



STRATEGIC PLAN 2014-2016



MESSAGE FROM COUNCIL

It is our pleasure to introduce the next three-year Strategic Plan for the Association of BC Forest Professionals.

In developing this three-year Strategic Plan, we engaged and gathered input and opinions from key stakeholder groups through surveys and one-on-one interviews. It was largely acknowledged that the world in which we are operating is undergoing significant change. Global issues such as the economy, changing technologies and changing public expectations including the need for greater engagement, communication and transparency are key considerations as we move forward. Obviously climate change and ecosystem health as well as the cumulative impact of resource development on our forests must also be considered. Some stakeholders acknowledged increasing opportunities for new forest products and exploring new uses for waste. We also heard how the role of forest professionals will continue to evolve and how important it is for us to continue to form strong partnerships with other professions and associations. And, of course, the issue of our aging workforce was raised and how we must focus on attracting new people to our industry to meet future needs.

It is an exciting time to be a forest professional in the province of British Columbia. To respond to our changing landscape, we identified five key Priority Areas for the association. We set longer-term (three-year) outcomes and objectives for each of these areas, and have provided a sense of priority to the association for Year 1 planning purposes. Specifically the priorities for the association for Year 1 are as follows:

1. We recognize that our members are being called upon to work in other areas of resource development on the forested land base. We will support these members in their practices as well as our members who practise in more traditional areas of forestry.
2. We want to work with our members to ensure they are independent and acting in the public interest. Maintaining the public trust in our members is paramount.
3. Given that a vast amount of resource development in the province is on forested lands, we want to ensure that we improve our influence on natural resource development to ensure forest lands and ecosystems are managed sustainably.

4. We want to continue to be a timely and visible advocate for the stewardship of forest lands and ecosystems in the province.
5. We want members to feel valued and proud of the contributions they make to our province.
6. We want members to value and maintain their membership in the ABCFP.

The following pages review all this information in more detail.

We feel confident that the roadmap described in this document will be the pathway to the future for our association and forest professionals in British Columbia. Together we can truly make a sustainable difference for generations to come.

THE ASSOCIATION'S MANDATE

Pursuant to the *Foresters Act*, the practice of professional forestry is a regulated activity in British Columbia. In simplest terms, the *Foresters Act* defines the practice of professional forestry, establishes the Association of BC Forest Professionals, stipulates that one must be a member of the ABCFP to engage in the practice of professional forestry¹, and charges the association with the administration of the *Foresters Act* and vests² all authority to govern the association in its council.

Section 4 of the *Foresters Act* sets out the duties and objects of the association as follows:

- (1) It is the duty of the association:
 - (a) to serve and protect the public interest,
 - (b) to exercise its powers and functions, and to perform its duties under this Act, and
 - (c) to enforce this Act.
- (2) The objects of the association are the following:
 - (a) to uphold the public interest respecting the practice of professional forestry by
 - (i) ensuring the competence, independence, professional conduct and integrity of its members, and
 - (ii) ensuring that each person engaged in the practice of professional forestry is accountable to the association,
 - (b) to advocate for and uphold principles of stewardship of forests, forest lands, forest resources and forest ecosystems,
 - (c) to govern its members in accordance with this Act, the bylaws and the resolutions,
 - (d) to establish, monitor and enforce standards of education and qualifications for enrolment, registration and continued membership in the association,
 - (e) to establish, monitor and enforce codes of conduct and standards of practice for its members, and
 - (f) to create and administer voluntary certification schemes for technical occupations related to the practice of professional forestry.

¹ Subject to certain exceptions (e.g. supervised by a member)

² Subject to certain constraints (e.g. members have a right to elect council and change bylaws)

