
Coast Sustainability Trust:
Results-Based
Assessment Framework

Ministry of
Sustainable Resource Management

Appendix A

March 28, 2002

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I. Introduction

This report provides a framework for assessing the performance of programs and activities funded through the Coast Sustainability Trust (the Trust). The Trust is managed by an independent Trustee and served by an advisory committee representing industry, the IWA-Canada (IWA), the Truck Loggers Association (TLA), communities and the provincial government. The central focus of the Trust is to mitigate forest sector impacts directly related to land use decisions and support adjustment and restructuring.

A. The Results-Based Assessment Framework

This document presents the basis for a results-based performance assessment framework. The framework specifies the evaluative activities to be conducted on both an ongoing and periodic basis. It also responds to the current environment of accountability, transparency, and continuous improvement in the management and delivery of government services. Specifically, the framework outlines the processes necessary for assessing trust distributions against stated goals and objectives, and the means by which they were achieved. This is determined by examining the strategic intent, structure, activities, outputs, and results of the Trust. The framework is expected to give guidance to the Trustee in making distribution decisions. The framework is also expected to assist the trust advisory committees, any other agencies that are involved with the trust, and the Ministry of Sustainable Resource Management and the Provincial Government who are the contributors to the Trust and maintain an interest in its results.

B. Role of Performance Assessment

Performance assessment encompasses aspects of strategic and business planning, performance measurement, periodic reviews, and reporting. The specification of outcomes and associated performance measures are a crucial component of a performance assessment framework. They provide the basis for an ongoing evaluative process that serves to focus management and staff attention on operational issues and progress towards stated goals, objectives and targets. In isolation, however, performance measures fail to address questions of “how” and “why” results were achieved. This creates a need for periodic reviews and reporting on performance which might take the form of a program evaluation or an audit. This current framework is intended to support efforts to develop an approach to guiding Trustee decisions as well as performance management of the Trust and accountability.

II. The Coast Sustainability Trust - Profile

This section of the results-based assessment framework provides an overview of the Trust and its strategic intent.

A. The Coast Sustainability Trust

On April 4, 2001, the government announced an interim Central Coast Strategy which included a series of decisions that affected land use planning, forest management, BC forest product sales, and economic measures on the Central Coast, North Coast and Queen Charlotte Islands. This announcement was the culmination of three years of consultation and consensus building, representing 17 First Nations and 40 stakeholder groups (including industry, unions, contractors, and environmentalists).

The consensus agreement contained six key commitments as follows:

- ❑ Suspension of marketing campaigns;
- ❑ Ecosystem based management in the Central Coast (Phase II);
- ❑ Protection and options areas with voluntary suspension of logging activities in those areas;
- ❑ Creation of an independent information team (to be created for ecological and other analysis);
- ❑ Short-term mitigation (initially \$10 million committed for workers and contractors); and
- ❑ Long-term mitigation (no specific funding commitments established).

The interim announcement included a government commitment to support mitigation for workers and contractors.

In keeping with this agreement, \$35 million was directed to the Coast Sustainability Trust by Order-in-Council XX for the purposes mitigating adverse economic impacts suffered by workers, contractors and other beneficiaries¹ as a result of land use decisions made in respect of the Central Coast, the North Coast and the Queen Charlotte Islands land and coastal resource management plans.

¹ *Other beneficiaries include forest companies and forest dependent communities.*

B. The Broader Infrastructure to Support Transition

The intention of the Trust is to support short-term, priority workforce and contractor adjustment requirements. Activities funded through the Trust are an enhancement and transition to existing federal and provincial labour market programming. Specifically, mitigation support in the longer-term is available through infrastructure and programs supported by various federal, provincial and regional agencies.

C. Trust Purpose

The purpose of the Trust is to mitigate the adverse impacts resulting from land use plan decisions for the Central Coast, North Coast and Queen Charlotte Islands and to meet any government obligations as per the Memorandum of Understanding dated April 12, 2002. Beneficiaries of the Trust will include: forest workers, contractors, industry and impacted coastal communities. The creation of the Trust is a provincial demonstration of its commitment to sustainable resource management.

D. Program Resources

The Provincial government has allocated \$35 million to the Trust and these funds are segregated into two envelopes. While there is no requirement for matching funds or contributions within the \$25 million Mitigation Account, it is anticipated that the forest sector will provide some support for proposed initiatives. In order to access the \$10 million Matching Funds Account, beneficiaries applying for trust funds are required to match funding sought through the Trust on a 1:1 basis. Total support generated through the Trust, therefore, could exceed \$45 million.

Exhibit II-1: Resources to Support Trust Activities

Account	Provincial Contribution	Contribution from Other Agencies
Mitigation Account	\$25 million	Potential leveraging
Matching Funds Account	\$10 million	\$10 million
Total	\$35 million	\$10 million (minimum)

Trust expenditures are subject to eligibility guidelines and the availability of funds.

E. Eligibility Criteria

The general scope of the Trust and the eligible beneficiaries are set out in Exhibit II-2 and II-3. As indicated in Exhibit II-2, the following situations/groups are included in the Trust scope:

- ❑ Impacts must be directly linked to land use decisions made in the Central Coast, North Coast and Queen Charlotte Islands planning areas;
- ❑ Primary processors and woodlands operations;
- ❑ Workers directly impacted by the land use decisions (full time attachment to forest labour force – start date no later than April 1, 2001);
- ❑ Contractors and subcontractors directly impacted by land use decisions; includes Bill 13 and non-Bill 13, full and single phase; and
- ❑ Forest dependent communities impacted by land use decisions.

