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## **ABCFP Historical Summary**

**ARTICLE**

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## Prior to Incorporation

Forestry as a practice in BC started in the late 1800s with the gradual increase in forest industry significance to the BC economy. The first to practice its early forms were timber surveyors or “cruisers” who scouted, located and estimated the volume and value of timber stands. Forest fires were prevalent and occasionally dangerous, so the governments of the time legislated some protection acts, and thus came “forest guards,” later known as “forest patrolmen” and “lookoutmen.”

Two royal commissions provided the early impetus to the growth of the profession of forestry. The Fulton Royal Commission of 1912 promoted a strong *Forest Act* and staff for Regional Forestry Offices, and the Whitford and Craig Royal Commission of 1918 promoted a College of Forestry at the University of British Columbia.

During the period between the two world wars, most graduates of forestry did not practice forestry as we know it today. Most worked for the BC Forest Service doing forest inventories or protection work, while others were doing forest engineering or logging work for forest companies. It was not until the late 1930s that the subject of reforestation received attention, at the same time as the Second World War increased the demand for lumber and pulp and thus for BC’s old-growth forests. There was no professional status for the foresters who practiced during this time. Many belonged to the Canadian Society of Forest Engineers (the predecessors of the Canadian Institute of Forestry) and some were professional engineers. These two groups debated merging and registering foresters under the *Engineering Act*, but this never occurred.

During the late 1930s and early 1940s, two government foresters, C.D. Orchard and F.D. Mulholland, lobbied their political bosses for a major forest policy overhaul. The government eventually commissioned Gordon Sloan in late 1943 to review the state of BC’s forests. Until this time, the main players in the forest policy arena were employed by government. However, most companies found that they had to hire foresters to deal with the issues being raised by the Sloan Royal Commission. Mr. Sloan eventually concluded that the need for “better forestry practices and statutory recognition of the profession of forestry” was “abundantly clear.”

The first draft bill putting BC’s foresters on the same professional footing as professional engineers was circulated in 1945. The British Columbia *Foresters Act* was given Royal assent in the BC Legislature on April 3, 1947. During the debate over the bill there was considerable discussion about exactly how BC’s forests should be managed and how professional foresters were to participate. Key issues debated included private versus public ownership of forest land and the concept of sustained yield management.

## 1947 to 1959

The first council of the Association of British Columbia Foresters was named in the *Foresters Act* as follows:

- Frederick D. Mulholland, Victoria (BC Forest Service)
- Chauncey D. Orchard, Victoria (Chief Forester, BC Forest Service)
- John E. Liersch, Vancouver (Forestry Manager, Aero Timber Products)
- Roscoe M. Brown, Vancouver (President, Canadian Society of Forest Engineers & Superintendent, Western Forest Products Laboratory)
- Leonard R. Andrews, Vancouver (Secretary Manager, BC Lumber Manufacturers Association)
- John D. Bilmour, Vancouver (Forester, H.R. MacMillan Export Co.)
- Hugh J. Hodgins, Vancouver (Forester, Pacific Mills Ltd.)
- Elwyn E. Gregg, Victoria (Chairman, Victoria Section of the Canadian Society of Forest Engineers & BC Forest Service)
- Marc W. Gormely, Nelson (Assistant District Forester, BC Forest Service)
- Hector A. Richmond, Victoria (Entomologist, Dominion Forest Service)

The council met for the first time on April 14, 1947 and appointed Malcolm F. Knapp, RPF, as the first registrar. Mr. Knapp, who retired as registrar in 1972, continued to serve as returning officer for the association until his death in 1989.

In his address to the first annual general meeting of the association on January 8, 1949, president F.D. Mulholland, RPF, provided his view of the role of the association:

- “It is true that the profession has been much restricted in its activities in the past because the need for good forest management of apparently inexhaustible virgin forests was not very obvious, but the situation has changed and the forestry profession must take hold, or it is not entitled to be called a profession.
- The real responsibility for management of the forest in the public interest, as well as in the owner’s interest, lies or should lie on the forestry profession. It should accept that responsibility; the owners, the government and the public should recognize that responsibility.

- Historically, the idea of such an association has existed in some of our minds for many years. It became effective when public interest was aroused by the Sloan Commission, and it became obvious that some authority should decide who was competent to be placed in charge of permanent forests. It might have been a government bureau; being a free people we formed our own association.
- It is our responsibility to see that the association succeeds in its purpose of maintaining high standards and professional freedom in the practice of forestry in British Columbia.”

