
Strategic Plan

2012

Westwind Forest Stewardship
Inc.

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November 2012

Executive Summary

At the time of creation in 1998, Westwind conducted an extensive Business Case and Strategic Plan. Since then, the Strategic Plan was reviewed in 2000 and 2005. It's been seven years since the plan was reviewed and updated. Much has changed in the environment since 2005. At the heart of recent change was the provincial legislation in 2012 to modernize tenure in Ontario. It seemed to Westwind that the potential for significant change brings opportunity. To that end, the Board of Westwind saw the imperative and benefits of revising its Strategic Plan and held a two-day planning session in July 2012.

The Planning process was greatly enhanced with the assistance of very knowledgeable experts who contributed new thinking to the process and provided sage advice to Westwind. Joining us were: Tony Jennings, Executive Director, Ontario Professional Foresters Association; Dave Milton, Executive Director, Ontario Wood Exports Association; Rob Keene, CEO, Trees Ontario; John Beaucage, President, Wind Dancer Power; Leigh Colpitts, Manager, Forest Tenure, Ministry of Natural Resources (MNR); Larry Taylor, Economic Development Officer, Ministry of Northern Development and Mines, and Chris McDonell, Manager Aboriginal and Environmental Relations, Tembec. Staff provided invaluable insight on Day One of the session. We were guided with excellent facilitation provided by Stephen Harvey, Senior Policy Advisor, MNR. We owe all of our colleagues a great debt for their support and for pushing our thinking.

As we embarked on our planning journey, a central question challenged the Board – Do we expand our business by joining with another SFL in the face of tenure modernization action or do we forge a different path? At the time of the planning process, Westwind was unique among SFLs by being the only not-for-profit community-based management unit that had a mix of Industry, Independent and Aboriginal Directors on its board. Being a not-for-profit SFL enables us to offer a trust-based approach to providing services that may be more attractive for customers and/or investors. While we are a small SFL, our staff has an intimate knowledge of all aspects of forest management. However, given tenure modernization requirements for larger management units, we must find new ways of growing our business. We have a strong business culture because we have a diverse group working together as a Board. Westwind is well-skilled at building collaborative relationships. Our location offers us a positional advantage to southern markets and progressive First Nations communities. These unique attributes enhance our capability.

In the end, Westwind concluded that it would be better to grow our business by leveraging our strengths and core capabilities. This Strategic Plan, therefore, is a forward look at how we will approach the next 3-5 years to expand our business, guided by our values as an organization.

Background – A look over the years

- Then (1998) and Now (2012)
 - Operators
 - 45 Operators to 20 Operators
 - Small Operators increasing shares, loggers retiring, weak markets
 - Added Goulard, Portelance, Almaguin, Haliburton
 - More operators sharing land base and trading areas
 - 20 new entrants
 - Budget
 - Westwind costs to the Operators has remained steady over the period
 - Total Budget – (1998) \$609K; (2012) \$697K
 - We are grateful to the Ivey Foundation for it's generous support in the past, particularly for funding for FSC certification
 - Forestry Futures funding has averaged \$ 250,000 per year for the forest
 - Logging roads require ongoing support for infrastructure and constant maintenance. MNR Roads funding has been of great support.
 - Harvest (m3)
 - Over the past five years (2007-2011) the average annual harvest has been 145,306 cubic metres,
 - In the current business cycle, the white pine market is slow while pulp, fuel wood and hardwood sawlog markets are steadier.
 - Renewal Rates
 - White Pine Grade 1 – 1998 and 2012 - \$11.00
 - White Pine Grade 2 - 1998 - \$11.00; 2012 - \$5.25
 - Hardwood Grade 1 – 1998 and 2012 - \$8.00
 - Hardwood Grade 2 – 1998 - \$1.50; 2012 - \$1.35

Vision

Westwind Forest Stewardship will be a collaborative and adaptive company that will efficiently and cost effectively grow its capacity to deliver forest stewardship while engaging more partners to the delight of its clients and local communities.

Mission

We orchestrate sustainable forest management in the French-Severn Forest.

Values

The following values guide Westwind and are shared by the Board and staff.

