



Association of Alberta
Forest Management Professionals



2021 - 2026

STRATEGIC PLAN

Introduction

Strategic planning provides organizations continuity and structure in making responsible decisions in the delivery of programs and services.

This strategic plan addresses the 2021-2026 operational period. The strategic plan is reviewed and progress charted on an annual basis. It is a living document and is adjusted annually to reflect progress made and internal and external situational changes.

The organizational vision has been defined as: Protecting the public interest of Albertans by continually advancing the regulation of the practice of forestry.

The organizational mission has been defined as: Establish and enforce the standards of practice, registration and continuing competence of forestry professionals in Alberta to protect the public interest.

The strategic goals of AAFMP are to:

- Demonstrate self-reliance
- Maintain professional standards
- Work collaboratively
- Communicate and engage





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Strategic Plan Summary

STRATEGIC INITIATIVES



- Demonstrate self-reliance
- Maintain Professional Standards
- Work collaboratively
- Communicate & Engage



VISION

Protecting the public interest of Albertans by continually advancing the regulation of the practice of forestry.



MISSION

Establish and enforce the standards of practice, registration, and continuing competence of forestry professionals in Alberta to protect the public interest.



What is Strategic Planning

The strategic planning lifecycle is cyclic in nature as Council is continuously engaged in the planning and oversight of the organization.

One of the challenges faced by non-profit organizations is when staff and the governing Council change. With each change, there is potential for a shift in direction to the organization which can cause frustration and disengagement.

Strategic planning is a systematic process to define the strategies and priorities for a set period. The process results in a formal plan or roadmap which is a tool that the governing Council and staff use to guide and align organizational activities to achieve defined goals. The cyclical nature of the strategic planning process creates an opportunity for engagement of new Council members and staff and establishes continuity in the organization.

The key elements of strategic planning are defining the **values, vision, mission** and **strategic** and **tactical initiatives**.

It is the responsibility of the Council to put the plan into action by engaging committees and staff to complete activities to achieve the large strategic and tactical goals. Throughout the annual cycle, the Council must continuously review the strategic plan. Council meetings should be structured to strictly reflect areas of the plan and governance of the organization.

Role of Professional Regulatory Organizations

Professional regulation can be thought of as a form of consumer protection. Self-regulation is based on the concept of an occupational group entering into an agreement with the government to formally regulate the activities of its registrants. As a condition of delegation of such regulatory powers, the governing or regulatory body is required to apply such powers in a manner that is guided by the public interest.

The essential characteristics of self-regulating professions were established as featuring:

- A unique combination of knowledge and skills;
- A commitment to duty above self-interest or personal gain;
- Independence from external interference in the affairs of the profession (self-governance).



The concept of defining a profession carries with it the recognition and understanding of the following fundamental principles and responsibilities:

- A profession's knowledge, skill and judgement are accepted by the public on trust;
- A profession has an obligation to the public to render services in the public interest;
- A profession and its registrants are bound by a minimum code of ethics, behaviour and standards of practice that governs relationships with clients, other registrants and the public;
- A profession is entrusted with the responsibility to regulate its registrants;
- Professionals are accountable for their own actions, the actions of those they supervise and the practice of the profession in general.



Organization Overview

The Association of Alberta Forest Management Professionals (AAFMP) was formed as an amalgamation between the College of Alberta Professional Foresters ("CAPF") and the College of Alberta Professional Forest Technologists ("CAPFT") on July 1, 2019.

AAFMP is a not-for-profit organization governed by the Regulated Forest Management Professional Act in the Province of Alberta.

The purpose of the Association is to protect and serve the public interest by regulating the practice of the profession through the registration of professional foresters and forest technologists in the province of Alberta.

With the merger, AAFMP shifted from an operational governance to a policy governance model. This has meant clearly defining the role of the Council and formally delegating authority to the Executive Director to manage the business affairs of AAFMP. The organizational governance of AAFMP (including a clear demarcation of Council and senior management responsibilities) is defined in bylaws and policy. The Council's role is to set and monitor the strategic direction, approve policies for governance and oversee the execution of the legislated responsibilities of AAFMP. It is the Executive Director's role to execute and monitor day-to-day organizational activities to fulfill the strategic plan.





