



**STRATEGIC  
PLAN  
2014 - 2016  
YEAR 3**



# MESSAGE FROM COUNCIL

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

In developing this third-year review and update of our three-year Strategic Plan 2014-2016, we reviewed input and opinions from key stakeholder groups which had been gathered over the last two years through surveys and one-on-one interviews. It was largely acknowledged that the world in which forest professionals are operating is undergoing significant change. Court decisions on First Nations' claims 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. Professional reliance was discussed and the need for our members to continue to advance professional reliance in forest resources management was recognized. However, these issues were discussed against a backdrop of some major employers in the province backing away from requiring forest professionals to fill

positions which clearly require the education and training of forest professionals. The conundrum of how to have a strong system of professional reliance which rests on a foundation of professional service was identified as a troubling issue.

Ensuring our members have the tools to adapt their practices to the changing climate was recognized as critical to long-term sustainability. 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 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

three planning purposes. Specifically the priorities for the association for year three 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 and are advancing professional reliance;
3. We want to work with our members to ensure they are independent and acting in the public interest;
4. We want First Nations to trust forest professionals; and
5. We want to provide value to our members and for members and their employers to value ABCFP membership.

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

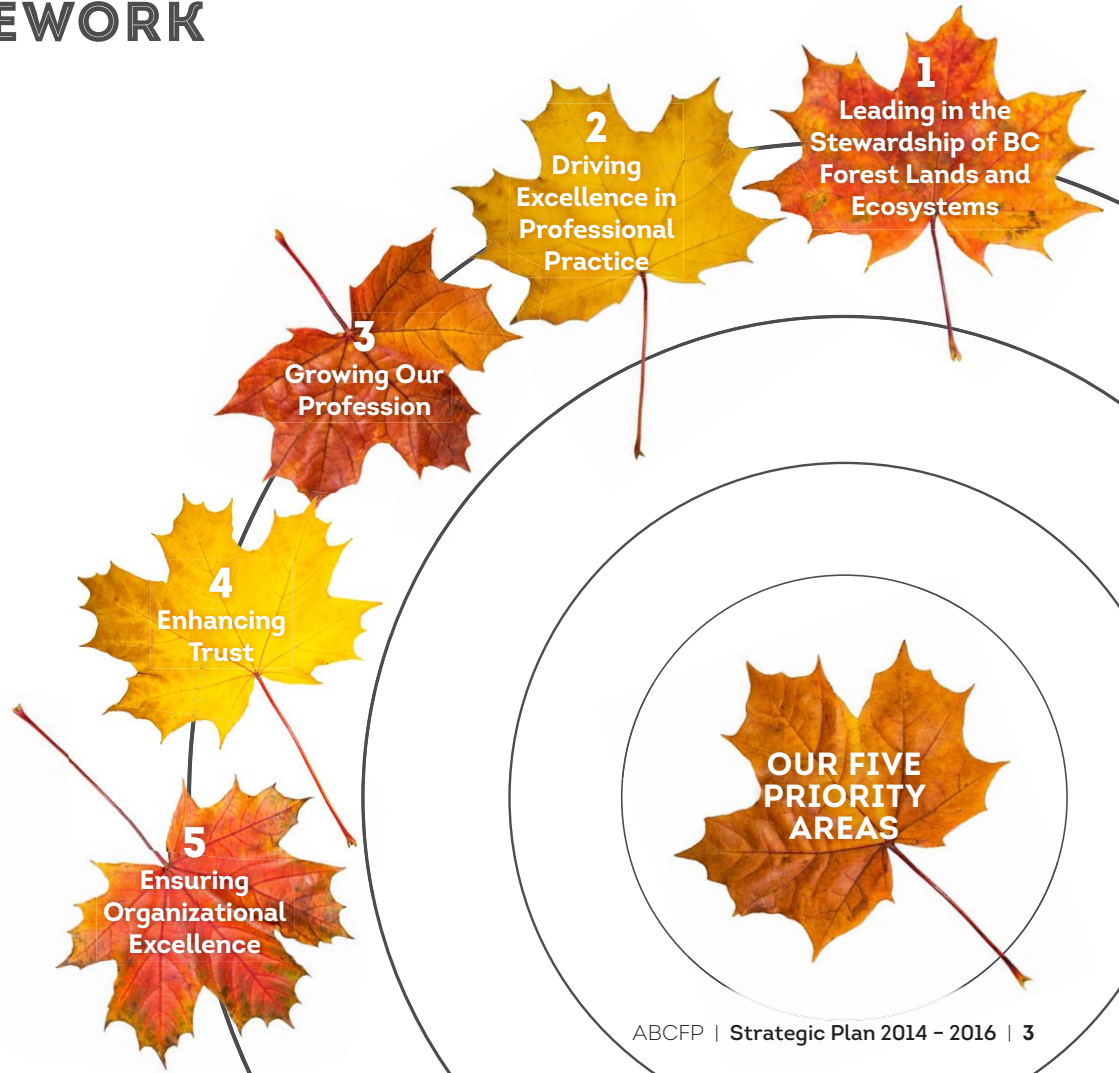
Leading the way to diverse, healthy and sustainable forest lands and ecosystems in BC.

