



PRIVATE
MANAGED
FOREST LAND
COUNCIL

**3 YEAR
STRATEGIC PLAN**

**Fiscal Years
2011/12 to 2013/14**

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I. INTRODUCTION

The Private Managed Forest Land Council (Council) was established in 2004 under the *Private Managed Forest Land Act* (Act). The Council consists of five members: two members appointed by the minister of Agriculture and Lands (the Minister); two members elected by the owners of private managed forest land; and a chair who is elected by the other four members. The operations of the Council are funded completely by an annual administration fee levied by the Council on the owners of private managed forest land.

Section 5 of the Act set out the objects of the Council as follows:

Object of Council

- 5 The object of the council is to encourage forest management practices on private managed forest land, taking into account the social, environmental and economic benefits of those practices.

The Act provides a framework for land to become private managed forest land. This involves the submission to the Council of a management commitment that meets the requirements of the Act and regulations and a decision by the Assessment Authority under the *Assessment Act* to classify the land as managed forest land. The Act also provides a process for lands to have the private managed forest land classification to be removed. In some cases this removal requires the Council to levy an exit fee on the person removing the land from the private managed forest land program.

The Act states government's forest management objectives for private managed forest land with respect to soil conservation, water quality, fish habitat, critical wildlife habitat and reforestation. The Act further empowers the Council and the Lieutenant Governor in Council (for critical wildlife habitat) to make regulations that are consistent with the forest management objectives.

The Council is empowered under the Act to utilize various administrative remedies to ensure that owners of private managed forest land comply with the requirements of the Act and regulations.

Lastly, the Council is required to submit an annual report to the Minister.

II. STRATEGIC DIRECTION FOR ACHIEVING MANDATE

To achieve the Council's object under section 5 of the Act, the Council established a Statement of Principles for encouraging forest management practices on private managed forest land. The principles are as follows:

- (a) The Council will make best efforts to ensure that the forest practice requirements it establishes in regulation address the government forest management objectives established in sections 12 to 16 of the Act;
- (b) The Council will carefully review all new management commitments and amendments to ensure that the management commitment is consistent with good forest management practices;
- (c) The Council will establish policies and guidelines respecting forest management requirements and make them publicly available;
- (d) The Council will prepare field practices guidebooks and distribute them to owners to foster a consistent understanding of forest management practices requirements;
- (e) The Council will conduct periodic field training sessions to further foster understanding of forest management practice requirements and implementation issues;
- (f) The Council will conduct an inspection and audit program to provide an ongoing assessment of the level of compliance by owners with the forest management requirements;
- (g) The Council will ensure compliance with the forest management requirements of the Act and, where appropriate, take fair and equitable enforcement measures;
- (h) The Council will ensure that it conducts its affairs in respect of encouraging forest management practices in an open and transparent manner.

The implementation of these principles forms the core of the Council's operations each year.

In addition, the Council carries out many functions to meet the other requirements placed on the Council under the Act. These requirements include:

- Imposing an annual administration fee on the owners;
- Providing required notifications to the Assessment Authority;
- Calculating and levying exit fees where required;
- Preparing an annual report for the Minister.

Finally, the Council seeks to encourage participation in the private managed forest land program by

- retaining owners who comply with the Act and regulations, and
- informing owners of private forest land of the potential opportunities within the private managed forest land.

III. STAKEHOLDERS

To provide context for the development of specific goals within the Strategic Plan, the Council has identified its stakeholders (and potential stakeholders), documented the relationships with these stakeholders and the type of communication or interaction that is warranted. These are set out below:

Stakeholder	Relationship	Communication or Interaction
Ministry of Forests, Mines and Lands	<ul style="list-style-type: none"> • Parent ministry • Responsible for Act • Potential auditor • Fellow regulatory agency wildfire, insects and disease 	<ul style="list-style-type: none"> • Provide annual report • Meet semi-annually to discuss initiatives • On-going interaction to address issues as they arise • Maintain dialogue on cross agency issues
Ministry of Environment	<ul style="list-style-type: none"> • Fellow regulatory agency: water, fish, fish habitat wildlife 	<ul style="list-style-type: none"> • Maintain dialogue on cross agency issues
Department of Fisheries and Oceans	<ul style="list-style-type: none"> • Fellow regulatory agency: anadromous fish and habitat 	<ul style="list-style-type: none"> • Maintain dialogue on cross agency issues
Ministry of Lands	<ul style="list-style-type: none"> • Fellow regulatory agency 	<ul style="list-style-type: none"> • Maintain dialogue on cross agency issues
Ministry of Natural Resource Operations	<ul style="list-style-type: none"> • Fellow regulatory agency 	<ul style="list-style-type: none"> • Maintain dialogue on cross agency issues
Ministry of Community, Sport and Cultural Development	<ul style="list-style-type: none"> • Fellow regulatory agency: local government interface; OCPs 	<ul style="list-style-type: none"> • Coordinate on UBCM issues • Discuss issues related to section 21
Assessment Authority	<ul style="list-style-type: none"> • Fellow regulatory agency: Assessment Act • Sister agency for lands entering and exiting private managed forest land program 	<ul style="list-style-type: none"> • Coordinate actions for entry and exit of areas • Discuss opportunities for recruitment and retention of areas • Discuss opportunities for clarifying effective dates
Surveyor of Taxes	<ul style="list-style-type: none"> • Fellow regulatory agency • Collector of exit fees levied on rural properties 	<ul style="list-style-type: none"> • Coordinate actions for collection of exit fees where appropriate
Local governments	<ul style="list-style-type: none"> • Interactions respecting: <ul style="list-style-type: none"> ○ bylaws, ○ exit fees, ○ enforcement of Act and regulations 	<ul style="list-style-type: none"> • work with collectively at UBCM on specific regulatory issues • work with individually on local operational issues
Land owners	<ul style="list-style-type: none"> • Regulated party • Funding source 	<ul style="list-style-type: none"> • ensure compliance • promote knowledge through policies, guidelines, brochures and training • keep informed as to Council finances

Stakeholder	Relationship	Communication or Interaction
Private Forest Landowners Association	<ul style="list-style-type: none"> • Most landowners are members 	<ul style="list-style-type: none"> • discuss program issues as they arise • attend PFLA AGM to speak to owners in attendance

The Council will periodically assess whether or not adjustments are required to be made to ensure that the desired level of communication and interaction is being achieved with each identified stakeholder and if other stakeholders need to be specifically identified.

IV. RISK MANAGEMENT

The Council has incorporated risk management into all of its operations by integrating a risk identification and analysis phase into this strategic plan. At a high level, the risk elements and risk management approach and activities are set out below.

Risk Element	Risk Management Approach	Risk Management Activity
Legal filing dates	<ul style="list-style-type: none"> • ensure that Council meets all legal requirements under the Act and regulations 	<ul style="list-style-type: none"> • annual administration fee filed in February • owners promptly informed of surplus or deficit • annual report filed as soon as practicable • inform Assessment Authority by specified cut off dates
Statutory decisions upheld	<ul style="list-style-type: none"> • ensure all decisions within statutory time limits • ensure all decisions are within jurisdiction • ensure all decisions conform with duty to be fair 	<ul style="list-style-type: none"> • establish policies and procedures, including time limits, for completing investigations • establish a compliance manual • provide everyone with an opportunity to be heard and reasons for the decision
Regulatory	<ul style="list-style-type: none"> • ensure that the forest practices requirements are wholly consistent with the forest management objectives in the Act • ensure that the Act and regulations enable the Council to effectively carry out its mandate 	<ul style="list-style-type: none"> • annually assess regulations to identify any areas requiring improvement • work with MAL on any potential amendments to the Act or LGC regulations
Financial	<ul style="list-style-type: none"> • ensure that operations are cost-effective • ensure that there are sufficient funds to ensure compliance with the Act and regulations. 	<ul style="list-style-type: none"> • place fees received in interest bearing account until funds required

