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Results-based Plan Briefing Book 2006-07

Ministry of Public Infrastructure Renewal

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PART I: Published Results-based Plan 2006/07

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Ministry Overview Statement

The Ministry of Public Infrastructure Renewal (PIR) is an enterprising and innovative organization. It is committed to making Ontario a leader in delivering an integrated, coherent plan to modernize public infrastructure, plan for growth and manage the province's assets. PIR supports the government's health, education and economic prosperity priorities through its many activities. To fulfil its mandate, PIR functions as both a central agency and a change agent, working in partnership with all ministries, municipal and federal governments, industry and sector associations, and with transfer partners.

PIR is restoring the province's foundation, its public infrastructure, and is better managing Ontario's growth and public assets to enhance public services and develop and encourage strong communities. These results are being achieved through three key strategies—*ReNew Ontario*, Planning for Growth, and Strategic and Effective Asset Management.

The following agencies/government enterprises report to the Minister of Public Infrastructure Renewal: the Ontario Lottery and Gaming Corporation (OLGC); the Liquor Control Board of Ontario (LCBO); the Ontario Realty Corporation (ORC); the Ontario Infrastructure Projects Corporation (OIPC or Infrastructure Ontario); and the Ontario Strategic Infrastructure Financing Authority (OSIFA).

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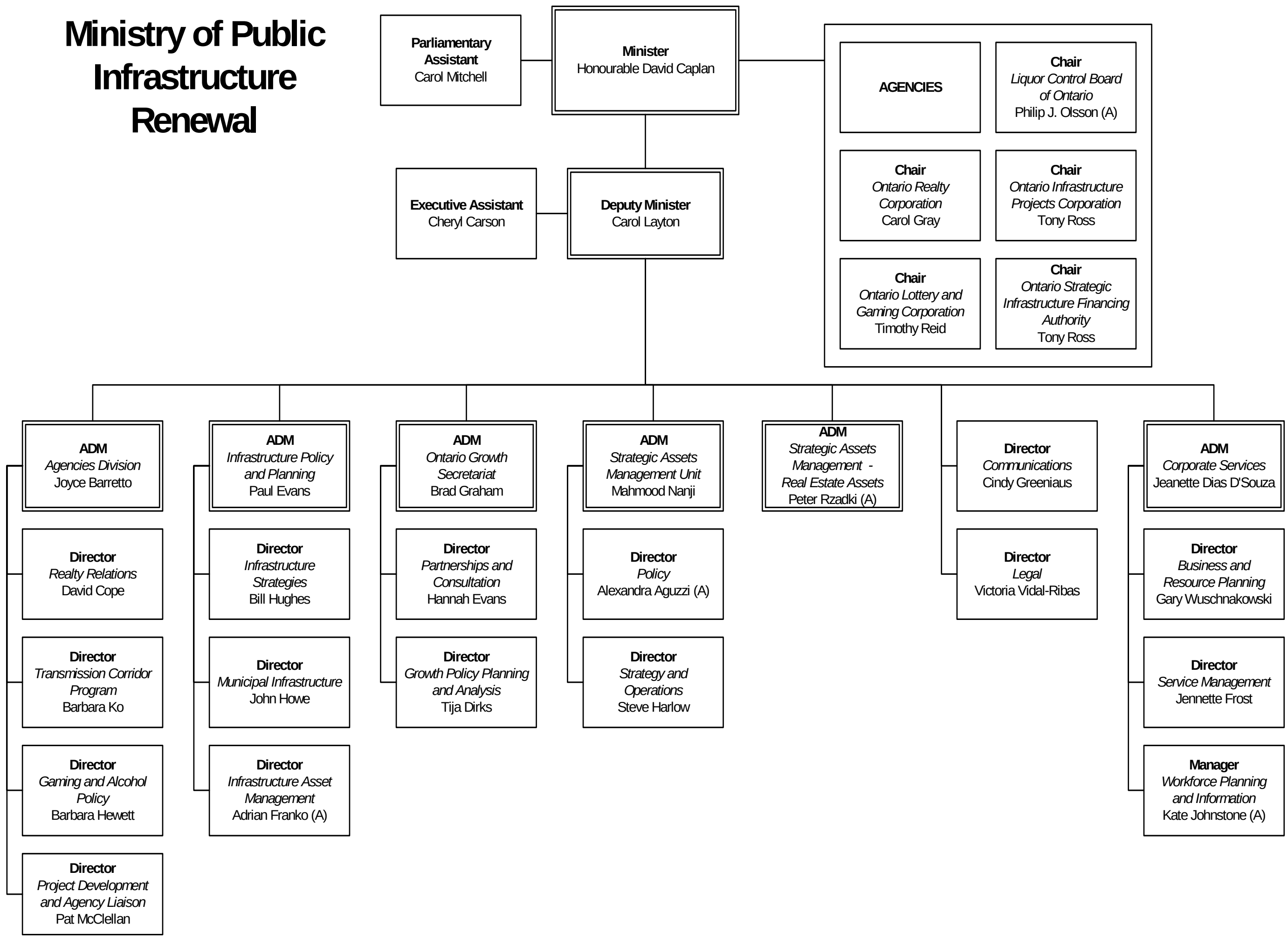
Ministry Organization Chart

Ministry of Public Infrastructure Renewal



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Legislation

The following is a list of the legislation for which the Ministry of Public Infrastructure Renewal has primary legislative or administrative responsibility.

