



Maintaining The Balance Since 1975



STRATEGIC PLAN

2020-2030



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1.0 Foreword

From the General Manager and Chair of the Board

Algonquin Provincial Park is the crown jewel of the Ontario Park system and is used and beloved by many Ontarians and visitors each year. The Park's value is broad and includes environmental, social and economic benefits for local communities and Ontarians more broadly. These important benefits are also the three pillars of sustainable forest management.

Since 1975, the Algonquin Forestry Authority (A.F.A.) has been responsible for sustainable forest management in Algonquin Provincial Park's forests and this is a responsibility that we take very seriously. We are committed to meeting the highest standards of forest management practices to ensure that Park values are maintained for future generations. Our management decisions maintain healthy and diverse forests; a key strategy for retaining a resilient forest that can endure many threats including climate change.

We are also committed to supporting the local forestry economy which is tremendously important to our local communities. Hundreds of people are employed by the Park's forestry operations, and thousands are employed by the mills to which the wood is supplied, ultimately contributing hundreds of millions to the Ontario economy each year. This success would not be possible without the outstanding commitment and dedication of our staff, contractors, partners, and support from local and Indigenous communities. We thank you for your dedication and commitment.

We are pleased to present this Strategic Plan, which serves as a forward-looking strategic roadmap that defines our vision for the organization and guides its direction in the future for the people of Ontario. This plan builds on the past success of our organization and sets a new vision that will continue to move us forward. We are excited to continue working together to take the organization to the next level and beyond.

Jeff Leavey, General Manager

Dave Lemkay, Chair of the Board

2.0 Introduction

The Algonquin Forestry Authority (A.F.A.) is the Ontario Crown Agency responsible for sustainable forest management in Algonquin Provincial Park. Responsibilities include the harvesting and distribution and sale of wood products to mills in communities adjacent to the Park. A.F.A. operates under the Algonquin Forestry Authority Act, R.S.O. 1990. The Authority is a self-financing operational enterprise Crown Agency. The Minister of Natural Resources and Forestry is responsible for the administration of the Algonquin Forestry Authority Act. This legislation sets out the management, objectives, and responsibilities of the A.F.A. within Algonquin Provincial Park, which include:

- Ensuring the sustainable management of Algonquin's forests
- Planning and monitoring of all forestry operations
- Harvesting and distribution of wood products to mills
- Monitoring and reporting forestry operations

A.F.A.'s activities are guided by a provincially approved Park Management Plan and an approved Forest Management Plan that is subject to independent forest audits every five years. Algonquin Park's forest and A.F.A. operations are certified to Canada's national forest certification standard CSA Z809, 2018, demonstrating A.F.A.'s ongoing commitment to achieving the highest standards of sustainable forest management. A.F.A. operations achieve a balance between protecting Park values and producing a supply of forest products to local mills. Park values include recreation, fisheries, wildlife habitat, and natural and cultural heritage attributes. The A.F.A. operates only within the Recreation/Utilization zone of Algonquin Provincial Park.

While A.F.A.'s mandate and role continue to be highly relevant, we must be responsive and adaptive to change. The forestry sector is facing a number of headwinds related to rising costs, a challenging labour market, fluctuating or uncertain markets (especially for lower quality logs) and the impacts of climate change. Operating in this environment will require us to be flexible, innovative and work effectively with our partners. As shown through our strong performance record, we are already a leader among other Sustainable Forest License (SFL) holders in Ontario, and nationally, and we will continue to advance best practices and move the organization forward.

We are excited about the future. This Strategic Plan reflects our rich history, embraces change and focuses action on an exciting vision for the future. Each priority area within the plan is inter-related and our efforts over the next decade will complement and build on each other to support achieving our vision.



3.0 Overview of the Strategic Planning Process

The Strategic Plan was developed by the Board of Directors and Senior Management Team to guide A.F.A. over the next ten years. In developing it, we considered our internal and external operating environment by examining items such as our organization's strengths, opportunities for improvement, our assets and resources, population shifts in the province, changes in technology and government regulations, and best practices that we can leverage and learn from.

This plan was developed with the input of A.F.A. staff and external stakeholders representing industry customers, government partners, and Indigenous communities through a variety of media including interviews and focus groups. As we implement this plan, we will continue this engagement to ensure that we are progressing towards shared goals and achieving our collective vision.

