



# ONTARIO **FINANCING** AUTHORITY

# 2015

# Annual Report

# ONTARIO **FINANCING** AUTHORITY

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## Mandate

The Ontario Financing Authority (the "OFA") was established as an agency, of the Crown, on November 15, 1993, by the *Capital Investment Plan Act, 1993* (the "Act"). In accordance with the Act, the OFA:

- conducts borrowing, investment and financial risk management for the Province of Ontario (the Province);
- manages the Provincial debt;
- provides financial and centralized cash management services for the Province;
- advises ministries, Crown agencies and other public bodies on financial policies and projects;
- assists Crown agencies and other public bodies to borrow and invest money;
- acts at the direction of the Province in lending to certain public bodies;
- invests on behalf of some public bodies;
- with Ontario Power Generation Inc. (OPG), manages the investment activities of OPG's Used Fuel Segregated Fund and Decommissioning Segregated Fund; and
- carries out the day-to-day operations of Ontario Electricity Financial Corporation (OEFC) and provides a broad range of financial services to Ontario Infrastructure and Lands Corporation (Infrastructure Ontario).

In addition, the OFA's objects include:

- providing such other financial services as are considered advantageous to the Province or any public body; and
- any additional objects as directed by the Lieutenant Governor in Council.

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## Statement from the Chair and the Chief Executive Officer

The OFA successfully completed its annual borrowing program in 2014–15, despite ongoing challenges that linger in the global financial markets. The OFA raised \$39.8 billion on behalf of the Province and OEFC, and met or exceeded the performance targets for domestic and foreign borrowing. Total savings relative to the performance benchmarks for money market and debt management activities were approximately \$25.8 million.

During the 2014–15 fiscal year, the OFA continued the review of business cases for borrowing requests from public bodies, such as colleges, school boards and Crown corporations, resulting in loans to public bodies totalling \$273 million. The OFA continued to support government initiatives with the sale of the Province's remaining General Motors (GM) shares, which, after accounting for allowances, resulted in a gain of \$1.1 billion in 2014–15. This gain, together with other gains from asset sales, was directed to the Trillium Trust, which will be used to help fund the Moving Ontario Forward initiative, a \$31.5 billion plan to build transportation infrastructure across the province. We also provided financial advice on government initiatives related to the Province's assets, the electricity sector, a loan guarantee program to facilitate Aboriginal participation in energy infrastructure projects, and analysis and advice with respect to a number of Infrastructure Ontario projects.

The OFA's continuing efforts on behalf of the Province as well as the borrowing communities of the other provinces, resulted in the Public Sector Accounting Board deferring the implementation of the Financial Instruments standard. The OFA also continues to provide leadership and coordination for all ministries for the Province's transition to a new card acquirer as a result of the 2013–14 award of the approximately \$250 million tender for credit and debit card acquiring services.

In 2015–16, the OFA will continue to provide cost-effective borrowing, debt management and other financial services for the Ontario government. To meet the Province's borrowing requirements, we will continue to be flexible, monitoring domestic and international markets, issuing bonds in different terms and currencies and responding to investor preferences. Building on the success of the Province's inaugural green bond issue in 2014, we also plan to continue to issue green bonds in the domestic market.

Diversification of borrowing sources will continue to be a primary objective in 2015–16. Depending on market conditions, the OFA plans to borrow at least 75 per cent in the Canadian-dollar market in 2015–16. This is in line with the historical average of issuing approximately three-quarters in that market, but represents a considerable decline in the reliance on foreign markets during the global financial crisis beginning in 2008, and the European sovereign debt crisis. The OFA will also continue to engage in public-sector financing initiatives and provide advice and support on financial aspects of government assets and electricity sector developments.

We are proud of the OFA's diversity and remain committed to an inclusive, respectful and culturally competent environment. In addition to training, we recognize days of significance and have incorporated accessibility best practices into our website.

We would like to thank the OFA staff for their hard work and the members of the Board of Directors for their advice and oversight during the 2014–15 fiscal year. We look forward to working with both staff and the Board in 2015–16.



Scott Thompson  
Chair



Gadi Mayman  
Chief Executive Officer

## Management's Discussion and Analysis

Capital Markets Activities

Borrowing and Debt Management

Financial Reporting and Treasury Services

Financial Advice

## Management's Discussion and Analysis

This section details management's discussion and analysis of the results achieved by the OFA for the Province in 2014–15 and its objectives for 2015–16.

### Capital Markets Activities

#### *Borrowing Program*

Long-term borrowing for 2014–15 totalled \$39.8 billion, including \$4.8 billion in preborrowing for 2015–16, and took advantage of the continuing low interest rate environment and strong demand for Ontario bonds. The weighted-average term to maturity of long-term Provincial debt issued has been extended significantly over the past five years. It was 14.1 years in 2014–15, 13.6 years in 2013–14, 12.4 years in 2012–13, 13.0 years in 2011–12 and 12.8 years in 2010–11. This is much longer than the 8.1 year term in 2009–10. This continuation of the extension of the term to maturity allowed the Province to lock in low interest rates for a longer period, which reduces refinancing risks and helps offset the impact of expected higher interest rates on the Province's Interest on Debt (IOD) costs.

Strong global investor demand for Canadian-dollar assets, the liquidity of Ontario benchmark bonds and continuing confidence in the Province allowed Ontario to borrow 79 per cent in the Canadian-dollar market in 2014–15, down from 82 per cent in 2013–14 and well above the target to issue at least 70 per cent as set out in the Province's *2014 Budget*.

#### *Investments*

The OFA manages the Province's liquid reserve portfolio to optimize investment returns and to ensure sufficient funds are available to meet cash requirements. The average level of unrestricted liquid reserves in 2014–15 was \$23.5 billion. In the normal course of business, the Province may pledge or receive collateral for derivative transactions and repurchase agreements. Unrestricted liquid reserves are a more prudent measure of total liquid reserves as pledged collateral is netted out of the total liquid reserves calculation.

The OFA also invests on behalf of certain public bodies to help increase their returns by streamlining investment processes and reducing investment costs. In 2014–15, the OFA provided investment services to a number of agencies, boards, commissions and other public bodies, including Infrastructure Ontario, the Pension Benefits Guarantee Fund, Ontario Trillium Foundation, Ontario Capital Growth Corporation and the Deposit Insurance Corporation of Ontario. Total funds managed were \$3.1 billion.

With OPG, the OFA continued to manage the investment activities of OPG's Used Fuel Segregated Fund and the Decommissioning Segregated Fund established under the Ontario Nuclear Funds Agreement (ONFA). As at March 31, 2015, the combined market value of the funds was \$18.1 billion compared to \$15.8 billion at March 31, 2014 and \$4.9 billion when the funds were formally established in 2003.

There are currently 22 external investment managers retained to invest ONFA funds in bonds, equities, and real assets. For the 12 months ending March 31, 2015, the funds' rate of return was 14.29 per cent, ahead of the market benchmark of 13.83 per cent. Since inception, the funds have returned 8.13 per cent annualized, outperforming the long-term target annualized rate of return of 5.14 per cent. This target is a

real rate of return of 3.25 per cent annually, calculated by adding 3.25 to the rate of change in the Ontario Consumer Price Index.

## Borrowing and Debt Management

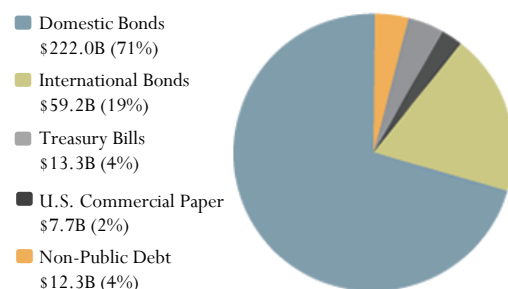
The OFA manages the debt of the Province and OEFC.

Total debt, which represents all borrowing without offsetting financial assets, was \$314.5 billion, interim as at March 31, 2015, compared to \$295.8 billion as at March 31, 2014, and a forecast of \$310.5 billion in the *2014 Budget*.

Ontario's net debt is the difference between total liabilities and total financial assets. Ontario's net debt is projected to be \$284.1 billion as at March 31, 2015 (March 31, 2014, \$267.2 billion). This projection for March 31, 2015 is \$5.2 billion below the forecast of \$289.3 billion in the *2014 Budget*. It includes the broader public sector's (BPS) net debt of \$15.3 billion (March 31, 2014, \$14.1 billion).

### Total Debt Composition

C \$314.5 Billion



Prudent risk management policies and practices mitigate the financial risks inherent in managing large debt and liquid reserve portfolios. A variety of financial instruments, such as swaps and options, are used to manage exposures to fluctuations in interest rates and foreign currency exchange rates. The OFA uses derivatives for hedging purposes to manage its foreign exchange and interest rate risks. The OFA's derivatives policy does not permit the creation of leverage using derivatives. The Province's financial risks are monitored on a continuous basis, and these risk exposures are marked-to-market daily and audited annually.

Risk management policies are reviewed annually and amendments are approved by the Board.

### Performance

The OFA monitors and measures the performance of the borrowing, debt management and liquid reserve programs. In 2014–15, total savings relative to benchmarks used for the latter two programs was approximately \$25.8 million.