Risk Element	Risk Management Approach	Risk Management Activity
Compliance	<ul style="list-style-type: none"> • ensure that owners comply with regulatory requirements 	<ul style="list-style-type: none"> • customize audit and inspection program to ensure Council has adequate information of operational compliance of all land owners
Communications	<ul style="list-style-type: none"> • ensure that communications are appropriate with all stakeholder groups 	<ul style="list-style-type: none"> • establish and implement a communication plan that addresses each stakeholder • review and update communication plan as required
Council knowledge	<ul style="list-style-type: none"> • ensure that council members are well trained • ensure that council members are well informed 	<ul style="list-style-type: none"> • attend appropriate training for administrative tribunals • distribute all materials required for meetings at least 3 days before the meeting.

The Council will ensure that risk management is a consideration in each of its operations and financial functions. This will ensure that the Council acts in a cost-effective and operationally efficient manner.

V. SPECIFIC GOALS

Each year the Council develops an annual plan and a budget for its operations to be carried out in the following fiscal year (April 1 - March 31). This annual plan is done in the context of a longer term vision of what the Council is trying to achieve. The Council therefore prepares a 3 year Strategic Plan that is updated annually.

The Council, while meeting its legal mandate and statement of principles, will pursue the following goals in the 3 year Strategic Plan:

1.0 Administrative Operations

1.1 Annual Administration Fee

- To keep the amount of the annual administrative fee to the minimum amount to comprehensively and effectively meet its mandate
- To provide notice of the annual administration fee to the owners in February
- To utilize interest bearing accounts to generate interest on annual fees collected until the funds are required
- To actively pursue any outstanding fees payable

1.2 Declaration of Surplus or Deficit

- To determine as soon as practicable after the end of the fiscal year what if any surplus or deficit can be attributed to that fiscal year
- To report to the owners as soon as practicable the amount of the surplus or deficit and the Council's intention for addressing that surplus or deficit

1.3 Entry and Exit

- To process and consider all management commitment applications and amendments within 30 days except in extraordinary circumstances.
- To calculate and levy all exit fees within 45 days of becoming aware that an exit fee should be applied

1.4 Annual Financial Audit

- To ensure that the finances of the Council are audited annually by a qualified auditor as soon as practicable after end of fiscal year.
- To implement recommendations, if any, of the qualified auditor.

1.5 Annual Report

- To ensure that an annual report is prepared that meets or exceeds the requirements of the Act and is submitted to the Minister by mid October each year.

1.6 Budget and Strategic Plan monitoring

- To ensure that progress of attainment of the Annual Plan goals are reviewed against budget expenditures at least on a bi-monthly basis.

2.0 Field Operations (ensuring compliance)

2.1 Inspections & Audits

- To develop an implement an inspection program that delivers on the Council's policy objective of inspecting each managed forest at least once each 5 years.
- To develop an audit program to focus on key themes identified each fall by Council.
- To use only qualified inspectors and auditors
- To ensure that inspectors and auditors are trained with respect of the Act and regulations

2.2 Investigations

- To diligently investigate each potential non-compliance of which the Council is aware
- To use only qualified investigators
- To ensure that investigators are trained with respect of the Act and regulations.

2.3 Determinations

- To make compliance determinations in accordance with the Compliance Determination Manual as soon as practicable after providing an opportunity to be heard

- To provide a determination and rationale within 30 days of the completion of the opportunity to be heard process.

2.4 Reviews and Appeals

- To conduct reviews in accordance with the Compliance Determination Manual
- To provide a determination and rationale in respect of the request for review within 30 days of the completion of the opportunity to be heard process.
- To participate fully in any appeals of Council decisions to the Forest Appeals Commission

2.5 Responding to Complaints and Inquiries

- To respond to each complaint or inquiry received in a respectful manner and a timely fashion.
- To diligently pursue each complaint and inquiry to ascertain if a follow up inspection or investigation may be warranted.

3.0 Providing Policies, Procedures and Interpretive Guidance

3.1 Interpretation

- To periodically assess whether or not additional interpretive guidance is required or whether existing guidance needs to be clarified
- To work with owners' representatives on vetting any Council guidance before it is finalized
- To strive to implement any interpretive guidance changes in the fall of each year.