Statutes Administered by PIR

- *Capital Investment Plan Act, 1993,* S.O. 1993, c.23.
  In respect of the Ontario Realty Corporation as conferred by subsection 2(4) of the Act

- *Liquor Control Act,* R.S.O. 1990, c. L. 18.

- *Ministry of Government Services Act*, R.S.O. 1990, c. M. 25.
  In respect of the Ontario Realty Corporation and all real property matters. Specifically, sections. 6, 7, 8, 9(2), 11, 12, 16, 17, 19.

- *Ontario Lottery and Gaming Corporation Act, 1999*, S.O. 1999, c. 12, Schedule L.

- *Ontario Strategic Infrastructure Financing Authority Act, 2002*, S.O. 2002, c. 22, Sched. A.
  Except for subsections 4(3) and (4) and sections 13, 16, 17 and 18, assigned to the Minster of Finance.

- *Places to Grow Act, 2005*, S.O. 2005, c. 13.

- *Toronto Waterfront Revitalization Corporation Act, 2002,* S.O. 2002, c.8.

PIR Authority Over Particular Sections of Statutes

- *Education Act*, R.S.O. 1990, c. E. 2 and R.R.O. 1990, Reg. 296, ss. 18(k).
  In respect of the powers and duties of the Ministry of Government Services described in subsection 18(k).

- *Electricity Act, 1998*, S.O. 1998, c. 15, Schedule A, Part IX.1.
  In respect of the powers and duties of the Chair of the Management Board of Cabinet under Part IX.1, Ownership and Use of Corridor Land.

- *Environmental Assessment* Act, R.S.O. 1990, c. E. 18, and R.R.O. 1990, Reg. 334, s.7.
  In respect of the power of the Chair of the Management Board of Cabinet to carry out an undertaking referred to in section 7 of the Regulations.

- *Conservation Authorities Act*, R.S.O. 1990, c. C. 27, s. 32.
  In respect of the powers and duties of the Minister of Government Services described in section 32.

- *Fish and Wildlife Conservation Act, 1997*, S.O. 1997, c. 41, s. 81.
  In respect of the powers of the Chair of the Management Board of Cabinet, described in section 81, regarding agreements for the acquisitions of land.

- *Public Lands Act*, R.S.O. 1990, c. P. 43, ss. 46(2).
  In respect of powers of the Minister of Government Services described in subsection 46(2).

- *Registry Act*, R.S.O. 1990, c. R. 20, s. 114
  In respect of the powers and duties of the Minister of Government Services described in section 114.

- *Surveys Act*, R.S.O. 1990, c. S. 30, s. 61.
  In respect of powers of the Minister of Government Services described in 61 regarding the installation of survey monuments on lands.

Agencies, Boards and Commissions (ABCs)

List of Agencies that report to the Ministry of Public Infrastructure Renewal:

- Ontario Strategic Infrastructure Financing Authority
- Ontario Realty Corporation
- Ontario Infrastructure Projects Corporation

Other Consolidated Entities:

- Toronto Waterfront Revitalization Corporation (tri-partite agreement)
- Liquor Control Board of Ontario
- Ontario Lottery and Gaming Corporation

PUBLISHED RESULTS-BASED PLAN 2006/07

AGENDA FOR CHANGE

The government has assigned the ministry a bold agenda for change with a central role to play in delivering results.

In its March 23, 2006 Budget, the government once again affirmed PIR's mission, mandate and key priorities with major funding commitments that continue to address Ontario's public infrastructure deficit. PIR was responsible for developing the government's infrastructure plan for 2006/07 and the next four years, and will continue to play an integral, coordinating and policy-making role in overseeing infrastructure commitments.

A look back and a look ahead

Founded in October 2003, PIR ensures the interconnection among growth planning activities, infrastructure investment, effective and strategic asset management, and the government's health, education and economic priorities.

- **The ministry's strategic approach** to planning for population and economic growth will promote a competitive economy, protect our environment and build strong vibrant communities. It will help get the most from our existing infrastructure and ensure effective and efficient infrastructure is in place to support growth.

- **Modern and efficient public infrastructure** is essential to deliver quality public services. PIR ensures infrastructure investments underpin transformation strategies and key deliverables in ministries while ensuring that the public interest is protected in an effective and sustainable manner.

