

BC Forest Safety Council

council work plan

2008

DRAFT DECEMBER 2007



EXECUTIVE SUMMARY

The BC Forest Safety Council's mission is as straightforward as it is ambitious. We aim to eliminate all fatalities and serious injuries in the forest sector. We will accomplish this by focusing on the strategic priorities of:

- Promoting Cultural Change,
- Promoting a Safety Conscious Legal Regime,
- Developing a Competent and Confident Workforce, and
- Encouraging Companies to have in place functioning safety programs and policies that meet and exceed all regulatory requirements.

In our first years of operations, the council's operations focused heavily on developing new approaches and attitudes toward safety. We were all projects and promise. As we complete 2007, we have transitioned from projects to substantial safety programs. Our major programs, while still developing, have passed significant milestones as they became fully operational.

Forest Worker Development has trained thousands of workers province-wide and successfully established the sectors first fully certified occupation – Manual Tree Fallers. **SAFE Companies** is up and running with over 2,600 companies registered with certification well underway. **Forestry TruckSafe** solidified its role as a 'go-to' resource for the industry, drivers and government. And we continue to improve the quality and timeliness of safety information.

As the Council's operations have increasingly shifted we now focus over 85% of our budget on program delivery. As well revenue sources have matured with contributions and fees-for-service each now as significant as revenue sources for the Council as base funding from WorkSafeBC.

These achievements have come at a time of increasing difficulty for the forest sector, and the planning for this year reflects the fact that as Council's focus has matured, so too have the risks that it faces. In addition to the economic difficulties facing the sector, the Council faces risks owing to an expanded organization, industry changes, challenges around capacity and information, and many others. These challenges have been taken into account as we plan for the current year, and we are embracing our enhanced role, along with its associated risks.

In view of these considerations, and the increasing organizational shift towards program delivery, the Council will focus primarily this year on completing our major programs and building and sustaining the development of a province-wide safety infrastructure.

We are, however, undertaking three significant new initiatives. They include:

- Adding the Wood Products Manufacturing Sector to the Council
- Forest Worker Wellness
- Improving Incident Reporting and Investigation

We can also take some pride in the improved safety results that we are starting to see. Fewer injuries, fewer fatalities and reduced costs. While we are starting to trend in the right direction, we still have a long way to go.

The Industry faces challenges for the upcoming year in many areas including safety. By maintaining our focus and by building on our successes, Industry will make the safety of our workers and worksites a priority and characteristic of the dynamic, diverse and safe forestry industry of the future.



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THE 2008 WORK PLAN

The Council's 2008 Work Plan builds on our first three years of operation (2005 to 2007) and reflects the development and learning that has occurred since.

It is not a static document. Always a work in progress, the Plan is reviewed quarterly by our Audit and Finance Committee to ensure adherence to our fiscal policies and by our Board of Directors to take into account any new information or developments that require attention.

It is a public document and suggestions and recommendations are welcome from outside Council membership.

ORIGINS, MISSION, FUNDING

Origins

In the fall of 2004 *The BC Forest Safety Task Force* tabled a report setting out 20 recommendations and an action plan to improve safety in the forest sector.¹ A key "Action" set out in the report was to establish a sector-wide safety infrastructure and, as a direct consequence, the British Columbia Forest Safety Council was created.² A not-for-profit society formed by the forest sector, the Council's membership and Board include all of the major forestry organizations and key government agencies.

As an "organization of organizations" the Council initially adopted consensus-based decision-making as our initial governance model with all members having an equal voice regardless of size and decisions taken on a consensus basis wherever possible. When voting is necessary, the Council will only proceed when there is a significant preponderance of members in accord and full recognition is given to contrary positions.

The Council adopted the "Forest Safety Accord" as our safety constitution and we require the same of all member organizations. The Accord is set out in full in Appendix B.

The current members are set out on our Website³. A more complete description of the Council and the work of the Task Force can be found on our website⁴ and a summary of the Task Force recommendations is set out in Appendix C.

¹ The full text of the Task Force Report can be reviewed and downloaded from our site, at <http://www.bcforestsafe.org/content-program-council/council-04-01-02.pdf>.

² **Create a dedicated Health and Safety Infrastructure:** *Tender holders and prime contractors must acknowledge that while the majority of injuries and deaths are occurring in small firms, reducing the numbers will require a sector-wide solution and financial backing from all industry classification units. The Task Force recommends the establishment of a sector-wide Forest Safety Infrastructure that is funded by the entire sector. This Infrastructure must be owned and operated by the industry and become the primary driver to ensure that the significant and long-term changes recommended by the Task Force are acted upon and sustained over time. This will include the implementation and management of Recommendations 4-11. The over-riding mandate of the infrastructure would be to work with the industry, governments and other stakeholders to eliminate serious injuries and fatalities in the BC forest sector.*

³ <http://www.bcforestsafe.org/nav-links.html>

⁴ <http://www.bcforestsafe.org/program-council-index.htm>



Mission Statement

The Council's mission is "to eliminate all fatalities and serious injuries in the forest sector of British Columbia"⁵. We will accomplish this by focusing on the following strategic priorities:

- **Promoting Cultural Change** to ensure that safety is treated as an over-riding priority and a shared responsibility;
- **Promoting a Safety Conscious Legal Regime** in which the laws, regulations and compliance programs encourage and support safety;
- **Developing a Competent and Confident Workforce** where workers are well-trained, well-supervised and will refuse to work unsafely;
- **Encouraging Companies** to have in place functioning safety programs and policies that meet and exceed all regulatory requirements.

Our Mission Statement and Strategic Priorities declare that in spite of the inherent dangers in the forest sector, we do not accept that any of our workers should die or suffer life-altering injuries. Our mission tells everyone in the industry and all with whom we deal that our over-riding priority is that all workers go home safely to their family and friends every day. "Over-riding" means that we do not put any other priority over safety – not production, not profit, not environmental protection. Worker and worksite safety comes first.

Funding

The Council's revenue comes from four sources: base funding, fees for service, contributions and sponsorships.

- **Base Funding:** Base funding consists of a \$2.2 million annual allocation from industry through a five-year agreement with WorkSafeBC. The base funding supports the structure, administration and development activities of the Council and is secured through a contract with WorkSafeBC and is subject to annual review. The commitment to base funding from WorkSafeBC is in effect until December 31st 2009.
- **Fees for Service:** The Council charges for the services we deliver on a cost recovery basis. These include training, certification and related services for companies, organizations and individuals. Fee-for-service revenue has become an increasingly important source of funding for the Council.
- **Contributions:** Contributions are targeted funds provided to the Council from external sources to support specific, time-limited activities, projects or programs. The first contribution to the Council was from WorkSafeBC to complete the mandatory certification of manual tree fallers. Other examples of contributions are the funding for the Safety Advocates Program and support for our "Share the Road" ad campaign. Contributions are growing and will represent an increasingly diverse and significant portion of the Council's budget in 2008 and subsequent years.
- **Sponsorships:** The Council also receives sponsorship revenue to support specific activities. Recent examples are the provision of chainsaws for the New Faller Training Courses by suppliers, and the sponsorship of events or portions of events where the costs were paid directly by sponsors. Currently a small portion of the Council's budget, we expect that sponsorships will grow in future budgets.

⁵ See <http://www.bcforestsafes.org/program-council-index.htm#mission>



As the Council matures as an organization, we expect that the base funding from industry will be a smaller portion of the overall budget and that the revenues from the delivery of services and external contributions will become more important and diverse.

THE PLANNING CONTEXT FOR 2008

The development of the Work Plan must take into account the broader context within which the Council functions, the planning assumptions and the development process to be followed.

Key Factors affecting the Industry

When preparing each successive Work Plan the Council considers the key issues and challenges facing the forest industry in the coming year and their potential impact on the Council's programs. Past plans have identified a number of different factors and challenges in several different areas and these will continue to influence how the Council operates and develops.

For 2008 the industry faces an over-riding challenge – severe economic pressure. The extent and depth of the current situation are well-detailed elsewhere. Suffice to say that in the immediate future the forest industry's primary concern will be how to deal with a prolonged period of low prices, slow markets and a high dollar.

A consistent message from the Council has been that improved safety is a bottom-line issue and that investing in safety pays dividends. We now need to demonstrate that this is indeed the case.

We must also show that we are effective stewards of our resources, recognizing that they come either directly or indirectly from the sector and that we are mindful of the investments of time, effort and resources that are being asked of industry during this difficult time.

This does not mean that we should slow down or lessen our safety focus. To the contrary, improved safety must be an integral element of a renewed and refocused forest industry. To this end the Council needs to ensure that safety is a key element in the following areas:

- Developing and retaining our workforce;
- Developing industry wide standards for the training for workers to ensure verifiable skills, portability and quality assurance across the sector;
- Developing working relationships with other resource sectors and government agencies reflective of the current circumstances of the industry; and
- Taking full advantage of programs and funding from outside the industry that historically have not been accessed by the sector.

Planning Assumptions

Our planning assumptions are the same as for past Work Plans.

- The forest industry, with the support of government and WorkSafeBC, is committed to building a permanent safety infrastructure of which the BC Forest Safety Council is an integral part.
- The Council, created and controlled by the forest industry, will receive base funding from industry through their WCB assessments, to be augmented by user fees for the services we provide, project and program specific contributions and sponsorships.



- The industry’s constitution is the “Forest Safety Accord”.⁶ All Council activities, programs and expenditures need to be tied to the principles and objectives of the Accord.
- All Council initiatives will have measurable objectives and deliverables and be accountable to meet them.

Development Process

The Council has adopted a multi-year planning and renewal process to guide our activities. Major programs are treated as business units that have their own detailed business plans. All Council programs are reviewed by the Board of Directors on a quarterly basis and against the Council’s Mission Statement and fiscal guidelines. All financial matters are reviewed by our Audit & Finance Committee.

The planning process and our current fiscal guidelines are set out in detail in Appendix A.

RISK ASSESSMENT

To be successful in the longer term, organizations need to assess the potential risks that can affect our programs and to consider how best to deal with them. The following are five areas of potential risk to the Council and need to be considered as we prepare for 2008.

- Renew Governance, Mandate and Direction
- Adjust to Industry Restructuring
- Measure Progress
- Respond to Industry Demands for Council Services
- Ensure the availability of a Well-trained Workforce
- Assure Quality
- Control Finances

Renew Governance, Mandate and Direction

Risk: Loss of Organizational momentum -- The Council has been operating for three years and, by any measure, has made significant progress. The work of the Forest Safety Task Force⁷ gave the Council the benefit of a clear mandate and an action plan that had been developed with the full involvement of the industry and the support of government and WorkSafe BC.

From a small nucleus of staff and a committed and engaged Board drawn largely from those individuals and participants in the Task Force process, the Council has now grown to a substantial organization with three offices⁸ supporting safety activities and programs throughout the province. The forest industry has also made significant changes and progress to improve safety performance in many important ways.

⁶ The Full text of the Forest Safety Accord is set out in the Appendices.

⁷ For a summary of the recommendations of the Task Force, see Appendix C.

⁸ Our Headquarters is in Vancouver. Our Nanaimo office deals with most of our processing requirements and the Council’s Forest Worker Development Program. In Prince George, we have a small office from which we operate our Forestry TruckSAFE Program and Northern Initiatives.



The desired safety infrastructure is now starting to be built, with safety auditors, safety advocates, trainers and the many individuals and companies that have participated in safety programs and who have the certificates and materials to prove it.

Most significantly, our safety performance has improved. While we still have far to go, the safety results of 2006 show fewer injuries and fatalities and these changes are starting to be reflected in lower assessment costs.

Rapid change creates its own challenges and growing pressure for the Council to review, assess and renew its structure, mission, programs and direction. The following are some of the factors that support a thorough review.

- The Task Force Action Plan is now four years old and while it continues to be relevant in many ways, there are also many new factors and considerations that need to be taken into account. As well, there are still a number of recommendations of the Task Force that have yet to be acted on.
- The initial structure and governance model of the Council has served us well but needs to be reconsidered as the work of the Council becomes more complex and our membership grows.
- There has been significant turnover in personnel from the initial Board and new members have been added who were not involved in the Task Force process.
- As a result, Questions have been raised with the effectiveness of our current governance model and a Committee of the Board has made a number of recommendations for change.
- There are also concerns with the pace and direction of some programs.

Mitigation: The Council will initiate a thorough review of its mandate, mission and governance structures during the first quarter of 2008. This review will contribute to the Council's effectiveness and relevance going forward.

Adjust to Industry Restructuring

Risk: Failure to adjust to the significant changes occurring within our industry -- The current economic pressures combined with other factors is likely to result in a number of important shifts and changes within the forest industry in ways that cannot be accurately predicted at the present time. As the forest industry adjusts to a higher dollar and a longer than expected downturn in its major market, we need to anticipate the potential impacts on our programs. With the likelihood of further consolidation and reduced activity, our projections in every area will need to be carefully considered and adjusted.

Mitigation: Given the level of uncertainty and the difficult economics of the sector the Council will be taking a number of steps:

- Staff will review our programs and projections on a monthly basis, including our projections on the development of programs, the number of classes, enrollments, certifications and related matters to ensure that our financial and related projections remain realistic.
- For existing training programs, fees will be frozen at current rates and any contemplated increases will be shelved.
- SAFE Companies, we are working to make the program more attractive and we are deferring for the time being any fees related to maintenance audits.



