with local First Nation communities has increasingly become an important role of forest management. The LLCFC has embraced this and has adjusted management strategies to proactively engage with and design forest stewardship practices in partnership with First Nations. This work is an ongoing and long-term effort.

When the LLCFC was established, its early focus was on the salvage harvesting of Mountain Pine Beetle (MPB) impacted stands that resulted in a significant amount of even-aged management (clear-cut with reserves harvesting regime). In general, as the move from MPB salvage harvesting is occurring, a diversity of harvesting techniques and approaches are being implemented in alignment with ecological conditions, economics, and ongoing engagement and input from First Nations. The objective of running a sustainable and profitable community forest remains the same.

KEY CHALLENGES

This strategic planning process provides an opportunity to think more broadly and strategically about the long term vision and legacy of the LLCFC. Changes in the forest industry and on the land base are influencing how the community forest will be managed, and will present key challenges for short and long term management of the LLCFC. This includes:

¹ UBC Graduate studies include an exploration of wildfire fuel management and understanding community engagement in wildfire prevention and mitigation programs, and economic development and effective business strategies for community forests.

- Regional, Provincial, National and Global market conditions;
- Government and regulatory changes;
- Funding sustainability;
- Overlapping priorities and new government objectives;
- Maintaining community involvement;
- Evolving relationships with First Nations, land users, and provincial government;
- Impacts from climate change;
- Waste and fibre management;
- Increasing pressures from recreational and other user groups; and
- Ongoing wildfire management.

With these in mind, there are numerous opportunities available for the LLCFC to strengthen their current management model and find innovative solutions and partnerships to achieve common goals.

OBJECTIVES

The objectives of the strategic planning process documented here were:

1. Review the **accomplishments** since the last Strategic Planning;
2. Complete a **community engagement** process to communicate with and solicit information from the community in support of Strategic Plan development;
3. Facilitate a planning process with the community forest Board and the District of Logan Lake Council to identify and **establish priorities and direction** for the community forest; and
4. Develop a **Strategic Plan** to provide guidance to the community forest for the next five (5) years.

Approach

COMMUNITY ENGAGEMENT AND OPEN HOUSE

The LLCF has hosted an Open House every year since 2016, all of which have been informative towards the current and strategic direction of the LLCFC. On April 2, 2019, a public Open House was held at the DoLL Fire Hall. The intent was to provide a forum for community members to meet the LLCFC Board of Directors and Forest Manager, discuss ongoing activities, learn about new initiatives, ask questions, and share their thoughts regarding the management and direction of the LLCF. Key stakeholders, government agencies and First Nations were invited to attend and provide input for consideration in the Strategic Plan. Not all those who attended the event registered, however 24 attendees were registered.



Figure 2: Community members in attendance at the Open House held on April 2, 2019

BOARD OF DIRECTORS ENGAGEMENT AND WORKSHOP

A one-day intensive Strategic Planning workshop was held on April 6, 2019 at the DoLL Fire Hall and was attended by the DoLL Mayor and Council, the DoLL Chief Administrative Officer, as well as the remaining LLCFC Board of Directors. Forsite facilitated the process exploring the strategic direction of the community forest. The workshop reviewed accomplishments since the last Strategic Planning process, discussed key issues and opportunities facing the community forest today, identified opportunities for growth and improvement, and developed the goals and initiatives to focus management efforts going forward.



Figure 3: Workshop participants

From left to right: Garnet Mierau, Dave McFadden, Sherri Perreault, Robin Smith, Neil Abbott, Peter Martell, Amber Chong, Marv Funk, Darcie Fodor, Al Smith, Garry Youd, Randy Spyksma, Claire Newman.

Absent: Marion Bell, Randy Lambright.

Regrets: Bert vanTongen.

STRATEGIC PLAN DEVELOPMENT

Input secured from the Open House and the Strategic Planning workshop was brought together to inform the Strategic Plan. A draft plan was developed and reviewed by the LLCFC Board of Directors to ensure the strategic guidance reflects the LLCFC's priorities and long-term vision. In addition, the DoLL's Strategic Plan was reviewed to identify synergies between the District and the community forest to encourage collaboration and partnerships in implementing common strategic goals.

