



September 29, 2023

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 2024-25 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 2024-25. These priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- Operating within the agency's financial allocations.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives.
- Complying with realty interim measures for agency office space.

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, and providing the Minister with annual skills matrices to ensure the board has qualified appointees.
- Reviewing and updating agency key performance indicators (KPIs) annually to ensure efficiency, effectiveness, and sustainability.

3. Risk Management

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

4. Workforce/Labour 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 across Ontario (per Management Board of Cabinet (MBC) Realty Directive, s. 5.4), as applicable.
- Aligning Human Resource and Accommodations strategies with Ontario Public Service (OPS) Directives and Policy.
- Adhering to Treasury Board / Management Board of Cabinet (TB/MBC) labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

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, Sharing and Use

- 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.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority.

I am also sharing several priorities specific to the NOHFC:

1. Supporting broader community and organization participation in NOHFC programming, with an emphasis on increasing the participation of Indigenous communities and partners.
2. Continuing to provide superior client service.
3. Enabling easier, efficient processes that reduce burden to submitting applications.
4. Supporting the ministry and any third parties in a mandate review to ensure alignment with government priorities.

Through these measures, we can ensure that the NOHFC continues to fulfill 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,



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

c: Shawn Batise, Deputy Minister, Ministry of Northern Development

John Guerard, Executive Director, Northern Ontario Heritage Fund Corporation
Helen Mulc, Assistant Deputy Minister, Ministry of Northern Development
Scott Mantle, Chief Administrative Officer, Ministry of Northern Development
Richard Scott, Director, Strategic Initiatives Branch, Ministry of Northern
Development

Attachment:

- Government Priorities for Agency Sector Chart