



BUSINESS PLAN 2011 – 2012

Approved by CAPFT Council on January 14, 2011

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EXECUTIVE SUMMARY

The College of Alberta Professional Forest Technologists (CAPFT) 2011/12 Business Plan outlines the strategic and operational priorities for a two year period.

Our four strategic priorities can be categorized within three main themes. First is the sustainability and continued viability of CAPFT. By informing our members of the issues and engaging members in discussions, we will identify opportunities for growth. Second is managing relationships and cooperative initiatives with the Alberta government, industry and other colleges to promote how regulated professionals can add value and benefits to land and forest management by working together. Third is to respond to current events such as the labour mobility agreements being ratified between provinces that impact upon our membership review and acceptance practices (including potential labour mobility agreements between Canada and the European Nation).

Our six operational priorities also have three main themes. First is CAPFT's responsibility for due diligence in fiduciary and governance responsibilities. The finances of the college are a challenge because of stagnant membership numbers, increasing costs and current events that we must respond to. Governing our regulated practice resulted in the delinquent member program designed in 2010, which will be formalized in 2011 as an annual program. Second is our desire to increase the value and benefit to our members through delivering a high quality annual general meeting and facilitating interesting, timely and relevant technical sessions in support of maintaining our member competency standards. We are pursuing means to better prepare incoming council members through mentorship and by increasing the opportunities for members to participate in college initiatives through task teams. Task teams require shorter volunteer time commitments and enable members to directly participate in college initiatives matched by their interest, skill and time availability. Third is the need to increase the participation of Northern Alberta Institute of Technology (NAIT) Forest Technology students and graduates in CAPFT. Student applications are low compared to graduate numbers and efforts will be focused on increasing student membership and their engagement in the college.

Business plan results will be reported on annually.

VISION AND MISSION

Our Vision:

"forested land management by professionals who care"

Our Mission:

"the College of Alberta Professional Forest Technologists will promote the professional management of all forested land in the province of Alberta"

We achieve our mission through:

- promoting, encouraging and affecting the continuing education of our members;
- participating in the key forestry committees that are governing the direction of the education of future forest technologists (NAIT Advisory Committee);
- continuing education of practicing forest technologists through the Alberta Advanced Forest Management Institute;
- presenting a strong and unified voice for the pursuit of professional conduct and ethics within the technical field of forestry;
- promoting and affording the opportunity for member interaction and technology transfer activities; and
- recognition by the public that our members are part of an organization that take their responsibility as stewards of Alberta's crown forests seriously enough to be accountable to their peers and the public for their actions.

ETHICS

The College of Alberta Professional Forest Technologists code of ethics is a set of guiding principles through which each member strives to raise the standards of themselves and other college members thereby improving the competency, dignity and prestige of the practice of forestry. Members recognize that they have duties to each other, the public, their employer/client and themselves and that in carrying out those duties their work will be conducted in the spirit of integrity, courtesy, honesty, fairness and good faith.

A. Duties of College Members

- i. In all aspects of their work, regard as their primary responsibility the maintenance of the integrity of the forest resource and perpetuate its productive capacity and values to society.
- ii. Perform their work in a spirit of integrity and courtesy, and conduct themselves towards others and college members with honesty, fairness and good faith.
- iii. Undertake only work that they are competent to perform by virtue of their training and experience.
- iv. Share the lessons of their experience with other college members.
- v. Make a personal commitment to a process of continuing education to keep current in the skills and knowledge necessary to perform their duties and responsibilities.
- vi. Maintain professional responsibility to the public, their employer, their clients, the college, and the practice of forestry.

B. Duties to the Public

- i. Have proper regard in all their work for the safety, health and welfare of the public.
- ii. Promote opportunities to contribute to public understanding of matters related to the practice of forestry.
- iii. Sign only those documents, plans, reports, maps and specifications prepared personally or produced under their direction, supervision or review.
- iv. Give consideration and/or recognition for assistance, methods, facts or opinions provided by the public and special interest groups.
- v. Be prepared to express opinions on forestry matters only on the basis of knowledge, skill, experience, and honest conviction, and refute untrue, biased or exaggerated statements.

C. Duties to an Employer or Client

- i. Act for their employer or client in a conscientious, diligent, and efficient manner.
- ii. Provide professional services in the best interests of each employer or client and not disclose confidential information without the consent of the employer or client, or except as required to do so by law.
- iii. Not undertake any assignment which may create conflict of interest with their employer or client without the full knowledge of the employer or client.
- iv. Advise their employer or client of the consequences of any contemplated course of action which, in their opinion, is not based sound forestry practices.

