

**Ministry of Natural
Resources**

Office of the Minister

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October 8, 2025

Gord Clark
Chair
Algonquin Forestry Authority
gord.clark@gmail.com

Dear Gord Clark,

I am pleased to share our government's 2026-27 priorities for the Algonquin Forest Authority. Agencies are an important part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, agencies play 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 their strategic direction with our government's priorities.

As Chair, you are responsible for ensuring that the Algonquin Forestry Authority's 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 Algonquin Forestry Authority will contribute to protecting Ontario by delivering 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.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight Minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. 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.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;
 - operating within a defined maximum workforce size (including consultants);
 - ensuring compliance with the Broader Public Sector Executive Compensation Act (BPSECA); and
 - enhancing productivity and efficiency by using technology wherever possible.
9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to the Minister for approval by March 31st, 2026.
10. As communicated on August 14, 2025, provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

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 Algonquin Forestry Authority:

1. Continued implementation of mitigation strategies to alleviate the agency's cashflow pressure, including the finalizing the Line of Credit with the Ontario Financing Authority, and providing regular updates to my ministry;
2. Implementing the 2020-2030 Algonquin Forestry Authority Strategic Plan and updating it if necessary to ensure alignment with Ontario's Forest Sector Strategy and the Protect Ontario objectives listed above;
3. Identifying and implementing opportunities to further engage Indigenous communities in the governance of the AFA as well as in any economic development initiatives available;
4. Supporting my ministry's efforts to achieve greater equity, inclusivity, and diversity across the board of directors when filling board vacancies;
5. Developing a Human Resources Strategy as identified in the 2025-2028 Algonquin Forestry Authority Business Plan to ensure the long-term stability of the organization, address seasonal staffing challenges, and formalize recruitment, retention and succession planning approaches.
6. Continuing to focus on the purposes for which the corporation was established as outlined in the *Algonquin Forestry Authority Act*:
 - Ensure the sustainable management of the Algonquin Park Forest;
 - Plan all forestry operations;
 - Harvest and distribute wood products to mills consistent with Ministerial Commitments;
 - Monitor forestry operations; and
 - Undertake such forest management activities as the Minister may authorize in the Algonquin Park Forest.

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 implementation of the agency's 2025-2028 business plan and the ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the Algonquin Forestry Authority. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Trevor Griffin, A/Regional Director, Regional Operations Division at trevor.griffin@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to be 'MH' with a long horizontal stroke extending to the right.

The Honourable Mike Harris
Minister of Natural Resources

Attachment:

- Government Priorities for Agency Sector Chart

- c: Tracey Bradley, General Manager, Algonquin Forestry Authority
Trevor Griffin, A/Regional Director, Southern Region
Kathleen Anderson, A/Regional Resources Manager, Southern Region
Joe Halloran, Regional Resources Planning Supervisor, Southern Region
Hassan Mohamed, Regional Forest Operations Specialist, Southern Region
Elizabeth Dorff, Executive Assistant to the ADM, Regional Operations Division
Margaret Chapman, Controllershship and Risk Advisor, Strategic Management and Corporate Services Branch