



*Strategic Plan*

2018-2023

Adopted May 31, 2018

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## 1. EXECUTIVE SUMMARY

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 Woodlot Product Development Council (WPDC) was a culmination of five years of hard work by woodlot licensees and government staff around British Columbia. The “Final Development Plan for the British Columbia Woodlot Product Development Council” prepared in February 1997 was, and continues to be, the guiding document for the establishment of the Council.

The WPDC is now accountable to 860 woodlot licensee members and is governed by a Board of Directors elected by the members. The Board consists of seven woodlot licensees representing regional areas of the province who volunteer their time for a two-year term.

Forest health, wildfires, resource management expectations, government policy, product markets and climate change are some of the issues that currently impact the management of BC woodlots.

This document will act as the third (3<sup>rd</sup>) strategic plan to guide the WPDC through the challenges that may occur and replaces the second (2<sup>nd</sup>) plan approved in 2013. The time frame for this Strategic Plan is for five years, effective from 2018 to 2023. The plan will ensure that the WPDC’s previously established purposes and goals remain appropriate to support our members in the long term and establish a vision to direct the WPDC’s work to benefit and promote the woodlot industry throughout BC. The plan acknowledges that the WPDC has a responsibility to ensure funding originating from the woodlot levy is prudently managed and used only for work and activities consistent with WPDC purposes. The plan recognizes the key business relationship where the Federation of British Columbia Woodlot Associations (FBCWA) is the central vehicle for delivery of programs to meet WPDC objectives, and support for services to all woodlot licensees consistent with the purposes of the WPDC.

## 2. ORGANIZATIONAL MANDATE

The WPDC Board administers a fund derived from the levy of \$0.25/m<sup>3</sup> Allowable Annual Cut on Crown timber collected from each woodlot licensee through the powers granted to the WPDC under the Farming and Fishing Industries Development Act (FFIDA).

All registered BC woodlot licensee holders are members of the WPDC.

The levy can not be used to lobby the government or to fund basic obligations of the woodlot licence tenure.

## 3. VISION AND MISSION STATEMENT

### Vision

The resources of the Woodlot Product Development Council will be used to promote sustainable, small-scale resource management on British Columbia’s woodlot tenures.

### Mission

The primary mission of the Woodlot Product Development Council will be to benefit and promote the woodlot industry throughout the province of British Columbia.

## 4. STRATEGIC PLAN

The Strategic Plan lists the goals of the WPDC and the strategies it intends to employ to achieve those goals. The strategic goals of the WPDC are identified within the context of three tests:

- firstly, that the goal is within the mandate of the organization;
- secondly, that the goal is a strategic direction and not an operational function; and
- thirdly, that the goal will address the strengths, weaknesses, opportunities and threats identified by the WPDC.

### **Strategic Goal A:**

**The levy collected from woodlot licensees under the FFIDA will be managed by the Board to promote a positive image of the woodlot industry, its products and its services.**

#### **Strategies:**

1. Be the recognized leader in sustainable, small-scale forest management.
2. Have an excellent working relationship with primary partners (e.g., FBCWA, Ministry of Forests, Lands, Natural Resource Operations & Rural Development, Community Forests and First Nations Tenure Holders).
3. Develop strong relationships with primary partners and collaborate on issues that affect area-based tenures.
4. Maintain a high level of support from stakeholders.

### **Strategic Goal B:**

**The levy collected from woodlot licensees under FFIDA will be managed by the Board to provide relevant information to the general public and buyers about the benefits of BC Woodlots and small-scale woodlot management.**

#### **Strategies**

1. Promote and support woodlot education for licensees.
2. Provide relevant information to government, public, buyers, students and local communities.
3. Assist woodlot licensees in promoting small-scale woodlot management at provincial, regional and local levels.

### **Strategic Goal C:**

**The levy collected from woodlot licensees under FFIDA will be managed by the Board to initiate and/or support research programs for the development and enhancement of BC's woodlot industry.**

#### **Strategies**

1. Increase the range of products and services from woodlots and recognize the impact of changing climate, policy and other tenure best management practices.
2. Increase licensee understanding and knowledge of the woodlot industry including markets and marketing.

