

**Ministry of Heritage,
Sport, Tourism and
Culture Industries**

**Ministère des Industries du
patrimoine, du sport, du
tourisme et de la culture**

Minister

Ministre

6th Floor
438 University Avenue
Toronto, ON M7A 2R9

6^e étage
438, avenue University
Toronto (Ontario) M7A 2R9



DEC 17 2019

Councillor Sandie Bellows
Chair
Niagara Parks Commission
PO Box 150, Administration Building, Oak Hall
7400 Portage Road South
Niagara Falls, ON L2E 6T2

2020-21 Mandate Letter

Dear Councillor Bellows:

I want to thank you for taking on your role as Chair at Niagara Parks Commission. Keeping in line with the retooled, refocused and renamed Ministry of Heritage, Sport, Tourism and Culture Industries, the work being done with your team contributes to a growing spectacular double bottom line in Ontario that our ministry's dual mandate reflects - that is our cultural fabric and the economic bottom line.

I often say that Ontario is the world in one province and thanks to Niagara Parks Commission being a world class tourism experience, you make our jobs in the Ministry easier to showcase Ontario and attract visitors from around the globe. The important work you are doing provides truly unique opportunities for residents and visitors to explore and discover.

Our tourism industry is driven by the natural heritage and beauty of our lakes, rivers and forests, by our wealth of heritage and cultural attractions, and by festivals and events that enliven rural communities and urban neighbourhoods across the province. With delivery partners like you, our ministry is working to welcome the world to our province every day, bring people together, showcase the authentic Ontario experience, and support our diverse communities.

I recognize the success of your pop-up dinners – working with providers of local produce, wine and craft beer – as an example of your positive community engagement. Please continue to work with local partners to meet the needs of your communities and fulfil your mandate.

As you develop your business objectives, performance goals and other activities for the coming year, I ask that you consider a number of key government priorities.

The 2019 Ontario Budget states that restoring trust, transparency and accountability in the province's finances is the government's highest priority. Additionally, the line-by-line review, conducted by Ernst and Young, can help inform how public spending can be made more effective and efficient for the people of Ontario. I expect the principles outlined in those documents to guide your approach to exercising good governance and effective oversight at your agency.

As well, our government recently announced the completion of a review of provincial agencies, conducted by the Agency Review Task Force. This effort is part of our goal to ensure that agencies continue to deliver modern and effective services for the people of Ontario. My ministry has received recommendations from the task force and will be communicating our government's directions to you. I will look to your agency to support their implementation.

Please continue to focus on preserving and showcasing the Niagara Parks Commission's rich tourism assets to visitors locally and from around the world, and on strengthening economic development in the region.

I value your role in protecting the natural and cultural heritage along the Niagara River for the enjoyment of visitors, while maintaining financial self-sufficiency. I ask that you ensure your agency continues to deliver this important work in a manner consistent with government priorities.

Together, our work drives billions of dollars in economic activity and creates thousands of jobs. It boosts local economies, helps Ontario's communities succeed and showcases our strengths to the world – but I believe there is potential for so much more.

I know that with the Niagara Parks Commission's help, the province can reach that potential.

Kindest regards,

Lisa MacLeod
Minister of Heritage, Sport, Tourism and Culture industries

- c: David Adames, Chief Executive Officer, Niagara Parks Commission
Nancy Matthews, Deputy Minister, Heritage, Sport, Tourism and Culture Industries
Ken Chan, Assistant Deputy Minister, Business Transformation and Project Management Division, Ministry of Heritage, Sport, Tourism and Culture Industries