



September 26, 2022

Dave Lemkay
Chair
Algonquin Forestry Authority
dlemkay@bell.net

Dear Mr. Lemkay:

I am pleased to share our government's 2023-24 priorities for the Algonquin Forestry Authority (AFA). As Chair, you play a vital role in helping the AFA 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.

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 AFA for 2023-24. These priorities include:

1. **Competitiveness, Sustainability and Expenditure Management**

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operating within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

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.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation, where applicable, of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities.

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

- 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, including pursuing delivery methods that have evolved since Covid-19.

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

- 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 within the AFA staff and across the board of directors when recruiting and undertaking succession planning.
- 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.

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

Yours Sincerely,



The Honourable Graydon Smith
Minister of Natural Resources and Forestry

c: Renee Bowler, A/Director, Southern Region, Regional Operations Division
Trevor Griffin, A/Regional Resources Manager, Regional Operations Division
Hassan Mohamed, Regional Forest Operations Specialist, Southern Region
Jesse Van Allen, A/ Regional Resources Planning Supervisor, Southern Region
Margaret Chapman, Controllership and Risk Advisor, Strategic Management and Corporate Services Branch