

Strategic Plan

2008 – 2010



Updated February 2009

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.

In 2007, 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 and confirmed the direction of the organization for 2009 in January 2009.



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, the main one being the right of anyone to practise professional forestry provided they do so under the supervision of an ABCFP registered member.

² 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 Aboriginal groups, as taking a leadership role on matters of professional practice and the principles of forest stewardship.

Objective:

- 1. Ensure Aboriginal groups:
 - 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.

Year One Results:

In Year One we learned about Aboriginal groups and developed an ABCFP task force on Aboriginal issues. We began building relationships with coordinating bodies of Aboriginal groups and pursued three Memorandums of Understanding with Aboriginal groups.

Strategies Year Two:

- a. Attend two Aboriginal career fairs to talk to First Nations youth about careers in forestry.
- b. Begin to form relationships and build awareness of the association with Aboriginal communities which are actively engaged in forest management.
- c. Begin development of a recruitment package for Aboriginal youth to be circulated to Aboriginal communities.

Objective:

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

Year One Results:

In Year One we built and maintained relationships with key media contacts, we sought out allies who might work on issues with us, developed stories on topical issues to submit to newspapers and responded to media in a timely manner.

Strategies Year Two:

- a. Build a speakers bureau of members with expertise in different areas of forestry management.

- b. Organize a media education event to educate reporters about one specific forestry issue.
- c. Continue to develop stories on topical issues to submit to news 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.

Year One Results:

In Year One we researched key third-party groups related to forestry and trusted by the public, established relationships with these groups and shared information about our members' approaches to issues, our discipline process and our goals. We reviewed complaint and discipline process for transparency and publicized compliance and enforcement efforts of the association. We also developed a plan to increase the profile of the winners of our annual awards in the media.

Strategies Year Two:

- a. Conduct public opinion polling and release results to the media.
- b. Build relationships with community leaders by attending at least two regional forums.
- c. Develop profiles of award winners of

ABCFP and release to the media.

- d. Develop a radio message about the education and training requirements of people who manage BC forests focusing in on the application of science to forestry.

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.

Year One Results:

In Year One we reviewed our enforcement process and compared it to three other professional associations to ensure our process compares favourably with other associations. We also surveyed our members about our processes and identified areas of possible improvement.

Strategies Year Two:

- a. Partner with employer groups to generate a culture of compliance with the *Foresters Act* and the bylaws of the ABCFP.

- b. Implement the recommendations of the Discipline and Enforcement paper of the ABCFP.
- c. Set up a process to review delegated decision maker decisions involving *Forest and Range Practices Act* contraventions that involve our members.
- d. Build a better complaints section of the website.
- e. Create a communication process to deal with results of cases.
- f. Review training requirements for discipline committees.

Objective:

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

Year One Results:

In Year One we developed relationships with policy development staff at the Ministries of Forests and Range, and the Environment, and responded to key policy initiatives in a timely, balanced fashion. We also initiated policy discussions on issues of interest to our members and publicized efforts in good professional practice and forest stewardship.

Strategies Year Two:

- 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.

- f. Reviewing the results of the Forestry Roundtable and advocating for the areas we support.

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.

Year One Results:

In Year One we engaged members in providing feedback on issues on which they required guidance. We also ensured councillors of the ABCFP were engaged at the local level and reviewed the processes of the professional practice committee to ensure timely feedback is provided to members on issues. We also reviewed Forest Practices Board decisions to determine if member guidance may be required.

Strategies Years Two:

- a. Review enrollment and registration policies and streamline processes and procedures for council approval.
- b. Revised third-time writing policy for council approval.
- c. Develop a streamlined process for granting limited licences for council approval.
- d. Explore the potential for creating online registration and enrolment through the ABCPF website.
- e. Continue to engage members in providing feedback on issues on which they require guidance.
- f. Build a process for mandatory education with respect to enrollees, specific workshops and the continuing competency program.
- g. Reorganize the publications section of the website.

- h. Review Forest Practices Board decisions and Private Managed Forest Council decisions to see if member guidance may be required.
- i. Explore a clearer definition of the difference between the RFT and RPF scopes of practice.
- j. Explore a clearer definition of the associate member scope of practice in relation to the RFT scope of practice.
- k. Provide an update to employer groups on the requirements for professional supervision of timber harvesting operations.
- l. Provide members with an opportunity to review and update the RFT Scope of Practice document.
- m. Implement requirements for labour mobility under the Trade Investment and Labour Mobility Agreement and the Agreement on Internal Trade

3 PROVIDING EXCELLENCE IN FOREST POLICY LEADERSHIP

Outcome: British Columbia's 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).

Year One Results:

In Year One we reviewed history and past research into the tenure system in the province. We also established a special sub-committee

of the Stewardship Advisory Committee consisting of knowledgeable forest industry individuals.

Strategies Year Two:

- a. Develop general recommendations around attributes and issues identified in 2008.
- b. Initiate review of Forestry Roundtable report tenure recommendations by the tenure reform task force.

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. Where Aboriginal' 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.

Year One Results:

In Year One we researched what the government is currently doing in this area and worked with other resource professions to understand the challenges to their members of government actions in this area.

