

Woodlot Product Development Council

Vision & Strategic Plan

2013-2018

Adopted March 2, 2013

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1. INTRODUCTION

On October 3, 1997 the BC Ministry of Forests and the Ministry of Agriculture, Fisheries and Food jointly issued a news release entitled “Woodlot owners’ council set up to develop industry”. The establishment of the Council was a culmination of five years of hard work by woodlot licensees around British Columbia. The “Final Development Plan for the British Columbia Woodlot Product Development Council” prepared in February 1997 was the guiding document for the establishment of the Council.

Since then the Council has evolved and today is accountable to 866 woodlot licensee members governed by a Board of Directors elected by the members. The board consists of seven woodlot licensees representing all areas of the province, including the Peace, who volunteer their time for a two year term.

Many licensees have been impacted by the Mountain Pine Beetle epidemic that is devastating interior pine forests in BC. Forest management of woodlots will continue to change due to forest health issues, government policy, product markets and climate change.

This document will act as the 2nd vision and strategic plan to guide Council through the challenges that will occur and replaces the 1st plan prepared in 2008. The time frame is for five years from 2013 to 2018. The plan will ensure that Council’s previously established purposes and goals remain appropriate to support our members in the long term and establish a vision to direct the work conducted by the Council to benefit and promote the woodlot industry throughout BC. The plan will acknowledge that Council has a responsibility to ensure funding originating from the woodlot levy is prudently managed and used only for work and activities consistent with Council’s purposes. The plan will recognize the business relationship where the Federation of British Columbia Woodlot Associations will be the central vehicle for delivery, progress and support for services to all woodlot licensees consistent with the purposes of the Council.

2. VISION AND MISSION STATEMENT

Vision

The resources of the Woodlot Product Development Council will be used to promote sustainable small scale resource management in British Columbia.

Mission

The primary mission (previously established purpose) of the Woodlot Product Development Council shall be to benefit and promote the woodlot industry throughout the province of British Columbia.

3. STRATEGIC PLAN

The WPDC's Strategic Plan lists the goals the organization aims to achieve and the strategies it intends to employ to achieve those goals. The strategic goals of the Council are identified within the context of three tests. Firstly is the goal within the mandate of the organization; secondly is the goal a strategic direction and not an operational function; and finally will the goal address the strengths, weaknesses, opportunities and threats that describe the character of the woodlot industry.

Strategic Goal A:

Funds collected from woodlot licensees under the Farming and Fishing Industries Development Act (FFIDA) will be managed by Council to promote a positive image of the woodlot industry and its products.

Strategies:

1. To be the recognized leaders in sustainable, small-scale forest management
2. To have an excellent working relationship with primary partners (FBCWA, MFLNRO, MA)
3. To maintain a high level of support from stakeholders.

Strategic Goal B:

Funds collected from woodlot licensees under the Farming and Fishing Industries Development Act (FFIDA) will be managed by the Council to educate the general public and buyers about the benefits of BC Woodlots and small-scale woodlot management.

Strategies

1. To support effective education of the woodlot licence program to the public, buyers, students and the local communities.

Strategic Goal C:

Funds collected from woodlot licensees under the Farming and Fishing Industries Development Act (FFIDA) will be managed by the Council to initiate and/or support research programs for the development and enhancement of the woodlot industry in the province.

Strategies

1. To increase the range of products and services from woodlots.
2. To increase stakeholder understanding/knowledge of markets and marketing.

Strategic Goal D:

Funds collected from woodlot licensees under the Farming and Fishing Industries Development Act (FFIDA) will be managed by the Council to initiate and/or support extension services for the development and enhancement of the woodlot industry in the province.

Strategies

1. To grow and diversify market opportunities for the woodlot industry.
2. To enhance business planning skills and capacity of membership.
3. To enhance forest management skills and capacity of membership.

Strategic Goal E:

To establish and maintain a strong business relationship with the Federation of British Columbia Woodlot Associations.

