



## CFBC Strategic Plan Update 2013

CFBC executive and staff met in Richmond for a strategic planning session on Monday, May 13, 2013. Present were Jonathan Lok, Cliff Roberts, Owen Fehr, Nathan Bauman, Bruce Blackwell, Mike Trepanier and Tracey Gillespie.

This is the final year of our 2009 Five-Year Plan.

### **VISION**

To be recognized as the leading organization representing the interests of the forestry consulting sector.

### **MISSION**

To promote a healthy forest sector which in turn leads to a healthy forestry consulting sector.

A “healthy” forest sector is:

- Sustainable (stable / growing)
- Efficient / profitable
- Attractive to new workers
- Perceived as positive

A “healthy” forestry consulting sector is:

- Providing quality products
- Innovative
- Forward-thinking
- Profitable

### **KEY STRATEGIC AIMS FOR 2013:**

1. Raise CFBC’s profile
2. Grow our membership
3. Bring value to our members
4. Continued improvement in all contracting practices
5. Grow strategic relationships with similarly aligned organizations



<b>1. Raise CFBC's profile</b>	
<i>Objective</i>	<i>Strategy</i>
A. Convey our message to new government by meeting with new Minister of Forests ASAP	i. Draft a letter and have it ready to send as soon as Minister of Forests is announced. Send to Victoria office and constituency office; 2-3 CFBC directors will meet at minister's convenience ii. Meet with opposition/critic as well  <b><i>(Jon, Tracey, 1 or 2 other directors)</i></b>
B. Increase website traffic by updating website	i. Make a CFBC Linked In page and ask all members to join a. Place a link to the CFBC website on Linked In  <b><i>(Tracey, Minsky Designs)</i></b>
C. Raise the profile of consulting in general by visiting post-secondary institutions and educating forestry students about the rewarding career potential that exists in the consulting sector	i. Present to each of the 7 B.C. forestry schools in the next 12 months: UNBC, UBC, College of New Caledonia, BCIT, Selkirk, a. Target 1 <sup>st</sup> year students in 2-yr program or 3 <sup>rd</sup> year students of a 4-yr program b. Convey how our a company's business trajectory can coincide with a student's career trajectory c. It's also about recruitment – convey value of forestry consulting sector (it's not our job to sell forestry but to sell consulting)  <b><i>(All directors and potentially some members)</i></b>
<b>2. Grow our Membership</b>	
<i>Objective</i>	<i>Strategy</i>
A. Postcard membership drive	i. Directors review list and narrow down top 60 target companies (based on size and geography) and each make 10 follow-up calls  <b><i>(EA, all directors)</i></b>
B. Present a consulting business Q&A session for members and non-members	i. Plan to coincide with other forestry events – most likely TLA and/or ABCFP a. Open to non-members b. End session with FAQ with established consultants who are members of CFBC; foster collaboration and teamwork. c. Use the “elder” experience that already exists in CFBC to provide expertise  <b><i>(EA, all directors)</i></b>



<b>3. Bring value to our members</b>	
<i>Objective</i>	<i>Strategy</i>
A. Undertake a market survey of our clients in order to understand their needs	i. Forestry, gov't, oil & gas – what skill sets are they looking for? What are their anticipated needs in future? Core services – what's going to be most valuable to them? <ul style="list-style-type: none"> <li>a. Send survey to: BCTS – business area managers, provincial licensees, oil &amp; gas sector, mining sector Questions would include what sector are you in? what level e.g. HQ or field office</li> <li>b. 10 questions max; good introductory comments; no pitch;</li> <li>c. Website links</li> <li>d. Encourage all of our clients to complete survey</li> <li>e. Survey Monkey</li> <li>f. Survey results available to members only on website</li> <li>g. Alignment between our membership survey and market survey – get some point-to-point analysis</li> </ul> <p><b>(Jon, Cliff, Bruce, EA)</b></p>
B. Investigate more tangible membership benefits	i. E.g. software: GRP solutions; Softree; IFS cruise compilation services <b>(Mike T.)</b> ii. Discuss affinity programs with CILA - Mary Ann Arcand – re: sharing their buying discounts. <b>(Bruce)</b> iii. Revisit our affinity program with TLA – talk to Jimmy Girvan and/or Dwight – potential for part-time support in terms of personnel? <b>(EA)</b>
C. Offer educational / informational sessions to members	i. Business succession / business valuation <ul style="list-style-type: none"> <li>a. How do you bring on a partner? wind down your company?</li> <li>b. Consulting / business mentoring workshops – networking is one of the main benefits of membership</li> </ul> <p><b>(All directors, EA)</b></p>