Throughout this Strategic Plan the phrase "communities of Logan Lake" is used to include the residents within the municipal boundary of the District of Logan Lake, as well as the adjacent communities, including Face-Paska, Tunkwa, Meadow Creek and Lac Le Jeune. In addition, the LLCFC recognizes the First Nations communities with territories that overlap the community forest tenured area, and will continue to engage and collaborate with them in the future.

Vision and Mission Statements

VISION

As stewards of the community forest, we will run an effective and transparent organization in support of the communities of Logan Lake. The community forest landbase will build a legacy through meaningful engagement, innovation and diversity of use.

MISSION

To provide benefits and opportunities for the communities of Logan Lake through sustainable forest management, innovation and investment.

Guiding Principles

The following guiding principles govern the way the LLCFC is managed and how they relate to the communities of Logan Lake.

BENEFITS TO THE COMMUNITIES OF LOGAN LAKE

We seek to provide a stable source of revenue and employment opportunities for the communities of Logan Lake by maintaining and leading a high standard of forest stewardship on the landbase. We are committed to making a difference by following the pillars of sustainable resource development: environmental, economic, social and cultural.

ACCOUNTABILITY & RESPONSIBILITY

We will be accountable and responsible to the communities of Logan Lake, the broader public, and the environment. Our Board of Directors is selected through an application process and is transparent with its governance and strategic direction. Management of the community forest is also completed through a transparent process supported by a sound planning, tracking and reporting process.

SUSTAINABLE RESOURCE MANAGEMENT

We believe that sustainable resource management supports our environmental, economic, social and cultural goals. This includes utilization, innovation, research, and respect for all forest values. We will meet or exceed all legal or regulatory requirements of sustainable forest stewardship in BC. We embrace a culture of integrity that extends to our entire business and forest and resource management philosophy.

RESPECTFUL RELATIONSHIPS

We acknowledge that the tenure area for the LLCFC is a shared landbase with numerous users and resources. It is through this common interest that cooperative and respectful relationships are fostered to ensure sustainable resource management. The LLCFC is committed to work with stakeholders, individuals and communities, both Indigenous and non-Indigenous, on the basis of mutual understanding, respect and trust. We recognize there are many different values and traditions over the area in which the LLCFC operates. This acknowledgement guides us towards meaningful dialogue about LLCFC activities, community forestry, and the benefits of sustainable resource management.

ADAPTABILITY

Everything is dynamic and as an organization it is important to be adaptive. We will be flexible, prompt and responsive to adapt to the many changing environments. Our ability to adjust to varying circumstances is our strength that is guided by our long term vision of sustainability. This allows us to approach uncertainties or challenging situations, such as changes in the industry or government objectives, with an innovative perspective. Resiliency of the landbase is a critical component of adaptability and developing long term sustainability of the LLCFC, particularly in light of climate change.

SAFETY

Safety in the LLCF is everyone’s responsibility, which lies with all levels of the organization and with our contractors and partners. We endorse the BC Forest Safety Council SAFE Certification and will seek to only work with companies that are SAFE Certified. Together, we will work to ensure a safe and healthy workplace for everyone, including reducing the threat of wildfire to the communities of Logan Lake, critical infrastructure, and the LLCF tenure area.

INNOVATION

Innovation is an integral part of the LLCF’s vision and mission and is a driving principle for ongoing sustainable resource management. The core business and philosophy of the LLCFC allows for progressive and thoughtful innovation in achieving our goal of forest management and investment. Beyond our primary objective of a profitable forestry company, the LLCFC has a desire to be at the forefront of new approaches and solutions that are effective, efficient, and sustainable.