Strategies

1. To work collaboratively and cooperatively with the Federation of British Columbia Woodlot Associations (FBCWA) in the best interest of woodlot licensees.
2. To reach, maintain and operate under an agreement with the FBCWA whereby the Federation is the central vehicle for delivery and progress of the purposes of the Council as stated in the "Final Development Plan for the British Columbia Woodlot Product Development Council" dated February 10, 1997.
3. To collaborate with the FBCWA in the implementation of an annual work plan and budget that addresses woodlot licensees' priorities that is consistent with Council's purposes and strategic goals.

Strategic Goal F:

To maintain strong governance and a functioning Board of Directors that will work to achieve the Council's stated purposes.

Strategies

1. To recognize the fiduciary responsibilities to the membership.
2. To recruit, train and mentor Directors who are qualified and have the necessary skills to deliver the quality of governance required to meet the purposes of the Council.

4. ACCOMPLISHING THE COUNCIL'S STRATEGIC GOALS

The strategic goals and strategies of the Council will be achieved primarily through the Business Relationship with the FBCWA within the scope of the Business Development Plan.

Annually the Board prepares a Work Plan & Budget that is consistent with the strategic goals and strategies contained in this plan.

The Council has an agreement with the FBCWA. Under the terms of the agreement, Council funding may only be used to support activities that are consistent with the strategic goals and strategies contained in this plan that align with Council's purposes as stated in the approved Development Plan. Council funding may not be used for lobbying.

The Council also subscribes to the principle of continuous improvement with respect to implementing strategies and achieving its strategic goals. The Vision and Strategic Plan, once approved, will provide oversight and guidance to the development of annual work plans and budgets for the next 5 years. Each successive annual work plan is updated to reflect current priorities and opportunities while building on the successes of its predecessor.

Within any given year, at a mid-year meeting held in conjunction with the Federation of British Columbia Woodlot Associations, Council Directors check on progress, consider new developments, and make adjustments or amend the annual work plan as and when necessary.

Lastly, every five years as part of reviewing and updating its Vision and Strategic Plan, the Board conducts a review and status check of its current goals.

5. NEXT STEPS AND KEY INITIATIVES

The process of strategic planning is about choices for the future. The plan is intended to be disciplined, predictive and responsive. Disciplined: because a deliberate set of actions will identify the steps necessary to meet the goals of the organization. Predictive: to evaluate changing conditions and make assumptions about the future. Responsive: by adapting to new circumstances and modifying the necessary steps to achieve success.

The Board will undertake the following initiatives this year:

1. *Review and finalize the strategic plan.*
2. *Review and update relevant Policies and Procedures*
3. *Set operational goals and develop annual work plans*
4. *Develop a service plan to address Council governance issues (e.g. Succession planning, litigation risk).*

APPENDICES

APPENDIX I

Definitions:

In this document words and terms are defined as follows:

“**Board**” means the Council Board of Directors

“**Council**” means the Woodlot Product Development Council

“**Director**” means a director of the Council

“**Executive**” means the President, Vice President and Treasurer of the board.

“**Federation**” means the Federation of British Columbia Woodlot Associations

“**Goal**” means the strategic level objective, result or achievement to which resources and effort will be directed.

“**Levy**” means a levy established by Council under Section 4(1) of the Farming and Fishing Industries Development Act.

“**Mission Statement**” defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its vision.

“**Small-scale forestry**” is considered non-industrial forestry operations and in BC is typically carried out by woodlot licensees, woodlot owners, Indian Bands and municipalities.

“**Strategic Plan**” is a combination of the goals for which the organization is striving to achieve and the strategies it intends to employ to achieve the stated goal. A strategy is sometimes called a roadmap.

“**Vision**” outlines what the organization wants to be or how it wants the world in which it operates to be viewed by the world. It is a long-term view and concentrates on the future.

“**Woodlot Industry**” means the collection of the business processes necessary to ensure the operation of a woodlot licence.

“**Woodlot Licence**” means a woodlot licence entered into under the Forest Act.

“**Woodlot Licensee**” means a holder of a woodlot licence.

