

Operational Excellence

The AFA's structure as a self-financing operational enterprise necessitates an ongoing focus on achieving operational excellence and our planning reflects issues brought-on by climate change. This means we will:

- ✓ Maintain and implement our Environmental and Sustainable Forest Management System to ensure high standards.
- ✓ Implement a comprehensive compliance monitoring program and feedback mechanisms.
- ✓ Measure, monitor and report key operational performance indicators to inform planning and demonstrate value for money.

Developing and Supporting Our People

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. This means we will:

- ✓ Implement a performance management program for staff and contractors to achieve & maintain operational excellence.
- ✓ Implement a professional development program for staff and contractors to continually build knowledge and skills that adapt to changing business needs.
- ✓ Execute succession management strategies to ensure continuity and knowledge transfer.

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. This means we will:

- ✓ Enhance and expand research to include innovative tools and methodologies to enhance operations and efficiency and generate broader economic and environmental value.
- ✓ Strategically establish and maintain partnerships to facilitate research and innovation.
- ✓ Foster a culture of innovation that encourages staff and contractors to embrace continual improvement.

Indigenous Partnership

We are committed to respecting and valuing the rights, values, and participation of Indigenous communities. This means we will:

- ✓ Develop an engagement plan in collaboration with Indigenous community leaders that includes development of shared goals and priorities.
- ✓ Support a process to identify and appoint an Algonquin of Ontario representative to the AFA Board of Directors as outlined in the Agreement-In-Principle between the Algonquins of Ontario, Canada and Ontario.
- ✓ Provide cultural awareness training for Board members, staff and contractors on an on-going basis.
- ✓ Promote employment and training opportunities with Indigenous communities.

Supporting Local Industry

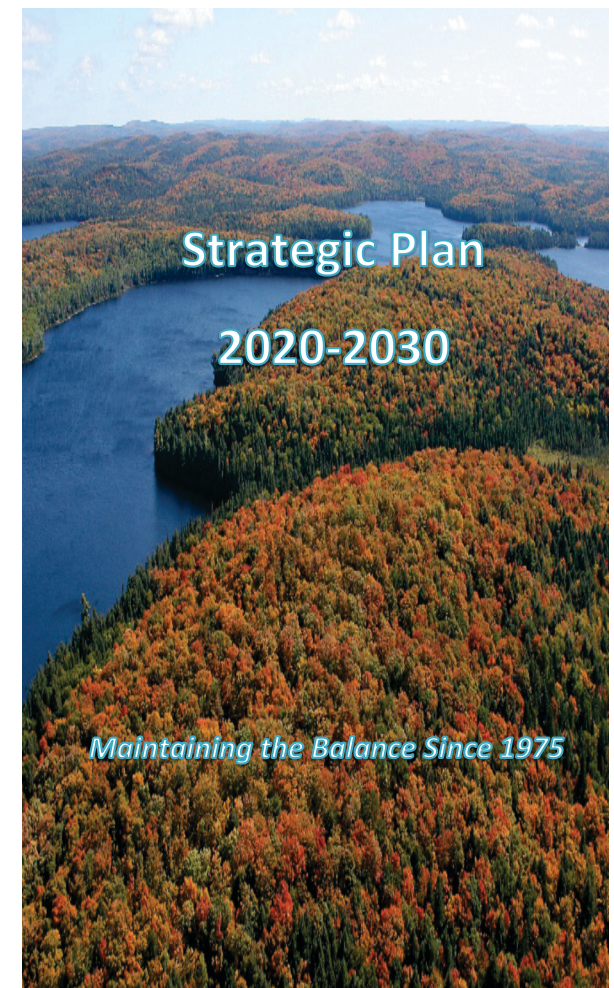
Our local industry includes the wood utilizing mills and logging operators, as well as the surrounding local communities that support them. This means we will:

- ✓ Implement a local industry engagement strategy to establish and maintain positive and productive relationships with wood mills, logging operators and professional forestry associations.
- ✓ Work with the provincial government and industry partners to develop markets for lower value fibre.
- ✓ Increase annual utilization of the prescribed sustainable harvest level.
- ✓ Implement communication, education and outreach programs that support our local industry.

Measuring Success

We are committed to tracking and reporting our progress to achieve the strategic initiatives in this plan.

For more information please refer to the AFA 2020-2030 Strategic Plan and annual reports on progress posted on the AFA's public website at www.algonquinforestry.on.ca



The Algonquin Forestry Authority's 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.

Our Vision

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

Our Values

The Authority's six core values reflect the attitude, behaviours, and culture that we encourage across the organization.

Our Values	<i>For the Algonquin Forestry Authority this means....</i>
Health and Safety	<i>We put the health and safety of people first and foremost. This means taking care of ourselves and each other, ensuring risks are minimized and injuries are prevented.</i>
Diversity	<i>We are welcoming and open to all people. We respect and value differences.</i>
Dedication	<i>We are willing to go above and beyond to support our mission. We take personal responsibility for our contributions to the organization.</i>
Stewardship	<i>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.</i>
Professionalism	<i>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.</i>
Innovation	<i>We are always pushing ourselves to be better, to do better. We encourage new ideas and model change.</i>

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:

