

**Strategic Plan**  
2008 – 2010



**Vision Statement for the Association of BC Forest Professionals**

We lead the way to diverse, healthy and sustainable forests in British Columbia.

**Mission Statement for the Association of BC Forest Professionals**

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



# Introduction

Strong-performing organizations use a strategic plan to identify and set priorities for key organizational issues. At the Association of British Columbia Forest Professionals (ABCFP), our strategic plan enables us to recognize the direction we must follow to best chart our course and allocate resources to fulfill our mandate as set out in the *Foresters Act*.

Our strategic plan is a 'living document,' evolving as necessary to meet new challenges and goals. It is referred to on a regular basis to help us do our work and is used when we set goals, budgets and develop strategies.

Last year, the council of the ABCFP spent considerable time reflecting on issues our association should be focused on over the next three years and on what we want to achieve. While we receive our mandate from the *Foresters Act*, council wanted to direct the fulfillment of this mandate via a strategic plan.

The first thing council did was to establish a vision and mission for the association, developing four outcomes that would ensure successful realization of our vision. The vision, mission and outcomes were then tested with our membership. Members were contacted via email and the association's e-newsletter about the

strategic planning process and asked to comment on what was presented. Over 100 responses to council's request for input were received from the membership and a special task force of council was struck to review the comments and decide what changes were to be made.

It is important to recognize that the strategic plan does not represent all of the work done by the association. In fact, the vast majority of our work, which is regulatory in nature and dictated to us through legislation, is not included in this plan. Because the council of the ABCFP wants the plan to focus on the areas where we have discretion and can set our course to future achievements we have decided to not include the regulatory work here. Our regulatory work is vital. We will fulfill our obligations, but as you will see, not all of those obligations are reflected in our strategic plan.

ABCFP staff worked on developing a series of strategies that would ensure the outcomes were achieved. Council approved the strategic plan in January 2008.



# 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, and
- (f) to create and administer voluntary certification schemes for technical occupations related to the practice of professional forestry.

<sup>1</sup> Subject to certain exceptions, the main one being the right of anyone to practise professional forestry provided they do so under the supervision of an ABCFP registered member.

<sup>2</sup> Subject to certain constraints, notably the right of members to elect council and the need for bylaw changes and certain fee changes to be approved by members.

# Key Strategic Areas

The successful realization of our vision rests on four key strategic areas:

1. **Leading in professional practice and forest stewardship**
2. **Running a highly effective organization**
3. **Providing excellence in forest policy leadership**
4. **Supporting the development of new forest professionals**

These are the key strategic areas requiring a concentration of our energy and resources in order to realize our vision. For each key strategic area there is a desired outcome – or indicator of achievement.

Objectives have been developed to provide direction and further clarity as to how the outcomes should be interpreted. Strategies have also been developed for each key strategic area. It is around these strategic areas that we will rally our forces, our structure and our functions in support of accomplishing the vision. If we accomplish these outcomes by carrying out our strategies, then our vision will be realized.

## 1 LEADING IN PROFESSIONAL PRACTICE AND FOREST STEWARDSHIP

**Outcome:** The ABCFP is recognized by the people of British Columbia, including First Nations, as taking a leadership role on matters of professional practice and the principles of forest stewardship.

### *Objective:*

1. Ensure First Nations:
  - a. are aware of the ABCFP, and are well informed on the opportunities a strong relationship with our association offers for their communities;
  - b. are utilizing our members' services;

- c. use the ABCFP as a source of information; and
- d. recommend our profession to their youth as an honourable and desirable career choice.

### *Strategies Year One:*

- a. Learn about First Nations groups.
- b. Develop an ABCFP task force on First Nations issues consisting of First Nations peoples, members currently providing services to First Nations communities, and other knowledgeable people, which will be responsible for guiding the association in building relationships with First Nations.
- c. Begin building relationships with coordinating bodies of First Nations.
- d. Pursue a Memorandum of Understanding with respect to how the ABCFP and coordinating bodies can best work together.

### *Strategies Years Two and Three:*

Strategies for the next two years involve meeting and developing relationships with a number of First Nations communities. Developing a recruitment strategy for First Nations youth and collaborating with First Nations on professional practice and forest stewardship issues are also part of the plan.

### *Objective:*

2. Capitalize on the ABCFP's role as the first point of media contact for forestry related issues

**Strategies Year One:**

- a. Build and maintain relationships with key media contacts.
- b. Seek out allies who might work on issues with us.
- c. Develop stories on topical issues to submit to newspapers.
- d. Respond to media in a timely manner.

