

TEMAGAMI FOREST MANAGEMENT CORPORATION

STRATEGIC PLAN
2023-2026



Forward from the General Manager and Chair of the Board

As we continue the start-up of the second Local Forest Management Corporation (LFMC) in Ontario, the Board of Temagami Forest Management Corporation (TFMC) recognizes the important role that our organization will play in the economic well being of the people who have made Temagami Forest their home. This understanding is intertwined in our strategic themes and confirms our position as a leader in developing pathways that enhance forest management practices and economic development opportunities within our land base.

This strategic plan reflects input from local stakeholders, community representatives, Indigenous peoples, the forest industry and others. The feedback from those partners reinforced the key tenets of our strategic plan and provided insight to help us define our goals, set priorities, and develop our enhancement initiatives.

As a LFMC, the engagement and support of our community is core to our work. We recognize local communities and partners will be key to the successful implementation of the strategic initiatives and look forward to working with them on its delivery. Together we will demonstrate our commitment to the sustainable forest management of this unique land base in a balanced and responsible manner.

We are excited to share our first strategic plan, for 2023-2026, that lays the groundwork for ambitious and innovative objectives within the Temagami Forest that will have far ranging results.

Our Board members and employees value the trust bestowed upon us to manage public resources in a constructive and engaging manner.



• Mark Stevens, General Manager



• Faye Johnson, Chair of the Board



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Introduction



The Temagami Forest Management Corporation (TFMC) is the second local forest management corporation and has been granted the Sustainable Forest Licence for the 456,770 hectares comprising the Temagami Forest.

Local people collaborated for many years determining how the Temagami Forest should evolve from a Crown managed unit to one where oversight and direction was provided by a more local entity. The modernization of tenure through the passing of the Ontario Forest Tenure Modernization Act provided the ability of local communities and First Nations communities, together with the forest industry, to develop a partnership to take on these responsibilities. Working with the Ontario government, the latter established it in December 2020.

Together, Indigenous communities and municipalities as well as members of the forestry sector participate on the Board of Directors. The corporation was established in July, 2021 and it was granted a sustainable forest licence (SFL) in April 2022. It is a self-financing operational enterprise Crown Agency overseen by the Ministry of Natural Resources and Forestry. As well as having the privileges and responsibilities associated with holding an SFL, the Board will make decisions on how revenue collected by the agency will be used to benefit economic development opportunities for Indigenous and local communities, while also benefitting the local forest.

TFMC's activities are directed by a provincially approved Forest Management Plan that is subject to an independent forest audit every 10 years. TFMC will continue with the Crown's legacy of operations that achieve a balance between conservation/protection of values and producing a supply of forest products to local mills.

The strategic plan will guide our business planning process. To ensure transparency and accountability a performance management framework is in development which will include a focus on continual improvement.

