



November 10, 2021

Ms. Faye Johnson
Chair
Board of Directors
Temagami Forest Management Corporation
fayejohnson@live.com

Dear Ms. Johnson:

As you begin planning for 2022-2023, I am pleased to write to you in your capacity as Chair of the Temagami Forest Management Corporation (TFMC) to provide you with a letter setting out expectations and direction for TFMC in the year ahead. Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for TFMC 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 TFMC 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, consistent with the *Ontario Forest Tenure Modernization Act* and *Crown Forest Sustainability Act*, TFMC is also responsible:

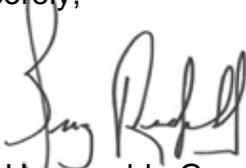
- To conclude the process to become the sustainable forest licence holder and manage the Temagami Management Unit (TMU) in the manner necessary to provide and promote long-term forest sustainability.

- To increase local governance participation and provide opportunities for meaningful involvement of local Indigenous communities and local municipalities in the management of the TMU.
- To implement a cost-effective and sustainable business model that is motivated to market and sell available Crown timber from the TMU in a manner that:
 - o promotes full utilization and best end use of available Crown timber through innovation and technology;
 - o creates a cost competitive, affordable, and accessible supply of Crown timber to the forest sector;
 - o recognizes the importance of local forest businesses and economic development opportunities to communities dependent on Crown timber from the TMU for employment and community stability;
 - o provides a continuous and predictable supply of Crown timber; and,
 - o is responsive to changing conditions.
- To operate as a self-financing business, which includes establishing an operating reserve which will ensure continued sustainable forest management in response to variations in economic cycles.
- To attract forest sector investment in the local area, with a focus on innovation and technology.
- To promote investment in improving the Crown forest asset through the following activities:
 - o Intensive silviculture
 - o Training and capacity development for Indigenous communities
 - o Forestry research and development
 - o Forest sector marketing and forest product development
 - o Other activities as assigned by the Minister
- To promote a strong working relationship with the MNRF and other government departments, federal and provincial, including scientific.
- To advise the ministry on matters related to the forest industry and forest sector.
- To collect, maintain and provide Crown timber sales and pricing information.

Through these measures, we can continue to ensure that TFMC 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 support, and for your valuable contributions. Should you have any questions or concerns, please contact Margaret Chapman at margaret.chapman@ontario.ca.

Sincerely,



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

c: Marcel Rizzo, A/Supervisor, Tenure Implementation Unit, Forest Industry Division
Deb Weedon, Director, Operations Branch, Forest Industry Division
Margaret Chapman, Controllership and Risk Advisor, Strategic Management and Corporate Services Branch