3.2 Manuals

- To periodically assess whether or not any modifications to existing manuals are required
- To strive to implement any manual changes in the fall of each year.

4.0 Continuous Council Improvement

4.1 Training of Council and staff

- To ensure that Council members and staff are well trained with respect to administrative law and compliance and enforcement matters.

4.2 Clarifying Council Mandate

- To identify, develop and implement any necessary changes to the Act and regulations in such a way as to inform the owners of private managed forest land and to facilitate planned and periodic change to the owners' operations.

4.3 Assessing Council performance

- To review the actual deliverables against those specified in the annual plan
- To periodically review whether or not the Council is performing in accordance with its strategic direction including the statement of principles.
- To annually review the risk management framework and to make any necessary adjustments.
- To require that Council members report annually in April as to that member's compliance with the Council's established code of conduct.

5.0 Extension (encouraging compliance)

5.1 Landowners

- To work with owners to improve understanding of regulatory requirements
- To work with owner representatives to ensure that there is open communication and, where warranted, effective coordination on delivery of specific initiatives.

5.2 Local government

- To attend UBCM AGM each Fall.
- To work with UBCM on any Council regulatory initiatives
- To work with individual local governments on OCP reviews
- To work with local governments on local issues involving the private managed forest land program.

5.3 Government agencies

- To work with various government agencies with respect to specific incidences in the field, committees and regulatory initiatives
- To work with the Assessment Authority on an on-going basis to ensure that there is an understanding of respective policies and procedures and operational requirements.
- To meet with senior staff from the Assessment Authority on an annual basis to ensure that there is open and timely communication of inter-agency issues
- To work with lead ministry staff to ensure that the minister is kept informed of any pending issues that may be of interest
- To meet with lead ministry officials on at least a semi-annual basis to ensure that relevant initiatives are fully vetted by the respective agencies

6.0 Promotion of Private Managed Forest Land

6.1 Owners

- To work with owners to improve understanding of regulatory framework under the Act and regulations and potential implications under the *Assessment Act* and *Local Government Act*.

6.2 Local government

- To meet periodically with local governments where there are significant amounts of private forest land to inform of the increased regulatory protections if the lands are within the private managed forest land classification.
- To periodically secure a booth at UBCM to promote the mandate and operations of the Council

6.3 Government agencies

- To meet periodically with government agencies to foster an understanding of how the private managed forest land program is a cost effective way of promoting a higher level of forest management than on private forest lands which are outside of the program.

7.0 Potential Regulatory Reforms

7.1 Identifying potential regulatory reforms

- To review completed audits, inspections, investigations and determinations to ascertain if there are any regulatory gaps, redundancies or technical issues that need to be addressed
- To review suggestions from outside agencies for potential legislative or regulatory changes that had not been identified through internal processes

7.2 Implementation

- To carefully consider the implications of any potential changes to the regulatory framework
- To work with all affected parties on any potential regulatory amendment initiatives
- To the extent practicable, provide a fair notice period to the owners of any pending regulatory changes
- To the extent practicable, plan for any regulatory amendments to take effect at the same time in any given year.

8.0 Preparation for Future Operations

8.1 Development of next Annual Plan within updated Strategic Plan

- To ensure that an Annual Plan is prepared in the Fall of each year
- To ensure that the 3 year Strategic Plan is updated in the Fall of each year

8.2 Development of next fiscal Budget

- To utilize the annual plan in the Budget development process
- To begin development of the Budget in the Fall of each year
- To ensure that the Budget is completed by January of each year

VI. PLANNING FUTURE OPERATIONS

The 3 year Strategic Plan sets out the blueprint for the Council's operations to ensure that it is meeting its strategic direction and specific goals. The Annual Plan is the first year of the 3 year Strategic Plan. It specifies the operations which Council will undertake or authorize and the timeframe within which the specific operation will be completed. The Council's budget is developed in conjunction with the development of the Annual Plan.

