

**Ministry of
Transportation**

Office of the Minister

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**Ministère des
Transports**

Bureau de la ministre

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November 3, 2022

107-2022-4087

Mr. Larry Miller
Acting Chair
Owen Sound Transportation Company, Limited
717875 Highway 6
Owen Sound, ON N4K 5N7

Dear Mr. Miller:

I am pleased to share our government's 2023-24 priorities for the Owen Sound Transportation Company, Limited (OSTC).

As Chair, you play a vital role in helping OSTC achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for OSTC for 2023-24. These priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities.

5. Diversity and Inclusion

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

6. Data Collection

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

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since Covid-19.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority.

In addition to these government-wide priorities, I expect OSTC to continue to provide safe, efficient, and reliable ferry transportation in Northern Ontario through the ownership and operation of the M.S. Chi-Cheemaun, which serves the communities of Tobermory and South Baymouth; and the M.V. Niska 1, which serves the communities of Moosonee and Moose Factory Island. Furthermore, OSTC is mandated to continue to provide vessel management services to deliver MTO's Pelee Island Transportation Service during the May to October sailing season, and to administer daily air service between Pelee Island and the Ontario mainland during the winter months.

I am also sharing several priorities specific to OSTC:

Achieving Excellence in Governance and Accountability

1. Prioritizing compliance with the *Business Corporations Act (BCA)*, the By-law and the Agencies and Accountability Directive (AAD). Always conducting agency business in accordance with all applicable TB/MBC and Ministry of Finance directives, and all other applicable legislation;

2. Reaffirming the responsibilities and accountabilities of the OSTC Board of Directors through ratifying a Memorandum of Understanding with MTO;
3. Strengthening Board effectiveness through the implementation of a skills-based governance model to enhance agency governance, accountability, oversight and effective decision-making;
4. Fostering a proactive approach to governance through the timely submission of reports and plans including working collaboratively with MTO on the five-year strategic plan for the 2023-24 Business Plan;
5. Ensuring that the agency adheres to all approval and review processes, as well as frameworks established between the agency and the ministry (e.g., business case process) to ensure early collaboration, timely submissions, and alignment with established priorities
6. Developing enhanced risk monitoring process including the establishment of an Enterprise Risk Management program;
7. Reporting on a capital asset management plan to support the long-term sustainability of the agency and state of good repair of assets, reduce ongoing maintenance;
8. Undertaking a review of the agency's HR, information and financial polices to ensure alignment with applicable government directives;
9. Reporting on enhanced performance measures, including a technology-enabled data collection strategy and monitoring and evaluation processes on all business lines;
10. Guarantee proper processes are followed with respect to Duty to Consult when undertaking projects impacting Indigenous communities;

Operational Excellence in the Delivery of Efficient, Safe and Reliable Ferry Services

11. Ensuring the Board meets its responsibility for attracting, developing and retaining talent and including working with the Ministry of Transportation regarding recruitment of a President/CEO;
12. Implementing recruiting initiatives and programs to attract, develop and retain talent through effective staffing and succession management strategies that build a strong, diverse, and inclusive workforce;
13. Implementing strategies and initiatives to foster an efficient high performing workforce while supporting staff health, safety, and wellness to foster a positive corporate culture and work environment;
14. Ensuring that safe operations, for customers and communities, remain the highest priority through the implementation of best practices, continuous improvement processes and compliance with applicable health and safety

regulations, including applicable environmental safety regulations. This includes providing the ministry with regular updates on health and safety initiatives;

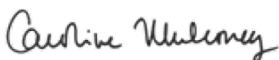
15. Completing the dredging of the Moose River, including developing a community engagement protocol with Moose Factory Island/Moosonee region to ensure the Niska 1 service continues to meet community needs;
16. Taking into account the safety of Indigenous women, girls and other marginalized groups in planning, designing and delivering transportation services and taking actions to combat sexual exploitation and human trafficking (e.g. training of front line employees, public awareness, reporting policies), in accordance with the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls and Ontario's Anti-Human Trafficking Strategy;
17. Taking into account the needs of, vulnerable, and underserved populations, including racialized people, Indigenous people, and people with disabilities in the planning, design and delivery of safe, equitable, and accessible transportation; and,
18. Continuing to promote and contribute to economic development in the local communities that OSTC serves by supporting a positive business climate and by enhancing and promoting the tourism sector through partnerships with local communities and regional stakeholders.

I look forward to hearing how these priorities 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 OSTC. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Eric Doidge, Assistant Deputy Minister, Operations Division, at Eric.Doidge@ontario.ca or 416-327-9044.

Sincerely,



Caroline Mulroney
Minister of Transportation