# Published plans and annual reports 2024–2025: Ministry of Infrastructure

Plans for 2024–2025, and results and outcomes of all provincial programs delivered by the Ministry of Infrastructure in 2023–2024.

## Ministry overview

The Ministry of Infrastructure (MOI) is building Ontario by leading the overall development of policy and planning to modernize the province's infrastructure, and to strengthen Ontario's communities and economy.

The ministry guides the province's infrastructure plan by collecting, standardizing and analyzing data to support evidence-based infrastructure planning and decision-making. The ministry is delivering on this plan by building Ontario through infrastructure projects that help grow the economy, deliver better services, make commutes easier and create vibrant communities with affordable housing and access to transit and high-speed internet.

To ensure the government's plan for long-term prosperity continues to move forward, MOI is responsible for developing, delivering and negotiating infrastructure programs, including federal-provincial-municipal infrastructure programs as well as implementing policies that support community infrastructure.

The ministry oversees the Transit-Oriented Communities (TOC) Program to support the building of vibrant, mixed-use communities near transit and leads the redevelopment of Ontario Place. MOI also leads the government's commitment to connect communities to high-speed internet access. The ministry also manages the Unsolicited Proposals (USP) framework. In addition, the ministry manages the government's General Real Estate Portfolio through policy work and program delivery.

As part of its agency oversight role, the ministry has legislative responsibility for Infrastructure Ontario, Waterfront Toronto, the Ontario Place Corporation and the Ontario Science Centre.

MOI also supports the Ministry of Legislative Affairs on the restoration of the Ontario Legislative Building to ensure this historic heritage building, where critical government and parliamentary business is conducted, is brought to current building standards. It will ensure this landmark, that symbolizes and facilitates the province's democratic process, is protected and remains safe for future use.

### Ministry's vision

MOI is committed to making smart, targeted infrastructure investments that benefit the people of Ontario. Whether building or upgrading schools, hospitals, roads, bridges, transit, water, wastewater, stormwater or broadband infrastructure, the province is unlocking opportunities to deliver effective and resilient infrastructure and support growing communities.

The ministry's work is the foundation for the province's success — it strengthens and connects Ontario's hard-working businesses and communities and ensures that their infrastructure is maintained and built not just for today, but for generations to come.

MOI uses evidence-based advice to help plan and prioritize infrastructure initiatives across government. It also works with other ministries to address cross-cutting initiatives that may have implications on infrastructure across various sectors.

### Ministry programs

The following are the major programs, services and initiatives delivered by MOI:

#### Infrastructure programs and projects

The Infrastructure Programs and Projects program develops, designs and oversees the delivery of infrastructure policy and programs to ensure consistency with broader provincial infrastructure priorities, including alignment with the municipal asset management planning regulations.

Active programs include:

- Accelerated High-Speed Internet Program (AHSIP) — an innovative and transparent competitive process used to connect as many unserved and underserved communities across the province as quickly as possible using a unique reverse auction bidding process.
- Leading the expansion for access to high-speed internet through application-based programs, including Improving Connectivity for Ontario (ICON), Brighton Pilot Project, Eastern Ontario Regional Network (EORN), Southwestern Integrated Fibre Technology (SWIFT), co-funding with Canada under the federal Universal Broadband Fund (UBF), and several standalone northern and First Nations projects.
- Continue the work to provide high-speed internet access to the remaining premises in Ontario.
- The Ontario Community Infrastructure Fund (OCIF), which provides annual funding for small, rural and northern communities to repair and renew core infrastructure and improve municipal asset management plans.
- Asset Management Planning tools and supports delivered by third-party partners to help municipalities develop and improve their asset management plans.
- The Strategic Priority Infrastructure Fund (SPIF) — provides infrastructure funding to strategic community projects, and sports and recreation facilities.
- The Housing-Enabling Water Systems Fund (HEWSF) to help municipalities repair, rehabilitate and expand drinking water, wastewater and stormwater infrastructure needed to build more homes.
- The new Municipal Housing Infrastructure Program (MHIP) to support core infrastructure projects that help enable housing for growing and developing communities, such as roads and water infrastructure.

The program also leads the implementation and negotiation of the Investing in Canada Infrastructure Program (ICIP), a federal-provincial, cost-shared infrastructure program. The ICIP program will unlock up to $30 billion in combined federal, provincial and local investments in communities. Since June 2018, Ontario has committed to investing a total of $10.2 billion in transit, green, community, culture and recreation, rural and northern and other priority infrastructure under ICIP.

As of March 31, 2023, all ICIP funding is fully committed, and the federal government is not accepting any further project nominations.

Ontario continues to work with the federal government to oversee the delivery of program funding to recipients under previous infrastructure funding programs, including the Public Transit Infrastructure Fund (PTIF), Clean Water and Wastewater Fund (CWWF) and the New Building Canada Fund (NBCF). Aside from project-specific extensions, these legacy programs are winding down and are not accepting applications.

### Ontario Place redevelopment

The Ontario Place Program is continuing to deliver on the government's vision to rebuild Ontario Place into a world-class, year-round destination that will include family-friendly entertainment, public and event spaces, parkland, and waterfront access. The government's vision for Ontario Place will provide people of all ages with something to enjoy, including enhanced public spaces, increased access to the waterfront, health and wellness services, as well as an indoor-outdoor live music and performance venue.

