



TUMBLER RIDGE
COMMUNITY
FOREST

Tumbler Ridge Community Forest Strategic Plan 2018

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INTRODUCTION

The first strategic plan developed for the Tumbler Ridge Community Forest was in August 2012. Many milestones have been achieved in the past 5 years. The Forest Manager and Board of Directors felt it was time to review the 2012 strategic plan. They wanted to review their previous goals and objectives and plan for the next five years. They also wanted to review their mission statement and vision to see if it still applies with today.

PLANNING SESSION

The TRCF Board of Directors met January 12th & 13th to develop a 5 year strategic plan. Prior to the session the facilitator had meetings with the Forest Manager to establish a meeting agenda and overall session goals.

The Visualization in Participatory Program (VIIP) Approach

The VIIP approach allows participants to visually express their ideas and assists to facilitate group discussion of those ideas. This is achieved by utilizing multi-coloured paper cards and then displaying them on flip charts to be seen and discussed by the group as a whole.

The meeting was designed for the Board and Forest Manager to conduct a review of the organizations accomplishments and respective impact on the community. This was followed by an environmental scan (SWOT Analysis).

John Powell, Economic Development Officer presented the Tumbler Ridge Investment Ready Plan to the Board. The key takeaway was that there was no mention of forestry opportunities. The Forest Manager will follow up and provide forestry information as well as edits to be passed on to the consultants.

The Board then held a brainstorming session to identify future initiatives the organization could undertake.

The final part of the session was developing strategic priorities and potential actions that will be the basis of the TRCF in moving forward.

Review

What is a Community Forest?

The Community Forest concept is about local control over, and enjoyment of, the benefits offered by local forest resources. These benefits are both monetary and non-monetary. Rural Communities see Community Forests as a tool to help stabilize their local economies and provide long term employment opportunities. Community Forests can support local livelihoods, promote community participation and foster long term environmental stewardship. They seek to promote innovation conflict resolution and economic diversification.

(Tumbler Ridge Community Forest Achievements of Tumbler Ridge Community Forest Corporation January 2012-2017)

FACTS ABOUT TUMBLER RIDGE COMMUNITY FOREST

Type of Organization: Municipality 100% owned corporation & governed by seven local volunteer Board positions.

Tenure: Long Term Community Forest Agreement 25 years.

Volume	(Allowable Annual Cut): 20,000 m ³ /yr.
Licence Area:	19,739 hectares
Timber Harvesting Land Base:	10,872 hectares
Approved for Area/Volume Expansion to:	37,500 m ³ /yr. (2,000 m ³ /yr. deciduous included). New area to be determined.

Our Vision: To be the model Community Forest in British Columbia.

Mission: To manage our Community Forest in an environmentally sound and ecologically sustainable manner providing direct benefits to the community such as economic diversification, employment, education, and recreation.

Board Perspective the first Six Years

Board members were asked to provide their perspectives of the first six years.

<ul style="list-style-type: none"> ▪ Going in the right direction ▪ Board works well together ▪ Enjoy volunteering ▪ Duncan has provided great guidance. ▪ 200,000.00 in grants gone to good causes ▪ Now can attract fringe businesses 	<ul style="list-style-type: none"> ▪ Meeting all requirements ▪ Board Recognizes the potential ▪ Council is on Board and the TRCF moving forward ▪ Opportunity to hire local ▪ The community is safer–fire mitigation ▪ Have larger allowable cut that creates more opportunity
<ul style="list-style-type: none"> ▪ Financial sound, made good decisions ▪ Created more awareness in the schools ▪ Jobs have been created ▪ Hosted a successful BC Community Forest AGM ▪ Many things to be proud of! ▪ Can't imagine not having a CF. ▪ A great accomplishment to provide wildfire mitigation. Especially in a time where wildfires have devastated the interior. 	<ul style="list-style-type: none"> ▪ Community benefits ▪ Education opportunity learning more about our forests ▪ Recognize value add potential ▪ Have an excellent manager that has provided the knowledge and accountability to achieve the many successes ▪ 2.8 million dollars in the bank

- **Would like to see more local business involved in the forest activity**
- Education is key and would like to involve students more
- Proud to be on the TRCF board

TRCF STRATEGIC PLAN 2012 OVERVIEW

The Tumbler Ridge Community Forest Board completed a strategy session in 2012. The plan prioritized 17 items. Many of the items were in operations due to the fact that the TRCF had just been approved and there was an incredible amount of work to do.