The performance of long-term fixed rate borrowing for 2014–15 is measured by comparing the all-in borrowing cost against the statistical distribution of benchmark interest rates observed during the year, with the objective being to attain a low percentile rank. Regular long-term fixed rate borrowing achieved a 45th percentile rank, within the target range of 45–55 percentile. Strategic foreign borrowings, which are large debt issues swapped to Canadian dollars, achieved a 39th percentile rank, better than the target range of 50–75 percentile established for that program.

The debt management program's performance is evaluated based on a comparison of program savings to a risk-based performance target, with \$9 million in gains or more deemed to be first quartile. In 2014–15, the debt management program experienced a gain of \$0.7 million.



The performance of liquid reserve investments (money market program) is measured relative to the returns of a custom benchmark with a term of approximately 60 days. The target is  $\pm 2$  basis points relative to the benchmark. The program returned 11 basis points more than the benchmark. Actual liquid reserve investment performance was \$25.1 million better than the benchmark for 2014–15.

### ***Market Risk***

Market risk is the risk of loss due to changes in interest and foreign exchange rates.

The OFA aims for a balanced debt maturity profile for the Province to mitigate the interest rate risk inherent in refinancing maturing debt and the floating-rate debt. The Province limits itself to a maximum net interest rate resetting exposure of 35 per cent of debt issued for Provincial purposes and a maximum foreign-exchange exposure of 5 per cent of debt issued for Provincial purposes.

The interim percentage of interest rate resetting exposure (net of liquid reserves) was 11 per cent of debt as at March 31, 2015. The interim foreign exchange exposure was 0.3 per cent of debt as at March 31, 2015.

All exposures were well within the Province's approved policy limits during 2014–15.

### ***Credit Risk***

Credit risk is the risk of loss due to default of bond issuers or counterparties of derivatives or other financial transactions. The lowest acceptable credit rating of counterparties for Ontario is A–. However, Ontario typically enters into swap transactions with new counterparties rated AA– or higher. Ontario's hedging transactions related to international borrowing result in credit risk exposure to our derivative counterparties. In order to manage and mitigate credit risk associated with derivative transactions, the Province has negotiated swap collateral agreements known as Credit Support Annexes (CSAs) with many of its derivatives counterparties. A CSA is a bilateral agreement between two parties that provides the terms and conditions for posting collateral in order to offset the credit exposure related to derivative transactions.

The Province's interim net credit risk exposure associated with the derivative portfolio as at March 31, 2015 was \$962 million, increasing from \$914 million as at March 31, 2014, largely due to an increase in exposure to counterparties without a CSA. Net credit risk exposure represents the loss that the Province would incur if every counterparty to which the Province had credit risk exposure were to default at the same time, less the mitigating impact of netting provisions as prescribed in contractual master agreements.

As at March 31, 2015, over 99 per cent of Ontario's credit exposure was to counterparties rated AA– or better, compared to almost 96 per cent as at March 31, 2014.

### ***Liquidity Risk***

Liquidity risk is the risk that liquid reserves will not be sufficient to meet the Province's cash requirements. This risk is controlled through the management of operational cash flows, liquid reserve levels and the short-term borrowing program.

The Province's Treasury bill and U.S. Commercial Paper programs have authorized limits of \$30.5 billion and \$11.5 billion, respectively. As at March 31, 2015, the outstanding borrowing under the Province's Treasury bill and U.S. Commercial Paper programs stood at \$15.5 billion and \$6.3 billion, respectively.

### ***Operational Risk***

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people, systems or external events. The OFA manages operational risks through divisional procedures and contingency plans as well as appropriate staffing and training, all of which are reviewed on an ongoing basis. The OFA's Business Continuity Plan ensures critical operations are completed in a timely manner in the event of an unforeseen business disruption.

The reliability of information technology (IT) and computing systems is crucial to ensure the OFA carries out its mandate efficiently and effectively. The Strategic Corporate Services Division of the OFA met its service level commitment, and ensured that the IT systems were never down more than four times a year for a period greater than 30 minutes for each occurrence during normal business hours. Systems were maintained at a high level during 2014–15.

### ***Credit Rating Agency Relations***

The Province requires ratings from recognized credit rating agencies to issue debt in the capital markets. The OFA ensures credit rating agencies understand government policies and budget direction as well as economic and fiscal performance, and properly reflect these in their reports and decisions. Through the OFA, the Province maintains a one-window contact with the rating agencies to ensure information provided to them is consistent and coordinated.

### ***Capital Markets and Borrowing and Debt Management Objectives for 2015–16***

The OFA will continue to diversify the Province's domestic borrowing program using a combination of syndicated issues, bond auctions, floating-rate notes, medium-term notes and Ontario Savings Bonds. The organization also plans on issuing green bonds in the domestic market. These are expected to be issued at the same yield as Ontario's conventional bonds of comparable term and size. The Province plans to borrow at least 75 per cent in the Canadian-dollar market in 2015–16, increasing the target by 5 per cent than in the previous two fiscal years. This is in line with the historical average of issuing approximately three-quarters in that market, but represents a considerable decline in the reliance on foreign markets during the global financial crisis beginning in 2008. For example, in 2009–10, more than 50 per cent of the Province's issuance was in international markets.

Ontario will continue to be flexible, monitoring domestic and international markets, issuing bonds in different terms and currencies, and responding to investor preferences. Investor relations will remain a priority, with road shows planned for Canada, Europe and the U.S.

The Province will continue to hedge foreign exchange and interest rate risks when borrowing in international markets. This hedging process may become more complex due to regulatory reforms in the derivatives markets under the U.S. *Dodd-Frank Wall Street Reform and Consumer Protection Act* (Dodd-Frank), the European Market Infrastructure Regulation (EMIR), and Bank for International Settlements *Basel III*

regulations. These initiatives may increase the cost of hedging. Hedging may also become more expensive if proposals such as financial transaction taxes or mark-to-market derivatives taxes are legislated and implemented in Europe or the United States.

Cost-effective and prudent debt management strategies will continue to be key objectives in 2015–16. The OFA will comply with risk management policies and portfolio program limits approved by the Boards of Directors of the OFA and OEFC. Risk management policies will be reviewed and revised as required in response to an evolving regulatory and capital markets environment. On behalf of the Province, the OFA will continue negotiating CSAs with other major counterparties.

The OFA will also manage the Province's liquid reserves conservatively. With OPG, the OFA will continue to administer ONFA investments consistent with the objectives of ONFA, so the Province's contingent liabilities under ONFA are prudently managed. As well, the OFA will continue to invest on behalf of certain public bodies.

## **Financial Reporting and Treasury Services**

The OFA provided leadership as ministries transitioned to the new supplier for credit and debit card acquiring services for the Province as a result of the 2013–14 competitive tender. Successful implementation requires effectively coordinating ministries, internal and external service providers and central agencies across the OPS, and over two thousand pieces of equipment and over thirty websites.

The OFA continued working with the Ministry of Community and Social Services to begin replacing social benefits payments made by cheque with a reloadable prepaid card product for unbanked individuals providing both cost efficiencies, and improved services to Ontarians.

The OFA continued to liaise with the Public Sector Accounting Board (PSAB) expressing the Province's concerns as well as the concerns of the borrowing communities of the other provinces on the Financial Instruments standard. As a result, PSAB has delayed the implementation of this standard yet again with details to be released in June 2015. It is anticipated that the concerns of Ontario and the other Provinces may be addressed through appropriate changes to the standard.

The OFA continued to provide agency financial statements, as well as reporting of provincial debt, derivatives and investments. As in past years, the OFA's 2013–14 Financial Statements received an unqualified opinion from the Office of the Auditor General. As part of the audit of the Province's Public Accounts, the Office of the Auditor General audits the OFA's financial reporting of the Province's debt and interest on debt. The 2014–15 Public Accounts audit is currently on-going, the 2013–14 audit in keeping with the past years, did not identify any material issues.

### ***Financial Reporting and Treasury Services Objectives for 2015–16***

The OFA will continue to leverage its role in the Assistant Deputy Minister level Executive Steering Committee responsible for the mandatory implementation of Payment Card Industry Data Security Standards (PCIDSS) in the OPS. The OFA will also work with other stakeholders to ensure that the OPS continues to meet all PCIDSS compliance deadlines towards achieving full compliance.

The OFA will continue to provide coordination and leadership to the Ministry of Community and Social Services (MCSS) on the introduction of a reloadable payment card for benefit recipient under the Ontario Disability Support Program. The replacement of cheques with benefit cards will reduce costs and improve service quality.

The OFA will work with the Ontario Pensions Board (OPB), Ministries of Finance, Government and Consumer Services and the Treasury Board Secretariat on developing more cost effective options for managing the assets of various pension plans currently within the Consolidated Revenue Fund. The initiative has the potential to unlock interest on debt savings.

The OFA will continue to collaborate with other provinces to working with PSAB to address collective concerns with regard to the PSAB Financial Instruments standard. In the event PSAB determines that changes to the standard are in order, the OFA anticipates a leadership role in crafting appropriate amendments.

The OFA will continue to maintain a leading edge Business Continuity Plan to ensure that timely payments are made to the BPS (including hospitals, municipalities and school boards) to manage the Province's financial risks in real time, and to ensure that adequate funds are available to settle all of the Province's multibillion dollar financial transactions even in the event of unforeseen disruptions.

