



STRATEGIC PLAN  
2014 - 2016  
YEAR 2



# MESSAGE FROM COUNCIL

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

In developing this second-year review and update of our three-year Strategic Plan, we reviewed input and opinions from key stakeholder groups which had been gathered over the last year and a half through surveys and one-on-one interviews. It was largely acknowledged that the world in which we are operating is undergoing significant change. Court decisions on First Nations' claims that have implications which are still being understood and tested; the continued concern around cumulative impacts of multiple natural resource developments on our forests; and maintaining public support and trust in the profession given that uncertainty, were all issues that received much attention. Continued concerns about the mid-term timber supply, the lack of complete and up-to-date forest inventories, and the loss of long-term forestry research all pose significant challenges to our members. 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 in BC was raised and how we must focus on attracting new people from all demographics 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 six 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 two planning purposes. Specifically the priorities for the association for year two are as follows:

1. We want to continue to be a timely and visible advocate for the stewardship of forest lands and ecosystems in the province;
2. We want to ensure our members are committed to excellence in their areas of professional practice;
3. We want members more engaged in matters of professional practice;

4. We want to work with our members to ensure they are independent and acting in the public interest;

5. We want First Nations to view our members as trusted advisors on the land base; and

6. We want to provide value to our members.

The following pages review all this information in more detail.

We feel confident and passionate 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 forestry<sup>1</sup>, and charges the association with the administration of the *Foresters Act* and vests<sup>2</sup> 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,
  - (f) to establish and administer certification schemes for technical occupations related to the practice of professional forestry, including establishing, monitoring, and enforcing standards of education and qualifications for certification.

<sup>1</sup> Subject to certain exceptions (e.g. supervised by a member)

<sup>2</sup> 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

To ensure BC has qualified forest professionals and to support them in providing excellence in forest stewardship.

## OUR IMPLEMENTATION PRINCIPLES

1. We will work with First Nations.
2. Our activities and events will be accessible in all regions.
3. We will collaborate with other bodies 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 environmental 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 measureable) that the Priority Areas will have created in a three-year time frame.

# STRATEGY AT A GLANCE

PRIORITY AREA	OUTCOME	OBJECTIVES
<b>Leading in the Stewardship of BC Forest Lands and Ecosystems</b>	<b>1</b> The ABCFP is recognized as taking a leadership role in the stewardship of forest lands and ecosystems.	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.
<b>Driving Excellence in Professional Practice</b>	<b>2</b> The ABCFP and our members demonstrate leadership and passion in matters of professional practice.	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.
<b>Growing Our Profession</b>	<b>3</b> Our profession is evolving and expanding to meet the future workforce needs of natural resource management in BC.	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.
<b>Enhancing Trust</b>	<b>4</b> Forest professionals are considered trusted advisors in the stewardship of forest lands and ecosystems in BC.	A. The public is confident that members are independent and acting in their interest. B. First Nations view forest professionals as trusted advisors on the land base. C. Members understand and embrace their role in enhancing trust.
<b>Ensuring Organizational Excellence</b>	<b>5</b> The ABCFP is recognized as a highly effective, efficient and professionally relevant organization.	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.



**PRIORITY  
AREA**

**Leading  
in the  
Stewardship  
of BC Forest  
Lands and  
Ecosystems**

### **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.

Our successes in year one of the plan include: our advocacy on the safety of forest road bridges; our work on reducing the waste of merchantable wood by the energy industry; and, our continued leadership on climate change.



Advocating for the stewardship of forest lands and ecosystems is an important priority area for year two and one on which council wants the association to focus. 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 members, First Nations, governments and other stakeholders;

- 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

**DRIVING**

**Excellence in  
Professional  
Practice**

## **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.

Our successes in year one of the plan include: delivering information on some of the latest science and technology to our members; ensuring our members are abiding by the profession's *Code of Ethics*; and, delivering new guidance documents to our members to assist their practice.

The association plays a key role in supporting our members in demonstrating excellence in their professional practice. In addition to focusing on this objective in year two, council has directed that priority be placed on members being more engaged in matters of professional practice. We are committed to having all of our members delivering the highest level of value in their roles and having a passion for the areas that they work in. We are also committed to ensuring that the principles of professional reliance are consistently and independently applied. Supporting our members in their practices and ensuring that we communicate important practice issues effectively is imperative. And we will continue to work with our members to ensure that they are staying within their areas of competency – and disciplining 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 relating to their practice;
- Ensuring that members follow the standards of practice, and that their practice is consistent with guidelines established by council;
- Ensuring 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 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.

Our successes in year one of the plan include: Increasing the number of professional development opportunities available to our members; delivering a number of workshops to members jointly with other associations; marketing the profession to a different demographic profile; and improving the profile of the association and its members in the media.

We have an incredible opportunity to grow our profession right now in a number of ways. We need to grow the actual number of forest professionals in the province to make sure that we have the skills and knowledge needed to support the forest 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. We feel 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.

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:

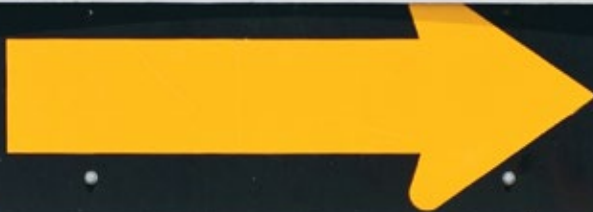
- Building stronger communications and engagement with members on relevant practice and stewardship issues – including seeking their opinions and input more regularly;
- Working with industry and government partners to identify current and evolving areas of work for forest professionals;

- Working with our national partners to examine additional routes of entry;
- Marketing our profession to individuals from different demographics;
- 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.

**PRIORITY  
AREA**

**4**

# ENHANCING TRUST



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

Forest professionals are considered trusted advisors in the stewardship of forest lands and ecosystems in BC

## **OUR SPECIFIC DELIVERABLES INCLUDE...**

- A. The public is confident that members are independent and acting in the public's interest.
- B. First Nations view forest professionals as trusted advisors on the land base.
- C. Members understand and embrace their role in enhancing trust.

Our successes in year one of the plan include: raising awareness within the members about the link between independence and social licence; and ensuring our members understand their role in enhancing public trust.

Forest professionals are trusted 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 eye off the ball. Ensuring that we continue to enhance trust is critical to our future as an association. Specifically important to council in year two is to ensure that 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. Trust is earned, and forest professionals have been successfully working with many First Nations communities over the years. Continued work with First Nations is a priority for council this year, as is ensuring our members continue to understand their role in enhancing trust.

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:

- Initiating conversations with the public on stewardship issues;
- Developing a strategy for enhanced engagement with First Nations;
- Supporting our members in building stronger 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.

Our successes in year one of the plan include: making changes to improve the complaint investigation process; implementing improvements to the way we communicate with members; and, expanding the variety of and frequency of the communications channels we use.



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. In year two, council has directed the association to focus on providing value to our members. One of ways we can do that is to produce new graduates who have an excellent base level of understanding of what it means to be a forest professional. We can also work on issues related to our professional designation, and ensure that non-members are not entitled to practise.

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 effectiveness and simplicity in the registration process;
- Exploring and implementing ways to improve communications with our members; and
- Seeking out new ways to protect our professional designation.

# MOVING FORWARD

Priorities for the strategic plan for year two 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.



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**STRATEGIC PLAN  
2014 - 2016  
YEAR 2**



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