The new site will feature approximately 50 acres of free parks and public spaces, including trails, green space and parkland, playgrounds, beaches, boardwalks, spaces for festivals and markets, as well as an updated marina with opportunities for waterside cafes and restaurants.

The Ontario Science Centre will also find its new home in a custom-built, state-of-the-art facility at Ontario Place, as well as in the preserved and upgraded iconic Cinesphere and Pod complex. This will bring exciting, science-based educational programming to the heart of Ontario Place.

The ministry has engaged Infrastructure Ontario to support the rebuild of Ontario Place, including extensive site preparation work to ensure the site is development-ready for private sector partners.

As part of the Ontario Place rebuild, construction activities are ongoing across the site, including repairs to the Cinesphere, Pod complex and bridges. Site servicing construction is underway to upgrade the site's critical infrastructure, such as sewage, water, electrical and gas services.

The ministry will continue to engage with Indigenous communities and impacted stakeholders, with a focus on relationship-building through ongoing dialogue and meaningful participation opportunities.

### Transit-Oriented Communities

The TOC program aims to build vibrant, mixed-use communities that will bring more housing — including affordable housing options — jobs, retail, public amenities and entertainment near transit. It will also help increase transit ridership and reduce traffic congestion, while reducing the burden on taxpayers to build transit station infrastructure.

TOCs and other transit development opportunities, will be located along the province's four subway projects, GO Transit and Light Rail Transit (LRT) projects.

The TOC program is a comprehensive initiative involving transit expansion, housing, land-use planning, public and Indigenous engagement, as well as provincial and municipal approvals that may involve accelerated timelines. As such, a high degree of collaboration across ministries, levels of government, delivery agencies and private sector partners is required to ensure the program's success.

The program also helps provide strategic direction, advice and oversight to ensure timely and effective decision-making. Inter-ministerial and municipal engagement helps support the successful implementation of the program.

### Government real estate

The Government Real Estate Program manages the government's General Real Estate Portfolio (GREP) through the development of policy, legislation and program delivery. GREP is one of the largest public sector realty portfolios in Canada, managed by Infrastructure Ontario on behalf the Ontario government. The GREP asset portfolio includes courts, detention centres, provincial schools, laboratories and offices.

The program oversees the real estate management activities of Infrastructure Ontario and implements real estate strategies, portfolio planning, capital planning and the acquisition and disposal of surplus properties. The ministry's Contaminated Sites Plan is also part of this program. Outside of the GREP, the program also manages the Forfeited Corporate Property Program and the Transmission Corridor Program. The program is implementing a modernization strategy that includes establishing a centralized real estate decision-making authority for government and setting up a Centre for Realty Excellence (CORE). The program leverages the government's realty portfolio as well as surplus or underutilized properties beyond GREP to support provincial priorities, such as affordable housing and long-term care.

This program is also responsible for optimizing the government's office real estate, modernizing workplaces and driving transformation to reduce costs. This is achieved through the management of realty assets and service delivery, and by reducing costly third-party leased office space. This work helps the OPS and provincial agencies deliver the best outcomes and services for Ontarians. Major realty projects are also delivered through the Toronto Office Optimization Plan — which includes the Macdonald Block Reconstruction Project — and through Regional Office Optimization Plans. By adopting innovative approaches, including more modern workplaces, the government is encouraging greater collaboration and optimization of its office footprint now and in the future.

The program also includes the Community Jobs Initiative, which will help distribute a greater portion of the provincial agency workforce across the province by locating agencies in lower-cost communities.

MOI also supports the Ministry of Legislative Affairs on the restoration of the Ontario Legislative Building to ensure this historic heritage building, where critical government and parliamentary business is conducted, is brought to current building standards. It will ensure this landmark, that symbolizes and facilitates the province's democratic process, is protected and remains safe for future use.

### Infrastructure strategy, policy and research

The Infrastructure Strategy, Policy and Research Division provides evidenced-based policy analysis and advice on a wide range of provincial infrastructure matters that support government priorities. Through its strategic central agency role the division helps inform infrastructure decisions across government by drawing on best practices for asset management infrastructure delivery.

The division collects and analyzes data to support evidence-based decisions on the investments required to maintain infrastructure service levels across the province. For example, the division provides guidance to government ministries on how to measure the condition of infrastructure assets and other related information to help standardize provincial asset management practices. The division then collects that data to feed into its analytical models to project infrastructure renewal and capacity needs into the future. Over the past few years, the division has improved the models by increasing the number of assets that are included and the number of parameters that can be changed to build different scenarios. The division uses this analysis and other data to help prioritize the government's capital planning.

To meet the requirements of the *Infrastructure for Jobs and Prosperity Act, 2015* and inform infrastructure planning more broadly, the division continues to collaborate with capital ministries to standardize evidence to enable comparison of infrastructure needs across sectors. The division also develops a suite of research initiatives to understand and develop best practices in infrastructure planning and to improve other government-wide practices, such as asset management. These initiatives include the collection and analysis of municipal asset management plan data to build the ministry's knowledge of municipal infrastructure needs.

