

Memorandum of Understanding

Between

Minister of Energy, Northern Development and Mines

and

Chair of Ontario Northland Transportation Commission

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The parties to this Memorandum of Understanding agree to the following:

1. Purpose

- a. The purpose of this Memorandum of Understanding (MOU) is to:
 - Establish the accountability relationships between the Minister of Energy, Northern Development and Mines and the Chair of the Ontario Northland Transportation Commission on behalf of the agency,
 - Clarify the roles and responsibilities of the Minister, the Chair, the Deputy Minister, the Chief Executive Officer (CEO), and the Commissioners,
 - Clarify the operational, administrative, financial, staffing, auditing and reporting arrangements between the Ontario Northland Transportation Commission and the Ministry of Energy, Northern Development and Mines that support the accountability requirements within a framework which recognizes that the Board makes independent regulatory decisions.
- b. This MOU should be read together with the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32. This MOU does not affect, modify or limit the powers of the agency as set out under the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, or interfere with the responsibilities of any of its parties as established by law. In case of a conflict between this MOU and any act or regulation, the act or regulation prevails.
- c. This MOU replaces the Memorandum of Understanding between the parties dated November 4, 2016.

2. Definitions

In this MOU:

- a. “AAD” means the Treasury Board/Management Board of Cabinet Agencies & Appointments Directive;
- b. “Act” means *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32 that governs the agency;
- c. “Agency” or “provincial agency” means the Ontario Northland Transportation Commission (ONTC);
- d. “Annual Business Plan” means the annual business plan described under article 10.1 of this MOU.
- e. “Annual Report” means the annual report referred to in article 10.2 of this MOU.
- f. “Applicable Government Directives” means the government directives, policies, standards and guidelines that apply to the agency, as may be amended or replaced from time to time, which are listed in Appendix 3 to this MOU.

- g. "Appointee" means a member appointed to the agency by the Lieutenant Governor in Council, but does not mean an individual employed or appointed by the agency as staff;
- h. "Cabinet" means the Executive Council of the Province of Ontario;
- i. "Capital Plan" means the ONTC's annual capital plan submitted annually by the ONTC to the Province;
- j. "Commission" or "Commissioners" means the Members of the Ontario Northland Transportation Commission;
- k. "CEO" means the Chief Executive Officer of the agency;
- l. "Chair" means the Chair of the Ontario Northland Transportation Commission;
- m. "Constituting instrument" means the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32 that established the agency;
- n. "Deputy Minister" means the Deputy Minister of Energy, Northern Development and Mines;
- o. "Direction" means any written direction to the ONTC from the Lieutenant Governor in Council or the Minister expressing the policy of the Government of Ontario;
- p. "Executive Council Act" means the *Executive Council Act*, R.S.O. 1990, c. E. 25, as amended;
- q. "FIPPA" means the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended.
- r. "Fiscal Year" means the period from April 1 to March 31 of the following year;
- s. "Government" means the Government of Ontario;
- t. "LGIC" means the Lieutenant Governor in Council of Ontario;
- u. "MBC" means the Management Board of Cabinet;
- v. "Member" means a Member of the Ontario Northland Transportation Commission appointed pursuant to the Act;
- w. "Minister" means the Minister of Energy, Northern Development and Mines or such other person who may be designated from time to time as the responsible Minister in relation to this MOU in accordance with the *Executive Council Act*, R.S.O. 1990, c.E.25, as amended;
- x. "Minister of Finance" means the Minister of Finance or such other person who may be designated from time to time under the Executive Council Act;
- y. "Ministry" means the Ministry of Energy, Northern Development and Mines or any successor to the Ministry;
- z. "MOU" means this Memorandum of Understanding signed by the Minister and the Chair;
- aa. "President of Treasury Board" means this President of Treasury Board of such other person who may be designated from time to time under the Executive Council Act;
- bb. "PSC" means the Public Service Commission;

- cc. “PSOA” means the *Public Service of Ontario Act, 2006*, S.O. 2006, c. 35, Sched. A, as amended;
- dd. “Reporting Protocol” means the protocol established by the Ministry and the ONTC from time to time, which sets out the Ministry’s reporting requirements of the ONTC and governs the reporting relationship between the ONTC and the Ministry;
- ee. “TB/MBC” means the Treasury Board/Management Board of Cabinet.

3. Agency’s Legal Authority and Mandate

- a. The legal authority of the Ontario Northland Transportation Commission is set out in the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32.
- b. Pursuant to the Act, the Ontario Northland Transportation Commission also has authority to exercise certain powers under the *Railways Act*, R.S.O. 1950, c. 331, if applicable.
- c. The provincial agency’s objects are set out in s. 7(2) of the Act, and the Province of Ontario has approved the mandate for the ONTC and has directed that ONTC continue to provide efficient, safe and reliable transportation services in Northern Ontario. In accordance with the mandate, and subject to the following, the ONTC:
 - i. will provide the Services as outlined in Appendix 1; and
 - ii. the remanufacturing and repair services provided to external customers will be at full cost recovery and will not adversely affect the provision of the other Services.

4. Agency Type and Public Body Status

- a. The agency is designated as a board governed provincial agency under the Agencies and Appointments Directive.
- b. The agency is prescribed as a public body in accordance with Ontario Regulation 146/10 under the *Public Service of Ontario Act, 2006*. It is not organizationally part of the ministry, but it is considered to be within government.

5. Corporate Status and Crown Agency Status

- a. The agency is a Crown Agency within the meaning of the *Crown Agency Act*.
- b. ONTC’s powers are set out in, and subject to the limitations placed upon it under, the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32 and/or limitations imposed by Treasury Board/Management Board of Cabinet.

6. Guiding Principles

The parties agree to the follow principles:

- a. The Minister recognizes that the agency exercises powers and performs duties in accordance with its legal mandate under the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32.
- b. The Minister recognizes that the agency plays a meaningful role in supporting the development of the policies and programs of the Government of Ontario, as well as in the implementation of those policies and delivery of programs.
- c. The Commissioners acknowledges that it is accountable, through the Minister, to the Legislative Assembly in exercising its mandate. Accountability is a fundamental principle to be observed in the management, administration and operations of the agency. The Commissioners acknowledges that it is accountable to the Minister, through the Chair, for governance and oversight of the agency.
- d. As an agency of the Government of Ontario, the agency conducts itself according to the management principles of the Government of Ontario. These principles include ethical behaviour; prudent, effective and lawful use of public resources; fairness; high quality service to the public; and openness and transparency to the extent allowed under the law.
- e. The Minister and the Commissioners, through the Chair are committed to a strong agency that is empowered to fulfill its statutory mandate efficiently and effectively. They share the goal of establishing and maintaining a co-operative relationship that facilitates the efficient administration of the agency and fulfillment of its statutory responsibilities.
- f. The agency and the ministry agree to avoid duplication of services wherever possible.
- g. The agency and the ministry will work together in a mutually respectful manner.