The Strategic Plan will also guide our annual business planning process. This process includes annually assessing the Algonquin Forestry Authority's environment to understand and ensure alignment with the strategic plan. This allows A.F.A. Leadership and Board of Directors to affirm and refine their annual business plan initiatives. To ensure transparency and accountability, annual business plans will also set annual performance targets. These metrics will allow performance monitoring while A.F.A. seeks to enhance its future performance through continual improvement. A review of the Strategic Plan will also occur mid-way through the plan to ensure the plan incorporates any significant changes in the environment.

4.0 Our Strategic Plan

Our Strategic Plan starts with our Mission, Vision, and Values.

Our Mission

To ensure the long-term health of Algonquin Park's forests and to produce a sustainable supply of forest products for the local economy.

This is our role and what we do every day. We work collaboratively with Indigenous communities and stakeholders, including Park and industry partners to produce a sustainable supply of forest products while ensuring the long-term health of Algonquin Park's forests. Logging in Algonquin Park provides a locally harvested, renewable resource, while sustainable forest management protects ecological and social-cultural values. This ensures the maintenance of natural forest conditions for current and future generations.

Our Vision

To be a leader in sustainable forest management that maintains Park values for future generations.

We want to be recognized as a leading forest manager, in the province and nationally, that achieves the highest standards of sustainable forest management practices. Forestry practised in Algonquin Park is based on the leading science, is subject to meaningful Indigenous and public consultation, and ensures that the forest is managed sustainably as required under provincial legislation. Sustainable forest management objectives are about balancing environmental, social, and economic criteria, including the ecological integrity objectives contained in the Provincial Parks and Conservation Reserves Act and Park Management Plan. A.F.A. forest operations are enabled by rigorous Forest Management Plans that place extensive consideration on wildlife, biodiversity, recreation, ecosystem management, economic, and social-cultural values.



Figure 1: A.F.A. Board of Directors 2019

Charlie Lauer, Carl Corbett, Jeff Leavey (A.F.A. General Manager), Sarah Bros, Gord Clark, Dave Lemkay (A.F.A. Board Chair), Tim Doyle (A.F.A. Secretary-Treasurer), Damion Ketchum, Rod Smith

Our Values

Our six core values reflect the attitudes, behaviours, and culture that we encourage across our organization. Our people, including Board members, staff and contractors, demonstrate their commitment to these core values in their daily activities and interactions with others. These values guide our decision-making, operations, and how we interact with our clients, partners, the public, and each other.

VALUES	FOR A.F.A. THIS MEANS ...
Health and Safety	We put the health and safety of people first and foremost. This means taking care of ourselves and each other, ensuring that risks are minimized, and injuries are prevented.
Diversity	We are welcoming and open to all people. We respect and value differences.
Dedication	We are willing to go above and beyond to support our mission. We take personal responsibility for our contributions to the organization.
Stewardship	Good stewardship means using and caring for resources responsibly and being responsible for our actions. We make sure that we consider the present and long-term effects of our actions on people and the environment.
Professionalism	We treat all people with respect, dignity, and fairness. We are honest, open and transparent. We work to the highest standard, doing the right thing in the right way.
Innovation	We are always pushing ourselves to be better, to do better. We encourage new ideas and model change.

Our Strategic Planning Framework and Focus Areas

To fulfill our Mission and achieve our Vision, we must focus on key areas of importance. Our focus will be on five strategic themes that are a combination of foundational enablers that build and reinforce our organization's core capabilities and strategic goals that will drive us towards our vision.



In the pages that follow, we provide more detail about each of these strategic focus areas, our plans to achieve them, and how we will measure our progress and success.

Operational Excellence

The Algonquin Forestry Authority's structure as a self-financing operational enterprise with a mandate to carry out forestry operations in Algonquin Provincial Park necessitates an ongoing focus on achieving operational excellence. We are committed to meeting the highest quality standards and operating in an efficient manner that achieves value for money. Changing market forces in the economy, including shifts in supply and demand for lumber, the cost of fuel and availability of qualified staff and contractors, will also challenge us to review and continually optimize operations to maximize our value and investments. Locally, the effects of climate change on the forest, such as unpredictable weather and weather extremes present challenges for accessibility and availability of timber and timing of forest management activities. We will ensure our planning reflects issues brought-on by climate change. The carbon benefits of sustainable forest management in Algonquin Park will help mitigate this change.