## **Financial Advice**

The OFA was active in providing financial advice and implementation assistance to ministries, Crown agencies and other public bodies on corporate and electricity finance policies and initiatives.

In the *2012 Budget*, the Province announced that it was continuing to review ways to provide more efficient and effective public service delivery models and opportunities to maximize the returns on its major government business enterprises. The OFA assisted, and will continue to assist the Province in this review by providing financial analysis and advice with respect to potential opportunities for partnerships with the private sector and with respect to opportunities to maximize the returns on its government business enterprises and other assets.

### ***Projects – Advisory Activities***

The OFA continued to provide analysis and advice to the Working Committee on Hospital Working Fund Deficits on the development and implementation of appropriate accountability mechanisms in support of remedies for hospital working capital deficits.

The OFA continued to advise the Ministry of Research and Innovation on venture capital investments made by the Ontario Capital Growth Corporation through the Ontario Venture Capital Fund, the new Northleaf Venture Catalyst Fund, and the Ontario Emerging Technology Fund. The CEO of the OFA is a director on the board of the Ontario Capital Growth Corporation.

The OFA continued to provide analysis and advice in respect of a number of Infrastructure Ontario projects. The CEO of the OFA is a director on the board of Infrastructure Ontario.

The OFA reviewed and provided advice on applications received under the government's Jobs and Prosperity Fund (JPF) program, as well as on the due diligence process relating to the program. The CEO is a member of the JPF ADMs' committee.

### ***Projects – Other Financial Services***

The OFA's framework for financing public bodies mandates the OFA to provide long-term financing to school boards, colleges, hospitals and Provincial corporations, boards and commissions. Under this framework, the OFA provided new loans to a number of public bodies, including Ontario colleges, school boards and crown corporations totalling \$273 million in 2014–15.

The OFA provided advice to the Ministry of Natural Resources on work-out strategies for a number of forest sector companies that had received financial assistance under the government's forestry sector support programs.

The OFA provided advice and analysis on the Province's remaining auto sector holdings including the sale of Ontario's 36.7 million General Motors common shares. In February 2015, the OFA completed the sale of the remaining common shares which, after accounting for allowances, and together with the redemption by GM of the Province's 5.4 million preferred shares, resulted in a gain of \$1.1 billion. This gain, as well as the \$249 million gain on the 2010 GM common share sale, was directed to the Trillium Trust, which will be used to help fund the Moving Ontario Forward initiative, a \$31.5 billion plan to build a seamless and integrated transportation plan across the province.

The OFA also provided financial analysis and advice on initiatives and options to optimise the value of government assets, including providing support for the analysis of the Premier's Advisory Council on Government Assets and options for unlocking value of real estate assets where retained public ownership may no longer serve a public policy purpose.

The OFA, on behalf of the Province, has received a number of applications for the Province's Aboriginal Loan Guarantee Program, which are in various stages of completeness and are under review by staff and a third party due diligence provider. As at March 31, 2015, \$200 million in loan guarantees have been approved under the program, with two loan guarantees put in place in each of 2011–12 and 2013–14, and with two others approved in 2014–15.

The OFA provided services to OEFC, including facilitating loan agreements between OEFC and OPG to provide financing for general corporate purposes and electricity supply projects. Effective January 1, 2015, the Ontario Power Authority (OPA) and the Independent Electricity System Operator (IESO) merged into a newly amalgamated entity also called the IESO. The OFA provided analysis and advice to support the continuation of credit facilities for the amalgamated entity and to ensure financial oversight and governance following the merger.

The OFA assisted in the continued implementation of ONFA, including reviewing OPG's 2015 annual budget for eligible expenditures under ONFA for nuclear waste management.

The OFA also provided analysis and advice to the Minister of Finance and the government to support electricity policies and initiatives, focusing on potential fiscal and economic impacts on the Province and

OEFC, including analysis and advice on removing the Debt Retirement Charge (DRC) cost from residential users' electricity bills after December 31, 2015, policy initiatives announced in the *2015 Budget* such as supporting consolidation of the electricity distribution sector, continued implementation of the Northern Industrial Electricity Rate (NIER) Program until March 2016, and the government's commitment to provide ongoing support for northern industrial facilities beyond March 2016; implementation of the Industrial Electricity Incentive (IEI); continued implementation of the Ontario Clean Energy Benefit (OCEB); initiatives for new and refurbished supply; and the Minister of Finance's determination and reporting of the residual stranded debt.

In order to streamline the funding model for the Ontario Infrastructure and Lands Corporation (OILC), the OFA, on behalf of the Province, implemented a \$900 million short-term revolving credit facility and a \$3 billion non-revolving long-term credit facility, whereby OILC's short-term and long-term borrowing is now funded directly by the Province through loans facilitated by the OFA.

### ***Financial Advice Objectives for 2015–16***

In 2015–16, the OFA will continue to provide financial advice and assistance to the Minister of Finance, ministries, Crown agencies and other public bodies on financial policies and initiatives.

Activities will include advising ministries and agencies on cost-effective financing policies and structures, comprehensive advice on structuring and implementing financial transactions and accurate determination of value-for-money benchmarks.

The OFA will also provide advice on measures to support government initiatives and to facilitate cost-effective borrowing by public sector organizations. Particular attention will be given to public infrastructure financing initiatives, including the new Eglinton Crosstown light rail transit project and the preparation for the Pan American / Parapan Games that will be hosted in 2015. As well, the OFA will continue to advise on municipal sector finances.

The OFA will continue to provide financial advice and implementation support on government asset optimization options and initiatives, including the planned initial public offering of approximately 15 per cent of Hydro One common shares and optimizing the value of certain of the Province's real estate assets.

Financial analysis and advice will be provided to the Minister of Finance on the electricity sector and the impact of related policy initiatives on the Province's finances (including those of OEFC) and the economy. In addition, ongoing support will be provided for the implementation of ONFA, the Minister of Finance's determination of the residual stranded debt managed by OEFC, OCEB, the NIER program, and the IEI.

As required, the OFA will advise on electricity supply and demand initiatives, including facilitating potential financing to OPG for supply initiatives.

The OFA will continue to provide analysis and advice to the Minister of Finance on applications to the Aboriginal Loan Guarantee Program.

The OFA will continue to provide analysis and advice as required for any current or proposed business support programs. In addition, the OFA will continue to provide analysis and advice where requested on transformation opportunities for ministries, Crown agencies and other public bodies.

## Summary of Financial Results

The Ontario Financing Authority (OFA) manages the Province's debt and investment of liquid reserves, and recovers the cost of these services from the Province. The OFA provides loans to Crown agencies and other public bodies on the direction of the Province. It also provides other financial services to Crown agencies and other public bodies. These costs are recovered on a fee-for-service basis.

The outstanding balance of the loans to public bodies at March 31, 2015 was \$5,990 million, a net increase of \$16 million from \$5,974 million in March 2014 (Note 5). The increase is largely due to additional loans to School Boards of \$219 million and Colleges of Applied Arts and Technology of \$25 million, Ontario Lottery and Gaming Corporation of \$8 million and Ottawa Convention Centre of \$2 million. These increases are partially offset by the repayments from the Colleges of Applied Art and Technologies of \$16 million, School Boards of \$186 million, Ontario Lottery and Gaming Corporation of \$10 million, the Ontario Infrastructure and Lands Corporation of \$15 million, the University of Ontario Institute of Technology of \$5 million, the Ontario Northland Transportation Commission of \$2 million, Royal Ontario Museum of \$2 million, the Corporation of the City of Windsor of \$1.5 million, and the Centennial Centre of Science and Technology of \$0.5 million.

The OFA continued to provide investment management services to other public bodies for the aggregate amount of \$3,062 million (March 2014 – \$3,154 million) (Note 6).

The OFA recovered operating costs from agencies and related parties amounting to \$4.8 million for the year ended March 31, 2015 (March 2014 – \$4.7 million) (Note 6). The OFA's operating surplus for the year amounted to \$3.4 million (March 2014 – \$3.3 million) from the retention of the interest rate spread on loans to public bodies.

Prudent financial management on the part of the OFA ensured that actual expenditures continued to be below the budget resulting in cost recoveries from the Province that were \$2.8 million lower than the budgeted amount. Interest revenue was \$0.4 million greater than the budget contributing to an equal increase in the annual operating surplus.

## Financial Statements

Responsibility for Financial Reporting

Auditor's Report

Statement of Financial Position

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## Financial Statements

### Responsibility for Financial Reporting

The accompanying Financial Statements of the OFA have been prepared in accordance with Canadian public sector accounting standards. The preparation of the Financial Statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods. The Financial Statements have been properly prepared within reasonable limits of materiality and in light of information available up to June 12, 2015.

Management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded and that reliable financial information is available on a timely basis. The system includes formal policies and procedures and an organizational structure that provides for appropriate delegation of authority and segregation of responsibilities. An internal audit function independently evaluates the effectiveness of these internal controls on an ongoing basis and reports its findings to management and the Audit and Risk Management Committee of the Board.

The Board, through the Audit and Risk Management Committee, is responsible for ensuring management fulfils its responsibilities for financial reporting and internal controls. The Audit and Risk Management Committee meets periodically with management, the internal auditors and the external auditor to deal with issues raised by them and to review the financial statements before recommending approval by the Board.

