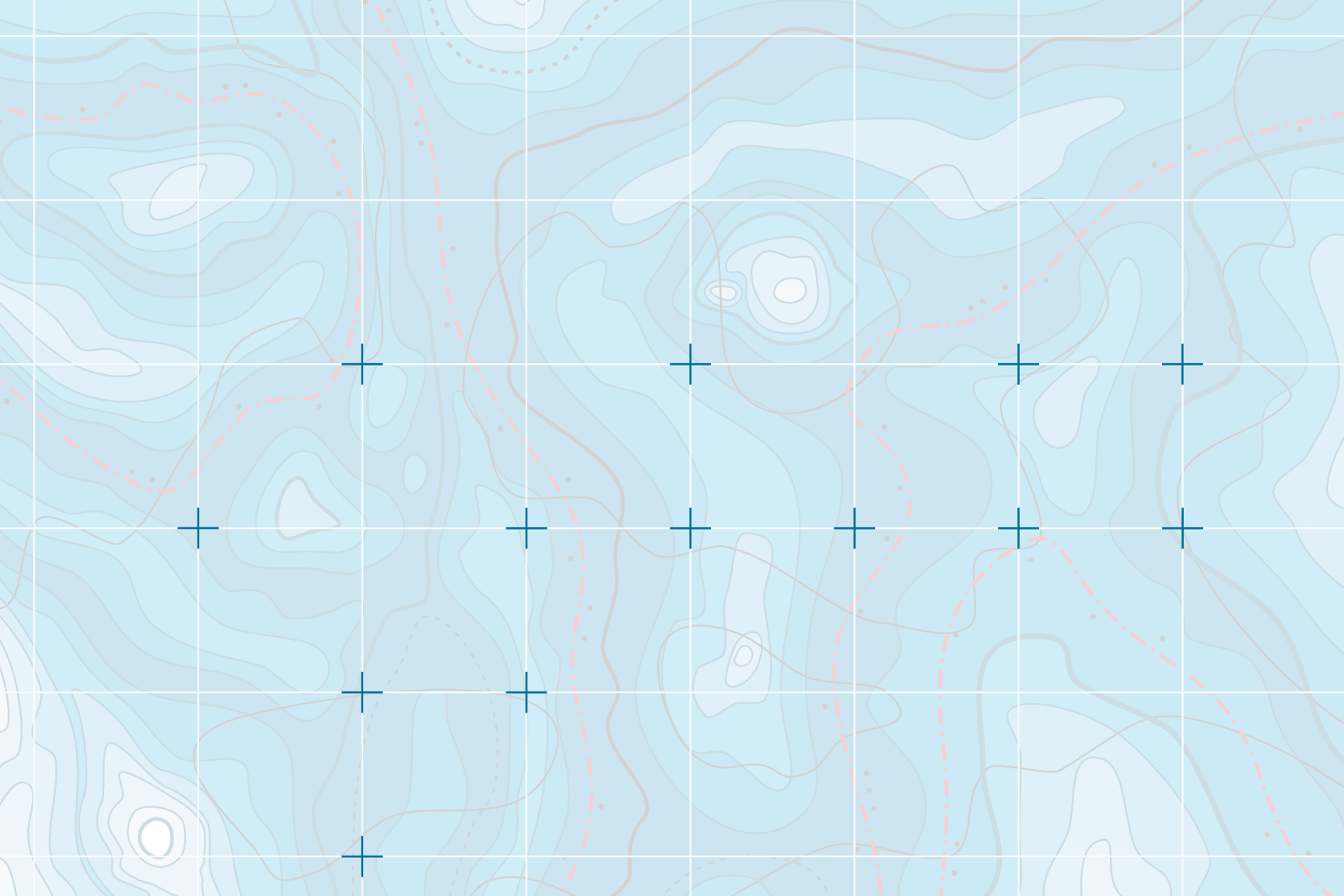




**Strategic Plan** 2017–2019 • **YEAR 2**



## The Association's Mandate

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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, charges the association with the administration of the *Foresters Act*, and vests 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.

