



September 26, 2022

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

Dear Mr. Van Damme:

I am pleased to share our government's 2023-24 priorities for the Nawiinginokiima Forest Management Corporation (NFMC).

As Chair, you play a vital role in helping the NFMC achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the Government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the NFMC for 2023-24. These priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operating within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, 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 agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation, where applicable, of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

6. Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario, when applicable, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since Covid-19.

These are the government-wide commitments for board-governed provincial agencies.

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.
- Bring resolution towards the acquisition of the Sustainable Forest Licence for the Nagagami Forest Management Unit.
- Marketing and selling wood through negotiated and open-market sales to generate sufficient revenue to cover the agency's activities, maintain its operating reserve, and provide Crown timber sales and pricing information.
- 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.
- Continuing to implement the recommendations of the Agency Task Force Review.

- Continuing to implement strategic initiatives that focus on local and Indigenous community economic development and continuing to create public awareness of NFMC's achievements, forest stewardship, and economic development opportunities with respect to forestry in NFMC's management area.
- Working with Indigenous communities and MNRF 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.

I look forward to hearing how the priorities will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the NFMC. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please contact margaret.chapman@ontario.ca.

Yours Sincerely,



The Honourable Graydon Smith
Minister of Natural Resources and Forestry

- c: Deb Weedon, Director, Operations Branch, Forest Industry Division
Marcel Rizzo, Supervisor, Forest Licensing Unit, Operations Branch
John Harvey, Forestry Licensing and Regulatory Specialist, Operations Branch
Carmelo Notarbartolo, General Manager, NFMC
Margaret Chapman, Controllership and Risk Advisor, Strategic Management and Corporate Services Branch