- Given that these steps will reduce the financial flexibility of the Council, the quarterly reviews by the Audit and Finance Committee and the Board of Directors will be key to ensuring that the Council adapts and adjusts in a timely way to changing conditions within the sector.

Respond to Industry Demands for Council Services

Risk: lack of capacity to respond to training and certification demands of Industry –

Concerns have been raised that the Council could be overwhelmed with SAFE Company Audits or the demands for required training, and this would negatively impact on the development of safety programs and awareness within the sector.

Mitigation: The Council has prepared contingencies plans to ensure that the capacity to deal with a flood of Safety Audits or training requirements. With a number of experienced auditors and trainers on staff and the additional availability of contractors trained by the Council in these functions, we will be able to deal with any significant peaks in activity.

Ensure the availability of a Well Trained Workforce

Risk: Lack of qualified workers in areas now requiring mandatory certification – To work as a Faller in BC it is now necessary for the worker to be a Certified Faller. The Council manages this program as well as the “New Fallers Training and Certification Program”. As the current Faller workforce begins to retire or seek opportunities in other areas, there may be insufficient Certified Fallers to fill the vacancies.

Mitigation: Ultimately the responsibility to ensure adequate numbers of trained workers is a shared responsibility of the entire sector and the skills and development agencies of the Province. For its part, the Council has taken the following steps:

- For Fallers who are coming to BC from another jurisdiction or Fallers who have experience in other sectors, we have developed a process for them to be assessed and, if the required skill sets are demonstrated, certified to work in BC’s forest sector.
- Our New Faller Training program is up and running and can be expanded to take more students if required.
- We are working with Licencees and others to put on faller training in regions where it would assist in developing future fallers.
- We are working to broaden the funding available to student fallers to take the course and to the firms that provide the up to 180 days of close supervision prior to certification.

Measure Performance

Risk: Continued lack of adequate information to effectively measure safety performance -

- Measuring performance is a key challenge for individuals, organizations, and countries and has been an issue that the Council has wrestled with since its inception. A continuing risk to the Council has been the lack of reliable information on safety and our inability to track and compare the information we have over time (benchmarking).

Over the last three years, working with companies and WorkSafe BC, we have succeeded in improving the quantity and quality of information available to the forest industry. We have also learned the difficulties and challenges that must be met to turn a collection of facts and figures



into “decision-making information” that can be used to guide and direct our actions to improve the safety performance of the sector.

These challenges include:

- The need for a more comprehensive understanding of “performance” in the many different ways we currently use the term;
- Developing clear and reliable collection procedures to gather and present the information required to measure performance; and
- Ensuring respect for individual and corporate privacy in the collection of that information.

In last year’s Work Plan, the following was said about data collection and benchmarking.

- ***Benchmarking and better information** will be a key focus of the Council in 2007. The Council will create a multi-faceted **BC Forest Safety Index** to show progress in creating a culture of safety and eliminating fatalities and injuries—in the context of industry activity and other changes that have occurred within the forest sector and general indicators with the Province potentially affecting safety.*

We made progress in several areas and we are at the point of developing the more comprehensive and reliable collection systems that will move this current risk to an important advantage for the Council.

Mitigation: In 2008 we will continue work on improving information in a number of areas and expect that 2008 will be the first year in which we can say that we have in place the key indicators and tracking systems that will allow us to more accurately assess the sector’s safety performance.

Work will continue on:

- Completing the Benchmarking Project that will provide key safety measures for the sector;
- Develop, through SAFE Companies, safety benchmarks for individual companies that will allow them to measure progress against their own record and that of the sector.
- Develop, within each program, program indicators to measure the immediate and longer term performance.

Assure Quality

Risk: Uneven quality of services and damage to reputation -- As we moved from project development to program delivery, the Council created a new set of challenges and risks. We now have over 3,000 Certified fallers, 2,500 companies registered to become SAFE Certified, over 500 Supervisors who have completed our Supervisor Training Course, and this is only going to increase over time.

As well, we now have a substantial number of individuals who are identified directly with the Council and its programs.

A major risk going forward is the problems that can, will and are arising when one of the following occurs:

- Our training materials are out of date, inaccurate or both;
- Someone delivering a training course for us does not do a good job;
- One of our trainers gives inaccurate information;



- One of our auditors does not maintain the standards of the audit and promotes his own services in an inappropriate way;
- Our service delivery is not evenly applied with some areas being over-served and others not served at all;
- Our on-line registration system fails or is overly cumbersome.

All of these are situations which Council staff has had to deal with, sometimes on a daily basis. Such concerns are also frequently raised with Council Board members.

While any large organization will have issues like these and they have been anticipated, we need to ensure that we respond to them fully and completely in a way that protects the integrity of the Council and the validity of our brand.

A major challenge, going forward, is the need to ensure proper quality assurance for all of our programs and clear and expeditious systems to deal with issues when they arise.

In a relatively short time, the Council has established its “brand” with a well recognized logo and byline and an increasing presence in the industry with our programs. The view of the Council has been positive. That could all change if we do not act now to ensure the quality and accuracy of our materials, the quality of our trainers and auditors, and the reliability of our certification programs.

This is a matter that will largely be delivered through our two major programs: “SAFE Companies” and “Forest Worker Development” and both are putting in place major quality assurance programs.

Mitigation: Overall, the Council is working to ensure that the many points of contact we have with industry and the public are positive. These measures include:

- Frequently reviewing and re-vamping our website to ensure that it is user friendly;
- Adopting office policies and phone technologies that ensure easy access to key Council staff;
- Requiring quality assurance reviews of all programs as part of program planning;
- Development of administrative appeal procedures for all key programs in which the rights or prospects of individuals or companies can have decisions of the Council reviewed;
- Development of Codes of Conduct for all individuals involved in the delivery of Council programs and measures to ensure compliance;
- Measures to protect the intellectual property of the Council.

Control Finances

Risk: Inadequate Financial Control -- As the funding sources of the Council diversify the management of our revenues and the sources of revenues becomes increasingly important. As we move forward, the risks associated with the financial management of our revenues increase.

These risks include:

- Inappropriate funding sources for contributions or sponsorships,
- Inappropriate mixing of funds intended for specific purposes;



- Inaccurate forecasting of fee for service revenues, or underestimating the costs of delivering programs.

Mitigation: The Council has already taken a number of steps to mitigate these risks. These include:

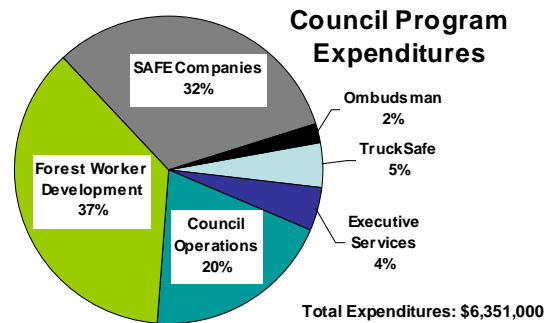
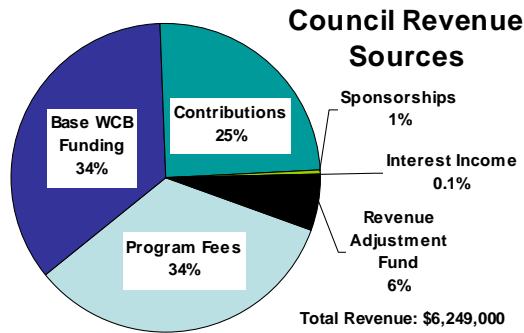
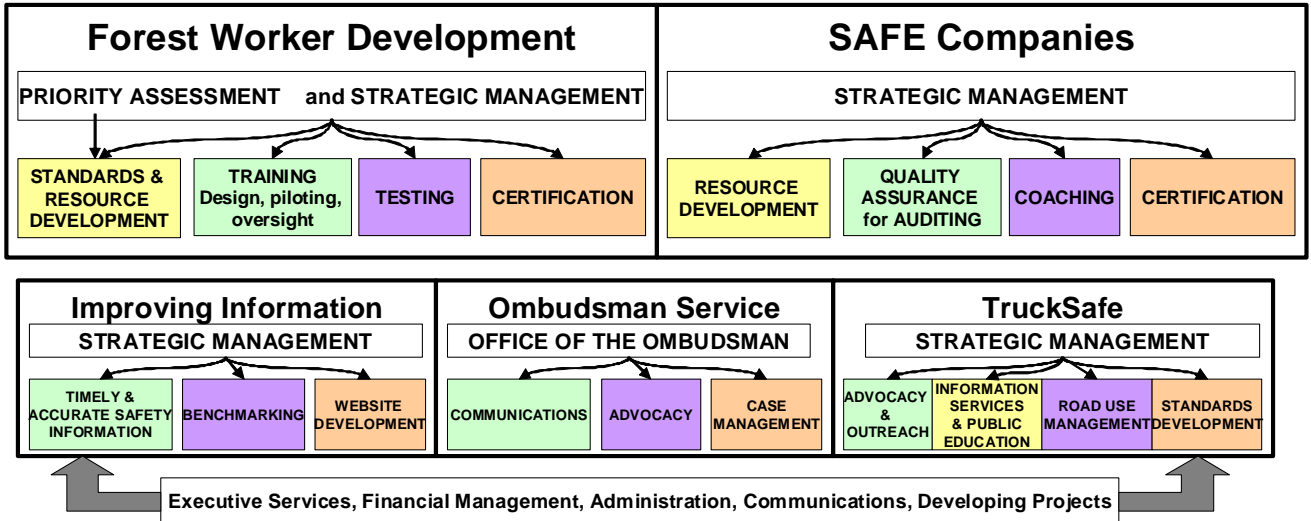
- The creation of the Audit and Finance Committee in 2007 to monitor, on an on-going basis, the financial performance and risks of the Council;
- The revamping and adoption of a number of fiscal guidelines to provide direction for the financial management of the Council, including the raising and management of revenue;
- The creation of a contingency fund to cover the normal wind-down costs of shutting down the Council;
- The creation of a Revenue Adjustment Fund to ensure the orderly management of funds collected in one period but required to cover services in another period.

In addition to the above, the Council is reviewing the strengthening of financial management through the creation of the position of Financial Controller.



THE COUNCIL SERVICES AND WORK PLAN AT A GLANCE

Council SERVICES AT A GLANCE: Overview of programs & current projects



The Chart above captures the overall programs and activities of the Council. It illustrates the shift to services and the allocation of resources to the two major programs, “Forest Worker Development” and “SAFE Companies”.

THE TRANSITION TO PROGRAM DELIVERY CONTINUES

The 2008 Work Plan reflects the transition from projects to program delivery that started in 2007 and will continue in 2008. For the 2007 Work Plan, SAFE Companies, Forest Worker Development, Forestry TruckSafe and the Office of the Ombudsman were treated as program areas and business plans were developed for each area.



For 2008 we added “Improving Information” and “Strategic Communications” as program areas with their own plans. These two programs and “Developing Projects” will be managed as part of Executive Services.

As the Council became more operational, the resources for “Developing Projects” steadily decreased.⁹ The proposed allocation for “Developing Projects” for 2008 is \$50,000 which is about what we spent in 2007.

PERSONNEL

Overall, there has been relatively little change in the headcount and overall budget of the Council from 2007 to 2008. There has been a significant change to the number of individuals and consultants that are now working directly or indirectly for the Council.

Council Staff

In terms of Council staff, we now have 20 full time employees or equivalents in three locations: 8 in our Vancouver Headquarters, 10 in our Nanaimo office and 2 in Prince George. In addition, we have the Forest Safety Ombudsman under contract and two additional positions that we use for cooperative education students or short-term employment contracts.

No additions to full time staff are contemplated.

Building the Safety Infrastructure

While fulltime staff will remain static for 2008, there has been a significant increase in the number of external contractor positions created by the Council. These contractors either provide services directly or indirectly for the Council. This is a clear indication that the safety infrastructure needed to support long-term cultural change is starting to develop. The number of contractors providing safety related services to the forest sector is expected to continue to grow and develop in 2008 and into the future.

We now have Safety Advocates (6), External Auditors (30+) Trainers and QST’s (10+) who work with the Council on a daily basis to deliver training, quality assurance and certification services to the sector.

For many in the sector, no distinction is made between these contractors and full time staff. All are viewed as “with the Council”. This ensures a broader reach for the Council and our programs. It also creates a “risk” to our “brand” and reputation as set out earlier in the Work Plan.

BUDGET

In terms of the overall budget, the draft budget of the Council for 2008 is about the same as 2007. The general downturn in the industry may impact a number of programs. Conversely, other areas may grow as the scope of the Council’s services continues to widen.

The budget is influenced by a number of factors.

⁹ For 2007 \$75,000 dollars were designated for Projects of which less than \$50,000 was actually expended. The Budget for Projects in 2006 was \$300,000; in 2005, it was \$420,000. Over the same period, the budget of the Council grew from 2.2 million to over 6 million dollars.



Reduced Fee-for-Service: Fee for Service revenue is expected to be less than originally projected in SAFE Companies and Forest Worker Development.