Partnerships now and in the future

Tackling Ontario's growth planning and infrastructure challenges requires a focus on the near-term and the long-term with partnerships

- among ministries,
- with transfer partners
- with municipal and federal governments
- industry, community and academic groups

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Safeguarding the public interest

The ministry is developing more effective approaches to financing and building public infrastructure that:

- protect the public interest,
- ensure value for money,
- maintain appropriate public control and ownership,
- ensure accountability, and
- ensure fair, transparent and efficient processes.

Ontarians and their future

Ontarians must have a say in how their province grows. Through ongoing consultations with stakeholders and the public, the Ministry strives to build consensus throughout the planning and implementation processes:

- from planning,
- to delivery,
- to building consensus.

PIR acts as a change agent to:

- transform government structures and decision-making processes to improve how infrastructure policy is made and how funds are allocated
- improve the way infrastructure is planned, procured, constructed and financed, as well as how public assets are maintained across the Ontario Public Service (OPS) and the broader public sector (BPS)
- ensure a balanced approach to investing in renewal and planning infrastructure to support and shape growth and improve Ontarians' quality of life
- jointly build capacity with municipal and transfer partners, enabling the government and its partners to achieve more results, more efficiently and cost-effectively
- provide affordable financing to municipalities and other broader public sector partners to renew and rebuild public infrastructure

Strategically managing public assets is important to:

- unlock value from key provincial assets and focus government on vital public services, freeing up resources for government priorities and helping address the structural deficit
- produce efficiencies, generate savings and create opportunities to transform government

- provide leadership and co-ordination in the development of government policies for gaming, beverage alcohol, and real property and accommodation management

2006/07 OBJECTIVES

The ministry's 2006/07 objectives will be achieved through three key strategies.

Strategy: ReNew Ontario

The government's $30-billion investment plan directs infrastructure investments to the priorities that Ontarians say are the most important: health care, education, economic prosperity and economic growth. ReNew Ontario outlines where critical infrastructure investments will be made and identifies how the government will work with partners to find new sources of funding so that infrastructure can be modernized as quickly as possible while maintaining accountability for efficiency and the wisest use of taxpayer dollars. Key objectives are:

- Major infrastructure starts and completions in a number of sectors within the five-year infrastructure plan
- Develop a Water Investment Strategy to ensure the financial sustainability of Ontario's water and wastewater systems
- Continue to advance the revitalization of Toronto's waterfront to transform it into an urban treasure
- New transit investments to support increased ridership province-wide
- Through *Move Ontario*, invest an additional $1.2 billion in public transit in the Greater Toronto Area (GTA) and in municipal roads and bridges, especially in rural and northern municipalities
- Request ministries to dedicate resources for asset management initiatives and submit asset management plans through results-based plans
- Continue implementation of the Infrastructure Planning, Financing and Procurement (IPFP) Framework
- Federal and municipal infrastructure agreements that support shared investment priorities in the province.

Strategy: Planning for Growth

The Places to Grow Act, which received Royal Assent on June 13, 2005, is the cornerstone of the government's approach to growth planning. By coordinating investments in public infrastructure to accommodate our growing population, we will help municipalities realize the full benefits of growth, promote a competitive economy, protect our environment and build strong, vibrant communities. Key objectives are:

- Release of Final Growth Plan for the GGH
- Develop and release supporting documents including policy support guide, public brochure and technical papers
- Develop and initiate public education campaign to raise awareness of growth issues/choices
- Detailed assessment of need for future designated greenfield areas
- Verify and delineate the built boundary
- Initiate GGH sub-area assessments
- Establish a process to facilitate and assess municipal conformity with the Growth Plan for the GGH/Places to Grow Act, 2005
- Implement measurement activities and benchmarks, including sprawl and intensification measures for the GGH
- Undertake independent research to support the development and implementation of growth planning in Ontario
- Identify and develop options for other areas within Ontario requiring growth plans in the near future.

Strategy: Strategic and Effective Asset Management

Provincially controlled assets—including gaming, alcohol and realty assets—must support the public interest by producing results that benefit all Ontarians. Key objectives are:

- Continued support to maximize gaming and alcohol revenue within a framework that is socially responsible
- Continue to support priority use of corridor lands for public transportation, infrastructure and recreational purposes under the Provincial Secondary Land Use Program
- Implement projects to reduce electricity consumption in government buildings by ten per cent by 2007.
- Monitor adherence and continue implementation of Infrastructure Planning, Financing and Procurement Framework.
- Business case development and value-for-money analysis of major infrastructure projects
- Prepare designated Alternative, Financing and Procurement (AFP) projects prior to the assignment of this function to the Ontario Infrastructure Projects Corporation (Infrastructure Ontario)
- Develop and return to cabinet with business cases on a select list of provincially owned properties
- Finalize legal agreements for the sharing of gaming proceeds -- beyond Casino Rama -- with Ontario First Nations, to enable long-term investments in 133 communities for infrastructure and programs in key areas such as health, education, and economic/cultural/community development

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- Through the Ontario Strategic Infrastructure Financing Authority (OSIFA) continue to provide low-cost, long-term, fixed-rate financing to municipalities and universities for priority public infrastructure projects under a new continuous call process.

