

**Ministry of Northern
Development, Mines,
Natural Resources and
Forestry**

Office of the Minister

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**Ministère du
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September 29, 2021

Dave Lemkay
Chair
Algonquin Forestry Authority
dlemkay@bell.net

Dear Mr. Lemkay:

As you begin planning for next fiscal year, I am pleased to write to you in your capacity as Chair of the Algonquin Forestry Authority (AFA). Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for AFA for the next fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for AFA ensures the sustainable management of the Algonquin Park forest. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the Government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers.

This includes:

1. Competitiveness, Sustainability and Expenditure Management

- operating within your agency's Board approved budget
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space
- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*

2. Transparency and Accountability

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, 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 risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel

4. Workforce Management

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

5. Data Collection

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

6. Digital Delivery and Customer Service

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management

7. Diversity and Inclusion

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

8. COVID-19 Recovery

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

In addition to these government-wide priorities, I expect AFA to focus on:

- Implementing and updating the strategic plan and ensuring alignment with the forest sector strategy;
- Ensuring the methods of meeting are modernized by incorporating more digital meetings and reducing the number of in-person meetings;
- Exploring opportunities to further engage Indigenous communities in the governance of the AFA as well as in any economic development initiatives available;
- Supporting my ministry's efforts to achieve greater inclusivity and diversity across the board of directors when recruiting and undertaking succession planning;
- 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;

Through these measures, we can continue to ensure that AFA will fulfill its mandate.

We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity and a stronger province.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact Margaret Chapman at margaret.chapman@ontario.ca.

Sincerely,



The Honourable Greg Rickford
Minister of Northern Development, Mines, Natural Resources and Forestry

c: Hassan Mohamed, Regional Forest Operations Specialist, Regional Operations Division

Jesse Van Allen, A/ Regional Resources Planning Supervisor, Regional Operations Division

Suzy Shalla, A/Regional Resources Manager, Regional Operations Division