

**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. James Marchbank  
Chair  
Destination Ontario  
10 Dundas Street East, Suite 900  
Toronto, ON M7A 2A1

**2020-21 Mandate Letter**

Dear Mr. Marchbank:

I want to thank you for taking on your role as Chair at Destination Ontario. 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 Destination Ontario's world class marketing, you make our jobs in the Ministry easier to showcase Ontario and attract visitors from around the globe. The important work you are doing at Destination Ontario helps market the province as a truly unique place 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 collaboration with Regional Tourism Organizations, sector associations and Destination Canada to help showcase local experiences to the world. Please continue to work with your partners to continue to meet the needs of 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.

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 our new Ontario tourism plan, once it is launched. I encourage you to establish a strong Ontario brand that reflects the integrated impact of heritage, sport, tourism and culture in the province, and to work with industry partners to achieve better alignment in targeting key markets.

As a key ministry partner, I will rely on your help to advance ministry priorities such as collaborating with the tourism industry and attracting international investment to the province.

I value your role in marketing our province in co-operation with the tourism industry, the Government of Ontario, and other governments and agencies. 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 Destination Ontario's help, the province can reach that potential.

Kindest regards,



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

c: Lisa LaVecchia, President and CEO, Destination Ontario  
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