- In the case of **SAFE Companies**, we collected more revenue than anticipated in 2007 and this will result in less revenue in 2008. In addition, we will be foregoing any fees related to the submission of maintenance audits in recognition of the difficult financial situation of the sector in 2008. This will require that the Program allocate revenues collected in 2007 over 2008 and 2009 and the careful management of the overall budget for the program.
- In the case of **Forest Worker Development**, there are two factors affecting projected fee for service revenues:
 - There will be significant fees for courses and the Faller Certification renewal. However, delays in course development and uncertainty around the development of additional required training in 2008 require a very prudent assessment of potential revenue from training and certification.
 - As well, a review of the actual delivery costs for courses related to SAFE Companies suggested the need to increase the fees charged for these courses. It was decided, however, that given the current economic situation of many of the small companies that are the target of the training, the fees would remain the same.

Reduced Contributions: In 2007 the Council had commitments for approximately \$2.5 million in contributions. The projection for 2008 contributions is \$1.5 million.

Last year the Council had two major contributions from WorkSafeBC. The first related to the completion of the mandatory certification of fallers which was completed in 2007. The second related to those costs covered by WorkSafe BC for the Certificate of Recognition (COR) Program. The COR contribution is continuing and is expected to remain in place for as long as the Council is part of the COR program. The Faller Certification contribution has come to an end and there is currently no external support for this program.

Additionally, significant contributions may occur in 2008 as a result of a number of the developing areas. If, for example, the Council proceeds with the inclusion of the Wood Products Manufacturing sector to the Council there will be additional contributions that would be negotiated.

To a lesser extent, our “Developing Projects” may attract additional contributions to the Council.

CHANGES TO FINANCIAL MANAGEMENT

Three changes have been made to the financial management of the Council during 2007 that are reflected in the 2008 Work Plan and Budget.

Allocation of the Base Funding: In past years, the base funding received by the Council was shown as part of overall Revenue and then allocated on a required basis to programs. This was, from a financial administration basis, straightforward but meant that we did not show the allocation on a program by program basis. For 2008, for planning purposes, we have fully allocated the base budget of 2.2 million to the programs. This makes the allocation of the base funding transparent and more easily and directly accountable to the fiscal guidelines setting out how the base funding is to be managed.



The Revenue Adjustment Fund: Due to the need to attribute costs that will be incurred in future years against revenues collected in a previous year, the Council has created a Revenue Adjustment Fund (RAF). This fund ensures that the cost of services to be rendered in a subsequent year is reflected as a contingent liability to be covered by revenues collected in the prior year and not shown as a funding surplus. This applies largely to the SAFE Companies Program where the registration fee is expected to contribute to the costs of that program for three years (consistent with the three year term of the SAFE Companies Certification). The effect of the fund is to allocate the revenues collected evenly over the period.

This, in effect, shifts a significant portion of the revenue collected in 2007 to 2008 and 2009. Registration fees for 2008 will be similarly allocated.

The fund will also be used to reflect training and certification revenues collected in 2007 for services related to Forest Worker Development that will be delivered in the following year.

The fund was developed and approved by the Audit and Finance Committee after seeking the advice of our accountant and auditors.

The Contingency Fund: The Council is also creating a contingency fund that will ensure that in the event of a requirement to wind-up the Council, there will be sufficient funds to meet current obligations to employees, contractors and suppliers. This fund is expected to grow over time as obligations grow. The size of the fund is set annually by the Audit and Finance Committee and the amount recommended for 2008 is \$100,000.

The effect of both of these funds is that there will be assets shown on the Council's balance sheet that are not available for expenditure in 2008 and that are not, for that reason, reflected in the planning budget of the Work Plan.

2008 TARGET RESULTS BY PROGRAM AREA

This section sets out the major projected results of the Council's programs.

SAFE Companies

- Ensure that SAFE Companies is available to all employers – large, small and very small. This will be accomplished by completing the development of the individual owner operator (IOO) program and by working with unique audiences to ensure the program takes into account their particular needs and requirements.
- Facilitate SAFE Certification to all registered companies through increased communication and outreach activities.
- Establish the program as an **asset** to the sector by elevating the credibility and accountability of the program, by providing additional OHS resources to SAFE Companies, ensuring that the financial benefits are real and well understood and by ensuring responsive customer service to all SAFE Companies.
- Minimize cost to companies and keep expense budget lean.

Forest Worker Development

- Initiate Faller Certification re-evaluation and renewal.
- Fulfill the training needs of SAFE Companies– small employers, internal and external auditors as well as completing and delivering training for individual owner operators.



- Continue the training, and where appropriate, certification of supervisors.
- Identify training gaps in the forest sector and, with the input of the training committee, decide on training priorities given current resources.
- Develop and expand training partnerships with educational and funding bodies such as the colleges and the Industry Training Authority.

Forestry TruckSafe

- Outreach: Assist with development and implementation in several areas, including; Independent Owner/Operator certification for truckers, the new Resource Roads Act, Standards Development (Steep Slopes; radio call procedures)
- Skills Development: Further development of log trucker certification & Class 1 licensing upgrade
- Information: Continue with education and information dissemination through Rumbings, magazine and newspaper articles, radio messaging, partnering with other agencies for funding.

Ombudsman

- Complete the program review in early 2008 and consider its recommendations. A primary objective for the Council will be to respond fully to the review and adjust the program accordingly.
- Continue to respond to concerns raised by individuals and companies and, where appropriate, conduct reviews on the common themes that arise from them.
- Continue to improve reporting on the nature and outcome of individual complaints and concerns.
- Continue with outreach activities but at a lower level than in 2006 and 2007.

Executive Services

- Review and improvement of financial management
- Improved administrative and financial management and efficiency
- Completion of the Benchmarking Program
- Successful progress made on the Developing Projects approved by the Council
- A second review and revision of our website and electronic communications
- Continued development of strategic communications consistent with the Communications Strategy of the Council
- Improvement in the Council's telephone and video conferencing capacity between offices
- Improve Council efficiency through improved communication links between offices



PLANS BY PROGRAM

This chapter contains summaries of the business plans for each of the Council's current program areas:

- Forest Worker Development
- SAFE Companies
- Forestry TruckSafe
- Ombudsman
- Executive Services

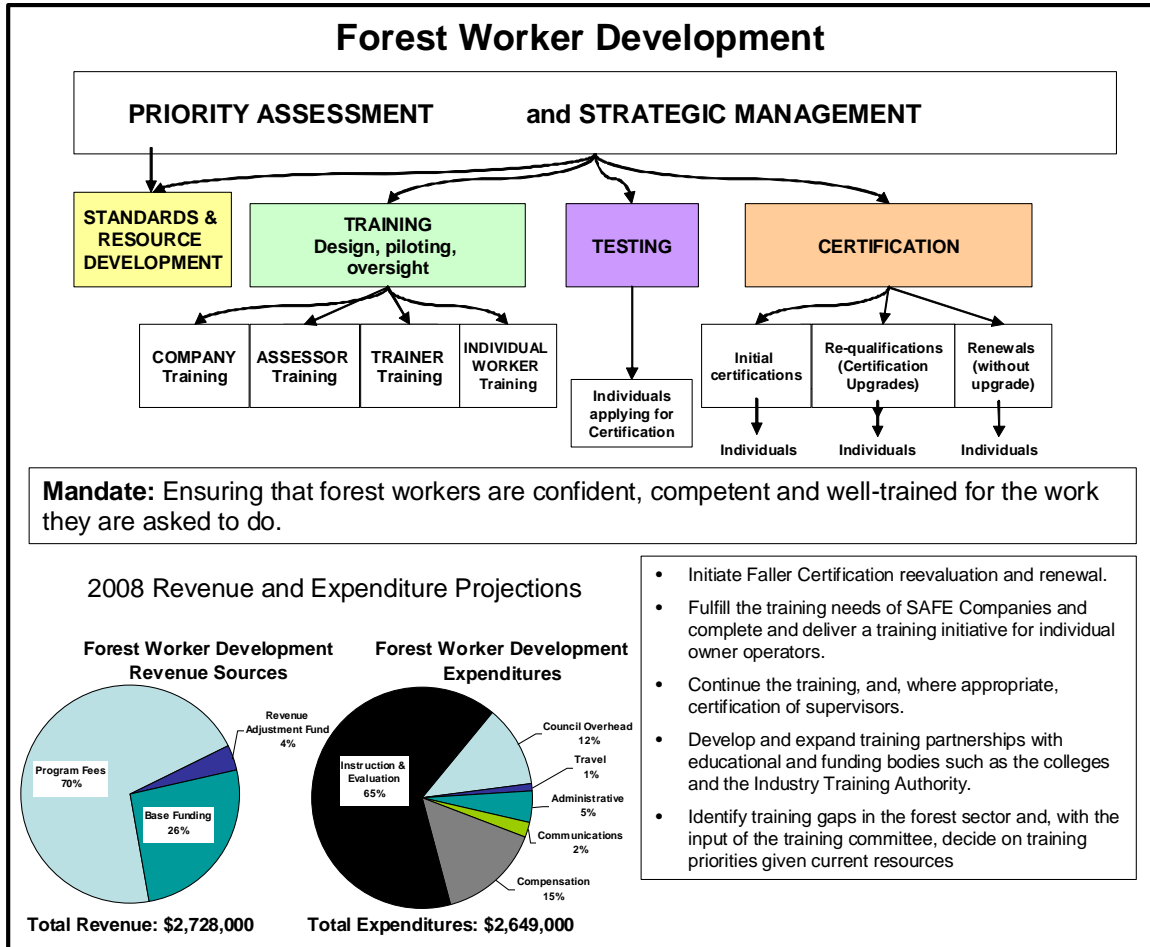
The following format is followed by all of the programs:

- Services at a Glance (Chart)
- Program Description
- Review of Accomplishments to Date
- Lessons Learned
- Program Objectives for 2008
- Program Areas (where applicable)
- Program by Strategic Objective (Chart)



FOREST WORKER DEVELOPMENT

Overview by Service



Program Description

The Forest Worker Development program supports industry in its commitment to develop forest workers that are confident, competent and well trained for the work they are asked to do.

Review of Accomplishments to date in 2007

One year ago the Forest Worker Development program existed primarily as a work plan goal for 2007. In the past twelve months we have:

- Established an office and training centre in Nanaimo
- Hired and trained Forest Worker Development staff
- Developed and launched a number of province-wide training initiatives
- Recruited and trained contract instructors to deliver Council training



- Created an in-house system for registering training participants, processing payments, and coordinating course delivery logistics throughout the province
- Expanded the composition and role of the Training Committee

To give some perspective to these activities; by the end of the year we will have conducted training for **over 2,500 forest workers** – fallers, basic forest supervisors, faller supervisors, small employers, external auditors, internal auditors, and safety advocates. Each of these trained individuals represents another significant building block in creating and maintaining a safety culture in the BC forest sector.

Our training courses have been offered based on need or on demand in every region of the province, with over 30 different forestry communities identified as training centres.

Lessons Learned

- It isn't easy to run a training program for the forest sector – it requires a dedicated staff and substantial resources to offer training province-wide.
- Companies are reluctant to invest in training unless it is required by legislation or is mandatory under the SAFE Companies program.
- People want to talk to someone on the end of a phone. They need to have their questions answered, have the training explained, understand how training fits into the SAFE Companies program or other legislation, and to vent.
- Education of the forest sector begins with our staff members and their ability to articulate the vision of the Council and the role training plays in improving safety performance.
- It's important to stay on top of quality assurance for instructors and course content.
- The support of industry associations is an important element of communication out to the various regions of the province and various parts of the sector.
- Our clients are very sensitive to costs of training and need to see the value gained from participating in training.
- We need to keep literacy issues in mind when developing and delivering courses.
- Some areas of our sector are highly advanced technologically, some are techno-phobic.
- Many people see the Council as an extension of the government or WorkSafe, instead of an industry initiative.