Duncan McKellar, MBA, RPF, Forest Manager for the TRCF, outlined the priorities from the 2012 Strategic Plan. The priorities were reported out as COMPLETED, NOT APPLICABLE (N/A), ONGOING, SHELVED, or an OPPORTUNITY to continue to explore.

COMPLETED

- Request uplift of harvest levels to manage pine damaged stands.
- Build reserve fund.

ONGOING

- Work with primary industry (road planning, clearing).
- Community level engagement (trails, bird-watchers, contractors).
- Local Education/awareness programs.
- Environmental Stewardship.
- Other markets for product
- Develop local capacity (contractors).

OPPORTUNITIES

- Primary local fiber breakdown.
- Bio-fuel project (West Moberly)
- Value-added wood products.

SHELVED

- Local sort yard concept.

NOT APPLICABLE N/A

- Tumbler Ridge logs for new Tumbler Ridge Visitor Information Centre? (Partnership with Northern Lights College).
- Caribou management (Salteaux FN).
- Golf course back 9 Fairways in conjunction with timber salvage in the area.

HIGHLIGHTS FROM ACHEIVEMENTS JANUARY 2012-2017 REPORT

Increase Licence

- ❖ Increased Licence up to 37,500 m³/yr. from 20,000m³/yr. Area managed under Community Forest License K20 will expand accordingly.

Environment & Ecology

- ❖ Targeted damaged stands from local forest to promote new growth in pine stands
- ❖ Managed wildfire program for DTR
- ❖ Managed wildfire interface program

Employment

- ❖ Local part time bookkeeper
- ❖ Tree planting companies who work in area
- ❖ Local surveying company
- ❖ Harvesting companies who employ some local citizens in harvest activities including log truck drivers, traffic flaggers and equipment operators
- ❖ Professional forestry field crews from Chetwynd
- ❖ Local archeologists from Tumbler Ridge
- ❖ Timber analysis firm
- ❖ Mapping GIS firm
- ❖ Event Coordinator – BC Community Forest AGM in Tumbler Ridge 2017
- ❖ Forest Manager

Benefits to the Community – Grant Program

- ❖ 50 grants have been given to non for profit organizations in Tumbler Ridge to the total of \$210,337.06 since 2014.

Accountability

- ❖ Assessed by Forest Practises Branch audit in 2017. Results were good to exceeds expectations!
- ❖ Ability to manage and track operational activities on live digital mapping tool. Track licence obligations digitally.
- ❖ Current with operational reforestation and accrued funds set aside for ongoing silviculture obligations.
- ❖ All required forest documents current and kept up to date.
- ❖ Management Plan, Forest Stewardship plan Cutting Permit, Road Permit, Road Use Permits, silviculture and log plans completed.
- ❖ Conducted wildfire town land prescription areas creating revenue as well as recreation opportunities and firewood for locals.
- ❖ Developed a cash positive fibre arrangement with Duz Cho for dry pine tops that would have been waste.
- ❖ Harvested approx.2, 600 m³ of deciduous and sold for profit.
- ❖ Have accumulated a financial reserve equating to one year's operation expenses.

Good Financial Position

- ✓ In five years of operation Tumbler Ridge Community Forest currently has
 - Total Assets \$2,896,088
 - Total Equity \$2,057,386
 - Retained earnings **\$1,857,386**

Harvest Summary Data 2010 to December 2017

- ✓ Blocks harvested 24
- ✓ Blocks reforested 21
- ✓ Area Harvested (ha) 1,266

Complete Report – Achievements of Tumbler Ridge Community Forest January 2012-2017

ENVIRONMENT SCAN

STRENGTHS

Knowledgeable staff
Financially sound – in a good place
Healthy bank account
Wildfire protection – ability to assist in clean-up of dangerous trees
Supply of fibre
Compliant with Community Forest practises
Corporation's financial timeline
Buy in from the community
Appreciation from the community
Council support with knowledge
Support organizations with grants to give
"Best Place on Earth" as a community
Board of Directors (BOD) strong and cohesive
BOD has knowledge and experience

