



British Columbia
Community
Forest
Association

local people, local forests, local decisions

Strategic Plan
2012-2017

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Introduction

From humble beginnings in 2002 with only 10 member communities, the BC Community Forest Association (BCCFA) has become a respected organization, representing the interests of communities all over BC. Ten years since our formation, the BCCFA is 50 members strong. With a solid track record and a mandate to continue to build the community forest program, the BCCFA board of directors decided that it was time to assess the structures, policies and strategies of the Association to ensure a strong and healthy organization ready to meet the challenges and opportunities ahead.

Over the last year, an organizational review was conducted. The board and staff committed to learning about the components and policies necessary to create and implement a framework for effective governance and management. This important work was followed by the development of a new 5 year Strategic Plan. With the rigors of the new organizational structure and the Strategic Plan in hand, the BCCFA is looking toward the future with renewed commitment and inspiration.

Building the Plan

Work on the Strategic Plan began with a member survey. Thirty two member organizations responded to questions about the relevancy of the BCCFA foundation statements, the value of member services, priorities for policy advocacy and barriers to economic diversification. The survey results were augmented by the priorities identified during the 2012 AGM & Conference.

The feedback from our members provided the foundation for a facilitated strategic planning session. A two day session began with the board and staff identifying vulnerabilities, threats, opportunities and challenges that might have an impact on the work of the BCCFA, its members or community forests in general.

The second portion of the session focused on a review of the BCCFA's Mission, Vision, Purpose and Guiding Principles. The only change made was the deletion of the word 'rural' from the Vision statement to ensure inclusivity. We then distilled the organization's priorities into four key areas that will be the focus of the organization's work over the next five years. Within each of these areas of focus, desired outcomes were spelled out in the form of goals and objectives.

The following document is the result of this comprehensive strategic planning work. The new plan will guide our operations for the next five years. It is intended to be a living document, and will be reviewed annually to ensure its relevance.

Definitions

Foundation Statements

Mission Statement: This statement describes the overall purpose of the organization. It sets the boundaries of the organization's activities, and is the starting point for developing a strategic vision.

Purposes: These provide more specific detail on the work of the association, and together comprise the Association's Constitution.

Vision: This statement describes an ideal future, and answers the question: What impact do we want to have on society? Our vision includes a set of principles that provide a framework to guide our decision-making and actions.

Value Statements: These reflect the core ideology of the Association and answer the question: How do we carry out our mission?

Areas of Focus, Goals and Objectives

Focus Areas: These are the priority headings, or areas of emphasis, under which the strategic goals and objectives of the Association are organized.

Goals: Each focus area has a related goal. It is in essence the vision statement for the focus area.

Objectives: These are the desired result of each goal, and are stated as measurable outcomes.

Foundation Statements

Mission

Our mission is to promote and support the practice and expansion of sustainable community forest management in British Columbia.

Purposes

The purposes of the Association are to:

- Work to ensure the viability of community forest initiatives ¹
- Provide education on community forestry issues
- Assist community forest practitioners in accessing resources required to succeed
- Promote community forest management as a strategy for community economic development

Vision

Our vision is a network of diverse community forest initiatives, where local people practice ecologically responsible forest management in perpetuity, fostering and supporting healthy and vibrant communities and economies.

To achieve this vision the Association will be guided by principles that promote:

- Culturally, ecologically, and economically sustainable forestry and practice of community forest initiatives in a manner which respects First Nation rights and cultural values, and which fosters understanding and cooperation between rural communities and First Nations.
- Meaningful representation of community members in community forest initiatives.
- Informed public participation in community forest decision--making.
- Leading edge forest practices.
- Local forest--based employment.
- The resilience of forest ecosystems as a basis for social, ecological and economic health.
- Community responsibility for land use and allocation decisions.

Value Statements

The values that guide our organization:

- Decision-making that respects the unique approaches, diversity, opinions and values of our members.
- Open, honest, accountable, and transparent communications with our community members, partners and all stakeholders.
- Professional standards of excellence in all aspects of personal, board, staff and organizational governance.
- Acting as one voice to represent the interests of our membership.
- Leading by example and being accountable for our actions, successes and failures.

¹ Will require a special resolution at AGM for deletion of "in rural communities".

Areas of Focus, Goals and Objectives

The priorities for the BCCFA are categorized into following four key Areas of Focus:

1. External Relations and Government Policy
2. Membership
3. Education
4. Operations and Governance

Area of Focus	Goal	Objective
External Relations and Government Policy	<i>BCCFA objectives are reflected in the policies and decisions of government, and are supported by industry associations, non-governmental organizations and academic institutions.</i>	<ol style="list-style-type: none"> 1. Tabular rates for sawlog stumpage are in effect, or a better timber pricing arrangement for Community Forest Agreements has been implemented. 2. The Community Forest Agreement (CFA) total Annual Allowable Cut will be 3 million m³, with 80 CFAs including unincorporated communities. 3. There will be 10 new CFAs issued to First Nations. 4. The Single Cutting Permit process is available to all CFAs. 5. Government supports the implementation of policy changes recommended by the BCCFA across all ministries. 6. The requirements for reporting to Government are reduced to every 5 years. 7. CFAs have the regulations to enable the management of non timber forest resources. 8. The scope of CFAs includes the legislative authority to manage other resources. 9. BCCFA has a strong and supportive working relationship with other associations, organizations and institutions.

Area of Focus	Goal	Objective
Membership	<i>Community Forest Organizations have access to the resources they need to be successful.</i>	<ol style="list-style-type: none"> 1. 100% of issued CFAs are members of the BCCFA and are paying their dues. 2. 10% of CFAs have entered into a business relationship with a value added manufacturer, NTFR producer, or bioproduct enterprise. 3. 6 partnerships have been formed among CFAs to pool resources on a business activity or project. 4. Our members annually indicate that BCCFA membership is good value.
Education	<i>British Columbians are knowledgeable about community forestry, and the benefits that community forests bring to communities in BC.</i>	<ol style="list-style-type: none"> 1. MLAs, mayors and local governments speak in an informed and positive way about community forests. 2. There is broad public support for community forests.
Operations and Governance	<i>BCCFA board and staff demonstrate professional standards of excellence and accountability in all aspects of personal, board, staff, financial and organizational governance.</i>	<ol style="list-style-type: none"> 1. Our revenue streams fully fund our plans and operations. 2. BCCFA is operating with a fully functioning and effective policy focused board.

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