

**Ministry of
Citizenship and
Multiculturalism**

Office of the Minister

56 Wellesley St. W.
14th Floor
Toronto, Ontario M5S 2S3
Tel: 416-212-0036

**Ministère des
Affaires civiques et
du Multiculturalisme**

Bureau du ministre

56 rue Wellesley Ouest
14^e étage
Toronto (Ontario) M5S 2S3
Tél. : 416-212-0036



September 30, 2022

Mr. John Ecker
Chair
Ontario Heritage Trust
10 Adelaide Street East, 3rd Floor
Toronto, ON M5C 1J3

2023-24 Mandate Letter

Dear Chair Ecker:

I am pleased to share our government's 2023-24 priorities for the Ontario Heritage Trust (OHT).

The OHT joins the Ministry of Citizenship and Multiculturalism as a key partner, and I am counting on you and OHT's Board of Directors to lead by example as the province tackles new fiscal challenges. As you begin your business planning process for the coming year, I will rely on you to foster sustainable economic growth while actively supporting the government's anti-racism and inclusion initiatives to build an equitable Ontario and promote a sense of belonging through informed policies, programs and services and to conserve, interpret and share Ontario's heritage and rich history. In doing so, I invite you to collaborate with other agencies, ministry partners, stakeholders and communities to drive efficient innovation across all lines of business, with particular attention given to sharing your success stories with Ontarians.

As Chair, you play a vital role in helping OHT 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. In that regard – it is important that the Chair and Board fulfill their respective leadership roles in actively overseeing the development and implementation of OHT policies and decisions that are consistent with government of Ontario goals and priorities. 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. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive (AAD), and as you move

forward with your work for 2023-24, this letter sets out my expectations for OHT. **These expectations should be addressed in your 2023-24 business plan.**

While the Chair and Board do not involve themselves in the day-to-day operations of the OHT, it is important that the Chair and Board continue to set the agency's strategic direction. The CEO shall continue to operationalize and monitor the progress of the strategic direction and the priorities identified in this letter, while keeping the Board apprised of the agency's progress. Further, it should be noted that, while direction is being provided on priorities, the OHT must adhere to directives and processes of the Ontario Public Service (OPS). I ask that you and the CEO come together to ensure that the OHT focus on the following priorities:

1. Competitiveness, Sustainability and Expenditure Management

- Identifying and pursuing/expanding opportunities for fund-raising and revenue generation through partnerships for longer-term sustainability, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate 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.

2. Transparency and Accountability

- Abiding by, and ensuring Board members are aware of, applicable government directives, policies, and the Memorandum of Understanding (MOU), as well as ensuring transparency and accountability in reporting.
- Ensuring that my ministry is informed of key activities and initiatives as per the MOU, including ensuring ministry staff are made aware of all planned events or issues, including contentious matters, public communication strategies and publications, and stakeholder and other public consultation discussion.
- 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.
- Supporting the agency's AAD mandate review, scheduled in 2023-24, including participating in interviews/meetings, providing information requested by the ministry, and complying with any other related requests from the ministry.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including but not limited to COVID-19 impacts.

4. Workforce Management

- As the Chair, working with the board and the CEO, you should ensure that OHT is optimizing its organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed. This is to be done in compliance with OPS directives and policies on human resources and labour relations practices.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate the OHT office, currently within the City of Toronto, to lower cost communities.

5. Diversity and Inclusion

- I expect that strategic direction will be provided to the CEO on 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.

These are the government-wide commitments for board-governed provincial agencies.

In addition to supporting the government priorities, including pandemic recovery in accordance with public health guidelines, you will demonstrate excellence in program and service delivery by:

1. Continuing to Provide Key Services

OHT's transfer to the Ministry of Citizenship and Multiculturalism will ensure better alignment with the government's priorities while meeting its mandate to conserve, interpret and share Ontario's heritage and rich history. As the Ministry responsible for oversight, I ask that OHT meets its mandate, as outlined in section 7 of the *Ontario Heritage Act*, 1990 by continuing to:

- Effectively own, manage and protect a portfolio of provincially significant heritage properties
- Act as a centre of expertise on the protection and conservation of significant heritage properties
- Educate the public in the role and importance of Ontario's heritage.

2. Working with the Ministry to Update the Current Memorandum of Understanding (MOU)

- As the MOU is being updated, the ministry and agency shall affirm the existing MOU by April 28, 2023.

3. Red Tape Regulatory Burden Reduction Initiative

The Red Tape and Regulatory Burden Reduction initiative seeks to reduce the costs and burdens related to regulatory compliance requirements. You and your agency's CEO have previously been invited to submit suggestions to improve agency operations and I continue to welcome any recommendations you may have. To support these efforts, I ask that OHT:

- Bring forward to the ministry specific initiatives for cost-savings and other opportunities for efficiencies.
- Work with the ministry to facilitate projects that seek to reduce burdens on your agency's operations, where applicable.

4. Doors Open Ontario

- Continue to expand and enhance the program for Ontarians and ensure Doors Open Ontario is presented as a key program of the Trust as an agency of the government.
- Many places of worship are already part of Doors Open Ontario and OHT should continue working with the Minister's Office to encourage further engagement/participation by faith-based organizations and other places of worship.

5. Focus on In-Person Programming

- Return to focusing on bringing people back to in-person events, commemorations, as well as visiting and honouring heritage sites.

6. Ontario Heritage Act

- Providing insight and expertise to the Ministry on reviewing and streamlining the Ontario Heritage Act, its regulations, Standards and Guidelines, and other heritage-related processes.
- Providing insights and expertise to the Ministry regarding implementation of the Government of Ontario's *More Homes for Everyone* initiative with respect to heritage, specifically with respect to balancing sound heritage conservation practices with the removal of barriers in the development of more housing for more Ontarians.

7. Public Events/Communications

- Raising the profile of the work of the OHT is important and the Chair and CEO will work with the Ministry and Minister's Office to ensure awareness and partnership on upcoming events and opportunities for participation by the Chair, Board, and or the Minister/Parliamentary Assistants.

8. Economic Growth and Development

- Work with the ministry in supporting the government's growth and development efforts and in particular, its commitment to rebuild Ontario's economy.

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

Thank you and your fellow board members for your continued commitment to the OHT. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact David DiPaul, Chief of Staff, david.dipaul@ontario.ca.

Sincerely,



Minister of Citizenship and Multiculturalism

c: Beth Hanna, Chief Executive Officer, Ontario Heritage Trust
David Wai, Deputy Minister, Ministry of Citizenship and Multiculturalism
Patricia Perez, Chief Administrative Officer/Assistant Deputy Minister, Corporate Management and Services Division, MCM/MLITSD