In the early years, council concentrated on entrance procedures, bylaw revisions and association finances. Registration of non-university graduates was done through grandfathering provisions. The obligation to maintain standards was assumed, terms for life membership were developed, a syllabus of study for pupils was established and the first *Code of Ethics* was approved.

The issue of acceptability of applicants was debated and it was determined that RPFs should be trained to some degree as general practitioners first, regardless of their special fields. The board of examiners was established to assess applications for membership. The acts and bylaws were amended in 1955 and the association presented its first major brief to the second Sloan Royal Commission.

The debate over whether the association should remain as a registering body or become more of an advocacy group on forestry issues began soon after incorporation. In addition, differences of opinion between public and private foresters regarding matters of public policy threatened to create polarization among the members. In 1954, it was decided that the association should remain as a registering body only, and avoid issues that threatened to divide the membership. However, the debate over the role of the association continued through to the end of the decade due to the concern that the second Sloan Commission report may have substantial implications for the profession.

The balance of the 1950s also saw the first calls for increased efforts to educate the public on forestry practices. Efforts to liaise with the Canadian Forestry Association and Canadian Institute of Forestry were initiated, the first newsletter was published, and an employment service was instituted. In 1957, the welcoming of the forestry faculty and students of the University of Sopron, Hungary (in exile) as an affiliate of the University of British Columbia heralded a new era which would lead to a valuable infusion of European knowledge and tradition, providing a new perspective to the profession.

In 1949, there were 128 members and by the end of 1959 there were 327.

## 1970 to 1979

The early 1970s saw considerable debate over the changing role of the association, the desirability of a full-time public relations person and the need for continuing education. With respect to the role of the association, the expanded role was still endorsed by the majority of the members, but concerns were raised over certain issues and council was urged to stay within the bounds of its policy statement. Council activities in the area of forest policy continued to expand with matters such as land use, pollution control and water resources being addressed.

With respect to hiring a full-time person, council was unsuccessful in getting membership approval. Instead, council initiated a speakers' and writers' bureau, established regional public relations coordinators (the predecessor to the RPACs), and requested individual members to speak out.

With respect to continuing education, there was unanimous agreement that it should be promoted, facilitated and encouraged for all members. A committee was set up to investigate membership needs and priorities. Efforts were made to encourage expansion of the Centre for Continuing Education at the University of BC and to encourage participation on a voluntary basis.

Other noteworthy accomplishments included the first Distinguished Forester Award being presented to Dr. Allan Orr-Ewing; government passage of the revised *Foresters Act* and association bylaws; expansion of council by one member as provided for in the new act; and the association's move to a downtown office.

Malcolm Knapp, RPF, retired as registrar in 1972 and was replaced by Tony Douglas who served until 1974. Max MacLaggin, RPF, served as registrar for several months and was replaced by Cedric Walker, RPF. The registrar's job was eventually expanded to a full-time position.

The mid-1970s saw significant increases in activity in the areas of forest policy, professionalism, and public relations and communication. With forest policy, successive councils continued to put the association policy statement to work through a series of briefs and letters. In particular, the transition of the RPF from a manager of timber to a manager of all forest resources was underway, and the issues addressed reflected this broadening scope.

Under the heading of professionalism there was considerable activity. First, the sponsoring forester concept was introduced and regarded as vital to maintaining high standards for membership. Second, a committee was set up to investigate the use of the Professional Seal and of professional standards of forest land management. The latter study had the objective of obtaining a better definition of

acceptable standards of practice. Third, there was the need to monitor the situation in Quebec where the professional foresters had established regulations on inspecting the professionalism of their members. Fourth, forest technicians were seeking professional status across Canada and this rekindled the debate over possible broadening of the membership base to include them. This was eventually put to a membership vote and defeated. Finally, it was generally felt across the country that self-regulating organizations were coming under increased scrutiny and this called for renewed commitments to technical excellence.

With respect to public relations and communication, there were three new initiatives. An effort was underway to produce a newsletter over and above the council meeting highlights. There was a joint effort made with the Canadian Forestry Association to provide newspaper copy under the heading "Ask about the Forests." And for continuing education purposes there was sponsorship of a series of tours to Scandinavia, Russia and New Zealand.