WEAKNESSES

Lack of business interest
Local hiring
Unightly slash piles, community uninformed
Poor communication
No web presence
Lack of communication locally and far reaching
Community engagement
Public – lack of knowledge
Community apathy
Poor group communication within the Board
Board not responding to emails – confirmation of attending Board meetings
Lack of quorum

OPPORTUNITIES

Investment linkage to DTR (District of Tumbler Ridge) Investment Ready Development Plan
Local hiring
Create forest related employment
Ancillary jobs/supply chain
Wildfire interface
TRCF office
Small business incubator
Purchase locally
CF website under tab in DTR website
Media liaison
Communications BCCFA
Attract vertically integrated businesses in connection with the TRCF
Tourism Action Committee representative
Grow Christmas trees

Opportunities Continued

More active in Aboriginal Day planting
TRCF sign
Town lands coordination
Interpretive Trail
Trails making forest accessible
Maintain Trails – Summer Work Program
Investment Response Team
Co-working
Forestry based courses
Tree planting Aboriginal Day (Work around outdoor education class and identify area to plant)
Distribute TRCF Report through mailbox delivery
Update TRCF policies
Support DTR Rural Dividend Interpretive Trail Project
Profiles of community forest opportunities
Business partnerships
Waste wood study
Education grant
Local use of fibre - value added, biofuel
More engagement with TRCF Conferences
Identify revenue investments
Hire a Financial Advisor
Max out returns on savings
Provide scholarships in Forestry, silviculture industry
New grant model – DC CO-OP Model
Grant contribution formula
Develop guidelines to meet the needs of Tumbler Ridge
Provide sustainable community support
Ongoing trail management

THREATS

Larger players - competition
Access to operation through other tenders
Wildfires
Board stagnation
No succession plan for Board or staff
Lack of involvement from the public
Lack of support from the DTR
DTR lack of knowledge, need to educate
Timely decisions in regard to grant applications

STRATEGIC PRIORITIES MOVING FORWARD 2018

The TRCF Board reviewed the lists of ideas on the flip charts and established priorities based on the lists and lively group discussion.

KEY STRATEGIC PRIORITIES

- ⇒ *Tumbler Ridge Community Forest Awareness (Communication)*
- ⇒ *Enhance Forest Recreation Projects (Forestry Trails)*
- ⇒ *Economic Diversification (Attract local logging business & employment)*
- ⇒ *Legacy Projects (A project that can highlight CF support)*
- ⇒ *Wildfire Mitigation (Environmental protection & potential revenues)*
- ⇒ *Board Recruitment & Development*
- ⇒ *Succession Planning*
- ⇒ *Financial Planning*

The following summarizes goal statements, potential actions & measurable identified by the Board & Forest Manager. The Board was guided by the Facilitator Sue Kenny and Forest Manager Duncan McKellar.

Priority #1 Tumbler Ridge Community Forest Awareness

Goal:

To develop a communications plan that will educate the community and surrounding region and will include TRCF information on:

- Operations
- Board of Directors
- Accomplishments
- Good Audits – recognized by the Forest Practise Board
- Job Opportunities
- Business Opportunities
- TRCF Grant Applications

Actions:

1) Web Page

- I. Develop TRCF Web Page that will be a landing place to learn about the TRCF and the information above that will be easily accessible.

- II. The webpage will have hyperlinks to BC Community Forest, District of Tumbler Ridge, TRGG, Chamber of Commerce, Business Directory and any other hyperlinks that would be applicable to increase TRCF opportunities and awareness in the community and region.
- III. Contract a web designer to develop a website.

Measureable:

- ⇒ Website will be launched December 2018
- ⇒ Community will be more informed on CF activities.

2) Newsletter

- I. Support a monthly newsletter that will be distributed through mailboxes and made available in popular locations in Tumbler Ridge, e.g., grocery store, restaurants, visitor centre, and town hall.
- II. Research if there is an opportunity to support a fee for services to hire a person or organization to manage a newsletter that will provide updates on opportunities and current news of the TRCF.

Measureable:

- ⇒ A contractor will be hired and a monthly newsletter will be launched by June, 2018.
- ⇒ A potential partnership will be fostered through the newsletter.

3) Brochure

- I. A TRCF Report brochure will be developed immediately for distribution in mailboxes and popular local sites, MLA's, BC Community Forests, local non for profits.
- II. Duncan McKellar will prepare expanded brochures for distribution by end of January.