Strategic Initiatives

The following initiatives are designed to be achieved in the plan timeframe of five (5) years, and were developed through the lens of the six (6) Guiding Principles outlined above:

- 1) **Recreation & Tourism**
- 2) **First Nations**
- 3) **Economic Diversification**
- 4) **Increased Fibre Utilization**
- 5) **Expanding Community Involvement in Forest Management**
- 6) **Communications**

1. RECREATION & TOURISM

ENHANCING RECREATIONAL OPPORTUNITIES FOR THE COMMUNITY AND IN SUPPORT OF A GROWING LOCAL TOURISM SECTOR

In recent years, the LLCF and local recreational groups have been working collaboratively to improve recreational opportunities within and adjacent to the community forest. The DoLL is approaching its 50 year anniversary in 2020, and with the slogan “Discover our Nature” they are looking to bring recreation to the next level, which will include reviewing their *Parks Master Plan, Trails Plan*, as well as their future vision for tourism and recreation. The LLCF is in full support of this initiative and will work in close partnership with the DoLL to identify and enhance recreational opportunities in the area.

Key to this initiative is building off existing infrastructure and work completed to date. Building trail networks that interact with the town and connecting new opportunities to existing recreation infrastructure will also support the strategic objectives of the DoLL. In addition, the LLCF acknowledges there are various recreation user groups in the area (i.e. summer vs. winter use, motorized vs. non-motorized), and commits to working collaboratively with each group to ensure their values and needs are captured and integrated with the strategic direction for the community forest.

STRATEGIC GOALS

1. To work closely with the DoLL to identify key tourism and recreation opportunities and initiatives.
2. Support the development of a **Recreational & Tourism Strategy** with goals specific to recreation type and the LLCF.
3. Increase awareness with the local community and the broader public about recreational opportunities in the area to support a growing tourism sector.

STRATEGIC ACTION		YEAR
1.1	Acquire or complete an inventory of all designated and non-designated trails within and adjacent to the LLCF to support development of all trail/recreation types.	2021
1.2	Support the DoLL in the development of a Recreation & Tourism Strategy that outlines development and management for each recreation type. Consider: <ul style="list-style-type: none"> ❖ Where existing infrastructure can be better utilized, and where it may be insufficient for current and anticipated future needs. ❖ Identifying and engaging with the groups responsible for ongoing maintenance. ❖ Explore new potential recreation locations for development. 	2022
1.3	Convert the recommendations of the Strategy into an LLCF Recreation Action Plan with items specific to the community forest.	2022
1.4	Secure funding sources for the implementation of actions specific to the LLCF.	2023
1.5	Implement the LLCF Recreation Action Plan.	2023
1.6	Develop marketable products by trail/recreation type to promote recreation and tourism in the area.	2023

2. FIRST NATIONS

BUILDING RELATIONSHIPS AND FOSTERING COLLABORATION WITH LOCAL FIRST NATION COMMUNITIES

The LLCF has been engaging with local First Nations and exploring various forms of agreements to acknowledge First Nations rights and title and to foster mutual respect and understanding between parties as working relationships develop. The intent is to provide a long-term framework for communication, collaboration and cooperation with respect to each party.

The LLCF has already launched this strategic initiative due to increasing interests from First Nations for reconciliation, meaningful engagement towards rights and titles, and inclusion in land use decisions. The LLCF has committed to engaging with First Nations early in project conception and development in support of these new relationships.

In addition, in 2019 the DoLL signed a relationship agreement with the Stk’emlúpsmc te Secwepemc Nation^{2,3} (SSN) to acknowledge their common interests and establish over-arching principles for both parties to work collaboratively. This agreement sets a precedent for the community and provincially as the relationships between First Nations and the government evolves under new land use decision making and management regimes. This agreement also has the potential to influence activities on the LLCF landbase.

STRATEGIC GOALS

4. To continue and grow respectful working relationships with local First Nations.
5. To explore strategic and operational opportunities with local First Nations.
6. Proactive communication and engagement with local First Nations to ensure consideration of their values and perspectives in forest management decision making.

STRATEGIC ACTION		YEAR
2.1	Formally identify and document the opportunities to collaborate or partner with First Nations that already exist. Ensure plans are in place to realize these opportunities for mutual benefits.	2020
2.2	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.	2020 and ongoing
2.3	Publically celebrate agreements and successes to date with First Nations.	2020 and ongoing

² Phonetic pronunciation “Stakamloopsem t shekwepmick”.