#### 4. Continued improvement in all contracting practices

<i>Objective</i>	<i>Strategy</i>
A. Maintain relationship with BCTS, to achieve mutual success based on value and to keep on top of what's going to change	<ul style="list-style-type: none"> <li>i. Maintain presence on BCAC - Al Todd has retired; solicit membership to see if a member can volunteer <b>(Tracey)</b></li> <li>ii. Get more info about BCTS procurement practices – analysis from website <b>(All directors?)</b></li> <li>iii. Arrange an informal meeting with Mike Falkiner – Cliff and Jon to arrange – simply ask, “How’s your procurement going?” <b>(Jon, Cliff)</b></li> </ul>
B. Investigate procurement practices in other industries e.g. Hydro, oil & gas	<ul style="list-style-type: none"> <li>i. In 2014, after gathering market data <b>(All directors)</b></li> </ul>

#### 5. Grow strategic relationships with similarly aligned organizations

<i>Objective</i>	<i>Strategy</i>
A. Participate in ABCFP 2014 Host Committee in Kamloops	<ul style="list-style-type: none"> <li>i. Ask Kamloops members <b>(Tracey)</b></li> </ul>
B. Other organizations: CILA, COFI, TLA, ABCFP, CIF	<ul style="list-style-type: none"> <li>i. Ask other forestry organizations if we can participate in their regional meetings <b>(all directors)</b></li> <li>ii. TLA – ask Dwight about a speaking engagement – e.g. panel at TLA conference <b>(Jon, Bruce)</b></li> </ul>



<b>KEY STRATEGIC AIMS FOR 2013:</b>	<b><i>Actively being managed</i></b>	<b><i>As time permits</i></b>	<b><i>Maintenance mode</i></b>
1. Raise CFBC's profile	<ul style="list-style-type: none"> <li>Meet with new Minister of Forests</li> <li>Update website</li> </ul>	<ul style="list-style-type: none"> <li>Create consistent speaker's notes</li> <li>Meet with post-secondary forestry schools</li> </ul>	<ul style="list-style-type: none"> <li>Create a webinar that can be used in schools</li> </ul>
2. Grow our membership	<ul style="list-style-type: none"> <li>Postcard membership drive</li> </ul>	<ul style="list-style-type: none"> <li>Present a consulting business Q&amp;A session for members and non-members</li> </ul>	
3. Bring value to our members	<ul style="list-style-type: none"> <li>Market survey</li> </ul>	<ul style="list-style-type: none"> <li>Discounts</li> </ul>	<ul style="list-style-type: none"> <li>Offer educational / informational sessions to members</li> </ul>
4. Continued improvement in all contracting practices	<ul style="list-style-type: none"> <li>Maintain presence on BCAC - solicit CFBC membership for rep</li> <li>Arrange an informal meeting with Mike Falkiner</li> </ul>	<ul style="list-style-type: none"> <li>Get more info about BCTS procurement practices – analysis from website</li> </ul>	<ul style="list-style-type: none"> <li>Investigate procurement practices in other industries</li> </ul>
5. Grow strategic relationships with similarly aligned organizations	<ul style="list-style-type: none"> <li>Participate in 2014 ABCFP Host Committee in Kamloops</li> </ul>	<ul style="list-style-type: none"> <li>Participate in other forestry groups' regional meetings (CIF, TLA, Healthy Communities)</li> </ul>	