



774-2025-274

October 3, 2025

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

Dear Mr. Sinclair,

I am pleased to share our government's 2026-27 priorities for the Northern Ontario Heritage Fund Corporation (NOHFC).

Agencies are a part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, the NOHFC plays a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives, and strategic direction with our government's priorities. As Vice-Chair, you are responsible for ensuring that the NOHFC business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored and reported to Treasury Board / Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how the NOHFC will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Procure from Ontario and Canadian businesses whenever feasible.

Deliver Better Services

3. Focus on a user-centered client / customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
4. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
5. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

6. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying outcomes and performance measures that can be utilised if measurements are not currently in place.

I am also sharing several priorities specific to the NOHFC:

1. Increasing awareness of the NOHFC's strategic economic focus while supporting broader community and organization participation in its programming to achieve economic outcomes.
2. Continuing to provide superior client service.
3. Bringing forward short and long-term measures to deliver funding more efficiently and effectively particularly to deliver priority projects faster.
4. Implementing options throughout all organization activities to reflect the preference for Ontario or Canadian businesses.
5. Responding to recommendations identified in the Mandate Review of the NOHFC undertaken in fiscal year 2024-25.

In light of the current trade and geopolitical challenges, I expect NOHFC to prioritize projects that will be an economic catalyst, as well as those with strategic economic importance. I also expect NOHFC to be responsive to the economic challenges, including fast-tracking solutions, as necessary, for sectors or communities impacted by tariffs, as well as those that will have significant and broad economic impact.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the NOHFC. Your work and ongoing support are invaluable to our government and the people of Ontario. Together, through innovative, sustainable, and accountable direction, we can serve as the catalyst for growth, realize the full potential of the North, and help protect the long-term prosperity and security of the Northern Ontario economy.

Sincerely,



The Honourable George Pirie
Minister of Northern Economic Development and Growth
Chair, Northern Ontario Heritage Fund Corporation

Attachment: Government Priorities for Agency Sector Chart

- c: Drew Vanderduim, Deputy Minister, Ministry of Northern Economic Development and Growth
Richard Scott, Assistant Deputy Minister, Ministry of Northern Economic Development and Growth
Scott Mantle, Chief Administrative Officer, Ministry of Northern Economic Development and Growth
John Guerard, Executive Director, Northern Ontario Heritage Fund Corporation
Jamie Brunette, Director, Strategic Initiatives Branch, Ministry of Northern Economic Development and Growth