

**Ministry of Tourism,
Culture and Gaming**

Minister

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November 1, 2024

Mr. Robert Douglas Gale
Chair
The Niagara Parks Commission
Box 150 Administration Building, Oak Hall
7400 Portage Road South
Niagara Falls, ON L2E 6T2

Dear Mr. Gale:

I am pleased to share our government's 2025-26 priorities for The Niagara Parks Commission.

Agencies are a part of government and are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, it is incumbent upon you to ensure The Niagara Parks Commission's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that The Niagara Parks Commission is innovative, sustainable and accountable through the following direction:

Innovative

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve client/customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

Sustainable

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use public resources efficiently and
 - a) Operate within agency's financial allocations.
 - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

Accountable

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.
 - a) Collaborate with MOI to identify office space opportunities.
 - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
12. Increase non-government, non-fare, non-fee revenue by a percentage which will be determined by the Minister in consultation with the Chair.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing priorities specific to The Niagara Parks Commission:

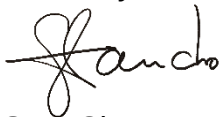
1. Continue to seek to maximize the potential of The Niagara Parks Commission's property portfolio while preserving and protecting the natural and cultural heritage of the Niagara River corridor.

2. Continue to work collaboratively with the ministry to redevelop the Toronto Power Generating Station and the Ontario Power Generating Station, and bring forward a proposal for the electric tram, while seeking related approvals as needed.
3. Support and align with government priorities related to growing tourism in the Niagara Region.
4. Continue to engage with Indigenous communities in delivering The Niagara Parks Commission's mandate, including major development projects, and consulting with any such communities where required.
5. Continue to collaborate with industry stakeholders and other agencies and attractions to promote the growth of the tourism industry in Ontario.

Many thanks to you and your fellow board members for your continued commitment to The Niagara Parks Commission. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division at lisa.lavecchia@ontario.ca.

Sincerely,



Stan Cho
Minister

- c. David Adames, Chief Executive Officer, The Niagara Parks Commission
Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming
Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division, Ministry of Tourism, Culture and Gaming

Attachment:

- Government Priorities 2025-26 Chart