7. Accountability Relationships

7.1 MINISTER

The Minister is accountable:

- a. To Cabinet and the Legislative Assembly for the agency's fulfilment of its mandate and its compliance with government policies, and for reporting to the Legislative Assembly on the agency's affairs.
- b. For reporting and responding to Treasury Board/Management Board of Cabinet on the agency's performance and compliance with government's applicable directives and operational policies.
- c. To the Cabinet for the performance of the agency and its compliance with the government's operational policies and broad policy directions.
- d. For receiving and ensuring that the agency's annual report is made available to the public within 30 days of tabling it in the Legislative Assembly.
- e. For approving and tabling the annual report within 60 days of receipt of the annual report from the agency.

7.2 CHAIR

The Chair, acting on behalf of the Commissioners, is accountable:

- a. To the Minister for the agency's performance in fulfilling its mandate, and for carrying out the roles and responsibilities assigned to the Chair by the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, this MOU, Directions and applicable TB/MBC, PSC and government directives.
- b. For reporting to the Minister, as requested, on the agency's activities.
- c. For ensuring timely communications with the Minister regarding any issue that affects, or can reasonably be expected to affect, the Minister's responsibilities for the agency.
- d. To the Minister for the ONTC's compliance with any and all Directions in a timely manner.
- e. To the Minister for the ONTC's adherence to any established Public Communications Protocol and/or Reporting Protocol.

7.3 COMMISSION

The Commissioners are accountable, through the Chair, to the Minister for the oversight and governance of the agency; setting goals, objectives and strategic direction for the agency within its mandate; and for carrying out the roles and responsibilities assigned to it by *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, this MOU, Directions and applicable TB/MBC, PSC and other government directives.

The Commissioners are also accountable to the Minister through the Chair for ensuring the ONTC fulfills its mandate, for the compliance with any and all Directions in a timely manner, and for the ONTC's adherence to any established Public Communications Protocol and/or Reporting Protocol.

7.4 DEPUTY MINISTER

The Deputy Minister is accountable to the Secretary of the Cabinet and the Minister for the performance of the Ministry in providing administrative and organizational support to the agency and for carrying out the roles and responsibilities assigned by the Minister, *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, this MOU, Directions and applicable TB/MBC, PSC and government directives.

The Deputy Minister is also accountable for attesting to TB/MBC on the agency's compliance with applicable TB/MBC directives.

7.5 CHIEF EXECUTIVE OFFICER (CEO)

The CEO is accountable to the Commission for the management and administration of the agency, the supervision of agency staff, and carrying out the roles and responsibilities assigned by the Commission, the agency's constituting instrument, this MOU, Directions and government

directives. The CEO works under the direction of the Chair to implement policy and operational decisions. The CEO reports the agency's performance results to the Commission, through the Chair.

The CEO is accountable to the Commissioners for the ONTC's fulfillment of the Mandate in a timely manner, for the ONTC's compliance with any and all Directions in a timely manner, and for the accuracy of financial projections and meeting operational, continuous improvement and financial targets.

The CEO is accountable to the Commissioners for the ONTC's adherence to any established Public Communications Protocol and/or Reporting Protocol and any other mutually agreed to protocol between the Ministry and ONTC;

8. Roles and Responsibilities

8.1 MINISTER

The Minister is responsible for:

- a. Reporting and responding to the Legislative Assembly on the affairs of the agency.
- b. Reporting and responding to TB/MBC on the agency's performance and compliance with applicable TB/MBC directives, the government's operational policies and policy directions.
- c. Recommending to TB/MBC, where required, the merger, any change to the mandate, or dissolution of the agency.
- d. Recommending to TB/MBC the powers to be given to, or revoked from, the agency when a change to the agency's mandate is being proposed.
- e. Meeting with the Chair on an annual basis to discuss issues relating to the fulfilment of the agency's mandate.
- f. Working with the Chair to develop appropriate measures and mechanisms related to the performance of the agency.
- g. Review the advice or recommendation of the chair on candidates for appointment or re-appointment to the board.
- h. Making recommendations to Cabinet and the Lieutenant Governor in Council for appointments and reappointments to the agency, pursuant to the process for agency appointments established by legislation and/or by MBC through the AAD.
- i. Determining at any time the need for a review or audit of the agency, directing the Chair to undertake reviews of the agency on a periodic basis, and recommending to TB/MBC any change(s) to the governance or administration of the agency resulting from any such review or audit.
- j. When appropriate or necessary, taking action or directing that the agency take corrective action with respect to the agency's administration or operations.

- k. Receiving and approving the agency's annual report and ensuring that the annual report is made available to the public within 30 days of tabling it in the Legislative Assembly.
- l. Approving the annual report of the agency within 60 days of receiving the annual report from the agency.
- m. Informing the Chair of the government's priorities and broad policy directions for the agency.
- n. Consulting, as appropriate, with the Chair (and others) on significant new directions or when the government is considering regulatory or legislative changes for the agency.
- o. Developing the agency's MOU with the Chair, as well as any amendments to it, and signing the MOU into effect after it has been signed by the Chair.
- p. Reviewing and approving the agency's annual business plan and Capital Plan.
- q. Recommending to TB/MBC any provincial funding to be allocated to the agency.
- r. Outlines the high-level expectations, key commitments and performance priorities for the Agency at the beginning of the annual business planning cycle through the Agency mandate letter.
- s. When appropriate or necessary, issuing Directions, taking action or directing that action be taken in respect of the ONTC's interpretation of its Mandate or the ONTC's operations or administration.