Exhibit II-2: Type of Beneficiary

Component	Eligible	Ineligible
Geography	<ul style="list-style-type: none"> • Central Coast • North Coast • Queen Charlotte Islands 	<ul style="list-style-type: none"> • Other regions of the province
Timing of Impact	<ul style="list-style-type: none"> • April 1, 2000 	<ul style="list-style-type: none"> • Before April 1, 2000
Workers	<ul style="list-style-type: none"> • IWA members (employed full time) • Workers not covered under a collective agreement² 	<ul style="list-style-type: none"> • Part-time workers • Workers hired after April 1, 2001
Contractors	<ul style="list-style-type: none"> • Bill 13 contractors and subcontractors (employed full time) • Non Bill 13 harvesting related contracts 	<ul style="list-style-type: none"> • “Downstream” businesses, i.e. retail, catering etc. • Contracts with a start date after April 1, 2001
Forest Companies	<ul style="list-style-type: none"> • Weyerhaeuser • Interfor • Doman Industries 	<ul style="list-style-type: none"> • Other forest companies unless included in subsequent Trust advisory committee decisions
Forest Operations	<ul style="list-style-type: none"> • Sawmill operations • Woodlands (harvesting and transportation) • Related administrative jobs 	<ul style="list-style-type: none"> • Skeena Cellulose • Re-manufacturing/value-added • Salvage • Subsidies (see Attachment 1)
Communities	<ul style="list-style-type: none"> • Municipalities and unincorporated areas in the following Regional Districts: Comox-Strathcona; Mount Waddington, Central Coast; Skeena-Queen Charlotte; and portions of Kitimat-Stikine that are included in the North Coast planning area • First Nations 	<ul style="list-style-type: none"> • Areas outside of the coast • Communities that are not forest-dependent³ • Individual businesses • Subsidies (see Attachment 1)

Finally, if particular mitigation initiatives fall within the definition of a *subsidy*, they are ineligible. See Attachment #1 for an overview of subsidy criteria.

There are several conditions that trigger mitigation initiatives as indicated in Exhibit II-3. These include:

- ❑ A direct impact on forest sector operations;
- ❑ A direct impact to workers employed by forest sector operations whose operations derived at least 25% of their fibre from specified planning areas;
- ❑ Contractors for contracts that have been impacted by a land use plan protected area or EBM; and
- ❑ Forestry dependent communities that have been directly impacted by land use decisions in the specified planning areas.

Exhibit II-3: “Gateway” Conditions that Trigger Mitigation

Stakeholders	Conditions
Forest Industry	<ul style="list-style-type: none">• Forest operations must be directly impacted by land use decision applying to specified planning areas• Workers’ mills/operations must derive at least 25% of their fibre from a specified planning area
Forest Sector Workers	<ul style="list-style-type: none">• Permanent lay-off attributable to land use decisions
Logging Contractors	<ul style="list-style-type: none">• A contractor whose contract is directly impacted (i.e., within) by a protected area or EBM

F. Funding Priorities

Beneficiaries will be funded according to the priorities identified in Exhibit II-4. There is an expectation that Trust funds will be managed to maximize efficiency and effectiveness. As a consequence, funding should be directed to options that will result in an overall lower cost to mitigate impacts. Lower costs may include many things, but examples would be cost per new job, cost per vacated job etc. As a consequence, sufficient information (including financial) is required to enable comparison choosing. The expectation is that this condition will also enhance the capacity of the Trustee to leverage investment from other agencies and the forest sector.

² Includes non-union forest workers and workers whose collective agreement does not allow for severance.

³ Forest dependent communities are at least 10% dependent on the forestry sector and at least 10% of the labour force is employed through the forest sector.

Exhibit II-4: Funding Priorities

Priority	Beneficiary	Trust Account
1.	Workers who are not covered under a collective agreement - includes non-union and not full severance employees (must be affected by the land use plan protected areas)	• Mitigation Account
2.	Logging contractors and subcontractors whose contracts have been impacted by a land use plan protected area	• Mitigation Account
3.	Initiatives that allow for a rational reduction of the unionized labour force to cushion land use plan protected area effects	• Mitigation Account
4.	Workers and contractors affected by operational restructuring to respond to the impact of EBM	• Matching Funds Account
5.	Communities affected by land use planning or EBM	• Matching Funds Account

G. Trust Management

The Trustee is directed by an Advisory Committee comprised of representatives from key sector/community groups as specified in the Trust Deed.

The Trustee may only release funds if that release is consistent with the recommendations of the Advisory Committee. However, the Trustee is not obligated to follow all recommendations of the Advisory Committee.

On an annual basis, the Trustee is required to report on:

- Activities and expenditures of beneficiaries which received funds from the Trust;
- Progress made against the goals and objectives (purpose and goals) of the Trust;
- In detail, administrative costs; and
- The audited financial statements.

While the Trustee is paid to meet Trust related obligations (and reimbursed through the Trust), Committee members act in a voluntary capacity.⁴ In addition, the Trustee may purchase services to meet Trust related obligations.⁵

⁴ *Committee members will be reimbursed for reasonable travel expenses.*

⁵ *It is expected that costs to administer the Trust will be highest in year one since there will a need to thoroughly review and assess beneficiary investment plans. It is expected that the cost of administering the Trust will not exceed 3% of the value of the Trust. Beneficiaries will not be reimbursed for the administration of investment plans.*

III. The Coast Sustainability Trust: Activities, Outputs and Outcomes

The logic of the Trust is profiled briefly in this section with a description of its key elements focusing on:

- Activities;
- Outputs;
- Reach; and
- Outcomes (results).

A. Activities and Outputs

Eligible activities for each type of beneficiary are identified in Exhibit III-1.