Strategies Year Two:

- a. Work with other resource professions to understand the challenges of their members.
- b. Develop the interpretation of Bylaw 12.7 with respect to safety.
- d. Advocate for a land-based management process with government and others.
- e. Advocate for forests.

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.
 - a. Overall numbers will be adequate to meet projected future demand.
 - b. Each area of forestry will have an adequate number of professionals.

Year One Results:

In Year One we established funding ideas for recruitment start-up activities with other organizations.

Strategies Year Two:

- a. Continue to try and establish funding partnerships for recruitment activities.
- b. In conjunction with other organizations, government bodies and the Canadian Institute of Forestry, build a recruitment program that will start to address the problem.
- c. 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.
- d. Meet with employers and employer groups not in forestry (e.g. independent power producers, mining, oil and gas companies etc.) to discuss the requirement to hire forest professionals.
- e. Develop a geographically based database of members who are willing to speak with students.

- f. Attend at least 10 career fairs around the province.
- g. Provide various face-to-face and online workshops to help conditional members and enrollees become registered.

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.

Year One Results:

In Year One we surveyed members about the application of and the level of comfort members have using professional reliance and continued to provide messages about professional reliance implementation to members. We examined professional standards and practice guidelines to ensure they are adequate based on the description of, and increased emphasis on, professional reliance and advocated for government to assess its current business practices and procedures for decision making and plan approval based on the move toward professional reliance. We also advocated for industry to take a strong visible role in communicating, encouraging and recognizing the value of professional reliance and accountability from a business perspective and worked with the other resource professions on professional reliance.

Strategies Year Two:

- a. Continue to provide messages about professional reliance implementation to members by delivering the professional reliance workshops either face to face or online.

- b. Develop practice guidelines based on professional reliance.
- c. Continue to discuss professional reliance with major employer groups.
- d. Implement the professional reliance strategic plan of the strategic reliance steering committee.
- e. Develop guidance in areas of overlap in professional reliance with other associations (biologists and engineers).

Objective:

- 3. Ensure Aboriginal values, interests and rights are part of a Forest Professional's competency requirements by:
 - a. This objective will form part of the forest professionals' curriculum and:
 - i. be integrated into admissions standards;
 - ii. be assessed in the continuing competency program for those forest professionals who practice in the area; and
 - iii. members who work with Aboriginals will be competent in this area.

Year One Results:

In Year One we reviewed the ABCFP's admission standards for Aboriginal components.

Strategies Year Two:

- a. Develop Aboriginal competency performance indicators for members.

Objective:

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

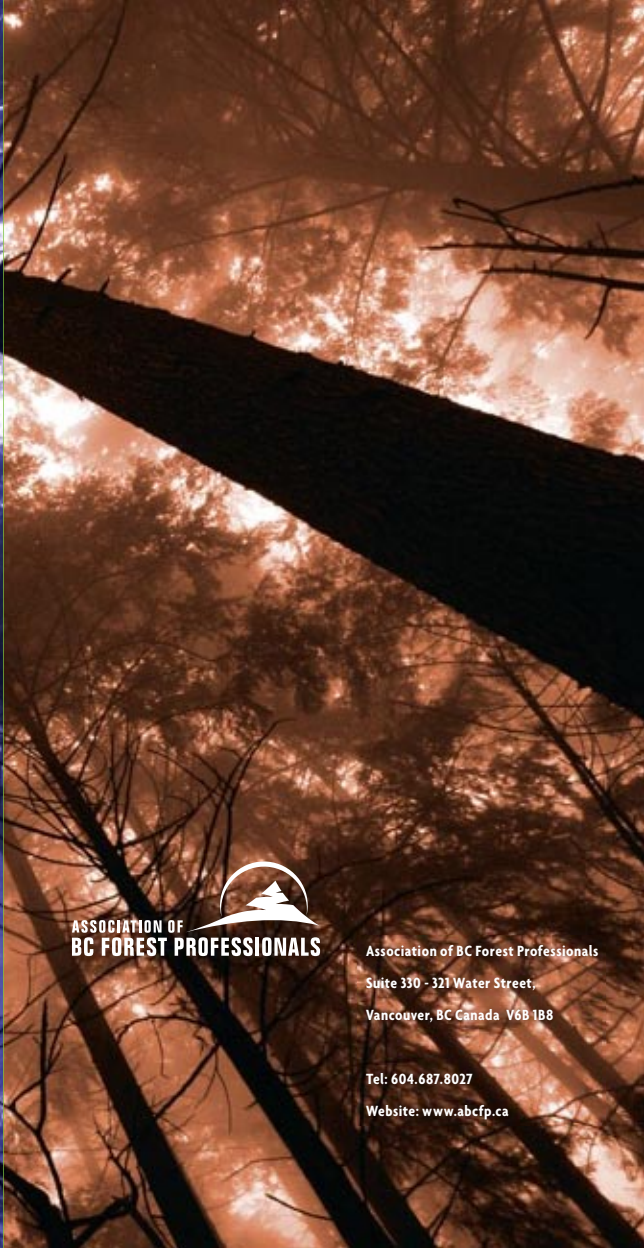
Year One Results:

In Year One we collected data about membership and graduation and compare to data on intake into the profession.

Strategies Year Two:

- a. Develop RPF core competency assessments based on funding provided by the federal government (part of the full implementation inclusivity project work).





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