- Honesty – We present the condition and status of our forest as clearly and openly as possible.
- Transparency – We report to the proper authorities on all non-compliances that we are aware of and encourage and demand that our operators do the same.
- Inclusive – We consider all users of the forests and all perspectives. We value collaboration with partners and stakeholders.
- Respectful – We respect that stakeholders have various opinions on how the forest should be managed and will consider them fully when making decisions.
- Resourceful - We use our human resources, equipment resources and networking opportunities effectively and efficiently while being stewards of the forest.
- Progressive – We attempt to be leading-edge, seek and embrace new ideas and methodologies.
- Continuous learning - Staff and Board members are encouraged to regularly seek new knowledge and skills in a variety of ways.
- Credibility and accountability – We seek to build our reputation and earn the respect of all stakeholders by doing what we say we will do in a responsible manner.

Situational Analysis

External

- Clients
 - Westwind's clients are the forest operators situated in and around the forest. Presently, there are 23 groups of clients including Tembec, Goulard Lumber, Portelance Lumber, Muskoka Timber Mills, Domtar, Almaguin Forest Products, Haliburton Forest and fifteen independent operators.
 - Currently, Westwind has 13.6% of the harvest share as a result having to revoke this share from a company which did not pay its SFL fees. This is a significant asset to Westwind and the management of this asset requires a plan that will benefit the organization in the mid-to-long term.
 - There are over 40 different destinations for Westwind wood. The geographic range within the French- Severn forest is generally comprised of 50% crown forest and 50% privately-owned forest.
- Stakeholders
 - We have a broad range of stakeholders, some of whom include the Ministry of Natural Resources (MNR), Municipalities, Cottage Associations, Eastern Ontario Model Forest, Georgian Bay Biosphere, and the community at large. We interact with MNR on a daily basis as they are the largest stakeholder and our major partner in the management of the forest. We meet with First Nations on a community basis and interact with them at the forest level through forestry committees and projects. We are in ongoing discussions with municipalities and cottage associations to update them on planned forestry operations.
 - We also partner with many organizations in the resource sector. Successful partnerships to date include the Ivey Foundation, Northern Ontario Heritage Fund, Ministry of Transportation, MNR, Parry Sound Stewardship Network, Ontario Tree Marking Committee, and the Provincial Compliance Program.
- Current Environment
 - Overall, the markets for lumber, veneer and pulp have been depressed over the last five years. Presently the hardwood markets are steady, whereas the pine markets are slow. Pine makes up 40 % of the harvest, so a stalled market

adversely affects volume and area harvested. Pulp remains steady in the forest, with fuel wood accounting for 25% of the harvest

- The impacts of climate change are significant on the forest. Changing and shorter seasons, increased heat, drought conditions and a host of invasive species and insects pose real threats to the health of the forest.

- The Ministry of Natural Resources have been working on modernizing how Crown forests are managed, how companies get wood and how wood is priced in the province. Tenure modernization is a long-term commitment that is proceeding slowly in consideration of interests of communities, the forest industry, and Aboriginal peoples. At the time of our planning, MNR is proceeding with developing characteristics and requirements for Enhanced SFLs (eSFLs). Westwind is well positioned to meet many of these requirements, particularly on governance, wood movement and new entrants requirements. However, our size may be a key consideration in the future.

- Lack of scientific work by MNR hampers our understanding of growth rates and of what we should be expecting as a future forest condition as a result of various silviculture treatments.

- Concurrently, the Ministry of Natural Resources is implementing a process of rationalizing its services in response to the province's need to balance its budget over the next 5 years. As MNR reduces its budget through service cuts, the impacts are unknown to Westwind at this point. On the negative side, it may mean a further downloading of administrative work. On a positive note, it may provide excellent opportunities for Westwind to build its own capacity by taking on some work that would have a financial benefit and that fits within our scope of expertise.

- The industry is ever aware of delivered wood costs. While overall costs have trended downwards, the industry continues to struggle with its profit margins. Ever-increasing transportation and infrastructure costs put significant pressure on profit margins.

- Our management fee (SFL fee) is for the provision of planning services, overseeing compliance, and ensuring the proper implementation of the Forest Management Plan (FMP). It also includes the costs of being certified to the FSC standard. While our fees represent a relatively small percentage of the total delivered wood cost, there is a constant challenge to manage the level of fee that meets the needs of both the industry and Westwind.

- Westwind's social license enables staff and operators to work independently with the partners in the forest. Westwind strives to work hand-in-hand with municipalities, First Nation communities, recreational groups and cottage associations.

- Demographic view
 - According to the recent Labour Market Survey, based on census data, there will be a shortage of skilled labour to fill jobs in the future. In forestry, aging

contractors have retired, many businesses have failed during the economic downturn and there has been little incentive for new entrants. In contrast, First Nations represent the fastest rising population segment. There will be limited opportunities for youth in the short term. However, we will do our part to educate the public, especially youth, about the sustainability of the forest in the hopes of building interest for future opportunities when markets are more robust.

