

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

Minister

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

Ministre

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January 24, 2022

Mr. Aaron Campbell  
Chair  
Ontario Creates  
Suite 501, South Tower  
175 Bloor Street East  
Toronto, ON M4W 3R8

### **2022-23 Mandate Letter**

Dear Mr. Campbell:

Thank you for your continuing leadership as Chair of the Board of Directors of the Ontario Media Development Corporation, operating as Ontario Creates. Your team's work contributes to a spectacular double bottom line in Ontario, reflecting our rich cultural fabric and contributing to our economic success.

I often say Ontario offers the world in one province. Ontario Creates' support for the creative industries makes our jobs in the ministry – showcasing Ontario and attracting visitors – easier. The important work you are doing provides truly unique opportunities for people to thrive, and also to explore and discover our province.

I recognize the ongoing success that Ontario Creates' investments have had in the cultural industries. In particular, I want to acknowledge the important role Ontario Creates has played in supporting these industries through the challenges of the COVID-19 pandemic. Please continue to work with our industry partners to boost the economy, create jobs for Ontarians, and show that our province is a place where companies from around the world can grow.

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 heritage, sport, tourism and culture sectors were the first hit by the triple threat of health, economic and social crises posed by COVID-19, and there has been an unprecedented and devastating impact on the ministry's agencies and their operations. Together, we've worked to protect and support our sectors. We've reinforced the work of the Ontario Jobs and Recovery Committee and spotlighted our sectors' challenges at the Standing Committee on Finance and Economic Affairs. Our joint efforts will help inform the next phase of the government's plan to responsibly restart the economy.

In December 2020, my ministry released *Reconnecting Ontarians: Re-emerging as a Global Leader*, a white paper that discusses medium- and long-term strategies for the recovery of the heritage, sport, tourism and culture industries. After releasing the white paper, we arranged roundtable sessions with you and your agency's CEO in April and October 2021 to discuss collaborative, agency-led initiatives in support of recovery. I appreciated hearing about your successes and plans, and that you are exploring opportunities to further work with your fellow agencies and attractions.

I also established a Tourism Economic Recovery Ministerial Task Force to provide actionable guidance on the strategies, tactics and approaches the government should consider when supporting the tourism industry's economic recovery in Ontario. We need to be, and we will be, ready to welcome the world back to our province.

As part of the government of Ontario, please work with your agency's CEO to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. Our government's primary focus is to protect every life and every job we possibly can. Without healthy people, we cannot have a healthy economy. As the Chair of a provincial agency, you and the Board of Directors of Ontario Creates are responsible for setting the goals, objectives, and strategic direction of the agency within its mandate; while the agency's CEO is responsible for the day-to-day operation of the agency, including its financial, analytical, and administrative affairs as well as the leadership and management of its human resources. This includes:

### **1. Competitiveness, Sustainability and Expenditure Management**

- operating within your agency's financial allocations
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space
- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*

### **2. Transparency and Accountability**

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, 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 risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel

#### **4. Workforce Management**

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

#### **5. Data Collection**

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

#### **6. Digital Delivery and Customer Service**

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management

#### **7. Diversity and Inclusion**

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

#### **8. COVID-19 Recovery**

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

As a key ministry partner, I will rely on your help to advance ministry priorities such as promoting the arts and fuelling the creative economy, building on the success your organization has had in providing relief measures to Ontario companies in the early days of COVID-19, including working with industry and Destination Ontario to develop and promote Music Together and Ontario Live, as well as implementing strategic recovery and rebuilding initiatives such as Ready To Roll and Shop. Stream. Support. I appreciate the success that Ontario Creates has had in reducing the processing times for tax credits to get critical support to businesses sooner, and in adapting investment programs to achieve important recovery and diversity objectives.

I also ask that your agency's staff work with my ministry to ensure your objectives and business model are aligned with your mandate and government priorities, and continue to promote economic development, investment and jobs in Ontario's vibrant cultural media industry. In particular, I will be looking to Ontario Creates to ensure its programs are business-focused and tailored to the needs of its sectors. I also encourage you to continue to work in collaboration with other agencies and attractions of the ministry, where appropriate.

The government is continuing its Red Tape and Regulatory Burden Reduction initiative to reduce the cost of complying with regulations and reduce the number of regulatory compliance requirements, including red tape, on Ontario businesses. This aligns with my request at the roundtable sessions with you and your agency's CEO earlier last year, to submit suggestions for legislative and regulatory changes that could help to reduce burdens on your agency's operations. Staff from my ministry may reach out to you to support these initiatives.