The division leads, supports and facilitates strategic and technical discussions with capital ministries to guide infrastructure policy initiatives collaboratively across government.

The division also administers the USP framework and intake portal that accepts infrastructure-related proposals. Through the framework, the public and stakeholders can leverage private sector innovation to submit innovative proposals.

### Agency oversight

As part of its responsibilities, the ministry oversees the Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) in support of the government's policy and program delivery. Infrastructure Ontario is a classified agency, non-share corporation created under the *Ontario Infrastructure and Lands Corporation Act, 2011* to provide advice and services as directed by the Minister of Infrastructure.

In partnership with the federal government and the City of Toronto, the ministry also oversees the Toronto Waterfront Revitalization Corporation (Waterfront Toronto), which carries out a tri-government initiative to revitalize and transform Toronto's waterfront. The province, alongside the federal government and the City of Toronto, have provided funding to support the Port Lands Flood Protection Project. This project aims to help create a resilient neighborhood by protecting southeastern portions of downtown Toronto from flooding and by delivering a substantial return on investment by unlocking the area's potential for future residential and commercial development.

### Realty — Transmission Corridor — Provincial Secondary Land Use Program

The Provincial Secondary Land Use Program is delivered jointly by Infrastructure Ontario — on behalf of MOI- and Hydro One Networks Inc. and provides the opportunity for public and private proponents to use provincially owned hydro corridor lands for secondary uses that are compatible with electricity transmission distribution.

The Transmission Corridor Program generates revenue through the issuance of licences and easements for the use of the hydro corridors (roads, transit, water, pipelines, recreational parks, etc.). After paying for the cumulative development and operating costs of the program, the net revenue is used to pay down the hydro stranded debt.

### Ministry administration program

The Ministry Administration Program provides strategic advice and support services that enable the ministry to achieve government objectives and fiscal priorities.

The program provides financial, human resources, planning, legal, communication and other corporate services for the ministry's operational programs.

## 2024–25 Strategic plan

The Ministry of Infrastructure aims to deliver key government priorities by building, repairing and modernizing critical infrastructure.

The table below reflects the ministry's progress on key performance indicators.

The ministry aims to make smart, targeted investments that leads to better services, more housing — including affordable housing options — safer roads, easier commutes and healthier, thriving communities.

The ministry has developed the following two broad outcomes for end users as part of the Housing-Enabling Water Systems Fund (HEWSF):

- Increased access to potable water and improved water infrastructure management (upgraded municipal water capacity to enable housing)

**Outcome #1: Increasing housing supply (net new housing units) to support the target of 1.5 million new homes by 2031**

| Indicator | Target value and date |
|---|---|
| Number of new housing units enabled for each project | Additional details to be developed as the ministry progresses through the implementation phase of new programs |
| Programs that contribute to the KPI result<br>• Housing-Enabling Water Systems Fund (HEWSF) | |

| Indicator | Target value and date |
|---|---|
| • Municipal Housing Infrastructure Program (MHIP) | |

The ministry aims to meet its new responsibilities for government infrastructure under its expanded mandate by addressing current and future needs of the General Real Estate Portfolio, Ontario Place and transit oriented communities.

### Outcome #2: Decrease of deferred maintenance year over year

| Indicator | Target value and date |
|---|---|
| Annual updates measure a change, increase or decrease, in the amount of the deferred maintenance (DM) in key asset class buildings | Additional details to be developed as the ministry engages with Infrastructure Ontario |
| Programs that contribute to the KPI result<br>• Capital Repair Strategy | |

## Outcome #3: Disposition of 421 Accelerated Divestment Plan (ADP) and Multi-Year Sales Program (MYSP) Properties

| Indicator | Target value and date |
|---|---|
| As of March 1, 2024, 134 of the 421 properties (in the ADP and MYSP) have been sold, realizing approximately $284.5 million in gains on sale of lands and approximately $4 million in annual cost savings/liability reduction | Generate estimated revenue of up to $345.9 million |
| Programs that contribute to the KPI result<br>• Accelerated Divestment Plan (ADP)<br>• Multi-Year Sales Program (MYSP) | |

As part of nearly $4 billion to help provide access to high-speed internet to every community across the province by the end of 2025, the ministry continues to proceed with various broadband projects, including the Accelerated High-Speed Internet Program, the Very Last Premise Strategy and application-based programs.