- Current State of the Forest

- On a positive note

- Stand improvement has been taking place
- Increase in quality growing stock of hardwoods
- Encountering midtolerant (black cherry, yellow birch) and releasing
- Achieving some pine removal cuts
- Diversity with opportunities – pine, hardwood, hemlock, other species
- Mix of large, medium and small operations able to respond to different sized blocks
- We have a substantial portion of limited white pine and tolerant hardwood in the province.
- Unutilized harvest area is a liability but also provides for an opportunity
- Pine stocking levels are higher than some neighbouring forests before Removal Cuts

- Challenges in the forest

- Stocking in second hardwood selection cuts are not as high as expected
- 25% of selection cuts are migrating to shelterwood.
- Need removal cuts in pine – “harvest” is prescribed as the next treatment on many pine stands, but the pine market is weak.
- Imbalance – front loaded with high cost, time sensitive regeneration cuts
- Pine regeneration still an ongoing concern – careful logging is paramount to protect existing regeneration.
- Pine quality is comparatively low in our forest – open grown, shallow nature
- Diverse nature of forests makes it difficult to harvest specific species/products without markets for the other species/products
- Intolerant hardwoods, mixed woods getting older – lower stocking and quality
- Harvest intensity in hardwoods pushing allocations to limits in some cases – low quality hardwood stands are now relied upon
- Access into blocks often challenging
- The Blandings Turtle reproductive cycle has a negative impact on available harvest time, restrictions from spring to mid-October.
- Little to no summer pine harvest due to Species-at-Risk restrictions, summer staining of pine logs. Fall/Winter harvests will be the norm for the next few years
- Bottom line – to improve the quality of the forest, we need to harvest more.

- Risks
 - Beech Bark Disease
 - Wind events more common
 - Asian Long-horned Beetle , Emerald Ash Borer,
 - Climate change
 - Forest fire, but low risk
 - Potential loss of vegetation management tools such as herbicide use
 - Loss of Stand Improvement from Forestry Futures

Internal

- Staff, Organizational Structure
 - Westwind manages its forest with 6 staff and a small group of forest contractors. We currently have a co-management structure, with an Operations Manager and a Forest Manager overseeing the management, with four field staff devoted to forest surveys, prescriptions, compliance and monitoring. Forest contractors are hired to look after tree marking and tree planting.
- Business Practices
 - Westwind follows the Generally Accepted Accounting Principles as dictated by the Certified General Accountants. With an open and transparent view to its operations, Westwind delivers a variety of programs for tree marking, tree planting, tending, forest management planning and compliance in the forest.
- The Board of Directors
 - Westwind is a not-for-profit community-focussed company, making it unique in the province. There are eight Board positions – 3 forest industry, 4 community and one Aboriginal. The Aboriginal position was chronically vacant because we struggled to find a way to offer significant value to attract candidates. It should also be noted that Westwind plays a lead role in the local First Nations Steering Committee, with MNR partnership
Note: Since the time of planning, we are pleased that John Beaucage has joined our Board. .
 - The Human Resources Committee is active in addressing human resources issues and ensuring a performance management system is in place to ensure the corporation meets its business objectives. The Finance Committee meets regularly to review all aspects of financial management and to ensure the corporation is on track to meet budget.
 - In the last several years, the Board has focussed on improving its governance. Governance training was conducted in 2012 and a Governance Committee was struck. The Board will continue to regularly assess its performance and take steps in improving its governance practices.

SWOT Analysis

Strengths

- Our business culture
 - Westwind is successful in building very good working relationships with all users and interested parties of the forest. We have a strong, positive relationship with our MNR District staff and we have numerous mutually-beneficial partnerships.
 - Our good relationships help to build our credibility, minimize conflicts and open doors for new opportunities.
- Our staff
 - We are fortunate to have a dedicated, very experienced and knowledgeable staff. We are able to offer one-stop customer service for operators.
- Our operators
 - We have dedicated operators who work well together and for the most part, conduct careful logging which results in a better quality forest in the long-run.
- Our structure
 - Being a not-for-profit company offers us unique opportunities.
 - Having Independent Directors is unique among SFLs in the province.