ORGANIZATION

The College of Alberta Professional Forest Technologists (CAPFT) is lead by a Council who manage the governance and fiduciary responsibilities of the college:

| Position | Incumbent (as of January 1, 2011) |
|--|--|
| President | Butch Shenfield |
| Past president | Jed Begin |
| Vice President | Mike Poscente |
| Finance Director | Derek Fisher |
| Membership Director | Cindy Schmidt |
| Communications Director | Wes Baker |
| Hearings Director | Mike Benedictson |
| Canadian Forestry Institute (CIF) Representative | Barb de Groot |
| Public Member | Edgar Koehler |
| Public Member | Trevor Pratt |
| Public Member | Honey Pell |
| Exam Director | Farrah Terpstra |
| Competence Director | Pat Gallupe |
| Complaints Director | Norm Begin |
| NAIT Advisory | Jarret Whitbread |

CAPFT has two employees, Barb de Groot, Registrar/Executive Director and Fran Appleyard, Executive Assistant. Office space and resources are shared in cooperation with the College of Alberta Professional Foresters.

STRATEGIC PRIORITIES 2011 – 2012

| | Value | Objective(s) | Indicator | Target |
|---|---|--|---|--|
| 1 | An engaged CAPFT Council and Membership in discussions regarding the college's sustainability, including growth and increasing the value provided to the public | <ul style="list-style-type: none"> • Scope out drivers and needs and present the information to Council for added discussion • Developed actions • A presentation to the members | Development of key actions by Council with presentation to the members at the 2011 AGM for discussion and feedback | 2011 develop strategic direction with presentation and input from membership at the 2011 AGM |
| 2 | Realize the solidification of a structured and ongoing communication process between CAPF and CAPFT | <ul style="list-style-type: none"> • Participate in the scheduled meetings • Schedule dates for future meetings • Draft protocol of expectations and frequency of communication | <ul style="list-style-type: none"> • Gauge interest with both colleges • draft protocol • Scheduled meetings | An established CAPF/CAPFT communications process |
| 3 | CAPFT is well known in a positive manner in public, private industry, consulting, and government | <ul style="list-style-type: none"> • Promote through variety of methods, including members, media, face to face opportunities • Network with potential supporters, groups • Positive relationship with CAPF, JEPP members, related colleges and professionals • Positive network with schools, educational institutions • Promote within the College's Ministry -- Employment and Immigration | <ul style="list-style-type: none"> • Increased list of network groups identified • Genuine support for other groups • Reciprocal support from other groups | Increased network group from year to year Get the 'best bang' for our promotional and support dollars |
| 4 | Design and implement a process for accepting qualified members from outside Alberta | <ul style="list-style-type: none"> • Clear understanding of New West Partnership (TILMA) • Clear rules for acceptance into Alberta, supported by government | <ul style="list-style-type: none"> • Ability for newcomers, members, and Council to understand process • Process on CAPFT website (with any pertinent links) | Members, Council, Executive, Registrar, Support Staff all comfortable with process by spring 2011 |

OPERATIONAL PRIORITIES 2011 – 2012

| | <i>Value</i> | <i>Objective(s)</i> | <i>Indicator</i> | <i>Target</i> |
|---|---|---|--|--|
| 1 | Balanced budget and sound financial management | <ul style="list-style-type: none"> • Monitor and evaluate the financial business of college • Communicate with CAPFT finance committee on a quarterly basis • Report to Council the financial business of college, and any efficiencies or savings that can be provided thereof. • Prepare annual budget with CAPFT finance committee. • Sign cheques when needed for day to day business of college | <ul style="list-style-type: none"> • Quarterly budget reviews • Finance Committee prepared annual budget | Balanced budget and sound financial practices presented to Council and members for acceptance at the 2011 CAPFT AGM |
| 2 | A well-managed Delinquent Member (DM) program The DM Task Force sort out its current DM list, taking legal action if required | <ul style="list-style-type: none"> • Clean up the current DM list until completion • Continue with an established and proven process with the next round of members who become cancelled • Develop a DM Task Force lead by executive member • Take legal action if required | All DM list dealt with, new list generated | Zero DM's |
| 3 | Hold a 2011 AGM to rival the success of last years | Greater participation on this year's AGM committee by Council members and members | <ul style="list-style-type: none"> • Assist in planning AGM, find relative speakers, deliver AGM, record feedback, support services | An even better AGM <ul style="list-style-type: none"> • Satisfaction Survey with a comment section • A 5% increase in attendance above last year |
| 4 | Competitive choices for Council and Executive elections at AGM's | <ul style="list-style-type: none"> • Promote participation for elected, support and committee positions throughout the year • Develop mentorship with support and committee positions to help prepare future candidates • Involve members through the use of task teams | <ul style="list-style-type: none"> • More volunteer participation by more members • Voting for positions rather than acclaimed positions | Objectives and indicators realized by AGM 2011 <ul style="list-style-type: none"> • Minimum one competition • Optimum all positions have more than one candidate |

| | <i>Value</i> | <i>Objective(s)</i> | <i>Indicator</i> | <i>Target</i> |
|---|---|--|--|--|
| 5 | Increasing professional exam participation. | <ul style="list-style-type: none"> • More members writing. • More volunteer participants in exam composition | <ul style="list-style-type: none"> • Percentage of new members versus writing members | <ul style="list-style-type: none"> • Two sessions per year • Higher exam success rate with 80% or greater pass rate annually |
| 6 | Increasing student application & registration | <ul style="list-style-type: none"> • Increased NAIT Rep and Committee involvement | <ul style="list-style-type: none"> • Sponsorship of student dues | <ul style="list-style-type: none"> • 80% of the NAIT student registration annually |