The end of the 1970s saw a continuation of the internal matters that challenged council. On the matter of professionalism, a committee was established to define "professional forestry" in order to help clarify the roles of the RPF and the technician. The question of the need for a managing director to help broaden the range of activities being addressed and to relieve council of the excessive workload was debated. Renewed attempts to pass a dues increase for such a position were narrowly defeated.

Much of council's time was taken up addressing concerns and preparing submissions related to the new *Forest Act* in 1978. Other accomplishments included the first Forest Memo being sent to all MLAs and MPs, the establishment of a director for off-campus and continuing education (forestry) at the University of BC (in part, through ABCPF lobbying), and regional advisors to assist members registered as forestry pupils. Council favoured even greater involvement in policy issues, particularly with respect to protection of the forest land base and intensive forest management. After some debate, council was again authorized to make public statements on forest policy issues promptly and without a referendum.

Most notable, at the end of the decade, was the recognition that the 1980s would bring a new era of public involvement in forestry which would demand an effective and professional response from the association.

At the end of the 1970s, there were 1,372 members.

## 1980 to 1989

The early 1980s saw council move swiftly to address the need for more public relations. There was also a general feeling that the objective of advising the public and government of the implications of forest policies was not being adequately covered. To deal with these problems, a network of ten regional public affairs committees (RPACs) were established for the purpose of advising the public and governments of forestry issues, strengthening communications between council and the members, providing regional representation, and increasing local involvement in forestry issues.

The establishment of RPACs, in combination with the expanding committee work being done, resulted in a substantial increase in the number of contributing volunteers. This was imperative to deal with the continued increases in workload, but in itself it also created additional work for council and staff. Not including council, by 1982 there were forty-three committees and subcommittees with a known participation of 266 members. Finances for the expanding effort were limited but the growth in membership did provide for some annual increases in funds.

Continuing education took a turn for the worse when the University of BC's forestry off-campus program was greatly reduced due to restrictive funding. Efforts to alleviate this situation failed and eventually council initiated regional education subcommittees to provide workshops and seminars on subjects of current interest.

There were many significant accomplishments during this period, including the formation and functioning of the "green machine." This was a consolidation of industry, labour and resource groups, formed to lobby government on common concerns. The concerns included preventing loss of the forest land base without careful consideration and cost-benefit analyses, and emphasizing the need for adequate and continuous funding for silviculture.

Other notable accomplishments included: successful lobbying of government to get certain Ministry of Forests staff positions designated as RPF only; a major rewrite of the *Code of Ethics*; updating the *1970 Policy Statement*; forming a scientific committee to review forested ecological reserve proposals; publishing the ABCPF history, developing the *Use of Seal Policy*; and publishing procedures for investigating complaints against members. Cedric Walker, RPF, retired as registrar in 1980 and Alan Furniss, RPF, succeeded him.

There were many briefs on various issues prepared with the 1984 effort on land alienation for hydro dams sparking considerable controversy. This renewed the debate over the role of the association and council's authorization to speak out on policy matters. Resolution was attained through the establishment of a senior policy

review committee to screen positions on controversial issues before they were made public.

The mid-1980s saw the initiation of an annual strategic planning day for council. Successive councils spent considerable time and effort attempting to evaluate the ability of councillors, committees and existing staff to meet the association's goals and potential.

Council set new goals towards increasing its efforts in political lobbying, in continuing education services to members, in establishing contacts with other groups, and in public relation activities and discipline and enforcement activities. Although council was unsuccessful in two attempts to hire an executive director to implement the new initiatives, they did hire an assistant to the registrar and promoted the registrar to registrar/manager. The assistant position was held by Carole Holbek, RPF, and Carmen Wheatley, RPF, for about one year each prior to Candace Laird, RPF, taking the position in 1986. The expanded staff was able to accommodate an expansion of activities particularly in the areas of membership service, continuing education, and liaising with other groups. In addition, the increase in resources gave council more time to increase its efforts in other areas.

This period saw the establishment of ForesTrust, a federally registered charity. The purpose of the trust was to provide funding to the RPACs for their public education programs and for public education in general. The responsibility for scholarship awards was eventually placed under the management of ForesTrust as well.

