

**Ministry of Infrastructure**

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September 28, 2021

Mr. David Lindsay  
Board Chair  
Ontario Infrastructure and Lands Corporation (Infrastructure Ontario)  
1 Dundas Street West, 20th Floor  
Toronto, Ontario  
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Dear Mr. Lindsay:

As you begin planning for the 2022-2023 fiscal year, and pursuant to the requirements of the Agencies and Appointments Directive, I am pleased to write to you in your capacity as Chair of Infrastructure Ontario (IO) to set out my expectations for IO for the 2022-23 fiscal year.

During the 2021-22 fiscal year, IO continued to deliver major public infrastructure projects (MPIP) and as of March 31, 2021, has brought 135 projects to market since the inception of the public-private partnerships (P3) Program.

Over the last year, the Ministry of Infrastructure (MOI) and IO have made significant progress in delivering Ontario's plan to connect every region in the province with reliable, high-speed internet. Furthermore, MOI and IO continue work to connect the remaining underserved and unserved communities across the province and are leading a new procurement process to implement an innovative high-speed internet funding model which launched September 2021. This transparent and competitive process will help provide access to 100 percent of households in Ontario by the end of 2025.

IO continued to advance Ontario's transit priorities by leading the Transit Oriented Communities (TOC) program related to the four priority subway projects. IO provided a range of strategic advice to ministries and government agencies to support the development and innovative practices to build new and sustainable transit.

The IO lending program continued to provide affordable, long-term financing to eligible public sector clients to assist them in renewing their infrastructure and revitalizing their communities. As of March 31, 2021, the loan program approved 72 new loans worth approximately \$640 million, bringing the total value of loans approved since the program's establishment to over \$11.4 billion.

IO achieved key project and program milestones for a variety of client projects while proactively managing COVID-19's impact on current and future projects. As referenced in IO's 2021-2024 Business Plan, IO will continue to support the Province in its efforts to manage the impact of the COVID-19 pandemic as well as the recovery of the Ontario economy.

Since the launch of the Unsolicited Proposal (USP) Framework, the agency has also assessed unsolicited infrastructure proposals submitted through the portal as required.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for IO ensures that the Province receives the best advice and services related to provincial infrastructure and related projects. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers. Our government's primary focus is to protect every life and every job we possibly can. Without healthy people, we cannot have a healthy economy.

This includes:

**1. Competitiveness, Sustainability and Expenditure Management**

- operating within your agency's financial allocations
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space
- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*.

**2. Transparency and Accountability**

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- referring to the Memorandum of Understanding between the Minister of Infrastructure and the Chair on behalf of IO, as the primary administrative agreement setting out IO's obligations and accountabilities as a Crown agency
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, and responding to audit findings and recommendations, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

**3. Risk Management**

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel.

**4. Workforce Management**

- optimizing your organizational capacity to support the best possible public service delivery

- modernizing and redeploying resources to priority areas when or where they are needed.

## 5. **Data Collection**

- supporting MOI to improve and expand project data to support evidence-based decision making
- providing MOI with direct access to information systems to populate the Ontario Builds database
- continuing to provide MOI with facility condition and related data, and working with MOI to integrate data requests directed to other ministries
- improving how IO uses data in decision-making, information-sharing, and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate.

## 6. **Digital Delivery and Customer Service**

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management.

## 7. **Diversity and Inclusion**

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

## 8. **COVID-19 Recovery**

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19.

In addition to these government-wide priorities, I expect IO to focus on:

### 1. **Executing transactions that achieve the best value for government assets and effectively deliver major capital projects**

- Continue to support the planning and lead the procurement and delivery of the Province's priority infrastructure projects directed to IO.
- Continue to develop procurement options to deliver major projects for the Province including enhancing Ontario's current P3 model and deploying a wider set of procurement and contracting strategies in order to maintain competition, promote innovation, transfer risk appropriately, and secure long-term asset performance in the delivery of major public infrastructure projects.
- Continue to work with capital ministries to determine the need for IO's support for P3 asset management oversight during the operations and maintenance phase of projects utilizing the P3 model to ensure long-term asset performance and value to taxpayers.
- Continue to work with MOI to examine and understand current market capacity as it relates to the delivery of major public infrastructure projects.
- Continue to work with government partners to shape capital projects through:

- continued involvement in capital planning with ministry partners;
- supporting government's effort to examine and modernize processes and tools for delivery model selection for major public infrastructure projects; and
- initiating, when directed by government, joint development competitions and other forms of innovative procurement approaches that are aimed at specific policy outcomes.