### **Strategic Goal D:**

**The levy collected from woodlot licensees under FFIDA will be managed by the Board to initiate and/or support extension services for the development and enhancement of BC's woodlot industry.**

### **Strategies**

1. Enhance members business planning and forest management skills.
2. Enhance members management capacity.

### **Strategic Goal E:**

**Establish and maintain a strong business relationship with the Federation of British Columbia Woodlot Associations (FBCWA).**

### **Strategies**

1. Work collaboratively with the FBCWA in the best interest of woodlot licensees.
2. Operate under a contractual agreement with the FBCWA whereby the Federation is the central vehicle for delivery of programs in support of the purposes of the WPDC as stated in the “Final Development Plan for the British Columbia Woodlot Product Development Council” dated February 10, 1997.
3. Collaborate with the FBCWA for implementation of an annual work plan and budget that is consistent with the WPDC’s purposes and strategic goals and addresses woodlot licensees’ priorities.

### **Strategic Goal F:**

**Maintain strong governance and a functioning Board of Directors that works to achieve the WPDC’s stated purposes.**

### **Strategies**

1. Recognize its fiduciary responsibilities of the WPDC to the membership.
2. Recruit, train and mentor Directors who are qualified and have the necessary skills to deliver the quality of governance required to meet the WPDC’s purposes.
3. Provide governance training to the Directors to promote and maintain high levels of governance within the Board.

### **Strategic Goal G:**

**Manage an investment fund that provides revenue in excess of the annual levy revenue collected to fund projects that benefit woodlot licensees.**

### **Strategies**

1. Maintain an investment account balance within a range determined by the Board in consultation with the members.
2. Use revenue generated from the investment account to fund projects that benefit members: provincial projects will have the highest priority followed in priority by regional and local projects.
3. Be proactive in soliciting, creating and implementing projects that benefit our members in accordance with established priorities.

## **5. ACCOMPLISHING THE WPDC’S STRATEGIC GOALS**

The WPDC strategic goals and strategies will be achieved primarily through the contractual business agreement with the FBCWA.

Under the terms of the agreement, Council funding may only be used to support activities that are consistent with the goals and strategies contained in this plan which align with WPDC purposes as stated in the original 1997 Final Development Plan.

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

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

At a mid-year meeting held in conjunction with the Federation of British Columbia Woodlot Associations, WPDC Directors will review progress, consider new developments, or amend the annual work plan as and when necessary.

Lastly, every five (5) years or sooner if needed, the Board will review and update its Vision, Mission and Strategic Plan.

## **6. NEXT STEPS AND KEY INITIATIVES**

The process of strategic planning is about defining strategic priorities for the term of the Plan. This 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 steps necessary to achieve success of the Plan goals.

The Board will undertake the following initiatives in year 1-5 of the plan:

1. *Review and finalize the current 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 WPDC governance issues (e.g. Succession planning, investment fund management).*

In year 5 the Board will revise the strategic plan for the subsequent 5-year period.

## 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 (WPDC)

**“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 (FBCWA)

**“Final Development Plan”** means the original plan developed in 1997 by the Woodlot Product Development Council Committee and submitted to the Ministry of Agriculture as part of the requirement to establish the Woodlot Product Development Council.

**“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, Community Forests 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 to be viewed by key stakeholders. 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 registered holder of a British Columbia woodlot licence.

## **APPENDIX II**

### **Purposes of the Woodlot Product Development Council<sup>1</sup>**

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.

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<sup>1</sup> 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 Associations<sup>2</sup>

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.