Weaknesses

- Forest Resource Inventory (FRI)
 - The accuracy of our forest inventory causes inaccuracies in the Forest Management Plan.
- Forest Conditions
 - Quality and volume per hectare is too low; poor soil; distance to mills; no aggregate for road work.
- Public Perception
 - Public perception of logging and access to the forest results in some concerns.

Opportunities

- Delivery of resource services
 - Can we grow our business by providing services that fit with our expertise and/or which the government will stop providing? (Pits, quarries, trails, parks?)
- Boundary Expansion
 - Should we be considering growing our business by expanding our boundary?

- Marketing Collaboration
 - Which partners in Ontario could we partner with to market our FSC wood more effectively?
 - What are the opportunities for Westwind to educate the public to enhance interest in FSC wood?
- Access to private forests
 - Are there opportunities for quality private forests to be entrusted to good managers (FSC etc)
 - Trust-based Partner with Eastern Ontario Model Forest, Ontario Forest Association, Minden-Haliburton Forest

Threats

- Invasive Species
- Bureaucratic uncertainty
 - What will MNR download? More rules, more processes?
- Species-at-Risk
- Challenging conditions to grow the forest

SWOT Summary

The following attributes are unique to Westwind in comparison to other SFLs and therefore offer us opportunities.

- Not-for-profit
 - Westwind is the only Not-for-Profit SFL in Ontario. This enables us to offer a trust-based approach to providing services that may be more attractive for customers and/or investors.
- Size

- We're small. Our staff has an intimate knowledge of all aspects of forest management. However, given tenure modernization requirements for larger management units, we must find new ways of growing our business.
- **Business Culture**
 - We have a diverse group working together as a Board and Westwind is well-skilled at building collaborative relationships.
- **Location**
 - We have a positional advantage to southern markets, progressive First Nations communities
- **First Nations Board Seat is already in place.**

Business Objective

- Westwind strives to be sustainable in all four business pillars - economic, social, aboriginal and environmental.

Strategic Objectives

1. Increase our operational harvest
The goal is to harvest 180,000 cubic metres annually within 5 years, while improving the quality of the forest.
 - **Measurement**
 - Overall harvest increase in m³/year
 - Tracking of Grade 1 & 2 logs of all species. It is recognized that it will take a long period of time to see results but that it is an important start.
2. Improve our knowledge of the forest
It is imperative that we know our forest so well that we know the volumes and the values in the forest.
 - **Measurement**
 - Reliance and accuracy of the Forest Inventory
 - Confirmation of actual harvest vs. planned
3. Improve understanding of delivered wood costs to all stakeholders.
Delivered wood costs are essential for wood movement, and therefore it is important for all stakeholders to understand the true cost of delivered wood.
 - Develop a costing model
 - **Measurement**
 - Ability to communicate all the components of wood costs in a succinct manner to our operators.
4. Expand scope of business by leveraging our core skills
 - Explore private land opportunities; collaboration with partners and providing services previously offered by MNR

- **Measurement**
 - Number of approved Business Cases for new businesses
 - Number of clients who opt out of program
5. Maintain our social license
It is important to continue to enhance our credibility as experts and grow our reputation while selling the benefits of sustainable forestry. It is also important to create a smooth transition from the Stewardship Council.
- Working with partners, develop a cost-effective, public Education Program.
 - **Measurement**
 - Number of Open Houses or informational public events held
6. Increase Aboriginal Engagement
- Strengthen and continue to work with First Nations peoples
 - Recognize and respect traditional land use – consult when planning forest operations
 - Improve understanding by both parties – possibility of a joint educational process
 - Seek advice on what “need for consultation and accommodation” means for Westwind
 - Seek participation of FMP Planning team
 - **Measurement**
 - Engagement Plan developed
7. Develop new Marketing collaboration opportunities
Marketing is essential to moving our wood. Without marketing budgets, collaboration with partners is essential.
- **Measurement**
 - Number of new initiatives – i.e. log yard, certified buyers/destinations
 - Number of diverse markets for low quality product

Next Steps

- Full, Strategic Plan – every five years
- Review and refresh the Strategic Plan - annually
- Monitor - quarterly
- Think strategically – always
- Implementation Plan to be incorporated into Annual Business Plan

Key Performance Indicators (KPI)

KPIs are intended to measure the performance of our core business and will be incorporated with targets into our Annual Business Plan.

