

October 17, 2024

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

Dear Chair Ecker:

I am pleased to share our government's 2025-26 priorities for the Ontario Heritage Trust (OHT).

Agencies are a part of government and 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, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, you must ensure that OHT's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that OHT is innovative, sustainable and accountable through the following direction:

**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

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 performance measures that can be utilized if measurements are not currently in place.

I am also sharing several priorities specific to OHT:

### **Continuing to Provide Key Services**

OHT will ensure ongoing 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*, R.S.O. 1990 by continuing to:

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

### **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 am pleased to see the proposal put forward to streamline the approval process for disposing of easements on land with no heritage value. I continue to welcome any recommendations you may have. As such, I ask that the OHT continue to:

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

### **Doors Open Ontario**

6. 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.
7. Report the results of your ongoing work and to encourage further

engagement/participation by faith-based organizations and other places of worship, acknowledging that many places of worship are already part of Doors Open Ontario.

### **Focus on In-Person and Virtual Programming**

8. Continued focus on in-person events, commemorations, and visiting and honouring heritage sites.
9. Leverage technology to engage and expand your reach with Ontarians across the province.
10. Inclusive, multi-faceted, and expanded programming that is delivered to and reflects the diverse audiences and narratives of Ontario's population.

### **Provincial Plaque Program**

11. Further develop and leverage this key, high profile program to recognize, celebrate and commemorate significant people, places and events in Ontario's history.

### **Ontario Heritage Act**

12. Provide insight, expertise and advice to the Ministry on matters relating to the conservation, protection and preservation of the heritage of Ontario.
13. Providing insights and expertise to the Ministry regarding implementation of government priorities with respect to balancing sound heritage conservation practices with achieving key identified outcomes.

### **Public Events/Communications**

14. The profile of the work of the OHT is important and the Board 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.

### **Economic Growth and Development**

15. Opportunities with the Ministry regarding:
  - Supporting the government's growth and development efforts and in particular, its commitment to rebuild Ontario's economy.
  - Key Performance Indicators that best demonstrate the economic, social and community value of OHT's delivery of its mandate as part of the annual government fiscal planning process.

### **Address Direction Related to the Community Jobs Initiative (CJI) and Centralization of Broader Real Estate Authority (CBREA)**

16. With OHT identified as a CBREA "complex/integrated" entity, continue to work with the process of the implementation of Phase 2 of the initiative, as required.
17. Work with the implementation of the Community Jobs Initiative (CJI), as required.

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 agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the Ontario Heritage Trust. 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 Nicolas Di Marco, Chief of Staff, [Nicolas.DiMarco@ontario.ca](mailto:Nicolas.DiMarco@ontario.ca).

Sincerely,

A handwritten signature in blue ink, appearing to read 'Graham McGregor', is positioned above the printed name.

Graham McGregor  
Minister of Citizenship and Multiculturalism

c: Helen Chimirri-Russell, Chief Executive Officer, Ontario Heritage Trust  
Nosa Ero-Brown, Deputy Minister, Ministry of Citizenship and Multiculturalism  
Kristina Lauesen, Acting Chief Administrative Officer/Assistant Deputy Minister, Regional and Corporate Services Division, Ministry of Tourism, Culture and Gaming

Attachment:

- Government Priorities for Agency Sector Chart