8.2 CHAIR

The Chair is responsible to support the Commission for:

- a. Providing leadership to the agency by working with the Commission to set the goals, objectives and strategic directions within its mandate.
- b. Providing leadership to the agency's Commission and ensuring that the commission carries out its responsibilities for decisions regarding the agency
- c. Chairing Commission meetings, including the management of the Commission's agenda.
- d. Reviewing and approving claims for per diems and travel expenses for appointees to the Commission.
- e. Seeking strategic policy direction for the agency from the Minister.
- f. Ensuring timely communications with the Minister regarding any issues or events that may concern, or can reasonably be expected to concern the Minister in the exercise of his responsibilities relating to the agency.
- g. Consulting with the Minister in advance regarding any activity which may have an impact on the government and ministry's policies, directives or procedures, or on the agency's mandate, powers or responsibilities as set out in the agency's constituting instrument.
- h. Reporting to the Minister as requested on the agency's activities within agreed upon timelines, including an annual letter confirming the agency's compliance with all applicable legislation, directives, and accounting and financial policies.

- i. Ensuring that the agency operates within its approved budget allocation in fulfilling its mandate, and that public funds are used for the purpose intended with integrity and honesty.
- j. Developing the agency's MOU with the Minister and signing it on behalf of the Commission.
- k. Submitting the agency's business plan, budget, annual report and financial reports, on behalf of the Commission, to the Minister in accordance with the timelines specified in the applicable TB/MBC and government directives, and Appendix 3 of this MOU.
- l. Providing both the Minister and the Minister of Finance and President of Treasury Board with a copy of every audit report, a copy of the agency's response to each report, and any recommendation in the report.
- m. Advising the Minister annually on any outstanding audit recommendations per direction of the Commission.
- n. Ensuring that Members are informed of their responsibilities under the PSOA with regard to the rules of ethical conduct, including the political activity rules.
- o. Ensuring appropriate management systems are in place (financial, information technology, human resources) for the effective administration of the agency.
- p. Carrying out effective public communications and relations for the agency as its chief spokesperson.
- q. Cooperating with any review or audit of the agency directed by the Minister or TB/MBC.
- r. Fulfilling the role of ethics executive for public servants who are government appointees to the Ontario Northland Transportation Commission promoting ethical conduct and ensuring that all Members of the agency are familiar with the ethical requirements of the PSOA, and the regulations and the directives made under that Act, including in respect of conflict of interest, political activity and the protected disclosure of wrongdoing.
- s. Signing the MOU for the agency as authorized by the Commission.
- t. Keeping the Minister informed of upcoming appointment vacancies and providing recommendations for appointments or re-appointments.
- u. Ensuring compliance with legislative and TB/MBC policy obligations.
- v. Ensure the ONTC adheres to any established Public Communications Protocol and/or Reporting Protocol.
- w. Provide to the Ministry at least two day's prior written notice of Commission meetings and all material circulated to Commissioners, including past meeting minutes, and, at the discretion of the Commission, invite a Ministry representative to attend each Commission and any committee meetings, including in camera sessions, as an observer and liaison between the Ministry and the ONTC.
- x. Provide oversight responsibility to ensure that all Directions from the Minister or the Lieutenant Governor in Council are carried out by the ONTC promptly and efficiently and report back to the Ministry on the implementation by ONTC of the activities required by any Directions.

- y. Evaluate the performance of the CEO in consultation with the Commissioners and pursuant to performance criteria established by the Commissioners and the Chair.
- z. Ensuring that the responsibilities for the institution head are carried out as set out in Regulation 460 for the purposes of the *Freedom of Information and Protection of Privacy Act*

8.3 COMMISSION

The Commissioners are responsible for:

- a. Establishing the goals, objectives, and strategic directions for the agency within its mandate as defined by the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, government policies as appropriate and this MOU.
- b. Governing the affairs of the agency within its mandate as set out in the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32, its approved business plan as described in section 10.1 of this MOU, and the policy parameters established and communicated in writing by the Minister.
- c. Directing the development of, and approving the agency's business plans and Capital Plan for submission to the Minister within the timelines agreed upon with the Ministry or this MOU.
- d. Directing the preparation of, and approving the agency's annual reports for submission to the Minister for tabling in the Legislative Assembly within the timelines established by the agency's constituting instrument or the AAD as applicable.
- e. Making decisions consistent with the business plan and Capital Plan approved for the agency and ensuring that the agency operates within its budget allocation.
- f. Ensuring that the agency uses public funds with integrity and honesty, and only for the business of the agency based on the principle of value for money, and in compliance with applicable legislation (including but not limited to the Act, and the Pension Benefits Act, R.S.O. 1990) and TB/MBC directives.
- g. Ensuring that the agency is governed in an effective and efficient manner according to accepted business and financial practices, and in accordance with applicable TB/MBC directives.
- h. Establishing such board committees or oversight mechanisms as may be required to advise the Commission on effective management, governance or accountability procedures for the agency.
- i. Approving the agency's MOU, and any amendments to the MOU, in a timely manner and authorizing the Chair to sign the MOU, or any amendments to the MOU, on behalf of the agency.
- j. Approving the agency's reports and reviews that may be requested by the Minister from time to time for submissions to the Minister within agreed upon timelines.

- k. Directing the development of an appropriate risk management framework and a risk management plan and arranging for risk-based reviews and audits of the agency as needed.
- l. Where applicable, ensuring that conflict of interest rules that the agency is required to follow, as set out in Ontario Regulation 381/07 (or as have been approved and published by the Conflict of Interest Commissioner on the Commissioner's website) are in place for the Members of the Commission and employees of the agency.
- m. Establishing performance measures, targets and management systems for monitoring and assessing the agency's performance.
- n. Directing corrective action on the functioning or operations of the agency, if needed.
- o. Cooperating with and sharing any relevant information on any risk-based or periodic review directed by the Minister or TB/MBC.
- p. Consulting, as appropriate, with stakeholders on the agency's goals, objectives and strategic directions.
- q. Providing advice to the government, through the Minister, on issues within or affecting the agency's mandate and operations.
- r. Setting and reporting on the strategic direction for the agency according to the minister's agency mandate letter, agency's proposed business plan, and the agency's annual report.
- s. Appointing a Chief Executive Officer and set performance objectives and remuneration terms linked to these objectives for the CEO which give due weight to the proper management and use of public resources.
- t. Ensure the ONTC adheres to any established Public Communications Protocol and the Reporting Protocol.
- u. Ensuring that no ONTC employment contracts, severance packages, new material obligations or any other contracts outside of the ordinary course of business are approved without the prior written approval of the Ministry.
- v. Establish performance measures, targets and service standards for ONTC and management systems for monitoring and assessing the ONTC's performance and the progress of continuous improvement efforts.
- w. Ensure that Directions are implemented.