The following 9 measures will measure our performance:

1. Harvest levels - Actual vs. Planned
2. Cost for SFL fee
3. Operator viability and issues
4. Feedback - The number of complaints and/or positive feedback from staff, clients, partners
5. The absence of operational forest management compliance issues
6. Community education
7. Engaging with First Nation Communities – Number of contracts with First Nations.
8. The number of new and existing partners
9. Outcomes of FSC and IFA audits

Implementation Plan for our Strategic Objectives

1. Increase Harvest Levels – Responsibility – Steve Munro

The goal is to get to 180,000 cubic metres annually, within 5 years. We will accomplish this through cooperative ventures with our partners.

a) Wood Movement Between Operators

- Continue to support wood movement, sharing blocks, and business to business (B2B) arrangements between existing and new operators.
- Work with MNR to facilitate licensing and approvals
- Maintain existing markets and encourage new products sectors
- Continue to encourage new product sectors with Westwind scaling agreement and Manufactured in Canada Exemption

Measures

- Increased B2B arrangements; Annual Reporting
- Increase wood movement of all grades

Results

- In 2015 and 2016 we have surpassed the 180,000 m3 threshold
- Pine markets are picking up
- Operators continue to share and swap blocks, Portelance, Goulard, Domtar, TBFS and M&F logging
- Existing markets have been maintained but hardwood sawlogs are dropping
- MNRF has been excellent in licensing and permitting, the new area Forester is Mike Henry formally of Westwind. Which allows for consistency and stability
- Westwind continues to streamline the flow of Fuelwood with its Fuelwood agreement
- Westwind continues to negotiate the movement of veneer between Ontario facilities and the US, which results in approvals of MICE operators.

- Columbia has been very cooperative in working with Westwind and the operators
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- b) Timber and Negotiated Sales
- Continue to facilitate Timber and Negotiated sales to move wood.
 - Encourage new operators and strengthen existing operators through strategic sales within the forest.
- Measures
- \$85,000 in timber and negotiated sales annually
 - Increase in number of new partners
- Results
- Each year Westwind has over \$ 85,000 in timber sales; 2016 will reach around 125,000 with 2017 falling back to around the \$ 100,000 level.
 - Westwind has successfully moved its poorer quality stand of hardwood in Ferrie and McKellar with long term sale arrangements
 - Westwind has begun to move its pine blocks along the North Pickeral road
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- c) Pine Harvest
- Increase harvest on the pine blocks by 400 ha per year. – Annual Reporting.
 - Through the provincial roads program (if funding is available,) upgrade the North Pickerel (2012) and Smith Bay (2013) roads. Annual Reporting
- Measure
- Increase in pine cubic metres harvested.
- Results
- Westwind as of 2016 will improve its pine harvest by about 15,000 m3 due to the long term sales of the pine blocks along the North pickerel Road
 -
- d) Improve Domestic and Outside Markets
- Work with existing operators to recognize efficiencies and opportunities within the forest; Annual Report.
 - Develop a marketing plan for the French Severn wood – April 2013.
- Measure
- Approved Marketing PlanResults
- Basically the marketing plan has been to move the Westwind blocks in timber and negotiated sales.
 - Westwind has also recognised and partnered with operators sharing and swapping blocks.
 - These items are not discernible in a marketing plan, rather they work when the opportunities arise

2. Improve Our Knowledge Of The Forest – Responsibility – Barry Davidson

- a) Incorporate new FRI inventory (when available) into 2019 FMP, especially for stands not currently identified as pine or tolerant hardwoods.
- b) Gain a better understanding of forest unit classification for stands that have the potential to fall under multiple forest units. (E.g. create an improved planning inventory that more accurately identifies tolerant hardwood stands as being suitable for selection or shelterwood management, 2 cut vs. 3 cut vs. seed tree cut white pine).
- c) Sample hardwood stands mid-rotation as well as visiting a higher percentage of stands prior to allocations in forest management plans.
- d) Improve knowledge of growth and yield in tolerant hardwoods through provincial growth and yield program as well as maintaining a modest local program.
- e) Monitor silvicultural activities in white/red pine stands to forecast effectiveness of treatments.
- f) Conduct regeneration surveys as required by the silvicultural ground rules in the forest management plan.

Measures

- Improved accuracy of actual yields vs. planned yields.
- Less changes of planned forest units vs. actual forest units as determined during Forest Operations Prescription development.

