



Consulting Foresters Society of BC

2009 Strategic Plan

February 2009



Background

In February of 2009, the Board of Directors (Board) of the CFBC met in Prince George to review the strategic direction of the CFBC in an effort to focus the future activities and interests of the Society. Previously, a strategic plan was formally adopted by the Board in February of 2005.

Since its inception, the CFBC has recognized the need for greater recognition of forestry consultants as well as the need to improve standards of work, reduce malpractice, provide some guidance when setting fees, and provide a forum for the exchange of information that would improve business practices amongst its members.

During the period 1999 to 2002, the Board realized that changes to the organization would have to occur in order for the CFBC to be responsive to the times and the evolving needs of the membership. The current Board also recognizes this need and, as a result, we reviewed the organization's strengths and weaknesses and assessed what it was we wanted to accomplish on behalf of the membership over the next 1-3 years. The results of these discussions are contained herein.



SWOT Analysis

The CFBC conducts a telephone survey of its membership annually. The results of this survey, together with the perspective of the Board, resulted in the following assessment of the organization today:

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • More focused member interest than ABCFP • Represent members' interests only • Reasonably financed • Known to BCTS • Some success in improved contracting processes • Strong member support for work done • Newsletter well read • Committed BoD who all volunteer 	<ul style="list-style-type: none"> • Small voice • Broad member interests • Perceived as advocates not advocating • Little known profile • No paid advocate • Not enough financing to expand advocacy • Not well known within forest sector • No success with BCAC • Complacency among members • Majority of consultants NOT members 	<ul style="list-style-type: none"> • Interests similar to WSCA/TLA • New DM of Forests: bring MoTH procurement practices to MoFR 	<ul style="list-style-type: none"> • Current state of forest sector • Member commitment • Contracting: lots of people willing to work who are not members and who do not care

Following a review and discussion of the SWOT assessment, the vision and mission statements were amended to read:

MISSION

To promote a healthy forest sector which in turn leads to a healthy forestry consulting sector.

VISION

To be recognized as the leading organization representing the interests of the forestry consulting sector.



CFBC GUIDING PRINCIPLES FOR MEMBERS

1. Operate in a collaborative business environment.
2. Act in compliance with applicable regulations.
3. Fulfill obligations and commitments with honesty, integrity, and courtesy towards all clients and other forestry consultants through the following:

CFBC MEMBER RESPONSIBILITIES

1. TO THE CLIENT:

- Provide demonstrated value to the client;
- Discharge professional responsibilities with confidentiality, integrity and complete loyalty to the terms of their assignments;
- Accept only those assignments for which they are qualified or for which they unite with other competent experts; and
- Disclose any conflicts of interest to their clients prior to accepting a contract or when such conflict may arise.
- Ensure that their prescriptions and recommendations are sound.
- Express forestry opinions to clients in a complete, objective, truthful, and accurate manner.

2. TO OTHER FORESTRY CONSULTANTS:

- Relate to other forestry consultants with integrity and in a manner that will enhance the professional stature of forestry consulting.
- Compete fairly with other forestry consultants, offering professional services on the basis of qualifications and experience.
- Inform other forestry consultants of their assignment when engaged by a client to review the work of those forestry consultants and avoid public statements that may harm the reputation or business of that consultant.
- Treat employees with integrity, provide for their proper compensation, and demand high ethical standards in their work. In addition, support their employees' professional qualifications and personal development and assign work to them within their areas of expertise.

3. TO THE PUBLIC:

- As outlined in the ABCFP Code of Ethics.



CFBC Strategic Objectives

With the Vision and Mission as guides, the following strategic objectives were identified as priorities to the CFBC in order to deliver on their mandate in the near future:

1. Raise the CFBC's profile

Over the past year, a number of bodies have voiced concern over the inability of the CFBC to have a voice in current issue debates. At the same time, as a result of their lack of understanding, non-member companies often question what the CFBC actually does.

In order for an organization to be effective, to attract members, and to provide a voice on members' behalf on issues important to them, an organization has to be seen as being capable of doing so. As a result, the CFBC will endeavour to raise the profile of the organization by being more involved with associated forest sector groups, with government, and with the public. It is only with increased recognition that we will be able to achieve the vision and mission.

2. Bring value to members

Membership in the CFBC requires payment of annual dues, and our surveys show that in order to justify these costs, especially in difficult economic times, the CFBC has to be able to demonstrate value to its current and potential members. To do this, we see the potential to:

- Acquire a health benefits plan for the members;
- Acquire purchasing discounts on business expenditures;
- Acquire additional affinity programs that bring value to member companies; and
- Consistently and effectively provide a voice in support of the resolution of issues identified by the members

as significant means of demonstrating the value of CFBC membership.

3. Grow the membership

Growing the membership is seen as key to the continued financial ability of the CFBC to deliver on its mandate, as a way of strengthening our voice on members related issues, and also as an important means of determining our success in bringing value to the members. Today the membership of 60 companies represents a fraction of practising consulting foresters within the province.



