

**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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DEC 17 2019

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

2020-21 Mandate Letter

Dear Mr. Campbell:

I want to thank you for taking on your role as Chair at Ontario Creates. 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 Ontario Creates' support for the creative industries, you make our jobs in the Ministry easier to showcase Ontario. The important work you are doing at provides truly unique opportunities for people to thrive, and also to explore and discover our province.

Our province is defined and enriched by the diversity of experiences, heritage and traditions of the people who live here. This cultural fabric is an important part of our identity and of what makes Ontario the best place to live and visit. 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 ongoing success that Ontario Creates' investments have had in the cultural industries. In particular, I want to acknowledge your outstanding success in supporting film and television production. 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 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.

The 2019 Ontario Budget directed my ministry to work with Ontario Creates on two initiatives in particular: modernizing the Ontario Music Fund to focus on activities that bring the biggest return to the province and investments that create opportunities for emerging talent to achieve success; and enhancing the tax credit certification process to streamline administration and reduce application processing times.

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. I also ask that your staff work with my ministry to ensure your agency's mandate, objectives and business model are aligned with government priorities, and continue to promote economic development, investment and jobs in Ontario's vibrant cultural media industry.

I value your role in 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 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 Ontario Creates' help, the province can reach that potential.

Kindest regards,

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

- c: Karen Thorne-Stone, President and CEO, Ontario Creates
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