## Message from Council

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Within this document you will find an update of the Association of BC Forest Professionals' three-year Strategic Plan, originally released in 2017 and designed to take us through to the end of 2019.

As in past years, the current three-year strategic plan was reviewed by council (70th) with input from ABCFP senior staff. Our aim is not to make wholesale changes but rather to reflect on our goals in light of the input received from members as well as consider how events of the past year may have affected or altered the plan.

The ABCFP has existed since 1947 and as such, we are a mature organization. Our mandate, based on the Foresters Act, does not change. What does change are the circumstances in which we operate, and 2017 presented some notable changes, among them the election of a new provincial government and the review of professional reliance. While we believe our five main goals in the strategic plan remain valid and relevant, we have made some minor adjustments in order to better position the association to work in the new political landscape moving forward.

Our refinements begin with the existing Mission Statement, "To ensure BC has competent forest professionals who strive for excellence in forest stewardship and are accountable for their conduct and practice." We realized this Mission Statement did not clearly link to our role in protecting the public's interest, which is clearly stated in the Foresters Act. A revised Mission Statement puts the public interest front and centre: "To protect the public interest by ensuring BC has competent and accountable forest professionals who achieve excellence in forest stewardship."

Leading in forest stewardship and advocating for forest stewardship principles remain one of the association's priorities. Increasingly we see people across BC paying much more attention to forestry practices and wanting to have their voices heard about how forestry activities will affect their families, communities, and local forested environment. They want to know forests are being sustainably managed for the long term and that forest professionals are responding to changes in the environment (insects, climate change, fire) that may affect forest stewardship. ABCFP members manage the

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forests for the public good, so ensuring sound stewardship of the province's forest lands, resources, and ecosystems must continue to be top of mind and we must ensure the public has confidence that we are carrying out our forest stewardship mandate.

Public confidence is also embodied in our second goal, "Ensuring Members Deliver Competent Professional Service." This has been slightly reworded from last year to better emphasize the role of the association as a regulator and professional association ensuring its members are competent. If we are to maintain public trust as a regulator, we must ensure that members have the required knowledge, skills, and experience to properly carry out their practice while adhering to standards of practice and codes of conduct. On the regulatory front, the association must also ensure members are prepared and accept being held to account for their actions and decisions and that our complaints process is effective.

We have given a new emphasis to our third goal, "Enhancing Trust" which aims to build trust with the BC public and Aboriginal Peoples, which is also a component of and

supports Goals 1 and 2. We will work to build trust by engaging with communities where our members work and live; we will listen to their concerns and provide examples of the work forest professionals do and their role in the regulatory model for forest management. We will explain the role of the association, our disciplinary process, and the work we do to ensure members are competent and accountable.

Our fourth goal, "Sustaining and Evolving the Profession," will see us renew efforts to tell the stories of our members and the important work we do. It will also continue to place efforts on the importance of ensuring a clear pathway from post-secondary institutions to professional practice. In order to build trust and sustain the profession, we need to make people aware of forest professionals and the practice of forestry. Throughout the past year, members have told us about the many good things happening in forestry but they are left wondering why those stories aren't told more often, or more broadly.

Goal 5, "Ensuring Organizational Excellence," is our ongoing commitment to the membership to ensure the affairs of the association are well managed and best represent the interests of the membership and the profession. As councillors, we are accountable for our roles in governing the association and ensuring members receive and understand the value of being a member of the association.

As mentioned earlier, the political landscape in BC changed in 2017. What that means for forestry policy and forest professionals is impossible to predict. However, it's worth noting that many of our members have never worked under a legislative regime other than that of the previous BC government. While changes in forestry policy cannot be predicted, we are confident the shifts and redirection of some of the goals described in this document will allow the association to respond and address the possible legislative and policy changes that may arise in the coming year.

