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February 5, 2026

Dear Niagara Region Mayors,

Enclosed, please find a letter that I have submitted to the Minister of Municipal Affairs and Housing in my role as Regional Chair, outlining the urgent need for municipal governance reform here in Niagara. This letter highlights the ongoing issues Niagara's fragmented, outdated and unwieldy governance structure continues to cause, including unsustainable tax increases that hurt residents and threaten the loss of jobs and investment, delayed decision making and a lack of coordination on priorities like transit, housing service delivery and economic development.

This letter makes clear the urgent need for change, but it also makes clear that any changes must be locally informed and supported here in Niagara. Based on previous consultations with many of you, and previous reports, I am deeply contemplating a 4-city or a 1-city model to maximize efficiencies and benefits to the communities we serve.

To that end, I am writing to you all to request your input and co-operation as we review potential governance changes to address the challenges our region faces. The changes under consideration should include but not be limited to a reduction in the number of municipal elected officials in the region - currently 126, which is more than the number of MPPs in the entire provincial legislature - as well as a potential municipal restructuring, including consideration of municipal amalgamations, that streamlines the governance process, reduces the size of government and brings taxpayers better value for money.

I welcome any written comments you wish to share with me. I recognize that there will be a range of views on the best path forward and I am committed to ensuring that Niagara's voice is clear, constructive and focused on better outcomes for our residents and businesses. To support swift consideration and implementation of potential changes, I will be submitting initial recommendations to the minister no later than the first week of March. **Please ensure you have communicated your feedback to me no later than Tuesday, March 3, 2026.**

The goal of these changes is simple: To adopt an outcome that is locally informed, that protects taxpayers and their hard-earned money, and that provides residents of Niagara with the best possible level of municipal services. Thank you to each and every one of you for the passion you show for your communities.

Sincerely,

Bob Gale  
Chair, Regional Municipality of Niagara