STRATEGIC FRAMEWORK

OUR VISION

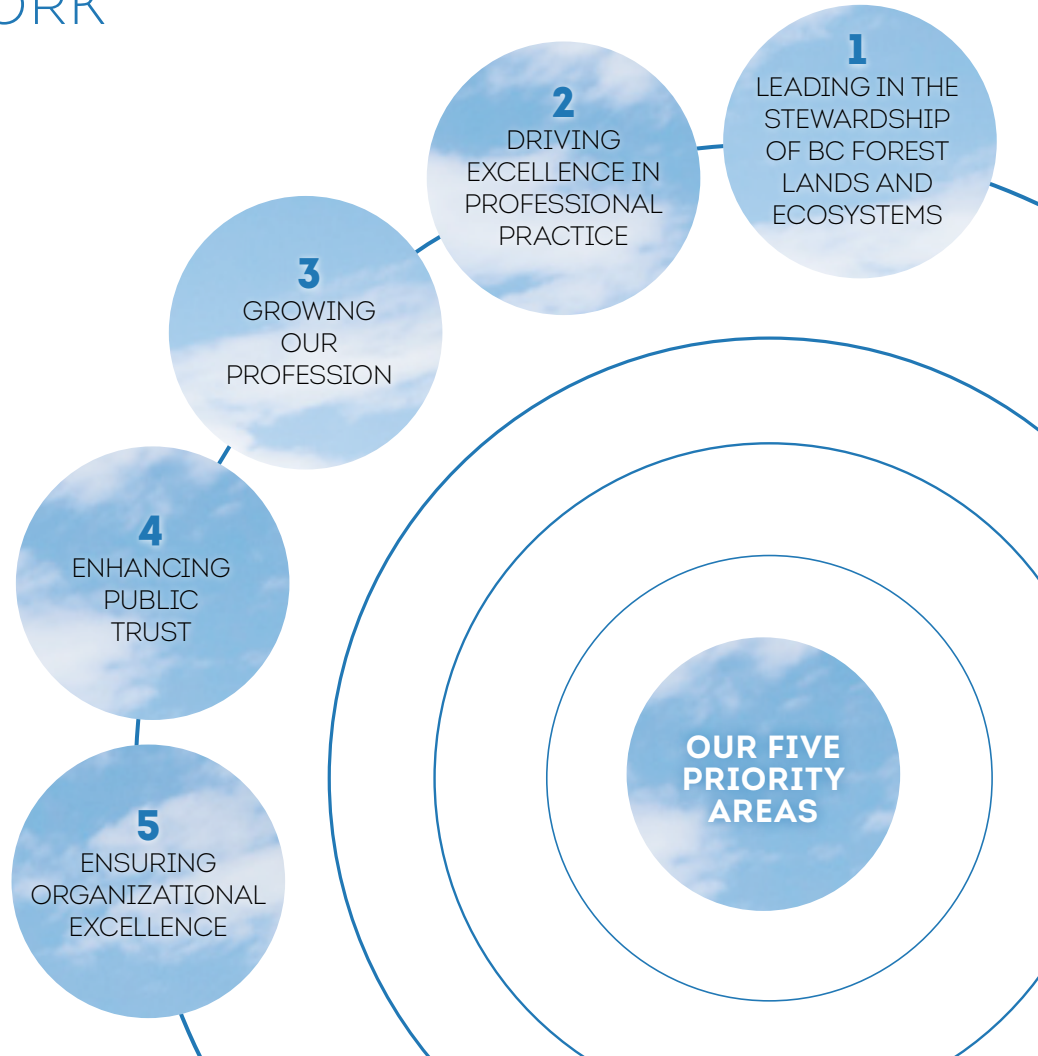
Leading the way to diverse, healthy and sustainable forest lands and ecosystems in BC.

OUR MISSION

Our mission is to ensure BC has qualified forest professionals and to support them in providing excellence in forest stewardship.

OUR IMPLEMENTATION PRINCIPLES:

1. The ABCFP will work toward maintaining and enhancing our relationship with First Nations.
2. Activities and events of the association must be accessible in all regions.
3. Whenever possible, the association will collaborate with other bodies (e.g. professional associations, stakeholder groups etc.) on shared opportunities and challenges.



SOME DEFINITIONS

While all organizations generally mean the same thing when they refer to a strategic plan, the language used to describe things in the plan can be different. Below are some definitions of some of the language used in this plan.

Environmental Scan: a review of key issues, opportunities, strengths and weaknesses (SWOT analysis) that the organization needs to consider (both internally and externally) in order to develop a sound and relevant strategic plan.

Priority Area: The high level goal buckets that the organization is going to address which capture the risks and opportunities raised through the organizational scan.

Outcome: The high level deliverable that each of the Priority Areas will have created in a three-year time frame.

Objectives: The specific deliverables (must be tangible and measurable) that the Priority Areas will have created in a three-year time frame.