The second and third years of the 3 year Strategic Plan itemize topic areas of operations that the Council will undertake or authorize and the timeframe within which the specific operation will be completed. These contain less detail than is the case of the Annual Plan. The reason for this is that less is known of the specific nature of the deliverable. For example, in the Annual Plan the specific nature of proposed regulatory amendment initiatives that are to be developed, including associated training materials and targeted implementation dates may all be known. In the case of the second and third years of the 3 year Strategic Plan it is only known that the Council will periodically assess whether or not any regulatory amendment initiatives need to be identified and evaluated in that fiscal year.

In the current 3 year Strategic Plan, the proposed operations are set out for Fiscal 2011/12 in Schedule A, for Fiscal 2012/13 in Schedule B and for Fiscal 2013/14 in Schedule C.

VII. ASSESSING DELIVERY OF PAST OPERATIONS

At the conclusion of each fiscal year the Council assesses its performance in respect of the degree to which it met the deliverables and related timelines set out in the Annual Plan for the completed fiscal year. This is done in conjunction with determining how any associated Budget surpluses are to be managed.

If necessary, Council may make modifications to the new Annual Plan to address matters that had not been completed during the previous fiscal year or to re-adjust priorities as a result of information received which was not available the previous fall when the Annual Plan was being developed. In some instances the Budget for the new fiscal year may also need to be amended to reflect the unanticipated carry over operations from the previous fiscal year or the re-adjusted priorities set out in the amended Annual Plan.

Date: December 16, 2010

Approved: _____
Chair

SCHEDULE A
Fiscal Year 2011-12

	<u>Month</u>
1.0 Administrative Operations	
1.1 Annual Administration Fee	
Collect all overdue 2011/12 administrative fees	June '11
Revenue in interest bearing account until needed	all year
Send notices for 2011/12 administration fee	Feb '11
Send reminder notices for 2011/12 fee as required	April '11
1.2 Entry and Exit	
Management commitments (new, amend, withdrawal)	as required
Exit fees (calculation, levy and notices)	as required
1.3 Annual Financial Audit	
Retain financial auditor	May '11
Approval of financial audit report	Sept '11
Implement audit report recommendations (if any)	Oct '11
1.4 Annual Report	
Preparation of draft annual report	Aug '11
Approval of annual report	Oct '11
Submission of annual report	Oct '11
2.0 Field Operations (ensuring compliance)	
2.1 Inspections & Audits	
Confirm Council program objectives and budget allocations	April '11
Preparation of draft program	May '11
Complete field program	Sept '11
Provide summary to Council	Oct '11
2.2 Investigations	as required
2.3 Determinations	as required
2.4 Reviews and Appeals	as required
2.5 Responding to Complaints and Inquiries	as required
3.0 Providing Policies, Procedures and Interpretive Guidance	
3.1 Interpretation	
Determine interpretive guidance required (if any)	June '11
Prepare required interpretive guidance	Oct '11
3.2 Manuals	
Review Inspection and Investigation Manual	Sept '11
Amend Compliance Manual	Nov '11

	<u>Month</u>
4.0 Continuous Council Improvement	
4.1 Training of Council and staff	
Determine specific training requirements	June '11
Train Council and staff	Fall '11
4.2 Clarifying Council mandate	
Facilitate election of owner representative and Minister's appointment to Council	May '11
Determine if modifications required	June '11
Approve necessary amendments to mandate	Nov '11
4.3 Assessing Council performance	
Review level of delivery of 2010/11 Annual Plan	June '11
Review level of delivery of 2010/11 Annual Budget	June '11
Make necessary adjustments to 2011/12 Annual Plan	July '11
Make necessary adjustments to 2011/12 Annual Budget	July '11
5.0 Extension (encouraging compliance)	
5.1 Landowners	
Attend PFLA AGM	June '11
Liaison with PFLA	all year
5.2 Local government	
Attend UBCM and meet with local governments	Sept '11
Liaison	all year
5.3 Government agencies	
Liaison with MOE and DFO regulators	as required
Liaison with Assessment Authority	all year
Liaison with lead ministry	all year
6.0 Potential Regulatory Reforms	
6.1 Implementing 2010/11 regulatory reform initiatives (if any)	
Continue developing 2010/11 regulatory reform initiatives	April '11
Consult on reform initiatives	April to June '11
Modify reform initiatives if necessary	June '11
Effective date of amendments	Sept '11
7.0 Preparation for Future Operations	
7.1 Development of 2012/13 Annual Plan	
Prepare initial draft of 2012/13 annual plan	Nov '11
Finalize annual plan	Dec '11