DELIVERING ON GOVERNMENT PRIORITIES

The ministry leads the government's infrastructure planning process to ensure that funding is directed to government priorities and that all ministries' infrastructure plans reflect those priorities.

Acting as a central agency, PIR helps the government:
- build Ontario's economic advantage through investments in public infrastructure
- strengthen education and health care through infrastructure investments
- stay on track to eliminate the fiscal deficit.

Here are some ways PIR will contribute to the province's competitive advantage, economic growth and a higher standard of living for the people of Ontario in 2006/07.

Success for Students

Ontario will be at its best only when every Ontarian has the opportunity to reach his or her full potential. Through *ReNew Ontario*, the government is helping improve Ontario's learning environment by building and/or renovating schools. These efforts to increase Ontario's educational capacity will help support or encourage:
- higher literacy
- better math achievements, and
- lower dropout rates.

Better Health for Ontarians

Investing in health care is one of the government's top priorities. PIR is helping build opportunities for Ontarians to achieve better health in a number of ways. Under *ReNew Ontario*, funding is being provided for over 105 hospital projects across the province. In addition, over the next three years, 104 additional first year medical spaces will be opened in six locations. Three of these locations will be new satellite campuses to allow students to complete significant portions of their training closer to home. Here is an overview of how the ministry is helping to achieve better health for all Ontarians:

- helping to build new, expanded and/or upgraded hospitals that will lead to

- shorter wait times
- better access to doctors and nurses

- growth planning that encourages
  - the development of compact communities where people can walk and cycle
  - an integrated transportation network, with improved public transit, resulting in less gridlock and better air quality
  - the preservation of spaces where people can enjoy nature

- working towards sustainable and affordable water systems, which will result in lowered future public health risks
- establishing responsible gaming centres to promote responsible gambling and support customers and staff in three commercial casinos.

Strong People and a Strong Economy

Through a variety of initiatives that create positive results, PIR helps strengthen Ontario's economic advantage and build opportunity for Ontarians.

- Innovative approaches to infrastructure financing and procurement mean that Ontario can address its public infrastructure deficit more quickly and efficiently
  - The province is on track to deliver over $30 billion in infrastructure investment by 2009/10, in cooperation with its partners

- An improved investment climate attracts investors
- Capital financing for post-secondary education, research and innovation will result in more medical school and graduate school spaces. In September 2005, the MaRS Discovery District, a convergence innovation centre, opened and will help foster research and innovation. Additional funding to support completion of the west tower was announced in the 2006 Ontario Budget
- Improved transit, highways, roads and bridges are vital to a healthy and prosperous province
  - In August 2005, the Northern Ontario Highways Strategy (NOHS)—a $1.8-billion, five-year plan for highway improvement and expansion in Northern Ontario was announced.
  - The province is committed to investing $300 million in the Windsor Gateway and $323 million in the Niagara and Sarnia border crossings.
  - *Move Ontario*, the new $1.2 billion investment in transportation infrastructure, announced in the 2006 Ontario Budget, includes $838

million in new funding for public transit in the Greater Toronto Area (GTA) and $400 million for Ontario's roads and bridges in municipalities outside the GTA
- Reducing electricity consumption in government buildings saves money and helps the environment
- Through growth planning, natural green spaces and agricultural lands are protected
- PIR's effective asset management helps generate revenue and create jobs.
- The redevelopment of brownfields contributes to a healthier environment, more vibrant communities, and helps reduce urban sprawl
- PIR remains committed to the revitalization of the Toronto Waterfront. Work has begun on a new community in the West Don Lands and we expect to see significant residential construction by the end of 2007.

BUILDING OPPORTUNITY FOR ONTARIANS

THREE KEY STRATEGIES …

- *ReNew Ontario*
- Planning for Growth
- Strategic and Effective Asset Management

ARE IMPLEMENTED THROUGH …

- Growth Management
- Infrastructure Policy and Planning
- Infrastructure Financing and Procurement
- Agency Liaison and Coordination
- Strategic Asset Management
- Ministry Administration

PRODUCING RESULTS
FROM A RANGE OF ACTIVITIES …

- Growth Partnership and Consultations
- Growth Policy, Planning and Analysis
- Infrastructure Strategies
- Municipal Infrastructure
- Toronto Waterfront Revitalization
- Project Development and Agency Liaison
- Asset Management Project

- Strategic Asset Management Unit
- Transmission Corridor
- Gaming and Alcohol
- Realty Relations
- Corporate and Administrative Services
- Legal Services
- Communications

THAT HELP ACHIEVE
THESE GOVERNMENT PRIORITIES …

- Success for Students
- Better Health
- Strong People, Strong Economy

MINISTRY FINANCIAL INFORMATION

Ministry Planned Expenditures 2006/07

	Ministry Planned Expenditures ($M) 2006/07
Operating (1)	88.2
Capital (1)	339.4

Note: Totals do not include consolidation adjustments of ($138.3M).