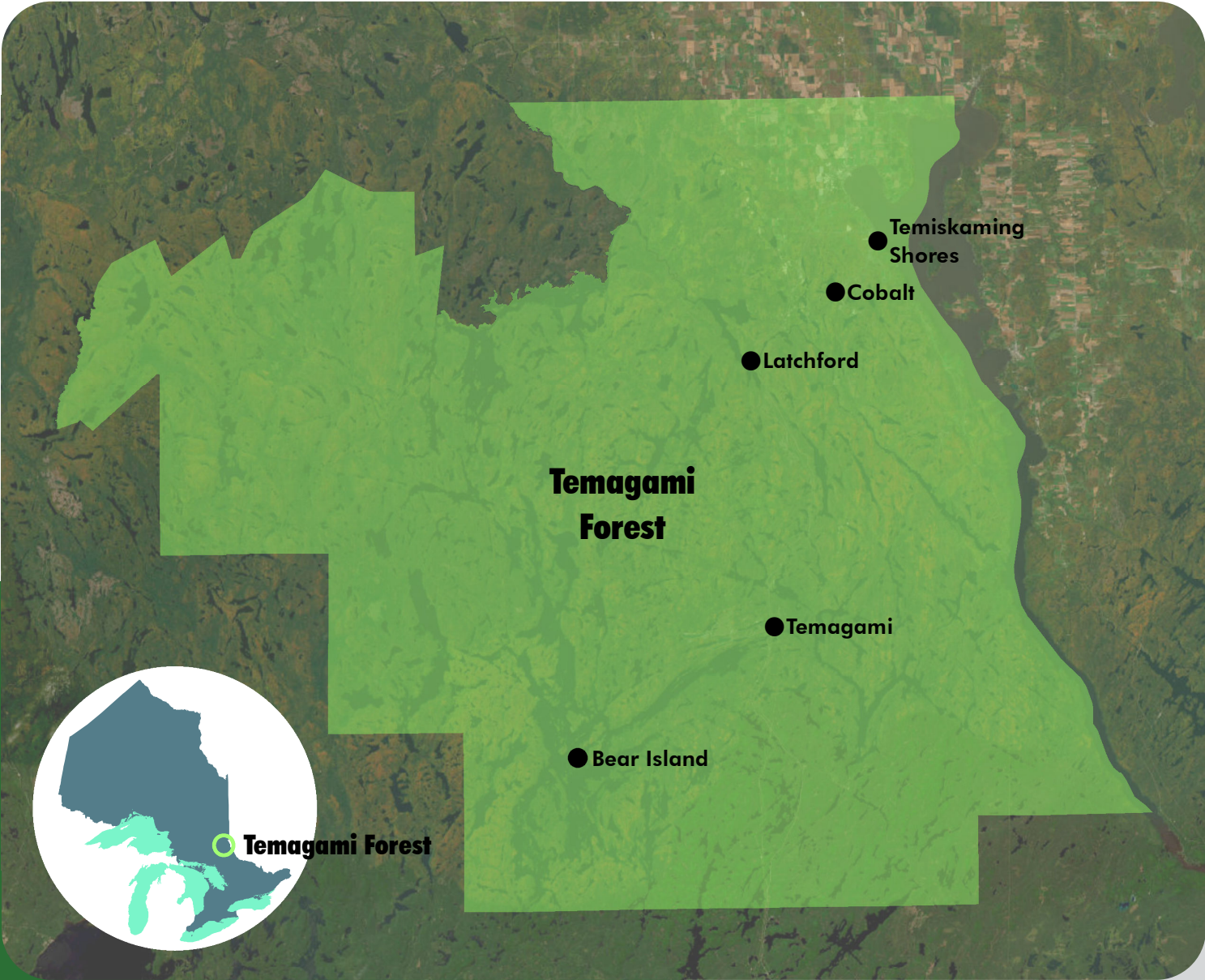
Key TFMC documents are available to the public on our website.

Vision Statement

Our Temagami Forest will be recognized for its functional diversity that fosters social accessibility and resilience to global changes. The Forest provides economic benefits to the local municipalities and the Indigenous community in a way that embraces reconciliation and complex networking, demonstrating a forward thinking approach to forest management.