Exhibit III-1: Eligible Activities

	Beneficiary	Trust Mitigation Instrument (Examples)
1.	Workers who are not covered under a collective agreement or whose collective agreement does not provide severance for the job loss that is the result of land use plan protected areas	<ul style="list-style-type: none"> • Severance • Relocation allowance
2.	Logging contractors for contracts have been impacted by a land use plan protected area	<ul style="list-style-type: none"> • Buy-out • Tenure allocation • Relocation • Worker mitigation
3.	Initiatives that allow for a rational reduction of the unionized labour force	<ul style="list-style-type: none"> • Pension-bridging • Buy-out • Relocation allowance
4.	Workers and contractors affected by operational restructuring to respond to the impact of EBM	<ul style="list-style-type: none"> • Pension-bridging • Buy-out • Relocation allowance
5.	Communities affected by land use planning or EBM	<ul style="list-style-type: none"> • Regional planning • Infrastructure to support crown land access and development • Marketing (attracting investment)

Each type of beneficiary identified in Exhibit III-1 is discussed below along with eligible activities and resulting outputs.

1. Workers

The Trust fund is designed to assist forest sector workers who have been displaced from operations permanently reduced in size but not permanently closed (as defined in the Coast Master Agreement). This includes workers who are not covered under a collective agreement or whose collective agreement does not provide severance for the job loss that is the result of land use decisions.⁶ Activities are expected to address short-term transition needs and resulting outputs may include severance, relocation allowance, or pension options.

2. Contractors

Eligible logging contractors can benefit from three types of activities. Firstly, they may receive payment to adjust the size and scope of their business as a result of the impacts of coastal land use decisions. Secondly, these payments may be substituted by the allocation of tenure rights which currently can only happen with the voluntary participation of the licensee. Thirdly, where impacts are expected to make the contractor's business non-viable, buy-out options will be explored. Payments are expected to address the short-term transition needs of contractors. The allocation of tenure rights is expected to provide benefits/opportunities that extend beyond the short-term.

3. Forest Companies – Rational Reduction in Worker Capacity

In order to manage direct impacts of coastal land use decisions, eligible companies can access Trust funds to assist in measures to reduce unionized worker capacity to offset direct impacts of land use plan protected areas. This can include but is not limited to pension-bridging, buy-outs, and relocation allowances. Activities funded under this category should be of lesser or equal costs relative to other eligible activities to provide worker mitigation.

4. Forest Companies – Operational Restructuring

Eligible companies can access Trust funds to assist in operational restructuring. Operational restructuring assistance is restricted to woodlands and sawmill facilities directly and severely impacted by land use decisions on the coast. Mitigation is allowed in proportion to the effect of the land use plan protected area and cannot be allocated in any way that would appear to be a subsidy.

⁶ *The "Coast" includes Central Coast, North Coast and the Queen Charlotte Islands.*

5. Forest Dependent Communities

Eligible communities can access funds to support diversification alternatives. Initiatives can include the development of regional diversification/economic development strategies, crown land infrastructure development, and marketing. Projects are expected to identify economic opportunity and attract investors to act on the opportunity. Community funds may be transferred to another trust vehicle, as part of the investment plan, if the trust purposes and outcomes are the same.

In sum, the level of funding and the activities described above are expected to result in the following types of products and services, or outputs:

- Short-term mitigation for eligible workers;
- Short-term mitigation for eligible contractors;
- Reduced capacity of forestry operations and reduced labour force capacity;
- Leveraged funds from private enterprise to support restructuring; and
- Community economic development planning and projects.

B. Linkages

The Trust will fund activities that have direct linkages with a wide range of constituent interests and groups, including the following:

- Federal agencies that fund or deliver labour force programs
- Provincial agencies that fund or deliver labour force programs
- Labour unions and their members;
- Workers not covered by a collective agreement;
- Contractors (independent and TLA);
- Industry associations and large companies working within the forest sector;
- Communities; and
- First Nations associations and representatives actively involved in labour force issues.

C. Outcomes

The aforementioned activities and outputs associated with the Trust are expected to result in a range of outcomes (impacts).

1. Workers

The outcomes associated with worker mitigation include:

- Permanent reduced labour force capacity associated with forestry operations in coastal areas; and
- Transition of workers into other sectors / locations.

2. Contractors

The outcomes associated with contractors include:

- Permanent reduced contractor capacity within plan areas;
- Transition of contractors into other sectors and operating areas; and
- Enhanced level of viability for remaining contractors and new economic opportunity.

3. Forest Company – Rationalization

The immediate result of rationalization initiatives is a reduction in the size of the labour force immediately dependent on operations (woodlands and processing) that have been affected by land use decisions on the coast. In turn this reduction in capacity is expected to have the following outcomes:

- Transition of workers into other sectors; and
- A more effective and efficient workforce.

4. Forest Companies – Operational Restructuring

The outcomes associated with this investment area include:

- Reduced worker and contractor capacity;
- Reduced costs; and
- Increased flexibility to adjust to market changes.

5. Forest –Dependent Communities

The outcomes associated with this investment area include:

- Identification of diversification opportunities;
- New economic opportunities with local partners (joint ventures, co-management agreements with First Nations);
- Increased investment; and
- Community sustainability is enhanced.

Collectively, the outcomes identified above ensure:

- Fairness to those permanently impacted
- Commitment to coastal land and resource management planning

D. Long-term Outcomes

These initiatives are expected to lead to the following outcomes:

- Permanent end to international market campaigns;
- Proven permanent reduction in the coastal forest sector workforce;
- Proven permanent reduction in contracting capacity;
- Restructured industry leading to enhanced competitiveness and enhanced skill level of the labour force;
- Increased capital investment into coastal forestry operations (due to increased competitiveness/reduced cost structures);
- Sustainable forest management practices;
- Global recognition of BC's commitment to sustainable forest management; and
- Transition to a new coastal economy by maintaining/creating new economic opportunities for communities and other sectors; and
- Stronger, diversified local economies.

