



September 26, 2022

Faye Johnson
Chair
Temagami Forest Management Corporation
fayejohnson@live.com

Dear Ms. Johnson:

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

As Chair, you play a vital role in helping TFMC 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 TFMC 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 TFMC to focus on:

- Holding the sustainable forest licence (SFL) and managing the Temagami Forest in a manner necessary to provide and promote for the long-term sustainability of the Temagami Forest.
- Increasing participation and providing opportunities for meaningful involvement of local Indigenous communities and local municipalities in the management of the Temagami Forest.
- Implementing a cost effective and sustainable business model that is motivated to market and sell available Crown timber from the Temagami Forest 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 Temagami Forest for employment and community stability
 - o provides a continuous and predictable supply of Crown timber, and
 - o is responsive to changing conditions.
- Operating 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.
- Attracting forest sector investment in the local area, with a focus on innovation and technology.
- Promoting 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
- Promoting a strong working relationship with the Ministry of Natural Resources and Forestry (MNRF) and other federal and provincial government departments.
- Advising the MNRF on matters related to the forest industry and forest sector.
- Collecting, maintaining and providing Crown timber sales and pricing information.

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 TFMC. 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
Margaret Chapman, Controllership and Risk Advisor, Strategic Management and Corporate Services Branch