The work you do supports key government objectives by promoting, enhancing, and leveraging investment, jobs and original content creation in the province's book publishing, film and television, interactive digital media, magazine publishing and music industries. I ask that you ensure your agency continues delivering this important work in a manner consistent with government priorities. I also ask that you continue to engage the ministry to ensure alignment with government policies, directions and expectations related to supporting the sector's recovery and promoting its long-term viability.

Please continue to keep my ministry informed of key activities and initiatives, as described in your Memorandum of Understanding (MOU). In particular, please ensure staff from the ministry are made aware of all planned events or issues, including contentious matters, public communication strategies and publications, and stakeholder and other public consultations and discussions. As we move forward, it will be important to continue to work closely together, including taking a coordinated approach to communications, so that when it is safe to welcome the world back to our province, we are ready.

In this regard, I ask that you and your Board keep the following in mind:

- I recognize that the Ontario Media Development Corporation was continued as a corporation pursuant to Ontario Regulation 672/00 and that its affairs are under the control of its Board of Directors.
- Ontario Creates is not, however, autonomous of government:
  - It is a Crown Agency.
  - The Board requires my approval, as Minister, to pass by-laws and resolutions.
  - The Board is appointed by the Lieutenant Governor in Council.
  - Ontario Creates cannot do things such as hold property, borrow money or pledge assets without approval from the Lieutenant Governor in Council.
  - The Board must adhere to the above-mentioned Agencies and Appointments Directive, which makes repeated reference to accountability: The accountability of an agency board (through its chair) to a minister; the accountability of the agency itself to the government through its minister; a minister's accountability, which cannot be delegated, for each provincial agency; the requirement for an MOU which reflects the accountability framework; and the minister's accountability to Cabinet and the Legislature, representing the public. Transparency is key, to the public, and between myself and yourself on behalf of the Board.

- The MOU, which you and I signed in 2020, whose purpose includes establishing the accountability relationships between myself as Minister and yourself on behalf of Ontario Creates. These include:
  - The Board of Directors is accountable, through me as Minister, to the Legislative Assembly in exercising its mandate.
  - Accountability is a fundamental principle to be observed in the management, administration and operations of Ontario Creates.
  - The Board acknowledges that it is accountable to me, through you, for governance and oversight of Ontario Creates.
  - Ontario Creates and my ministry have a duty to work together in a mutually respectful manner. We agree to avoid duplication of services wherever possible.
  
- In addition to accountabilities, the MOU also addresses responsibilities, including:
  - My responsibility to report and respond to the Legislative Assembly on the affairs of Ontario Creates.
  - When appropriate or necessary, my responsibility to take action or direct that Ontario Creates take corrective action with respect to its administration or operations.
  - Keeping you informed of the government's priorities and broad policy directions for Ontario Creates.
  - Through this letter, my responsibility to outline the high-level expectations, key commitments and performance priorities for Ontario Creates.
  - My responsibility to recommend to central agencies any provincial funding to be allocated to Ontario Creates.
  - Your responsibility to seek strategic policy direction from me.
  - Your responsibility to ensure timely communications with me regarding any issues or events that may concern or can reasonably be expected to concern me as Minister.
  
- The MOU also confirms that both you and I recognize that the timely exchange of information on the operations and administration of Ontario Creates is essential for me to meet my responsibilities for reporting and responding to the Legislative Assembly on the affairs of Ontario Creates.
  
- The foregoing are just some examples of MOU accountabilities and responsibilities. I recommend that your CEO and every Board member review the MOU in its entirety on a regular basis.

As the world emerges from the COVID-19 pandemic and global travel restrictions continue to ease, Ontario needs to ensure it is ready to compete within Canada and worldwide by driving economic development through strong recovery of the heritage, sport, tourism and culture sectors. Working together, our efforts have the potential to, once again, drive billions of dollars in economic activity and create thousands of jobs. Our work supports that incredible double bottom line – strong economic growth and a resilient cultural fabric that reflects the diversity and strength of Ontario’s communities. As Minister responsible for this important suite of industries, I recognize there is a lot of work ahead of us to get our economy moving again and to make sure Ontario remains an economic powerhouse.

I know that with Ontario Creates’ help, we will succeed.

Kindest regards,

A handwritten signature in black ink, appearing to read "Lisa".

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

- c: Karen Thorne-Stone, President and CEO, Ontario Creates  
Sarah Harrison, Deputy Minister, Heritage, Sport, Tourism and Culture Industries  
Sarah McQuarrie, Assistant Deputy Minister, Agency Relations and Accountability  
Division, Ministry of Heritage, Sport, Tourism and Culture Industries