APPENDIX II

Purposes of the Woodlot Product Development Council¹

The primary purpose of the Council shall be to benefit and promote the woodlot industry throughout the province of British Columbia. With funds collected through the powers granted to the Council under the Farming and Fishing Industries Development ACT, the Council will:

- 1) Promote a positive image of the woodlot industry and its products.
- 2) Educate the general public and buyers about the benefits of BC Woodlots and small-scale woodlot management.
- 3) Initiate and support research programs for the development and enhancement of the woodlot industry in the province.

¹ As stated in the “Final Development Plan for the British Columbia Woodlot Product Development Council” dated February 10, 1997.

APPENDIX III

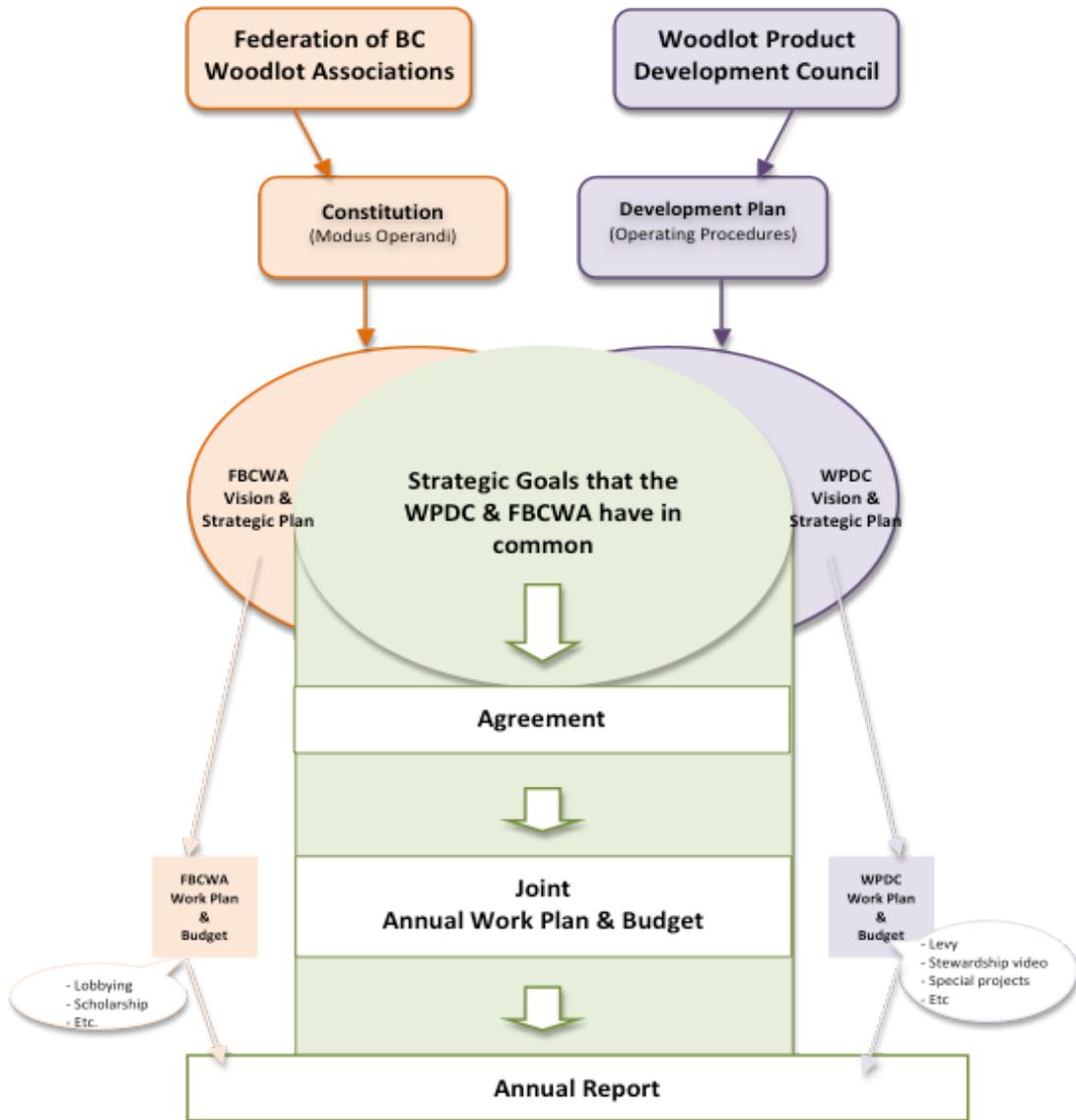
Purposes of the Federation of BC Woodlot Associations²