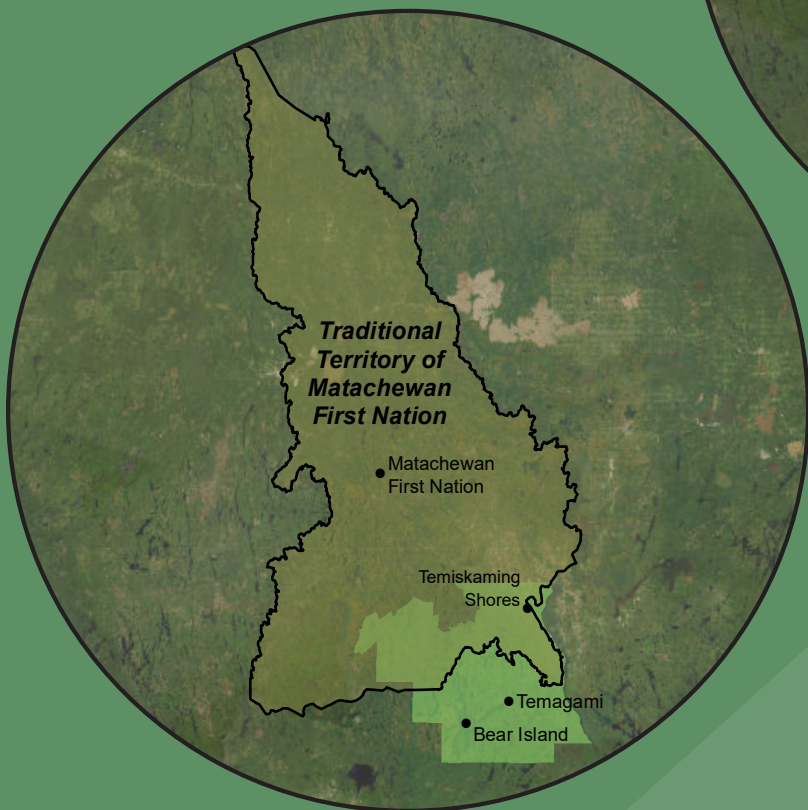
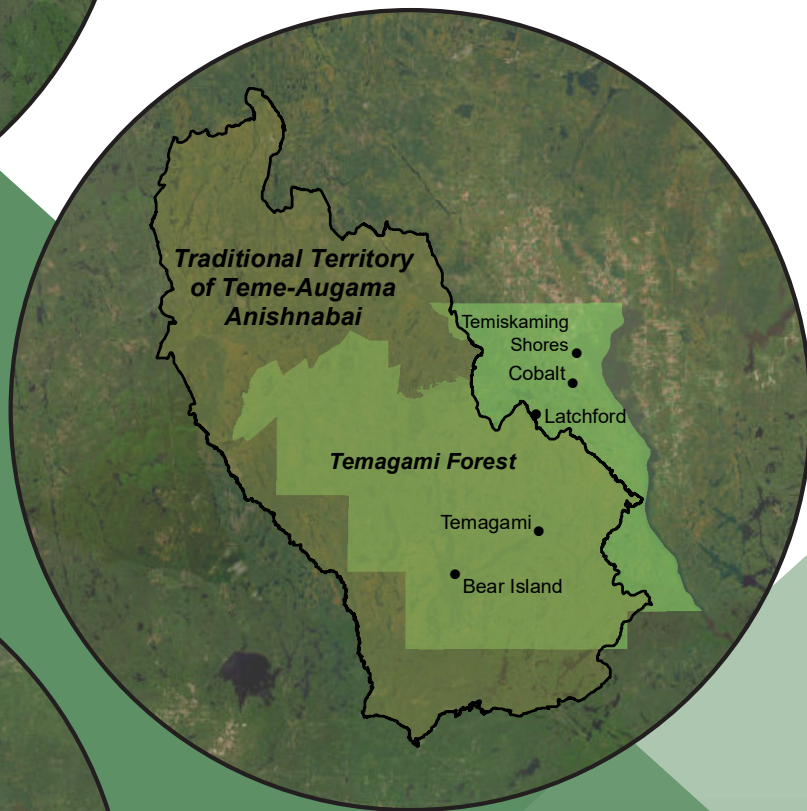
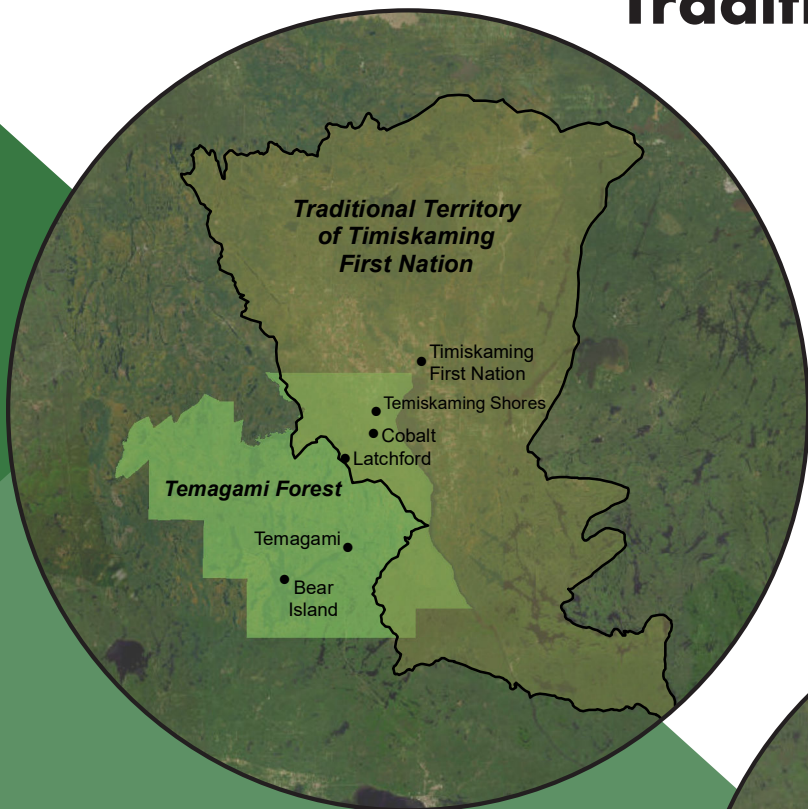


Temagami Forest



Traditional Territory Maps

Temagami Forest Management Corporation wishes to acknowledge the importance of the relationship that local Indigenous peoples have with the land. The Temagami Forest area is located on the homeland, n'Daki Menan, of the Teme-Augama Anishnabai and Temagami First Nation, as well as the traditional territory of Matachewan First Nation, Timiskaming First Nation, and other Indigenous peoples.



