

**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

Ms. Rita Davies  
Chair  
Ontario Arts Council  
121 Bloor Street East, 7th Floor  
Toronto, ON M4W 3M5

**2020-21 Mandate Letter**

Dear Ms. Davies:

I want to thank you for taking on your role as Chair at Ontario Arts Council. 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 Arts Council's support in developing the artistic community, you make our jobs in the Ministry easier to showcase Ontario. The important work you are doing 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.

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 work you do plays a vital role in promoting and assisting the development of the arts in all regions of the province. I ask that your staff work with my ministry to ensure your grant programs are aligned with government priorities. I recognize the work already done to reduce administrative expenses to maximize investment in grants and protect investments to Indigenous and Francophone communities. Please continue to seek opportunities to maximize the return on provincial investment, so that every dollar invested supports artist development and a diverse and successful arts sector.

I value your role in fostering the creation and production of art for the benefit of all Ontarians. I ask that you ensure your agency fulfils this mandate 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 the Ontario Arts Council's help, the province can reach that potential.

Kindest regards,



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

cc: Peter Caldwell, Director and CEO, Ontario Arts Council  
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