8.4 Deputy Minister

The Deputy Minister is responsible for:

- a. Advising and assisting the Minister regarding the Minister's responsibilities for the Ontario Northland Transportation Commission, including informing the Minister of policy direction, policies and priorities of relevance to the agency's mandate.

- b. Advising the Minister on the requirements of the AAD, and other directives that apply to the Ontario Northland Transportation Commission.
- c. Recommending to the Minister, as may be necessary, the evaluation or review, including a risk-based review, of the Ontario Northland Transportation Commission or any of its programs, or changes to the management framework or operations of the Ontario Northland Transportation Commission.
- d. Facilitating regular briefings and consultations between the Chair and the Minister, and between the Ministry staff and the agency staff as needed.
- e. Attesting to TB/MBC on the provincial agency's compliance with the mandatory accountability requirements set out in the AAD and other applicable TB/MBC directives, the government's operational policies and policy directions based on the annual letter of compliance from the agency Chair to the Minister.
- f. Ensuring that the ministry and the agency have the capacity and systems in place for on-going risk-based management, including appropriate oversight of the agency.
- g. Ensuring that the agency has an appropriate risk management framework and a risk management plan in place for managing risks that the agency may encounter in meeting its program or service delivery objectives.
- h. Undertaking timely risk-based reviews of the Ontario Northland Transportation Commission, its management or operations, as may be directed by the Minister or TB/MBC.
- i. Establishing a framework for reviewing and assessing the agency's business plans and Capital Plans and other reports.
- j. Supporting the Minister in reviewing the performance targets, service standards, measures and results of the agency.
- k. Advising the Minister on documents submitted by the agency to the Minister for review or approval, or both.
- l. Submitting to the Minister, as part of the annual planning process, a risk assessment and management plan for each risk category.
- m. Undertaking reviews of the agency as may be directed by the Minister.
- n. Cooperating with any review of the agency as directed by the Minister or TB/MBC.
- o. Monitoring the agency on behalf of the Minister while respecting the agency's authority, identifying needs for corrective action where warranted, and recommending to the Minister ways of resolving any issues that might arise from time to time.
- p. Negotiating a draft MOU with the Chair of the agency, as well as any amendments to the MOU, as directed by the Minister.
- q. Consulting with the agency's CEO or Chair, as needed, on matters of mutual importance including services provided by the ministry and compliance with TB/MBC directives and ministry policies.

- r. Meeting with the Chair or CEO as needed or as directed by the Minister, or on the request of the Chair or CEO.
- s. Arranging for administrative, financial and other support to the agency, as specified in this MOU.
- t. Informing the Chair or CEO, in writing, of new government directives and any exceptions to, or exemptions in whole or in part from TB/MBC directives, government policies, or Ministry administrative policies.
- u. Apprise the ONTC of decisions of the Province with respect to the ONTC's annual allocation and any Direction and/or any potential impact on delivery of services as reflected in the Mandate.

8.5 AGENCY CHIEF EXECUTIVE OFFICER (CEO)

The Chief Executive Officer is responsible for:

- a. Managing the day-to-day financial, analytical, and administrative affairs of the agency in accordance with the mandate of the agency, TB/MBC and government directives, accepted business and financial practices, and this MOU.
- b. Advising the Chair on the requirements of and the agency's compliance with the AAD, as well as other TB/MBC and government directives and policies, and agency by-laws and policies, including annually attesting to the Chair on the agency's compliance with mandatory requirements.
- c. Applying policies and procedures so that public funds are used with integrity and honesty.
- d. Providing leadership and management to the agency staff, including human and financial resources management, in accordance with the approved business plan, accepted business and financial practices and standards, the agency's constituting instrument, and government directives.
- e. Establishing and applying a financial management framework for the agency in accordance with applicable Minister of Finance/Treasury Board controllership directives, policies and guidelines.
- f. Translating the goals, objectives and strategic directions of the Commission into operational plans and activities in accordance with the agency's approved business plan.
- g. Ensuring that the agency has the oversight capacity and an effective oversight framework in place for monitoring its management and operations, including ensuring that an appropriate framework is in place for the ONTC staff and appointees to receive adequate orientation and training.
- h. Keeping the Commission, through the Chair, informed with respect to implementation of policy and the operations of the agency.

- i. Establishing and applying systems to ensure that the agency operates within its approved business plan, Capital Plan and budgets.
- j. Establishing and applying the agency's risk management framework and risk management plan in place as directed by the Chair/Commission.
- k. Supporting the Chair and Commission in meeting its responsibilities, including compliance with all applicable legislation, directives, policies, procedures and guidelines.
- l. Carrying out in-year monitoring of the agency's performance and reporting on results to the Commission through the Chair.
- m. Keeping the Ministry and the Chair advised on issues or events that may concern the Minister, the Deputy Minister and the Chair in the exercise of their responsibilities.
- n. Seeking support and advice from the Ministry, as appropriate, on agency management issues.
- o. Establishing and applying a system for the retention of agency documents and for making such documents publicly available when appropriate, for complying with the *Freedom of Information and Protection of Privacy Act* and the *Archives and Recordkeeping Act* where applicable.
- p. Undertaking timely risk-based reviews of the agency's management and operations.
- q. Consulting with the Deputy Minister as needed, on matters of mutual importance, including services provided by the Ministry, and on TB/MBC and government directives and Ministry policies.
- r. Cooperating with a periodic review directed by the Minister or TB/MBC.
- s. Fulfilling the role of ethics executive for public servants, other than government appointees, who work in the agency. Promoting ethical conduct and ensuring that all Members of the agency are familiar with the ethical requirements of the PSOA and the regulations and directives made under that Act, including in respect of conflict of interest, political activity, and the protected disclosure of wrongdoing.
- t. Keeping the Commission, through the Chair, informed about operational matters.
- u. Preparing the agency's annual reports and business plans and Capital Plans as directed by the Commission.
- v. Preparing financial reports for approval by the Commission.
- w. Preparing, for approval by the Commission, a performance review system for staff and implementing the system.
- x. Attesting to the compliance of the agency to applicable directives and policies and support the Commission to provide a statement of compliance of the agency.
- y. Ensure the ONTC adheres to any established Public Communications Protocol and/or Reporting Protocol.