## Outcome #4: Increase access to high-speed internet to every community by December 31, 2025

| Indicator | Target value and date |
|---|---|
| Increased high-speed internet and cellular connectivity in communities in Ontario | 700,000 where the target premise is subject to change. The target date is December 31, 2025 |
| Programs that contribute to the KPI result<br>• Broadband programs funded under the Broadband and Cellular Infrastructure Transfer Payment including Improving Connectivity for Ontario (ICON), Universal Broadband Fund (UBF), Northern Projects, Accelerated High-Speed Internet Program (AHSIP), Southwestern Integrated Fibre Technology (SWIFT) | |

**Table 1: Ministry planned expenditures 2024–25 ($M)**

| Item | Amount ($M) |
|---|---:|
| **Total** | **4,690.5** |

| Item | Amount ($M) |
|---|---|
| **Other operating** | 1,514.4 |
| **Other capital** | 3,176.1 |
| **Total** | **4,690.5** |

## Detailed financial information

**Table 2: Combined operating and capital summary by vote**

### Operating expense

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Ministry administration** | 11,865,300 | 3,018,700 | 34.1 | 8,846,600 | 14,575,200 | 9,345,408 |
| **Infrastructure policy, planning and projects** | 98,941,100 | 11,760,700 | 13.5 | 87,180,400 | 53,502,000 | 43,110,699 |
| **Government real estate** | 387,259,900 | 52,536,300 | 15.7 | 334,723,600 | 328,621,600 | 345,979,903 |
| **Infrastructure partnership projects & agency oversight** | 49,107,700 | 16,841,700 | 52.2 | 32,266,000 | 92,323,300 | 29,734,780 |
| **Total operating expense to be voted** | **547,174,000** | **84,157,400** | **18.2** | **463,016,600** | **489,022,100** | **428,170,790** |
| **Total including consolidation & other adjustments** | **1,514,419,887** | **361,679,800** | **31.4** | **1,152,740,087** | **1,285,029,487** | **1,149,113,449** |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Statutory appropriations** | 225,187 | N/A | 0.0 | 225,187 | 224,187 | 78,561 |
| **Ministry total operating expense** | **547,399,187** | **84,157,400** | **18.2** | **463,241,787** | **489,246,287** | **428,249,351** |
| **Consolidation adjustment — Transmission Corridor Program** | (39,669,600) | (17,298,400) | 77.3 | (22,371,200) | (28,562,500) | (25,553,048) |
| **Consolidation adjustment — Ontario Science Centre** | 16,180,300 | (319,100) | (1.9) | 16,499,400 | 14,360,600 | 5,385,605 |
| **Consolidation adjustment — General Real Estate Portfolio** | 741,034,900 | 208,423,700 | 39.1 | 532,611,200 | 635,745,200 | 578,570,926 |
| **Total including consolidation & other adjustments** | **1,514,419,887** | **361,679,800** | **31.4** | **1,152,740,087** | **1,285,029,487** | **1,149,113,449** |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Consolidation adjustment — Ontario Place Corporation** | N/A | (8,078,200) | (100.0) | 8,078,200 | 6,432,600 | 7,815,774 |
| **Consolidation adjustment — Ontario Infrastructure and Lands Corporation** | 248,957,700 | 95,547,200 | 62.3 | 153,410,500 | 167,331,500 | 125,920,968 |
| **Consolidation adjustment — Toronto Waterfront Revitalization Corporation** | 517,400 | (752,800) | (59.3) | 1,270,200 | 475,800 | 28,723,873 |
| **Total including consolidation & other adjustments** | **1,514,419,887** | **361,679,800** | **31.4** | **1,152,740,087** | **1,285,029,487** | **1,149,113,449** |

## Operating assets

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| Infrastructure partnership projects & agency oversight | N/A | (171,230,800) | (100.0) | 171,230,800 | 171,820,800 | N/A |
| **Total operating assets to be voted** | **N/A** | **(171,230,800)** | **(100.0)** | **171,230,800** | **171,820,800** | **N/A** |
| **Ministry total operating assets** | **N/A** | **(171,230,800)** | **(100.0)** | **171,230,800** | **171,820,800** | **N/A** |
| **Total including consolidation & other adjustments** | **N/A** | **(171,230,800)** | **(100.0)** | **171,230,800** | **171,820,800** | **N/A** |

## Capital expense

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Infrastructure policy, planning and projects** | 2,442,213,300 | 791,938,200 | 48.0 | 1,650,275,100 | 1,049,070,700 | 962,809,188 |
| **Government real estate** | 268,305,600 | 142,389,500 | 113.1 | 125,916,100 | 136,891,300 | 173,987,070 |
| **Infrastructure partnership projects & agency oversight** | 484,401,800 | 110,866,500 | 29.7 | 373,535,300 | 88,404,700 | 20,227,200 |
| **Total capital expense to be voted** | **3,194,920,700** | **1,045,194,200** | **48.6** | **2,149,726,500** | **1,274,366,700** | **1,157,023,458** |
| **Statutory appropriations** | 1,490,400 | 1,059,900 | 246.2 | 430,500 | 430,500 | N/A |
| **Total Including consolidation & Other Adjustments** | **3,176,117,700** | **820,351,600** | **34.8** | **2,355,766,100** | **1,467,974,000** | **1,267,213,115** |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Ministry total capital expense** | **3,196,411,100** | **1,046,254,100** | **48.7** | **2,150,157,000** | **1,274,797,200** | **1,157,023,458** |
| **Consolidation adjustment — General Real Estate Portfolio** | (28,034,800) | (226,542,400) | (114.1) | 198,507,600 | 189,357,100 | 129,524,466 |
| **Consolidation adjustment — Ontario Place Corporation** | N/A | (339,000) | (100.0) | 339,000 | 178,300 | 248,359 |
| **Consolidation adjustment — Ontario Infrastructure and Lands Corporation** | 5,926,000 | 1,926,000 | 48.2 | 4,000,000 | 3,782,200 | (17,920,509) |
| **Consolidation adjustment — Toronto Waterfront Revitalization Corporation** | 3,000 | (16,300) | (84.5) | 19,300 | 7,300 | 46,090 |
| **Total Including consolidation & Other Adjustments** | **3,176,117,700** | **820,351,600** | **34.8** | **2,355,766,100** | **1,467,974,000** | **1,267,213,115** |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Consolidation adjustment — Ontario Science Centre** | 1,812,400 | (930,800) | (33.9) | 2,743,200 | (148,100) | (1,708,749) |
| **Total Including consolidation & Other Adjustments** | **3,176,117,700** | **820,351,600** | **34.8** | **2,355,766,100** | **1,467,974,000** | **1,267,213,115** |