Ministry Planned Expenditures by Program Name 2006/07

Program Name	Ministry Planned Expenditures ($M)
Infrastructure and Growth Management Planning/Ministry Administration Program	427.6

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APPENDIX I

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PUBLISHED RESULTS-BASED PLAN

2005/06

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PUBLISHED RESULTS-BASED PLAN 2005/06

MINISTRY OVERVIEW

The Ministry of Public Infrastructure Renewal (PIR) is a central agency and change agent. It works with partners inside and outside government to modernize public infrastructure, plan for Ontario's growth, and care for the environment in ways that enhance the quality of life of Ontarians and contribute to the province's economic success.

PIR'S MANDATE WAS EXPANDED IN 2005/06

On June 29, 2005, PIR's role was expanded to include oversight of the Ontario Realty Corporation (ORC), the Ontario Lottery and Gaming Corporation (OLGC), the Liquor Control Board of Ontario (LCBO), and the Ontario Strategic Infrastructure Financing Authority (OSIFA).

On September 9, 2005, the Minister of Public Infrastructure Renewal signed a Memorandum of Understanding (MOU) with the ORC and the Toronto Waterfront Revitalization Corporation (TWRC), setting out respective agency roles and responsibilities for the implementation of the West Don Lands revitalization project.

On November 7, 2005, the Ontario Infrastructure Projects Corporation (Infrastructure Ontario) was created. At the same time, the appointment's of the chief executive officer, the chair and the inaugural board of directors were announced. On March 23, 2006, the government introduced legislation that, if passed, would amalgamate Infrastructure Ontario and OSIFA. The consolidation of the two agencies will lead to more effective coordination of the government's infrastructure planning, financing and implementation activities.

GEARING UP FOR 2005/2006 ACHIEVEMENTS

Important achievements that will benefit Ontarians and their communities will be made while staying within PIR's multi-year expense limit. All the ministry's efforts will support the key government priorities of health, education and a strong economy.

- **Planning for growth** will strengthen our communities and economic competitiveness, and enhance our quality of life. It will help get the most from our existing infrastructure and ensure effective and efficient infrastructure is in place to support growth.

- **Modern and efficient public infrastructure** is essential to deliver quality public services. It underpins transformation strategies and key deliverables in a number of ministries.

PIR WILL HELP THE GOVERNMENT ACHIEVE RESULTS IN ONTARIO

SUCCESS FOR STUDENTS

By increasing or improving Ontario's education facilities, PIR will, through *ReNew Ontario,* help support the government's objectives for:

- higher reading, writing and math achievements
- improvement in the performance of schools
- increased graduation rates

BETTER HEALTH

By improving access to key services and improving our health facility environment, PIR will help support the government's objectives for:

- shorter wait times for key services
- more families with access to primary health care
- preventing illness, promoting wellness

STRONG PEOPLE AND STRONG ECONOMY

By stimulating the economy and creating jobs through infrastructure investments, reducing sprawl through the Places to Grow initiative, and helping build quality infrastructure, PIR will help support or encourage:

- a competitive business environment
- modern, efficient public services
- safe, clean communities with more protection for greenspace
- increased public transit ridership
- more affordable housing

STRENGTHENING ONTARIO TOGETHER

By involving Ontarians in planning for their future, PIR will help support or encourage:

- more people contributing to democracy
- stakeholder involvement and public engagement

TO MOVE FORWARD AND PRODUCE RESULTS

Objectives will be achieved in these areas: infrastructure policy and planning (which included water and wastewater strategy as well as federal and municipal partnerships); infrastructure financing and procurement; strategic asset management; PIR agencies; and, growth planning.

INFRASTRUCTURE POLICY AND PLANNING OBJECTIVES

- Develop multi-year infrastructure plans
- Establish a new approach to health capital planning
- Develop a water investment strategy
- Achieve federal-provincial agreements for new cost-shared infrastructure programs
- Provide analytical and logistical support to the Water Strategy Expert Panel
- Support the government's objective of ensuring a fair share allocation for Ontario through federal-provincial infrastructure initiatives
- Support implementation of the Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF)
- Continue forging a strong relationship with the federal government and negotiate outstanding balance of CSIF funding
- Promote enhanced relationships with municipal partners
- Make significant progress on the Toronto Waterfront file
    - Advance work on the West Don Lands, Ontario's top waterfront priority
    - Support the tri-government response to the governance review of the TWRC
    - Sign contribution agreements to implement waterfront projects
    - Finalize, with the federal government and the City of Toronto, TWRC ten-year business plan
- Work with other ministries to understand existing ministry asset management practices in order to begin establishing standards, reporting requirements and templates to allow integration of ministry asset inventories and infrastructure asset management systems