Measureable:

- ⇒ Increase in awareness of the Community Forest and what their purpose is in the community.
- ⇒ Increase in community participation.
- ⇒ New employment.

Priority #2 Enhance Forestry Recreation

Goal: Tumbler Ridge will have excellent well maintained forest trails.

Actions:

- I. The TRCF will assist in the development and maintenance of recreation trails in Tumbler Ridge and surrounding area of Tumbler Ridge.
- II. TRCF will log trails and leave future opportunity for business and volunteers to further develop these trails.
- III. Sponsor trail projects within Tumbler Ridge and surrounding area.
- IV. Partner with organizations to enhance or develop trails, but will have no part in ownership of the trail.
- V. Share a paid position with DTR that would be employed by the DTR.
- VI. TRCF will draft a letter stating that it is willing to provide partner dollars on trail management.

Measureable:

⇒ Tumbler Ridge will have increased trail improvements that will provide safe, well maintained trails, through funding resources provided by TRCF.

Priority #3 Economic Diversification

1. Goal: To research opportunities for disposing fibre that cannot be sold.

2. Goal: Re-engage Duz Cho on partnership opportunities that will promote business start-ups in Tumbler Ridge.

3. Goal: Explore possibility of supplying pulp to pulp mills. There is a shortage of pulp and it is expected to peak within an estimated 5 years.

4. Goal: Explore Value Added Fibre Use / Biofuel Opportunity thru UNBC & UBC.

5. Goal: To have new forestry business start-ups in Tumbler Ridge that will increase employment opportunity.

Actions:

- I. Purchase logs from other sources to increase volume that will attract business.
- II. Create an Investment Ready Business Profile of the TR Community Forest that will be posted on website as well as included with the DTR Investment Ready Strategy. It will be distributed to potential investors, local regionally, provincially, nationally and internationally. Businesses included will be Log Trucking, Logging – Horse, High Lead, Skidder & Harvester.
- III. Continue working with Province to expand annual cuts to attract business to TR.
- IV. Create a Partnership with the DTR to create 5 silviculture job opportunities.

Measureable:

- ⇒ TRCF will have an investment ready plan for business opportunities by October 2018. TRCF Manager will begin research on consultant immediately.
- ⇒ UNBC & UBC will have been contacted within 6 months.
- ⇒ Allowable Cut will have been expanded within two years.
- ⇒ Log supply will be increased through purchasing logs from other areas of the region within two years.
- ⇒ TRCF will supply wood chips to at least one pulp mill within five years.
- ⇒ There will be three new business start-ups by 2020.

Priority #4 Legacy Projects

1) Goal: To have a Community Forest Legacy that will provide business development and retention as well as employment in Tumbler Ridge.

Actions:

- I. Explore Partnership with the DTR, Chamber of Commerce, Futurepreneur, and Community Futures in providing a Co-Working Space to encourage businesses to locate in the downtown core.

- II. Explore purchasing a building versus building a new building.
- III. Cover lease of building in downtown core for one year.
- IV. EDO will investigate the concept.

All actions are depending on the outcome of the EDO conceptual plan.

2) Goal: To provide a legacy in the community of Tumbler Ridge that promotes sustainability, forest recreation and education.

Actions:

- I. Partner with the DTR in funding 40% towards the BC Rural Dividend Grant to develop the project Interpretive Trail.
- II. Present a letter of offer to the District of Tumbler Ridge in offering financial assistance to fund the project.

Measureable:

⇒ That TRCF will have a legacy project completed by 2020.

Priority #5 Wildfire Mitigation

1) Goal: To mitigate potential wildfire risk in Tumbler Ridge and surrounding perimeter of Tumbler.

Actions:

- I. TRCF will prepare a proposal identifying the areas of dead trees on DTR land and Crown land.
- II. The proposal will be presented to Council to fall the dead trees with an agreement on compensation.

Measureable:

⇒ A proposal will be completed and a meeting scheduled with Council in 2018.

⇒ TRCF will have contracts to provide wildfire mitigation in the town of Tumbler Ridge and in a 2 km out perimeter surrounding area.

Priority #6 Continue to Provide Grants in Tumbler Ridge

Goal: To deliver the grant process in an efficient manner that will be satisfactory for the applicant and the TRCF Board of Directors.

