



Minister of Finance | Ministre des Finances
PETER BETHLENFALVY

Mr. Greg Orencsak
Chair
Ontario Financing Authority
1 Dundas Street West, Suite 1200
Toronto, Ontario
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Dear Mr. Orencsak,

I am pleased to share our government's 2024-25 priorities for the Ontario Financing Authority (OFA).

As Chair, you play a vital role in helping the OFA achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies 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, this letter sets out my expectations for the OFA for 2024-25. These priorities include:

1. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including cyber security and any future emergency risks.
- Ensuring the risk management strategy drives agency decision-making and is a top priority to agency leadership.
- Updating the Ministry of Finance annually on the agency's progress in executing on the risk management strategy.

2. Competitiveness, Sustainability and Expenditure Management

- Operating within the agency's financial allocations.
- Identifying and pursuing opportunities for revenue generation, efficiencies and savings through innovative practices, and/or improved program sustainability.

- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives where possible.
- Complying with realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

3. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability, and providing the ministry a skills matrix annually to ensure the board has qualified appointees.
- Reviewing and updating agency KPIs annually to ensure efficiency, effectiveness and sustainability.

4. Workforce/Labour Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities across Ontario (as per MBC Realty Directive, s. 5.4), as applicable.
- Aligning Human Resources and Accommodations strategies, as appropriate, with Ontario Public Service (OPS) directives and policy, including return-to-office arrangements with those being followed by the OPS.
- Adhering to TB/MBC labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

6. Data Collection, Sharing and Use

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario, when applicable, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations.

In your governance role, I encourage you and the entire board to emphasize sound risk management surrounding all issues affecting cybersecurity. I'd appreciate an update from you on the measures the management team is taking to prioritize cybersecurity at your agency.

These are the government-wide commitments for board-governed provincial agencies.

I am also sharing several priorities specific to the OFA:

- Executing the Province's borrowing program, including the Green Bond program, in a manner that minimizes interest on debt costs within acceptable risk levels, and helping to ensure the long-term fiscal sustainability of the Province;
- Managing the Province's debt, investments, and financial risks, as appropriate, as well as contributing the development of the Province's fiscal plan and outlook including progress reporting on Ontario's debt burden reduction strategy;
- Managing key financial relationships with investors, financial institutions, rating agencies and public bodies;
- Continue to support the government on key strategic priorities, including standing up the Ontario Infrastructure Bank;
- Providing cost effective loans, as directed, to public bodies to meet provincial priorities;
- Providing cash management and banking services on a centralized basis to all ministries in a fiscally responsible manner;
- Advising on and implementing corporate and electricity finance projects and policies;
- The continued implementation of the Ontario Nuclear Funds Agreement, including jointly managing the Ontario Nuclear Funds with Ontario Power Generation;

- Ensuring the continued and successful execution and enhancement of the OFA's decentralized Business Continuity Plan; and
- Carrying out day-to-day operations of Ontario Electricity Financial Corporation.

I would be pleased to discuss these priorities during our next meeting, 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 OFA. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact my office.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Bethlenfalvy". The signature is stylized with a large initial "P" and a long horizontal stroke at the end.

Peter Bethlenfalvy
Minister of Finance

Attachment: Government Priorities for Agency Sector Chart

- c: Gadi Mayman, Chief Executive Officer and Vice Chair, Ontario Financing Authority
Richard Clark, Chief of Staff to the Minister of Finance, Ministry of Finance
Clara Cheung, Director, Performance and Risk Management Branch, People, Planning and Performance Division, Ministry of Finance
Tom McKinlay, Director, Legal Services Branch, Ministry of Finance