## 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 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.

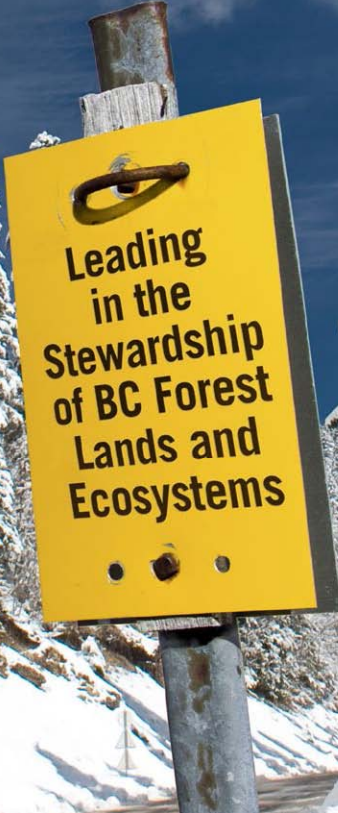
**Objectives:** The specific deliverables (must be tangible and measureable) that the Priority Areas will have created in a three-year time frame.

# STRATEGY AT A GLANCE

PRIORITY AREA	OUTCOME	OBJECTIVES
<b>Leading in the Stewardship of BC Forest Lands and Ecosystems</b>	 <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.</p> <p>B. Increase member engagement in the stewardship of forest lands and ecosystems.</p>
<b>Driving Excellence in Professional Practice</b>	 <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.</p> <p>B. Members are demonstrating and advancing professional reliance.</p> <p>C. Members are more engaged in matters of professional practice.</p> <p>D. Members are held accountable for their professional practice.</p>
<b>Growing Our Profession</b>	 <p>Our profession is evolving and expanding to meet the future workforce.</p>	<p>A. Members value and maintain, and employers support, membership in the ABCFP.</p> <p>B. Members are supported in developing the qualifications to forward/advance their careers.</p> <p>C. There are adequate numbers of forest professionals in British Columbia to meet demand.</p>
<b>Enhancing Trust</b>	 <p>Forest professionals are trusted in the stewardship of forest lands and ecosystems in BC.</p>	<p>A. The public is confident that members are independent and acting in their interest.</p> <p>B. First Nations trust forest professionals.</p> <p>C. Members understand and embrace their role in enhancing trust.</p>
<b>Ensuring Organizational Excellence</b>	 <p>The ABCFP is recognized as a highly effective, efficient and professionally relevant organization.</p>	<p>A. Deliver operational excellence in our processes and practices.</p> <p>B. We are transparent and excel in communication.</p> <p>C. The ABCFP provides value to our members.</p>



**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. Increase member engagement in the stewardship of forest lands and ecosystems.

Our successes in year two of the plan included: our advocacy on professional reliance; our work with the Forest Practices Board and government on Forest Stewardship Plans; and, our continued leadership on climate change.



Advocating for the stewardship of forest lands and ecosystems is an important priority area for year three. 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 policy 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
- Engaging the membership to understand where challenging stewardship issues exist, how they were successfully dealt with, and communicating the issues to the general membership at large.

**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. Members are demonstrating and advancing professional reliance.
- C. Members are more engaged in matters of professional practice.
- D. Members are held accountable for their professional practice.

Our successes in year two of the plan included: delivering numerous workshops and webinars to our members on issues such as climate change, visual resource management, road crossings, and professional reliance; ensuring our members have a high compliance rate with our standards of professional practice; 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 three, council has directed that priority be placed on members demonstrating and advancing professional reliance. 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 an 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 policy 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 information with respect to specific areas of practice;
- Ensuring that members' practice is consistent with forest road crossings and forest road guidelines established by council;

- Ensuring that members are advancing professional reliance;
- 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.

**OUR SPECIFIC  
DELIVERABLES INCLUDE...**

- A. Members value and maintain, and employers support, membership in the ABCFP.
- B. Members are supported in developing the qualifications to forward/advance their careers.
- C. There are adequate numbers of forest professionals in British Columbia to meet demand.

Our successes in year two of the plan included: 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 developing a new website which eases member interaction with the association.

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. It is equally important to ensure that major employers in the province engage forest professionals in the practice of professional forestry and support the system of professional reliance.

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

- Working with large employers on the value of the forestry designation;
- Working with our national partners to examine additional routes of entry;
- Working with our industry partners and others on recruitment of forest professionals;
- 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 trusted 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 trust forest professionals.

C. Members understand and embrace their role in enhancing trust.

Our successes in year two of the plan included: raising awareness within the public about forest management; 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 three is to 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. 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 policy 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;
- Implementing the strategy for enhanced engagement with First Nations;
- Developing ideas for members on new community engagement strategies; 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 governance and 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 two of the plan included: designing a new registration system; implementing a new member management system and website; and, improving our governance system by implementing a mentoring program between new and current council 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. In year three, 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 policy area, the association will undertake a number of strategies and tasks over the next year which include:

- Implementing the new registration process;
- Exploring and implementing ways to improve communications with our members; and
- Ensuring members have easier access to an increased amount of information that helps them in their practice.

# MOVING FORWARD

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

Next year, a brand new strategic plan will be developed to reflect new priority areas, outcomes, and objectives. 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.



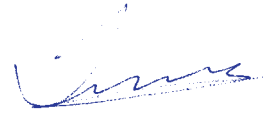
Jonathan Lok, RFT, PRESIDENT



Chris Stagg, RPF, VICE-PRESIDENT



Mauro Calabrese, RPF, RPBio



Tom Walker



Gail Brewer, RPF



Dan Graham, RPF, LLB, PAST-PRESIDENT



Rod Visser



Tom Hoffman, RPF



Robin Modesto, RPF, PEng



Lisa Perrault, RFT



Jill Affleck, RFT



Trevor Swan, RPF



Morgan Kennah, RPF





**STRATEGIC  
PLAN  
2014 - 2016  
YEAR 3**

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

604.687.8027  
info@abcfp.ca

www.abcfp.ca  
@abcfp

ASSOCIATION OF  
BC FOREST PROFESSIONALS