Actions:

- I. The TRCF Board will review the company policy. It will comply and enforce the existing policy to ensure that it still meets the purpose when reviewing grant applications.
- II. The TRCF Board will identify an annual budget for grants and will adhere to it.
- III. The Board Chair will be the “go to” available for responding to further information upon receiving grant applications or appoint another Board member in his/her place.
- IV. Grant applications and policy will be available on the TRCF website and at the DTR Town Hall.
- V. Printed grant applications will include the fillable application, funding amount and the grant policy.

Measureable:

⇒ Policy Reviewed & timely application processes will be in place starting immediately.

Priority #7 Board Ownership

Goal: The Board of Directors will strive to improve communications within the TRCF Corporation.

Actions:

- I. Prescheduled meetings will be agreed upon for the fiscal year.
- II. Use teleconference to allow for more meetings.

- III. Each Board member will respond by phone or email within 24 hours if they are attending the meeting and will respond to all in email so other members know as well.
- IV. The TRCF Board of Directors will have a platform to communicate on a regular basis e.g. Base Camp. (John Howe)

Priority #8 Succession Plan

Goal: Ensure informed leadership within the TRCF Corporation

Actions:

- I. Hire a local Forest Manager part time to familiarize themselves with the structure and business of the TRCF Corporation prior to the present Forest Manager retiring his position. This would be in two years' time or earlier. Duncan McKellar will give notice in advance to the Board so that there is enough time to learn the area.
- II. The Forest Manager will be a shared position and then move into a full time position when present Forest Manager retires.

Goal: Ensure that there is a full Board of directors according to the Bylaws of the TRCF Corporation.

Actions:

- I. A Board recruitment package will be developed and posted on the TRCF Website.
- II. Community Futures will provide a Board recruitment package to be reviewed and modified to suit the TRCF Board.

Priority #9 Partnerships

Goal: To assist in projects financially that will diversify and enhance business opportunities and forest recreation in Tumbler Ridge through partnering with other entities.

Actions:

- I. Keep informed with projects or initiatives in the community by reaching out to the potential partners. Some of the potential partners will be contacted, District of Tumbler Ridge, schools, WNMS, TRUGG, TRMF, TR Snowmobile Club, TR ATV Club, First Nations and others.

Measureable

- ⇒ The TRCF Forest Manager and Board will have a larger opportunity pool to draw from.
- ⇒ Outdoor organization will consider the TRCF when making decisions that affect the existing trail development and new trail development.

OTHER OBSERVATIONS

Board Communication

The Board of Directors meets quarterly and during the planning session there were many areas of business that got discussed which took up quite a bit of the allotted strategic planning time. The discussions the Board engaged in were very meaningful and valuable giving many “take aways” for the Board and the Forest Manager. It was clear that the Board needs to meet more often to discuss matters that they are concerned with as well as making sure everyone is on the same page. In the Board Development Priority I included some recommendations as actions that will give more opportunity for communication. The Board could meet without the Manager on a monthly basis to talk about ideas and provide feedback to the Forest Manager, or teleconference monthly with the Forest Manager as suggested in the actions of that priority. Have a retreat once a year to rejuvenate the board.

Financial Planning

Financial planning did come into discussion. There was discussion to look into other banking institutions or investment advisors. The one certainty is the Board agreed they wanted the money to be managed locally. I would recommend that a portion of the funds be invested in a low risk portfolio. It would be wise to check what interest there is now on GIC's and invest a portion of the funds. Not saying the plan with the Credit Union is inadequate, it is just wise to continue to look at options. There is a large amount sitting in the bank account.

There was discussion of purchasing a building and leased to micro businesses. It was suggested a micro business investment be investigated further first and perhaps invested in utilizing a commercial one year lease concept. If successful and one gets occupants in a building space, and then consider purchasing the property and managing the tenants.

Vision & Mission Statement

The Board agreed that the mission statement needed to be reviewed and some ideas were discussed.