³ The Stk’emlúpsmc te Secwépemc Nation consists of the Tk’emlúps te Secwépemc and Skeetchest’n Indian Band, one of the seven historic “Divisions” of Secwépemc Nation. The SSN is responsible for Aboriginal Title and Rights on their Territory.

3. ECONOMIC DIVERSIFICATION

SUPPORTING LOCAL NATURAL RESOURCE BUSINESSES AND ENCOURAGING ECONOMIC GROWTH AND DIVERSIFICATION IN THE COMMUNITY

The LLCF supports local businesses and entrepreneurs when possible in our daily operations as well as strategically with larger initiatives. The LLCFC was incorporated for the purpose of forestry management and investment, therefore continuing to support local innovation and economic growth in the natural resource and forestry sectors is vital to the community. In addition, new partnerships fosters new opportunities to be explored for the LLCF.

New opportunities may exist that could be explored under favourable market conditions and/or political climates. For example, partnerships with local entrepreneurs to support start-ups, exploring specialty markets or developing value added-products from wood harvested in the LLCF, taking on new business models within the LLCFC, or other methods to improve log supply to local mills.

STRATEGIC GOALS

7. Explore local forestry opportunities (i.e. loggers, excavator operator, site prep) to support the economic diversification of Logan Lake.
8. Support and foster local forest sector business development and local entrepreneurs.
9. Improve economic value received from the wood.
10. Continue to partner with local programs as it relates to forest management, such as the Logan Lake Wellness Health & Youth Centre (WHY) and other youth opportunities (i.e. Fire Smart, tree planting).

STRATEGIC ACTION		YEAR
3.1	Identify existing natural resource and forestry businesses within the DoLL and adjacent areas.	2020
3.2	Identify key opportunities associated with value added products from wood harvested from the community forest.	2020
3.3	Identify potential partnerships or opportunities for collaboration, such as: <ul style="list-style-type: none"> ❖ Local businesses and entrepreneurs in the natural resource sector ❖ First Nations – individual bands, nations, business, enterprises, etc. ❖ Local forestry crews – silviculture, road building, harvesting, etc. ❖ Academia and research institutes – local high schools; Universities/ Colleges research to support new ideas, funding potential, etc. 	2020/ 2021
3.4	Complete a strategic assessment of the opportunity to develop additional forestry businesses by the LLCFC.	2021
3.5	In collaboration with the WHY, identify opportunities for improvement or to increase support for forest management youth initiatives.	2021

4. INCREASED FIBRE UTILIZATION

INCREASING UTILIZATION OF USE OF NATURAL RESOURCES EXTRACTED FROM THE COMMUNITY FOREST

Increasing value from our forest products is of interest to the LLCF as well as the broader forest industry. There are many local and provincial initiatives to support this, including the DoLL’s Climate Energy and Emissions Plan currently being developed. Some potential opportunities that are discussed broadly in the forestry sector include kiln-dried firewood, value-added products, specialty mills and sales, botanical forest products, production of logs to lumber, development of a bioenergy system (in partnership with the DoLL), and other efforts or innovations to improve waste fibre utilization.

Fibre utilization is of increasing importance to forestry managers and the provincial government, particularly with regards to its contribution to wildfire behaviour. There is incentive to explore alternative options that result in increased utilization of fibre and wood waste across the province that should be reviewed in detail for the community forest.

STRATEGIC GOALS

11. Improve waste wood management and increase fibre utilization across the community forest.

STRATEGIC ACTION		YEAR
4.1	Develop strategies to ensure increased fibre utilization across the LLCF.	2020/ 2021
4.2	Implement the fibre utilization strategy across the LLCF.	2022 and ongoing

5. EXPANDING COMMUNITY INVOLVEMENT IN FOREST MANAGEMENT

INCREASING THE INFLUENCE OF THE COMMUNITY IN FOREST MANAGEMENT THROUGH AN ADDITIONAL COMMUNITY FOREST TENURE

The current tenure area for the LLCF is northeast of the community itself (District of Logan Lake proper), which means the area to the south, west and northwest are managed separate from the community and the LLCF. With the sentiment of “local voices, local choices”, there is a desire for more involvement and influence regarding forest management decisions, particularly in areas immediately adjacent to the community. By expanding the area currently under the management scope of the District or LLCFC there would be more direct economic benefits realized around the community.