Program Objectives for 2008

The key areas of focus for the Forest Worker Development Program in 2008 will be to:

- Begin Faller Certification reevaluation and renewal
- Fulfill the training needs of SAFE Companies– small employers, internal and external auditors, and a training initiative for individual owner operators
- Develop and expand training partnerships with educational and funding bodies such as the colleges, First Nations, forestry communities, and provincial and federal workforce development initiatives



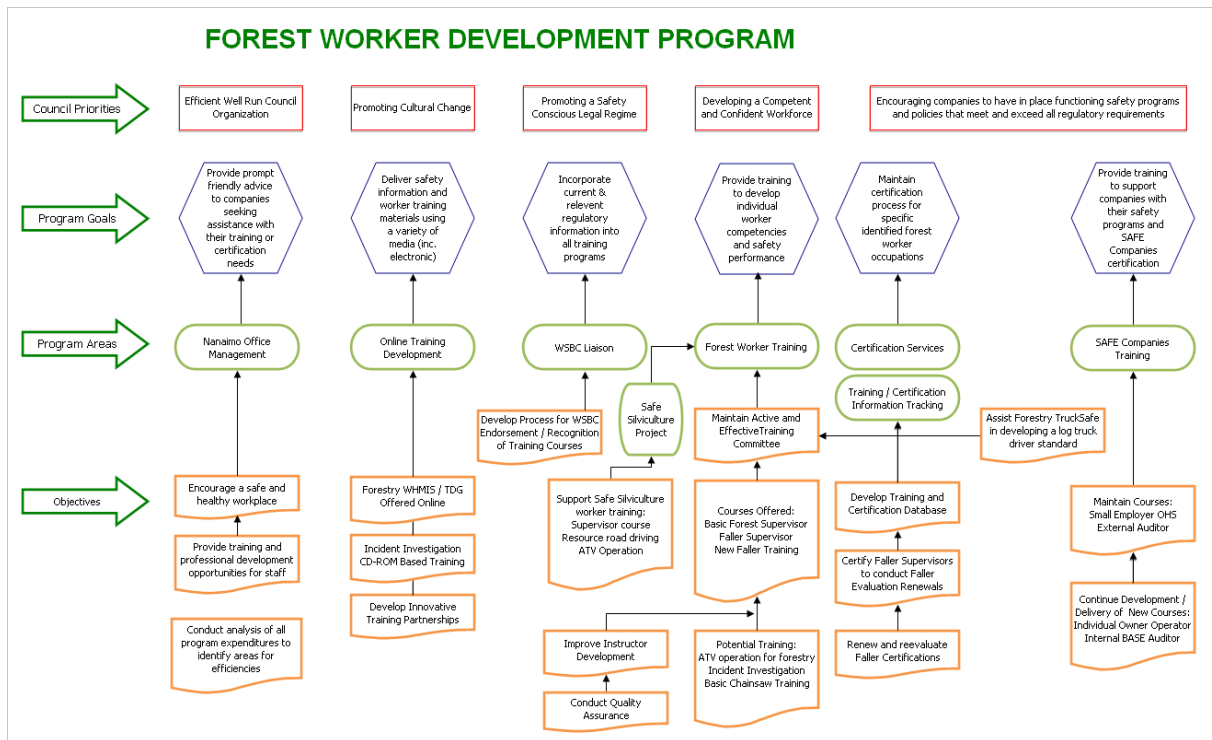
- Identify training gaps in the forest sector and, with the input of the training committee, decide on training priorities given current resources

Program Areas

The Forest Worker Development Program’s Work Plan focuses on 12 distinct Program Areas, each of which has its own program and financial objectives for 2008. These Program Areas are as follows:

1. Small Employer Occupational Health and Safety (OHS) Course
2. Individual Owner Operator Course
3. External Auditor Course
4. Internal Auditor Course
5. New Faller Training Program
6. Faller Certification Program
7. Basic Forest Supervisor Training
8. Faller Supervisor Course
9. Online Small Employer OHS Pilot Course
10. Safe Silviculture Project
11. Faller Supervisor Certification
12. Other Identified Training Opportunities

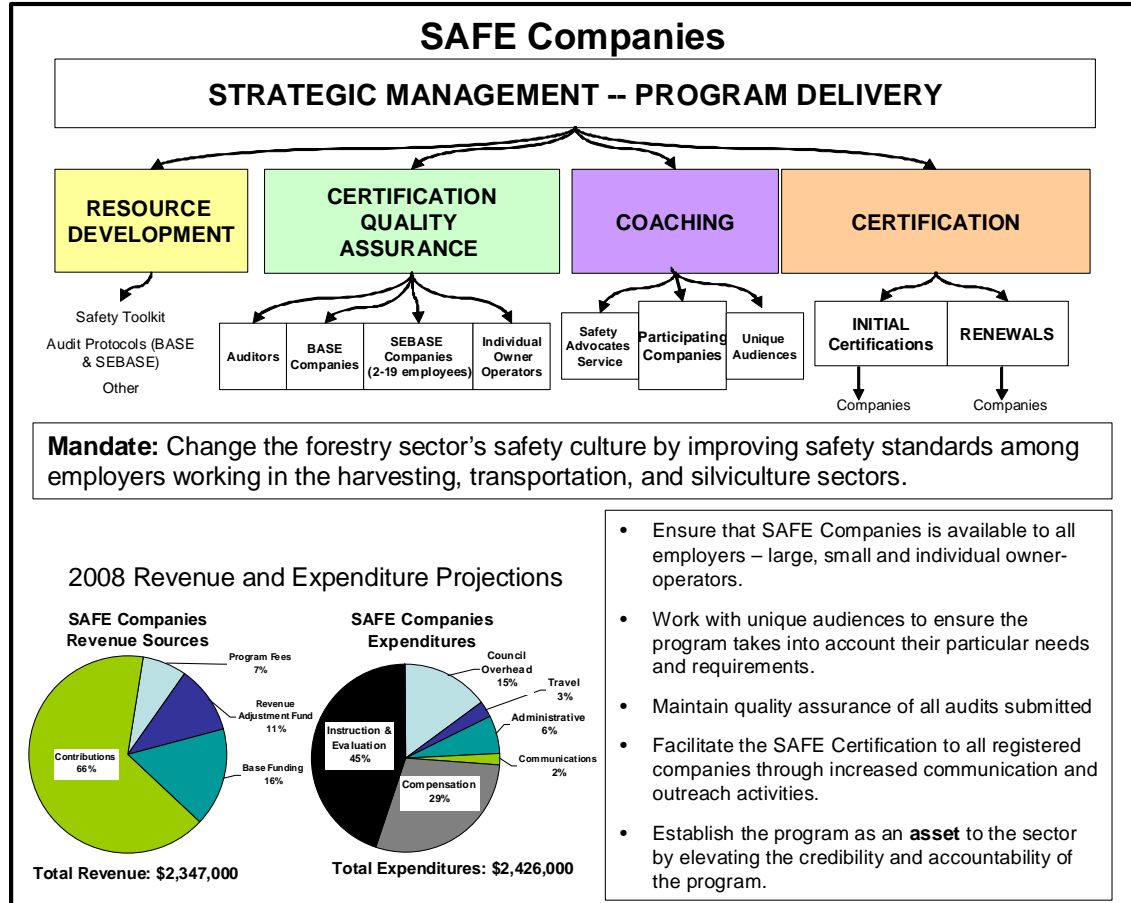
Forest Worker Development by Strategic Objective





SAFE COMPANIES

Overview by Service



Program Description

The SAFE Companies program is intended to change the forest sector’s safety culture by establishing and evaluating safety standards among employers working in the harvesting, transportation and silviculture sectors.

Review of Accomplishments to date in 2007

In 2007, significant YTD accomplishments for the program:

- 2600+ companies registered, total of 30,000 workers captured
- 265 SAFE certified companies
- 28 active external auditors
- 44 safety advocate visits completed (12 active) and 350+ reached during outreach engagement sessions



At this time last year, all of these categories were at zero.

What does that mean? We are making headway as a large portion of the sector are engaged at some stage of certification.

In comparison to established Certifying Partners in others sectors, SAFE Companies has significantly infiltrated all areas of the sector throughout the province in a very short period.

- ENFORM - 249 BC Certificates of Recognition (2006) since 2004; used established COR program from AB that was 10 years old
- Construction Safety Network (CSN) -190 COR's since 2004; less onerous process for employee

Lessons Learned

- Strong support for government and licensees can attribute to high engagement rates (speaks to the development process pursued in 05/06)
- Need to be prepared to make adjustments (program and policies) for continual improvement
 - Revision of employer categories and certification requirements, improvements with audit tool, modification of safety advocate activities
- Allow program development to take its course – expediting small employer program through pilot phase had both benefits and costs; getting out ahead of program creates confusion (independent employer category)
- SAFE Certification needs to provide value to holders; monetary and non-monetary value
- One-on-one communication and coaching with individual companies is resource intensive but invaluable

Program Objectives for 2008

The key focus of the team's activities in 2008 will be:

- Have SAFE Companies available to all employers – offer individual owner operator (IOO) program to sector; work with unique audiences
- Facilitate SAFE Certification to all registered companies – increase communication and outreach activities
- Establish the program as an **asset** to the sector – elevate credibility and accountability of the program, additional OHS resources, good customer service

Financial Objectives for 2008 – minimize cost to companies and keep expense budget lean

Projected Revenue

- WorkSafe BC BASE Funding – \$375,000 to support SAFE Companies program area
- Program fees, SAFE Companies registration – Approximately \$172,000 in new revenue to support SAFE Companies program area
- Contributions

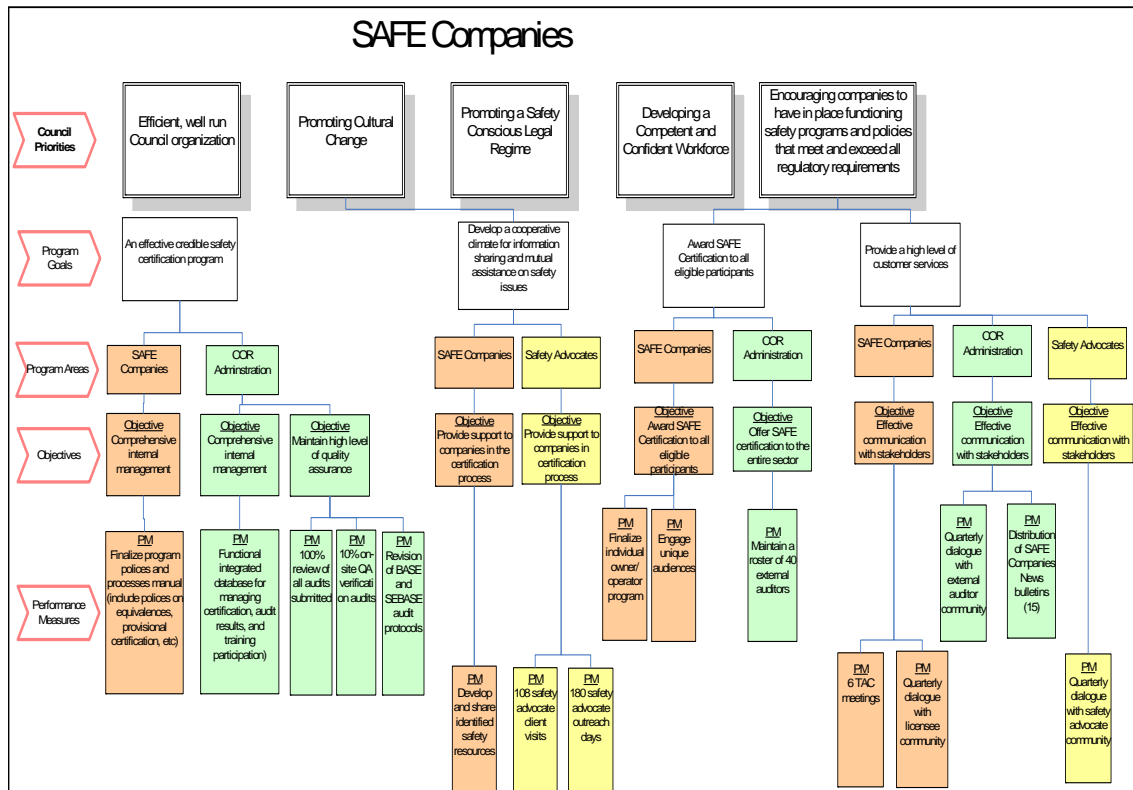


- COR Administration Funding (WSBC) - approximately \$1.35 million based on request to support COR administration costs
- Safety Advocate funding - \$200,000, donors TBD to support safety advocates activities
- Revenue Adjustment Fund (Revenue deferred from 2007 registration fees):
 - \$205,000 to support SAFE Companies program area
 - \$51,000 to support safety advocates activities
- Expenses Highlights - Much of our activities are human resources intensive and the bulk of this will be spent on salaries and consultant compensation. The administration of COR represents about 70% of the total budget.