2011 BUDGET

The 2011 Budget was approved at the December 6, 2010 CAPFT Council meeting.

REVENUE

MEMBERSHIP DUES

| | | |
|------------------------------|------------|-------------------|
| Membership Dues 2010 | 218,850.00 | |
| Assessment Fees | 200.00 | |
| Reinstatement Fees | 750.00 | |
| Application Fee | 500.00 | |
| TOTAL MEMBERSHIP DUES | | 220,300.00 |

OTHER INCOME

| | | |
|---------------------------|-----------|------------------|
| Misc. Income | 500.00 | |
| AGM Revenue | 15,000.00 | |
| AGM Donations | 1,000.00 | |
| Interest Earned | 1,000.00 | |
| Advertising Revenue | 5,000.00 | |
| TOTAL OTHER INCOME | | 22,500.00 |

| | | |
|----------------------|--|-------------------|
| TOTAL REVENUE | | 242,800.00 |
|----------------------|--|-------------------|

EXPENSE

COMMUNICATION EXPENSE

| | | |
|------------------------------------|----------|-----------------|
| Trade Shows/Schools | 1,500.00 | |
| Adv/Promo/Donations | 2,000.00 | |
| Communications | 4,000.00 | |
| TOTAL COMMUNICATION EXPENSE | | 7,500.00 |

OFFICE EXPENSES

| | | |
|-----------------------------|-----------|------------------|
| Capital Assets Expense | 3,000.00 | |
| Janitorial | 800.00 | |
| Insurance Expense | 5,000.00 | |
| Office Expense | 6,000.00 | |
| Photocopier/Printer Expense | 3,500.00 | |
| Postage/Courier Exp | 2,000.00 | |
| Rent Expense | 16,000.00 | |
| Security System | 381.00 | |
| Telephone /Internet/Fax | 5,000.00 | |
| Training Courses | 2,500.00 | |
| TOTAL OFFICE EXPENSE | | 44,181.00 |

| | |
|-------------------------------|-------------------|
| MEETINGS | |
| AGM Expenses | 18,000.00 |
| CIF Conference | 3,000.00 |
| Membership Committee Expense | 500.00 |
| Competence Committee Expenses | 3,000.00 |
| Travel Expense | 6,000.00 |
| TOTAL MEETINGS | 30,500.00 |
| BANK | |
| Bank Charges & Interest | 500.00 |
| Visa Charges | 300.00 |
| MasterCard Charges | 300.00 |
| TOTAL BANK | 1,100.00 |
| EMPLOYMENT EXPENSE | |
| Wages and Benefits | 118,000.00 |
| TOTAL EMPLOYMENT | 118,000.00 |
| MISCELLANEOUS | |
| Assessment Fee | 400.00 |
| Awards | 1,600.00 |
| Exam Costs | 4,000.00 |
| Membership Fees | 500.00 |
| Professional Seals | 750.00 |
| Professional Expense | 8,000.00 |
| Achievement Award | 350.00 |
| Revenue To Contingency Fund | 4,300.00 |
| Total Management System | 25,000.00 |
| TOTAL MISCELLANEOUS | 44,900.00 |
| TOTAL EXPENSE | 246,181.00 |
| TOTAL INCOME | 242,800.00 |
| NET INCOME | (3,381.00) |

The 2011 budget was approved by the CAPFT Council on December 6, 2011 with a projected deficit of \$3,381.00. The intent of the CAPFT Council is to manage expenditures towards a balanced budget in 2011; however, the budget includes expenses related to the implementation of the New West Agreement related to labour mobility that are above normal annual operating costs and are difficult to estimate accurately because of the uncertainty of implementation.

CLOSELY WATCHED ISSUES

There has been unprecedented industrial development on Alberta's forested landscape over the last decade. Impacts of the development and concern about forest sustainability attracted the attention of special interest groups, key stakeholders and the public.

Population increases and greater affluence of Albertans because of the strong economy increased the public use of Alberta's forested land, leading to concerns over recreational use environmental impacts and conflicts over the values and benefits that forests provide to Albertans.