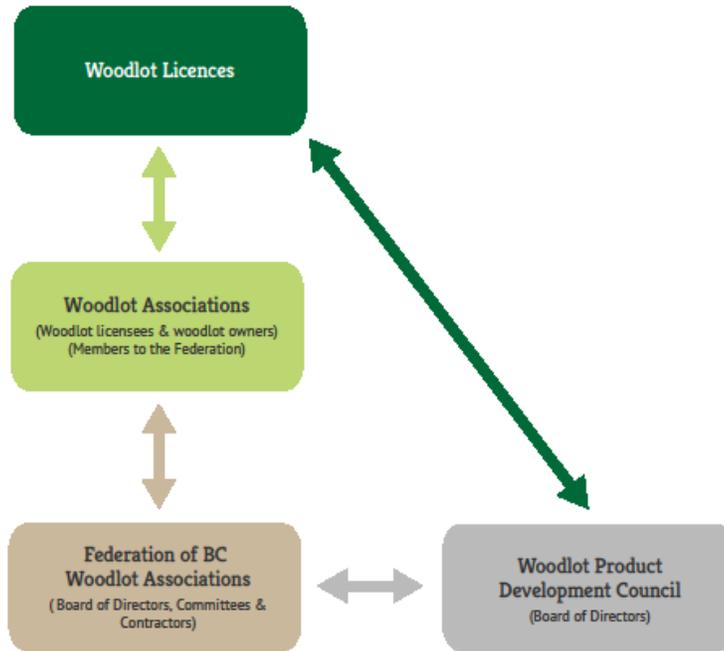
- (a) To facilitate and promote communications exchange between Woodland and Woodlot Associations and other individuals and groups interested in wise and sustainable stewardship of forestland.
- (b) To respond to concerns that could affect government policies that relate to private woodlands and woodlot licenses.
- (c) To prepare position papers on the opinions and concerns of forest owners and woodlot licensees.
- (d) To initiate, where appropriate, lobbying activities to promote the interests of forest owners, woodlot licensees and the citizens of British Columbia.
- (e) As appropriate, to provide advice to both existing and newly formed associations and encourage the formation of new associations.
- (f) 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.
- (g) To communicate inter-provincially and internationally with various levels of government and other organizations representing constituencies similar to those of the Federation.
- (h) 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.

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<sup>2</sup> 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**

#### **Strengths**

- A good working relationship with the FBCWA
- Strong financial management
- Surplus funds
- Long term competent coordinator with strong WPDC institutional knowledge
- Good relationship with FLNRORD
- Currently meeting strategic goal A& B
- Broad membership support
- Consistent annual feedback (i.e. Questionnaire)
- Well-functioning Volunteer Board
- Diverse expertise of members
- Understanding of woodlot licence phases
- Good communication between Board of Directors and coordinator; email circulation of information, discussions on teleconferences and face-to-face meeting participation
- Ongoing policy reviews by current Board promotes consistency, organizational evolution, allows mentoring for new Directors and ensures corporate memory.
- Effective annual review of board performance

#### **Weaknesses**

- Lack of training for new directors; need more than orientation binder
- Difficulty to recruit new directors
- Link/fit between objectives and program (room for improvement in goal #C)
- Membership participation and support

#### **Opportunities**

- Large surplus of existing funds to enhance and implement program goals
- Expansion of woodlot licence program
- Continual political desire for innovation
- Adaptability to changing forest economy
- Collaboration with other industry groups
- Diversity of membership
- Recruitment of younger members
- Consistent Positive Brand (Family Forestry, Public Goodwill)
- Explore urban/rural interactions in context of forest management, allocation of resources, wildfire management, comprehensive land use planning
- Non-traditional Product Services (agroforestry, tourism, ecological management)
- Fund management
- Co-op Ventures/ Economies of scale
- Sequestering Carbon

## Threats

- Lack of ability to accurately forecast levy refund requests.
- Political and bureaucratic bias against new woodlots in favour of larger tenures or Community Forests; differences in opinion on training needs for members.
- Crown timber tenure resources over-allocated
- Climate change, forest health, future forest ecosystem, wildfires
- Independent-minded membership
- Concentration of woodlots into corporate entities
- Lack of skills, knowledge and capacity of some woodlot licensees
- A few poor performing licensees creates problems for the whole industry
- Aging population, lack of new licensee recruitment
- Regulatory Environment
- Litigation risk
- Downloading of responsibilities from FLNRORD increases training and support needs for members
- Reduced and/or inexperienced government support staff may contribute to potentially uninformed licensees lacking certain skills and knowledge.