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INFRASTRUCTURE FINANCING AND PROCUREMENT OBJECTIVES

- Launch alternative financing and construction finance projects
- Continue the implementation of the alternative financing and procurement framework
- Develop the Ontario Infrastructure Projects Corporation
- Select site for the Durham Consolidated Courthouse
- Begin to implement the Infrastructure Planning, Financing and Procurement (IPFP) Framework and strengthen measures to:
  - identify and avoid potential conflicts of interest
  - promote fairness among private sector proponents in the procurement process
  - publicly report on the outcome of each stage in the procurement process
- Build Ontario Public Service (OPS) capacity in the planning, financing and delivery of infrastructure projects, and continue to work closely with infrastructure ministries and agencies on:
  - the development of complete and fully-costed business cases
  - the application of Framework principles to all provincial infrastructure investments
- Create the Ontario Infrastructure Projects Corporation (OIPC) agency, Infrastructure Ontario. To manage complex AFP projects, the agency will combine private sector innovation, rigour and discipline with best business practices. OIPC's objectives for 2005/2006 include the release of significant Requests for Proposals, and the assignment of Alternative Financing and Procurement (AFP) projects.

STRATEGIC ASSET MANAGEMENT OBJECTIVES

To ensure the best value for strategic public assets, initiatives will be undertaken to support the adoption of best practices across the OPS and the broader public sector.

- Complete a review of the Beverage Alcohol System (under the direction of the Ministry of Finance).
- Support the Honourable David Peterson, former Premier of Ontario, in negotiating an Agreement in Principle (AIP) for a new Gaming Revenue Agreement with Ontario First Nations Limited Partnership (OFNLP). (*NOTE:*

Leadership on this file has since been transferred to the Ministry of Public Infrastructure Renewal from the Ministry of Finance).

- Develop and implement a strategy and corporate framework to improve the way the government manages and makes strategic decisions about its real estate portfolio.
- Complete the critical work leading to the establishment of Infrastructure Ontario and prepare legislation to amalgamate the OIPC/OSIFA
- With the Ministry of Natural Resources, complete a review of the province's air services delivery.

AGENCIES DIVISION AND SUPPORTING AGENCIES OBJECTIVES

After the June 2005 transfer to PIR of responsibility for the Ontario Lottery and Gaming Corporation (OLGC), the Liquor Control Board of Ontario (LCBO), and the Ontario Realty Corporation (ORC), the Agencies Division was established to provide a coordinated focal point for liaison with these agencies and the necessary policy support. Key objectives have been established.

The Ontario Lottery and Gaming Corporation (OLGC)

- Develop the policy framework and begin to implement a new provincial gaming strategy, including
  - the start of construction on non-gaming amenities at Casino Windsor
  - the launch of four e-bingo revitalization projects
  - the opening of responsible gaming information centres at two of the province's commercial casinos, as pilot projects
- Launch the Quest for Gold Instant Ticket Lottery, with all proceeds from the sales of the ticket to be used to support Ontario's amateur athletes and promote ACTIVE 2010, Ontario's sport and physical fitness strategy

The Liquor Control Board of Ontario (LCBO)

- Achieve, for the eleventh year, a record-breaking dividend for the people of Ontario
- Negotiate a new four-year collective agreement with unionized staff without customer service disruptions.

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The Ontario Realty Corporation (ORC)

- Assume the lead for government-wide Accommodations Savings Review with its $50 million savings
- Continue to work closely with accommodations directors in government ministries to support efforts to achieve their $40 million share of the reduction target
- Make significant progress toward achieving the $10 million corporate accommodations savings review reduction target (by April 1, 2006)
- Assume responsibility for reducing 10 per cent of the electricity consumption in government-owned facilities by 2007.

GROWTH PLANNING: PLACES TO GROW OBJECTIVES

- Work toward the passage of the Places to Grow Act
- Begin to address sprawl through a growth plan for the Greater Golden Horseshoe (GGH)
- Release the Draft Growth Plan for the GGH
- Release “Highlights” brochure for the Draft Growth Plan for the GGH
- Release the Proposed Growth Plan for the GGH
- Prepare for the release of the Final Growth Plan for the GGH in spring 2006
- Facilitate the integration of infrastructure and growth plans
- Continue stakeholder discussions as well as public and education strategies to build consensus and public support for growth planning
- Partner with the Conference Board of Canada, the Premier’s Leaders’ Forum on Strategic Growth for a consultation with business leaders on the economics of growth
- Conduct public consultations, including stakeholder workshops, presentations/speeches by Ontario Growth Secretariat (OGS) staff,
- Encourage and receive feedback to the Proposed Growth Plan for the GGH
- Build technical knowledge about land supply, population and employment forecasts, urban growth centres and intensification targets to be released in 2005.
- Coordinate meetings with other Ontario ministers regarding growth planning.