Program Areas

1. SAFE Companies Administration
2. Safety Advocates
3. COR Administration, associated activities and performance measures

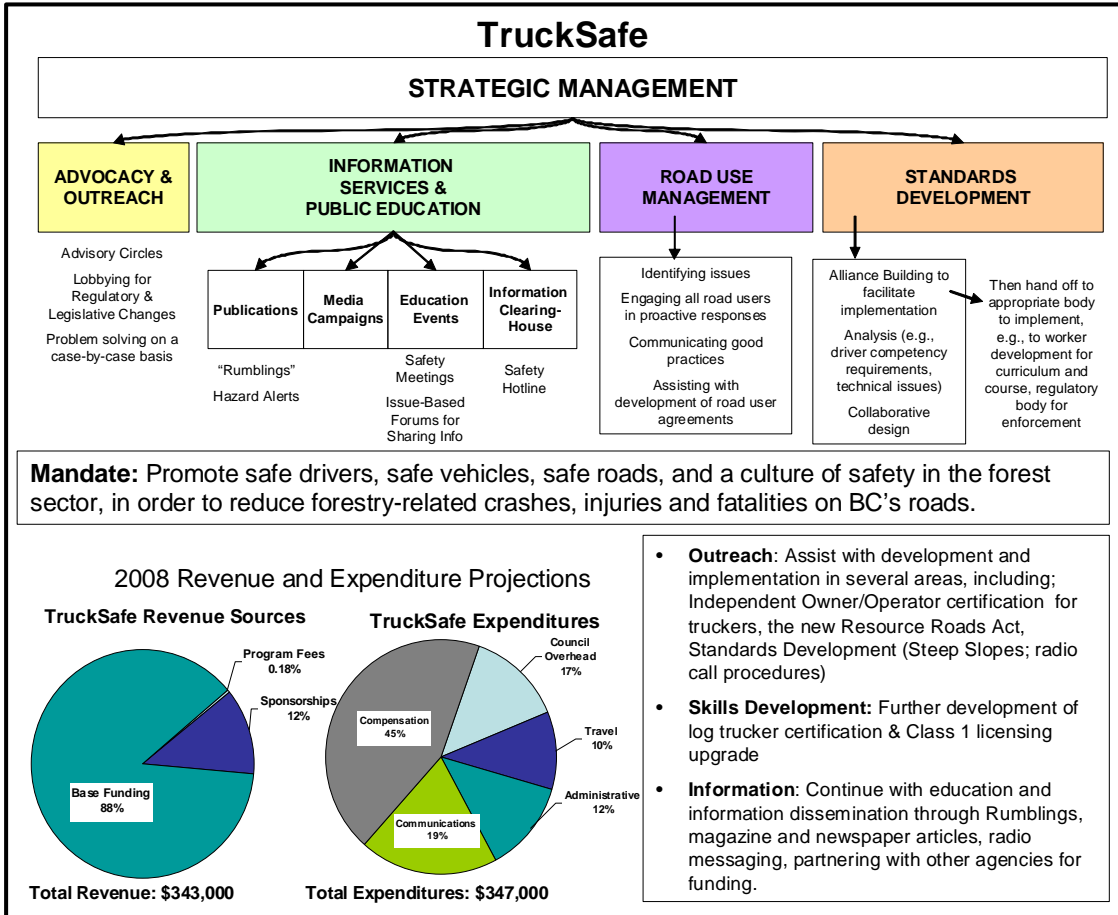
SAFE Companies by Strategic Objective





FORESTRY TRUCKSAFE

Overview by Service



Program Description

Forestry TruckSafe's mission is to promote safe drivers, safe vehicles, safe roads, and a culture of safety in the forest sector, in order to reduce forestry-related crashes, injuries and fatalities on BC's roads.

The services of the Forestry TruckSafe program are:

1. Advocacy and Outreach
2. Information Services and Public Education
3. Road Use Management Support
4. Standards Development



Review of Accomplishments to date in 2007

- Hours of Service education to thousands of truckers
- Early development of provincial standards for radio calling
- Development of core competencies and skills assessment for log haulers
- Establishment of OJAY road management group and other road user groups
- Sharing the Road messaging through commercial radio, magazine articles, Rumbblings and targeted advertising (e.g., hunting and fishing regs)
- Involvement in government policy groups (e.g., radio frequency reduction)

Lessons Learned

- People want to talk to a person, and get practical answers; sending them to a website isn't always good enough
- People need an identifiable point of contact – for concerns, for input, for information, for referral to other sources, etc.
- The role of Forestry TruckSafe in a lot of initiatives is just to be the facilitator or catalyst, gathering the appropriate parties together and get them going in the same direction; we don't have to run everything ourselves, just get it going and be there for support or coordination (eg: road user groups, committees, etc.)
- A strong reciprocal relationship with Council member associations is necessary for distributing information and services to the industry; Forestry TruckSafe provides resources and information to the associations, helping build them up, and in return, Forestry TruckSafe becomes better established.

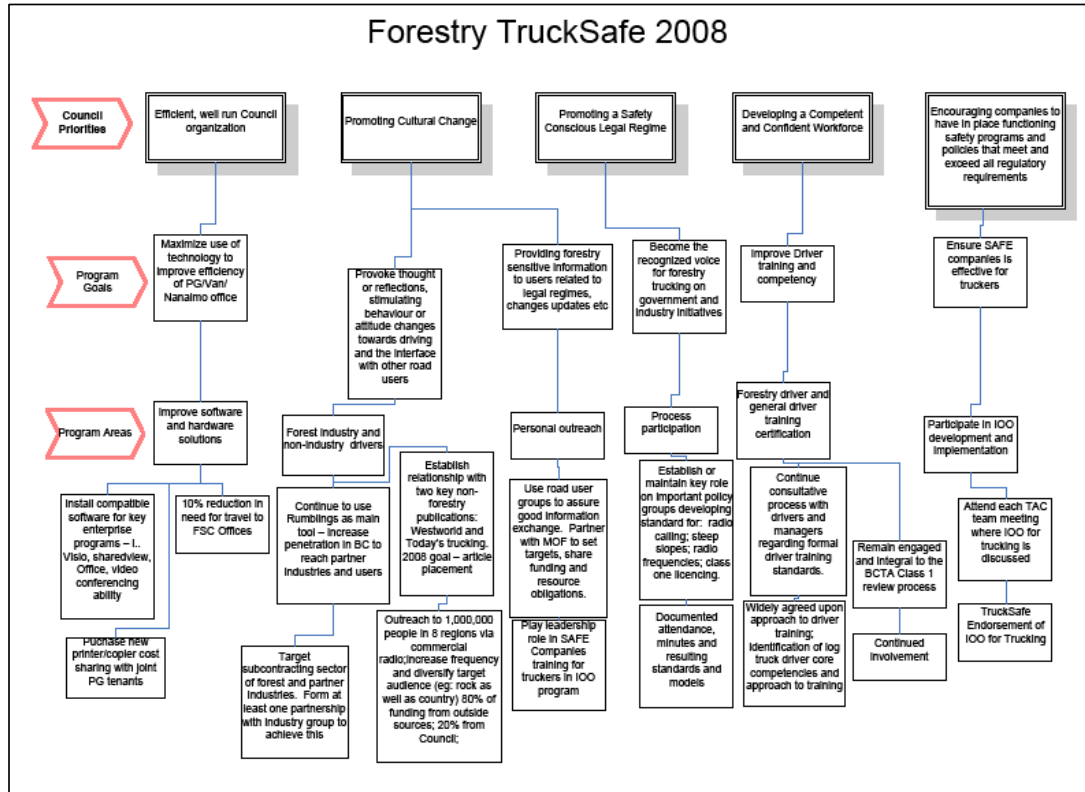
Program Objectives for 2008 (and Beyond)

The key focus of our team activities will be:

- Implement hardware and software solutions that help PG office run more efficiently; cut down on time and travel costs
- Outreach: Assist with IOO implementation for truckers
 - Assist industry with implementation of Resource Road Act
 - Assist industry with implementation of WSBC Resource Road Safety Practices
 - Standards development (eg: steep slopes for highway trucks; radio calling procedures; signage)
- Further development of log trucker certification & Class 1 licensing upgrade
- Becoming the recognized voice for forestry transportation on government and industry initiatives
- Continue with education and information dissemination through Rumbblings, magazine and newspaper articles, radio messaging, partnering with other agencies for funding.



Forestry TruckSafe by Strategic Objective





OMBUDSMAN

Business Description

The position of Forest Safety Ombudsman was created in March 2006 to be an effective agent for resolving and raising the profile of issues brought forth by the forest sector of BC. Evaluation of the program will occur in 2008, its third year of operation.

Review of Accomplishments to date in 2007

- Initiated the Office's second major Review on resource roads. Review to be completed and released in January, 2008.
- Actively involved in 38 cases throughout the province since January of 2008. Of these, 50% have been resolved through the Office.
- Attended all major conferences and trade shows (ILA, ILA etc) – promoting the Office and making the Ombudsman available to a wide audience across the forest sector.
- Submitted several articles and news releases related to safety in the forest sector which were picked up and by major publications and news agencies throughout the province.
- Completed successful tour of the province, visiting all major regions including Vancouver Island, Southern Interior, Central Interior, Queen Charlottes, Northern BC, and the Coastal Mainland.

Program Objectives for 2008

- The Office will undergo a thorough program review to measure the success of the Office and ensure it provides value to the forest sector moving forward
- The Office will continue to explore and develop administrative tools for the recording, tracking and investigation of inquiries that are brought forward. These may include new phone tracking technologies, database and research tools
- A typical Ombudsman's inquiry is complex in nature. The overlap and common themes of some issues will require a system be in place to manage multiple issues simultaneously. Development of technological solutions and systems is a key component of the 3 year plan in order to maintain the FTEs at their current level.
- The Office will continue to track the impact of SAFE Companies and other Council programs, new government legislation and regulatory changes to make certain the Office continues to operate without jurisdictional conflict with other agencies while ensuring it has the ability to address relevant forestry matters.
- The Office will continue to engage the forest sector on a proactive basis. After a successful tour of the province in 2007 the Office will continue to reach out to forest sector in an effort to promote accessibility to any interested parties.



- The Office will continue to hear and respond to requests from Board members as required. The anticipated number of cases that will evolve into more intensive investigations is approximately 20% of total received inquiries.
- The Office anticipates that the potential inclusion of the manufacturing sector into the Council's activities combined with the introduction of a number of major initiatives by the Council (e.g., SAFE Companies) and a higher profile for the Office will increase the frequency and number of inquiries to be handled by the Office in each of the next 3 years.
- In the next 3 years the Ombudsman will participate in all major tradeshow, annual conventions (Truck Loggers Association, Interior Logging Association, etc.) and will focus on connecting with small firms and owner operators. The overarching goal will be to continue to raise the profile of the Office while also providing an access point in many different areas of the Province.



EXECUTIVE SERVICES

Program Description

Executive Services encompasses the leadership, administrative, financial and management services of the Council. It includes the CEO, Corporate Secretary, the Director of Finance and Administration. In addition to these functions, Executive Services manages “Developing Projects”, “Improving Information” and “Strategic Corporate Communications.

Review of Accomplishments to Date

- Continuing efforts to establish the credibility and presence of the Council within the Forest Sector and the broader community
- Managing the expansion of the Council in terms of staff, offices and programs
- Managing the substantial shift to program delivery
- Strengthening the financial management of the Council through the creation of an Audit and Finance Committee and a revision of our fiscal guidelines
- Continued efforts to improve our safety information including concluding agreements with WorkSafe BC on access to information through a research agreement and a better understanding of what can be released consistent with privacy concerns. We also completed the acquisition of the FIAS data service and are working to integrate it into the Council’s effort to gather company specific data. We are also working with WorkSafe BC and MOFR staff to gather information to improve our ability to benchmark safety performance and provide a more complete view of safety in the sector
- Improving our information management including improving our safety alerts and bulletins, and completing a major revamping of our website. Traffic and the quality of visits to our website continue to grow
- Shifting the focus of our external communication more on the sector’s success in improving safety and our communication within the sector to emphasize the dividends that result from a safer industry
- Greater use of board members and member organizations to promote safety messages and events
- Rationalization of our electronic and print publications and working with external publications to emphasize safety including inclusion of articles and columns in trade magazines
- Presence at major sector conferences and events and significant outreach to broader community through talks to Chambers of Commerce, Boards of Trade, etc.

Lessons Learned

- As we shift to service delivery more attention needs to be paid to our external constituency of companies and individuals within the sector.
- Quality assurance of our personnel and programs must become a Council priority



- As our Board expands and turns over in terms of personnel, a more systematic approach is required to ensure they are kept informed and involved
- As the size and complexity of the Council's finances grows, there needs to be a better focus on financial management and review
- Creating a major, multi-functional database can be very difficult, involving significant amounts of time and money
- A very busy website requires constant attention and scrutiny
- Benchmarking is easier in concept than in delivery
- Producing timely, topical and accurate stakeholder-focused safety information is an important function needing more attention and integration with other Council communication activities

Program Areas

The following are the program areas of Executive Services with a brief description of each. These are in addition to the overall leadership and management provided by the Council's Executive Team.

- Financial Management
- Administration
- Developing Projects
- Improving Information
- Corporate Communications

Financial Management

The management of the Council's finances and accounts is managed by the Council's Director of Finance and Administration. She is assisted in this by administrative personnel from our Nanaimo and Prince George Offices and by our accountant and financial manager who is on contract. This includes the management of the annual Council Audit and the preparation of all financial information and materials. Currently this takes about 80% of her time.

Financial accountability and review has been significantly improved by the creation of the Audit and Finance Committee. In terms of financial management, this is currently under review as part of a management review of the Council's operations with the expectation that we will make changes to improved financial administration in 2008.

Administration

With the number of external contracts, personnel, three locations, leases, system and office requirements, the administrative requirements of the Council have grown significantly over the last year. Performance in this area has been excellent and all required systems for personnel, contract, equipment and system management are in place.

Areas of potential improvement in our telephone and teleconference capacities have been identified as potentially improving communication and reducing the amount of staff travel.

Developing Projects



Developing Projects are managed by the Senior Director, Operations. For each project a plan is developed with the expectation that the project will either be completed or absorbed into one of the current service delivery programs.

Improving Information

Improving Information is focused on the collection of accurate historical and predictive information on safety to support Council programs and provide information to accurately gauge the safety performance of the sector and individual enterprises within the sector. It affects the Council's website, database, and how we measure and communicate information with the sector, the public and other organizations.