The Financial Statements have been audited by the Auditor General of Ontario. The Auditor General's responsibility is to express an opinion on whether the Financial Statements are fairly presented in accordance with Canadian public sector accounting standards. The Auditor's Report, which appears on the following page, outlines the scope of the Auditor's examination and opinion.

On behalf of management:



Gadi Mayman  
Chief Executive Officer



Ken Kandeepan  
Chief Financial Officer

# Auditor's Report



**Office of the Auditor General of Ontario  
Bureau du vérificateur général de l'Ontario**

## *Independent Auditor's Report*

**To the Ontario Financing Authority  
and to the Minister of Finance**

I have audited the accompanying financial statements of the Ontario Financing Authority, which comprises the statement of financial position as at March 31, 2015, and the statements of operations and change in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Opinion**

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Ontario Financing Authority as at March 31, 2015 and the results of its operations and change in net assets and cash flow for the year then ended in accordance with Canadian public sector accounting standards.

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Toronto, Ontario  
June 12, 2015

Bonnie Lysyk, MBA, CPA, CA, LPA  
Auditor General

## ONTARIO FINANCING AUTHORITY

### Statement of Financial Position

As at March 31, 2015

( in thousands of dollars )

	2015	2014
<b>FINANCIAL ASSETS</b>		
Cash	\$ 15,278	\$ 12,083
Due from agencies & related parties (Note 6)	2,841	2,604
Due from the Province of Ontario	1,797	1,780
	<hr/> 19,916	<hr/> 16,467
<b>LIABILITIES</b>		
Accounts payable	1,797	1,780
Due to the Province of Ontario	1,341	1,329
Deferred revenue (Note 3)	1,633	1,747
	<hr/> 4,771	<hr/> 4,856
<b>Net financial assets</b>	<b>15,145</b>	<b>11,611</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 2)	1,261	1,487
Prepaid expenses	372	260
	<hr/> 1,633	<hr/> 1,747
<b>Accumulated surplus</b>	<b>\$ 16,778</b>	<b>\$ 13,358</b>

*See accompanying notes to financial statements.*

Approved on behalf of the Board of Directors:



Scott Thompson  
Chair



Gadi Mayman  
Chief Executive Officer

# ONTARIO FINANCING AUTHORITY

## Statement of Operations

For the year ended March 31, 2015

<i>( in thousands of dollars )</i>	2015 Budget	2015 Actual	2014 Actual
<b>REVENUE</b>			
Cost recovery from the Province of Ontario (Note 4)	\$ 20,356	\$ 17,517	\$ 18,280
Cost recovery from Agencies & related parties (Note 6)	4,818	4,845	4,747
Amortization of deferred capital contributions (Note 3)	847	789	832
Interest revenue (Note 5)	3,032	3,420	3,342
	<u>29,053</u>	<u>26,571</u>	<u>27,201</u>
<b>EXPENSES</b>			
Salaries, wages and benefits	20,425	18,946	18,626
Administrative and general	4,749	3,416	4,401
Amortization of tangible capital assets (Note 3)	847	789	832
	<u>26,021</u>	<u>23,151</u>	<u>23,859</u>
<b>Operating surplus</b>	3,032	3,420	3,342
<b>Accumulated operating surplus at beginning of year</b>	13,358	13,358	10,016
<b>Accumulated operating surplus at end of year</b>	<u>\$ 16,390</u>	<u>\$ 16,778</u>	<u>\$ 13,358</u>

*See accompanying notes to financial statements.*

# ONTARIO FINANCING AUTHORITY

## Statement of Change in Net Assets

For the year ended March 31, 2015

<i>( in thousands of dollars )</i>	2015 Budget	2015 Actual	2014 Actual
<b>Operating Surplus</b>	\$ 3,032	\$ 3,420	\$ 3,342
Acquisition of tangible capital assets (Note 3)	(743)	(563)	(645)
Amortization of tangible capital assets (Note 3)	847	789	832
Prepaid expenses	—	(112)	(10)
<b>Change in net financial assets</b>	3,136	3,534	3,519
<b>Net financial assets at beginning of year</b>	11,611	11,611	8,092
<b>Net assets at end of year</b>	\$ 14,747	\$ 15,145	\$ 11,611

*See accompanying notes to financial statements.*

# ONTARIO FINANCING AUTHORITY

## Statement of Cash Flow

For the year ended March 31, 2015

( in thousands of dollars )

	2015	2014
<b>Operating transactions</b>		
Annual Surplus	\$ 3,420	\$ 3,342
Amortization of Tangible Capital Assets	789	832
Decrease in due from agencies & related parties	(237)	(204)
(Increase)/decrease in due from the Province	(17)	(74)
Decrease in Accounts Payable	17	(2,310)
Increase in prepaid expenses	(112)	(10)
Increase in recoveries payable to the Province	12	57
Decrease in deferred revenue	(114)	(177)
<b>Cash provided by operating transactions</b>	<b>3,758</b>	<b>1,456</b>
<b>Capital transactions</b>		
Cash used to acquire tangible capital assets	(563)	(645)
<b>Cash applied to capital transactions</b>	<b>(563)</b>	<b>(645)</b>
<b>Increase in cash</b>	<b>3,195</b>	<b>811</b>
<b>Cash at beginning of year</b>	<b>12,083</b>	<b>11,272</b>
<b>Cash at end of year</b>	<b>\$ 15,278</b>	<b>\$ 12,083</b>

See accompanying notes to financial statements.

## ONTARIO FINANCING AUTHORITY

### Notes to Financial Statements

For the year ended March 31, 2015

#### BACKGROUND

The Ontario Financing Authority (the "OFA") was established as an agency, of the Crown, on November 15, 1993, by the *Capital Investment Plan Act, 1993* (the "Act"). In accordance with the Act, the OFA:

- conducts borrowing, investment and financial risk management for the Province of Ontario ("the Province");
- manages the Provincial debt;
- provides financial and centralized cash management services for the Province;
- advises ministries, Crown agencies and other public bodies on financial policies and projects;
- assists Crown agencies and other public bodies to borrow and invest money;
- acts at the direction of the Province in lending to certain public bodies;
- invests on behalf of some public bodies;
- with Ontario Power Generation Inc. (OPG), manages the investment activities of OPG's Used Fuel Segregated Fund and Decommissioning Segregated Fund; and
- carries out the day-to-day operations of Ontario Electricity Financial Corporation (OEFC) and provides a broad range of financial services to Ontario Infrastructure and Lands Corporation (Infrastructure Ontario).

In addition, the OFA's objects include:

- providing such other financial services as are considered advantageous to the Province or any public body; and
- any additional objects as directed by the Lieutenant Governor in Council.

The OFA is a corporation established under the laws of Ontario. The OFA is exempt from federal and provincial income taxes under paragraph 149(1)(d) of the *Income Tax Act* (Canada).

#### 1. SIGNIFICANT ACCOUNTING POLICIES

**Basis of Accounting:** Because the OFA is a government organization, these financial statements are prepared in accordance with Canadian public sector accounting standards.

**Tangible capital assets:** Tangible capital assets are stated at cost. Amortization is provided using the straight-line method over the estimated useful life of the asset, as listed below.

Furniture and equipment	5 years
Computer hardware	3 years
Leasehold improvements	Term of lease

Funding received from the Province and the Agencies for the acquisition of tangible capital assets is recorded as deferred revenue and amortized to cost recovery on the same basis as the tangible capital assets.

**Measurement uncertainty:** The preparation of these financial statements requires management to make estimates that are based on the best information available at the time of preparation of the financial statements.

## 2. TANGIBLE CAPITAL ASSETS

The net book value (NBV) of tangible capital assets is as follows:

*(in thousands of dollars)*

	Cost	Accumulated Amortization	NBV March 31, 2015	NBV March 31, 2014
<b>Furniture and equipment</b>	\$ 1,068	\$ 1,057	\$ 11	\$ 26
<b>Computer hardware</b>	13,072	12,227	845	905
<b>Leasehold improvements</b>	1,833	1,428	405	556
<b>Total</b>	\$ 15,973	\$ 14,712	\$ 1,261	\$ 1,487

## 3. DEFERRED REVENUE

Deferred revenue represents the unamortized portion of the cost recovered from the Province and the Agencies for the acquisition of tangible capital assets as well as prepaid expenses to be allocated over the period the resources are consumed.

*(in thousands of dollars)*

	Tangible Capital Assets	Prepaid Expenses	Total
<b>Balance, beginning of year</b>	\$ 1,487	\$ 260	\$ 1,747
<b>Additions</b>	563	549	1,112
<b>Amortization</b>	(789)	—	(789)
<b>Expensed in the current year</b>	-	(437)	(437)
<b>Balance, end of year</b>	\$ 1,261	\$ 372	\$ 1,633

Amortization of \$789,000 represents the offset to the contributions received for the purchase of tangible capital assets. The \$437,000 expensed represents the amount allocated to the current year expenses from the prepaid expenses.



