Ministry of Finance
Office of the Minister
Frost Building S, 7th Floor
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Tel.: 416-325-0400

Ministère des Finances
Bureau du ministre
Édifice Frost Sud 7e étage
7 Queen's Park Crescent
Toronto (Ontario) M7A 1Y7
Tél.: 416-325-0400

Minister of Finance | Ministre des Finances
PETER BETHLENFALVY

October 29, 2025

Brian J. Porter
Chair
Building Ontario Fund
Electronically delivered

Dear Mr. Porter:

I am pleased to share our government's 2026-27 priorities for the Building Ontario Fund (BOF).

Agencies are a part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that BOF's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored and reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how BOF will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.

2. Procure from Ontario and Canadian businesses whenever feasible.

3. Provide economic relief for Ontario families, consumers and businesses by freezing government and agency fees, unless approved by the oversight Minister.

Deliver Better Services

4. Focus on a user-centered experience for stakeholders and partners by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.

5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.

6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.

8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:

    - strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;
    - operating within a defined maximum workforce size (including consultants);
    - ensuring compliance with the Broader Public Sector Executive Compensation Act (BPSECA); and
    - enhancing productivity and efficiency by using technology wherever possible.

9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks, and provide it to the Minister for approval by March 31st, 2026.

10. Upon occupancy of new BOF office space approved by the Minister of Finance in October 2025, provide to your oversight minister, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per

week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying outcomes and performance measures that can be utilized if measurements are not currently in place.

I am also sharing priorities specific to the BOF:

1. Continue to execute on existing workstreams and provide advice to government, where requested, to accelerate key infrastructure growth in Ontario and develop a robust pipeline of projects that generate positive economic impact and improve community outcomes.

2. Continue to prioritize the crowding in of private-sector investors—including asset managers, pension funds, insurance companies, and banks—as part of BOF's investment framework.

3. Continue to assess and strengthen the long-term sustainability of the BOF by evaluating and optimizing capitalization levels to position the BOF to operate as a self-sustaining fund. Advance financial and operational planning to ensure the BOF maintains fiscal resilience and delivers on its mandate to support high-impact infrastructure projects aligned with government priorities.

4. Timely plan for and report on activities to continue building on operational capacity, developing adequate portfolio and risk management systems, and address new priority areas.

5. Assess infrastructure projects, negotiate agreements with investors, and appropriately allocate risks amongst the BOF and other investors to invest in revenue-generating infrastructure projects across the BOF's priority areas defined by the Government including, new long-term care homes, energy infrastructure, affordable housing, municipal and community infrastructure, critical minerals, and transportation. This also includes providing support for infrastructure projects for Indigenous communities that advance community and economic well-being in Ontario.

6. Focus on strengthening Indigenous partnerships through the Indigenous Opportunities Financing Program (IOFP) to support Indigenous participation in more economic sectors, including electricity, critical minerals, resource development and related infrastructure components, offering generational economic opportunities for Indigenous Peoples in Ontario. Provide regular updates to the Minister on the project pipeline,

transition of the program's administration from the Ontario Financing Authority, and takeaways from engagements with Indigenous partners.

7. Continue working collaboratively with the Ministry of Finance and other ministries responsible for the priority areas identified by the Government and support open and consistent communication to ensure that government priorities and direction are clearly understood, and risks or issues are managed as they arise.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the BOF. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Blair Hains, Chief of Staff, Ministry of Finance (647) 534-4860 or Blair.Hains@ontario.ca.

Sincerely,

Peter Bethlenfalvy
Minister of Finance

Attachment:

- Government Priorities for Agency Sector Chart

cc: Michael Fedchyshyn,, Chief Executive Officer, BOF
Blair Hains, Chief of Staff, Minister's Office
Jason Fitzsimmons, Deputy Minister, Ministry of Finance
Nicole Stewart , Assistant Deputy Minister, Financial Services Policy Division, Ministry of Finance
Sofie DiMuzio, Chief Administrative Officer, People, Planning & Performance Division, Ministry of Finance
Patrick Rundans, A/Director, Legal Services Branch, Ministry of Finance