

working together.

Strategic Plan 2024-2029



Nawiinginokiima Forest
Management Corporation

About NFMC

The Nawiinginokiima Forest Management Corporation (NFMC) is the first local forest management corporation in Ontario. It was established through the passage of Regulation 111/12 under the Ontario Forest Modernization Act, 2011 (OFTMA) and represents a significant milestone towards modernizing forest tenure in Ontario.

NFMC was established on May 29, 2012 after more than a year of discussions and with the support of a local working group. The group was comprised of representatives from each of the local municipalities, First Nations Communities within the proposed management area, and the Ministry of Natural Resources and Forestry (MNRF).



Strategic Goal Highlights

Following its 10th year anniversary, NFMC embarked on the establishment of a new Strategic Plan. The plan is meant to be the guiding document for the Agency over the next five years.

The Strategic Plan is a living document that can be adapted and changed based on current challenges and opportunities, and the NFMC Board has identified five Strategic Goals which categorize the priorities of the Crown Agency:

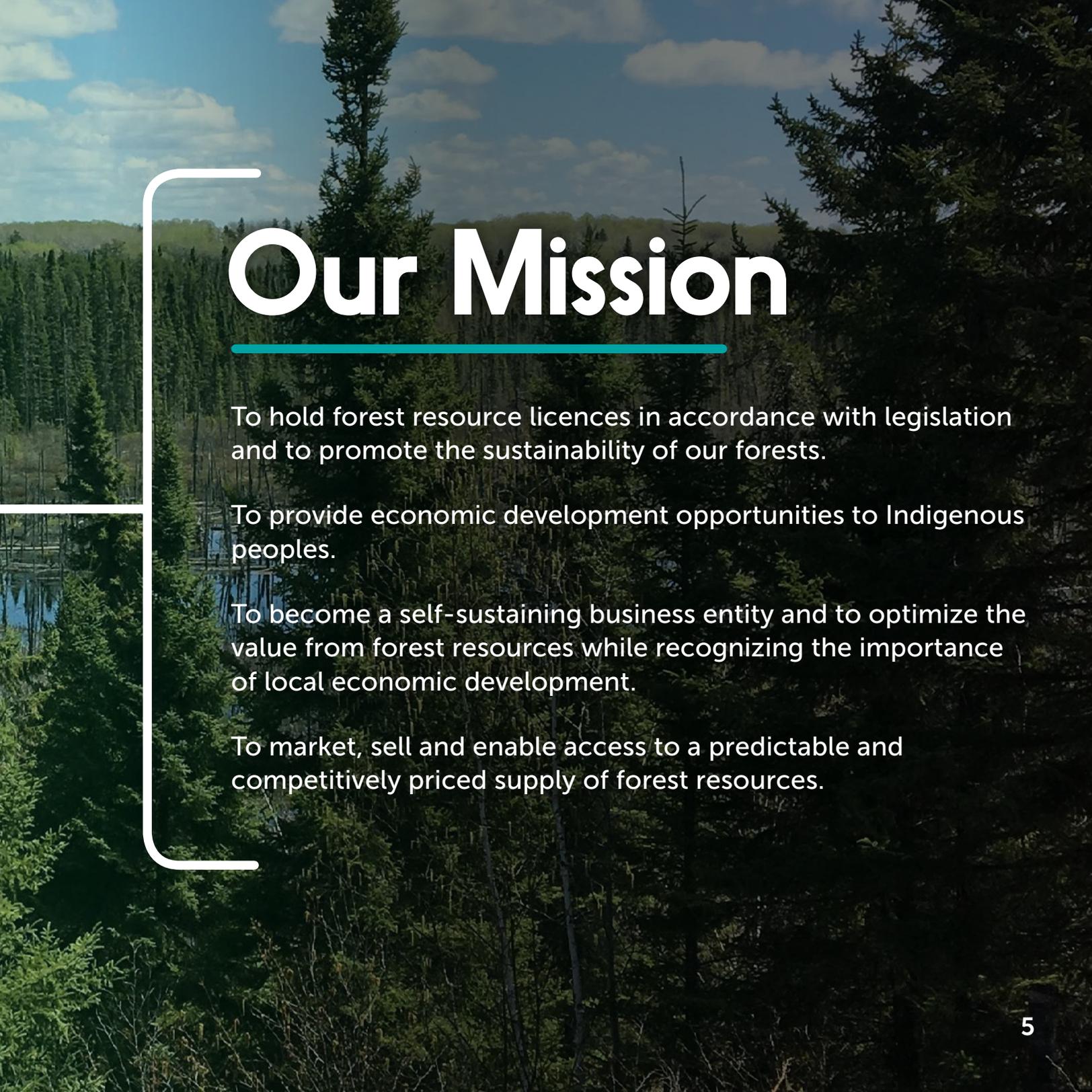
- **FOREST**
- **INDIGENOUS COMMUNITIES**
- **GOVERNANCE**
- **ECONOMIC DEVELOPMENT**
- **RESEARCH AND DEVELOPMENT**



Our Vision

“As the first Local Forest Management Corporation in Ontario, our vision is to be recognized as a leading steward of our forests, fostering a sustainable and harmonious coexistence between people and nature.