Temagami Forest Management Corporation's leadership will endeavor to respect the rights and values of our First Nation communities. We will strive to recognize their unique and lasting relationship to the land and work in a manner that continues to honour the role that Indigenous peoples have as stewards of the land since time immemorial.

Our Forest

TFMC is proud to manage the Temagami Forest with its partners. Ontario is recognized worldwide for sustainable forest management. The Temagami Forest will continue to be a healthy, diverse and resilient forest under TFMC's stewardship. All provincial regulations and guidelines are followed.

The Forest includes several protected areas, including seven provincial parks and 15 conservation reserves, where no forest harvesting activities can occur.



Seven key Strategic Themes

Our Temagami Forest will be recognized for its functional diversity that fosters social accessibility and resilience to global changes. The Forest provides economic benefits to the local municipalities and the Indigenous community in a way that embraces reconciliation and complex networking, demonstrating a forward thinking approach to forest management.



Health, Diversity and Sustainability of the Forest

Through its sustainable forest license TFMC has the mandate to manage the Temagami Forest in a manner that provides and promotes its long-term sustainability. This will be done in a thoughtful manner that uses current knowledge and working with experts when appropriate.

For Temagami Forest Management Corporation this means we will:

- Ensure sustainability through proactive forest management practices
- Develop subject matter expertise specific to the Temagami Forest
- Develop forest sustainability objectives that meet today's challenges

We will achieve this through the following actions:

- Undertaking improvement with others. Where possible this will be done by leveraging alternative funding opportunities, including the Forestry Futures Trust
- Be an active partner in research aimed at responding to global climate challenges
- Work towards stand and site-specific prescriptions
- Undertaking intensive silviculture



Reconciliation with local First Nations People



As a Crown Agency we have responsibility to take positive steps towards reconciliation with First Nations people. TFMC acknowledges the importance of doing this while respecting the rights and values of the First Nation communities.

For Temagami Forest Management Corporation this means we will:

- Recognize the reconciliation opportunities of major decisions
- Collaborate with communities to identify needs and opportunities to promote their economic prosperity in the future
- Cultivate the knowledge of First Nation cultural values and practices
- Create a culture of mutual respect and understanding

- Provide support to First Nation people to promote their success within the forestry sector

We will achieve this through the following actions:

- Provide First Nation awareness sessions for directors and staff
- Promote the application of the OPS Indigenous Procurement Policy
- Undertake more frequent and informal communications
- Gain First Nation input regarding reconciliation related initiatives
- Explore, with partners, solutions to the longstanding issue of aerial herbicide spray
- Commit to regular and on-going communication with First Nations Chiefs, Councils, staff and community members

Garnering **Strengths** of and **Developing Partnerships** with: **Local Indigenous Communities, Local Municipalities** and other **Organizations**

Strong relationships with those who live and use the Forest are critical to TFMC in managing the Forest successfully. There are many strong relationships that must be continued and other relationships to be strengthened to achieve shared goals.

For Temagami Forest Management Corporation this means we will:

- Recognize the importance of the communities and user groups on the Forest
- Capitalize on common interests
- Work with everyone based on a foundation of mutual respect, transparency and shared values

We will achieve this through the following actions:

- Develop a communications strategy including use of social media and a comprehensive, accessible website
- Work with local communities to develop a collaborative approach to support one another
- Establish the Apiitendaagwad Advisory Committee and strengthen ties with the Temagami Local Citizens' Committee
- Develop strategic initiatives and programs in which TFMC can partner with Indigenous communities, local municipalities and other organizations



Economic Well-Being for our Residents and the Forest Industry

Supporting the local industry, of which the marketing and sales of timber is a key objective, will stimulate economic opportunities for our local and Indigenous communities. This will be done while navigating the ever-changing economic environment.

