

**Ministry of Citizenship and
Multiculturalism**

Office of the Minister

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November 12, 2025

John Ecker
Chair
Ontario Heritage Trust
10 Adelaide Street East, 3rd Floor
Toronto, ON M5C 1J3

Dear Chair Ecker,

I am pleased to share our government's 2026-27 priorities for the Ontario Heritage Trust (OHT).

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 OHT'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 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 OHT 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 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 (BPSECA); 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 the 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.

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 outcomes and performance measures that can be utilised if measurements are not currently in place.

I am also sharing several priorities specific to the OHT:

Continuing to Provide Key Services

OHT will ensure ongoing alignment with the government's priorities while meeting its mandate to conserve, interpret and share Ontario's heritage and rich history. As the Ministry responsible for oversight, I ask that OHT meets its mandate, as outlined in section 7 of the *Ontario Heritage Act*, R.S.O. 1990 by continuing to:

1. Effectively own, manage, protect and promote a portfolio of provincially significant heritage properties;
2. Act as a centre of expertise on the protection and conservation of significant heritage properties;
3. Educate the public in the role and importance of Ontario's heritage.

Red Tape Regulatory Burden Reduction Initiative

The Red Tape and Regulatory Burden Reduction initiative seeks to reduce the costs and burdens related to regulatory compliance requirements. I continue to welcome any recommendations you and the Trust may have. As such, I ask that the OHT continue to:

4. Bring forward to the Ministry specific initiatives for cost-savings and other opportunities for efficiencies.
5. Work with the Ministry to facilitate projects that seek to reduce burdens on OHT's operations, where applicable.
6. Review the OHT's list of current heritage conservation easement agreements to support the goal of making Ontario the fastest permitting jurisdiction for job creators and critical projects in the G7.

Doors Open Ontario

7. Expand and enhance the program for Ontarians and ensure Doors Open Ontario is presented as a key program of the Trust as an agency of the government.
8. Report the results of your ongoing work and to encourage further engagement/participation by faith-based organizations and other places of

worship, acknowledging that many places of worship are already part of Doors Open Ontario.

Focus on In-Person and Virtual Programming

9. Continued focus on in-person events, commemorations, and visiting and honouring heritage sites.
10. Leverage technology to engage and expand your reach with Ontarians across the province.
11. Inclusive, multi-faceted, and expanded programming that is delivered to and reflects the diverse audiences and narratives of Ontario's population.

Provincial Plaque Program

12. Further develop and leverage this key, high profile program to recognize, celebrate and commemorate significant people, places and events in Ontario's history.

Ontario Heritage Act

13. Provide insight, expertise and advice to the Minister on matters relating to the conservation, protection and preservation of the heritage of Ontario.
14. Providing insights and expertise to the Minister regarding implementation of government priorities with respect to balancing sound heritage conservation practices with achieving key identified outcomes.

Public Events/Communications

15. The profile of the work of the OHT is important and the Board and CEO will work with the Ministry and Minister's Office to ensure awareness and partnership on upcoming events and opportunities for participation by the Chair, Board, and or the Minister/Parliamentary Assistants.
16. Explore opportunities to recognize, celebrate and commemorate cultural communities and their contributions to Ontario's history and heritage.

Economic Growth and Development

17. Opportunities with the Ministry regarding:
 - Supporting the government's growth and development efforts and in particular, its commitment to rebuild Ontario's economy.
 - Key Performance Indicators that best demonstrate the economic, social and community value of OHT's delivery of its mandate as part of the annual government fiscal planning process.

Address Direction Related to the Community Jobs Initiative

18. Work with the implementation of the Community Jobs Initiative (CJI), as required.

Recognition for Ontario Veterans

19. Explore opportunities to recognize, celebrate and commemorate Ontario veterans and veteran-serving organizations for their contributions to Ontario's history and heritage.

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.

Thank you and your fellow board members for your continued commitment to the OHT. 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 Shannon Whitteker, Chief of Staff (Shannon.Whitteker@ontario.ca).

Sincerely,

A handwritten signature in blue ink that reads "G. McGregor". The signature is written in a cursive style with a large initial "G".

Hon. Graham McGregor
Minister of Citizenship and Multiculturalism

Attachment:

- Government Priorities for Agency Sector Chart