

# SFI 2020 WORKPLAN

BOARD FINAL – 10.08.19



The SFI Board approved this 2020-2024 strategic direction in June 2019. The **2020 workplan** builds on that framework with the **key actions** for each pillar in the first year of the strategic direction. To complement the four pillars of work, the workplan also includes priorities, actions, and metrics for our work in Communications and Finance/Operations.

**VISION:** A world that values and benefits from sustainably managed forests.

**MISSION:** To advance sustainability through forest-focused collaboration.

## STANDARDS



### GOAL

**To advance sustainable forestry and responsible purchasing globally through certification standards and certified products.**

### IN 5 YEARS

- Brand owners embrace SFI as a leader in sustainable forest management and are proud to use and promote SFI on products and marketing.
- SFI Certificate holders and conservation organizations actively support SFI Standards and Modules as a proof point for sustainable forestry and are able to demonstrate relevance on key sustainability issues (water, climate change, species at risk, etc.).
- SFI Program Participants have the services and tools they need, including those interested in applying SFI Fiber Sourcing globally to avoid risk and better control supply chains.
- SFI has leadership initiatives in place with international organizations to advance sustainable supply chains on globally relevant issues (SDGs, climate change, transparency, deforestation, illegal logging, circular economy).



## STANDARDS



### PRIORITIES

1. Engage and communicate proactively with customers to ensure they understand the value of SFI Standards and our commitment to continual improvement.  
**ACTION 1A:** Meet with the 60 customers identified by the Market Positioning Task Force to ensure inclusive purchasing policies and shift them along the continuum from skeptics to neutral, or neutral to believers.  
**ACTION 1B:** Ensure customers are aware of and engaged in the SFI Standard revision process to increase customer awareness, address challenges, and identify opportunities for collaboration.
2. Grow certification across all three SFI Standards in existing and emerging markets through the standard revision process, technology and innovation, and strategic partnerships.  
**ACTION 2A:** Recruit new mass timber and textile manufacturers, as well as printers and secondary producers, relevant to a renewable and circular economy market, into the SFI certification process through targeted outreach.  
**ACTION 2B:** Deliver on the SFI Forest Partners Program goal to certify 15 million acres by the end of 2020 through modules and other innovative approaches.
3. Collaborate with SFI Program Participants and other interested parties to demonstrate the value and relevancy of SFI Standards to local, national, and global issues, and elevate global relevancy with PEFC.  
**ACTION 3A:** Develop innovative solutions for supply chain transparency using the framework of the SFI Standard revision process.  
**ACTION 3B:** Leverage SFI's and Program Participants' data and annual reporting to illustrate supply chain benefits associated with sourcing SFI certified products.

### PERFORMANCE METRICS

- Number of brand owners identified by SFI Market Positioning Task Group who have or shift their purchasing policy to be inclusive of SFI
- Number of acres certified to the SFI Forest Management Standard and number of SFI Fiber Sourcing and SFI Chain of Custody certificate holders



# SFI 2020 WORKPLAN

BOARD FINAL – 10.08.19



**VISION:** A world that values and benefits from sustainably managed forests.

**MISSION:** To advance sustainability through forest-focused collaboration.

## CONSERVATION



### GOAL

To advance credible and effective solutions to environmental challenges through the SFI standards and leadership initiatives.

### IN 5 YEARS

- SFI has advanced practical and effective standard-based solutions that can positively address sustainability challenges including climate change and forest health.
- SFI has quantified the biodiversity maintained/recovered, the water purified, and carbon stored on the SFI footprint to advance understanding, practices, and recognition of the positive contributions of SFI Program Participants to addressing conservation priorities.
- SFI has leadership programs and partnerships in place to advance landscape level efforts to address forest health, resiliency and restoration, climate change, and species habitat/recovery as appropriate at national, bi-national and international scales.



