

**Ministry of Natural
Resources**

Office of the Minister

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October 10, 2024

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

Dear Gord Clark:

I am pleased to share our government's 2025-26 priorities for the Algonquin Forestry Authority (AFA). As Chair, you play a vital role in helping the Algonquin Forestry Authority achieve its mandate. It is important that your 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.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for Algonquin Forestry Authority for 2025-26 to be:

Innovative:

1. Simplify client/customer interactions
2. Expand and optimize digital service offerings
3. Improve client/customer satisfaction
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

Sustainable:

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use public resources efficiently and
 - a) Operate within agency's financial allocations

b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

Accountable:

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.

8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.

9. Report all high risks including effective mitigation plans.

10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.

a) Collaborate with MOI to identify office space opportunities

b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.

11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.

12. For Revenue Generating Agencies: Increase non-government, non-fare, non-fee revenue. Note that a percentage target will be selected by the Minister in consultation with the Chair at a future date.

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

- Continued implementation of the recommendations as stated in the AFA Mandate Review report, March 2023, including:
 - Maintaining current governance structure, accountability mechanisms, and goals as they all support the achievement of the mandate;
 - Supporting my Ministry's efforts to achieve greater equity, inclusivity, and diversity across the board of directors when recruiting and updating AFA's succession planning with a focus on staff retention and onboarding;
- Exploring opportunities to further engage Indigenous communities in the governance of the AFA as well as in any economic development initiatives available;
- Implementing mitigation strategies to alleviate the agency's cashflow pressure;
- Implementing and updating the strategic plan and ensuring alignment with the forest sector strategy;
- 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;

Ministry staff would be happy to discuss these priorities with you at anytime, and I look forward to hearing how the priorities 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 AFA. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please contact margaret.chapman@ontario.ca.

Sincerely,



The Honourable Graydon Smith
Minister of Natural Resources

Attachment:

1. Government Priorities 2025-26 Chart – FINAL.docx

c: Trevor Griffin, A/Regional Director, Southern Region
Hassan Mohamed, Regional Forest Operations Specialist, Southern Region
Aklilu Yietagesu, Regional Resources Planning Supervisor, Southern Region
Elizabeth Dorff, Executive Assistant to the ADM, Regional Operations Division
Margaret Chapman, Controllership and Risk Advisor, Strategic Management and Corporate Services Branch