## Capital assets

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Infrastructure policy, planning and projects** | 1,000 | N/A | 0.0 | 1,000 | 1,000 | N/A |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| Government Real Estate | 175,541,700 | (191,350,400) | (52.2) | 366,892,100 | 362,758,000 | 278,592,210 |
| Infrastructure partnership projects & agency oversight | 88,086,300 | 32,162,300 | 57.5 | 55,924,000 | 74,565,000 | N/A |
| **Total capital assets to be voted** | **263,629,000** | **(159,188,100)** | **(37.6)** | **422,817,100** | **437,324,000** | **278,592,210** |
| **Ministry total capital assets** | **263,629,000** | **(159,188,100)** | **(37.6)** | **422,817,100** | **437,324,000** | **278,592,210** |
| **Total including consolidation & other adjustments** | **263,629,000** | **(159,188,100)** | **(37.6)** | **422,817,100** | **437,324,000** | **278,592,210** |

| Votes/programs | Estimates 2024–25 $ | Change from Estimates 2023–24 $ | % | Estimates 2023–24 $[1] | Interim 2023–24 $[1] | Actuals 2022–23 $[1] |
|---|---|---|---|---|---|---|
| **Ministry total operating and capital including consolidation and other adjustments (not including assets)** | 4,690,537,587 | 1,182,031,400 | 33.7 | 3,508,506,187 | 2,753,003,487 | 2,416,326,564 |

## Historic trend table

| Historic trend analysis data | Actuals 2021–22 $[2] | Actuals 2022–23 $[2] | Estimates 2023–24 $[2] | Estimates 2024–25 $ |
|---|---|---|---|---|
| **Ministry total operating and capital including consolidation and other adjustments (not including assets)** | 2,272,252,037 | 2,416,326,564 | 3,508,506,187 | 4,690,537,587 |
| **Percent change** | N/A | 6.3% | 45.2% | 33.7% |

For additional financial information, see:

- Expenditure Estimates (https://www.ontario.ca/page/expenditure-estimates)
- Public Accounts of Ontario: past editions (https://www.ontario.ca/page/public-accounts-ontario-past-editions)
- *2024 Ontario Budget* (https://budget.ontario.ca/2024/index.html)

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## Agencies, Boards and Commissions (ABCs)

### Ontario Infrastructure and Lands Corporation

The Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) is a classified agency, non-share corporation created under the *Ontario Infrastructure and Lands Corporation Act, 2011*.

Infrastructure Ontario's mandate is to provide a range of advice and services, as set out in the *Ontario Infrastructure and Lands Corporation Act, 2011*, to support the Ontario government's initiatives to modernize and maximize the value of public infrastructure and realty. Infrastructure Ontario fulfills its mandate through the following roles and activities, subject to written direction from the Minister, as required:

### Modern procurement and project management

Infrastructure Ontario is dedicated to the renewal of the province's hospitals, courthouses and other essential public assets. Ensuring appropriate public control and ownership, Infrastructure Ontario also uses and advises on a broad spectrum of P3 and other collaborative procurement delivery models to build vital infrastructure, on time and on budget.

### Infrastructure lender

Infrastructure Ontario provides Ontario municipalities, universities and other public entities with access to affordable loans that help loan recipients build and renew public infrastructure through the Loan Program.

### Commercial project advisor

Infrastructure Ontario also leverages private sector partnerships and investments for revenue generation, liability/cost reduction and efficiency in government services and investments.

### Development

Infrastructure Ontario delivers the TOC program to create vibrant, mixed-use and complete communities close to transit stations.

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | 27.4 | 22.5 | 30.0 |
| **Expense** | 254.9 | 171.1 | 108.0 |

### General Real Estate Portfolio

Infrastructure Ontario provides comprehensive property management services for government-owned and leased properties, which includes providing end-to-end real estate accommodation options to ministries and agencies to ensure safe and secure operations through asset management, capital planning and project management solutions.

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | (47.4) | (0.05) | (163.0) |
| **Expense** | 713.0 | 825.1 | 708.1 |

**Transmission Corridor Program**

Infrastructure Ontario works with Hydro One Networks Inc., on behalf of MOI, to deliver the Transmission Corridor / Provincial Secondary Land Use Program to provide the opportunity for public and private proponents to use provincially owned hydro corridor lands for secondary uses that are compatible with electricity transmission distribution and to generate revenues for the province.