For Temagami Forest Management Corporation this means we will:

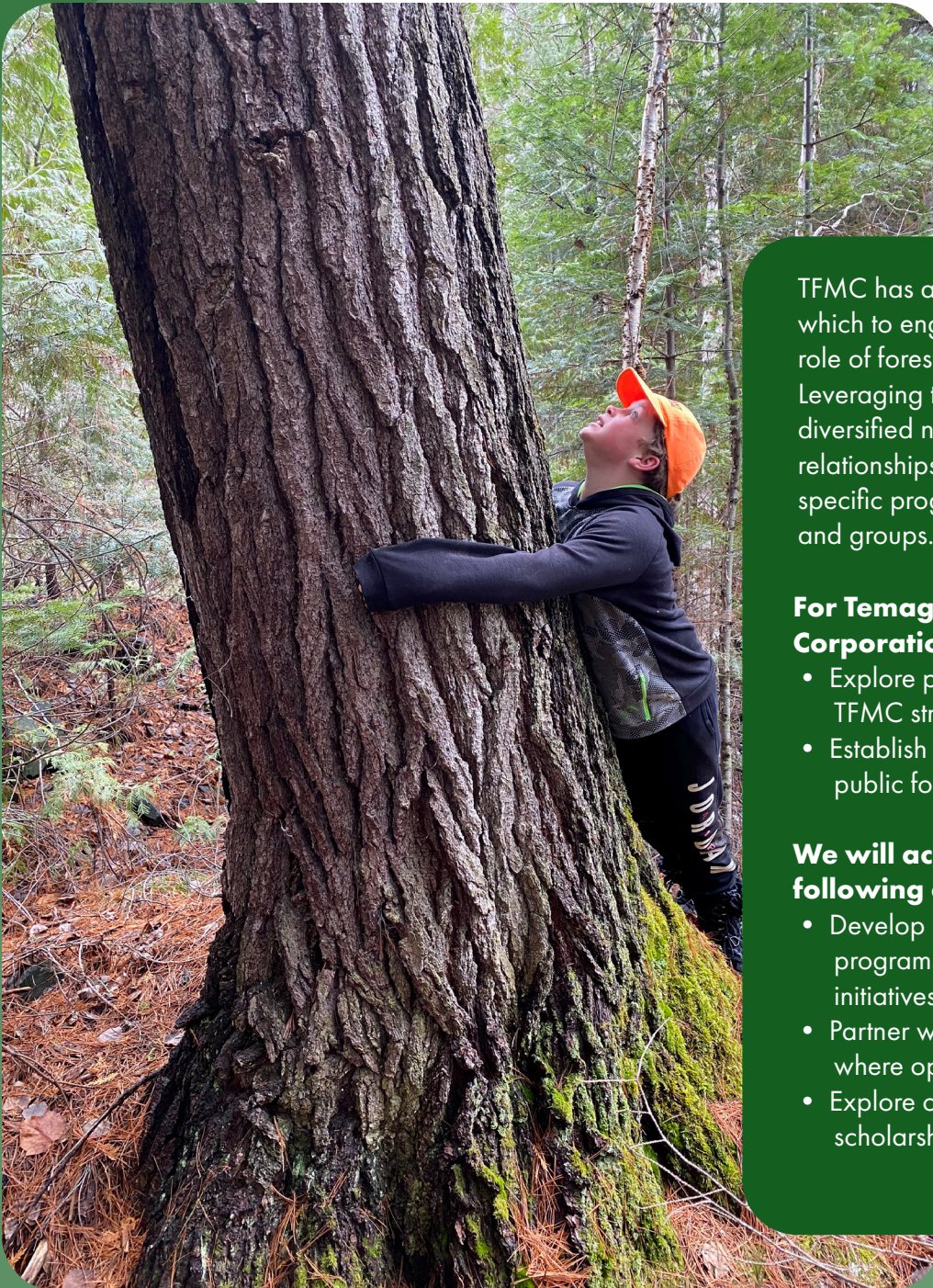
- Build relationships with the existing forest industry and new entrants
- Enter into partnerships that improve knowledge transfer, communications and understanding
- Incentivize initial establishment of small-scale operations
- Vigorously promote unused, available wood to existing users and potential new entrants

We will achieve this through the following actions:

- Ensure financial self-sufficiency
- Develop on-line services for forest operators and other forest users
- Explore alternative forest products marketing schemes (e.g., auction)
- Work with the provincial government and the forest industry to reduce barriers to the movement of fibre and to develop markets for lower value and unutilized fibre
- Work towards improving available/marketable volumes per hectare



Promotion of Forest Awareness, Education, Youth Engagement and Workforce Development



TFMC has a unique perspective from which to engage others in the important role of forestry on the Temagami Forest. Leveraging the strengths of TFMC's diversified network and established relationships will be used to develop specific programs targeting specified needs and groups.