STRATEGY AT A GLANCE

PRIORITY	OUTCOME	OBJECTIVES
Leading in the Stewardship of BC Forest Lands and Ecosystems	1	<p>The ABCFP is recognized as taking a leadership role in the stewardship of forest lands and ecosystems.</p> <p>A. The ABCFP is a visible and timely advocate for the stewardship of forest lands and ecosystems in BC. B. The ABCFP will increase our influence on natural resource development to ensure forest lands and ecosystems are managed sustainably.</p>
Driving Excellence in Professional Practice	2	<p>The ABCFP and our members demonstrate leadership and passion in matters of professional practice.</p> <p>A. Members are committed to excellence in their areas of professional practice. B. The principles of professional reliance are consistently and independently applied. C. Members are more engaged in matters of professional practice. D. Members are held accountable for their professional practice.</p>
Growing Our Profession	3	<p>Our profession is evolving and expanding to meet the future workforce needs of natural resource management in BC.</p> <p>A. Members value and maintain their membership. B. Members work in traditional and evolving areas of practice. C. There are adequate numbers of forest professionals in BC to meet demand. D. Members feel valued and proud of the contribution they make to our province.</p>
Enhancing Public Trust	4	<p>The public looks to forest professionals as the trusted stewards of forest lands and ecosystems in BC.</p> <p>A. The public is confident that members are independent and acting in the public's interest. B. Members understand and embrace their role in enhancing public trust.</p>
Ensuring Organizational Excellence	5	<p>The ABCFP is recognized as a highly effective, efficient and professionally relevant organization.</p> <p>A. We will deliver operational excellence in our processes and practices. B. We are transparent and excel in communication. C. The ABCFP provides value to our members.</p>



IN THREE YEARS TIME THIS WILL MEAN...

The ABCFP is recognized as taking a leadership role in the stewardship of forest lands and ecosystems.

OUR SPECIFIC DELIVERABLES INCLUDE...

- A. The ABCFP is a visible and timely advocate for the stewardship of forest lands and ecosystems in BC.
- B. The ABCFP will increase our influence on natural resource development to ensure forest lands and ecosystems are managed sustainably.

This is an important priority area for us and one which council wants the association to focus on during the year. Our association has an obligation to play a key leadership role in the stewardship of BC forest lands and ecosystems. The practice of professional forestry involves ensuring that our forests and their ecosystems are healthy and are managed sustainably. In the past, the main activities on the forested land base were closely tied to the harvesting industry. Now, there are many more users on the forested land base operating in the same areas. Our job is to ensure that the forests in BC are managed sustainably whatever resource use is occurring.

A number of our members are already working in other resource areas on the forested land base and we will continue to support them in their work.

To achieve the outcome and objectives of this Priority Area, the association will undertake a number of strategies and tasks over the next year which include:

- Identifying and assessing emerging stewardship matters by reaching out to committees, the general membership, government and other bodies;

- Advocating to government and other bodies on stewardship issues affecting the forests and their ecosystems;
- Increasing communication channels to heighten visibility of timely advocacy; and
- Identifying, assessing and acting on natural resource development issues related to energy projects.

**PRIORITY
AREA**

2



IN THREE YEARS TIME THIS WILL MEAN...

The ABCFP and our members demonstrate leadership and passion in matters of professional practice.

OUR SPECIFIC DELIVERABLES INCLUDE...

- A. Members are committed to excellence in their areas of professional practice.
- B. The principles of professional reliance are consistently and independently applied.
- C. Members are more engaged in matters of professional practice.
- D. Members are held accountable for their professional practice.

The association plays a key role in supporting our members in demonstrating excellent professional practice. We are committed to have all our members deliver the highest level of value in their roles and having a passion for the areas in which they work. Members should be aware of the latest science and technology related to their areas of practice and should be committed to high ethical standards. Professional independence is what allows professions to thrive and we will remind our members of their duty to remain independent. Supporting our members in their practices and ensuring that we communicate important practice issues effectively will be a focus. And we will continue to work with our members to ensure they are staying within their areas of competence – and discipline those who don't.

To achieve the outcome and objectives of this Priority Area, the association will undertake a number of strategies and tasks over the next year which include:

- Ensuring that members are aware of the latest science and technology relating to their practice and that they are abiding by the ABCFP Code of Ethics;
- Identifying two areas to test that members are consistently and independently applying professional reliance in their practice;

- Developing practice documents with member input; and
- Ensuring that members are practising competently and disciplining those who are not.



IN THREE YEARS TIME THIS WILL MEAN...

Our profession is evolving and expanding to meet the future workforce needs of natural resource management in BC.

OUR SPECIFIC DELIVERABLES INCLUDE...

- A. Members value and maintain their memberships.
- B. Members work in traditional and evolving areas of practice.
- C. There are adequate numbers of forest professionals in BC to meet demand.
- D. Members feel valued and proud of the contribution they make to our province.

We have an incredible opportunity to grow our profession right now in a number of ways. Yes, we need to grow the actual number of forest professionals in our province to make sure that we have the skills and knowledge needed to manage our industry now and into the future, but we also have an opportunity to grow our profession by evolving and expanding the areas we work in to meet the future needs of natural resource management in BC. To make this growth a reality, we believe it is essential that our members feel valued and proud of the contribution that they make to our province, and feel value from the membership that they have with the association.

