

**Ministry of Northern
Development**

Office of the Minister

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774-2022-243

October 28, 2022

Mr. David Sinclair
Vice-Chair
Northern Ontario Heritage Fund Corporation
deadbrokedave@gmail.com

Dear Mr. Sinclair,

As you begin planning for the upcoming fiscal year, I am pleased to share our government's 2023-24 priorities for the Northern Ontario Heritage Fund Corporation (NOHFC).

As Vice-Chair, you play a vital role in helping the NOHFC achieve its mandate. It is important that our agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the NOHFC for 2023-24.

These priorities include:

1. **Competitiveness, Sustainability and Expenditure Management**

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

6. Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since Covid-19.

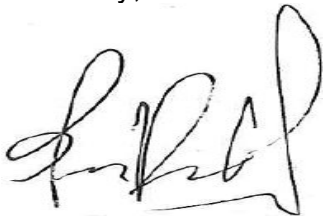
These are the government-wide commitments for board-governed provincial agencies. I am also sharing several priorities specific to the NOHFC:

1. Diversifying the participation by encouraging new communities to submit proposals with an emphasis on increasing Indigenous representation.
2. Continuing to provide superior client service.
3. Enabling easier, efficient processes that reduce burden to submitting applications.

Through these measures, we can ensure that the NOHFC continues to fulfil its mandate to promote and stimulate initiatives that grow and diversify the economy of Northern Ontario, as set out in the *Northern Ontario Heritage Fund Act*.

Thank you and your fellow board members for your continued commitment and dedication to the NOHFC. Your work and ongoing support is invaluable to me and the people of Northern Ontario.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Rickford', written in a cursive style.

The Honourable Greg Rickford
Minister of Northern Development
Chair, Northern Ontario Heritage Fund Corporation

- c: Helen Mulc, Assistant Deputy Minister, Northern Development Division, Ministry of Northern Development
Richard Scott, Director, Strategic Initiatives Branch, Northern Development Division, Ministry of Northern Development
John Guerard, Executive Director, Northern Ontario Heritage Fund Corporation