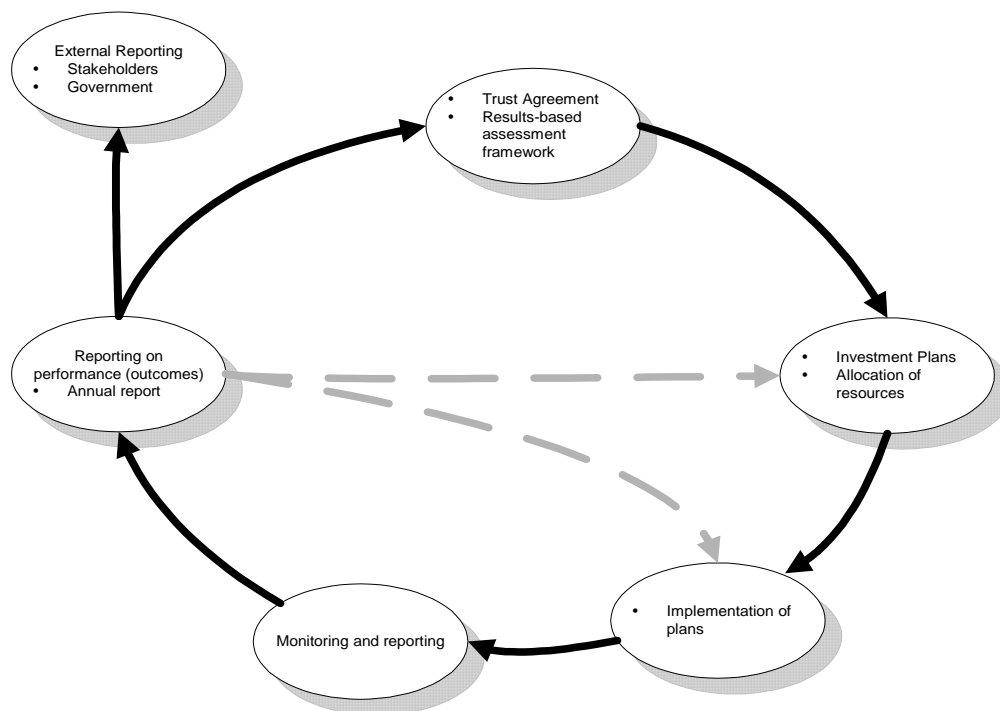
IV. Approach to Managing Performance

The performance management cycle for the Trust is illustrated in Exhibit IV-1 and includes:

- ❑ Establishing a results-based trust agreement that is supported by a framework that specifies expected outcomes(focused strategic direction);
- ❑ Clear guidelines for investment planning undertaken through the Trust;
- ❑ Implementation and administration of investment plans;
- ❑ Monitoring and reporting at the project level (includes performance assessment through audits, evaluation and other types of periodic reviews); and
- ❑ Reporting on Trust performance (reporting on outcomes in relation to objectives to both internally (Trust members) and externally (government and stakeholders)).

Each of these levels are discussed on the following pages along with the issues and information needs that should be addressed through the performance assessment activities that are carried out in relation to the Trust.

Exhibit IV-1: The Performance Management Cycle



A. Focused Strategic Direction

Focused strategic direction is integral to managing Trust performance. The Trust Deed is critical since it sets out the broad goals and objectives of the Trust, specifies performance assessment activities, and ensures that the Trustee can act to correct instances of non-performance.

The Deed is supported by a Results Based Assessment Framework that specifies outcomes, performance measures and performance assessment approaches to be employed by the Trustee.

B. Investment Plans

The Trustee may disburse funds only to beneficiaries proposing to achieve outcomes as outlined in the Trust Deed and specified in the Results-Based Assessment Framework. The Trustee must require every applicant for funding to develop and present to the Trustee a plan that adequately considers the interests of stakeholders affected.

Specifically, it is expected that three year Investment Plans may be developed by:

- Interfor;
- Weyerhaeuser;
- Doman Industries;
- Other forest companies impacted by future land use decisions in the coastal region; and
- Communities.

The plan must identify the operational constraints and opportunities for the applicant, and propose an appropriate response(s). Furthermore, they must describe the specific intended outcomes, and must identify indicators of performance with which to measure results and demonstrate “success”. The plans must also address the strategy for cost sharing, and the course proposed to achieve industry competitiveness.

Upon approval of an investment plan the Trustee may reserve a block of funds for the use of the applicant to achieve the outcomes, over time, of the plan. Approval of applications for reserving funds, the terms of funding agreements, including the amount of funds reserved and the time period for reservation, and the disbursement of funds, are at the discretion of the Trustee operating within the terms of the Trust Deed.

The Trustee must enter into a funding agreement with each entity to which it proposes to disburse funds, outlining the terms upon which the Trustee will disburse funds for the activities of the entity. Each funding agreement must address the following, at minimum:

- amount of funding to be reserved, and for what time period;
- purposes and intended outcomes for use of funds, prohibited uses;
- indicators of performance to measure success in achieving intended outcomes;
- cost sharing requirements;
- structure, composition and governance of the entity;
- if applicable, the entity's project application and approval process, project management policy, administrative policy, procedures and budgets;
- disbursement process defining the events upon which the Trustee must make payment;
- reporting to Trustee, including annual work plans, reports, audits;
- timing for the evaluation of the three year investment plan against the expected outcomes; and
- remedies for breach of the agreement including suspension or termination of reserved funding, steps to recover funds expended, or other actions to ensure non-compliance does not reoccur.