## Strategic Framework

### Ensuring BC's forests are in good hands.

#### OUR VISION

Diverse, healthy, sustainably managed forest lands, resources, and ecosystems for all people of BC.

#### OUR MISSION

To protect the public interest by ensuring BC has competent and accountable forest professionals who achieve excellence in forest stewardship.

## Goals and Objectives at a Glance

### Leading in the Stewardship of BC Forest Lands, Resources, and Ecosystems

Advocate and uphold forest stewardship in partnership with others.

### Ensuring Members Deliver Competent Professional Service

- A. Ensure members are competent and practise to a high standard.
- B. Ensure members are accountable for their professional work and conduct.

## Enhancing Trust

- A. Build trust with the public and Aboriginal Peoples.

## Sustaining and Evolving the Profession

- A. Strengthen awareness of the profession and the pathways to registration.
- B. Evolve the profession to meet workforce needs.

## Ensuring Organizational Excellence

- A. Deliver operational excellence in our structures, resources, processes, and practices.
- B. Provide value to members and their employers.





## Goal Number

# 1

### OUR OBJECTIVE

A. Advocate and uphold forest stewardship in partnership with others.

## Leading in the Stewardship of BC Forest Lands, Resources, and Ecosystems



One of the most important roles for forest professionals in BC is to ensure the province's forests are well managed. As such, the association makes it a priority to be a leader in advocating for and upholding the stewardship of BC forest lands, resources, and ecosystems. In 2018 the association will develop a Forest Stewardship Advocacy Plan that will be guided by the procedures and protocol established in the 2017 Advocacy Protocol. The plan will build on previous work to identify the most pressing forest stewardship issues and incorporate updated position statements.

comes from association members and committees, the forest industry, Aboriginal Peoples, NGOs, Forest Practices Board, government, and association staff. Once determined, the association will advocate on at least four of the stewardship issues identified.



Climate change continues to be an issue of concern for anyone working in BC's forests. In recognition, the association will work with its climate change committee and other members to provide multiple climate-related workshops and seminars to provide forest professionals with current information on how to adapt forest management practices to a changing climate.



The association will also continue its work to maintain a list of the top 10 forest stewardship areas. Input on emerging stewardship issues

Goal Number

**2**

**OUR OBJECTIVES**

- A. Ensure members are competent and practise to a high standard.**
- B. Ensure members are accountable for their professional work and conduct.**

## Ensuring Members Deliver Competent Professional Service

The *Foresters Act* sets out one of the main purposes of the association as ensuring the competence, independence, professional conduct, and integrity of ABCFP members who practise forestry. As a result, the association maintains a policy framework and develops tools to support the ongoing competence of the membership.

Competence requires members to continuously engage in new learning opportunities, ensuring their skills and knowledge reflect the latest best practices and science around forest management, and successfully execute their professional obligations. In 2018, we will build on the Career Learning Strategy developed in 2017 and begin to develop a roadmap of the career learning paths of members, including

common areas of professional practice and established professional competencies.

We will support professional development among the membership by delivering or partnering with other groups to provide free learning sessions (including workshops, webinars, forest science compendiums, and more) throughout the year. We will continue to produce an annual conference that incorporates learning opportunities on both technical and policy issues, and circumstances that forest professionals encounter on a daily basis. Professional guidance will be developed to help ensure more consistency in areas with known practice risks including Visual Resource Management, Watershed Assessments, and Professional Independence.

We will continue to offer Individual practice advice services on an as-needed basis.

To proactively support member competence, we will aim to conduct 120 peer and practice reviews to assess members' competence; and we will continue supporting individual members in resolving professional differences of opinion and practice concerns they encounter.

On the accountability objective, we will strengthen our investigative processes and procedures; discipline or assist members who are alleged to have engaged in incompetent practice; and we will improve member and public awareness of the profession's accountability mechanisms.

