

**Ministry of Tourism,
Culture and Sport**

Minister

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NOV 23 2016

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

Dear Ms. Thomson:

Thank you for your ongoing leadership as Chair of the Niagara Parks Commission (NPC).

Ontario's board-governed agencies are vital partners in ensuring the delivery of high quality services to Ontarians. The people of Ontario depend on you to provide leadership to your agency's board, management and staff. Together with your fellow board members, you establish the goals, objectives, and strategic direction for the agency consistent with your agency mandate, government policies, and my directions where appropriate.

I appreciate the work undertaken by your board and staff in developing NPC's 2016-17 Business Plan. I look forward to hearing about the results of your plan.

As you begin to undertake your 2017-18 business planning, and pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for NPC for its 2017-18 fiscal year.

As you know, your agency is mandated by the *Niagara Parks Act, R.S.O. 1990*, to manage and develop Niagara Parks including its roads, bridges, lands and attractions. Concurrently, supporting a dynamic business environment that builds vibrant communities, attracts tourists, strengthens the economy and creates jobs is one of the priorities in the Premier's mandate letter to my ministry which NPC helps to accomplish through delivery of its mandate.

To ensure services are provided in accordance with your mandate and government priorities, I expect that the NPC will align its planning with ministry priorities set out in my mandate letter and establish strategies to support those priorities. This includes continuing in your environmental and cultural stewardship roles in preserving NPC's lands and heritage features.

Further, I expect NPC to maintain financial self-sufficiency while growing revenue, managing expenses and improving the state of NPC's assets.

To achieve and maintain the highest levels of accountability, NPC will work with the ministry to review and enhance governance, fiscal management and sustainability, and accountability processes to reflect best practices and ensure compliance with Treasury Board/Management Board of Cabinet direction as well as the new requirements with respect to executive salaries and compensation. NPC also will maintain an effective system of internal controls and compliance with applicable requirements to promote transparency and accountability, and will be required to manage any financial, operational and strategic risks to help ensure business objectives are met.

For 2017, NPC will deliver special programming that celebrates Canada's and Ontario's 150th anniversary.

I appreciate the hard work being undertaken by NPC's board and staff and wish you continued success.

All my best,



Eleanor McMahon
Minister

c: Maureen Adamson, Deputy Minister
Richard McKinnell, Assistant Deputy Minister
David Adames, General Manager (A), Niagara Parks Commission