If the Trustee does not receive proposals that are acceptable, or believes that acceptable proposals will not be received within the time period, then the Trustee may redirect the reserved funding for other purposes within the Trust Deed.

If a proposal to reserve funding does not fully meet the conditions of the Trust Deed, the Trustee may;

- return it to the proponent for revision;
- approve only those proposed activities which comply; or
- reject the proposal.

Once, investment plans have been approved, the Trustee is responsible for developing a three year expenditure plan.

C. Program Implementation and Administration

The Trustee has responsibility for administration of the Trust. Beneficiaries are responsible for implementing approved strategies.

D. Monitoring and Reporting

Trustees responsibilities include ensuring that beneficiaries in receipt of funding adopt appropriate administrative practices to ensure fair and responsible project approval and management, and open and transparent decision making. If Fund funding is expended by a recipient in a manner that does not comply with the principles set out in the Trust Deed or the relevant funding agreement, the Trustee must take action to address the non-compliance. The Trustee may, for example;

- suspend the funding reserved for the entity; or
- terminate the reserved funding; or
- take steps to recover the funds expended in a non-complying manner; or
- take other appropriate actions.

In addition to ongoing monitoring and performance reporting, an evaluation of Trust performance should be conducted by an independent evaluator in 2004/05. The intention of the evaluation will be to identify outcomes in relation to the trust model and to determine the effectiveness of the Coast Sustainability Trust Model to support mitigation and transition.

All beneficiaries receiving funds are also required to fulfill the obligations of a 3rd party audit.

E. Reporting on Performance (Outcomes)

The Trust Deed requires that the Trustee report annually on the results of investments in relation to Trust goals and objectives annually to demonstrate accountability to the public and the legislature and stakeholders, as well as to better inform investment planning within the Trust. It is in this manner that performance reporting is viewed as being integral to the success of the Trust.

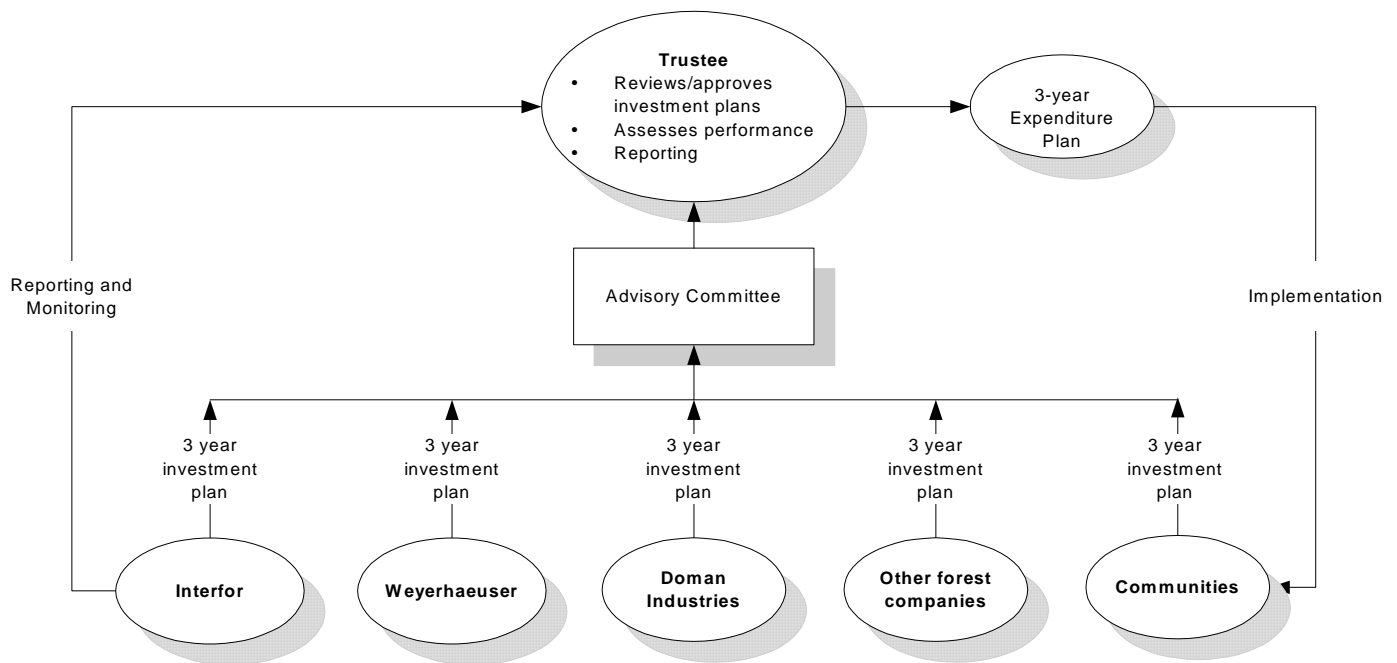
Internal and external reporting are critical. Internal reporting would entail the provision of information to management, staff and partners on resources used, activities undertaken, results, and level of compliance with relevant policies, procedures and commitments. Internal reporting is required on a quarterly basis and annual basis. Requirements with respect to quarterly and

annual reporting will be established by the Trustee and at a minimum support performance reporting requirements identified in Attachment 2. Annual reports should provide the Trustee with assurance that actual achievements and planned expenditures are in line with investment plans.

F. Summary

The general relationships within the performance management cycle are illustrated below in Exhibit IV-3

Exhibit IV-3: The Performance Management Cycle



Attachment 1: Subsidy Guidelines

A subsidy is defined as a government program, or activity, which transfers a benefit to an individual for-profit business, or selected group of businesses.