4. Continued improvement in all contracting practices

Consistent with the original mandate of the CFBC, the current board believes that continued advocacy with respect to the improvement of contracting practices, not only within BC Timber Sales but with all potential client groups, is a core objective of the Society. In this regard, we will target improvements in:

- audits of contract success;
- increased recognition of value services (not just price);
- improved bid packages presentation;
- a greater move to contracting based on value and qualifications; and
- improved contract templates for MoFR / BCTS

as fundamental ways to support our members. The fact that there continues to be a downward trend in the availability of forest consulting work force, which in itself may lead to increased pricing pressure for consulting services, may aid in these types of discussions with client groups.

5. Improved relationship with ABCFP

Maintenance of a continued strong relationship with the ABCFP is seen as a way to bring value to the membership. It is the Board's belief that the move to hold the CFBC 2009 AGM in cooperation with an association other than the ABCFP may have been seen as a lack support for the ABCFP. This is not the case. The move was fostered, in part, by a belief that increased involvement with other associations that represent and attract key client groups to their events would aid to the achievement of all other CFBC objectives. It is the Board's belief that this move should not come at the detriment of our support and association with the ABCFP. The CFBC will strive to continue to maintain a presence at the ABCFPs ExpoFor and, if possible, facilitate a CFBC Breakfast speaker at this annual event.

Strategic Initiatives

In order to support achievement of the five objectives identified above, the following key initiatives will form the basis for the ongoing work of the CFBC Board in the short term:

1. Raise the CFBC profile

- Hold the annual AGM with related forest sector associations in order to increase exposure of CFBC and to increase interaction with potential client bases (such as COFI or TLA), and hold member meetings in alternate locations each year.



- Solicit and/or identify CFBC speaking engagements province-wide that allow for increased profile and delivery of CFBC perspectives.
- Continue to develop and submit “letters to editors” on topics of importance to CFBC members. This would include encouragement of member involvement in letter writing campaigns.
- Expand delivery of key CFBC communications to others (such as the Deputy Minister of Forests). This will require compilation of a list of who should receive CFBC Communications,
- Keep track of requests for input made to the CFBC for reporting purposes.
- Communicate the strategic vision herein to the membership and the public.
- Devise key speaking / presentation points that reflect the abilities of members and the Society for distribution when information requests come in or when meetings take place (indicating our professional, organized, practical, realistic nature).

2. Bring value to members

- Restructure Board of Director roles such that each director is assigned a portfolio list instead of director roles. This will ensure consistency of advocacy.
- Leverage attendance for member benefits where possible with other forest sector associations (and specifically the TLA for 2009).
- Identify and secure increased affinity programs for members that either provide benefits or reduce costs of operations.
- Create a strategic link between the annual member survey to the strategies herein and ensure communication to members.
- Promote regional member meetings that provide education / solicitation.
- Join the BC Forest Safety Council SAFE Companies working group and provide member input for change.
- Survey members annually on our perceived progress on CFBC objectives as identified herein.
- Incorporate conference call capabilities to our AGM thereby allowing increased participation at low cost for all members.



3. Grow the membership

- Quantify the potential membership pool within B.C. and identify potential solicitation strategies.
- Review the CFBC dues structure in an effort to correlate value of membership.
- Consider a name change for the Society to reflect a broader, more inclusive nature to prospective members.
- Develop a new member solicitation package that quantifies the value of CFBC membership
- Develop a list of compelling reasons to join the CFBC, the first of which will be to lower costs:
 - Save members money with affinity programs
 - Provide opportunity for health benefits through association with the TLA
 - Improve SAFE program to benefit of CFBC for members
 - Contract lobby effort
 - Networking opportunities with client bases
 - Promote member services for cooperative ventures
 - Information exchange / distribution

4. Continued improvement in all contracting practices

- Maintain continued involvement with BCAC in an effort to improve BC Timber Sales contracting practices.
- Promote the need to improve deposit and holdback issues with BCTS contracts.
- Arrange meetings with the new Deputy Minister of Forests to review his perspectives on contracting for value.

5. Improve relationship with ABCFP

- Ensure annual participation and attendance at the ABCFP conference.
- Undertake regular communications with the ABCFP Board to ensure sharing of positions and development of synergies between the organizations.
- Facilitate CFBC key messaging in the ABCFP magazine, where appropriate and consistent with CFBC objectives.



Measures of Success

In order to monitor progress on achievement of strategic initiatives, the Board agreed that the strategic plan and objectives would be reviewed and monitored at each meeting of the Executive. Additionally, progress would be reported to the membership during the year.

The following key measures of success were adopted for measurement and reporting annually:

- 1. Raise the CFBC profile**
 - Number of outside requests for input
- 2. Bring value to members**
 - Larger attendance at AGM
 - Member buy-in of affinity programs offered to the membership
- 3. Grow the membership**
 - Number of new members
 - Aim for 90% of consultants in BC
 - No lost members (other than retirement)
- 4. Continued improvement in all contracting practices**
 - Visible change in BCTS contract language – consistency
- 5. Improved relationship with ABCFP**
 - Subjective determination by Board and staff