For 2007 work on the website focused on making sure that participants in SAFE Companies and training activities could get information and get registered as easily as possible. 4,579 unique visitors to our online registration forms for SAFE Companies and courses give indication of the number of prospective students in 2007, and over 2,500 employers have already registered for SAFE Companies. We successfully set up a payment system that gave people the option to pay online or by cheque. The Council's initial website focused on the Council. The site must now focus on the user and ensuring clear, easy navigation to needed information must be the prime focus, and clear progress has been made in this regard. We also focused on making improvements in sharing safety information, and 7,227 unique visitors have viewed Safety Alerts since we began measuring site traffic on February 20th, 2007.

We continued to develop our safety information process, and we have increased our information sharing with WorkSafeBC. As a result of a renewed FOI agreement the Council has access to more complete Notice of Incident information, to allow us to analyze where incidents occur, the experience of workers, the size of companies and other factors. We have also reached agreement about regularly sharing certain key information (i.e. rolling monthly claims counts) to allow us to assess trends in a timely way. There are many information sources and statistical measures available, and settling on a simple, clear information suite is important in communicating our progress. We continued to develop an initial baseline metric for judging progress towards the Council's safety goals, and have made initial proposals to this end.

The database development work this year focused very much on making sure we have accurate records for participants in SAFE Companies and training activities. Almost 2,700 people have taken Council training, and their enrollment, payment, attendance and course results are recorded, in addition to over 2,500 registrants in SAFE Companies. The faller database continues to track all certified fallers, and keep a record of those who have dropped their certification.

In 2008, we aim to redevelop the website with improved customer functionality and develop a cross organizational database that is integrated with website functions where needed (i.e. registration, member services). We also plan to improve statistical information reporting by highlighting approved benchmarking suite and improving website statistical information, as well as improving the use of incident related safety information by targeting key user groups (i.e., supervisors).

Strategic Communications

The communications initiatives of the Council have evolved over the past two years from a reactionary mode to the work-related deaths and serious injuries that arose in 2005, to beginning to successfully shift towards key messages about progress made by the industry in focusing on health and safety, the importance of sustained efforts to make safety integral to business in the forest sector, and safety as an investment that will pay dividends to individual businesses and the sector as a whole.



In 2007, this resulted in council articles in five trade publications, production of a quarterly Council newsletter, and 16 Council media campaigns (along with 10 news releases) resulting in more than 250 articles with an ad equivalency value exceeding \$235,000. As well, the Council increased its visibility by launching new safety initiatives at stakeholder events, introducing the first SAFE-certified companies at the TLA Convention, then unveiling the Supervisor Training program at the Nanaimo office opening media launch. The council also began an effort to engage regional audiences through five strategic speaking engagements

2007 taught us significant lessons that will help us to maintain the Council's profile as a resource for forest safety initiatives and programs going forward. We will continue proactively managing negative news to position the sector and Council in a better light, as well as engaging the media and maintaining good working relationships with key media contacts to keep them informed about safety in the forest industry to foster more balanced reporting. We also saw that including commentary by industry stakeholders and workers in Council communications added depth and legitimacy and demonstrates a broad sector commitment to improving safety, and that creating regionalized media materials generated community-specific interest and news coverage of industry and Council safety concerns.

The communications program's key goal in 2008 will be to transmit strong messages and useful forest safety information to targeted groups, along with news of Council initiatives designed to prevent serious injuries and fatalities. Communications strategies will utilize a consistent approach to developing messages, based on assessments of stakeholder needs and Council business objectives, communications options and available budgets. The Council will continue engaging in proactive media relations, holding events, building partnerships and soliciting sponsorships, as well as targeting industry leaders and stakeholders as safety champions to promote forest safety. Communications will target workers, employers, Council Board members and other industry leaders, forestry-dependent communities, media outlets, key forestry reporters, and public officials, as well as the general public.

Program Objectives for 2008

- Review and improvement of financial management
- Improved administrative and financial management and efficiency
- Completion of the Benchmarking Program
- Successful development of the Developing Projects approved by the Council
- A second review and revision of our website and electronic communications
- Continued development of strategic communications consistent with the Communications Strategy of the Council
- Improvement in the Council's telephone and video conferencing capacity between offices.



DEVELOPING PROJECTS

This chapter describes the new initiatives that the Council will be undertaking over the coming year. Most of the Council's mandate and budget for 2008 is focused on its core programs, each of which have some development occurring within their program operations. However, a focus on strengthening existing programs does not lessen the need for the Council to be proactive as it looks to the future and prepares to deal with ongoing issues of concern that have the potential to improve forest sector safety. These projects represent critical safety issues that are beyond the current scope of the Council's programs, but need to be addressed in the future if the Council's mandate of eliminating serious injuries and fatalities in the forest sector is to be accomplished.

After review of a number of possible projects the following three have been approved by the Council:

- Adding the Wood Products Manufacturing Sector to the Council
- Forest Worker Wellness
- Improving Incident Reporting and Investigation

Adding the Wood Products manufacturing sector to the Council

The forest sector in BC is composed of 2 broad categories: woodlands and manufacturing. Currently, the Council's training and certification focuses on woodlands operations, with considerable improvement in the safety record in that area (no faller fatalities since December 2005). The prospect of becoming the Safety organization for the forestry wood processing sector and, as a result, the COR certifying partner for the processing sector, has been discussed for some time. The benefits of having a single agency handling these activities for both the woods and mills portion of the industry is clear, with the condition that no resources be removed from the SAFE Companies/COR work currently underway for harvesting.

The Council is seeking developmental assistance from WorkSafeBC for a Health and Safety Authority for the processing sector. Becoming an HSA is a necessary precursor to becoming a certifying agency, so accessing this funding would be an effective way to do the developmental work for this concept, while being confident resources are not being removed from the harvesting side.

With Board of Directors approval to pursue developmental assistance, the Council will first endeavour to get approval from COFI and CFPA for request of developmental funding from WSBC for the project, consistent with the process other industries have used. It will then establish a work team and undertake developmental work, returning to Council, CFPA and COFI for approval of results and next steps from developmental work. Once the initial high-level request for developmental funding has been approved, the working group will enlist the services of a consultant to develop a detailed work plan for adding the processing sector to the Council's HSA/COR certification activities.

Forest Worker Wellness

The issue of substance and alcohol abuse on worksites has been prominent in the media in recent months, and a number of studies over the last several years have highlighted the high levels of drug and alcohol abuse in several industrial sectors and in the many hazardous occupations where on-the-job impairment can have severe consequences for the worker and for those around them. Some industries and some jurisdictions have recently taken action to address



the situation. For instance, ENFORM, the industry safety and training organization for the Canadian Oil & Gas sector, has recently adopted an Alcohol and Drug Policy Model.

One of the Forest Safety Task Force's 2004 recommendations (#11) was that Health and Wellness programs be made available broadly throughout the sector, including effectively addressing the issue of substance abuse. In 2006, the Council contracted Rick Publicover, then executive director of the Northern BC Council on Substance Abuse, to consider the issue of substance abuse in the forest sector. His subsequent report noted a number of factors putting forest workers at heightened risk of substance abuse, and recommended that the Council undertake substance abuse research, awareness and training programs.

Over the coming year, the Council will convene a working group that will recommend actions for all involved parties regarding the next steps towards improving recognition, response, and management of substance use and health issues in the workplace. The group will work towards the medium-term goal of formulating a Work Plan with other collaborating organizations to develop an overall approach to Worker Wellness that would include a model substance abuse policy as well as approaches and programs to provide worker support and training.

Improving incident reporting and investigation

There is currently a requirement that employers report significant safety incidents to WorkSafe BC, investigate the incident and take corrective action. These requirements are not being followed by many employers and for some of those that do, they are not meeting required standards. A more effective system to investigate, report and correct unsafe situations is key to reducing the number of incidents and supporting a culture of safety.

In the case of fatalities the RCMP, the Coroner's Office and WorkSafeBC always conduct investigations, but their effectiveness is diminished due to lengthy investigations and no systematic system for distribution to industry. Similar issues affect WorkSafe's investigations of serious injuries. Therefore, it is the information generated by industry that potentially will have the most significant and beneficial effect. This can only occur if the vast majority of companies operating in the sector fulfill the regulatory requirements and that the information and "lessons learned" are shared in a timely way with the rest of industry.

While we have made some progress on improving the number and distribution of safety and hazard alerts, we have a long way to go. Safety alerts related to real and current situations resonate well with workers and remind them of the issues affecting their own safety. It also reinforces working in an industry in which safety is taken seriously.

An effective system for incident investigation and follow-up is part of the SAFE Companies Audit and through that program we are starting to standardize reporting of safety alerts. The Council will further develop a project to consider and make recommendations specifically focused on improving the rate and effectiveness of incident reporting. This would involve the engagement of an external consultant to work with the SAFE Companies and Forest Worker Development Projects to develop a draft report. Through these two programs, we will also consult with a number of small, medium and large employers on their current approaches and issues with incident reporting.

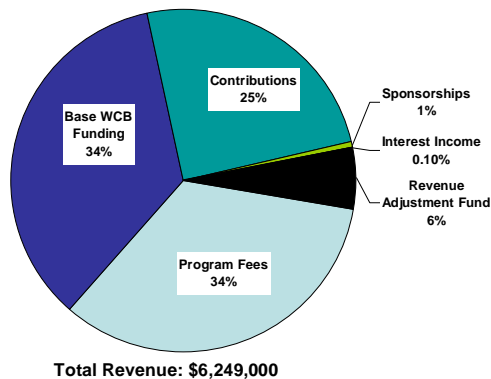


THE 2008 PROJECTED BUDGET

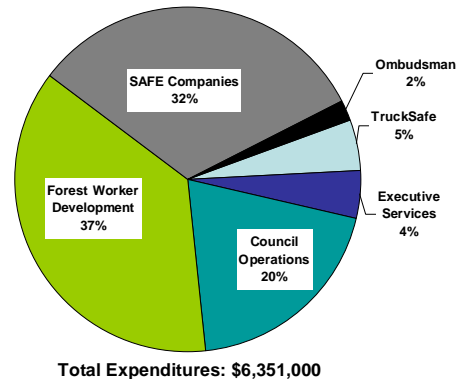
Notes

- The budget is disaggregated by program, with detail provided for revenues and the largest expenditure items.
- The overall budget for 2008 is projected to be about 6.35 million, with expenses roughly in balance with revenues.
- The largest expenditure item is Instruction & Evaluation, associated with the delivery of training courses and the SAFE Companies program.
- 2008 revenues are balanced fairly evenly among fees for services, Base WCB Funding, and Contributions.
- 2008 expenses will exceed revenues owing to the delivery of programs and services for which payment was received in prior years, notably associated with the SAFE Companies program. In consultation with the auditors, the Council has made a calculation of the amount of current revenue to be allocated to future years in the form of a Revenue Adjustment Fund, while current-year revenue is supplemented by revenues set aside in past years (from the RAF).
- The long-term sustainable budget of the Council is expected to be around 6 million.

Council Revenue Sources



Council Program Expenditures





Council Programs Work Plan Budget 2008

	Council Operations	SAFE Companies	Forest Worker Development	TruckSafe	Information Management	Communications	Developing Projects	Ombudsman	Total
Income									
Revenue									
400 · Base WCB Funding	400,000	375,000	700,000	300,000	75,000	150,000	50,000	150,000	2,200,000
410 · Contributions	0	1,544,000	0	0	0	0	0	0	1,544,000
420 · Interest Income	6,000	0	0	0	0	0	0	0	6,000
430 · Program Fees	0	172,000	1,928,000	1,000	0	0	0	0	2,101,000
440 · Sponsorships	0	0	0	42,000	0	0	0	0	42,000
Total Revenue	406,000	2,091,000	2,628,000	343,000	75,000	150,000	50,000	150,000	5,893,000
Expense									
Total Communication	17,000	47,000	56,000	67,000	0	150,000	0	0	337,000
Total Travel	60,000	70,000	30,000	36,000	0	0	0	30,000	226,000
Total Administrative Compensation	413,000	156,000	119,000	44,000	2,000	0	0	5,000	739,000
800 · Consultants	300,000	126,000	78,000	0	0	0	50,000	85,000	639,000
810 · Employee Benefits	36,000	91,000	52,000	18,000	0	0	0	0	197,000
820 · Payroll Expenses	8,000	1,000	0	0	0	0	0	0	9,000
825 · Pension	24,000	27,000	15,000	0	0	0	0	0	66,000
830 · Recruitment	4,000	1,000	0	0	0	0	0	0	5,000
840 · Salaries	408,000	456,000	257,000	136,000	60,000	0	0	0	1,317,000
Total Compensation	780,000	702,000	402,000	154,000	60,000	0	0	85,000	2,233,000
Instruction & Evaluation									
900 · Contractors' Fees	0	498,000	732,000	0	0	0	0	0	1,230,000
910 · Contractors' Travel	0	362,000	343,000	0	0	0	0	0	705,000
920 · Books & Supplies	0	32,000	132,000	0	0	0	0	0	164,000
930 · Database	0	100,000	0	0	0	0	0	0	100,000
940 · Facilities & Catering	0	0	291,000	0	0	0	0	0	291,000
950 · Official Documents	0	12,000	60,000	0	0	0	0	0	72,000
960 · Project Development	0	80,000	120,000	0	0	0	0	0	200,000
970 · Training	0	4,000	50,000	0	0	0	0	0	54,000
Total Instruction & Evaluation	0	1,088,000	1,728,000	0	0	0	0	0	2,816,000
Total Expense	1,270,000	2,063,000	2,335,000	301,000	62,000	150,000	0	120,000	6,351,000
Net Ordinary Income	(864,000)	28,000	293,000	42,000	13,000	0	50,000	30,000	(458,000)
Other Income/Expense									
Revenue from Revenue Adjustment Fund	0	256,000	100,000	0	0	0	0	0	356,000
Other Expense	0	0	0	0	0	0	0	0	0
Council Overhead Allocation	(768,000)	362,000	315,000	47,000	18,000	0	0	26,000	0
Total Other Expense	(768,000)	362,000	315,000	47,000	18,000	0	0	26,000	0
Net Other Income	768,000	(106,000)	(215,000)	(47,000)	(18,000)	0	0	(26,000)	356,000
Net Income	(96,000)	(78,000)	78,000	(5,000)	(5,000)	0	50,000	4,000	(102,000)