Two tests are applied to determine if a subsidy is present:

- ❑ As economic advantage – there is a benefit being provided at less than commercial terms, and/or
- ❑ Selectivity - the government is exercising some discretion in selecting which firms will receive the benefit.

The following principles were used to further assist in determining what is and is not a business subsidy:

- ❑ Definition of a “business”: An individual, for-profit business. Funding for industry sector groups and local or regional economic development groups may be subsidies, if that funding is then provided to a for-profit enterprise.
- ❑ Indirect subsidies: R&D fellowships and scholarships are not considered subsidies.
- ❑ Tax Policy: Tax expenditures are not considered business subsidies, but are to be reviewed and considered as part of the normal Ministry of Finance budget process.
- ❑ Federal cost-sharing programs: Some federal cost-shared programs providing money to individual businesses may be considered subsidies.
- ❑ Practices in competing jurisdictions: Programs for industry sectors, where needed for British Columbia businesses to compete on a level playing field nationally and internationally, are not considered subsidies.

As might be expected, the determination of when a subsidy exists is not always immediately clear.

* * *

Attachment 2: Performance Measures

Exhibit V-3: Performance Measures, Data Sources and Frequency of Reporting

Indicator	Measure	Data Source(s)	Frequency
Activities:			
<input type="checkbox"/> Trust Activities	<input type="checkbox"/> Number of investment plans developed: <ul style="list-style-type: none"> • Forest companies; • Truck loggers; and • Communities. 	<input type="checkbox"/> Trustee	<input type="checkbox"/> Annual
<input type="checkbox"/> Workers	<input type="checkbox"/> Number of impacted workers: <ul style="list-style-type: none"> • Covered by a collective agreement • Not covered by a collective agreement • Working with a forest company • Working with a forest contractor <input type="checkbox"/> Number of eligible workers: <ul style="list-style-type: none"> • Covered by a collective agreement • Not covered by a collective agreement • Working with a forest company • Working with a contractor <input type="checkbox"/> Number of workers affected by operational restructuring	<input type="checkbox"/> Trustee <input type="checkbox"/> Agreement holders	<input type="checkbox"/> Quarterly <input type="checkbox"/> Annual
Outputs:			
<input type="checkbox"/> Allocation of funding	<input type="checkbox"/> Funding allocated by investment plan <input type="checkbox"/> Funding allocated by beneficiary category: <ul style="list-style-type: none"> • Workers not covered by a collective agreement • Workers employed by a contractor • Covered by a collective agreement within a forest company whose job is eliminated/reduced as a direct result of a land use decision • Workers affected by operational restructuring in response to a land use decision • Contractors • Communities <input type="checkbox"/> Level of partner support (dollars leveraged)	<input type="checkbox"/> Trustee <input type="checkbox"/> Agreement holders	<input type="checkbox"/> Quarterly and annual
<input type="checkbox"/> Support provided to workers	<input type="checkbox"/> Number of workers supported in each of the following categories: <ul style="list-style-type: none"> • Workers not covered by a collective agreement • Workers employed by a contractor • Covered by a collective agreement within a forest company whose job is eliminated/reduced as a direct result of a land use decision • Workers affected by operational restructuring in response to a land use decision <input type="checkbox"/> Number of communities/partnerships supported <input type="checkbox"/> Type and value of support provided in each of the following categories: <ul style="list-style-type: none"> • Workers not covered by a collective agreement • Workers employed by a contractor • Covered by a collective agreement within a forest company whose job is eliminated/reduced as a direct result of a land use decision • Workers affected by operational restructuring in response to a land use decision • Contractors • Communities 	<input type="checkbox"/> Trustee <input type="checkbox"/> Agreement holders	<input type="checkbox"/> Quarterly and annual