- z. Ensure that any and all Directions from the Minister are carried out by the ONTC and report back to the Commissioners on the implementation by ONTC of the activities required by the Directions.
- aa. Establish emergency management plans, including but not limited to a Rail Safety Management System, that focus on preventing, training for, and responding to emergencies that may be caused by natural, technological, and/or human-caused incidents.
- bb. Send a package of relevant materials and documents to the Ministry in advance of each Commission meeting

9. Ethical Framework

The Members of the Commission who are appointed by the Lieutenant Governor in Council are subject to the conflict of interest provisions of the AAD and the conflict of interest provisions of the PSOA and its regulations.

Commissioners shall not use any information gained as a result of their appointment to or membership on the Commission for personal gain or benefit. A Member who has reasonable grounds to believe that he or she has a conflict of interest in a matter before the Commission, or a committee of the Commission, shall disclose the nature of the conflict to the Chair at the first opportunity and shall refrain from further participation in the consideration of the matter. The Chair shall cause to be recorded in the minutes of the meeting of the Commission any declared conflicts of interest.

The Chair, as the Ethics Executives for the provincial agency, is responsible for ensuring that appointees of the agency are informed of the ethical rules to which they are subject, including the rules on conflict of interest, political activity and protected disclosure of wrongdoing that apply to the agency.

The CEO is the Ethics Executive for agency staff as set out in O. Reg. 147/10 under the PSOA.

10. Reporting Requirements

10.1 BUSINESS PLAN

- a. The Chair will ensure that the Minister is provided annually with the agency's business plan covering a minimum of three (3) years from the current fiscal year, which includes a financial budget and a risk assessment and management plan, for approval by the Minister. The annual business plan shall be in accordance with the requirements set out in the AAD.
- b. The annual business plan is to be submitted to the Ministry's Chief Administrative Officer or designated equivalent within three months prior to the agency's fiscal year-end.
- c. The Chair is responsible for ensuring that the agency's business plan includes a system of performance measures and reporting on the achievement of the objectives set out in the business plan. The system must include performance goals, how they will be achieved, and targeted results and timeframes.

- d. The Chair will ensure that the business plan includes a risk assessment and risk management plan to assist the Ministry in developing its risk assessment and risk management plan information in accordance with the requirements of the AAD to assess risks, develop and maintain necessary records, and report to TB/MBC.
- e. The Chair will ensure that publicly posted business plans do not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets, information that would prejudice the financial or commercial interests of the provincial agency in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of the provincial agency.
- f. The Minister will review the agency's annual business plan and will promptly advise the Chair whether or not he concurs with the directions proposed by the agency. The Minister may advise the Chair where and in what manner the agency's plan varies from government or Ministry policy or priorities as may be required, and the Chair, on behalf of the Commission will revise the agency's plan accordingly. Business plans are only to be considered valid once the responsible Minister has approved the plan and the approval has been expressed in writing.
- g. In addition, TB/MBC may require the Minister to submit the agency's business plan to TB/MBC for review at any time.
- h. The Chair, through the CEO, will ensure that its Minister approved business plan is made available to the public in an accessible format, in both official languages, on the agency's website within 30 days of Minister's approval of the plan.

10.2 ANNUAL REPORTS

- a. The Commission is responsible for ensuring that the agency's annual report is prepared and submitted to the Minister for approval within 90 days of the Auditor General completing the financial audit. The annual report shall be in accordance with the requirements set out in the Act and the AAD. In accordance with the Act, the Commission shall include such additional content in the annual report as the Minister may require.
- b. The Chair will ensure that publicly posted annual reports do not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets, information that would prejudice the financial or commercial interests of the provincial agency in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of the provincial agency.
- c. The Minister will receive and table the agency's annual report in the Legislative Assembly.
- d. The Commission, through the Chair and CEO, will ensure that its annual report is publicly posted in an accessible format, in both official languages, on the agency's website within 30 days of tabling in the Legislative Assembly.

10.3 OTHER REPORTS

The Chair is responsible on behalf of the Commission for:

- a. Ensuring that the reports and documents set out in Appendix 2 to this MOU are submitted for review and approval by the Minister in accordance with the prescribed timelines.
- b. Supplying specific data and other information in a timely manner, at the request of the Minister or the Deputy Minister, that may be required from time-to-time for the purpose of the ministry's administration.

11. Public Posting Requirements

- a. The provincial agency, through the Chair on behalf of the Commission, will ensure that the following approved governance documents are posted in an accessible format, in both official languages, on the agency's website within the specified timelines:
 - Memorandum of Understanding and any Letter of Affirmation – 30 days of signing by both parties
 - Agency Mandate Letter – 30 days of Minister's issuing
 - Annual Business Plan – 30 days of Minister's approval
 - Annual Report – 30 days of tabling in Legislature.
- b. Posted governance documents should not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets or scientific information, information that would prejudice the financial or commercial interests of the provincial agency in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of the provincial agency
- c. The provincial agency, through the Chair on behalf of the Commission, will ensure that the expense information for appointees and senior management staff are posted on the agency or ministry website, in accordance with the requirements of the MBC Travel, Meal and Hospitality Expenses Directive.
- d. The provincial agency, through the Chair on behalf of the Commission, will ensure that any other applicable public posting requirements are met.

12. Communications and Issues Management

The parties to this MOU recognize that the timely exchange of information on the operations and administration of the agency is essential for the Minister to meet his responsibilities for reporting and responding to the Legislative Assembly on the affairs of the agency. The parties also recognize that it is essential for the Chair on behalf of the Commission to be kept informed of the government initiatives and broad policy directions that may affect the agency's mandate and functions.

The Minister and the Chair on behalf of the Commission, therefore, agree that:

- a. The Chair will keep the Minister advised, in a timely manner, of all planned events or issues, including contentious matters that concern or can be reasonably expected to concern the Minister in the exercise of his responsibilities.
- b. The Minister will consult with the Chair in a timely manner, as appropriate, on government policy initiatives or legislation being considered by the government that may impact on the agency's mandate or functions, or which otherwise will have a significant impact on the agency.
- c. The Minister and the Chair will consult with each other on public communication strategies and publications. They will keep each other informed of the results of stakeholder and other public consultations and discussions.
- d. The Minister and the Chair will meet at least annually, or as requested by either party, to discuss issues relating to the fulfillment of the agency's mandate, management and operations.
- e. The Deputy Minister and the CEO will meet at least quarterly, or as requested by either party, to discuss issues relating to the delivery of the Commission's mandate and the efficient operation of the agency and the provision of services by the ministry to the agency. The DM and the CEO shall provide timely information and advice to each other concerning significant matters affecting the agency's management or operations.
- f. The agency and Ministry may develop a Public Communications Protocol for ongoing issues management and include it as an Appendix to this MOU.

