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## Where inspiring minds converge to sustain lands and forests

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Leadership in responsible land and resource management, together with informed regulatory oversight, is fundamental to the business of our shareholders. It defines and underpins their decision-making processes, respective growth strategies, governance, and drives collective pursuits for continuous improvement. However, fRI Research shareholders navigate within an environment of growing uncertainty. Never before has research and innovation been so critical to continuing advancements in land and resource management, sustaining our biodiversity, ensuring timely access to resources on an ever-shrinking land base, and driving economic growth.

Challenges facing our shareholders are both numerous and daunting. Lists of species of concern are ever growing, biodiversity remains threatened, and effective policy and associated trade-offs are difficult to achieve in the absence of absolute knowledge. Assured access to resources is increasingly being challenged creating more expensive business environments and constraining productivity gains. National wealth managers overseeing access to capital, more than ever before, are scrutinizing the environmental, regulatory and social performance of those sectors that manage our complex landscapes.

A new climate is upon us, and its challenges are daunting. New records for “hottest year ever” are being reported. Increased severity and length of droughts are causing increased physiological stress on trees and challenge forest resiliency. Lands and forests established today will mature under a dramatically different climate. Composition and structure of inherently complex ecological communities can be expected to shift to unknown states of equally unknown stability.

Catastrophic fires are becoming more frequent increasingly threatening both life and property and long-term supply chains related to fibre. These fire events are also impacting our energy sector. Governments are under ever-increasing pressure to aggressively reduce fuels on vast landscapes, potentially impacting other land and forest values. Climate adaptation and land and forest resiliency at both small and large scales need to be better understood to inform climate-smart policy solutions.



## fRI Research Strategy 2024–2029

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The call for meaningful reconciliation between Canadians and Indigenous Peoples is louder today than at any other point in time. There is also growing recognition within the western-based science community that Indigenous knowledge can enrich our pursuit for a deeper understanding of land and forest ecology.

We live during a time some have described as the golden age of innovation because of rapid advances in mega data processing and simulation modelling, advanced mathematics and algorithmic decision making, artificial intelligence, remote sensing technologies, genomics and sensor systems to name but a few. These technological advances have been matched by formidable advances in materials and manufacturing. Each of these collective advances has benefited shareholders and will continue to shape their business projections and investments for the formidable future.

Research providers, such as fRI Research, must continue to enhance their efforts towards the goals of effective, purpose-driven engagement and relationship building with shareholders, partners, Indigenous communities, Indigenous-led organizations, Associations, and regulators, recognizing that complex environmental challenges will not be defined and solved by a single organization. Research providers must also strive to be better in knowledge dissemination strategies (i.e. bridging research and practice) and become increasingly focused, and aggressive, in delivering specific products to specific audiences.

Land and resource managers are not facing these threats in isolation and much can be learned from other jurisdictions and sectors on how best to identify, assess and resolve these challenges. fRI Research will meet these complexities, at various temporal and geographic scales with bold ideas, approaches, and perspectives. As such, these challenges represent an opportunity for fRI Research to make impactful contributions with our shareholders' and our many partners' support.



### Living our core values

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Our core values define us as an organization and guide our pursuits. Our values support all aspects of this strategy, are closely aligned with those of our shareholders and research partners, and inform how we track and measure our success.

- We believe that our reputation for research and innovation excellence, independence, transparency and integrity are integral to our success.
- We believe our research and innovation informs policy, sustains land and forest resources for present and future generations, and supports rural economies.
- We believe that our research and innovation outputs must be aligned with our shareholder's and partner's research needs to enable them to make difficult and challenging decisions with confidence.
- We believe that the best research involves addressing practical problems of high complexity, the formation of inclusive partnerships operating within neutral and unbiased workspaces, and committing to active listening of differing opinions and belief systems.
- We believe that transferring knowledge to our shareholders and partners is key to maximizing the impact of our work.
- We believe that an equitable and inclusive environment, where a diversity of opinions and belief systems can be freely shared and equally heard, make us a stronger and more resilient research organization.
- We believe that an unwavering commitment to employee safety, and our desire to eliminate workplace accidents, is the most solemn commitment that we owe to our employees.
- We believe that the professional growth of our employees is key to maximizing their potential.
- We believe in interdisciplinary research and we are at our best as an organization when we work together.
- We believe that we must continue to operate as efficiently as possible to continue providing long-term value to our shareholders, partners, and funders.



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***Engagement with  
purpose; research with  
passion, innovation with  
impact.***

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## Our vision

*fRI Research is a respected contributor to the body of knowledge for land and resource management.*

## Our mission

*fRI Research develops and disseminates resource-based knowledge and tools to a community of diverse and actively engaged shareholders and partners.*

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## Our journey to 2029

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This strategic plan reflects broad consultation with staff, shareholders, and members of the broader research, and land and forest communities. Their inputs were inspirational and clearly defined the necessary goals to strengthen fRI Research and best position it to address current and emerging goals which help define implementation.

The 2024–2029 Strategic Plan revolves around three core pillars, which collectively seek to enhance the impact of fRI Research outputs on shareholder operations. Each pillar is uniquely depicted with a set of goals which help define implementation.



### Pillar 1: Research and innovation with impact: enhancing the value proposition for shareholders

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#### Goals

- 1) Ensure we remain recognized as an independent and trusted source of high-quality, peer reviewed science and innovation.
- 2) We will continue to ensure our research efforts are shareholder-driven by asking the right questions at the right time and impacting informed decision-making processes related to field operations, planning, and both provincial and federal policy development and application.
- 3) Commit to and enhance effective, purpose-driven engagement and relationship building with shareholders, partners, willing Indigenous communities, Indigenous-led organizations, Associations, and regulators, recognizing that complex environmental challenges will be neither defined nor solved by a single organization.
- 4) Expand the scope and depth of our research endeavours to include Indigenous knowledge.
- 5) Strengthen our investments in knowledge dissemination to shareholders, partners, willing Indigenous communities, Indigenous-led organizations, government regulators, and non-governmental organizations.
- 6) Develop and implement research and innovation accelerator strategies in recognizing that solutions must be timely and align, as best as possible, with shareholder and partner business cycles.
- 7) Undertake regular reviews to assess the impact of our research and innovation on shareholder and partner operations.
- 8) Provide thought leadership to define emerging issues and forge new partnerships.



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***We commit to  
deepening our  
relationships with  
shareholders***

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### Pillar 2: Business-driven: achieving organizational stability

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#### Goals

- 9) Achieve long-term financial stability and security through new efficiencies in internal business operations, sharing of all fRI Research resources, diversification of funding sources, coordination of funding requests, and attraction of new shareholders.
- 10) Mitigate risks related to the health and safety of employees and security of data and networks.
- 11) Update performance metrics related to organizational success to track and report on the effectiveness and efficiency of internal business policy and practices, risk mitigation, engagement, and impact of research and innovation investments.



***Delivering the best value  
is key to our future.***

### Pillar 3: Our people: key to research and innovation excellence

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#### Goals

- 12) Enhance the recruitment, retention, growth and well being of employees to ensure careers thrive at fRI Research.
- 13) Invest in the development of employee skillsets to equip them for success through mentorship, and regular training in the areas that includes diversity and inclusive workspaces, and Indigenous culture, history and knowledge systems.
- 14) Continue to maintain an equitable and inclusive work environment, where all voices, ideas and opinions can be freely expressed and equally heard.
- 15) Continue to maintain a strict policy of non-advocacy.



***Our employees empower ideas,  
dare to dream of what is  
possible, and challenge long-held  
paradigms.***