Confusion and increased activity in the area of discipline and enforcement led to the production of the first version of the disciplinary manual. Up to this time, most of the cases involved improper use of title, improper advertising and criticism of fellow foresters in public. 1985 brought about case 1985-02 where three members submitted a complaint regarding the forestry practices being undertaken in a particular licence. The case served to raise many questions about the role of the professional forester with regard to his/her responsibility to protect the public's interest in forest land. It also pushed the association and its members into previously uncharted areas.

Council's published position stated that "it has a mandate to investigate and discipline members. It does not have an equal mandate to investigate company practices -- that responsibility lies with the Ministry of Forests." Council did decide to comment on the forestry practices employed but many of the difficult questions regarding the role of the RPF remained unanswered.

Other accomplishments of note included: bylaw changes to elect council members to a two-year rather than one-year term; initiation of the national forestry school accreditation discussions; establishing a formal procedure for administering policies

and position papers; producing a handbook for the continuing education committee chairman; establishing the continuing education certificate program; producing a paper on the economic benefits of timber and forest land in BC; and developing a board of examiners policy manual.

It was during this period that the association's growth in membership, on a relative basis, peaked and began to slow. This was due to fewer requests from FIT's to write the entrance exam and an increase in the numbers of retiring members.

The latter part of the 1980s saw substantial changes to how the association functioned and in its focus as it attempted to deal with its continued workload and the changing environment. In 1987, the association took a leadership role in developing a land use strategy paper and presenting it to government and other interested groups. Although progress has been slow, it is clear that the association received considerable public recognition and prestige from its effort. Other policy efforts focused on updating existing policy statements on such issues as herbicide use, intensive silviculture and wilderness.

Changes to how the association functioned included the upgrading of the registrar/manager's job to that of executive director, and of the assistant registrar to registrar. Candace Laird was promoted to registrar, and Ron Bronstein was hired as the first executive director when registrar/manager Alan Furniss resigned. The purpose of these changes was to provide more continuity in areas such as discipline and enforcement and public relations, and to facilitate a higher profile and a more proactive role for the association in public discussion over forestry matters.

Other changes included the creation of two new council portfolios and the condensing of several old ones. The new portfolios were (1) critical issues and (2) professional standards, created to provide assistance to council in dealing with emerging issues in a timely and confident manner and to provide membership direction, given the increased responsibilities resulting from the new silviculture regulations.

Significant changes were also made to the discipline and enforcement portfolio to recognize the growing number and increasing complexity of discipline and enforcement cases. Specifically, a standing investigations committee was formed to provide continuity and institutional memory in dealing with cases. Council had separated itself from all deliberations of the committee so that it could concentrate on receiving recommendations and making final decisions. In addition, a subcommittee was formed to make recommendations to council on the "practice of professional forestry in BC" to better define the role of the association and the conduct required of professional foresters.

The latter part of the 1980s saw renewed debate on the matter of broadening the membership base by offering additional classes of membership. Two AGM resolutions, promoting this concept, were put to council and as a result, a subcommittee was formed to make recommendations to council. In a related matter, considerable effort was made to work with a subgroup of the technicians to define respective roles.

Other notable accomplishments during this period included: updating the *Use of Seal Policy* and auditing six Ministry of Forests district offices to ensure compliance with the policy; upgrading the newsletter format; approving the long-awaited procedures for national accreditation of forestry schools; a change in office locations; and the development of the association's first five-year strategic plan.

At the end of the 1980s, there were 2,583 members.

## **1990 to 1999**

The start of the 1990s saw council traveling to meet with the membership in various provincial regions to seek input to the five-year strategic plan. Changes in how the public viewed the professional forester and his/her role in forest practices necessitated the need for the association to review its mandate.

In November of 1990, the membership voted 81 per cent in favour of accepting the five-year strategic plan, and 74 per cent in favour of acceptance of a major dues increase.

With the implementation of the five-year strategic plan, a new office team was built and reorganized. The departure of three staff members created gaps in staff support and a steep learning curve for the new recruits. Bruce Devitt, RPF replaced Ron Bronstein, RPF as executive director. David L. Wright, LLB, replaced Candace Laird, RPF as registrar. Dan Jepsen, RPF was hired in the new position of manager, forestry. The council moved from being a working committee to being a managing board of directors in 1994.