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | (47.0) | (31.7) | 5.5 |
| **Expense** | (39.7) | (28.6) | (25.6) |

The amounts above for revenue and expense incorporate consolidation adjustments for MOI and do not reflect revenue and expense amounts reported publicly by the agency. Ontario Place Corporation The Ontario Place Corporation is mandated to operate Ontario Place as a provincial exhibit and recreational centre, developing special programs to enhance the image of the province. To streamline accountability and governance for the rebuild of the Ontario Place site, legislation was passed in December 2018 to enable the eventual dissolution of the Ontario Place Corporation. In 2023, the agency's operations were integrated into MOI (pending the Corporation's dissolution).

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | 0.0 | 10.2 | 13.4 |
| **Expense** | 0.0 | 6.6 | 8.1 |

**Ontario Science Centre (OSC) (legally known as the Centennial Centre of Science and Technology)**

The OSC depicts, educates and stimulates interest in science and technology and its relationship to society, and Ontario's role in advancing science and technology. In February 2024, oversight of the OSC was transferred to MOI on an interim basis. This interim transfer supports the government's priorities with project delivery by shifting the responsibilities for OSC oversight and relocation to MOI, as MOI is delivering the larger Ontario Place rebuild, which includes the relocation of the OSC to Ontario Place. This will leverage MOI's expertise related to developing provincial properties and will foster better integration with the rebuild project. This also enables clearer governance and accountability.

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | 17.5 | 14.9 | 0.0 |
| **Expense** | 18.0 | 14.2 | 3.7 |

### Toronto Waterfront Revitalization Corporation

The Toronto Waterfront Revitalization Corporation (Waterfront Toronto) was established by the federal government, the Province of Ontario and the City of Toronto to oversee and deliver the revitalization of Toronto's waterfront.

Waterfront Toronto has a mandate to enhance the economic, social and cultural value of the area, and create an accessible and active waterfront for living, working and recreation in a fiscally and environmentally responsible manner.

Waterfront Toronto develops and implements a coordinated and comprehensive waterfront vision while promoting and encouraging public and private sector engagement in revitalization efforts.

| ($M) | 2024–25 Estimates | 2023–24 Interim | 2022–23 Actuals |
|---|---|---|---|
| **Revenue** | 6.5 | 6.4 | 1.7 |
| **Expense** | 0.5 | 0.5 | 28.8 |

The amounts above for revenue and expense incorporate consolidation adjustments for MOI and do not reflect revenue and expense amounts reported publicly by the agency.

## Ministry organization chart

- Deputy Minister, Infrastructure — Ali Veshkini
  - Executive Advisor — Rachel Traore-Takura
  - Chief Administrative Officer & Assistant Deputy Minister — Sean Keelor
    - Director, Corporate Finance Branch — Davina Permaul
    - Director, Strategic HR and Business Solutions — Wendy-Anne Smith
    - Director, Corporate Projects — Monica Arora
  - Assistant Deputy Minister, Infrastructure Programs & Projects Division — Jill Vienneau
    - Director, Broadband Strategy & Analytics Branch — Mike Smith
    - Director, Broadband Implementation & Accountability Branch — Dawn Palin-Rokosh
    - Director, Infrastructure Program Delivery Branch — Paramjit Kaur
    - Director, Infrastructure Program Design Branch — Trevor Fleck
    - Director, Project Implementation Branch — Boafoa Kwamena
  - Assistant Deputy Minister, Infrastructure Strategy, Policy and Research — Julia Danos

- Director, Infrastructure Policy Branch — Andrea Chow
- Director, Infrastructure Research Branch — Vijay Gill

- Assistant Deputy Minister, Transit Oriented Communities and Agency Oversight Division — Mirrun Zaveri
  - Director, Transit Oriented Communities Policy and Delivery Branch — Bronwyn Cuthbertson
  - Director, Agency Policy and Accountability Branch — Shameez Rabdi
  - Director, Partnerships and Analytics Branch — Sarah Ness
- Assistant Deputy Minister, Realty — Bruce Singbush
  - Director, Realty Management Branch — Trevor Bingler
  - Director, Realty Policy Branch — Carolina Torres
- Assistant Deputy Minister, Office Optimization Division — Suzanne Harrison
  - Director, Office Realty Implementation Branch — Justin Peffer
  - Director, Office Transformation Oversight Branch — Kate Johnstone
- Assistant Deputy Minister, Ontario Place Redevelopment Secretariat — Michael Robertson

- **Director, Project Delivery Branch — Elaine Shin**
- **Director, Public Affairs and Stakeholder Relations — Rose Hong**
- **Director, Ontario Place Operations — Grant Eberlin**

**Director, Communications — Bryant Sullivan**

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## Annual report

The Ministry of Infrastructure continues to create and deliver key initiatives to support the government's top priorities, including building provincial infrastructure, creating jobs, and increasing economic growth. The following successes highlight the achievements of the ministry for the 2023–24 fiscal year:

### Infrastructure programs and projects

- Providing $1.1 billion in joint federal-provincial funding through the COVID-19 Resilience stream under the Investing in Canada Infrastructure Program (ICIP) to support over 10,500 projects across multiple sub-streams delivered by the Ministry of Education, Ministry of Long-Term Care and Ministry of Infrastructure.
- Providing $447 million in joint federal-provincial funding through the Green Infrastructure stream under ICIP to support 220 projects.
- Continue to implement the Strategic Priorities Infrastructure Fund (SPIF), which will provide infrastructure funding to strategic projects and sports facilities. 25 active SPIF projects are being funded through over $200 million in provincial funding.
- As of March 2024, Ontario has finalized agreements worth a total of more than $2.4 billion for over 200 high-speed internet and cellular projects through application-based programs to enable access across the province. The government is making significant progress and more projects are continuing to be finalized, as the ministry continues to connect every community across the province by the end of 2025.

- The Ontario High-Speed Internet Access Map was launched to make it easier for everyone to learn more about provincially funded high-speed internet projects across the province. The map displays project details including construction status — provincial and federal contributions and internet service providers. The map also shows where high-speed internet service is currently available across the province. The map is regularly updated by the ministry and high-speed internet projects will be updated to provide more information as project agreements are finalized.
- In 2022, Ontario increased funding for the Ontario Community Infrastructure Fund (OCIF) by an additional $1 billion over the next five years. In 2022 and 2023, the ministry provided $400 million annually under OCIF, which is an increase of $200 million a year, from 2021. In 2024, the ministry will continue to provide $400 million to OCIF recipients.
- Launched the Housing-Enabling Water Systems Fund (HEWSF), in January 2024, to provide $825 million ($150 million in 2024–25, $250 million in 2025–26, $425 million in 2026–27) over three years to invest in key water infrastructure to protect communities and help unlock new housing opportunities.
    - Noted that $200 million over three years was initially announced as part of the 2023 Fall Economic Statement (FES). An additional increase of $625 million was announced in Budget 2024.
- Announced $1 billion for the new Municipal Housing Infrastructure Program (MHIP) to support core infrastructure projects that help enable housing for growing and developing communities.

#### Agency policy and accountability

- In December 2023, Infrastructure Ontario released its latest Market Update, which included 22 projects in pre-procurement and nine in active procurement, representing a total value of more than $35 billion in estimated design and construction costs. These projects build upon the provincial government's historic commitment to modernizing the province's public assets. The December 2023 list also includes 20 government-announced projects in the initial stages of planning, for which scope, timing and delivery model are still being determined.
- In Infrastructure Ontario's Annual Report 2022–2023, it was reported that as of March 31, 2023, 80 projects had reached substantial completion since the inception of Infrastructure Ontario's P3 program. Of these, 94 per cent were completed on-budget and 68 per cent were completed on-time within the substantial completion date established at financial close. [3]
- Infrastructure Ontario successfully oversaw the Loan Program, which offers affordable, long-term, fixed-rate loans to borrowers from eligible public sector clients. Since its inception, the Loan Program advanced over $13.5 billion in loans to 468 clients [4] in support of 3,784 infrastructure projects across the

province.

- In 2023–24, the province provided funding in support of Waterfront Toronto's Port Lands Flood Protection Project. This project aims to help create a resilient neighborhood in Toronto's Port Lands, protect southeastern portions of downtown Toronto from flooding and deliver a substantial return on investment to unlock the area's potential for future residential and commercial development.

#### Infrastructure strategy, policy and research

- Updated the integrated asset inventory that includes data on the location, value, age and condition of many provincial assets. The ministry updates the inventory every year and continues to expand the data on assets collected as well as growing the number of assets within the inventory. The inventory now contains information on over 20,000 assets with a replacement value of more than $300 billion.
- Implemented a government-wide Standardization of Design policy initiative in collaboration with other ministries, including the Ministry of Health, Ministry of Long-Term Care, Ministry of Education and Ministry of the Solicitor General, to reduce approval timelines and contain costs for public infrastructure through design standardization.
- Delivered, in partnership with the Ministry of the Attorney General, an initiative that amended legislative and regulatory requirements for surety bonding aimed at accelerating construction and supporting competitive procurement processes for large non-P3 public infrastructure projects.
- Met all audit criteria in the Office of the Auditor General's 2022–23 Annual Report on the Operations of the *Environmental Bill of Rights, 1993* released in December 2023.
- Continued to manage the Unsolicited Proposals (USP) Framework to identify innovative infrastructure proposals from individuals and organizations. Since its launch in 2019, the ministry forwarded over 40 proposals to partner ministries for initial assessment, some of which are now under detailed assessment. Infrastructure Ontario may work with the participant and impacted ministries to provide the government with advice and options for realizing the value and public benefit of these proposals.
- Continued to update and maintain the Ontario Builds website and map, which allows the public to track the status of thousands of infrastructure projects that receive provincial funding across the province.
- Worked with Infrastructure Ontario on developing options for a digital twin strategy. As a result, MOI has been allocated $5 million for 2024–25 to work with Infrastructure Ontario on a digital twins pilot.