As discussed through the First Nations strategic initiative, the approach to engaging and working with First Nations communities is evolving as a result of global cultural shifts, such as the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The provincial government has echoed the intent of such agreements and best practices for working with First Nations, including the messaging that opportunities for expanding existing community forests is through partnerships with First Nations.

Expansion of the LLCF could take the form of an application for an additional CFA in partnership with local First Nations.

STRATEGIC GOALS

12. To increase the District of Logan Lake’s influence on forest management decisions in areas adjacent to the community.
13. To increase the direct economic benefit of forest management within the vicinity of the community.
14. To establish respectful working relationships with local First Nations.

STRATEGIC ACTION		YEAR
5.1	Engagement with local First Nations to identify potential opportunities for an additional community forest in partnership with identified parties.	2020 to 2022
5.2	Develop a CFA proposal in concert with identified partners for submission to the MFLNRORD.	2023 / 2024

6. COMMUNICATIONS

IMPROVING COMMUNICATION WITH THE COMMUNITY TO ENCOURAGE SUPPORT AND ACTIVE PARTICIPATION WITH THE COMMUNITY FOREST

Communication efforts and media coverage of the LLCF has improved over the years, including revitalization of the LLCF website and increased social media presence. However, there continues to be room for improvement and growth as technology advances and effective means of communications change. The strength of the community forest is when it represents the community itself, therefore there is a need for “local voices, local choices” to ensure the LLCF is meeting the needs of the community.

The primary objective of communication is to establish social license with the community by highlighting community forest benefits to residents by describing what the LLCF is, how it is managed, and current projects or initiatives. There is an opportunity to expand on this strategic initiative from the previous Strategic Planning session and further improve communications with the community.

STRATEGIC GOALS

15. Increasing community member awareness of the activities ongoing in the community forest.
16. Building social license for the activities in and around the community forest.

STRATEGIC ACTION		YEAR
6.1	Engage with the LLCF Board, the District, local groups, and the general community regarding communications and branding of the community forest.	2022
6.2	Develop a strategy to establish a Community Forest Day where the public and partners can engage in discussions about the LLCF and participate in a field tour of forestry operations.	2022
6.3	Develop a Communications Policy for the LLCF including: <ul style="list-style-type: none"> ❖ A cohesive message and communication strategy ❖ Creation of a formal Social Media campaign ❖ Providing clarity around external messaging and creating strategies for targeted audiences ❖ Regular (bi-annual) website updates ❖ Board content posted to website monthly 	2023

Next Steps

The *Logan Lake Community Forest 2020 – 2024 Strategic Plan* documents the strategic priorities as identified in the April 2019 workshop with the LLCFC Board of Directors and the District of Logan Lake Mayor and Council. It is recommended that progress on strategic initiatives and actions identified in this Strategic Plan be reviewed annually and reported against the Plan. Consider the strategies brought to implementation, which actions were not taken and why, among other details specific to moving these strategic initiatives forward. In addition, annually consider changes to the LLCF, the DoLL (as the shareholder), the community, governmental regulations, and the industry that may warrant a review and potential amendment to the Plan.

Appendix A – Summary of Strategic Initiatives

The following summarizes the strategic goals for each strategic initiative that were developed through this strategic planning process:

RECREATION & TOURISM

1. To work closely with the DoLL to identify key tourism and recreation opportunities and initiatives.
2. Support the development of a Recreational & Tourism Strategy with goals specific to each recreation type.
3. Increase awareness with the local community and the broader public about recreational opportunities in the area to support a growing tourism sector.

FIRST NATIONS

4. To continue and grow respectful working relationships with local First Nations.
5. To explore strategic and operational opportunities with local First Nations.
6. Proactive communication and engagement with local First Nations to ensure consideration of their values and perspectives in forest management decision making.