13. Administrative Arrangements

13.1 APPLICABLE GOVERNMENT DIRECTIVES

- a. The ONTC will comply with the policies and procedures set out in applicable TB/MBC directives, as may be amended from time to time. The Chair, on behalf of the Commission, is responsible for ensuring that the agency operates in accordance with all applicable TB/MBC, PSC and government directives, as well as applicable ministry financial and administrative policies and procedures, and any Directions and Cabinet direction that may be issued from time to time. Appendix 3 to this MOU provides a list of applicable directives and policies.
- b. The ministry will inform the agency of amendments or additions to directives, policies and guidelines that apply to the agency; however, the agency is responsible for complying with all directives, policies and guidelines to which it is subject.
- c. In addition to complying with the MBC Realty Directive, the Ontario Northland Transportation Commission shall comply with the Ministry of Government and Consumer Service Realty Policy including any appendices to this policy when acquiring space for accommodation and mandate delivery purposes. The Ministry will ensure that the agency is provided with any updates to this policy.

13.2 ADMINISTRATIVE, ORGANIZATIONAL SUPPORT SERVICES, AND LEGAL SERVICES

- a. The ONTC will provide its own financial, legal and administrative services, including internal audit services. The Commission is accountable to the Minister for those services.
- b. Only in the ordinary course of business when it requires expertise unavailable from ONTC staff or upon prior written approval from the Ministry, the Agency may retain outside consulting and legal assistance. Legal Services are to be provided in accordance with the Ministry of the Attorney General's Corporate Operating Policy on Acquiring and Using Legal Services. Consulting services are to be provided in accordance with the Province's procurement rules.

13.3 AGREEMENTS WITH THIRD-PARTIES

- a. Other than those contemplated under this MOU, ONTC must advise the Ministry prior to undertaking, directly or indirectly, including making any commitment or agreement, to do any of the following:
 - (i) any initiative that would result in a material change in the business of the ONTC;
 - (ii) purchase or acquisition of shares of, or other interests in, any other person;
 - (iii) adopting or amending any compensation plan in respect of its management and officers;
 - (iv) increasing any severance, change of control or termination payments that could become payable to any of its management and officers;
 - (v) undertaking any workforce reduction initiatives or similar programs or terminate the employment of any member of senior management
- b. The Chair is responsible for ensuring that the legal, financial and other interests of the Province are protected in any agreement that the ONTC may enter into with a third party.

13.4 CREATION, COLLECTION, MAINTENANCE AND DISPOSITION OF RECORDS

- a. The Chair, on behalf of the Commission, is responsible for ensuring that a system is in place for the creation, collection, maintenance and disposal of records.
- b. The Commission, through the Chair, is responsible for ensuring that the provincial agency complies with all government legislation, directives and policies related to information and records management.
- c. The CEO, the Chair and the Commission shall protect the legal, fiscal and other interests of the agency by implementing reasonable measures to ensure the ongoing viability, integrity, preservation and security of all official records created, commissioned or acquired by the agency. This includes, but is not limited to, all electronic records, such as emails, information posted on the agency's website(s), database data sets, and all records stored on personal computers and shared drives.

- d. The Chair, on behalf of the Commission, is responsible for ensuring measures are implemented requiring the agency's employees to create full, accurate and reliable records that document and support significant business transactions, decisions, events, policies and programs.
- e. The Commission through the Chair is responsible for ensuring that the agency complies with the *Archives and Recordkeeping Act, 2006*, S.O. 2006, Chapter 34, Schedule A.

13.5 INTELLECTUAL PROPERTY

- a. The Chair, on behalf of the Commission, is responsible for ensuring that the legal, financial and other interests of the government related to intellectual property are protected in any contract that the agency may enter into with a third party that involves the creation of intellectual property.
- b. The ONTC is to be guided by the definition of intellectual property as set out in the *Managing, Distributing and Pricing Government Information (Intellectual Property) Directive*.

13.6 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

- a. The Chair and the Minister acknowledge that the agency is bound to follow the requirements set out in the *Freedom of Information and Protection of Privacy Act (FIPPA)* in relation to the collection, retention, security, use, distribution and disposal of records.
- b. The Chair is the institution head for the purposes of the FIPPA.

13.7 SERVICE STANDARDS

- a. The provincial agency shall establish customer service and quality standards that are consistent with the appropriate standards of the government, the Ministry and the Ontario Public Service.
- b. The Chair will ensure that the agency delivers its services at a quality standard that reflects the principles and requirements of the OPS Service Directive.
- c. The Ontario Northland Transportation Commission has in place a formal process for responding to complaints about the quality of services received by customers of the agency consistent with the government's service quality standards.
- d. The agency's annual business plan will include performance measures and targets for customer service and the agency's response to complaints.
- e. The provincial agency shall comply with the *Accessibility for Ontarians with Disabilities Act*.

14. Financial Arrangements

14.1 GENERAL

- a. All financial procedures for the provincial agency shall be in accordance with applicable TB/MBC and Ministry of Finance directives and guidelines, Ministry corporate financial and administrative policies and procedures, and other Government of Ontario guidelines, directives and policies, as set out in Appendix 3 of this MOU.
- b. When ordered to do so by the Minister of Finance and/or the President of the Treasury Board, pursuant to Section 16.4 of the *Financial Administration Act*, the agency shall pay into the CRF any money that the Minister of Finance and/or the President of the Treasury Board determines is surplus to its requirements.
- c. Pursuant to Section 28 of the *Financial Administration Act*, the agency shall not enter into any financial arrangement or commitment, guarantee, indemnity or similar transaction that may increase, directly or indirectly, the indebtedness or contingent liabilities of the Government of Ontario without the written approval of the Minister of Finance and/or the President of the Treasury Board. The Minister's approval is required before seeking statutory approval from the Minister of Finance.
- d. The provincial agency's approved operating and capital allocations may be adjusted in a given year if in-year fiscal constraints are ordered by Cabinet or the Minister and, if applicable, approved by LGIC. The agency will be provided with notice of changes to its allocation as soon as is reasonably possible. Where the agency must reallocate resources as a result of its operating and/or capital allocations being adjusted, the agency shall inform and discuss this with the ministry before making such changes.
- e. The CEO shall be responsible for providing the Ministry with the necessary documentation to support the agency's expenditures.
- f. The ONTC will not enter into financial arrangements or commitments which exceed the capacity of its approved budget, or could increase the Province's direct, indirect or contingent liabilities, or affect the financial, cash and similar debt management policies of the Province, or undertake any other similar activity without a Direction, the prior approval of the Minister, the Minister of Finance and Cabinet as appropriate.
- g. The fiscal year of the ONTC will commence on the 1st day of April in each year and will end on the 31st day of March in the succeeding year.