There are a number of things in Priority Area 3 that council has directed the association to focus on next year. Specifically, we want to ensure that existing members feel their memberships are important enough to maintain and make certain that our members are aware of careers in all natural resource areas which have an impact on the forested land base. We will increase the awareness of our profession with employers who work on the forested land base but don't realize that they should be hiring forest professionals. And we will work with

a variety of employers to ensure that non-members are not engaged in the practice of professional forestry.

To achieve the outcome and objectives of this Priority Area, the association will undertake a number of strategies and tasks over the next year which include:

- Building stronger communications and engagement with members on relevant practice and stewardship issues – including seeking their opinions and input more regularly;
- Working with industry partners to identify current and evolving areas of work for forest professionals;
- Seeking to understand what makes members feel valued and proud of the contribution they make to the province;
- Exploring and implementing new ways to engage students in our profession; and
- Identifying ways to increase the profile of our members and association in the media.

Council felt that the objectives and outcomes under this priority area were critical to get underway in Year 1 of the strategy.

**PRIORITY
AREA**

4



IN THREE YEARS TIME THIS WILL MEAN...

The public looks to forest professionals as the trusted stewards of forest lands and ecosystems in BC.

OUR SPECIFIC DELIVERABLES INCLUDE...

- A. The public is confident that members are independent and acting in its interest.
- B. Members understand and embrace their role in enhancing public trust.

The public trusts us to manage the forest lands and ecosystems of BC in a manner that will sustain them for generations to come. Surveys have told us that we are already a highly trusted profession but that doesn't mean that we can take our eyes off the ball. Ensuring that we continue to enhance public trust is critical to our future as an association. It is important to council, that we ensure the public remains confident that our members are independent. Forest professionals are hired by governments, consultants, industry, First Nations, environmental groups and others because they have the training to ensure that the social license to operate in the forests is maintained.

To achieve the outcome and objectives of this Priority Area, the association will undertake a number of strategies and tasks over the next year which include:

- Building a stronger understanding of the key drivers of public trust and identify ways to enhance it;
- Supporting our members in building stronger public trust through increasing awareness around their role and ways to foster it, and;
- Working with members to ensure they understand the link between professional independence and social license.



**ENSURING
ORGANIZATIONAL
EXCELLENCE**

**IN THREE YEARS TIME
THIS WILL MEAN...**

The ABCFP is recognized as a highly effective, efficient and professionally relevant organization.

**OUR SPECIFIC
DELIVERABLES INCLUDE...**

- A. Deliver operational excellence in our processes and practices.
- B. We are transparent and excel in communication.
- C. The ABCFP provides value to our members.

As an association we acknowledge that we need to operate in a manner that is both effective and efficient and ensure that we are providing exceptional value to our membership. We have received strong feedback and already made improvements on our operations in the past and acknowledge that there are areas where we can strive to improve. Specifically we will be making improvements to our discipline system in an effort to further streamline it and conclude our investigations in a more timely manner. We will also seek to find new ways of making it easier for our members to practise and stay on top of the latest information they need to be successful in their practices.

To achieve the outcome and objectives of this Priority Area, the association will undertake a number of strategies and tasks over the next year which include:

- Simplifying and ensuring effectiveness in key processes such as the discipline system and accountability processes;
- Exploring and implementing ways to improve communications with our members; and
- Seeking input and ideas from our members to ensure they see the value in their membership.

MOVING FORWARD

Priorities for the strategic plan for Year 1 have been set and we will report on our progress towards achieving our objectives every year.

The strategic plan will also be reviewed annually to ensure that its priority areas, outcomes, and objectives remain appropriate for the current circumstances. This plan and the activities

addressed herein are in addition to the overall operations of the ABCFP's core regulatory obligations such as registration, enforcement, discipline, practice guidance and standards, professional development, and certification schemes. These activities are fundamental to fulfilling our mandate under the *Foresters Act* and will remain priorities for the association.



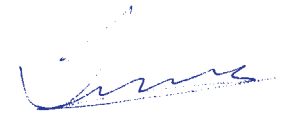
Christine Gelowitz, RPF, PRESIDENT



Doug Campbell, RFT



Chris Stagg, RPF



Tom Walker



Dan Graham, RPF, LLB, VICE PRESIDENT



Sue Price, RFT



Mike Sandvoss, RFT



Angeline Nyce, RPF, LLB.



Steve Lorimer, RPF, PAST PRESIDENT



Rod Visser



Ken Hodges, RPF



Brian Westgate, RPF






**ASSOCIATION OF
BC FOREST PROFESSIONALS**

602 – 1281 West Georgia Street
Vancouver, BC Canada V6E 3J7

604.687.8027
info@abcfp.ca

www.abcfp.ca
@abcfp