

**Ministry of Tourism,  
Culture and Sport**

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October 1, 2022

Ms. April Jeffs  
Chair  
Niagara Parks Commission  
PO Box 150, Administration Building, Oak Hall  
7400 Portage Road South  
Niagara Falls, ON L2E 6T2

**2023-24 Mandate Letter**

Dear Ms. Jeffs:

I am pleased to share our government's 2023-24 priorities for the Niagara Parks Commission.

As Chair, you play a vital role in helping the Niagara Parks Commission 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 the Niagara Parks Commission 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 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.

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

The Niagara Parks Commission is a key ministry partner. I recognize the significant impact of the pandemic on your agency's finance and operations, and I am counting on you to lead by example as the province tackles new fiscal challenges. This includes diversifying revenue streams, increasing self-generated revenue and identifying strategies to ensure the long-term sustainability of your operations and facilities.

As you begin your business planning process for the coming year, I will rely on you to foster sustainable economic growth while delivering on your mandate of promoting and stewarding Ontario's premier international tourist destination. 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. I also encourage ongoing collaboration with the Ministry and its other agencies in enhancing long-term infrastructure planning across the portfolio through asset management.

In addition to supporting our collective recovery from the global pandemic, and enabling the tourism and culture sectors to return to and exceed pre-pandemic levels of activity, I expect that the Niagara Parks Commission will demonstrate excellence in program and service delivery. Please work in partnership with the Ministry and key regional stakeholders to support the government's priority of highlighting the Niagara Region's competitive advantages, diversifying the tourist experience, and attracting local, national and international visitors while encouraging them to extend their stays and explore all the region has to offer. I also ask that you continue to focus on preserving the Niagara River corridor's natural and cultural heritage and continue to pursue opportunities to maximize the potential of the Commission's property portfolio, including through the redevelopment of two decommissioned power stations.

I am grateful for your commitment to showcasing the wonderful diversity of Ontario's communities. By ensuring that your overall mandate, business plan, and annual report align with the priorities outlined in this letter, you will contribute directly to the growth of this province's tourism and cultural economy. To that end, please continue to enhance your agency's approach to data collection, performance measurement and reporting.

I would be pleased to discuss this letter during our next meeting, and I look forward to hearing how its contents 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 Niagara Parks Commission. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Sarah McQuarrie, Assistant Deputy Minister, Agency Relations and Accountability Division by phone at 416-212-6998 or by email at [sarah.mcquarrie@ontario.ca](mailto:sarah.mcquarrie@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Neil Lumsden', with a long, sweeping horizontal stroke extending to the right.

Neil Lumsden  
Minister of Tourism, Culture and Sport

- c. David Adames, Chief Executive Officer, Niagara Parks Commission  
Nina Chiarelli, Deputy Minister, Ministry of Tourism, Culture and Sport  
Sarah McQuarrie, Assistant Deputy Minister, Agency Relations and  
Accountability Division, Ministry of Tourism, Culture and Sport