

**Ministry of Tourism,
Culture and Gaming**

Minister

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October 3, 2025

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

Dear Mr. Gale:

I am pleased to share our government's 2026-27 priorities for the Niagara Parks Commission.

Provincial agencies are a part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that the Niagara Parks Commission's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored closely and reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how the Niagara Parks Commission will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic

resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.

2. Procure from Ontario and Canadian businesses whenever feasible.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;
 - operating within a defined maximum workforce size (including consultants);
 - ensuring compliance with the *Broader Public Sector Executive Compensation Act, 2014*; and
 - enhancing productivity and efficiency by using technology wherever possible.
9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to the minister for approval by March 31st, 2026.
10. Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

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

I am also sharing several priorities specific to the Niagara Parks Commission:

1. Support and align with government priorities related to the Destination Niagara Strategy to make Niagara a world-class destination for domestic and international visitors to unlock the economic potential of the region.
2. Proceed with the necessary approvals and associated procurements for attraction development opportunities related to growing tourism in the Niagara Region under the Destination Niagara Strategy, including the World-Class Observation Wheel, Electric Tram, Ontario Power Generating Station Redevelopment and Marina Redevelopment.
3. Continue to identify opportunities for increasing revenue generation, private sector investment and donor contributions.
4. Work with the ministry on performance measurement and data collection, including developing key performance indicators for each priority in this letter of direction.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

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 our government 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,

A handwritten signature in black ink, appearing to read "Stan Cho", with a stylized, cursive script.

The Honourable Stan Cho
Minister of Tourism, Culture and Gaming

c: David Adames, Chief Executive Officer, Niagara Parks Commission

Creed Atkinson, Chief of Staff, Minister's Office, Ministry of Tourism, Culture and Gaming

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 for Agency Sector Chart