

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

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

Minister

Ministre

6th Floor
438 University Avenue
Toronto, ON M7A 2R9

6^e étage
438, avenue University
Toronto (Ontario) M7A 2R9



DEC 17 2019

Mr. Stephen Kosar
Chair
Science North
100 Ramsey Lake Road
Sudbury, ON P3E 5S9

2020-21 Mandate Letter

Dear Mr. Kosar:

I want to thank you for taking on your role as Chair at Science North. 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 Science North being a world class cultural institution, 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 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 success of Science North's popular outreach programs, which serve more than 80 communities across Northern Ontario. 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.

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 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 know that Science North plays an important role in promoting STEM (science, technology, engineering and math) education and careers – a government priority. Please continue to increase engagement in hands-on learning through your on-site programs and outreach to rural and remote communities, including First Nations across Northern Ontario. I also ask that you continue to seek opportunities to collaborate with the Ontario Science Centre on the development and marketing of made-in-Ontario exhibits and other content for export. I encourage you to leverage all opportunities to attract new visitors to Science North, increasing attendance and revenues, and driving tourism.

I value your role in operating a science centre, exhibiting objects and displays, depicting and conducting a program of education throughout Northern Ontario on the origins and development of science and technology and its relationship to society, operating and maintaining a model mine, producing and marketing exhibits, and providing consulting services. 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 Science North's help, the province can reach that potential.

Kindest regards,

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

c: Guy Labine, Chief Executive Officer, Science North
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