MINISTRY FINANCIAL INFORMATION

Ministry Planned Expenditures 2005/06

	Ministry Planned Expenditures ($M) 2005/06
Operating (1)	**106.4**
Capital (1)	**277.4**

Note (1): Totals do not include consolidation adjustments of ($116.6M).

Ministry Planned Expenditures by Program Name 2005/06

Program Name	Ministry Planned Expenditures ($M)
Infrastructure and Growth Management Planning / Ministry Administration	**383.8**

2004/05 Annual Report

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2004/05 Annual Report

MINISTRY OVERVIEW

The Ministry of Public Infrastructure Renewal (PIR) was created in October 2003. In a remarkably short period of time, it made solid progress towards achieving its vision of ensuring that Ontario has the infrastructure it needs to deliver public services effectively and efficiently. Throughout 2004-05, the ministry helped advance the government's key priorities in health, education and the economy. In doing so, it worked closely with the federal government, other provincial ministries, municipalities and other public agencies.

KEY RESPONSIBILITIES

PIR undertook to meet these key responsibilities in 2004/05:

- planning and coordinating the government's investments in infrastructure and affordable housing, and for supporting growth management plans through strategic investments in public infrastructure.
- preparing a five-year infrastructure investment plan that will address infrastructure needs, priorities and financial requirements.
- developing a framework to improve methods of planning, procuring, financing and managing public infrastructure. A framework for infrastructure investments will be guided by protection of public interest with clear, transparent processes.
- serving as a centre of excellence for infrastructure financing, procurement and delivery and infrastructure asset management.
- preparing to implement the government's affordable housing program.

STRATEGIES AND OBJECTIVES

- **Rebuilding and restoring infrastructure** through new investments and new methods of planning, financing, procuring and managing public infrastructure, guided by a strategic policy framework.
- **Planning for growth** involves developing growth plans and strategies while coordinating investments in public infrastructure to accommodate population growth and sustain economic expansion.

- **Establishing partnerships** with other levels of government, other ministries and the private sector to plan, finance and deliver new infrastructure.

- **Increasing the supply of affordable housing** through the successful implementation of an affordable housing program and the development of strategies to address community rental housing, home ownership and housing in remote areas.

DIVISIONS IMPLEMENT STRATEGIES, PRODUCE RESULTS

Infrastructure Policy And Planning Division (IPP)

IPP provided strategic policy development and analysis for planning and managing the government's investments in public infrastructure. In consultation with other central agencies and working with capital ministries, PIR managed the government's infrastructure planning process. In addition, PIR promoted strategic infrastructure investment throughout the province by working with provincial ministries and municipal and federal governments.

As part of the infrastructure planning process, PIR prepared an accurate assessment of the province's infrastructure needs; developed a long-term, strategic approach to infrastructure planning; developed regional and sectoral infrastructure strategies; linked planning decisions with allocation decisions; developed the government's multi-year provincial infrastructure plan; and, ensured that investments meet the government's key priorities.

PIR also developed infrastructure partnership strategies with the federal government and Ontario municipalities. PIR took the lead responsibility for negotiating infrastructure agreements with the federal government and for working with provincial ministries responsible for implementing federal-provincial-municipal infrastructure partnership programs.

Results:

- Water Strategy Expert Panel created to advise the government on how to ensure that the investment needed to improve Ontario's water and wastewater infrastructure takes place, that systems are financially sustainable, and that water rates are affordable

- Phase I of Health Capital Review — establishing priority capital projects — completed.

- Canada-Ontario Municipal Rural Infrastructure Fund agreement signed in November – representing a new model of intergovernmental cooperation

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- Toronto Waterfront – developed financing and implementation plans for West Don Lands and supported tri-government review of TWRC governance and accountability

Infrastructure Financing And Procurement (IFP)

Improvements in infrastructure financing and procurement policies provide a way of transforming provincial government investment in infrastructure. Implementing these policies in 2004-05 gave the province a leadership role in developing long-term sustainable financing options that will include new models, increased direct capital investment by governments, innovation in financing and sound asset management practices.

It is generally accepted that there is a significant infrastructure deficit in Ontario. Investment challenges include deferred maintenance, major rehabilitation, refurbishment and new construction. Governments do not have the collective fiscal capacity necessary to make needed infrastructure investments. The province's ability to substantially increase investment in infrastructure to required levels is restrained by the current fiscal situation.

The IFP division created a centre of excellence within PIR to provide one-window access to tool and advice — initially for the Ontario Public Service, and subsequently for the broader public sector — to encourage best practices at all stages of project investment and management.