#### **4. DEBT AND INVESTMENT MANAGEMENT FOR THE PROVINCE**

The OFA manages debt amounting to \$314.5 billion, interim, as at March 31, 2015 (March 2014 – \$295.8 billion) and investments amounting to \$43.3 billion as at March 31, 2015 (March 2014 – \$40.9 billion) on behalf of the Province, including the joint management of funds owned by Ontario Power Generation Inc. (OPG) under the *Ontario Nuclear Funds Agreement*. The Province, OPG and certain OPG subsidiaries entered into the agreement in March 2002 to set aside funds necessary to dispose of nuclear waste and used fuel and to decommission nuclear power stations. The agreement came into force on July 24, 2003.

Cost recovery from the Province for all debt management and investment activities for the year ended March 31, 2015 was \$17.5 million (March 2014 – \$18.3 million).

#### **5. TRANSACTIONS WITH PUBLIC BODIES**

The OFA provides financing to various public bodies on direction from the Province. As the OFA is directed by the Province to make these loans in furtherance of stated Provincial initiatives, and these loans are included in the Province's consolidated financial statements, these transactions are not reflected in these financial statements.

Funds for these loans are advanced to the OFA by the Province under credit facilities aggregating \$14.5 billion expiring from 2027 to 2040. Principal repayments received from public bodies by the OFA are forwarded to the Province. The interest rates charged to public bodies will generally be slightly higher than the rate charged on the advances from the Province to fund the loans ("the spread").

The OFA will generally retain a portion of the spread in order to recover the administrative costs of managing these loans. The spread retained by the OFA includes a cost recovery component and, where applicable, a proxy commercial interest rate spread. The inclusion of the proxy commercial spread results in an interest rate equivalent to what would be charged on the loan by a commercial lender and reflects the relative risk associated with the loan. During the year ended March 31, 2015, \$3.4 million in interest rate spread revenue was recognized (2014 – \$3.3 million) of which \$1.5 million in receivable at year end (2014 – \$1.3 million).

As at March 31, 2015, the principal amounts receivable by the OFA on behalf of the Province represent debentures and short term loans. In addition to the outstanding loans below, interest accrued on these loans amounted to \$95.6 million (March 2014 – \$95.0 million), of which \$94.6 million (2014 – \$93.7 million) will be flowed to the Province.

These are related party transactions, with the exception of those with the Corporation of the City of Windsor and the University of Ontario Institute of Technology.

(in thousands of dollars)

	March 31, 2015	March 31, 2014
Centennial Centre of Science and Technology	\$ 1,000	\$ 1,500
Colleges of Applied Art and Technologies	227,876	218,934
Corporation of the City of Windsor	11,556	13,097
Niagara Parks Commission	5,183	5,476
Ontario Infrastructure and Lands Corporation	10,000	25,000
Ontario Lottery and Gaming Corporation	29,706	32,279
Ontario Northland Transportation Commission	3,317	5,572
Ottawa Convention Centre Corporation	43,825	41,869
Royal Ontario Museum	33,345	35,507
School Boards	5,608,444	5,575,202
University of Ontario Institute of Technology	15,412	19,922
<b>Total</b>	<b>\$ 5,989,664</b>	<b>\$ 5,974,358</b>

#### Loans to Public Bodies by the Province:

The Centennial Centre of Science and Technology is a Crown agency of the Province under the *Centennial Centre of Science and Technology Act, 1990*. The \$1.0 million (March 2014 – \$1.5 million) loan made to fund the construction of the Agents of Change project, bears interest at 4.35 per cent and matures in March 2017.

Colleges of Applied Art and Technologies have been loaned \$227.9 million (March 2014 – \$218.9 million) for various campus projects including new and expanded student residences, computer equipment, parking facilities, and an energy saving capital project. These loans bear interest ranging from 1.81 per cent to 5.49 per cent and mature from 2015 to 2040.

The Corporation of the City of Windsor is a municipality within the meaning of the *Municipal Act*. The financing provided is for the acquisition, design and construction of the Windsor Justice Facility consisting of a provincial division courthouse and city police headquarters. This is a 20 year loan bearing interest at 6.41 per cent and maturing in March 2021. The outstanding balance is \$11.6 million (March 2014 – \$13.1 million).

The Niagara Parks Commission, a Crown agency of the Province, operating under *Niagara Parks Act, 1990*, has been provided a loan of \$5.2 million (March 2014 – \$5.5 million) to finance additional capital costs incurred for the redevelopment of phase I of Table Rock House in Queen Victoria Park, Niagara Falls. This loan bears interest at 5.07 per cent and matures in April 2027.

The Ontario Infrastructure and Lands Corporation (OILC) is a Crown agency of the Province under the *Ontario Infrastructure and Lands Corporation Act, 2011* and has been provided a Revolving Credit Facility to a maximum amount of \$200 million maturing in June 2019. OILC has drawn \$10.0 million (March 2014 – \$25.0 million) on this credit facility. This credit facility bears interest at 1.59 per cent and matures in July 2015.

The Ontario Lottery and Gaming Corporation (OLG) is a Crown agency of the Province under the *Ontario Lottery and Gaming Corporation Act, 1999*, and has been provided loans totalling \$29.7 million (March 2014 – \$32.3 million) to fund several projects, bearing interest at rates ranging from 1.03 to 2.93 per cent and maturing from May 2016 to January 2018.

The Ontario Northland Transportation Commission (ONTC) is a Crown agency of the Province under the *Ontario Northland Transportation Commission Act, 1990*. ONTC's total borrowing of \$3.3 million (March 2014 – \$5.6 million) matures from 2014 to 2031 and bears interest ranging from 4.90 to 6.29 per cent.

The Ottawa Convention Centre Corporation (OCC) is a Crown agency of the Province under the *Capital Investment Plan Act, 1993*, and has been provided a loan of \$43.8 million (March 2014 – \$41.9 million) for the purpose of providing term debt to finance part of the construction of the Ottawa Convention Centre. This is a 25 year loan, bears interest at 4.67 per cent and matures in September 2036. Pursuant to a directive signed by the Minister of Finance on November 2, 2012, the Province provided OCC with a repayment deferral of principal and interest up to five years. Interest continues to accrue over the five year deferral period. The outstanding amount includes capitalized interest of \$3.8 million.

The Royal Ontario Museum (ROM) is a Crown agency of the Province under a Special Act of the Ontario Legislature and has borrowed \$33.3 million (March 2014 – \$35.5 million) comprised of \$3.7 million at fixed rate 5.04 per cent and \$29.6 million at a floating rate currently at 2.2 per cent. All outstanding loans are scheduled to be repaid by March 2027.

School boards have been provided loans under various programs beginning in 2006. During the year ended March 31, 2015, school boards were provided with additional loans and made semi-annual blended payments of principal and interest, leaving the total outstanding amount at \$5,608.4 million (March 2014 – \$5,575.2 million). These loans bear interest ranging from 2.42 to 5.38 per cent and mature from 2019 to 2040.

The University of Ontario Institute of Technology (UOIT) is a corporation established under the *University of Ontario Institute of Technology Act, 2002*. The Province has provided a 5 year term loan of \$15.4 million (March 2014 – \$19.9 million) bearing an interest rate at 2.77 per cent and matures in October 2017.

## 6. INVESTMENT AND DEBT MANAGEMENT FOR RELATED PARTY AGENCIES

- a. The OFA provides investment management services to the following related party agencies. Fees are aimed at recovering OFA costs and are charged on the basis of either the market or par value of the assets under management based on a range of up to 0.20 per cent.

Deposit Insurance Corporation of Ontario	Ontario Immigrant Investor Corporation
Northern Ontario Heritage Fund	Ontario Infrastructure and Lands Corporation
Ontario Capital Growth Corporation	Ontario Trillium Foundation
Pension Benefits Guarantee Fund	

Investments managed on behalf of these entities totalled \$3,062 million at March 31, 2015 (March 2014 – \$3,154 million).

- b. The OFA provides debt management services to the following related party agencies on a cost recovery basis:

### **Ontario Electricity Financial Corporation (OEFC)**

The OFA provides financial services and advice on a cost recovery basis to OEFC and manages its debt portfolio of approximately \$25.3 billion (March 2014 – \$26.1 billion).

### **Ontario Infrastructure and Lands Corporation (OILC)**

The OFA provides borrowing and other financial services and advice on a cost recovery basis to OILC and manages its debt of approximately \$5.2 billion at March 31, 2015 (March 2014 – \$5.8 billion) including loans from the Province, a provincial agency and third parties.

- c. The total costs recovered and receivables outstanding for related party agencies at March 31, 2015 are set out below:

(in thousands of dollars)

	<b>March 31, 2015</b>	<b>March 31, 2014</b>
<b>Costs Recovered:</b>		
OEFC	\$ 3,611	\$ 3,541
OILC	939	946
Investment Management	295	260
<b>Total</b>	<b>\$ 4,845</b>	<b>\$ 4,747</b>
<b>Receivables:</b>		
OEFC	\$ 1,029	\$ 1,000
OILC	235	236
Investment Management	90	105
Interest Rate Spread (Note 6)	1,487	1,263
<b>Total</b>	<b>\$ 2,841</b>	<b>\$ 2,604</b>

## 7. RISK MANAGEMENT AND FINANCIAL INSTRUMENTS

The main risks that the Authority's financial instruments are exposed to are credit risk, liquidity risk and market risk. These risks are limited to the financial instruments reflected on the statement of financial position and do not extend to the financing provided to various public bodies, disclosed in note 6 to the financial statements.

### *Credit risk*

Credit risk is the risk that the counterparty to a financial instrument may fail to discharge an obligation or commitment that it has entered into. This risk is minimal as most of the receivables are from the Province of Ontario.

The risk of not collecting the receivables related to OEFC, OILC and others is also considered to be minimal.

### *Liquidity risk*

Liquidity risk is the risk that the Authority will not be able to meet its cash flow obligations as they fall due. The Authority's exposure to liquidity risk is minimal as all operating and capital expenses are cost recovered from the Province of Ontario.

### *Market risk*

The market risk arises from the possibility that changes in market prices will affect the value of the financial instruments of the Authority. The Authority is not exposed to market risk.

## 8. FUTURE EMPLOYEE BENEFITS

The OFA provides pension benefits to its full-time employees through participation in the Public Service Pension Plan, which is a multi-employer defined benefit pension plan established by the Province of Ontario. The Ministry of Government and Consumer Services (MGCS) is responsible for funding the employer's contribution to the Pension Fund and accordingly, the OFA has no additional liability for these future costs. In addition, the cost of post-retirement, non-pension benefits is paid by MGCS and is not reported in these financial statements.

## 9. COMMITMENTS AND CONTINGENCIES

### Lease Commitment:

Future minimum annual rental payments for premises under operating leases are as follows:

*(in thousands of dollars)*

	March 31, 2015
2016	1,947
2017	1,947
2018	487
<b>Total</b>	<b>\$4,381</b>

### Committed Credit Facilities:

At the direction of the Province, the OFA has committed to finance a number of public bodies for which funds have not yet been advanced. The details are as follows:

The Deposit Insurance Corporation of Ontario (DICO) was provided a maximum \$400 million revolving credit facility to ensure DICO's capacity to address systematic difficulties in the credit union system or the failure of large institutions that require resources above those in the Deposit Insurance Reserve Fund (DIRF) which is currently valued at approximately \$190.1 million. All principal and interest is required to be repaid by December 31, 2029. As of March 31, 2015, DICO has not utilized this credit facility.

The former Ontario Power Authority (OPA), now merged with the IESO into a new entity also called IESO, was provided a maximum \$975 million credit facility to primarily fund the Regulated Price Plan variance account. This credit facility will expire on December 31, 2016. As at March 31, 2015, the new IESO has not drawn any funds from this facility.

### Contingencies:

At March 31, 2015, there were no claims under which the OFA would be financially liable. The Province continues to guarantee the term deposits issued by the Province of Ontario Savings Office prior to 2003.

## Corporate Governance

Corporate Governance

Financial Reporting Requirements

Board of Directors

## Corporate Governance

### *Overview*

The OFA is an agent of the Crown characterized by Management Board of Cabinet Directive as a board-governed provincial agency.

Corporate governance for the OFA involves processes that permit the effective supervision and management of the OFA's activities by senior management, the Board of Directors supported by its committees, and the Minister of Finance. It includes identifying individuals and groups responsible for the Corporation's activities and specifying their roles.

### *Accountability and Responsibilities*

The OFA's accountability structure flows from its governing statute, CIPA. The Minister of Finance is the minister responsible for the administration of CIPA with respect to the OFA. CIPA together with policies and directives issued by Management Board of Cabinet form a framework under which the OFA is governed.

Each year, the Minister of Finance is required to submit the OFA Annual Report to the Lieutenant Governor in Council and then table the report in the Legislature. In addition, the Minister reviews and approves the OFA's annual business plan. The Minister also maintains communications with the OFA, through its Chair, regarding government policies and issues relevant to the OFA.

The Chair is accountable to the Minister of Finance for the performance of the OFA in fulfilling its mandate. CIPA provides that the Deputy Minister of Finance is the Chair of the OFA. The Chair is responsible for providing advice and information to the Minister with regard to the operation and affairs of the OFA. In addition, the Chair provides leadership to the OFA. As Deputy Minister of Finance, the Chair ensures organizational capacity in the Ministry to monitor the OFA and ensures that it manages its risks appropriately.

The Board is appointed by the Lieutenant Governor in Council and is accountable to the Minister through the Chair. The OFA Board performs a supervisory role, overseeing the management of the business and affairs of the OFA to ensure the OFA's mandate is fulfilled. The Board is comprised of both public servants employed by the Crown and independent directors. The Board meets at least quarterly and receives regular reports from the CEO and OFA staff concerning the operations of the OFA and its compliance with applicable laws and policies. Standards of conduct for Board members are set out in a Board-approved Code of Conduct.

There are also three committees of the Board to assist it in supervising the management of the OFA. The Audit and Risk Management Committee reviews and recommends approval by the Board of an annual internal audit plan and receives reports from the OFA's internal auditors and the Auditor General of Ontario regarding internal controls and financial reporting. It also reviews financial policies and financial statements and recommends them to the Board. Another function of the Audit and Risk Management Committee is the review of the OFA's major risks and mitigation strategies. The Human Resources and Governance Committee assists the Board in ensuring appropriate measures are in place relating to compensation for staff in critical areas and corporate governance. The recently-established ONFA Investment Committee will



supervise the OFA's activities related to the investment of Ontario Power Generation's Used Fuel Segregated Fund and the Decommissioning Segregated Fund established under ONFA.

The CEO works under the direction of the Chair and the Board and reports the OFA's performance to the Board. The CEO is responsible for managing the day-to-day operations and ongoing activities of the OFA, including the supervision of staff, in accordance with government policies.

The OFA's employees are appointed pursuant to the *Public Service of Ontario Act, 2006*.

## Financial Reporting Requirements

The OFA prepares annual financial statements in accordance with Canadian public sector accounting standards. The financial statements are reviewed and recommended by the Audit and Risk Management Committee and approved by the Board. The annual financial statements are audited by the Auditor General who expresses an opinion on whether they present the financial results fairly in accordance with Canadian public sector accounting standards. The findings are reviewed by the Audit and Risk Management Committee and the Board. These audited financial statements are tabled in the Ontario Legislature as part of the Annual Report and are included in Volume 2 of the Public Accounts of the Province. Unaudited financial statements are prepared quarterly and presented to the Audit and Risk Management Committee and the Board.

### *Internal Controls*

Management is responsible for establishing and maintaining internal controls to provide reasonable assurance regarding the reliability of financial reporting, to safeguard the OFA's assets and to manage its liabilities.

In meeting its responsibility for the reliability and timeliness of financial information, the OFA uses a comprehensive system of internal controls, including organizational and procedural controls. The system of internal controls includes:

- comprehensive business planning;
- written communication of policies and procedures governing corporate conduct and risk management;
- segregation of duties;
- maintenance and retention of detailed records;
- responsible delegation of authority and personal accountability;
- careful selection and training of personnel; and
- regularly updated accounting and financial risk policies.

As part of its annual business plan, the OFA conducts an assessment of corporate-wide risks and develops appropriate mitigation strategies.

The Ontario Internal Audit Division of the Treasury Board Secretariat develops an annual internal audit plan based on a review of the OFA's risk assessment and input from the OFA Audit and Risk Management Committee and Management. The internal audit plan is approved by the Board on the recommendation of the OFA Audit and Risk Management Committee. The Internal Audit Division reports to the OFA Audit and Risk Management Committee on the results of its audit work in the OFA.

## Board of Directors

The following individuals were members of the Board in 2014–15:



### **Scott Thompson**

Chair, OFA Board of Directors

Date of initial appointment to OFA Board of Directors: October 2014

End of Current Term: October 2017

Deputy Minister of Finance Scott Thompson was appointed to the position of Deputy Minister in the Ministry of Finance in October 2014. In his previous position as Deputy Minister, Policy and Delivery in the Ontario Cabinet Office, his primary role was to work with all Ministries in the Ontario Public Service and the Premier's Office to establish and manage the government's policy and legislative agenda.

Prior to Scott's appointment to Cabinet Office, he was the Executive Lead for the Secretariat responsible for the Commission on the Reform of Ontario's Public Services (CROPS), otherwise known as the "Drummond Commission", at the Ministry of Finance.

Throughout his 29 year tenure with the Ontario Public Service, Scott has served in various senior management positions in the Ministries of Transportation, Municipal Affairs, Finance, and Northern Development and Mines, as well as several roles in Cabinet Office.

Scott has previously served as: Assistant Deputy Minister, Provincial Highways Management, Ministry of Transportation; Assistant Deputy Minister, Policy and Planning, Ministry of Transportation; Assistant Deputy Minister, Economic, Environment, Justice and Intergovernmental Policy, Cabinet Office.

Scott began his public service career in 1985 after completing a Bachelor of Environmental Studies degree in urban planning at the University of Waterloo and graduate work in transportation planning at the University of Illinois.

In 2012, Scott was a recipient of the Silver medal in the Federal/Provincial/Territorial/Aboriginal category of the IPAC/Deloitte Public Sector Leadership Award for his work with the Secretariat responsible for CROPS.



### **Mario Ferrara**

Vice-Chair, OFA Board of Directors

Committees:            Audit and Risk Management Committee, Member  
                              Human Resources and Governance Committee, Member

Date of initial appointment to OFA Board of Directors: April 2005

End of Current Term: June 2016

Before his appointment to the OFA Board, Mario was Managing Director and Head of the Government Finance Group at Scotia Capital in Toronto. The Group provided a wide range of financial advice and executed financing transactions for the firm's government and government-related clients.

Mario's investment management experience includes senior positions in the private and public sector. As Vice-President, Investments at E-L Financial Corporation, he was head of the investment group with direct responsibility for managing the fixed-income portfolios of the company's life and casualty insurance subsidiaries. Prior to joining E-L Financial, Mario spent 12 years at Ontario Hydro in a number of finance-related positions including portfolio manager of the fixed-income assets of the Ontario Hydro Pension Plan. Later at Ontario Hydro, he was Assistant Treasurer-Corporate with responsibility for management, development and execution of funding plans, investor relations and corporate insurance.

Mario holds a Bachelor of Commerce and a Master of Business Administration from McMaster University.



### **Gadi Mayman**

Chief Executive Officer, OFA

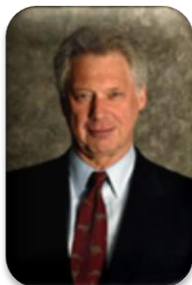
Date of initial appointment to OFA Board of Directors: August 2000

End of Current Term: April 2017

As CEO of the OFA, Gadi is responsible for the Province's borrowing and debt management strategy, and its banking and capital markets relationships. He is also CEO and Vice-Chair of OEFC.

Prior to joining the Ontario Ministry of Finance, Gadi worked at the Export Development Corporation in Ottawa and in the International Division of the TD Bank. He received a Bachelor of Applied Science in Industrial Engineering from the University of Toronto in 1981, and a Master of Business Administration from the University of Western Ontario in 1988.

Gadi is on the boards of Infrastructure Ontario and the Ontario Capital Growth Corporation, and is Co-Chair of the Joint Nuclear Funds Investment Committee, a joint OFA and OPG Committee.



### **John M. Beck**

Committee: Audit and Risk Management Committee, Member

Date of initial appointment to OFA Board of Directors: January 2011

End of Current Term: January 2017

John is founder and Executive Chairman of Aecon Group Inc., Canada's largest publicly-traded construction and infrastructure development company. Aecon is a leader in providing services to private and public sector clients throughout Canada and internationally.

John began his career in 1963, after graduating from civil engineering at Montreal's McGill University.

In November 2008, John was cited by The Financial Post Magazine's "CEO Scorecard", as one of the top 20 most accomplished CEO's in Canada.

John is an active member of the business community. He was previously the Chairman of the Board of the Ontario Power Authority, a government agency with responsibility for planning and procuring all of the province's power needs. He has also served on a number of non-profit boards involved in charities, health, education and the arts.



### **Lorraine Bell, CPA, CA**

Committees: Audit and Risk Management Committee, Member  
Human Resources and Governance Committee Member

Date of initial appointment to OFA Board of Directors: October 2005

End of Current Term: June 2016

In addition to her OFA board appointment, Lorraine is also a Director and Chair of the Audit Committee, and member of the Governance Committee for Brookfield Real Estate Services Fund. She is also a Director and Chair of the Audit Committee of IBI Group. She is also the Co-founder and President of a mobile application called Kwikly. Lorraine has many years of experience in capital markets and in particular, derivatives. She was a Vice President and Director with General Re Financial Products Canada (GRFP), a derivatives organization. Prior to joining GRFP, she worked as a financial consultant, and was at a number of corporations including Prudential Global Funding and Citibank Canada. Before Citibank Canada, Lorraine was with Touche Ross and Co (now Deloitte and Touche) as a member of the audit group and she obtained her CA designation at that time.

She is an active volunteer and past Board member of a number of charitable organizations in Ontario and in New York. Lorraine is also a Director of the Associates of the University of Toronto, Inc.



### **Robert S. Bell, MDCM, MSc, FRCSC, FACS**

Date of initial appointment to OFA Board of Directors: July 2014

End of Current Term: July 2017

Dr. Robert Bell was appointed Deputy Minister of Health and Long-Term Care, effective June 2, 2014. Prior to this role, he served as President and Chief Executive Officer of University Health Network for nine years. He was previously the Chief Operating Officer at Princess Margaret Hospital and Chair of both Cancer Care Ontario's Clinical Council and the Cancer Quality Council of Ontario.

Dr. Bell received his Doctor of Medicine from McGill University and a Master of Science from the University of Toronto. He also completed a Fellowship in Orthopaedic Oncology at Massachusetts General Hospital and Harvard University. Dr. Bell is a Fellow of the Royal College of Physicians and Surgeons of Canada, the American College of Surgeons and an Honourary Fellow of the Royal College of Surgeons of Edinburgh.

Dr. Bell is an internationally recognized orthopedic surgeon, health care executive, clinician-scientist, and educator.



### **Angela Holtham, FCPA, FCMA**

Committees:            Audit and Risk Management Committee, Chair  
                              ONFA Investment Committee, Member

Date of initial appointment to OFA Board of Directors: February 2011

End of Current Term: February 2017

Angela retired after eight years as the Vice President, Finance, and CFO of The Hospital for Sick Children in Toronto. Prior to that, she held a number of positions in both the for-profit and not-for-profit sectors, including 20 years with Nabisco Canada, the last five of which she spent as Senior Vice President and CFO.

Angela holds a Master of Business Administration Degree from the University of Toronto, and a Bachelor of Mathematics Degree from the University of Waterloo. She is an FCPA, FCMA and holds the ICD.D directors designation.

Angela has held a number of Board positions including chair of the Board of CMA Ontario, and Board Director of Sprinkles Global Health Initiative.



### **Peter Kay**

Committees: Audit and Risk Management Committee, Member  
Human Resources and Governance Committee, Vice-Chair  
ONFA Investment Committee, Chair

Date of Initial Appointment to OFA Board of Directors: May 2013

End of Current Term: May 2016

Peter Kay is a retired financial services executive. His career spanned 32 years with Canadian Imperial Bank of Commerce including 15 years as senior vice president and as deputy chair of the CIBC Pension Fund Committee.

Peter's experience in the financial sector covers a wide variety of areas including large-scale and structured lending, Eurobond finance, and merchant banking. Treasury-related areas include corporate and international finance, long term debt financing in the domestic Canadian, US and Euro-bond markets, and capital management and pension fund management.

Peter is a Trustee of the Upper Canada College Foundation, a charitable foundation for which he recently conducted an extensive governance review.

Peter was awarded a BSc in Engineering from the University of Toronto and an MSc in Management Science from Imperial College, University of London, England.



### **Richard J. Kostoff**

Committee: Human Resources and Governance Committee, Chair

Date of initial appointment to OFA Board of Directors: June 2007

End of Current Term: June 2016

Richard is the founder and Chair of Temple Rock Holdings, and the principal of Templar Investments Ltd. He also is a former Deputy Chair of TD Securities Inc.

He currently serves as a member of the Independent Review Committee for Fidelity Investments Canada and has been appointed to the Windsor-Detroit Bridge Authority Capital Markets Advisory Panel. Additional appointments include the boards of Healthcare 365, Novari Health and the advisory boards of CommunityLend, FemMed and Straen Inc.

He is Vice Chair of Theatrefront, a non-profit group. Richard has also advised a number of government and corporate entities including GMP Inc., GE Capital Canada, Infrastructure Ontario, OP Trust and The Hospital for Sick Children.



### **Catherine McCall**

Committee: Human Resources and Governance Committee, Member

Date of Initial Appointment to OFA Board of Directors: November 2014

End of Current Term: November 2017

Catherine McCall is a lawyer by training and is currently the Director of Policy Development at the Canadian Coalition for Good Governance, an organization comprised of representatives of Canada's leading institutional investors. She has over 20 years of experience advising boards and institutional shareholders on a wide range of corporate governance issues.

Previously, she was a Principal at Hugessen Consulting, a Vice-President and Director of ISS Canada and a Partner with Fairvest Corporation. She began her career practicing law with Davies, Ward & Beck in Toronto.

Catherine has a BA (Honours) in Philosophy from University of Toronto and a JD from Osgoode Hall Law School.

Catherine is currently Chair of the Board of ADDUS, a non-profit organization that works with adults with developmental disabilities. She was previously a Director of the Foundation Board of OCAD University and Chair of the Governance Committee. She is a member of the Ontario Securities Commission's Continuous Disclosure Advisory Committee.



### **Vincenza Sera, ICD.D**

Committees: Audit and Risk Management Committee, Vice-Chair  
ONFA Investment Committee, Vice-Chair

Date of initial appointment to OFA Board of Directors: February 2011

End of Current Term: February 2017

Vincenza has been Chair of the Ontario Pension Board since 2007 having served as a board member since 2004.

Vincenza is a former investment banker with 25 years of expertise in capital markets, corporate finance and corporate governance; she has held senior positions with major Canadian firms, including National Bank Financial and CIBC. She is also a director of Equitable Group Inc. and DREAM Unlimited Corporation, and is Chair of DREAM Industrial REIT.

She holds a Master of Business Administration (Finance) from the University of Toronto, and an Honours Business Administration (Accounting) degree from the University of Windsor.

Vincenza has considerable experience on corporate and not-for-profit boards and is a member of the Institute of Corporate Directors and holds the ICD.D designation.



**Constance L. Sugiyama, C.M., J.D.**

Committee: Audit and Risk Management Committee, Member

Date of Initial Appointment to OFA Board of Directors: November 2014

End of Current Term: November 2017

Constance L. Sugiyama is a corporate director and a Distinguished Visiting Fellow at Ryerson University. She retired from the practice of law in 2012 after a distinguished 35 year career on Bay Street where she was recognized as a trailblazer and leading Canadian corporate and mergers and acquisitions lawyer.

Connie is an experienced board counselor and director, having served on many public and private sector boards and advisory committees, including: Canadian Foundation for Healthcare Improvement (2013-present), the Hospital for Sick Children (Chair 2008-2011, Board of Trustees 2002-2011), Canada Health Infoway (Vice Chair 2011-2013, Board of Directors 2007-2013), the Toronto International Film Festival Group (2007-present), SickKids Foundation, Luminato, Ontario Trillium Foundation, the Asia Pacific Foundation of Canada, Ontario Exports Inc., The Nikko Securities Co. Canada Ltd., the Japanese Canadian Cultural Centre and Women in Capital Markets, of which she was a founding director and where she currently serves on the Advisory Council. She is sought after as a speaker, writer and commentator on a broad range of issues including, among others, corporate governance and ethics, board culture and effectiveness, enterprise risk management and workplace diversity and inclusion.

Connie has been recognized for both professional excellence and leadership by Ascend Canada (2014 inaugural Lifetime Achievement Award), Women in Capital Markets (2009 WCM Award for Leadership), for her efforts in advancing the economic empowerment of women by the International Alliance for Women (2010 Difference 100 Award) and in both 2009 and 2011, was named one of Canada's Top 100 Most Powerful Women by the Women's Executive Network.

On July 1, 2014, Connie was appointed a Member of the Order of Canada by the Governor General of Canada.





### **Douglas E. Turnbull, ICD.D**

Committees: Human Resources and Governance Committee, Member  
ONFA Investment Committee, Member

Date of Initial Appointment to OFA Board of Directors: February 2015

End of Current Term: February 2018

Doug Turnbull has extensive experience advising businesses, governments and boards on a variety of capital markets and investment banking issues.

As TD's Deputy Chairman from 2005 to 2014, Doug was responsible for executive coverage of sovereign, super-sovereign agencies, provincial, crown corporation and corporate clients worldwide, with a particular emphasis on developing and enhancing capital market, M&A and infrastructure activities. Prior to his appointment, Mr. Turnbull was Managing Director, Global Head of Government Relations.

Mr. Turnbull has 36 years of fixed income capital markets, M&A and advisory experience in Canada, New York and Tokyo. He has acted for government, corporate, infrastructure and public sector clients on numerous public and private market transactions. In addition, he has advised and spoken publicly on various topics related to capital markets, debt management, credit ratings, provincial budgets, infrastructure financings and privatizations.

Mr. Turnbull is a past member of the Board of Directors of Metrolinx, a transit agency of the Government of Ontario, and serves on the HR and Compensation, and Customer Service Committees of the Board.

Doug is Chair of the Board of Directors of George Brown College Foundation, and is a member of the Audit Committee. Doug also serves on the Canadian Board of Directors of ORBIS International, a global charity committed to eliminating preventable blindness in the developing world, and chairs the Nominating Committee.

He has recently retired as the Founding Chair of the Board of The Toronto Financial Services Alliance, and Chair of the Executive Committee of the Board.

Mr. Turnbull is a past member of the Ontario Infrastructure Minister's "Places to Grow" Advisory Committee, the Ontario Finance Minister's Economic Advisory Panel and the Ontario Energy Minister's Energy Advisory Committee.

Doug is a graduate of the University of Western Ontario (Economics) and the Rotman School of Management, University of Toronto (Institute of Corporate Directors, Directors Education Program).

**Total Annual Remuneration paid to the Board of Directors: \$63,307**

## **Risk Management Policies and Procedures**

OFA risk management policies and procedures provide for the management of risk exposures created by capital markets activities. Current policies and procedures address market, credit and operational risk exposures as they pertain to the Province's debt and derivatives portfolios and capital markets transactions.

The policies were developed following the guidelines and directives of regulatory bodies, such as the Office of the Superintendent of Financial Institutions of Canada, the Bank for International Settlements and in consultation with Canadian bank representatives on their risk management practices.

The Board approves risk management policies and monitors the performance of capital markets activities.

### ***Market Risk Policy***

Market risk is the risk of financial loss attributed to changes in interest rates and foreign exchange rates. This policy provides a framework for borrowing activities and integrates several aspects dealing with the management of market risk. The policy includes several limits:

- **Foreign Exchange Limit:** unhedged foreign currency exposure is limited to 5 per cent of debt issued for provincial purposes. Unhedged foreign exchange exposures are limited to Group of Seven currencies and the Swiss franc.
- **Net Interest Rate Resetting Limit:** the interest rate resetting risk exposure is the sum of maturities and floating-rate debt (net of liquid reserves) over the next 12 months, and is limited to a maximum of 35 per cent of debt issued for provincial purposes.
- **IOD Loss Limit:** the total amount of financial losses resulting from market risk cannot exceed 3 per cent of budgeted IOD for a fiscal year. In addition, the CEO establishes a trigger level to ensure losses from market activities will not reach the debt cost loss limit.

The OFA identifies and quantifies current and potential exposures to market risk and ensures risk exposures and losses remain within approved exposure and loss limits. Exposure to market risk is measured and reported daily.

### ***Credit Risk Policy***

Credit risk is the risk of loss in which a counterparty does not meet or defaults on its obligations. Credit risk arises when the OFA undertakes financial and derivative transactions. The minimum credit rating of a counterparty for a new swap transaction is typically "AA-", and "R1-mid" (and "A-1" or "P-1") for money market investments. The resulting exposure is capped at mark-to-market limits depending on the counterparty's credit rating and capital base. Concentration limits are also in place to limit exposure. Credit exposure is measured and reported daily. The OFA enters into collateral agreements, including Credit Support Annexes, with certain counterparties to reduce credit exposure.

### ***Policy on the Use of Derivatives and Other Financial Instruments***

Use of derivatives and other financial instruments is restricted to those which the OFA can price and whose risk exposures can be measured by the OFA. Derivatives are used to manage exposures arising from existing and planned debt issues in a sound and cost-effective manner. Risks arising from the use of derivatives are monitored and managed prudently.

### ***Risk Management Reporting Policy***

At its regular quarterly meetings, the Board is kept informed of the OFA's activities:

- The CEO provides the Board with a progress report on the implementation of the Province's borrowing and debt management programs for the year, staffing and other administrative and operational matters. The CEO also reports on the OFA's compliance with applicable government directives.
- The Director of Risk Control reports on program exposures and performance as well as exceptions to policies.
- Management is kept informed of risk exposures and positions related to the Province's borrowing and debt management programs on a daily basis.

### ***Operational Risk***

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people or systems or external events. Each division manages operational risk through reviews and improvements of work processes, documented policies and procedures, data processing systems, contingency plans and staff training.

The OFA maintains a Business Continuity Plan (which covers OEFC's operations) that is regularly updated to facilitate the continuation of essential operational functions with a minimum of disruption in the event of an emergency.

## Appendices

Ontario's Credit Ratings

Additional Sources of Information

## Appendices

### Ontario's Credit Ratings

A credit rating is a current assessment of the creditworthiness of a borrower with respect to a specified obligation. It indicates the capacity and willingness of a borrower to pay interest and principal in a timely manner.

#### Long-Term Ratings

Long-term ratings are assigned a letter grade ranging from investment grade, to speculative grade, to highly speculative or default. Ratings within each category may include a “+” or “–” (or a high or low) to indicate the relative strength of rating within that category. As of March 31, 2015, the long-term ratings of the Province are as follows:

- |                             |          |
|-----------------------------|----------|
| • Moody's Investors Service | Aa2 (N)  |
| • Standard & Poor's         | AA– (N)  |
| • DBRS                      | AA (low) |
| • Fitch                     | AA–      |

#### Short-Term Ratings

Short-term ratings are for debt maturities of less than one year. Ratings are graded into several categories, ranging from the highest-quality obligations to default. As of March 31, 2015, the short-term ratings of the Province are as follows:

- |                             |           |
|-----------------------------|-----------|
| • Moody's Investors Service | P-1       |
| • Standard & Poor's         | A-1+      |
| • DBRS                      | R-1 (mid) |
| • Fitch                     | F1+       |

## **Additional Sources of Information**

### **[www.ofina.on.ca](http://www.ofina.on.ca)**

The website provides information on Ontario's borrowing program and debt, and contains publications from the OFA.

### **Ontario Budget**

The Borrowing and Debt Management chapter discusses the Province's borrowing and debt management activities for the fiscal year ended, and outlines the outlook for the upcoming fiscal year.

### **Quarterly Finances – OFA Bulletin**

The OFA Bulletin provides quarterly updates of the government's annual budget forecast. The full set of quarterly finances information is also available on the Ministry of Finance website, [www.fin.gov.on.ca](http://www.fin.gov.on.ca).

### **Form 18-k**

This is the Province's annual report to the U.S. Securities and Exchange Commission (SEC).

### **Contact Information**

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