**Strategies Years Two and Three:**

Strategies for the next few years involve developing a speakers bureau of members, experts in the area of forestry, who will be able to speak to the media.

**Objective:**

3. Further encourage the public trust in forest professionals to manage the forests professionally.
  - a. Our member compliance and ABCFP enforcement is visible.
  - b. There is increased public awareness of the ABCFP's:
    - i. role in forestry management;
    - ii. application of leading science;
    - iii. complaint and discipline process;
    - iv. act enforcement; and
    - v. membership admission and ongoing competency requirements.

**Strategies Year One:**

- a. Collect data on key third-party groups related to forestry and trusted by the public.
- b. Establish relationships with these groups and share information about our members' approaches to issues, our discipline process and our goals.
- c. Publicly associate ourselves with third-party groups on key strategic issues.

- d. Review the complaint and discipline processes for transparency. We need a commitment to a transparent process if we want to build public trust.
- e. Publicize compliance and enforcement efforts of the association.
- f. Develop a plan to increase the profile of the winners of our annual awards in the media.

**Strategies Years Two and Three:**

Strategies for the next two years involve implementing a plan to increase the profile of award winners and continuing to work with third-party groups.

## 2 RUNNING A HIGHLY EFFECTIVE ORGANIZATION

**Outcome: The ABCFP is recognized by its members as a highly effective and personally relevant organization.**

### *Objective:*

1. Ensure adequate, appropriate and visible enforcement of the *Foresters Act* and ABCFP Bylaws (especially the Code of Ethics) by:
  - a. Knowing when breaches are occurring by members and non-members.
  - b. Knowing that appropriate formal investigations are launched in a timely manner.
  - c. Making members aware of ABCFP enforcement of the Act and Bylaws.
  - d. Member support of enforcement of the Act and Bylaws.

### *Strategies Year One:*

- a. Review enforcement process and compare to three other professional associations to ensure our process compares favourably with other associations.
- b. Survey members about our processes and identify areas of possible improvement.

### *Strategies Years Two and Three:*

Strategies for years two and three involve implementing improvements and developing a process where members can learn from discipline cases, as well as developing a more public process, where both internal and external audiences understand discipline cases.

### *Objective:*

2. Maintain significant influence on forest policy in the areas critical for good forest stewardship by:

### *Strategies Year One:*

- a. Continuing to develop relationships with policy development staff at the ministries of forests and range, and the environment.
- b. Responding to key policy initiatives in a timely, balanced fashion.
- c. Initiating policy discussions on issues of interest to our members.
- d. Supporting and publicizing efforts in good professional practice and forest stewardship.
- e. Developing and implementing a government relations plan for meeting with ministers and MLAs.

### *Strategies Years Two and Three:*

Strategies for years two and three include continuing to develop partnerships with other organizations and ensuring MLAs and other decision-makers understand and appreciate the profession.

### *Objective:*

3. Ensure forest professionals have access to expert, timely guidance with respect to:
  - a. Forest practices legislation;
  - b. Standards of practice; and
  - c. Scopes of professional practice.

### *Strategies Year One:*

- a. Engage members in providing feedback on issues on which they require guidance, through member meetings, discussion forums, workshops, the association's magazine, and the website.
- b. Expand the types of member meetings (e.g. collaborated on joint CIF/ABCFP local meeting).

- c. Ensure councillors of the ABCFP are engaged at the local level and can bring issues back to the ABCFP.
- d. Review the processes of the professional practice committee to ensure timely feedback is provided to members on issues.
- e. Review Forest Practices Board decisions to determine if member guidance may be required.

#### *Strategies Years Two and Three:*

Strategies for years two and three include ensuring the scope of professional practice for forest professionals is revised on a regular basis.

### **3 PROVIDING EXCELLENCE IN FOREST POLICY LEADERSHIP**

**Outcome:** British Columbia forest professionals provide leadership in forest policy promoting excellence in forest stewardship and delivering economic, environmental and social values to the people of BC.

#### *Objective:*

1. Ensure the tenure system accomplishes the following:
  - a. Provides viable opportunities for all varieties of licence holders and forest communities (economic);
  - b. Addresses social values (social e.g. cultural, recreational values);
  - c. Provides long-term investment in stewardship (environment).

#### *Strategies Year One:*

- a. Review history and past research into the tenure system in the province.