For Temagami Forest Management Corporation this means we will:

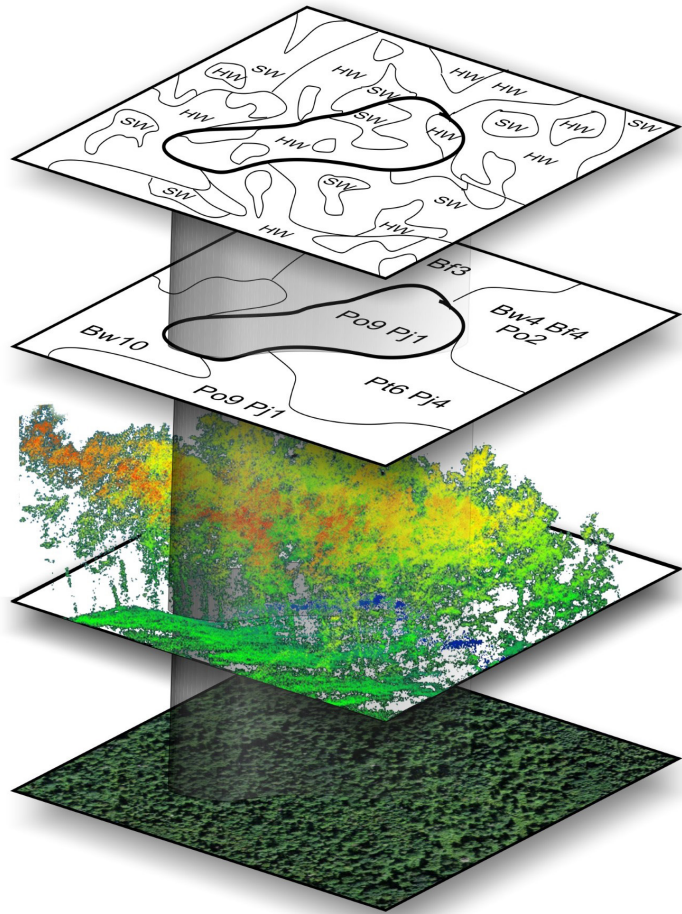
- Explore partnering opportunities for TFMC strategic initiatives and programs
- Establish and deliver on priorities for public forest education and awareness

We will achieve this through the following actions:

- Develop and implement relevant programs (examples to consider: youth initiatives, and internships)
- Partner with the educational community where opportunities exist
- Explore opportunities to grow TFMC's scholarship program

Use of Technology, Innovation and Research

As a Crown Agency TFMC is in an enviable position to innovate in all areas of our business. We have the ability to provide leadership by working with other Crown agencies and the Ontario government to pilot projects that have the potential to improve forest management practices.



For Temagami Forest Management Corporation this means we will:

- Seek out partnerships to leverage funding and expand research in areas that will benefit the Temagami Forest
- Improve scope, accuracy, utility, interpretation, and update of forest inventory
- Foster a culture of innovation that encourages calculated risk taking and embraces continual improvement
- Identify and explore “best in class” forest management approaches

We will achieve this through the following actions:

- Continue to look for innovative and dynamic tools (e.g., drones) to improve forest management
- Consider ways to improve the current forest management planning process (e.g. evergreen plan)
- Develop a FMP that offers utility to operators at the stand and site levels
- Improve accuracy of information on stand attributes and inventory in the 2029 FMP
- Explore innovative silvicultural practices to improve the forest’s growth and yield e.g., meeting or exceeding planned silvicultural levels and increase silvicultural intensity on selected prime sites

Growing Our People



TFMC's greatest strength is its team who is the Board of Directors, General Manager task teams and staff. Therefore, it is important to support and develop them so that they are engaged, competent and skilled to do their jobs confidently. Professional development and succession planning will support this.

For Temagami Forest Management Corporation this means we will:

- Ensure a safe, healthy and inclusive work environment
- Promote individual and leadership development to meet individual and organizational goals
- Ensure capacity for continuity of service in key job functions and competencies
- Promote organizational learning and adopt a continuous improvement approach/culture

We will achieve this through the following actions:

- Develop strategies to communicate early, often and effectively
- Develop and implement an organizational performance management system including leadership development goals and learning plans
- Develop human resources and information technology systems and/or frameworks
- Ensure appropriate health and safety policies and procedures are in place and followed
- Adopt change management approaches for relevant initiatives

Our Board



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Vice Chairperson



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Director



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I ♥ Temagami Forest

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