14.2 FUNDING

- a. The provincial agency shall maintain a bank account in its own name and manage its financial activities, including leasing, investment and management of cash in accordance with the Ontario Financing Authority's policy directions.
- b. The agency is funded by the Government of Ontario, out of the Consolidated Revenue Fund (CRF) pursuant to an appropriation authorized by the Legislative Assembly, and is subject to adjustments made by the Minister, TB/MBC or the Legislative Assembly, and any necessary approvals of the LGIC.

- c. The CEO will prepare estimates of the agency's expenditures for inclusion in the ministry's business plan for presentation to the Legislative Assembly. The Chair will deliver these estimates to the Minister in sufficient time to be analyzed and approved by the Minister.
- d. The estimates provided by the Chair may, after appropriate consultation with the Chair, be altered as required. The parties acknowledge that TB/MBC has final decision-making authority.
- e. Financial procedures of the agency must be in accordance with TB/MBC and Ministry of Finance directives and guidelines and other applicable government direction.
- f. Recovered costs and other revenues, if any, are applied in accordance with s.37 of the Act.

14.3 FINANCIAL REPORTS

- a. The Chair, on behalf of the Board of Directors, will provide to the Minister audited annual financial statements, and will include them as part of the agency's annual report. The statements will be provided in a format that is in accordance with the province's stated accounting policies issued by the Office of the Provincial Controller Division. The CEO is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards.
- b. The agency will submit its salary information to the Minister of Finance and/or the President of the Treasury Board, through the ministry, in accordance with the *Public Sector Salary Disclosure Act, 1996*.
- c. The Chair shall provide, on instruction from the Minister of Finance, the agency's financial information for consolidation into the Public Accounts.
- d. The agency will prepare and present to the Ministry, quarterly operating and financial reports, including:
 - (i) cash flow statements of revenues and expenses,
 - (ii) line of credit and other financing activities, and
 - (iii) actual and projected variances in all operating statement items from the ONTC's multi-year Business Plan and an explanation of these variances.

14.4 TAXATION STATUS: HARMONIZED SALES TAX (HST)

- a. The provincial agency is responsible for paying HST where applicable, in accordance with the federal *Excise Tax Act*. Where HST is paid on goods and services purchased by the

Ontario Northland Transportation Commission, the Ministry understands that subsequent claims for input tax credits are rebated back 100 percent from the federal government.

15. Audit and Review Arrangements

15.1 AUDITS

- a. The accounts of the Commission shall be audited annually by the Auditor General, and the Auditor General shall prepare an annual auditor's statement covering the fiscal year last past. Audited financial statements will be included in the agency's annual report.
- b. The ONTC will comply with the *Auditor General Act*, including without limitation by furnishing the Auditor General of Ontario (the "Auditor General") with the information regarding its powers, duties, activities, organization, financial transactions and methods of business that the Auditor General requires. The Auditor General will have free access to all books, accounts, financial records, electronic data processing records, reports, files and all other papers, things or property belonging to the ONTC that the Auditor General needs to perform his or her duties.
- c. The agency is subject to periodic review and value-for-money audit by the Auditor General of Ontario under the *Auditor General Act* or by the Ontario Internal Audit Division of Treasury Board Secretariat.
- d. The Ontario Internal Audit Division may also carry out an internal audit, if approved to do so by the Ministry's Audit Committee or by the Corporate Audit Committee.
- e. Regardless of any previous or annual external audit, the Minister may direct that the agency be audited at any time.
- f. The agency will promptly provide a copy of every report from an audit to the Minister and the Minister of Finance/President of Treasury Board. The agency will also provide a copy of its response to the audit report and any recommendations therein. The agency will advise the Minister annually on any outstanding audit recommendations.
- g. The Chair, on behalf of the Commission, may request an external audit of the financial transactions or management controls of the agency, at the agency's expense.

15.2 OTHER REVIEWS

- a. Ontario Northland Transportation Commission is subject to periodic review initiated at the discretion and direction of TB/MBC or the Minister. The review may cover such matters relating to the agency that are determined by TB/MBC or the Minister, and may include the mandate, powers, governance structure and/or operations of the agency.
- b. In requiring a periodic review, the Minister or TB/MBC shall determine the timing and responsibility for conducting the review, the roles of the Chair, the Board of Directors, and the Minister, and how any other parties are involved.

- c. A mandate review of the provincial agency will be conducted at least once every seven years. The date of the next review will be 2023-24.
- d. The Minister will consult the Chair, on behalf of the Commission, as appropriate during any such review.
- e. The Chair and CEO and Commission will cooperate in any review.
- f. In the event of a review initiated at the direction of the Minister, the Minister shall submit any recommendations for change that are developed from the results of the review regarding the agency to TB/MBC for consideration.

16. Staffing and Appointments

16.1 STAFFING REQUIREMENTS

- a. Agency employees are employed under section 22 of the Act.
- b. The ONTC staff are hired by the ONTC and are public servants as defined in the PSOA.

16.2 APPOINTMENTS

- a. Where the Commission is composed of more than one person, a Chair and Vice-Chair may be designated by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to section 4 of the Act. There is no fixed term of appointment.
- b. The Members of the Commission are appointed by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to section 3 of the Act. There is no fixed term of appointment.
- c. There is no maximum number of members.
- d. In the absence of the Chair or in the event that the office of Chair is vacant, the Vice Chair has all the powers and shall perform all the duties of the Chair.
- e. A majority of the Commissioners from time to time forms a quorum.