Results:

- Led consultation on the Infrastructure Planning, Financing and Procurement (IPFP) Framework as part of the budget process – principles and directions to assess project proposals, select appropriate financial models and ensure project delivery on time and on budget
- Developed and released the IPFP Framework
- Undertook organizational development work for new division
- Developed stewardship role and implementation of IPFP Framework within Ontario Public Service (OPS)
- Built working relationships with other central agencies and developed process to implement framework
- Outreach to capital ministries on IPFP to assist them in understanding and making changes to meet requirements of new framework

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- Worked with ministry partners in planning, financing and project delivery on several major public infrastructure investments.

Ontario Growth Secretariat (OGS)

The OGS encouraged a collaborative and consensus-based approach to managing population and economic growth, working across provincial government ministries and with other levels of government. The objective was to encourage the development of compact, attractive, transit-oriented communities that maintain a high quality of life for their residents, are economically successful and environmentally sustainable.

This is a critical activity. In the absence of effective growth planning, residents in the Greater Golden Horseshoe (GGH) will continue to experience increased urban sprawl, loss of prime agricultural lands, increased commuting times, high economic costs associated with gridlock, and deteriorating air and water quality. Residents in northern and rural Ontario will continue to face declining population and economic opportunities.

Growth plans provide a vision and strategic blueprint for future infrastructure investments. After an initial growth plan for the GGH, plans will then be developed for other areas of the province. The scope of each plan will be unique to regional issues and needs. The government will introduce legislation to implement this strategy.

Results:

- Released Places to Grow, a discussion paper proposing a growth plan for the GGH
- 8 public consultation sessions held and strong support gained for Places to Grow from the 1,600 people who attended and the close to 500 written submission received

- Initiative successfully re-branded
- *Places to Grow Act* tabled
- Progress in horizontal policy integration involving stakeholder ministries in developing and implementing solutions to growth challenges and building consensus.

Affordable Housing Division

In 2004/05, the division worked towards fulfilling the government's commitment to reduce the waiting list for affordable housing and create more affordable housing. The availability of federal capital funding and the need for the province to secure matching funding in a timely manner, or risk the loss of its share of this funding, increased the need for immediate action to meet this commitment.

Under the Canada-Ontario Affordable Housing Agreement, federal funds for affordable housing must be equally matched through a combination of contributions by the province, municipalities, the private sector, the voluntary sector, charities and individual donors. Ontario will participate fully in this program through a variety of means, including the negotiation of a new affordable housing agreement to utilize existing program funding and by taking advantage of any new federal funding.

The government is committed to:

- matching federal support to create affordable housing for 20,000 needy families over the next four years
- giving priority to the development of affordable housing on government-owned land; and,
- establishing the Ontario Mortgage and Housing Partnership

In addition, the Affordable Housing Strategy links to a number of other government commitments and initiatives, including:

- providing housing allowances to 35,000 needy families;
- Increasing second stage housing for women and children threatened by domestic violence;
- creating 6,600 supportive housing units for the mentally ill;
- repealing and replacing the Tenant Protection Act;
- ensuring municipalities with low vacancy rates have the right to protect existing rental housing from demolition;
- establishing a rent bank; and,
- changing the Land Transfer Tax Rebate Program to encourage people to buy homes in priority growth areas.

Results:

- Developed and received approval for new Affordable Housing Strategy
- Negotiated new federal-provincial Affordable Housing Program
- Over 3,200 Affordable Housing units announced

NOTE: On April 1, 2005, responsibility for implementing the affordable housing strategy was transferred to the Ministry of Municipal Affairs and Housing.

Ontario

MINISTRY FINANCIAL INFORMATION

Ministry Expenditures

	Ministry Actual Expenditures ($M) 2004/05
Operating (1)	**16.6**
Capital (1)	**44.8**

Note (1): Totals do not include consolidation adjustments of ($57.4M).

GLOSSARY

AFP	Alternative Financing and Procurement
BPS	Broader public sector
COMRIF	Canada Ontario Municipal Rural Infrastructure Fund
CSIF	Canada Strategic Infrastructure Fund
GGH	Greater Golden Horseshoe
GTA	Greater Toronto Area
IPFP	Infrastructure Planning, Financing and Procurement (Framework)
IFPD	Infrastructure Financing and Procurement (Division)
IPP	Infrastructure Policy and Planning (Division)
LCBO	Liquor Control Board of Ontario
MOF	Ministry of Finance
MGS	Ministry of Government Services
MEDT	Ministry of Economic Development and Trade
MNR	Ministry of Natural Resources
MOU	Memorandum of Understanding
MTO	Ministry of Transportation
OGS	Ontario Growth Secretariat
OIPC	Ontario Infrastructure Projects Corporation (Infrastructure Ontario)
OLGC	Ontario Lottery and Gaming Corporation
OFNLP	Ontario First Nations Limited Partnership
OPS	Ontario Public Service
ORC	Ontario Realty Corporation
OSIFA	Ontario Strategic Infrastructure Financing Authority
PIR	Ministry of Public Infrastructure Renewal
TWRC	Toronto Waterfront Revitalization Corporation