AAFMP Mandate

As defined in the Regulated Forest Management Profession Act, the Association must:

- (a) carry out its activities and govern its regulated members in a manner that protects and serves the public interest,
- (b) provide direction to and regulate the practice of the regulated profession by its regulated members,
- (c) establish, maintain and enforce standards of practice, registration and continuing competence for the practice of the regulated profession,
- (d) establish, maintain and enforce a code of ethics, and
- (e) carry on the activities of the Association and perform other duties and functions by the exercise of the powers conferred by the Act.





PRINCIPLES

AAFMP recognizes and is committed to its obligation that programs and services are transparent, objective, impartial, and procedurally fair.

Transparent: information is clear and accessible for registrants and the public, and respectful of confidentiality and privacy rights.

Objective: issues and decisions of AAFMP diligently addressed, made with integrity, approached with an open mind, fact-based and equitable.

Impartial: processes and decisions are not biased or prejudiced for against any particular group of people and supports diversity and inclusivity.

Fair: AAFMP programs are managed in accordance with applicable rules and appropriate authority, based on relevant information, and respectful of individual needs and circumstances.



VALUES

Values are unique to every organization

Values create a sense of identity as the standards of behaviour and ways of doing things that an organization prefers in how individuals interact and work with the organization.

When actions and decisions align with values, others see the organization and individuals as having integrity.

AAFMP'S ORGANIZATIONS VALUES ARE:

- Diligence
- Achievement
- Respect
- Open-mindedness
- Excellence
- Collaboration
- Effectiveness
- Oversight
- Imaginative
- Nimbleness

VISION

The vision statement describes an aspirational future state of what an organization aims to achieve in the mid to long-term. A vision statement indicates both what the organization wants to become and guides transformational initiatives by setting a defined direction for growth.



AAFMP's vision is:
Protecting the public interest of Albertans by continually advancing the regulation of the practice of forestry.

MISSION

A mission remains relatively unchanged over time as an organization's core purpose and the reason for existing, providing a path and guide decision-making. The mission serves as a filter to determine the kind of work will be done.



AAFMP's mission is:
Establish and enforce the standards of practice, registration and continuing competence of forestry professionals in Alberta to protect the public interest.



What are Strategic Initiatives & Goals



Strategic Initiatives

Overall long-term initiatives bridging across the organization and involve more than one program. These initiatives are reflective of the current and projected environment and future success of the organization. An organization strives to accomplish strategic initiatives within the term of the strategic plan, and this will move an organization to its desired future visions.

Tactical Goals

Short to mid-term objectives with specific initiatives that aim at achieving the strategic initiatives. Means to achieve tactical goals are further defined within the annual business plan.



Activities & Tasks

Specific actions to be accomplished by the organization through daily operations.





Strategic Initiatives & Goals

To achieve the AAFMP vision, the Association will:

DEMONSTRATE SELF-RELIANCE

BY:

- Developing robust quality assurance programs that reflect modern best practices. Ensuring fairness and accessibility of regulatory activities.
- Continually improving internal processes.
- Expanding staff, Council, and committee capacity and competencies.

MAINTAIN PROFESSIONAL STANDARDS

BY:

- Establishing, maintaining, and enforcing standards for entry into the profession.
- Developing a holistic in-training program and professional exam.
- Ensuring eligible individuals are registered.
- Increasing registrations of individuals working in the industry.





WORK COLLABORATIVELY

BY:

- Developing robust quality assurance programs that reflect modern best practices. Ensuring fairness and accessibility of regulatory activities.
- Continually improving internal processes.
- Expanding staff, Council, and committee capacity and competencies.

COMMUNICATE & ENGAGE

BY:

- Establishing, maintaining, and enforcing standards for entry into the profession.
- Developing a holistic in-training program and professional exam.
- Ensuring eligible individuals are registered.
- Increasing registrations of individuals working in the industry.