	<u>Month</u>
7.2 Development of 2012/13 Budget	
Prepare initial draft of 2012/13 budget	Dec '11
Finalize budget	Jan '12
7.3 Development of 2012/15 Strategic Plan	
Prepare initial draft of 2012/15 Strategic Plan	Nov '11
Finalize 3 year Strategic Plan	Dec '11

SCHEDULE B Fiscal Year 2012-13

	<u>Month</u>
1.0 Administrative Operations	
1.1 Annual Administration Fee	
Collect all overdue 2012/13 administrative fees	June '12
Revenue in interest bearing account until needed	all year
Send notices for 2012/13 administration fee	Feb '12
Send reminder notices for 2012/13 fee as required	April '12
1.2 Entry and Exit	
Management commitments (new, amend, withdrawal)	as required
Exit fees (calculation, levy and notices)	as required
1.3 Annual Financial Audit	
Retain financial auditor	May '12
Approval of financial audit report	Sept '12
Implement audit report recommendations (if any)	Oct '12
1.4 Annual Report	
Preparation of draft annual report	Aug '12
Approval of annual report	Oct '12
Submission of annual report	Oct '12
2.0 Field Operations (ensuring compliance)	
2.1 Inspections & Audits	
Confirm Council program objectives and budget allocations	April '12
Preparation of draft program	May '12
Complete field program	Sept '12
Provide summary to Council	Oct '12
2.2 Investigations	as required
2.3 Determinations	as required
2.4 Reviews and Appeals	as required
2.5 Responding to Complaints and Inquiries	as required
3.0 Providing Policies, Procedures and Interpretive Guidance	
3.1 Interpretation	
Determine interpretive guidance required (if any)	June '12
Prepare required interpretive guidance	Oct '12
3.2 Manuals	
Determine if manuals require updating	June '12
Approve necessary amendments to manuals	Nov '12

	<u>Month</u>
4.0 Continuous Council Improvement	
4.1 Training of Council and staff	
Determine specific training requirements	June '12
Train Council and staff	Fall '12
4.2 Clarifying Council mandate	
Determine if modifications required	June '12
Approve necessary amendments to mandate	Nov '12
4.3 Assessing Council performance	
Review level of delivery of 2011/12 Annual Plan	June '12
Review level of delivery of 2011/12 Annual Budget	June '12
Make necessary adjustments to 2012/13 Annual Plan	July '12
Make necessary adjustments to 2012/13 Annual Budget	July '12
5.0 Extension (encouraging compliance)	
5.1 Landowners	
Attend PFLA AGM	June '12
Liaison with PFLA	all year
5.2 Local government	
Attend UBCM and meet with local governments	Sept '12
Liaison	all year
5.3 Government agencies	
Liaison with MOE and DFO regulators	as required
Liaison with Assessment Authority	all year
Liaison with MAL	all year
6.0 Potential Regulatory Reforms	
6.1 Implementing 2011/12 regulatory reform initiatives (if any)	
Continue developing 2011/12 regulatory reform initiatives	April '12
Consult on reform initiatives	April to June '12
Modify reform initiatives if necessary	June '12
Effective date of amendments	Sept '12
6.2 Identifying potential regulatory reforms for 2013 (if any)	
Develop policy initiatives (if any)	Oct '12
Develop plan for moving policies forward (if any)	Dec '12
Commence necessary consultations (if any)	Feb to March '13