- (a) To promote wise and sustainable stewardship of private forest land and Woodlot Licenses throughout British Columbia so that the optimum benefits are realized from them by the citizens of British Columbia and, ultimately, the citizens of the world over the long term.
- (b) To facilitate and promote communications exchange between Woodland and Woodlot Associations and other individuals and groups interested in wise and sustainable stewardship of forestland.
- (c) To respond to concerns that could affect government policies that relate to private woodlands and woodlot licenses.
- (d) To prepare position papers on the opinions and concerns of forest owners and woodlot licensees.
- (e) To initiate, where appropriate, lobbying activities to promote the interests of forest owners, woodlot licensees and the citizens of British Columbia.
- (f) As appropriate, to provide advice to both existing and newly formed associations and encourage the formation of new associations.
- (g) To promote and/or provide extension services and to publicize educational activities to forest owners, woodlot licensees, educational groups and institutions, other organizations and the general public.
- (h) To communicate inter-provincially and internationally with various levels of government and other organizations representing constituencies similar to those of the Federation.
- (i) To promote the establishment and development of Woodlot Licenses and the practice of Small-scale forestry in British Columbia, and other jurisdictions as appropriate, so that the best interests of British Columbians and, ultimately all members of the world society, are best served.

² Excerpted from the FBCWA Constitution, October 15, 1999.

APPENDIX IV

Business Relationship between the Federation of BC Woodlot Associations and the Woodlot Product Development Council.



APPENDIX V

WPDC Current Strengths, Weaknesses, Opportunities and Threats

(last updated February 2008)

Strengths

- A good working relationship with the FBCWA
- Strong financial management
- Excellent paid “staff”
- Good relationship with MoF
- Currently meeting goals 1&2
- Membership Support
- Annual Feedback (i.e. Questionnaire)
- Volunteers
- Expertise of members
- Diversity of woodlot licensees/membership to draw from
- Holistic understanding of woodlot licence phases.

Opportunities

- Existing funds/programs to support goals
- Potential Area-based tenures (Post MPB)
- Political shift to innovation
- Changing forest economy (majors don't respond quickly)
- Collaboration with other industry groups
- Diversity of membership
- Consistent Positive Brand (Family Forestry, Public Goodwill)
- Urban/Rural Divide/Buffer
- Non-traditional Product Services (agroforestry, tourism, ecological management, “silvi-tourism”, fund management
- Co-op Ventures/ Economies of scale
- Fee for service; Extension to non-woodlot licensees
- Sequestering Carbon

Weaknesses

- Lack of training for new directors
- Difficulty to recruit new directors
- Link/fit between objectives and program staff (room for improvement in goal #3)
- Timely recognition/reluctance to use professional support (i.e. auditor/accounting)
- Mentoring /Succession (fear of losing institutional memory)
- Lack of adaptive planning
- Lack of strategic alliances
- Internal communication

Threats

- Diminishing Revenue
- Political and Bureaucrats Bias against new woodlots in favour of larger tenures or Community Forests
- Crown Resources over-allocated
- Climate Change, Forest Health, Future Forest Ecosystem
- Urban/Rural divide
- Independence of membership
- Public Perception / Apathy
- Some woodlot licensees lack skills & knowledge
- Renegade licensees creates problem for whole industry
- Aging population, lack of new recruitment
- Stagflation
- Regulatory Environment
- Litigation risk
- Downloading of responsibilities
- Reduced government support staff