ECONOMIC DIVERSIFICATION

7. Explore local forestry opportunities (i.e. loggers, excavator operator, site prep) to support the economic diversification of Logan Lake.
8. Support and foster local forest sector business development and local entrepreneurs.
9. Improve economic value received from the wood.
10. Continue to partner with local programs as it relates to forest management, such as the Logan Lake Wellness Health & Youth Centre (WHY) and other youth opportunities (i.e. Fire Smart, tree planting).

INCREASED FIBRE UTILIZATION

11. Improve waste wood management and increase fibre utilization across the community forest.

EXPANDING COMMUNITY INVOLVEMENT IN FOREST MANAGEMENT

12. To increase the District of Logan Lake's influence on forest management decisions in areas adjacent to the community.
13. To increase the direct economic benefit of forest management within the vicinity of the community.
14. To establish respectful working relationships with local First Nations.

COMMUNICATIONS

15. Increasing community member awareness of the activities ongoing in the community forest.
16. Building social license for the activities in and around the community forest.

Appendix B – Strategic Initiative Actions by Year

The following summarizes the key strategic initiatives identified in this Strategic Plan by year.

Table 1: Summary of 2020 – 2024 Strategic Initiatives

Year 1 (2020)	
Strategic Initiative	Action
First Nations	Formally identify and document the opportunities to collaborate or partner with First Nations that already exist. Ensure plans are in place to realize these opportunities for mutual benefits.
First Nations	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.
First Nations	Publically celebrate agreements and successes to date with First Nations.
Economic Diversification	Identify existing natural resource and forestry businesses within the DoLL and adjacent areas.
Economic Diversification	Identify key opportunities associated with value added products from wood harvested from the community forest.
Economic Diversification	Identify potential partnerships or opportunities for collaboration, such as: <ul style="list-style-type: none"> ❖ Local businesses and entrepreneurs in the natural resource sector ❖ First Nations – individual bands, nations, business, enterprises, etc. ❖ Local forestry crews – silviculture, road building, harvesting, etc. ❖ Academia and research institutes – local high schools; Universities/ Colleges research to support new ideas, funding potential, etc.
Increased Fibre Utilization	Develop strategies to ensure increased fibre utilization across the LLCF.
Expanding Community Involvement in Forest Management	Engagement with local First Nations to identify potential opportunities for an additional community forest in partnership with identified parties.
Year 2 (2021)	
Strategic Initiative	Action
Recreation & Tourism	Acquire or complete an inventory of all designated and non-designated trails within and adjacent to the LLCF to support development of all trail/recreation types.
First Nations	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.
First Nations	Publically celebrate agreements and successes to date with First Nations.
Economic Diversification	Identify potential partnerships or opportunities for collaboration, such as: <ul style="list-style-type: none"> ❖ Local businesses and entrepreneurs in the natural resource sector ❖ First Nations – individual bands, nations, business, enterprises, etc. ❖ Local forestry crews – silviculture, road building, harvesting, etc. ❖ Academia and research institutes – local high schools; Universities/ Colleges research to support new ideas, funding potential, etc.

Economic Diversification	Complete a strategic assessment of the opportunity to develop additional forestry businesses by the LLCFC.
Economic Diversification	In collaboration with the WHY, identify opportunities for improvement or to increase support for forest management youth initiatives.
Increased Fibre Utilization	Develop strategies to ensure increased fibre utilization across the LLCFC.
Expanding Community Involvement in Forest Management	Engagement with local First Nations to identify potential opportunities for an additional community forest in partnership with identified parties.
Year 3 (2022)	
Strategic Initiative	Action
Recreation & Tourism	Support the DoLL in the development of a Recreation & Tourism Strategy that outlines development and management for each recreation type. Consider: <ul style="list-style-type: none"> ❖ Where existing infrastructure can be better utilized, and where it may be insufficient for current and anticipated future needs. ❖ Identifying and engaging with the groups responsible for ongoing maintenance. ❖ Explore new potential recreation locations for development.
Recreation & Tourism	Convert the recommendations of the Strategy into an LLCF Recreation Action Plan with items specific to the community forest.
First Nations	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.
First Nations	Publically celebrate agreements and successes to date with First Nations.
Increased Fibre Utilization	Implement the fibre utilization strategy across the LLCFC.
Expanding Community Involvement in Forest Management	Engagement with local First Nations to identify potential opportunities for an additional community forest in partnership with identified parties.
Communications	Engage with the LLCFC Board, the District, local groups, and the general community regarding communications and branding of the community forest.
Communications	Develop a strategy to establish a Community Forest Day where the public and partners can engage in discussions about the LLCFC and participate in a field tour of forestry operations.
Year 4 (2023)	
Strategic Initiative	Action
Recreation & Tourism	Secure funding sources for the implementation of actions specific to the LLCFC.
Recreation & Tourism	Implement the LLCFC Recreation Action Plan.
Recreation & Tourism	Develop marketable products by trail/recreation type to promote recreation and tourism in the area.
First Nations	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.
First Nations	Publically celebrate agreements and successes to date with First Nations.