**2. Continuing to develop innovative commercial solutions for government priorities**

- Continue to provide commercial advice and services related to Ministries, agencies and broader public sector entities on financial, strategic or other matters including developing, evaluating, structuring and negotiating commercial transactions.
- When directed, continue to support service modernization opportunities; particularly those opportunities that need to be centrally evaluated and pursued by government.

**3. Continuing to develop provincial land holdings**

- Continue to work to support the development of provincial land holdings through thoughtful use of surplus lands for other government priorities like long-term care and affordable housing.
- Subject to the Delegation of Authority from the Minister of Government and Consumer Services, investigate land and portfolio related opportunities for properties within the General Real Estate Portfolio.

**4. Supporting the government response to the COVID-19 pandemic**

- Continue to support the government's response to COVID-19, including developing innovative solutions to address critical infrastructure needs.
- Continue to work with MOI, Treasury Board Secretariat, and other ministries to effectively assess and manage financial and scheduling risks to ongoing major projects resulting from COVID-19.
- Continue to work with contract partners to discuss the challenges and costs that have occurred since the onset of the pandemic resulting from the impacts of COVID-19 on construction projects.
- Continue to ensure the health and safety of public/civic spaces through enhanced operational protocols.
- Continue working with ministry partners to ensure the appropriate investment in systems that enhance infection prevention and control.

**5. Continuing to deliver the Infrastructure Ontario Loan Program**

- Continue to deliver the Loan Program in a manner that aligns with the Province's policy goals for the Program and continue to engage with current and potential borrowers to ensure that they are aware of eligibility and credit worthiness requirements, steps to obtain a loan and reporting requirements during loans.
- Advise the ministry on access and eligibility for loans for not-for-profit long-term care operators and other sectors, including potential impact of options developed by working with Ministry of Long-Term Care (MLTC) without incurring additional credit risk to the IO Loan Program.
- Work with MOI to assess the considerations regarding reporting enhancements and expansion opportunities for the IO Loan Program to ensure the most effective delivery of services and improve the accountability and transparency of IO's activities.

- 6. Implementing the Transit-Oriented Communities (TOC) Program**
  - Continue to identify and pursue opportunities and innovative practices supporting the implementation of the TOC program.
  - Continue to work with the Ministry of Transportation, MOI and Metrolinx to support the delivery of TOC projects in alignment with TOC program objectives.
  - Continue to advise the Ministry of Infrastructure, Ministry of Transportation, and Treasury Board Secretariat in respect of any changes to the likely value to be realized from the program arising from changes made by Metrolinx to the character of underlying transit projects.
  
- 7. Providing administrative services on other programs as directed by the Minister of Infrastructure**
  - Continue to support the expansion of high-speed internet infrastructure in communities across the Province through delivery of the broadband program, including removing barriers, streamlining processes, executing procurements, and implementing projects.
  - Continue to administer the Clean Water and Wastewater Fund in cooperation with MOI until completion of the program.
  - Support MOI in the ongoing improvement of public infrastructure, project procurement outcomes, and ongoing asset inventory enhancements related to the government's infrastructure, including the development, updating, and/or standardization of design templates and guidelines across asset classes.
  - Provide advice and services related to realty projects to the broader public sector.
  - Support MOI in the delivery of the Government's Unsolicited Proposals Framework. As required, IO will support ministries to assess any unsolicited proposals and develop recommendations on whether to proceed to plan, procure, or otherwise transact.
  
- 8. Engaging in continuous refinement of delivering services most effectively and efficiently**
  - Work with MOI to implement the recommendations of the Ministry review of IO to ensure the most effective and efficient delivery of services that meet government objectives and improve the accountability and transparency of IO's activities.
  - Continue to work with government partners to ensure full cost recovery on all projects, programs and initiatives going forward.

Through these measures, we can continue to ensure that IO will deliver its ongoing responsibilities and execute its existing delegation of authority to carry out activities to implement TOC development and delegation of authority as it relates to the management of government property under the General Real Estate Portfolio as directed and overseen by the Minister of Government and Consumer Services.

We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity, and a stronger province.

I thank you and your fellow board members for your continued support and your valuable contributions. Should you have any questions/concerns, please feel free to contact Chris Giannekos, Deputy Minister of Infrastructure, at [Chris.Giannekos@ontario.ca](mailto:Chris.Giannekos@ontario.ca) or 416-402-1761.

Sincerely,



The Honourable Kinga Surma  
Minister of Infrastructure