Now that the Community Forest is established and has come into its own the Board wanted to Vision reflect where they are today. Now that there is more opportunity with the larger AAC, and funds in the bank they are in a “ready” position to build capacity in the community. One vision statement that came up was OUR VISION; TO BUILD CAPACITY FOR LOCAL JOBS THROUGH COMMUNITY FOREST INITIATIVES. The vision statement should come from what the expected outcomes are. Throughout the two days the word

“HIRE LOCAL, LOCAL JOBS, LOCAL BUSINESS, EDUCATION, AWARENESS, FOREST RECREATION, PRIDE, WILDFIRE MITIGATION, OTHER USES OF FIBRE, MORE FIBRE FOR BETTER BUSINESS OPPORTUNITY, PARTNERSHIPS, DIVERSIFYING TUMBLER RIDGE, RESPONSIBLE FOREST PRACTICES, OPPORTUNITY, COLLABORATIVE, INNOVATIVE”

These words would be a good foundation for planning a new Vision and Mission Statement.

Trail Management

There was a lot of discussion on how to assist in managing the forestry trails without incurring the liabilities. There was more interest from the board to assist by funding a position that could do assessments on the existing trails and identify what work was required.

Wolverine Nordic Mountain Society (WNMS) has been managing the trails to date. The volunteers are getting older and there is no plan on how the existing trails are going to be maintained. After the planning session the WNMS held their AGM and the person who was in charge of managing the trails and identifying issues as well as addressing the issues with volunteer work crews. This individual did much of the work himself.

Economic Development Advisory Panel

John Powell, EDO, District of Tumbler Ridge said that an Economic Development Advisory Panel will be formed in the fall of 2018. It would be very valuable to have a representative from the TRCF on the advisory board to make sure that this Advisory Panel is fully informed on the Community Forest Activities. It would also lend itself to partnership opportunities.

Forest Stewardship Plan (FSP)

The Tumbler Ridge Community Forest is drafting a replacement Forest Stewardship Plan which will guide forest management activities in the Peace Resource District. All the key players in the forest sector are involved in the FSP. This is a great opportunity to collaborate with other business as well as Community Forests in identifying potential opportunities or even threats. It is always good to be part of the planning for the future.

**TUMBLER RIDGE COMMUNITY FORESTS PRIORITIES, ACTIONS &
TIMELINES JANUARY 2018**

Priority	Actions	Who	Measureable	Timeline	High/Medium/Low
#1 TRCF Awareness	1. TRCF Website	Duncan	Work will begin immediately. A web developer will be contracted. Website will be launched. There will be an increased awareness.	Begin January 2018 & completed by Dec 2018	High
	<ul style="list-style-type: none"> I. Hire Web Designer II. A new website describing what a community forest is, offering business & employment opportunities, grant applications, board recruitment package & successes. 				
	2. Newsletter				
	<ul style="list-style-type: none"> I. Support a TR monthly newsletter that will be distributed through mailbox, on line, and popular places in TR. II. Research partnership with District to assist in paying a fee for service to a local contractor to manage the newspaper. 	Duncan	An employment opportunity will be created.	Begin January 2018 Hire Person by Feb 2018	M/H
3. Brochure	An expanded brochure will be developed for the TRCF Annual Report	John P, DTR	TR will have a much needed newsletter.	Newspaper in print by April or sooner 2018	
		Duncan	Partnership with DTR or other entity.	Monthly publication	H
			A brochure will be done in house by Duncan, or possibly contracted out.	Begin January 2018 Will be a semi-annual publication.	

<p>#2 Enhance Forestry Recreation</p>	<p>1. Well Maintained Trails & Future Develop Trails Will see partnership with local clubs to enhance or develop trails. Will provide financial support but will not take ownership responsibility.</p> <p>I. TRCF will log trails and provide opportunity for business or volunteers to develop.</p> <p>II. Share a paid position with DTR that would employ a trail maintenance person that would be employed by DTR.</p> <p>III. Draft a letter stating that TRCF is willing to provide partner dollars for trail management.</p>	<p>Duncan TRCF Board</p> <p>Duncan</p> <p>DTR/Duncan</p> <p>Duncan</p>	<p>An increase in partnerships.</p> <p>An increase in trail development & maintenance.</p> <p>An ongoing commitment to enhance trails in the Tumbler Ridge area.</p> <p>TRCF will be recognized as a Community Champion.</p> <p>A job will be created.</p>	<p>Will begin February 2018 and will be ongoing.</p>	<p>H/Ongoing</p> <p>H</p> <p>H/Ongoing</p> <p>H</p>
<p>#3 Economic Diversification</p>	<p>Increase business & Job opportunities.</p> <p>I. Purchase logs from other sources to increase volume to attract business.</p> <p>II. Create a business ready profile of logging businesses to attract local business start-ups.</p> <p>III. Continue to seek for more AAC from the Province.</p> <p>IV. Create partnership with DTR to create 5 identified silviculture opportunities.</p>	<p>Duncan</p> <p>Duncan/DTR</p>	<p>Increased log volume.</p> <p>Hire a consultant to build business cases for identified logging businesses.</p> <p>Three new businesses within</p>	<p>When logs are available. Ongoing.</p> <p>Begin April 2018 and will be ongoing.</p> <p>Ongoing</p>	<p>H/M Ongoing</p> <p>H/M</p> <p>H/Ongoing</p>

