

Ministry of Northern Development  
and Mines

Ministère du Développement du Nord  
et des Mines

Office of the Minister

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Mr. Barney Hopkins  
Chairman of the Board of Directors  
The Owen Sound Transportation Company, Ltd.  
717875, Hwy 6  
Owen Sound ON N4K 5N7

Dear Mr. Hopkins:

I am pleased to write to you in your capacity as Chair of The Owen Sound Transportation Company, Ltd. (OSTC). Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the OSTC for the 2018-2019 fiscal year.

Ontario's Board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The people of Ontario depend on you to provide leadership to your agency's Board, management and staff. Together with your fellow Board members, the people of Ontario rely on you to establish the goals, objectives, and strategic direction for the agency consistent with your agency mandate, government priorities, and my directions, where appropriate. I thank you for your willingness to serve and the Board's commitment to delivering reliable ferry transportation to the people of Ontario.

Over the past year, the Province has implemented a number of important measures to enhance agency accountability, transparency and governance, including revisions to the Agencies and Appointments Directive. A key change was the introduction of a new mandate letter requirement for Board-governed agencies. Following the agency mandate review in 2016/17, this new accountability measure will help increase the public's knowledge and awareness of agency mandates and government priorities, and further promote the principles of openness and transparency.

As stated in the recent mandate review, your agency is mandated to provide safe, efficient and reliable ferry transportation in Ontario. The OSTC carries out this mandate by:

- Owning and operating the M.S. Chi-Cheemaun, serving the ports of the Tobermory on the northern tip of the Bruce Peninsula, and South Baymouth on the southeastern edge of Manitoulin Island.
- Owning and operating the M.V. Niska 1, a landing-craft style ferry serving the communities of Moosonee and Moose Factory Island on the Moose River, just south of James Bay in Northern Ontario.

...2

- Continuing as the contracted operator for the Ministry of Transportation's MV Jimann and MV Pelee Islander service to Pelee Island during the sailing season, and administering daily air service between Pelee Island and the Ontario mainland when ferry services are not in operation.

Growing jobs and creating the economy of tomorrow remains the number one priority in our government's 2017 budget. To ensure Ontario's public servants meet our government's commitment to return to a balanced budget and foster a more dynamic and innovative business environment, I expect the OSTC to:

- Continue to promote and contribute to the economic development in the serviced regions by supporting a positive business climate, and by enhancing and promoting the tourism sector through partnerships with local communities and regional stakeholders.
- Implement the agency mandate review recommendations, including supporting potential government initiatives to optimize the provincial ferries review with the Ministry of Transportation and Ministry of Northern Development and Mines.
- Complete the upgrades to the M.S. Chi-Cheemaun ferry and continue with planning for the river dredging for M.V. Niska 1 navigation routes.

Thank you for your continued and dedicated leadership. I have been very impressed with the momentum the OSTC has achieved over the past several years, and I wish you and all Board members continued success.

Please accept my best wishes.

Sincerely,



Michael Gravelle  
Minister of Northern Development and Mines

c: Susan Schrempf  
President and CEO, The Owen Sound Transportation Company, Ltd.

David de Launay  
Deputy Minister, MNDM

Helen Mulc  
Assistant Deputy Minister, Northern Development Division, MNDM

Mark Speers  
Director, Transportation, Trade and Investment Branch, MNDM