Early in 1991, a new *Code of Ethics* was developed to help members better understand their responsibility to the public, their employer and the profession. A detailed interpretive guide was developed and numerous meetings were held to get outside comments. Members approved the replacement of the *Code of Ethics* with a 93.6 per cent approval rating.

Also in 1991, a new portfolio was created--professional and technical standards--to handle the *Code of Ethics* as well as to work on a national initiative to develop a Code of Forest Practice Standards and a PHSP Task Force to advise council on issues associated with RPFs signing PHSPs. The PHSP Task Force developed practical guidelines to foresters working with the new *Code of Ethics* interpretive guide.

A Memorandum of Understanding was signed in 1993 with the Applied Science Technologists and Technicians of BC (ASTTBC) to establish a committee to work on criteria and procedures for special permits as they relate to ASTTBC Members.

The work of the standing investigations committee was instrumental in a more regimented discipline process and better communications of results and lessons learned. They developed a procedures manual where a pre-screening process was introduced to ensure all complaints were assessed for substance prior to moving to an investigation. The discipline process was also strengthened with the addition of two laypersons to the standing investigations committee. A series of discipline and ethics workshops were developed and delivered in the early 1990s. By 1997, other changes took place and a new discipline bylaw was adopted with an 84 per cent approval rating. This new bylaw and changes to the *Foresters Act* in 1994 gave council the authority to delegate investigative and adjudicative powers to various committees and individuals.

The critical issues portfolio focused on the Ministry of Forests Code of Forest Practice Discussion Paper in the early part of the 1990s. Other issues addressed during this period were the Protected Areas Strategy, Resources Compensation Commission, Smoke Management for the 1990s, and the Freedom of Information and Protection of *Privacy Act*. The association also participated with 37 other groups to reach consensus on what principles should be included in a Land and Water Use Strategy.

The *Foresters Act* (Bill 34) was proclaimed law in January 1994. The act strengthens forester's responsibilities in planning of forest roads, harvesting, and assessing environmental impacts of forestry activities.

The early 1990s also saw the membership defeat an increase to the membership fees that resulted in some of the activities of the five-year strategic plan being delayed or curtailed. A second fee increase ballot in November 1993 was successful allowing the five-year plan activities to proceed.

The association joined forces with the Association of Professional Engineers and Geoscientist of BC (APEGBC) to form the joint practices board to develop a draft memorandum of understanding related to forest roads and overlapping jurisdictions. In 1996, the joint practices board recommended the formation of the Forest Engineering Institute of BC to provide continuing education programs related to forest engineering for foresters, forest engineers and geoscientists.

The communications portfolio reviewed and revised the “Professional Forester” magazine with a new look and name “FORUM.” This publication was also being mailed to universities, colleges, MLAs, MPs and all municipal and regional governments in BC. Advertising revenue was starting to offset publication costs.

The mid 1990s saw education come to the forefront with the continuing education committee preparing a discussion paper on mandatory continuing education. The association also participated in the Canadian Forestry Accreditation Board meetings to revise the accreditation policy and ratify the term of reference and mandate. The practice review development committee prepared a discussion paper on a proposed practice review program in 1995. In 1997 the professional accountability training initiative involving government, industry and the ABCPF was established to deliver training materials and to coordinate delivery of training sessions that will assist members in the new operating environment. Forty-eight professional accountability workshops were delivered to 2,329 members, other professionals and non-professionals in 1998.

In 1995, Bruce Devitt, RPF (executive director) retired and was replaced by Van Scoffield, RPF (executive director). Other staff changes this year saw Jerome Marburg, LLB take over the registrar’s position and Dwight Yochim RPF, take over the forestry manager’s position. Also in 1995, council had two lay members appointed by the Provincial Government (Norma Wilson and Tim Toman), bringing a refreshing perspective to the association.

Technology developments in the 1990s saw computer upgrades, networks developed, e-mail capability added, and integrated database software to enhance records and financial management. The association launched its first web site in 1997.

The Forest Practices Code changes of the late 1990s caused ongoing economic upheaval in the forest sector and increased the demands on many association members. Changes to the association governance in 1998 included restructuring council meetings to improve their effectiveness and adopting procedures to ensure that candidates running for election have a clear understand of what is involved. Council met with the Council of Forest Industries, Ministry of Forests operations and forestry division management teams to outline the expectations for employers resulting from increased professional accountability.