## CONSERVATION



### PRIORITIES

4. Ensure SFI Standards contribute to and are recognized for positive conservation outcomes at scale.  
**ACTION 4A:** Seek out and engage environmental organizations with marketplace influence (e.g., TNC, WRI, NCC, WWF, etc.) and other conservation partners (e.g., DUC, ABC, NatureServe) in the standard revision process to ensure credibility, transparency, and success.  
**ACTION 4B:** Utilize the data collected from (a) SFI Program Participants, (b) Conservation Impact projects, and (c) partner-related processes (e.g., Global Forest Watch, The Sustainability Consortium) to create supply chain projects which demonstrate clear links between our standards and conservation outcomes.
5. Generate, measure, and communicate conservation outcomes (water purified, biodiversity maintained/recovered, carbon stored) that demonstrate the contribution of SFI's footprint to overall ecosystem health and sustainability.  
**ACTION 5A:** Successfully advance 2019 Conservation Impact projects related to biodiversity, water, and carbon, and seek to make initial estimates of carbon and biodiversity values available to SFI Program Participants (and downstream customers when appropriate).  
**ACTION 5B:** Deliver Conservation Impact related communications that focus on critical audiences and creative approaches, ranging from webinars to third-party voices, and respond to Sounding Board recommendations relative to conveyance of ongoing projects
6. Leverage SFI's scale, data, research, and collaboration to catalyze landscape-scale climate solutions and maintain/recover biodiversity and species habitat, on a global scale as appropriate, with SFI Program Participants and others (e.g., migratory birds).  
**ACTION 6A:** Complete a summary of carbon values on SFI lands for both US and Canada that can be communicated to and utilized by corporations, partners and NGOs to establish baseline understanding of climate values on SFI certified forestlands.  
**ACTION 6B:** Continue proactive engagement that leverages SFI's ability to render value on landscape, climate and species issues, including SFI Program Participants' contribution to Other Effective Conservation Measures (OECMs), Species at Risk module, and our broader partnerships.

### PERFORMANCE METRICS

- Number of conservation groups publicly engaged in SFI programs or endorsing SFI Standards
- Number, scale and visibility of credible conservation impact or supply chain projects completed, which demonstrate species/habitat maintained or recovered, forests restored, amount of water purified, and/or carbon stored on SFI footprint.



# SFI 2020 WORKPLAN

BOARD FINAL – 10.08.19

**VISION:** A world that values and benefits from sustainably managed forests.

**MISSION:** To advance sustainability through forest-focused collaboration.



## COMMUNITY



### GOAL

To advance collaborations between local communities and the SFI network to increase mutual understanding of the values and benefits provided by sustainably managed forests.

### IN 5 YEARS

- SFI network will have enhanced capacity to lead and contribute to local projects and partnerships that further the work of SFI.
- SFI has significantly increased acres/hectares/partnerships with Indigenous, African American and underserved communities, demonstrating that SFI has developed meaningful relationships with these communities across all four pillars of our work.
- SFI is uniquely positioned to respond to critical forest-based issues at a local, national and international scale given its expertise across standards, conservation, community and education.



## COMMUNITY



### PRIORITIES

7. Communicate with and leverage the SFI network to build mutual understanding in the communities where they operate about the benefits of sustainably managed forests and products.  
**ACTION 7A:** Implement recommendations developed from 2019 SIC surveys and regional meetings (e.g., regional coordination, online tools) to ensure alignment with SFI strategic priorities across all four pillars.  
**ACTION 7B:** Increase capacity of SICs to have a positive impact in their local communities and to support delivery of priority #11, through SFI grants, tools, and partnerships.
8. Grow meaningful relationships with Indigenous, African American, and underserved communities to advance social, economic, and environmental opportunities.  
**ACTION 8A:** Deliver workshops, tools and training that will support SFI Program Participants relations with Indigenous communities, through programs such as CCAB's Progressive Aboriginal Relations, as well as increase Indigenous communities' interest in exploring SFI certification.  
**ACTION 8B:** Recruit, train, retain, and advance a sustainable forest workforce leveraging the SIC Network (with connections to Action 12b) through workshops, networking events and partnerships with rural communities as well as local-based organizations (e.g., Outland Youth Employment Program, Black Family Land Trust).
9. Focus partnerships, grant giving, and communications to build greater understanding of the role of forests and trees in our everyday lives.  
**ACTION 9A:** Implement new strategy for grant giving and partnership development that demonstrate alignment with SFI strategic priorities, focus our impact, and build capacity in our networks.  
**ACTION 9B:** Create proactive communications that illustrate the impact of our work at the community level, the connections to timely sustainability issues (e.g., climate and fire), and our positive connections to government initiatives in both the US and Canada.

### PERFORMANCE METRICS

- Number of SICs proactively engaged in addressing SFI strategic priorities
- Number of Indigenous or African American communities certified to the SFI Standard or partnering with the SFI network
- Reach of our communications as a result of the number of successful partnerships and grants



# SFI 2020 WORKPLAN

BOARD FINAL – 10.08.19



**VISION:** A world that values and benefits from sustainably managed forests.

**MISSION:** To advance sustainability through forest-focused collaboration.

## EDUCATION



### GOAL

To advance environmental literacy, stewardship, and career pathways using trees and forests as windows on the world.