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Indicator	Measure	Data Source(s)	Frequency
<input type="checkbox"/> Investment Plans	<input type="checkbox"/> Number of 3-year investment plans developed	<input type="checkbox"/> Trustee	<input type="checkbox"/> Annual
<input type="checkbox"/> Restructuring Plan	<input type="checkbox"/> Number of restructuring plans developed (would be an element of the 3-year investment plan)	<input type="checkbox"/> Trustee	<input type="checkbox"/> Annual
Short-term & Intermediate Outcomes			
<input type="checkbox"/> Ongoing commitment to land use planning	<input type="checkbox"/> Number of consensus land use plans <input type="checkbox"/> Plans with support from key stakeholders	<input type="checkbox"/> MSRM	<input type="checkbox"/> Annual
<input type="checkbox"/> Forest sector competitiveness	<input type="checkbox"/> Restructured operations <input type="checkbox"/> Sized of work force <input type="checkbox"/> Cost structure <input type="checkbox"/> Access to markets (as a result of SFM) (value of shipments?)	<input type="checkbox"/> Agreement holders	<input type="checkbox"/> Annual
<input type="checkbox"/> Competitive labour force	<input type="checkbox"/> Experienced labour force by sector <input type="checkbox"/> Workers having relocated to other regions/sectors <input type="checkbox"/> Employment rate for forest sector workers	<input type="checkbox"/> BC Stats <input type="checkbox"/> Statistics Canada <input type="checkbox"/> HRDC <input type="checkbox"/> Periodic survey	<input type="checkbox"/> Annual
<input type="checkbox"/> Contractor capacity reduced	<input type="checkbox"/> Number of contractors working in the coastal area <input type="checkbox"/> Number of contractors that have moved to other regions <input type="checkbox"/> Number of contractors that are working in other sectors of the economy	<input type="checkbox"/> Trust agreement holder	<input type="checkbox"/> Annual
<input type="checkbox"/> Contractor competitiveness enhanced	<input type="checkbox"/> New tenures granted to contractors <input type="checkbox"/> % capacity that contractors are working at	<input type="checkbox"/> Trust agreement holder	<input type="checkbox"/> Annual
<input type="checkbox"/> Improved community infrastructure	<input type="checkbox"/> New community infrastructure to support economic development and diversification.	<input type="checkbox"/> Trust agreement holder	<input type="checkbox"/> Annual
<input type="checkbox"/> Increased regional economic opportunity	<input type="checkbox"/> Number of regional economic development plans <input type="checkbox"/> Number of projects initiated to act on opportunities <input type="checkbox"/> Number of joint ventures, co-management agreements and regional partnerships	<input type="checkbox"/> Annual reports from agreement holders <input type="checkbox"/> Trustee information system	<input type="checkbox"/> Annual
<input type="checkbox"/> Successful marketing of the region to investors	<input type="checkbox"/> Marketing initiatives implemented <input type="checkbox"/> Level of investment into the community	<input type="checkbox"/> Annual Reports from agreement holders	<input type="checkbox"/> Annual
Long-term Outcomes			
<input type="checkbox"/> Community diversity	<input type="checkbox"/> Diversity of the local economy <input type="checkbox"/> Workforce by sector <input type="checkbox"/> Income by sector.	<input type="checkbox"/> BC Stats <input type="checkbox"/> Statistics Canada	<input type="checkbox"/> Annual
<input type="checkbox"/> Forest sector competitiveness	<input type="checkbox"/> Capital investment into the coastal forest industry <input type="checkbox"/> Cost structure <input type="checkbox"/> Age of workforce <input type="checkbox"/> Skill level of workforce <input type="checkbox"/> Increased access to markets (as a result of SFM)	<input type="checkbox"/> Annual reports from agreement holders	<input type="checkbox"/> Annual
<input type="checkbox"/> Sustainable forest management	<input type="checkbox"/> Performance in relation to criteria and indicators of SFM <input type="checkbox"/> % of AAC that has received certification	<input type="checkbox"/> Annual reports from agreement holders	<input type="checkbox"/> Annual

Exhibit V-1: Activities, Outputs, Outcomes and Preliminary Performance Measures

Component	Activity	Output	Short-term and Intermediate Outcomes	Long-term Outcomes
Investment Plans – Industry and Contractors	<input type="checkbox"/> Development of 3-year investment plans <input type="checkbox"/> Approval of 3-year investment plans	<input type="checkbox"/> Allocation of funding <input type="checkbox"/> Development/approval of Trust Expenditure Plan <input type="checkbox"/> Plan implementation	<input type="checkbox"/> Fairness to those impacted <input type="checkbox"/> Reduced workforce <input type="checkbox"/> Younger workforce <input type="checkbox"/> Forest sector viability enhanced <input type="checkbox"/> Commitment to land use planning maintained <input type="checkbox"/> Improved market access <input type="checkbox"/> Impacted workers transition into other sectors	<input type="checkbox"/> Permanent end to international marketing campaign (global recognition of SFM practices) <input type="checkbox"/> Proven permanent reduction in the coastal forest sector workforce <input type="checkbox"/> Proven permanent reduction in contracting capacity <input type="checkbox"/> Enhanced competitiveness of the coastal forest sector <input type="checkbox"/> Increased capital investment <input type="checkbox"/> Higher skilled workforce <input type="checkbox"/> Sustainable forest management practices <input type="checkbox"/> Stabilized communities/stronger, diversified communities
Performance Measures:	<input type="checkbox"/> Number of approved 3-year investment plans <input type="checkbox"/> Level of stakeholder (workers/communities) support for investment plans	<input type="checkbox"/> Funding level allocated to plan <input type="checkbox"/> Planned investment levels by year for each plan <input type="checkbox"/> Expenditure plan completed	<input type="checkbox"/> Experienced labour force <input type="checkbox"/> % of impacted workers in non-forest sector jobs <input type="checkbox"/> Number of consensus land use plans <input type="checkbox"/> Land use plans supported by key stakeholders	<input type="checkbox"/> Size of workforce <input type="checkbox"/> Age of workforce <input type="checkbox"/> Industry cost structure <input type="checkbox"/> Access to market (value of shipments) <input type="checkbox"/> Capital investment by industry <input type="checkbox"/> Experienced labour force by sector <input type="checkbox"/> Income by sector <input type="checkbox"/> Performance in relation to criteria and indicators of SFM <input type="checkbox"/> % of AAC that has received certification
Workers:	<input type="checkbox"/> Impacted workers not covered under a collective agreement are identified and eligibility for mitigation support is reviewed	<input type="checkbox"/> Mitigation support provided: <ul style="list-style-type: none"> • Extended severance • Relocation allowance 	<input type="checkbox"/> Reduced workforce <input type="checkbox"/> Transition of workers into other sectors/regions	
Performance Measures:	<input type="checkbox"/> Number of impacted workers <input type="checkbox"/> Number of eligible workers	<input type="checkbox"/> Percentage of impacted workers receiving mitigation support (by type of support) <input type="checkbox"/> Level of support provided to workers (total value of support)	<input type="checkbox"/> Experienced labour force <input type="checkbox"/> % of workers in non-forest sector jobs <input type="checkbox"/> % of impacted workers that have moved to other regions <input type="checkbox"/> Employment rate	