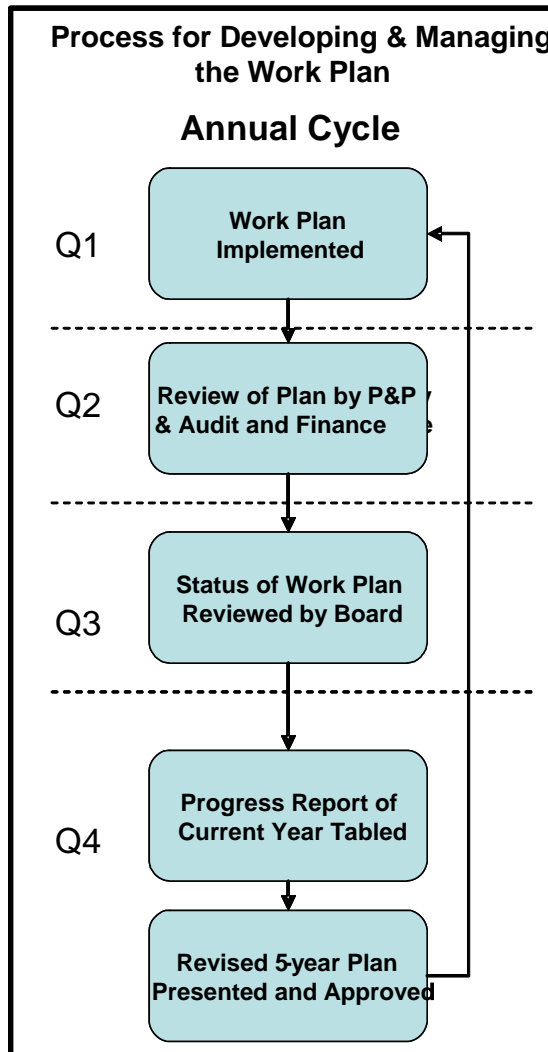


APPENDICES

APPENDIX A -- DEVELOPING THE WORK PLAN

Board Approval and Renewal Process

The following describes the process of reviewing and renewing the Council's Work Plan:



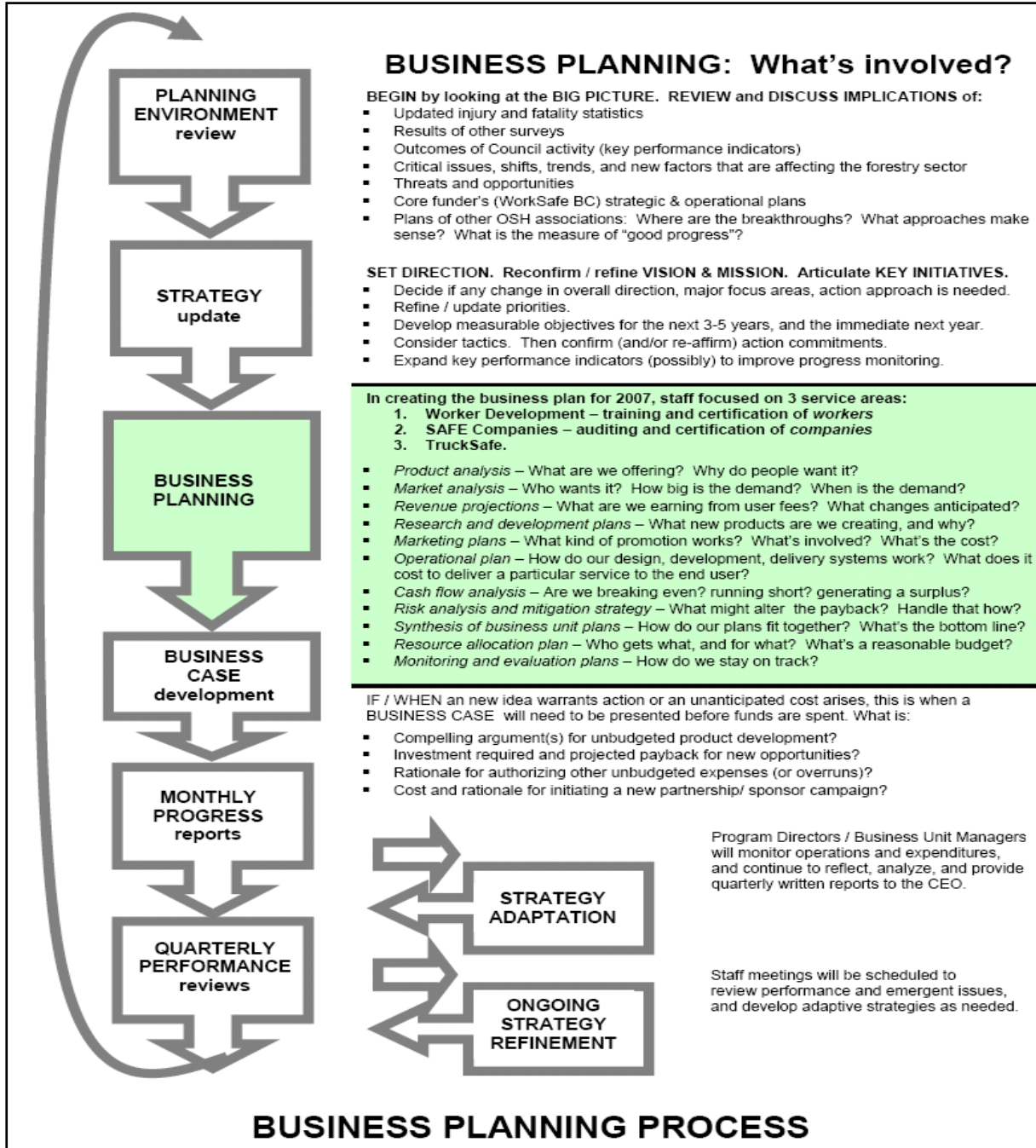
- A revised/updated Work Plan is approved by the Board in Q4.
- The Work Plan is implemented beginning in Q1.
- The Policy and Programs Committee reviews any comments received and, if need be, refines the Work Plan at the end of Q2.
- The Audit & Finance Committee reviews allocation of resources and program budgets at the end of Q2 and where indicated, the Board will approve shifts at the Q3 Board meeting.
- A progress report on the Work Plan will be tabled in Q4 and a revised/updated Work Plan will be presented and approved.

The Work Plan will be adjusted throughout the year as a result of reviews by the Board, Audit & Finance Committee and the Policy and Programs Committee.



Business planning process by program

The Council’s internal business planning process is set out in the following chart. This method was followed in 2007 and 2008 by Forest Worker Development, SAFE Companies and Forestry TruckSafe and was employed for all programs in 2007.





Strategic Priorities

As part of its first Work Plan, the Council developed its Mission Statement and Strategic Priorities. These have remained constant. They are:

The Council's mission is "to eliminate all fatalities and serious injuries in the forest sector of British Columbia"¹⁰.

We will accomplish this by focusing on the following strategic priorities:

- **Promoting Cultural Change** to ensure that safety is treated as an over-riding priority and a shared responsibility;
- **Promoting a Safety Conscious Legal Regime** in which the laws, regulations and compliance programs encourage and support safety;
- **Developing a Competent and Confident Workforce** where workers are well trained, well supervised and will refuse to work unsafely;
- **Encouraging Companies** to have in place functioning safety programs and policies that meet and exceed all regulatory requirements.

Planning Context & Challenges

In updating business plans for all program areas, the planning takes into account shifts in the industry and other changes that will potentially impact on the work of the Council. These are considered on a Council wide and program basis.

Fiscal Policy Guidelines

The following fiscal policy guidelines have been developed and refined by the Council's Audit and Finance Committee and adopted by the Board of Directors. They provide guidance on financial matters in the following areas:

- Guiding principles
- Base funding allocations
- Financing of development work
- Frequency and magnitude of user fees
- Guidelines for exceptions to user fees
- Applying the policy guidelines

¹⁰ See <http://www.bcforestsafesafe.org/program-council-index.htm#mission>



Guiding Principles In Financing Service Delivery

- Equal access to programs and resources for all industry stakeholders—and equal sharing of responsibility for paying for those programs.
- All who stand to benefit will share the cost of developing a service.
This means that those who will benefit indirectly (e.g., all employers whose assessment rate goes down because of good safety practices of so many others who influence the sector rate) should share the development cost of Council's safety services. If ultimately the whole industry benefits from an initiative, then development costs should be supported by the whole industry.
- All of Council's services and products must be consistent with the mandate of the Council.
- Approvals of certification applications, and renewal of certifications or re-qualification to a higher standard, will be contingent on applicants meeting the *current* standards of competency and safe practice.
- Council will aim to increase the profile of those who meet the safety standards.
- Incent (motivate) compliance with a sliding scale (lower fees) for early adopters.
- Base funding will be used to develop effective services and products. Services will be sufficiently *valuable from stakeholders' perspective* to generate willingness to pay for Council administration and development activity.
- The Council will diversify its revenue sources to ensure the sustainability of its operations, and will adopt an enterprise approach to managing its activities. Recognizing that base funding from WorkSafeBC will not be sufficient for the Council to fulfill its mandate, managers of every program area will share the responsibility for generating revenue from other sources and for ensuring that the Council does not operate in a deficit position.

Base Funding Allocations

The Council's base funding allocation from WorkSafeBC will be used for:

1. Improving information
2. Developmental phase of programs intended to become primary services of the Council



3. Developing projects (expected to vary from year to year)—i.e., strategic initiatives that are shorter term in nature
4. Corporate communication activities with stakeholders such as
 - production of annual report for stakeholders
 - market research of a general nature (e.g., perceptions of Council, also performance appraisal by stakeholders of Council performance)
 - web site operations
 - communication costs that cannot be traced to service delivery in a particular line of business (such as a broad-based social marketing campaign; speaking engagements; production of general promotional material)
5. Strategic planning and corporate policy development, e.g.,
 - strategic planning with the Board
 - strategic planning with staff and/or other advisory groups
 - policy forums with staff and senior advisors
 - integration of business plans at the corporate level (team reviews of plans developed by Program Directors for individual business centres; packaging of integrated business plan for Board, major funders and other stakeholders)
 - production of integrated annual operating budget (using income and expense forecasts prepared by Program Directors for the various profit-and-loss centres)
6. Modest contingency allocation for the approved projects and programs
7. Occasionally, supporting delivery *in combination with user fees* in order to ensure higher participation and equitable distribution of costs and benefits. Any such subsidy of delivery costs will be subject first to review of the business case.

Financing Of Development Work

- “Developing activities”—i.e., what Council calls “developing projects” and development work for the purpose of creating ongoing services—will be funded principally, if not totally, out of the Council’s base funding from the forest industry, that comes through WorkSafeBC.
- Initial development will be considered “over” when a program is ready to deliver (sell) to an end user. Later program enhancements of a significant nature may also be considered development costs. Subject to review of the



business case for program changes, these improvement-related expenditures may be partly or fully covered by Council's base funding.

- Development activities will not be considered acceptable uses of Council's base funding if the proposals are unrelated to Council's mandate, and/or the proposed service is effectively offered by others, and/or the proposal does not meet with approval from the appropriate review body (internal management review, Training Committee, Policy and Programs Committee and/or Board review).
- Decisions to introduce a new service should be based on:
 - relevance to Council's mandate of eliminating injuries and fatalities
 - analysis of injury or fatality risk, including the risk relative to other areas of high risk and the cost: benefit analysis of proceeding
 - competitive analysis (e.g., Can Council endorse what others can provide, rather than compete? Are alliances possible to improve the safety advantage of a service? What are market prices for similar offerings to what has been proposed as a new Council service?)
 - Council capacity to deliver and/or provide quality assurance oversight
 - stakeholder interest and ability / willingness to pay.
- Development costs will include:
 - Planning of programs including the certification and quality assurance systems
 - Design of standards, curriculum, resource materials, courses, competency tests
 - Feasibility / market research costs
 - Piloting costs
 - Database infrastructure creation or enhancement to support service delivery
 - Development of marketing strategy.
- In establishing sliding fee scales to cover the cost of service delivery once the development phase is complete, Council will ensure equitable user fees based on the number of people / size of organization who benefit, and will also ensure that delivery costs are covered in full across the sum of all classes of users.