Expanding Community Involvement in Forest Management	Develop a CFA proposal in concert with identified partners for submission to the MFLNRORD.
Increased Fibre Utilization	Implement the fibre utilization strategy across the LLCF.
Communications	Develop a Communications Policy for the LLCF including: <ul style="list-style-type: none"> ❖ A cohesive message and communication strategy ❖ Creation of a formal Social Media campaign ❖ Providing clarity around external messaging and creating strategies for targeted audiences, ❖ Regular (bi-annual) website updates ❖ Board content posted to website monthly
Year 5 (2024)	
Strategic Initiative	Action
First Nations	Identify new opportunities and partnerships with First Nations. Develop plans to work towards these opportunities and enable the related mutual benefits.
First Nations	Publically celebrate agreements and successes to date with First Nations.
Increased Fibre Utilization	Implement the fibre utilization strategy across the LLCF.
Expanding Community Involvement in Forest Management	Develop a CFA proposal in concert with identified partners for submission to the MFLNRORD.

Appendix C – Summary and Status of 2016 Strategic Goals and Strategies

The following summarizes the key strategic goals and strategies identified in the 2016 Strategic Plan with the current status of each initiative (achieved yes or no) and a discussion to provide further details.

Table 2: Summary and Status of 2016 Strategic Goals and Strategies

	2016 Strategic Goals & Strategies	Achieved	Discussion
1	The LLCF will develop, get under cutting permit and harvest approximately 160,000 m ³ by the end of 2017.	Yes	Completed. Ongoing development to ensure cut control levels are met.
2	The LLCF will, on an annual basis, identify revenue for granting and transfer these funds to the District of Logan Lake.	Yes	Completed annually at a minimum. Additional review and transfer completed where revenues warrant.
3	The LLCF will align the timing of revenue allocation with the District of Logan Lake's annual budgeting and granting processes.	Yes	Completed. December assessment of revenue transfer opportunity completed to facilitate this.
4	To investigate the pro's and con's of the two options for FSP renewal and implement on the option that makes the most sense such that there is no lapse in FSP.	Yes	Given the changes in government objectives, best management practices, and engagement with stakeholders, a LLCF specific FSP was developed and submitted to the District (FLNRORD) for approval on September 10, 2018.
5	Ensure that the LLCF has an FSP in place under which the community forest will operate, that recognizes the mission, vision and guiding principles of the community forest.	Yes	
6	To complete annual financial plans and budgets prior to the beginning of the fiscal year.	Yes	Completed.
7	To complete a 5-year Financial Plan for the LLCF by the end of 2016.	Yes	Completed. Included long-term plan, contingency plan (assuming no harvesting), etc.
8	To complete detailed workplans for all projects.	Yes	Completed and ongoing.
9	To complete a silviculture liability assessment for all previous harvest activity over the LLCF. This assessment will be completed by September 1, 2016.	Yes	Completed. Annual updates to silviculture liability calculation is carried out.
10	To complete a roads infrastructure liability assessment for all previous harvest activity over the LLCF, including a risk-based road and stream crossing monitoring and maintenance plan. This assessment will be completed by September 1, 2016.	In progress	Project underway with a planned completion in the winter of 2019.
11	To work closely with the District of Logan Lake to identify key tourism and recreation opportunities and initiatives.	In progress	In discussions with the District for the LLCF to support development of legacy trails. Implementing ORV trail establishment investments on behalf of the DoLL.

