

**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. Matthew Bondy
Chair
Ontario Trillium Foundation
800 Bay Street, 5th Floor
Toronto, ON M5S 3A9

2022-23 Mandate Letter

Dear Mr. Bondy:

Thank you for taking on the role of Chair of the Board of Directors of the Ontario Trillium Foundation. 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. The Ontario Trillium Foundation's support for Ontario communities 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.

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 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 the Ontario Trillium Foundation 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

I am pleased to recognize the ongoing and positive impact that the government's investment in the Ontario Trillium Foundation has had in our communities. Notably, this has included the government's unprecedented investment in the Community Building Fund, administered by the Ontario Trillium Foundation, which is already supporting recovery in key sectors across the province.

The work you do supports key government objectives by improving people's lives, creating lasting and positive change in communities across the province by providing spaces for people to come together and connect, fostering more active lifestyles, and enhancing economic well being. Please have your agency's staff continue working with my ministry to ensure your grant programs are aligned with government priorities and to seek opportunities to maximize the return on provincial investment, so that every dollar invested supports local communities.

My ministry has initiated a mandate review of the Ontario Trillium Foundation as required by the Agencies and Appointments Directive and as part of the government's commitment to accountability, transparency, and efficiency at provincial agencies. Please ensure that your staff work with the ministry to support this process.

I ask that you continue to work with the non-profit sector to rebuild and recover from COVID-19 impacts as quickly as possible so that organizations can support healthy and vibrant communities and promote economic growth and recovery. Please continue to engage closely with 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 also continue to work in collaboration with other agencies 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.

I value your role in building healthy and vibrant communities throughout Ontario by strengthening the capacity of the volunteer sector through investments in community-based initiatives in the arts and culture, environment, human and social services, and sports and recreation sectors. I ask that you ensure your agency continues delivering this important work in a manner consistent with government priorities. 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 relation to your upcoming mandate review and my encouragement that you continue to engage closely with the ministry to ensure alignment with government policies, directions and expectations, I ask that you and your Board of Directors keep the following in mind:

- Your mandate is subject 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 for each provincial agency which cannot be delegated; 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, signed by myself and your predecessor, whose purpose includes establishing the accountability relationships between myself as Minister and yourself on behalf of the Ontario Trillium Foundation. These include:
 - The Board of Directors acknowledges that it is accountable, through the Minister, to the Legislative Assembly in exercising its mandate.
 - Accountability is a fundamental principle to be observed in the management, administration and operations of the Ontario Trillium Foundation.
 - The Board of Directors acknowledges that it is responsible to me, through you, for governance and oversight of the Foundation.
 - Although the Eligibility Criteria approved by Order in Council (OIC) in 2002

state that the Ontario Trillium Foundation operates at arm's length from government, it is not autonomous:

- The 2002 OIC references the fact that its by-laws were and would continue to be subordinate to the MOU, and all OIC's.
 - All by-laws of the Foundation must be approved by the Minister.
 - The Foundation and my ministry have a duty to work together in a mutually respectful manner.
 - The Foundation is funded by the Government of Ontario out of the Consolidated Revenue Fund, and the appropriation is subject to adjustment by me as Minister, central agencies or the Legislative Assembly itself.
- In addition to accountabilities, the MOU also addresses responsibilities, including:
 - My responsibility to report and respond to the Legislature on the affairs of the Ontario Trillium Foundation.
 - When appropriate or necessary, my responsibility to take action or direct that the Foundation take corrective action with respect to the Foundation's administration or operations.
 - My responsibility to keep you informed of the Government's priorities and broad policy directions for the Ontario Trillium Foundation.
 - Through this letter, my responsibility to outline the high-level expectations, key commitments and performance priorities for the Foundation.
 - My responsibility to recommend to central agencies any provincial funding to be allocated to the Ontario Trillium Foundation.
 - Your responsibility to seek strategic policy direction from me for the Foundation.
 - Your responsibility to ensure timely communications with me regarding any issues or events that may concern or can reasonably be expected to concern me.
 - The MOU also confirms that both you and I recognize that the timely exchange of information on the operations and administration of the Ontario Trillium Foundation is essential for me to meet my responsibilities for reporting and responding to the Legislative Assembly on the affairs of the Foundation.
 - In addition to encouraging you and your Board and CEO to review the MOU regularly in its entirety, I also note that it places responsibility on you, on behalf of the Board, to ensure that clear expectations are established for transfer payment recipients, and for ensuring effective diligence when setting up and monitoring transfer payment contracts to ensure public services are delivered, commitments are fulfilled and the right controls are in place to ensure the prudent use of taxpayers' money.
 - 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 the Ontario Trillium Foundation’s 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: Katharine Bambrick, Chief Executive Officer, Ontario Trillium Foundation
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