Goal Number

3

**OUR OBJECTIVES**

**A. Build trust with the public and Aboriginal Peoples.**

**Enhancing Trust**

Public polling conducted by the ABCFP over the past 20 years consistently shows that British Columbians find forest professionals to be the most trusted source for information about BC's forests. In order to expand that level of trust, the association will engage with the public and stakeholders on forest stewardship matters to highlight the issues that forest professionals see as most important to ensure the ongoing sustainable management of forests, forest resources, and forest ecosystems. Our engagement activities will include newspaper columns on important stewardship issues, presentations to conferences and other public events, and active and meaningful engagement in the government's review of professional reliance.

Trust is also built through openness and transparency. We will improve disclosure around our discipline processes so the public can clearly see and trust that there are consequences when forest professionals are incompetent or engage in improper practices.

With Aboriginal Peoples playing an increasingly important role in forestry within BC, we will continue to engage with Aboriginal Peoples and work to develop stronger relationships throughout the province.

Goal Number

4

**OUR OBJECTIVES**

- A. Strengthen awareness of the profession and the pathways to registration.**
- B. Evolve the profession to meet workforce needs.**

## Sustaining and Evolving the Profession

Forestry and related natural resource programs continue to be in high demand with post-secondary students. But not all such programs present a straight-forward path into the profession and membership within the ABCFP. In order to build the profession in BC, we will work with post-secondary institutions to increase awareness of the scope of work within the practice of professional forestry, the requirements of ABCFP membership, the educational pathways to a career in forestry, and the possible detours for students whose educational background lacks core forestry knowledge.

We will stimulate interest among secondary and elementary school students in forestry as a career through continued support of National Forest Week and associated speaking opportunities for ABCFP members in the classroom. Our educational and outreach efforts will include attendance at career fairs targeting secondary students with an emphasis on career fairs aimed at Aboriginal youth. Through ForesTrust, the association's registered charity, we will provide scholarships to post-secondary students in accredited forest programs and offer financial support for forest education initiatives.

We will continue our online marketing campaign to raise public awareness of the profession and the role of forest professionals in managing BC's forests.

We will work with employers and members to address real and perceived infringements of the practice of professional forestry. We will work to strengthen the understanding of the value of professional practice in mitigating employer risk and liabilities, and in maintaining social licence.

Goal Number

**5**

**OUR OBJECTIVES**

- A. Deliver operational excellence in our structures, resources, processes and practices.
- B. Provide value to members and their employers.

## Ensuring Organizational Excellence



Delivering value to members is a key operational tenet of the association. To that end we ensure the association remains in good fiscal health; we work to ensure communication to members is effective and timely; and we will work to engage with members through a variety of means including surveys and in-person meetings.



Our commitment to improvement is represented by ongoing reviews and changes to the new online registration process; a complaint investigative process that is timely, fair and robust, ongoing work to streamline the competency assessment and accreditation process, and being responsive to the feedback gathered in member surveys and engagement at member meetings.



## Moving Forward

The association will report annually on progress towards achieving the objectives outlined in this plan.

The plan will be reviewed each year to ensure the goals and objectives remain appropriate relative to the circumstances of the forestry sector. Council may revise the plan as it sees fit. This plan, and the longer term goals and objectives outlined within it, give direction to the overall day-to-day operations of the ABCFP and its core regulatory obligations such as ensuring member competence and accountability through practice guidance and standards, professional development, registration, enforcement, and discipline. These core activities remain the association's priority and are fundamental to fulfilling our mandate under the *Foresters Act*.