2016 Strategic Goals & Strategies		Achieved	Discussion
12	To identify key First Nation groups.	Yes	Completed. This includes the Stk'emlupsemc te Secwepemc Nation (SSN), Skeetchestn First Nations, Tk'emlups te Secwepemc, and Lower Nicola Indian Band.
13	In coordination with the District of Logan Lake, to have at least one meeting per year with key First Nation representatives with a goal of better understanding each other's perspectives and interests.	In progress	Regular meetings with local First Nations are carried out (operational). More formal meetings with Skeetchestn, T'kemlups (in part via SSN) are carried out.
14	To explore strategic and operational opportunities with key First Nation groups.	In progress	Ongoing discussions with Skeetchestn and T'kemlups (in part via SSN) are carried out. Shulus (Lower Nicola Indian Band) is a contractor that bids on/implements projects for the LLCF.
15	To directly communicate and refer strategic and operational plans with known stakeholders on an ongoing basis.	Yes	Completed. Regular referrals and annual open house.
16	Implement an annual open house for stakeholders to discuss the operations of the community forest.	Yes	Completed.
17	To have an up-to-date website that regularly gets updated on as needed basis by the end of 2016.	Yes	Website has been updated, however there are opportunities to improve maintenance and frequency of communications to advertise current events and operations.
18	To re-engage the community through social media and look for opportunities to have this locally maintained and managed.	In progress	The LLCF President has been managing the community forest's Facebook account. Community communications and engagement could be strengthened and broadened to include more groups.
19	To participate in the annual reporting to BCCFA.	Yes	Completed. Annual submissions. The Robin Hood Award was granted by the BCCFA to the LLCF in 2018
20	To ensure that all Management and Forestry Operators will be "SAFE Certified" through the BC Forest Safety Council.	Yes	Completed.
21	To develop key policies for the governance, management and administration of the LLCF by the end of April 2016.	In progress	Governance policies have been put in place and approved by the board and the DoLL. The LLCF Management Policy is currently nearing completion (fall 2019).

Appendix D – Summary of the District of Logan Lake’s 2019 – 2022 Strategic Plan

VISION

A smart growth community with a high quality of life and a commitment to its financial, environmental, and social health.

MISSION

Providing progressive leadership to the citizens of Logan Lake.

VALUES

- Accountable & Transparent
- Fair & Compassionate
- Respectful & Truthful
- Progressive & Thoughtful

KEY GOALS

The following table summarizes the key goals identified in the DoLL Strategic Plan, and identifies which strategic actions align with the goals and strategic initiatives of the LLCFC. Not all strategic actions from the DoLL plan are reported here, only those directly related to or could be influenced by LLCFC activities.

Table 3: Summary of District of Logan Lake Strategic Plan

DoLL KEY GOAL	DoLL ACTION	LLCF INITIATIVE
Pursue Organizational Effectiveness	Enhance relationships with SSN, Lower Nicola Band	First Nations
	Establish relationship with Cooks Ferry Band	First Nations
	Review community engagement options	Communications
Optimize Financial Management	Review Parks Master Plan Recreation Centre and Campground Improvement Plan	Recreation
Promote Innovative Economic Development	Review Economic Development Strategy	Partnerships & Jobs
	Undertake visioning exercise to provide strategic direction on Tourism	Recreation
	Refine “Discover our Nature” brand	Recreation
	Implement way-finding/ trail signage	Recreation, First Nations
Enhance Quality of Life	Review/ implement the Energy & Emissions Plan	More Value from the Wood
	Coordinate external Trails Plan	Recreation
	Develop Community Event Plan	Communications
	2020 Milestone Birthday – review Legacy Project option	Recreation
	Support Community WHY Programs / Support additional youth opportunities	Partnerships & Jobs