			<p>5 year time period.</p> <p>Larger AAC in a five year time.</p> <p>An investment attraction piece will be created to promote and attract business relocations or business start-ups in the TRCF.</p>		
#4 Legacy Projects	<ol style="list-style-type: none"> 1. Identify Legacy Projects to Celebrate the TRCF <ol style="list-style-type: none"> I. Meet with DTR to discuss options of supporting a Downtown Co-Working Space Project. II. Explore purchasing a building or building a new structure. III. Cover lease for Co-working Space for one year and evaluate at the end of the year if it is fiscally responsible. 2. Financially support 40% of the BC Rural Dividend Interpretive Project or similar project that promotes education to youth and the community at large. 	<p>Duncan/DTR Board</p> <p>Duncan/DTR</p> <p>Duncan/Board</p>	<p>TRCF will have a Legacy Project Identified and have begun the proceedings in seeing it to fruition.</p> <p>A project that will promote education in the schools as well as the community at large.</p>	<p>Begin January 2018 End will be Dec 2018</p>	<p>M/H</p> <p>M/H</p> <p>M/H</p> <p>H</p>

<p>#5 Wildfire Mitigation</p>	<p>1. Mitigate Wildfire and Create Revenue Prepare and present proposal to present to Council of potential areas at risk and compensation to carry out the logging.</p>	<p>Duncan</p>	<p>TRCF will have signed agreement with TR to provide Wildfire Mitigation. TR will be more protected for potential wildfire. Jobs and business opportunity will be created.</p>	<p>January 2018 Ongoing</p>	<p>H/M</p>
<p>#6 Community Grants</p>	<p>1. Review grant process and create efficiencies. I. Review the grant policy. II. Identify a firm annual grant budget. III. Designate Board Chair to be the go to person and advertise it on the application. IV. Policy will be included with grant application hand out and will be posted on the website to print out. V. Printed grant applications will include the fillable application, funding amount and grant policy for easy distribution.</p>	<p>Board Board Board Duncan/Board Board/Duncan/DTR Duncan/DTR Board</p>	<p>Grant application will run more smoothly. Board will be more informed on the grant policy. Easier access to grant applications. Consistency in grant process.</p>	<p>January 2018 – March 2018 grant reviewed and budget identified. April call for applications. Ongoing</p>	<p>H/M/Ongoing H/M H H H</p>

	<p>into a full time position when Duncan leaves.</p> <p>2. Ensure all board positions are filled.</p> <p>I. Board Recruitment Package will be reviewed and put on the new website.</p> <p>II. Community Futures will provide a board recruitment package template to go by.</p>	<p>Duncan/Board</p> <p>Community Futures</p>	<p>Clear on what qualifies a board member.</p>	<p>February 2018</p>	<p>H</p> <p>M</p> <p>M</p>
#9 Partnerships	<p>1. Assist projects financially that will diversify and enhance business opportunities and forest recreation.</p> <p>I. Keep informed with projects or initiatives in the community by reaching out to the potential partners. These would include DTR, Schools, WNMS, TRUGG, TRMF, TR Snowmobile Club, TR ATV Club, and First Nations & Others.</p> <p>II. Work with Primary Industry (road planning, clearing, etc.</p>	<p>Duncan/Board</p>	<p>Larger Opportunities will be identified.</p> <p>An increased awareness of the benefits of a Community Forest in Tumbler Ridge.</p>		<p>H/M</p>

# 10 Environmental Stewardship	ONGOING	Duncan	A good reputation and well respected Board of Directors for management and governance.		H