The regional public affairs committees established in the early 1980s were restructured to become the Professional Foresters Network (PFN), with a mandate to increase the public's understanding of the profession and the activities of local foresters in their communities. The first public opinion poll conducted by Angus Reid revealed that 42 per cent of the 600 British Columbians polled knew what a professional forester was and of those who knew of the profession, 83 per cent believed RPFs are competent.

In 1999, significant resources were put towards the advocacy campaign to influence the Forest Policy Review launched by the provincial government. The first objective was to push for an open and thorough process so that the results would be more sound and enjoy greater support among British Columbians. Other objectives included: to promote development of high level resource goals and plans; to secure increased, more stable funding for research and inventories; and to promote greater reliance on professional foresters.

At the end of the 1990s, there were 3,948 members.

## **2000 to Present**

The "next plateau initiative" was launched in January 2000. Its purpose was to define the association's goals and directions for the next five to ten years. This exercise was undertaken for three reasons: it had been more than ten years since the last comprehensive review of the association's direction; council saw the first decade of the new millennium as a period of exceptional leadership opportunities for the profession; the association's current resources had reached a plateau which would sharply limit its ability to respond to new opportunities. The first phase, completed in 2000, involved the distribution of a discussion paper reviewing 24 current and potential areas of activity, a questionnaire and 20 workshops. In 2001, the ballot requesting a \$50 fee increase to proceed with the next plateau initiative was defeated. Areas that were hardest hit by a lack of funds included communications and advocacy.

The association was involved in the formation of a professional reliance action team,

which included: representatives from Association of Professional Engineers and Geoscientists of BC; the Association of Professional Biologists of BC; the BC Institute of Agrologists; the Ministry of Forests; the Ministry of Environment, Lands and Parks; the Council of Forest Industries; and the BC Environmental Network Forest Caucus. This team worked hard to define the conditions necessary for the success of professional reliance should a results-based model be adopted to replace the Forest Practices Code.

A professional practice committee was formed to take over responsibility of the *Code of Ethics*, professional development workshops, professional practice standards, continuing competence, professional independence, practice advisory service, and peer reviews. The committee prepared draft standards of professional practice dealing with competence, independence, integrity, due diligence and stewardship, which were circulated to members for review and comment. Guideline papers were also issued dealing with professional independence and professional reliance.

A stewardship advisory committee was established to provide advice to council on forest stewardship issues. The committee developed a protocol to help determine whether a particular issue warrants attention by the association.

Services to the members expanded to include the establishment of the practice advisory service. This service provides confidential advice to members faced with ethical and practice dilemmas on the job. Online services continued to expand in the early part of this decade. The online membership directory replaced the printed annual membership directory and an electronic newsletter was launched reaching nearly more than 3,000 members. The professional manual, previously provided as a paper version, was replaced by an electronic version and was supplied to members on a compact disc.

A major review of the association's discipline process was undertaken in 2001. The key recommendations entail a considerable enhancement and formalization of the association's existing alternate dispute resolutions processes. Other recommendations dealt with the establishment of a new complaint resolution committee to manage the handling of complaints through the various stages of the process. Full implementation occurred when enabling amendments were made in the *Foresters Act*.

The main accomplishment for 2002 was the development of a revised *Foresters Act*, designed to facilitate increased reliance on professionals. Council also decided to pursue the inclusion of forest technologists into the association under the *Foresters Act*. The *Foresters Act* was passed in June 2003. The new *Forest and Range Practices Act* was passed by the legislature to come into force in April 2003. New association bylaws were adopted and professional foresters and forest technologists blended to

form one association.

Three important changes as a result of the new *Foresters Act*:

1. A number of items previously spelled out in the *Foresters Act* were delegated to the bylaws effectively giving the association more control.
2. The threshold for the approval of a fee increase was lowered from 2/3 support to a simple majority.
3. Government removed their power to disallow bylaws once they have been ratified by the membership.

The association changed its name in December 2003 to the Association of BC Forest Professionals to recognize that the association's membership had broadened beyond professional foresters to include forest technologists. Council approved the initial practice guidelines for forest technologists late in 2003. They also approved a two-year marketing plan to try to get most forest technologists to join the association by November 30, 2005 when RFT practice rights become enforceable.

Council adopted the professional practice committee's proposed three-phase program. The first phase, self-assessments, was developed and tested in 2004.



*Ensuring BC's Forests Are In Good Hands.*