### IN 5 YEARS

- PLT is a self-sustaining program (i.e., no operating deficit) and regarded as the leading environmental education program.
- Increased reach to educators, loggers, architects that positions SFI as a leading-edge purveyor of professional development.
- More youth are engaged in learning about the natural environment and the forest sector and are inspired to pursue green career opportunities.





## EDUCATION

### PRIORITIES



10. Develop a sustainable PLT program built on a learning framework that uses trees and forests as a window on the world, delivered through curriculum and an engaged network.  
**ACTION 10A.** Develop, adapt, repurpose, and refresh PLT’s curriculum resources such that they align to a learning framework, fulfill NGSS and other academic standards, and address topical issues, such as climate change, fire, green jobs, and more.  
**ACTION 10B.** Cultivate high quality, energetic, and engaged leadership across the PLT network through guidance, financial support, resources and network capacity building, and expand network partners as needed to achieve growth and scaling targets in PLT 2020-2024 Business Plan.
11. Grow professional development for educators, loggers, architects, and other influencers to enable them to make informed decisions and take responsible actions.  
**ACTION 11A.** Create and launch new initiatives (e.g., digital optimization) to recruit growing numbers of formal educators into PLT professional development, guide school district implementation of PLT, and cultivate professional learning communities.  
**ACTION 11B.** Work with SICs to further enhance the delivery of logger training through regional coordination and online modules and to strengthen the outreach to architects and builders about responsibly sourced materials and SFI’s value in mass timber markets.
12. Strengthen outdoor opportunities as well as green career pathways for youth.  
**ACTION 12A.** Cultivate new and expand current partnerships with well-respected organizations (e.g., National Geographic, Boy Scouts, Scouts Canada, US Green Building Council, Canadian Parks Council and Child Nature Alliance of Canada) to reach new audiences, leverage new channels for program delivery to youth, and elevate our brand recognition.  
**ACTION 12B.** Explore, strengthen, and grow opportunities to elevate green career pathways for youth through the development of resources, experiences and tools (e.g. work experiences, curriculum resources, career fact sheets, mentorship support) in Canada and the US.

### PERFORMANCE METRICS

- Dollars raised in new revenue in support of PLT
- Number of adults reached through SFI/PLT professional development
- Number of youth reached through SFI/PLT/PLT Canada





## COMMUNICATIONS PRIORITIES



13. Deliver communications that strengthen SFI's brand, exemplify the value SFI brings to global sustainability challenges that are relevant to our network, and convey the breadth of SFI's four pillars.

**ACTION 13A.** Solidify SFI's distinct brand identity (messaging, collateral, related visuals)

- Coordinate various streams of work into single voice, look and feel that supports SFI at the organization level and at the pillar level
- Develop key materials (messaging, collateral, related visuals) and strategies (partner engagements, conferences, etc.) to reinforce SFI brand

**ACTION 13B.** Create messages and tools that help support pillar priorities:

- *Standards:* Market relevant tools/content/strategies that promote the value of forest certification to corporate sustainability challenges including the value of the SFI label
- *Conservation:* Consistent storytelling around forest-related conservation efforts with a focus on grants, research and partnerships in order to raise profile of SFI
- *Community:* Storytelling about the great work the SFI community does at the local level to address sustainability challenges
- *Education:* Messages that support PLT's brand and business transition, PLT's integration into SFI, and the goal to develop the next generation of future forest leaders

## PERFORMANCE METRICS

- Positive reception and then use of tools/content (can be anecdotal as well as # based if downloadable from site) from Program Participants, grantees, funders and other partners
- Increase of engagement (social media, web) of storytelling content in conservation and community pillars

## FINANCE AND OPERATIONS



### PRIORITIES

14. Execute and fulfill the various financial, compliance, and policy functions in support of the organization while ensuring talent, culture and resources (*including IT related needs*) are met to facilitate better decision-making to achieve SFI's mission.

**ACTION 14A.** Implement a cost-effective strategy for financial functions that reduces reliance on outsourced accounting services.

**ACTION 14B.** Analyze SFI's database and contacts needs and implement a strategy that provides a more robust, integrated, and accessible platform for SFI's needs.

### PERFORMANCE METRICS

- An unqualified audit opinion
- Balanced budget, including dollars contributed to Board-designated reserves as per Board direction