

**Ministry of Northern
Development, Mines,
Natural Resources and
Forestry**

Office of the Minister

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**Ministère du
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September 29, 2021

Mr. Laird Van Damme
Chair
Nawiinginiima Forest Management Corporation
laird.vandamme@nfmforestry.ca

Dear Mr. Van Damme,

As you begin planning for 2022-2023, I am pleased to write to you in your capacity as Chair of the Nawiinginiima Forest Management Corporation (NFM) to provide you with a letter setting out expectations and direction for NFM in the year ahead. Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for NFM for the next fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for NFM ensures Crown forests are managed sustainably. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the Government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers.

This includes:

1. Competitiveness, Sustainability and Expenditure Management

- operating within your agency's financial allocations
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space

- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*

2. Transparency and Accountability

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

3. Risk Management

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel

4. Workforce Management

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

5. Data Collection

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

6. Digital Delivery and Customer Service

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management

7. Diversity and Inclusion

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment, free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

8. COVID-19 Recovery

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

In addition to these government-wide priorities, I expect NFMC to focus on:

- sustainably managing the Pic Forest and the White River Forest, including the development and implementation of Forest Management Plans
- making progress towards the acquisition of the Sustainable Forest Licence for the Nagagami Forest Management Unit
- continuing to work towards marketing and selling wood through negotiated sales to generate sufficient revenue to cover the agency's activities and maintain its operating reserve
- maintaining a functioning board of directors and engage the committees outlined in the corporation's bylaw #1 (e.g., Advisory, Governance, Finance, etc.) and additional board subcommittees, as required
- implementing the recommendations of the Agency Task Force Reviews
- implementing strategic initiatives that focus on local and First Nation community economic development and create public awareness of NFMC's achievements, forest stewardship, and economic development opportunities with respect to forestry in NFMC's management areas
- working with First Nation communities and NDMNRF on Michano Land Claim matters, as required
- continuing to provide training opportunities to the board and orientation to new board appointees, so that its members are informed of their roles, responsibilities, and powers, as well as their role in the relationship with the ministry, including when there is a potential conflict of interest

Through these measures, we can continue to ensure that NFMC will fulfill its mandate.

We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity and a stronger province.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact Margaret Chapman at Margaret.chapman@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Rickford". The signature is written in a cursive style with a large initial "G" and "R".

The Honourable Greg Rickford
Minister of Northern Development, Mines, Natural Resources and Forestry

c: Marcel Rizzo, A/Supervisor, Tenure Implementation Unit, Forest Industry Division
John Harvey, Forestry Licensing & Regulatory Specialist, Forest Industry Division
Deb Weedon, Director, Operations Branch, Forest Industry Division