**Mauro Calabrese, RPF, RPBIO,**  
PRESIDENT



**Robin Modesto, RPF, PENG**  
VICE-PRESIDENT



**Chris Stagg, RPF**  
PAST PRESIDENT



**Trevor Joyce, RPF**



**Morgan Kennah, RPF**



**Mason McIntyre, RPF**



**Lisa Perrault, RFT**



**Cliff Roberts, RFT**



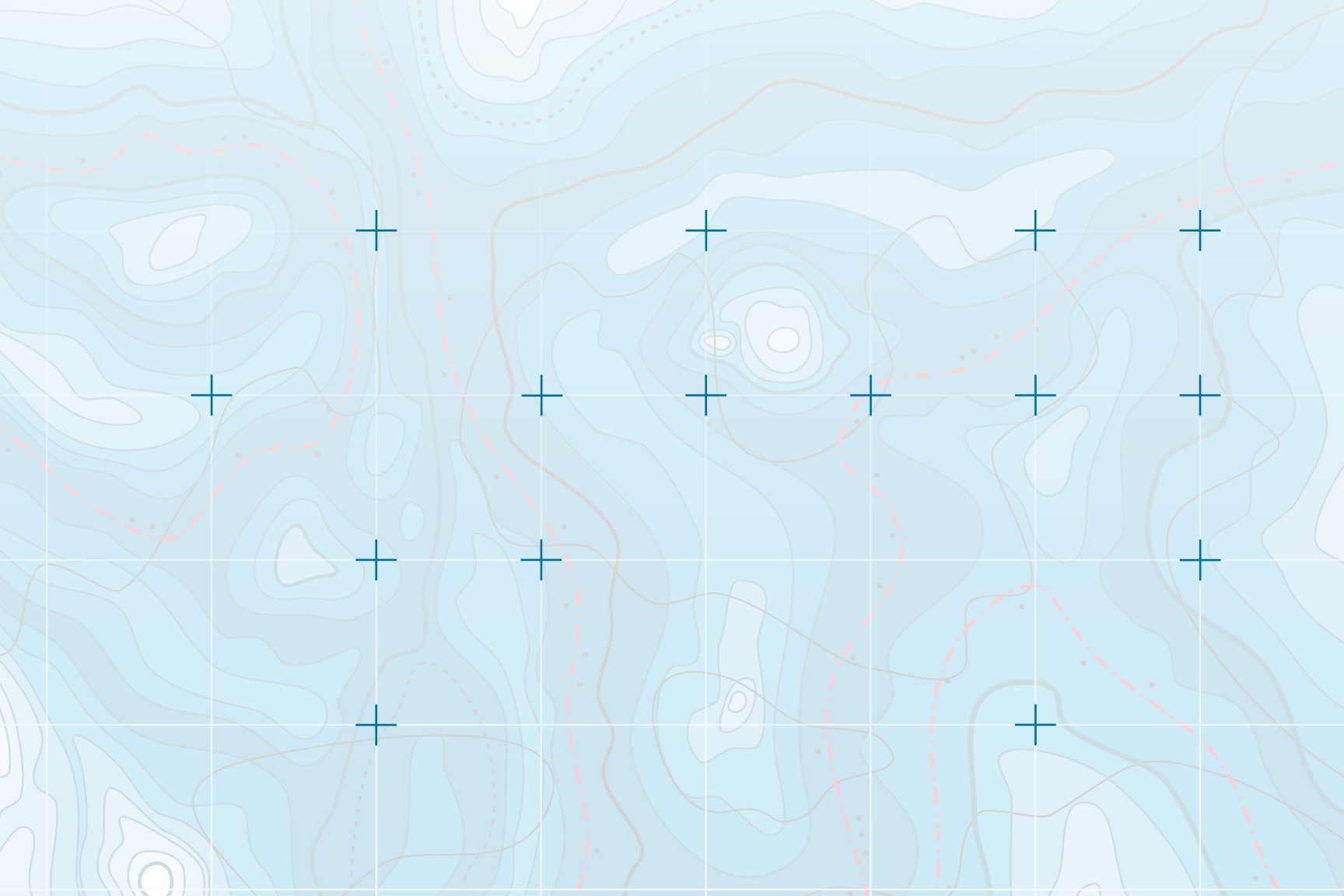
**Kerri Simmons, RPF**

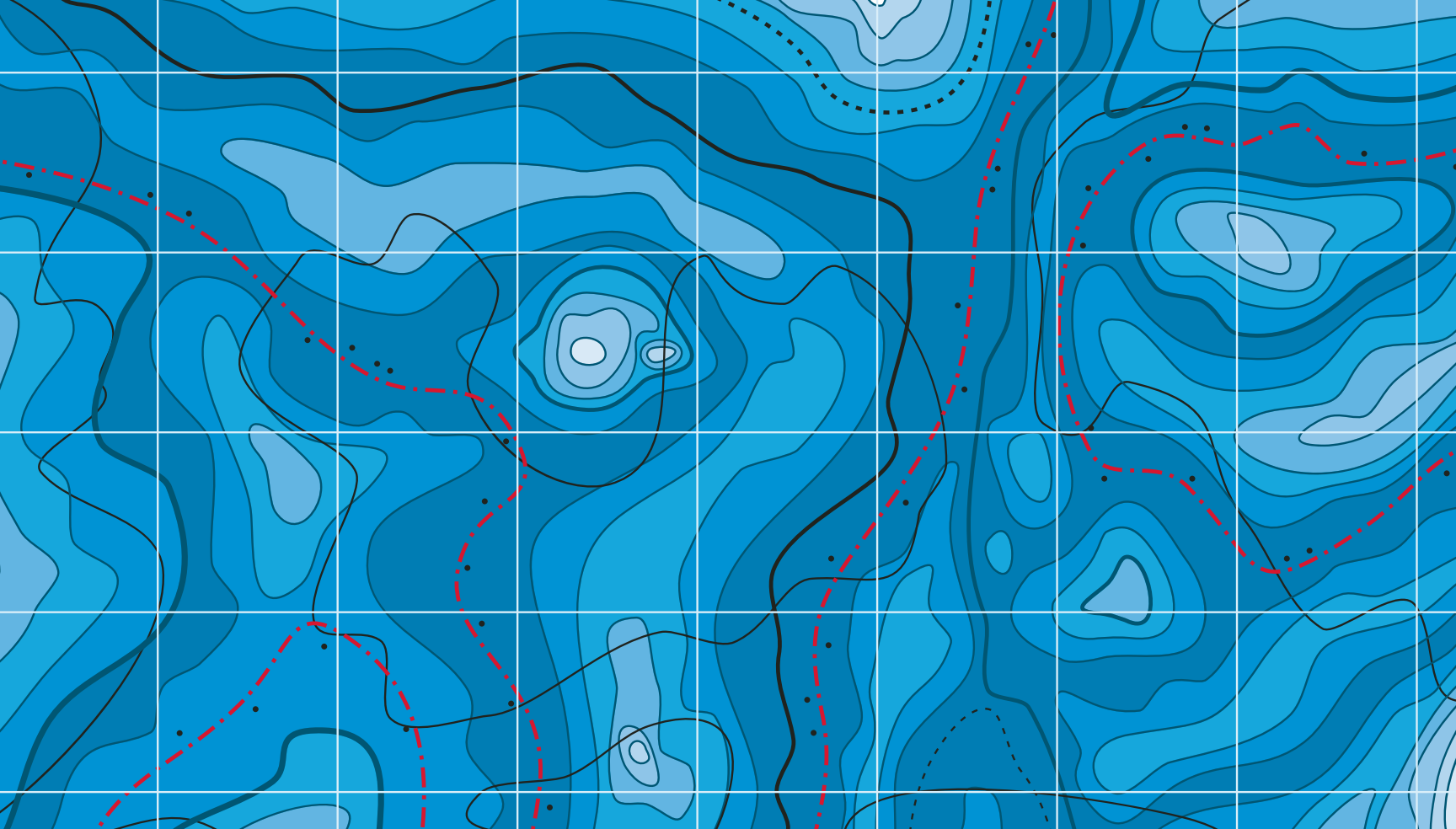


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