- b. Establish a special sub-committee of the Stewardship Advisory Committee, consisting of knowledgeable forest industry individuals, which will formulate a plan for the association.

#### *Strategies Years Two and Three:*

Strategies for years two and three involve working in partnerships with other resource associations and working with government officials to encourage a plan to discuss tenure reform.

#### *Objective:*

2. Develop a truly integrated resource management regime where:
  - a. The ABCFP will work towards encouraging various ministries to collaborate with one another;
  - b. Resource professionals will collaborate with one another;
  - c. Professions have well-established committees or boards actively engaged in practice areas of overlap;
  - d. First Nations' interests will be integrated into the planning process; and
  - e. The ABCFP will work towards ensuring there will be one gatekeeper as contact for resource managers.

#### *Strategies Year One:*

- a. Research what the government is currently doing in this area and determine where the challenges are for ABCFP members.
- b. Work with other resource professions to understand the challenges of their members.

#### *Strategies Years Two and Three:*

Strategies for years two and three involve working with the government to further implement an integrated resource management regime.



## 4 SUPPORTING THE DEVELOPMENT OF NEW FOREST PROFESSIONALS

**Outcome:** There is sufficient number of qualified forest professionals to meet demands.

### *Objective:*

1. Ensure there are enough forest professionals to meet current and projected future demand for each area of forestry.

### *Strategies Year One:*

- a. Establish funding partnerships for recruitment start-up activities.
- b. Survey members/companies to learn where the shortages are in each specialty.
- c. In conjunction with other organizations, government bodies and the Canadian Institute of Forestry, build a recruitment program that will start to address the problem.
- d. Work with other forestry associations and government bodies to promote the profession of forestry and/or work with other natural resource organizations to promote careers in all natural resource areas.

### *Strategies Years Two and Three:*

Strategies for years two and three involve developing, in consultation with other organizations, a new image for the forestry sector.

### *Objective:*

2. Ensure the practice and conduct of the ABCFP membership engenders professional reliance which includes:
  - a. The ABCFP having an independent strategy to support the professional reliance of its members;

- b. Forest professionals having a common understanding of professional reliance; and
- c. Forest professionals feeling confident in the application of professional reliance in all legislation and policy areas.

### *Strategies Year One:*

- a. Survey members about application/comfort of members using professional reliance.
- b. Continue to provide messages about professional reliance implementation to members.
- c. Examine professional standards and practice guidelines to ensure they are adequate based on the description of, and increased emphasis on, professional reliance.
- d. Advocate for government to assess its current business practices and procedures for decision-making and plan approval based on the move toward professional reliance.
- e. Advocate for industry to take a strong visible role in communicating, encouraging and recognizing the value of professional reliance and accountability from a business perspective.
- f. Work with the other resource professions on professional reliance.

### *Strategies Years Two and Three:*

Strategies in years two and three involve supporting members in professional reliance by undertaking workshops and other initiatives and undertaking a communications initiative to increase the general understanding and acceptance of professional reliance.

**Objective:**

3. Ensure First Nation values, interests and rights are part of a Forest Professional's competency requirements by:
  - a. Making these values, interests and rights part of the forest professionals' curriculum including:
    - i. Integration into admissions standards;
    - ii. Assessment in the continuing competency program for those forest professionals who practice in the area; and
    - iii. Ensuring members who work with First Nations are competent in this area.

**Strategies Year One:**

- a. Review ABCFP's admission standards for First Nations components.

**Strategies Years Two and Three:**

Strategies for years two and three include working with First Nations to develop a workshop on values and interests to be offered to the membership.

**Objective:**

4. We will have a diverse membership with:
  - a. Increased First Nations membership,
  - b. Increased numbers of women in forestry, and
  - c. Increased numbers of out-of-province professionals.

**Strategies Year One:**

- a. Collect data about membership and graduation and compare to data on intake into the profession.

- b. Collect data about the number of out-of-province professionals who attempt to gain entry into the association each year and those who actually become members.

**Strategies Years Two and Three:**

Strategies for years two and three include developing plans to deal with discrepancies in membership for First Nations, women, and out-of-province professionals.





**ASSOCIATION OF  
BC FOREST PROFESSIONALS**

Association of BC Forest Professionals  
Suite 1030 – 1188 West Georgia St,  
Vancouver, BC Canada V6E 4A2

Tel: 604.687.8027

Website: [www.abcfp.ca](http://www.abcfp.ca)