

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

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

Minister

Ministre

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DEC 17 2019

Mr. Harvey McCue
Chair
Ontario Heritage Trust
10 Adelaide Street East, 3rd Floor
Toronto, ON M5C 1J3

[Handwritten Signature]
2020-21 Mandate Letter

Dear Mr. McCue:

I want to thank you for taking on your role as Chair at the Ontario Heritage Trust. 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 the Ontario Heritage Trust being a world class heritage educator and conservationist, you make our jobs in the Ministry easier to showcase Ontario and attract visitors from around the globe. The important work you are doing provides truly unique opportunities for residents and visitors to explore and discover.

Our province has a rich and diverse cultural heritage, which is matched only by the natural history and beauty of our communities. 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 am excited that our ministry's new name recognizes the protection and celebration of heritage.

I recognize the success of Doors Open Ontario and the role it plays in educating the public on the province's architectural heritage. This program is a positive example of your community engagement. Please continue to work with partners 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.

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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.

Please continue to identify new revenue-generating opportunities to help preserve the heritage value and sustainability of your properties and support the core mandate of your agency. I encourage you to showcase the Ontario Heritage Trust's unique and rich heritage assets to visitors locally and from around the world.


As a key ministry partner, I will rely on your help to advance ministry priorities such as protecting cultural heritage resources, promoting the arts and fuelling the creative economy.

I value your role in owning, managing and protecting a portfolio of provincially significant heritage properties, acting as a centre of expertise on the protection and conservation of significant heritage properties, and educating the public in the role and importance of heritage. 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 the Ontario Heritage Trust's help, the province can reach that potential.

Kindest regards,



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

c: Beth Hanna, Chief Executive Officer, Ontario Heritage Trust
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