Through unwavering dedication, we aim to inspire a world where forests are celebrated for their intrinsic value, ecological importance, and economic potential. Our commitment is one of responsibility, innovation, and collaboration, leading us towards ensuring the vitality of our forests for generations to come.”



Our Mission

To hold forest resource licences in accordance with legislation and to promote the sustainability of our forests.

To provide economic development opportunities to Indigenous peoples.

To become a self-sustaining business entity and to optimize the value from forest resources while recognizing the importance of local economic development.

To market, sell and enable access to a predictable and competitively priced supply of forest resources.

OUR FORESTS & COMMUNITIES

The management area encompasses approximately 1,400,000 hectares of productive forests with an available harvest volume of 1.6 million cubic metres of merchantable fibre annually (based on current forest management plans).

A defined management area was established that includes the following communities: Biigtigong Nishnaabeg First Nation, Netmizaaggamig Nishnaabeg First Nation, Hornepayne First Nation, and the municipalities of Marathon, White River, Manitouwadge, and Hornepayne.

The NFMC's current forest management units encompass two forests:

Pic Forest | White River Forest

Pic Forest

Hornepayne
Hornepayne
First Nation

Manitouwadge

White River Forest

Marathon
Biigtigong
Nishnaabeg

Netmizaaggamig
Nishnaabeg

White River

NFMC Management Area 7



STRATEGIC GOAL FOREST

Sustainably managing our forests ensures our communities will be able to enjoy the ecological and economic values of this renewable natural resource for generations to come. The goal for NFMC within the Strategic Plan is to ensure we maximize the value of our forests, providing us with the resources we need to be self-sustaining while reaching our strategic goals. Investments in infrastructure, raising awareness of our forestry practices, supporting diverse uses of the forests, while achieving third-party certification on both the Pic and White River forests, all form part of our Forest Strategic Goal.



➤ SELF-SUSTAINING

Remain a self-sustaining business entity allowing NFMC to reach its goals.

- Maximize the value of ecosystem based resources to enhance NFMC's revenues.
- Find new users / markets for underutilized fibre.

➤ INFRASTRUCTURE & INVESTMENT

Invest in the infrastructure in our forests to ensure safe and economical accessibility for all users of the forests.

- Inventory and inspect current infrastructure.
- Prioritize and budget improvement repairs.
- Maintain a monitoring plan for infrastructure.
- Allocate resources for new development.

➤ CERTIFICATIONS

Achieve third party certification on all managed forests.

- Actively pursue and maintain certifications on forests.
- Improve, monitor and adapt to meet standards.
- Evaluate available third-party certifications.

➤ PROMOTING SUSTAINABILITY & RAISING AWARENESS

Ensure the sustainability and benefits of forestry are highlighted and celebrated within our communities.

- Promote NFMC and forestry activities within educational institutions and public events.
- Support strategic local events through our programs.
- Maintain active social media profiles highlighting forestry and our sustainable practices.

➤ SUPPORT DIVERSITY OF FOREST USES

Explore opportunities to support and promote uses of the forests outside of traditional forestry.

- Advocate for the protection of prominent natural features.
- Explore strategies that can enable NFMCC to support other community uses of the forests.
- Work with local First Nations and Municipalities to understand their vision on other uses of the forests.



DONATIONS & SPONSORSHIPS:
\$120,000 given to local
events & projects
since 2018.

STRATEGIC GOAL INDIGENOUS COMMUNITIES

The forests which we manage, fall under the unceded territories of Biigtigong Nishnaabeg and Netmizaaggamig Nishnaabeg, as well as areas under the Robinson-Superior Treaty of 1850 and The James Bay Treaty (Treaty No. 9) of 1905; and thus, respecting the traditional values, uses and ownership of these lands, is a priority for NFMC. We plan to support and advocate for our Indigenous Communities on Michano Land Claim matters, work toward Free Prior and Informed Consent agreements and provide economic development benefits and opportunities through this Strategic Goal.





➤ MICHANO LAND CLAIMS

Work with Indigenous Communities and MNRF on Michano Land Claim matters.

- Provide advanced consultation and accommodation when considering forestry operations within areas identified within the Land Claims.
- Build communications with affected Indigenous Communities to create an understanding of each Land Claim progress and expectation.
- Determine role NFMC can establish to support the Land Claim processes between the Communities and MNRF.