The Alberta government undertook initiatives to manage the pressures on Alberta's forested landscape by:

- Implementing the regional planning process of the Landuse Framework that will establish regional targets and thresholds for the management of Alberta's resources, including cumulative effects monitoring.
- Implementing a new Land Stewardship Act that supports the implementation of the Landuse Framework inclusive of the use of market based instruments as a management tool.
- Revisions to the Public Lands Act and Forests Act that increases penalties for violators and authorizes new tools and authorities for public land management.
- Implementing an enhanced application process for public land dispositions that place more emphasis on the applicant to demonstrate integrated planning in their development application.

In addition to the above land management initiatives, the Alberta government also signed onto the New West Partnership Agreement (previously TILMA) that promotes free movement of forest practitioners (and other professionals) between British Columbia, Alberta and Saskatchewan.

Our College closely watched the following issues to determine where we may need to implement strategies to ensure Alberta's forested land is management in the best interests of Albertan's and in a sustainable manner.

- Implementation of approved regional plans (the Lower Athabasca Regional Plan is expected to be approved in June 2011) to determine opportunities for the college to participate in developing practice standards including professional sign-off.
- Implementation of the enhanced application process for public land dispositions to determine where the College could add value through professional sign-off.
- Volume of interprovincial migration of forest practitioners (under the TILMA agreement) to understand the impact on our College membership.

CORE ACTIVITIES

Core activities are routine, day to day activities associated with operating the business of the college. The core activities are important in order to maintain the services the College provides to its members and ultimately the public. The core activities below are reflected in our staff performance agreements and guide the scope of activities for the College.

REGULATE PRACTICE

- **Registration**
 - **Directory:** Ensure the public has access to relevant, up-to-date information on the Members.
 - **Privacy:** Ensure proper balance is maintained between the public's right to information and the Member's right to privacy.
 - **Licences:** Ensure the public interest is protected by licensing only properly qualified individuals. Ensure that applicants are handled fairly, in an efficient and courteous manner and that there are no unnecessary barriers to licensure.
- **Compliance**
 - Work toward achieving 100% compliance with the licensing and right to title provisions of the Act.
- **Complaints**
 - **Investigation:** Ensure complaints and subsequent investigations are handled fairly and in a timely manner.
 - **Discipline:** fair and timely decisions regarding allegations of unskilled practice and unprofessional conduct arising from complaints against Members.
 - **Appeal:** Ensure appeal hearings are handled fairly and in a timely manner.
- **Practice Review**
 - Assessment of individual Member's competence and continuing right to practice.
- **Practice Standards**
 - Appropriate standards concerning professional practice and ethics are available to Members of the public.

PROFESSIONAL LEADERSHIP

- **Governance**
 - The College is well governed.
 - The College performs to the highest standards of the Professions.
- **Government Relations**
 - Maintain the privilege of self-governance by ensuring that the Provincial government is satisfied that the Regulated Forestry Professionals Act is being properly administered and has confidence in CAPFT, and considers CAPFT as a partner.

- **Advocacy**
 - Provide informed, balanced discussion on professional issues and technical issues affecting the College and react to issues that impact the credibility and reputation of the professions.
 - Inform the public what the professions do on their behalf and what they stand for.

MEMBERSHIP SUPPORT

- **Practice Standards**
 - To assist members with the practice of their professions.
- **Professional Development**
 - A high percentage of Alberta NAIT students in Forest Technology are engaged as members in CAPFT.
 - Enhance the competence of Members and facilitate their ability to meet continued competency development programs.
- **Members Services**
 - Enhance the value of membership through the provision of services consistent with member needs and Council's guidelines.
- **Image**
 - Members have positive image of themselves, their profession and CAPFT and are more inclined to become engaged.
- **Member Accomplishments**
 - Build pride in the professions and the accomplishments of its members.
- **Value of Professional Licence**
 - Members and potential members recognize tangible value of and are proud of their professional licence.

PROVIDE RESOURCES NEEDED

- **Employees**
 - Ensure the right employees are in place with the right skills and that we have adequate human resource policies in place to recruit, motivate, retain and reward them.
- **Volunteers**
 - Ensure we have volunteers with the appropriate skills and time and that we have the right policies in place to recruit, motivate. Retain and reward them.
- **Information Technology**
 - Facilitate the management of the college, enable a positive e-business relationship with members and project the image of being technologically progressive.
- **Facilities and Equipment**

- Provide working space and equipment conducive to our business supporting the attraction and retention of employees, enabling effective and efficient operations, projecting the appropriate image for the profession and allow for growth.
- **Accounting, Financing and Management Reporting**
 - Ensure that the college appropriately manages its financial affairs to facilitate its goals and member services.
- **Communications**
 - Manage the tools that enable staff and Council to communicate and consult with Members on issues of importance in a timely manner.
 - Provide strategic and tactical communications counsel and support for activities and the delivery of programs.