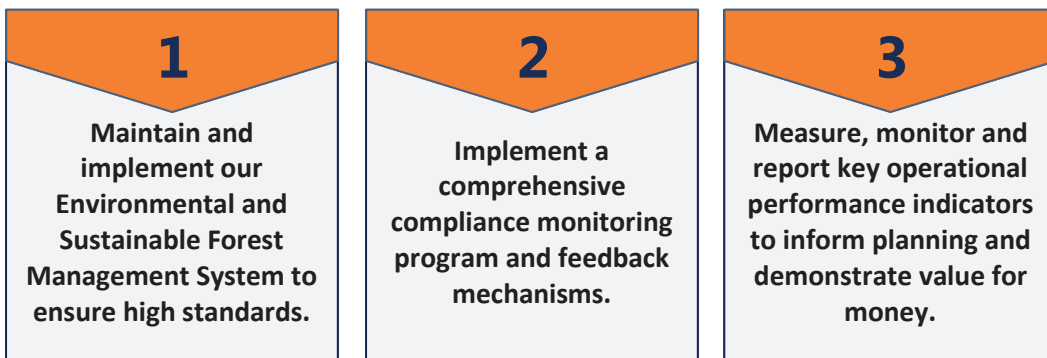


Figure 2: Discussing logging standards

For Algonquin Forestry Authority, this means we will:

- Achieve high standards in our day-to-day operations.
- Be efficient and demonstrate value for money.
- Be adaptive and responsive to changes in our environment.
- Be accountable for fulfilling our obligations and responsibilities.

We will achieve this through the following strategic initiatives:



Developing and Supporting Our People

Having a highly engaged, competent and skilled workforce is one of the most critical components in achieving the vision and mission for the A.F.A. We are committed to developing and supporting our people, including our leaders, staff, and contractors, to ensure they have clarity in their roles, and the right competencies, skills and support to do their jobs efficiently and effectively with confidence. Like many other organizations, a number of staff retirements will also be expected due to our aging workforce. Succession planning, recruitment, retention and professional development of qualified and motivated employees and contractors are vital elements to a sustainable workforce and ensuring business continuity.

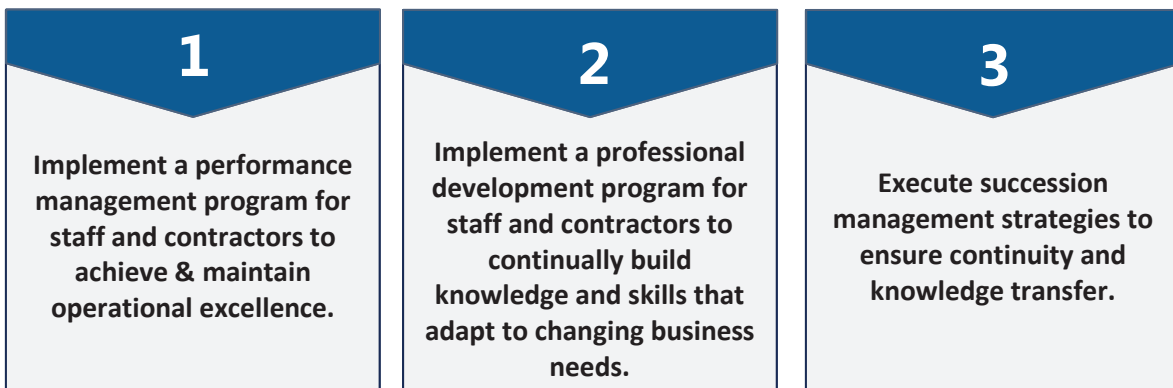


Figure 3: Touring high school students on active logging operation

For Algonquin Forestry Authority, this means we will:

- Ensure a safe, healthy and inclusive work environment.
- Support our team to enable their growth professionally.
- Ensure that our organization has the resources needed to support success.
- Cultivate a culture of trust, transparency, and accountability.

We will achieve this through the following strategic initiatives:



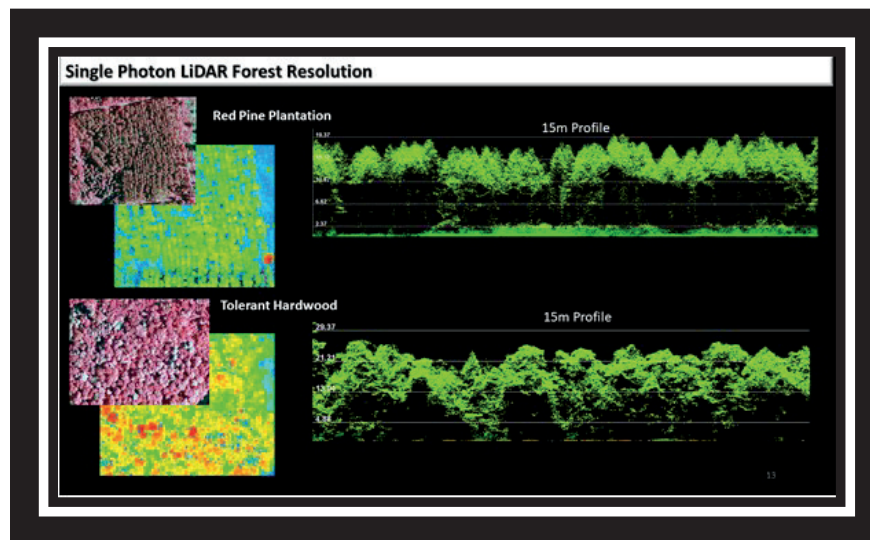
Advancing Innovative Practice

The need for innovation encompasses all Strategic Focus Areas in this plan. It is important for the organization to adapt to economic and environmental challenges that affect markets, operations and sustainable management. Rising

costs, labour shortages, low demand for low value products, market swings, environmental pressures from climate change and other issues require creative solutions driven by innovation.

For example, demands are increasing for forest-based information to assist with the management of this

valuable resource. Data management, technologies, and security requirements are advancing quickly and becoming more complex. Innovative approaches to automation and analyses of A.F.A. data and data management systems must continue to provide modern controllership and efficiencies.



For Algonquin Forestry Authority, this means we will:

- Lead in the advancement and sharing of knowledge.
- Work collaboratively with partners to support innovation.
- Support research and development to inform decision-making, drive operational improvements and foster industry growth.
- Foster the exploration of new methodologies and technologies

We will achieve this through the following strategic initiatives:



Indigenous Partnership

As a Crown Agency, we have an important responsibility to engage Indigenous communities who have been an integral part of the rich and diverse history of the land we are on. We are committed to respecting and valuing the rights, values, and participation of Indigenous communities. While there has been progress made in engaging Indigenous communities in the past, we recognize that there is still more we should do to support and promote their prosperity and achieve shared goals.

For Algonquin Forestry Authority, this means we will:

- Engage and build relationships with Indigenous communities based on a foundation of mutual respect, transparency and shared values at both the operational and Board level.
- Collaborate with the Public Appointments Secretariat, MNRF and the Algonquins of Ontario to identify and recruit an A.F.A. board director nominated by the Algonquins of Ontario.
- Collaborate with communities to identify needs and opportunities for shared benefit and economic prosperity in the future.
- Ensure staff and Board members are knowledgeable of Indigenous cultural values, norms, and practices.



Figure 5: Traditional harvesting of white birch bark for canoe building

We will achieve this through the following strategic initiatives:

1

Develop an engagement plan in collaboration with Indigenous community leaders that includes development of shared goals and priorities.

2

Support a process to identify and appoint an Algonquin of Ontario representative to the A.F.A. Board of Directors as outlined in the Algonquins of Ontario Agreement in Principle

3

Provide cultural awareness training for Board members, staff and contractors on an ongoing basis.

4

Promote employment and training opportunities with Indigenous communities.

Supporting Local Industry

Our local industry includes the wood utilizing mills and logging operators, as well as the surrounding local communities that support them. Supporting our local industry to stimulate economic growth through sustainable forestry operations and forest management continues to be a key objective and area of focus for the A.F.A.. Sustainable forest managements abilities to mitigate climate change is helping the forest industry's profile in the marketplace. Increasing demand for innovative non-traditional timber and wood product building components have established a new era of wood design and construction.