➤ **FREE PRIOR AND INFORMED CONSENT (FPIC)**

Work with our Indigenous Communities toward establishing FPIC agreements.

- Establish a schedule to enable progress towards FPIC agreements with Indigenous Communities
- Build and maintain relationships with all Indigenous Communities affected by forestry operations within the management area.
- Provide progress reports to the Indigenous Relations Committee on relationships with all Indigenous Communities included within the Ministry's consultation requirements.

➤ ECONOMIC BENEFITS

Create programs that provide our Indigenous Communities with benefits and opportunities from forestry activities.

- Review NFMC's current program and consider amendments that provide broader economic development opportunities.
- Work with Indigenous Communities at identifying their priority interest and consider options for NFMC to assist.
- Develop a program that provides financial benefits to Indigenous Communities derived from harvested fibre.

FIRST NATION FORESTRY CONTRACTS:
Over \$3,400,000
since 2015.

STRATEGIC GOAL

GOVERNANCE

Being a leader in relationship building, making sound governance decisions, and meeting our performance expectations, all fall under the vision of this Strategic Goal. We intend to continue our transparent practices, support our staff development and succession, and meeting our Agency requirements and expectations through these strategies.



➤ LEADERSHIP

Support a culture of engagement in-house, with communities and industry.

- NFMC maintains, endorses and supports a committee of the Board that provides leadership and direction focused on Indigenous relationships and partnerships.
- Implement transparent practices through policies designed for engagement.
- Develop and Support feedback channels.
- Explore opportunities to embrace innovation and entrepreneurship within the forestry industry.

STUDENT SCHOLARSHIPS:
\$120,000 given to
local students
since 2019.

➤ HUMAN RESOURCES

Support a comprehensive human resources strategy.

- Explore Professional Development opportunities for NFMC Board Members.
- Explore professional development opportunities for Management & Staff.
- Develop a recruitment and retention strategy that considers the experiences NFMC has had since its inception.
- Develop and review a list of key personnel and create a specific Succession Plan strategy.
- Investigate specialized training opportunities for industry and community stakeholders.
- Explore MNRF secondments and educational opportunities.



➤ **MINISTRY OF NATURAL RESOURCES AND FORESTRY (MNRF)**

Work collaboratively with the Ministry of Natural Resources and Forestry (MNRF).

- Maintain strong relationships between Government and NFMC Management.
- Work with MNRF at modernizing the language in our Mission and Agency Objects.
- Explore research partnerships with MNRF.

➤ **PERFORMANCE MEASURES**

Establish Corporate Performance Measures.

- Create procedures that include regular reporting to the Board outlining our measures of success and progress.
- Incorporate internal performance measures within our Annual Agency Business Plan and Annual Report.

STRATEGIC GOAL ECONOMIC DEVELOPMENT

One of our main responsibilities as a Crown Agency is to embrace innovation and collaboration, while supporting our local communities through various initiatives. Creating partnerships that support the local forest industry while also providing local economic development opportunities through our Programs, is the main vision of this Strategic Goal.



➤ **NFMC PROGRAMS**

Develop and maintain programs to allow the Agency to better implement the Economic Development scope of its mandate.

- Review our Strategic Initiatives Program and consider expansion of qualifying projects.
- Review our Scholarships Program to consider better incentivizing natural resources studies.
- Explore the option of a program that expands our economic development efforts beyond forestry.

➤ **PARTNERSHIPS & COLLABORATIONS**

Encourage partnerships and collaborations that enable the achievement of the goals and objectives of NFMC.

- Explore initiatives that assist our local industry to address its labour shortages challenge.
- Explore partnerships with the local communities on projects that enhance the competitiveness of our forestry sector.

STRATEGIC GOAL RESEARCH AND DEVELOPMENT

The forests mean a lot to different people. Interests range from economic to ecological to traditional use. This Strategic Goal is meant to provide opportunities to look at how NFMCC can help ensure our forests remain resilient and responsive to the many challenges facing the world today. Regardless of which projects we decide to embrace, the ultimate goal will always be to ensure this natural resource is here for our generation of today and tomorrow.



➤ RESEARCH AND DEVELOPMENT

Explore Research and Development opportunities including the concept of NFMC being a 'Public Policy Laboratory'.

- Create a Research and Development Strategy for NFMC that identifies short-term priorities and opportunities.
- Partner with experts in impacts of climate change and develop mitigation strategies on our forests.
- Explore opportunities to utilize biomass more effectively while considering broader bio-economy opportunities.
- Explore and understand the benefits and costs pursuing carbon neutral operations.

STRATEGIC INITIATIVES:
\$3,000,000 given to
local initiatives
since 2015.

Ontario 

**Nawiinginokiima Forest
Management Corporation**

nfmforestry.ca