### Transit-Oriented Communities (TOCs)

- Led the implementation of the TOC Program, including coordination of TOC and transit planning (with the Ministry of Transportation, Infrastructure Ontario and Metrolinx), and coordination with key partners from across government, including the Ministry of Municipal Affairs and Housing, the Ministry of Education and other land use and program lead ministries.
- Initiated the process of selecting building partners at four sites at King-Bathurst and Exhibition stations and moved forward on public open houses for the next wave of sites along Ontario Line North.
- To advance the delivery of the GO Heavy Rail and Light Rail Transit (GO/LRT) TOC program, MOI transitioned the mandate for program implementation responsibilities from Metrolinx to Infrastructure Ontario.
- Introduced a new municipal funding tool called the Station Contribution Fee through the *GO Transit Station Funding Act, 2023*, which municipalities can choose to use to help fund new GO Transit Stations. MOI continues to work with Metrolinx, Infrastructure Ontario, municipalities and partner ministries on the details and process for implementation. MOI initiated consultations with municipalities, the development community and the public in early 2024 to develop the regulation required to implement the tool.

### Government Real Estate Program (GREP)

- MOI’s goal is to generate an estimated net revenue of up to $345.9 million and $14 million in annual cost savings/liability reduction related to its Government Real Estate Portfolio.  To date, the ministry has generated $284 million in net revenue and approximately $4 million in annual cost savings/liability reduction through the sale of 134 properties.
- Surplus sales are ahead of target at over $26 million net revenue to date, Transmission Corridor Program net revenue is approximately $8.6 million, and Forfeited Corporate Property generated over $1.7 million.
- Phase 1 of the Macdonald Block Reconstruction Project, which involved the relocation of ministry tenants from the Macdonald Block Complex to temporary office locations, was successfully completed in 2019. The project is now in Phase 2 and reconstruction is underway.
- Continued work to lead the evolution and implementation of the Office Optimization Strategy and centralized Office Realty Model to support clients. Benefits to date include:

- supporting an enterprise lens on managing the government office realty portfolio
- enabling strategic real estate decision-making
- creating modern and flexible workplaces
- enhancing effective and efficient processes and use of existing funds

These benefits have resulted in a reduction in the government office footprint and annual lease payments, enabling reinvestment across the GREP portfolio to address critical shortfalls, such as office optimization initiatives and capital repairs.

#### Ontario Place redevelopment

- As part of the Ontario Place rebuild construction activities are ongoing across the site, including repairs to the Cinesphere Pod complex, bridges and site servicing work to upgrade the site's critical infrastructure, including sewage, water, electrical and gas services.
- In April 2023, the ministry announced that it would be relocating the Ontario Science Centre to Ontario Place to create a new state-of-the-art facility.
- As part of the rebuild, the ministry has completed a Category C Public Work Class Environmental Assessment for the future public spaces and parkland, informed by Indigenous community, public and stakeholder consultation.
- Ontario passed the *New Deal for Toronto Act, 2023*, which includes the *Rebuilding Ontario Place Act, 2023*, that will support the rebuilding of Ontario Place.
    - As part of this agreement, the City of Toronto accepts that the province has the authority to advance project approvals for Ontario Place and intends to do so imminently. The province has also agreed to explore relocating the parking structure to the Exhibition Place grounds to improve public access to the shoreline and to discuss partnership opportunities with the city for maintaining public, community-oriented science programming at the legacy Ontario Science Centre.
    - This agreement will help ensure the project stays on schedule, mitigating against potential project delays, streamlining approvals and ultimately ensuring that together — with its partners — the province is able to make Ontario Place a world-class, year-round destination that will include family-friendly entertainment, public and event spaces, parkland and waterfront access.
- Since 2021, over 9,200 people have provided their input on the future of Ontario Place. This was in addition to feedback received from Indigenous communities, the City of Toronto and other key stakeholders. The province is working to ensure all perspectives are recognized and considered, specifically on

the planning and development related to:

  - Category C Environmental Assessment for the government-led portion of the site
  - design of the public space, including Indigenous placekeeping concepts to honour the rich traditions, cultures and heritage of Indigenous people across the site

- The ministry, working with Infrastructure Ontario, began engagement with the market and boating stakeholders relating to opportunities for a new and improved marina at Ontario Place.

### Table 3: Ministry interim actual expenditures 2023–24

| Item | Ministry interim actual expenditures ($M) 2023–24[5] |
|---|---:|
| **Operating** | 1,285.0 |
| **Capital** | 1,468.0 |
| **Staff Strength [6](as of March 31, 2024)** | 418.5 |

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## Footnotes

- [1] ^ Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the *2024 Ontario Budget.*
- [2] ^ Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.
- [3] ^ On-time is measured within three months for P3 social projects and P3 highways/transportation projects, and 12 months for transit projects; On-budget is measured as a project's final project costs (awarded contract amount plus utilized post contract contingency (PCC) delivered at substantial completion for less than or equal to the awarded contract amount plus budgeted PCC set at financial close.
- [4] ^ Stats are from IO Loan Program September 22, 2022
- [5] ^ Interim actuals reflect the numbers presented in the *2024 Ontario Budget.*
- [6] ^ Ontario Public Service Full-Time Equivalent positions.