	<u>Month</u>
7.0 Preparation for Future Operations	
7.1 Development of 2013/14 Annual Plan	
Prepare initial draft of 2013/14 annual plan	Nov '12
Finalize annual plan	Dec '12
7.2 Development of 2013/14 Budget	
Prepare initial draft of 2013/14 budget	Dec '12
Finalize budget	Jan '13
7.3 Development of 2013/14 Strategic Plan	
Prepare initial draft of 2013/16 Strategic Plan	Nov '12
Finalize 3 year Strategic Plan	Dec '12

**SCHEDULE C
Fiscal Year 2013-14**

	<u>Month</u>
1.0 Administrative Operations	
1.1 Annual Administration Fee	
Collect all overdue 2013/14 administrative fees	June '13
Revenue in interest bearing account until needed	all year
Send notices for 2013/14 administration fee	Feb '13
Send reminder notices for 2013/14 fee as required	April '13
1.2 Entry and Exit	
Management commitments (new, amend, withdrawal)	as required
Exit fees (calculation, levy and notices)	as required
1.3 Annual Financial Audit	
Retain financial auditor	May '13
Approval of financial audit report	Sept '13
Implement audit report recommendations (if any)	Oct '13
1.4 Annual Report	
Preparation of draft annual report	Aug '13
Approval of annual report	Oct '13
Submission of annual report	Oct '13
2.0 Field Operations (ensuring compliance)	
2.1 Inspections & Audits	
Confirm Council program objectives and budget allocations	April '13
Preparation of detailed Audit field program	May '13
Preparation of detailed Inspection field program	May '13
Complete field program	Sept '13
Provide summary to Council	Oct '13
2.2 Investigations	as required
2.3 Determinations	as required
2.4 Reviews and Appeals	as required
2.5 Responding to Complaints and Inquiries	as required
3.0 Providing Policies, Procedures and Interpretive Guidance	
3.1 Interpretation	
Determine interpretive guidance required (if any)	June '13
Prepare required interpretive guidance	Oct '13
3.2 Manuals	
Determine if manuals require updating	June '13
Approve necessary amendments to manuals	Nov '13

	<u>Month</u>
4.0 Continuous Council Improvement	
4.1 Training of Council and staff	
Determine specific training requirements	June '13
Train Council and staff	Fall '13
4.2 Clarifying Council mandate	
Facilitate election of owner representative and Minister's appointment to Council	May '13
Determine if modifications required	June '13
Appointment of Council chair	July '13
Approve necessary amendments to mandate	Nov '13
4.3 Assessing Council performance	
Review level of delivery of 2012/13 Annual Plan	June '13
Review level of delivery of 2012/13 Annual Budget	June '13
Make necessary adjustments to 2013/14 Annual Plan	July '13
Make necessary adjustments to 2013/14 Annual Budget	July '13
5.0 Extension (encouraging compliance)	
5.1 Landowners	
Attend PFLA AGM	June '13
Liaison with PFLA	all year
5.2 Local government	
Attend UBCM and meet with local governments	Sept '13
Liaison	all year
5.3 Government agencies	
Liaison with MOE and DFO regulators	as required
Liaison with Assessment Authority	all year
Liaison with lead ministry	all year
6.0 Potential Regulatory Reforms	
6.1 Implementing 2012/13 regulatory reform initiatives	
Continue developing 2012/13 regulatory reform initiatives	April '13
Consult on reform initiatives	April to June '13
Modify reform initiatives if necessary	June '13
Effective date of amendments	Sept '1
6.2 Identifying potential regulatory reforms for 2013 (if any)	
Develop policy initiatives	Oct '13
Develop plan for moving policies forward	Dec '13
Commence necessary consultations (if any)	Feb to March '13

	<u>Month</u>
7.0 Preparation for Future Operations	
7.1 Development of 2014/15 Annual Plan	
Prepare initial draft of 2014/15 annual plan	Nov '13
Finalize annual plan	Dec '13
7.2 Development of 2014/15 Budget	
Prepare initial draft of 2014/15 budget	Dec '13
Finalize budget	Jan '14
7.3 Development of 2014/15 Strategic Plan	
Prepare initial draft of 2014/15 Strategic Plan	Nov '13
Finalize 3 year Strategic Plan	Dec '13