3. Improve Our Understanding of Delivered Wood Costs – Responsibility – Steve Munro

- a) Determine delivered wood costs per cubic metre for pine and hardwood sawlogs and pulp.
- b) Ascertain challenges with delivered wood costs
- c) Create an Efficiencies Report and Plan to increase efficiencies in delivered wood

Measure

- 1-page pie chart form showing cost categories by % for Operators
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Results

- Westwind has coauthored an efficiency report as well as compiled a one page pie chart showing the costs of delivered wood
- Costs vary in the scope of hardwood to pie, distance from mills, access and trucking costs.

4. Expand Scope of Business By Leveraging Our Core Skills – Responsibility – Steve Munro

- a) Private land working with Partners on fostering forestry education.
 - o The Parry Sound Muskoka Stewardship Network will be defunct; Westwind has the opportunity to work with Muskoka Watershed Council, Ontario Forest Association and other organizations to build on private land forestry and educate the general public.
 - o Explore avenues of private land forestry partnerships. Westwind will be involved in an annual workshop each year. Annual Reporting
- b) Work with the Eastern Ontario Model Forest (EOMF) to promote FSC on private lands. Coordinate a meeting with EOMF to move this forward by April 2013.
- c) If MNR stops providing some services that align with Westwind's expertise, keep the Board apprised as opportunities present themselves.

Results

- Westwind has not pursued the EOMF model for private land as there has been no interest at this time to pursue this for private landowners
- Westwind continues to work with landowners who provide strategic avenues for Westwind operators to access their wood through private land- Canaris ppty in McKellar
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5. Maintain Our Social Licence – Responsibility – Steve Munro and Barry Davidson

- a) Continue to participate in local community groups such as the Muskoka Watershed Council and to evaluate new opportunities for local engagement.
- b) Follow up with individuals who express concerns or interests relative to forest management on Crown land both within and outside the forest management plan consultation process.
- c) Engage local stakeholders (e.g. cottagers, snowmobile clubs, trappers, dog sledders) to proactively avoid conflicts of use on specific operations.
- d) Prepare an educational plan and resources to facilitate Westwind staff to dedicate some effort and time to reaching out to school and other youth groups.
- e) Provide advice and support to private landowners who contact Westwind even though that responsibility might otherwise be redirected to private consultants or government.
- f) Investigate opportunities along with associated risks in organizing and/or facilitating forestry workshops including those that in the recent past may have been managed by the MNR Stewardship Coordinator.
- g) Support licensees in dealings with municipalities and use as an opportunity to inform municipal leaders about Westwind and its role on Crown land.

Measures

- Amount of staff time and/or number of meetings/workshops spent on education and community group involvement.

Results

- Westwind continues to partner with a wide variety of Community groups, MWC, AHED, GBBR, Forests Ontario

6. Increase Aboriginal Engagement – Responsibility – Steve Munro

- Consult when planning forest operations. Westwind will continue to work with First Nations peoples and strengthen our relationship and recognize and respect their traditional land use – consult when planning forest operations
- Improve understanding by both parties by holding information sessions and field trips within and around each community. Coordinate events with each community over the next two years. Quarterly Reporting
- Seek advice on what “need for consultation and accommodation” means for Westwind. Steve and Barry to meet with each community Consultation Representative to discuss the community’s consultation process and requirements to work towards a cooperative approach.
- Develop an Aboriginal Engagement Plan. Quarterly Reporting.
- Work with each First Nation Community to identify business opportunities in the forest sector. Quarterly Reporting.

Measures

- Approved Engagement Plan
- Number of community visits

Results

- Westwind has an endorsed engagement plan
- Westwind continue to visit each community- need number here
- Westwind continues to spearhead the FNSC group and is moving forward with FN Communities in forest ventures
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7. Develop New Marketing Collaboration Opportunities - Responsibility – Steve Munro

- a) Work with partners to foster forestry education. Since the PSM Stewardship Network is defunct, Westwind has the opportunity to work with Minden Haliburton Forest, Ontario Forestry Association and others, to build on private land forestry and educate the general public. Westwind will be involved in an annual workshop each year. Annual Reporting.
- b) Westwind will work with the Eastern Ontario Model Forest to promote FSC on private lands. Coordinate a meeting with EOMF to move this forward. April 2013

Results

- Westwind continues to work with Forests Ontario in fostering good forest ,management by promoting their Annual Forestry Conference
- Westwind has also been a partner to hire a youth intern to promote forestry and the Forests Ontario tree plant program. This program also mentors and trains new forest workers
- Westwind also works with GBBR on their education programs and has assisted in their Amazing Places program and produced an annual forest health report for the general public and cottagers in the GBBR
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-