Frequency And Magnitude Of User Fees

- Individual certifications will be valid from one to three years and for no longer than 3 years.



- For independent contractors being certified as a SAFE Operation who are also required to secure a Council certification as a worker (i.e. Faller Certification), the two fees need to be reconciled.
- For user fees for services and training are expected to cover the full cost of service *delivery* to users.

Delivery costs include (but are not necessarily restricted to):

- administrative expenses related to registration, information management, results monitoring, quality assurance checks, and certification processes
 - provision of instruction
 - competency assessment services
 - the ongoing marketing expenses for a program.
- Further to decisions regarding *whether to introduce a new service* (see evaluation considerations on the previous page), decisions regarding what *magnitude of user fee to establish for a given service* should be based on:
 - need for the service in relationship to fatality / injury risks
 - fair market pricing based on competitive analysis, including a review of pricing schedules adopted by alternate providers
 - analysis of the full cost of service delivery (see preceding guideline).
 - In establishing and reviewing user fees, every opportunity to maximize administrative efficiency and cost-effectiveness (for example, through the sharing of information management systems and administrative staff) should be utilized by Program Directors.

Guidelines For Exceptions To User Fees

- User fees may occasionally not apply if it can be clearly demonstrated that the primary benefit flows to an indirect user rather than the consumer of the service or product.
- If there is evidence of a compounding effect through cumulative user fees that will create undue hardship relative to the benefit gained through the training, auditing or certification service, user fees may be waived or lowered—subject first to review of the business case and approval by the CEO.
- In the absence of these conditions, direct consumers of a service or product will always pay at least a portion of the full cost of delivering a service. Sponsorships or other contribution agreements may allow for price discounts.



Applying The Policy Guidelines

- All costs directly related to the delivery of service in a core line of business will be charged to that business centre. All costs incurred that are directly related to service delivery in more than one business centre will be pro-rated according to use of that support service and/or user benefit.
- Pro-rating of costs will be based on:
 - usage, e.g., number of customers served, transaction volume, number of events hosted by a particular business centre (e.g., facility use for meeting or course), etc.
 - allocation of consultants' time in accordance with how each consultant's time is spent, i.e., time for tasks related to the operations of a specific business unit.
- Costs that are not directly related to delivery of service in one (or more) of the core lines of business will be covered under the base administration budget.
- Program Directors will be responsible for managing to their budget (annual operating budgets submitted to the Council Board of Directors for approval in the fourth quarter of each calendar year, as part of 5-year Work Plan update).
- Full cost of service delivery must be factored into pricing decisions. If users are not prepared to pay for a service designed to directly benefit them, then operational reviews must consider: is it worth doing?
- User fees will apply to:
 1. Training services
 2. Testing (competency assessment) services
 3. Certification services
 4. (Possibly) Consulting services delivered by Council staff or contractors.
 5. (Possibly) Selected information services (such as info flips, job board access, perhaps an expanded safety tool kit)
- User fees will be charged for any service or good that brings a direct and incremental benefit to the end consumer of that good or service.
- Users will pay for service delivery but not the *full* cost of Council services.
 - Industry as a whole, along with other beneficiaries, will pay the costs of *development* activity.
 - The cost of maintaining *service delivery* will be borne by the actual users of the service.



- “Self-sustaining” means that revenues and costs will be examined as part of operating reviews, and that the 3 major business centres of Council (SAFE Companies, Worker Development, and TruckSafe) will each generate revenue—through user fees and/or sponsorship programs—to help cover the costs of carrying out the activities of that program area.
- “Self-sustaining” means “capable of continuing operations” and that “everything you do falls within your mandate.” “Self-sustaining” does not mean that all funding must come from user fees. It may include contributions from other sources to fund specific initiatives. It may include special events sponsorships or revenue from other types of sponsorship campaigns.
- Certification renewal will always be contingent not only on paying a renewal fee, but also on quality assurance that the applicant meets current operating standards.



APPENDIX B: THE FOREST SAFETY ACCORD

FOREST SAFETY ACCORD

Our Key Beliefs:

- We believe that all fatalities and injuries are preventable.
- We believe in a culture where the health and safety of all workers is an over-riding priority.
- We believe that excellence in health and safety is important to our long-term success.

Shared Responsibility:

- We are collectively and individually responsible for the safety of all workers and all worksites.
- Individuals must assume responsibility for their own safety and the safety of co-workers by following all safety rules, procedures and practices; by refusing to perform unsafe work; and by taking collective responsibility for the unsafe conduct of others.
- Tenure holders, licencees and prime contractors must take a leadership role in ensuring worker health and safety and assuring accountability for safety on the worksite.

Recognition of Safety Performance and Practices:

- The commitment to health and safety is to all workers, not just direct employees. When engaging contractors, sub-contractors and others to provide services, the selection process and administration of contracts will include recognition and support of good safety performance and practices.
- Employers will recognize and support the safety performance of their employees.
- All owners of forested lands, tenure holders and licencees will give weight to the safety record and current practices of companies in the awarding of contracts and in the determination of fees and levies.

Commitment to Training and Supervision:

- We understand the importance of workers being fully prepared for the work they do and the provision of competent supervisors who will insist on and enforce safe work practices. All workers on the worksite must be competent and fully trained and certified for the work they are performing.

Legislation:

- It is understood that the regulatory environment of the Forest Industry can have profound impacts on safety. Accordingly, government ministries and agencies must take into account the importance of health and safety when developing, reviewing and drafting applicable areas of law and regulation.

Continual Improvement:

- We are committed to the on-going improvement of our practices and support efforts to develop and implement new methods, procedures and technologies that have the potential to improve safety.



BC Forest Safety Council
Unsafe is Unacceptable



APPENDIX C: RECOMMENDATIONS OF THE TASK FORCE

Recommendation #1 – Adopt a Health and Safety Accord

The Task Force recommends that the Forest Industry adopt and endorse a Health and Safety Accord to signal its commitment to health and safety as an over-riding priority and to guide changes to attitudes, procedures and operations needed to create a safety culture throughout the industry. To ensure that the Accord is effective, it should be endorsed by key organizations and companies within the sector. The adoption of the Accord is to become part of the development of criteria for the pre-qualification and certification of forest companies, contractors and independent operators and considered a prerequisite for bidding on timber contracts.

Recommendation #2– Make Safety an Over-Riding Responsibility

The Task Force recommends that tenure holders, licensees and industry employers integrate safety as an over-riding priority and, in particular, into those measures that promote competition and economic efficiencies. Such measures could be recognized through an industry-wide rate incentive program.

Recommendation #3 – Create a dedicated Health and Safety Infrastructure

Tender holders and prime contractors must acknowledge that while the majority of injuries and deaths are occurring in small firms, reducing the numbers will require a sector-wide solution and financial backing from all industry classification units. The Task Force recommends the establishment of a sector-wide Forest Safety Infrastructure that is funded by the entire sector.

This Infrastructure must be owned and operated by the industry and become the primary driver to ensure that the significant and long-term changes recommended by the Task Force are acted upon and sustained over time. This will include the implementation and management of Recommendations 4-11. The over-riding mandate of the infrastructure would be to work with the industry, governments and other stakeholders to eliminate serious injuries and fatalities in the BC forest sector.

Recommendation #4 - Develop Pre-Qualification Standards

The Task Force recommends the implementation of an occupational health and safety pre-qualification standard that must be met by all firms working in BC forests. This pre-qualification standard will have a number of potential applications, including being considered as an important element in the awarding of harvesting rights through timber sales while being sensitive to the need to uphold open competition among large and small operations.

Occupational health and safety standards will be developed setting out specific requirements that each employer, contractor, sub-contractor, and independent operator must meet in order to obtain prequalification to bid on contracts or timber permits. The standards will be adapted to respond to the risks associated with new and emerging technologies.

Pre-qualification standards will help to ensure that those companies or contractors who carry out the work for tenure holders, large employers, or prime contractors meet a minimum level of safety. Those who met certification standards will be pre-qualified to bid on contracts and timber licenses.

The differences in risk associated with terrain, climate, tree type and use of mechanization of each region will be considered in developing standards and in awarding certification (by Type or Class).

Recommendation #5 – Encourage Open and Safe Workplaces

Workers must take ownership over their safety and the safety of their co-workers. Workers' commitment to safety should be encouraged and recognized, enabling them to raise concerns with co-workers and employers without reprimand, to feel comfortable reporting dangerous practices, conditions and near misses and to be knowledgeable of and supported in their



statutory right to refuse unsafe work. The Task Force recommends employers encourage workplaces that support these principles.

Recommendation #6 – Develop Uniform Training and Certification Standards

All forest workers must be skilled and competent professionals. Therefore, the Task Force recommends that uniform training and certification standards be developed that are recognized by all employers across the sector and include measures to support ongoing competence. It is also recommended that Faller and Bucker Certification be implemented as soon as possible and be followed by the certification of other appropriate forest industry occupations. The Task Force recommends this process begin with the certification of supervisors and that all supervisors be recognized by the industry as skilled and experienced professionals.

Recommendation #7 – Build on Existing Expertise

The Task Force recommends that on-going training, supervision and knowledge of emerging safety practices and technologies be included in a sector-wide training and certification model.

Recommendation #8 – Introduce New Technologies

The Task Force recommends that the industry adapt training programs to address risks that new equipment or practices may create and work together to identify technologies that create excessive risk to workers and develop comprehensive safety procedures for these technologies or deem them unsafe.

Recommendation #9 – Implement First Nations Training

First Nations are becoming increasingly involved in the forest industry and the number of First Nation forestry companies is expected to increase. As such, the Task Force recommends that the development of training programs acknowledge the particular requirements of First Nations to ensure an awareness of safety issues and the availability of training programs.

Recommendation #10 - Recognize Safety as Key to Business Success

The Task Force recommends that industry employers support ongoing safety and training programs and recognize that the development of safety is an investment in the long-term viability of one's business and the overall industry. It is recommended that such measures be considered in the establishment of a sector-wide rate incentive program.

Recommendation #11 - Make Health and Wellness Programs Available

The Task Force recommends that on-going health and wellness and support programs be more broadly available and recognized within the sector and not just within the larger companies.

Such programs must effectively address current and emerging physical and mental conditioning issues (including fatigue, de-hydration etc) that adversely affect health and safety. Support programs must be available to assist workers to deal with personal issues that can affect safety. Additionally, substance abuse must be recognized as an issue and mechanisms put in place to prevent substance abuse on the job.

Employers and supervisors must have the tools to effectively address substance abuse issues when they are revealed.

Recommendation #12 - Enhance Information Dissemination

The Task Force supports the recommendation of the IWA Task Force on BC Coastal Logging Occupational Health and Safety that “when a fatality occurs in the forest industry, public awareness be heightened by putting forward relevant, meaningful, constructive and considerate information to the media in a timely manner.”

**Recommendation #13 – Provide Better Information**

The Task Force recommends that industry and government agencies collaborate to ensure more timely distribution of information on investigations, deaths and serious injuries in the forest sector (without compromising their legal mandates)

Recommendation #14 – Renew WCB Compliance Strategy

Tenure holders and prime contractors cannot delegate responsibility for safety. Toward this end, the Task Force recommends the WCB adapt its compliance strategy in a way that recognizes the health and safety responsibilities of all workplace parties– from individual worker to tenure holder to the owner of forested land. As part of this strategy, the WCB must adopt specific standards that each party is expected to meet in order to comply with health and safety regulations. Guidelines for determining when to move the focus of enforcement and investigative activities beyond ground operations and up to the prime contractor and/or tenure holder must also be developed and clearly communicated to the sector.

Recommendation #15 – Eliminate Regulatory Overlap and Underlap

The Task Force recommends the forest sector work with the WCB and other agencies to identify and address overlap and underlap in safety regulations and enforcement in the forest sector and maintain cooperative and complementary regulatory approaches by all agencies that includes notifying one another of areas of potential risk or concern.

Recommendation #16 – Secure Government Support

The Task Force recommends that Government show its support for worker safety by recognizing the impact on worker health and safety as part of Government’s regulatory criteria checklist used in the development or modification of regulations.

Recommendation #17 – Review Safety Impact of Tenure Management

The Task Force recommends that consideration be given to identifying a process to smooth stumpage rates to remove the incentive to concentrate production during periods when prices are low thereby creating potential risks such as congested logging roads and overcrowded cutting areas (often referred to as “stumpage bingo”).

Recommendation #18 – Better Coordination of Road Use and Planning

It is recommended that tenure holders work together to develop a system to share information on road use planning to prevent overcrowding on logging roads and logging road collisions.

Recommendation #19 – Provide Financial Incentives

The Task Force recommends that the WCB Board of Directors consider the adoption of a comprehensive rate incentive funding model for firms that endorse and operate according to a sector-wide safety model (to include the endorsement of the Health and Safety Accord, obtaining pre-qualification certification, investment in on-going safety programs etc.)

Recommendation #20 – Create an Implementation Team

The Task Force recommends that a Forest Sector Implementation Team representing key players in the industry be established as Phase 2 of the Task Force. The mandate will be to implement the Action Plan. The Team is to be appointed in January 2004, in consultation with the Minister of Skills Development and Labour, and is to develop and carry-out detailed strategies for implementing the recommended actions of the Task Force that require industry-wide follow-up.