16.3 REMUNERATION

- a. Remuneration for Commission Members is set by the Lieutenant Governor in Council.
- b. As set out in Order in Council 1504/2014, the Chair is remunerated at a per diem rate of \$300 and the Members are each remunerated at a per diem rate of \$200.
- c. Travel expenses of Commission Members must comply with the MBC Travel, Meal and Hospitality Expenses Directives. Reasonable expenses shall be reimbursed.

17. Risk Management, Liability Protection and Insurance

17.1 RISK MANAGEMENT

- a. The Chair, on behalf of the Commission, is responsible for ensuring that a risk management strategy is developed for the provincial agency, in accordance with the OPS Risk Management process.
- b. The agency shall ensure that the risks it faces are dealt with in an appropriate manner.

17.2 LIABILITY PROTECTION AND INSURANCE

- a. The Commissioners and officers of the ONTC will be indemnified in accordance with a form of indemnity approved by the Minister of Finance pursuant to section 28 of the *Financial Administration Act* (the "Indemnity"). The Commissioners and officers of the ONTC will comply with all of the terms and conditions of the Indemnity.
- b. The Commissioners shall ensure that the business of the ONTC and all its properties and assets are covered by such policies of insurance, issued by responsible insurers, as are appropriate to such business, property and assets, in such amounts and against such risks as are customarily carried and insured against by owners of comparable businesses, properties and assets, including comprehensive general liability insurance and directors' and officers' liability insurance.

18. Effective Date, Duration and Periodic Review of the MOU

- a. This MOU becomes effective on the date it is signed by the Minister as the last party to execute it ("Original Effective Date") and continues in effect until it is revoked or replaced by a subsequent MOU signed by the parties.
- b. A copy of the signed MOU and any successor MOU must be provided to the Secretary, Treasury Board/Management Board of Cabinet.
- c. Upon a change in the Minister or Chair, both parties must affirm by letter that this MOU will continue in force without a review (and attach the signed letter to the MOU); or alternatively, they may agree to revise it and sign a new MOU within six (6) months of the change.
- d. A copy of the letter of affirmation, or a new MOU between the Minister and Chair must be provided to the Secretary, Treasury Board/Management Board of Cabinet within six months of the new party or parties' commencement.
- e. Either the Minister or the Chair, on behalf of the Board of Directors, may initiate a review of this MOU by written request to the other.
- f. If either of the parties deems it expedient to amend this MOU, they may do so only in writing. Any amendment shall only be effective after approval by the parties.
- g. A full review and replacement of this MOU will be conducted immediately in the event of a significant change to the agency's mandate, powers or governance structure as a result of

an amendment to the *Ontario Northland Transportation Commission Act*, R.S.O. 1990, c. O.32.

- h. At a minimum, this MOU will be reviewed at least once every 5 years to ensure it is current and consistent with government expectations.

Signatures

Thomas Laughren
Agency Chair
Ontario Northland Transportation Commission

Date

Greg Rickford
Minister
Energy, Northern Development and Mines

Date

Appendix 1: Services of the Ontario Northland Transportation Commission as of the Original Effective date.

The Services of the ONTC shall be:

- Rail Freight
- Motor Coach Services
- Real Estate, including the Cochrane Station Inn
- Polar Bear Express Passenger/excursion train service
- Remanufacturing and repair services for ONTC's Rail Freight, ONTC's Polar Bear Express, and for external customers

Appendix 2: Summary of Agency Reporting Requirements

DUE DATE	REPORT / DOCUMENT	NAMES OF RESPONSIBLE OFFICIALS
	The agency will prepare estimates of its expenditures for inclusion in the ministry's business plan.	CEO
Submitted annually within three (3) months prior to the agency's fiscal year end	Agency Business Plan and Capital Plan a. Prepares b. Approves c. Provides to Minister	a. CEO b. Commission c. Chair
Submitted annually within 90 days of the agency's fiscal year end	Annual Report a. Prepares b. Approves c. Provides to Minister	a. CEO b. Commission c. Chair
Annually	Audited Financial Statements Financial Reports	CEO
Reviewed at least once every 5 years	Memorandum of Understanding	Chair
Submitted annually by the date set in annual instructions.	Compliance Attestation confirming compliance with legislation, directives, and accounting and financial policies.	Chair
Submitted quarterly (20 days after the end of each quarter of the fiscal year)	Quarterly Operating and Financial Reports a. Prepares b. Approves c. Provides to Minister	a. CEO b. Commission c. Chair

Appendix 3: Applicable Government of Ontario Directives

1. The following TB/MBC and government directives, guidelines and policies apply to the agency:

- Agencies & Appointments Directive
- Accountability Directive
- Accounting Advice Directive
- Advertising Content Directive
- Billing Management and Recording Policy
- Business Planning and Allocations Directive
- Capital Expenditure Evaluation Directive
- Cash Management Directive
- Communications in French Directive
- Corporate Policy on Record Keeping
- Corporate Policy on Protection of Personal Information.
- Credit Management Policy
- Data Integrity Policy
- Delegation of Financial Management Authority Policy
- Disclosure of Wrongdoing Directive for Employees/Appointees of Public Bodies
- Expenditure Management Directive
- Environmental Contamination Financial Management Policy
- Financial Record Retention Policy
- Indemnification Directive
- Internal Audit Directive
- Internal Control Policy Directive
- Loans and Other Accounts Receivable Operating Policy
- Management and Use of Information and Information Technology (I & IT) Directive
- Open Data Directive
- Operating Policy on Forms Management

- Payment Terms Policy
 - Perquisites Directive
 - Prepayment Policy
 - Procurement Directive (applies in whole)
 - Procurement Directive on Advertising, Public and Media Relations and Creative Communications Services
 - Realty Directive
 - Realty Policy & Accommodation Space Policy
 - Realty Exit Planning and Decommissioning Policy
 - Receipts Handling and Allocation Policy
 - Revenue Management Policy
 - Risk Management Policy
 - Revenue and Accounts Receivable Reporting and Analysis Policy
 - Stale-Dated, Lost or Stolen Cheque Policy
 - Tangible Capital Asset Policy
 - Transfer Payment Accountability Directive
 - Travel, Meal and Hospitality Expenses Directive
 - Visual Identity Directive
 - Write-offs Policy
2. The Ontario Northland Transportation Commission is responsible for complying with the directives, policies and guidelines to which it is subject, irrespective of whether it is included on the list above.
 3. The ministry will inform the agency of amendments or additions to directives, policies and guidelines that apply to the agency.