Coast Sustainability Trust: Results-Based Assessment Framework

Component	Activity	Output	Short-term and Intermediate Outcomes	Long-term Outcomes
Contractors:	<input type="checkbox"/> Contractors with contracts impacted by protected areas or EBM are identified and eligibility for mitigation support is reviewed	<input type="checkbox"/> Mitigation support provided: <ul style="list-style-type: none"> • Buy-out • Tenure allocation • Relocation • Worker Mitigation • Relocation allowance 	<input type="checkbox"/> Reduced contractor capacity on the coast (plan areas) <input type="checkbox"/> Transition of contractors into other sectors/regions <input type="checkbox"/> Transition of workers into other sectors/regions <input type="checkbox"/> New economic opportunity resulting from tenure allocation/enhanced viability	
Performance Measures:	<input type="checkbox"/> Number of impacted contractors <input type="checkbox"/> Number of eligible contractors	<input type="checkbox"/> Percentage of impacted contractors receiving mitigation support (by type of support) <input type="checkbox"/> Level of support provided to contractors (total value of support/area covered by new tenures/number of new tenures) <input type="checkbox"/> Number of impacted individuals working for contractors <input type="checkbox"/> Number of impacts individuals working for contractors receiving mitigation support (type of support and dollar value of support) <input type="checkbox"/> Average cost of mitigation support for contractors and contractor workforce	<input type="checkbox"/> Number of contractors operating in plan areas <input type="checkbox"/> Volume of fibre associated with contractors operating in plan areas <input type="checkbox"/> Total contractor workforce <input type="checkbox"/> AAC apportionment by tenure category <input type="checkbox"/> % capacity that contractors are working at	
Workers covered under a collective agreement:	<input type="checkbox"/> Impacted workers covered under a collective agreement are identified and eligibility for mitigation support is reviewed	<input type="checkbox"/> Mitigation support provided: <ul style="list-style-type: none"> • Pension-bridging • Buy-out • Relocation allowance 	<input type="checkbox"/> Reduced worker capacity <input type="checkbox"/> A more effective and efficient forest sector labour force <input type="checkbox"/> Reemployment in other sectors/regions	
Performance Measures:	<input type="checkbox"/> Number of impacted workers <input type="checkbox"/> Number of eligible workers	<input type="checkbox"/> Percentage of impacted workers receiving mitigation support (by type of support) <input type="checkbox"/> Level of support provided to workers (total value of support)	<input type="checkbox"/> Experienced labour force <input type="checkbox"/> Total union membership in locals that serve planning areas <input type="checkbox"/> % of workers in non-forest sector jobs <input type="checkbox"/> % of workers that have moved to other regions	

Coast Sustainability Trust: Results-Based Assessment Framework

Component	Activity	Output	Short-term and Intermediate Outcomes	Long-term Outcomes
Operational restructuring:	<input type="checkbox"/> Impacted workers covered are identified and eligibility for mitigation support is reviewed <input type="checkbox"/> Operational restructuring plans developed to access Trust funding	<input type="checkbox"/> Mitigation support provided: <ul style="list-style-type: none"> • Pension-bridging • Buy-out • Relocation allowance <input type="checkbox"/> Impacted workers covered are identified and eligibility for mitigation support is reviewed <input type="checkbox"/> Operational restructuring plan implemented <input type="checkbox"/> Investment leveraged	<input type="checkbox"/> Reduced industry costs <input type="checkbox"/> Enhanced industry competitiveness <input type="checkbox"/> Increased flexibility to adjust to market changes <input type="checkbox"/> Reduced worker capacity <input type="checkbox"/> Younger forest sector labour force <input type="checkbox"/> Reemployment in other sectors/regions <input type="checkbox"/> Leveraged dollars	
Performance Measures:	<input type="checkbox"/> Number of impacted workers <input type="checkbox"/> Number of eligible workers <input type="checkbox"/> Number of operational restructuring plans	<input type="checkbox"/> Percentage of impacted workers receiving mitigation support (by type of support) <input type="checkbox"/> Level of support provided to workers (total value of support) <input type="checkbox"/> Total leveraged investment	<input type="checkbox"/> Industry profitability <input type="checkbox"/> Experienced labour force <input type="checkbox"/> Total union membership in locals that serve planning areas <input type="checkbox"/> % of workers in non-forest sector jobs <input type="checkbox"/> % of workers that have moved to other regions	
Communities:	<input type="checkbox"/> Number of impacted communities are identified and eligibility for support is reviewed	<input type="checkbox"/> Mitigation support provided: <input type="checkbox"/> Regional economic development planning <input type="checkbox"/> Infrastructure (what is infrastructure)? <input type="checkbox"/> Marketing opportunities <input type="checkbox"/> Investment leveraged	<input type="checkbox"/> Local communities work in partnership <input type="checkbox"/> Economic development/diversification opportunities identified <input type="checkbox"/> New economic opportunities with local partners <input type="checkbox"/> Increased support for investment/development plans	<input type="checkbox"/> Increased investment <input type="checkbox"/> Diversification of local economies <input type="checkbox"/> Stability/sustainability enhanced
Performance Measures:	<input type="checkbox"/> Number of impacted communities <input type="checkbox"/> Number of approved 3-year investment plans	<input type="checkbox"/> Level of support provided to communities <input type="checkbox"/> Value of leveraged investment <input type="checkbox"/> Number of projects by type <input type="checkbox"/> Total investment into each type <input type="checkbox"/> Total leveraged investment	<input type="checkbox"/> Number of opportunities identified <input type="checkbox"/> Number of projects initiated to act on opportunities <input type="checkbox"/> Number of joint ventures, co-management agreements, and regional partnerships developed <input type="checkbox"/> Dollars invested into the community	<input type="checkbox"/> Dollars invested into the community <input type="checkbox"/> Diversity of local economies <input type="checkbox"/> Workforce by sector <input type="checkbox"/> Income by sector