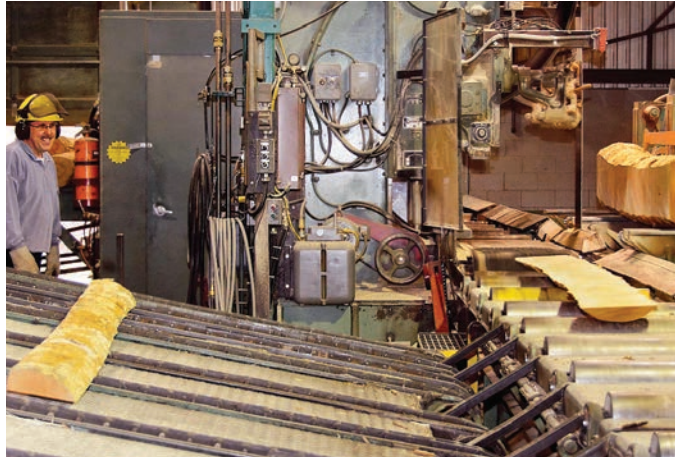
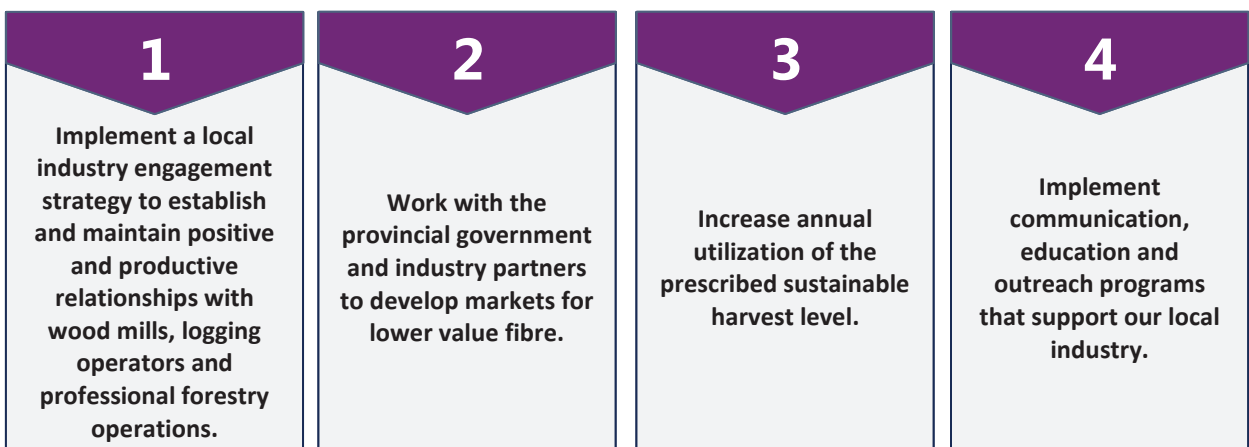


Figure 6: Local sawmill.

For Algonquin Forestry Authority, this means we will:

- Support knowledge transfer and communication between A.F.A. and the industry it supports.
- Build relationships with local industry at the operational and Board level.
- Optimize sustainable harvest volumes to meet commitments and support local industry growth.

We will achieve this through the following strategic initiatives:



Measuring Success

We want to be transparent and accountable for the progress we make against this plan. Ongoing measurement, monitoring, and reporting will be critical to track our progress and continuously improve. We are committed to tracking and reporting our progress to achieve the strategic initiatives in this plan.

Our vision of being a leader in forest management will be measured using feedback mechanisms. These strategic measures will help ensure that we meet our objectives and report on our progress.

Success Factor	Key Measures
Operational excellence	<ul style="list-style-type: none"> ▪ Annual forest management treatment area or quantities (as defined in the Forest Management Plan) ▪ Financial results show the Agency is financially self-sufficient ▪ Environmental and Sustainable Forest Management System performance ▪ Results of third party independent and internal audits
Advancing innovative practice	<ul style="list-style-type: none"> ▪ Cost savings and/or value gained from research and innovation investments ▪ Partnerships established to support research and innovation ▪ Research and development projects initiated
Developing and supporting our people	<ul style="list-style-type: none"> ▪ Worker engagement, i.e., satisfaction surveys ▪ Worker attraction and retention (turnover and tenure) ▪ Job security and competitive remuneration ▪ Participation in training and recognition
Indigenous partnership	<ul style="list-style-type: none"> ▪ Indigenous community engagement ▪ Indigenous people attending training facilitated by A.F.A. ▪ Staff and Board members receiving Indigenous cultural awareness training ▪ Projects involving Indigenous communities in the local forestry sector
Supporting local industry	<ul style="list-style-type: none"> ▪ Wood using mills, logging operators, silviculture and other contractors engaged ▪ Annual utilization of prescribed sustainable annual harvest level ▪ New jobs in wood mills and logging operators as a result of business with the A.F.A.

Next Steps

This Strategic Plan will direct the annual business planning and reporting processes, where more detailed actions and measures will be developed to support the achievement of the strategic initiatives. The Board looks forward to receiving business and operational plans that move the organization forward in achieving our vision and will continue to report on progress over the lifespan of this Strategic Plan.

