

**Treasury Board Secretariat**

Office of the President

Room 4320, Whitney Block  
99 Wellesley Street West  
Toronto ON M7A 1W3  
Tel.: 416-327-2333

**Secrétariat du Conseil du Trésor**

Bureau du président

Édifice Whitney, bureau 4320  
99, rue Wellesley Ouest  
Toronto (Ontario) M7A 1W3  
Tél. : 416 327-2333



December 06, 2024

Ms. Deborah Oakley  
Chair  
Provincial Judges Pension Board  
2200 - 200 King Street West  
Toronto ON M5H 3X6  
via e-mail: [doakley@rogers.com](mailto:doakley@rogers.com)

Dear Ms. Oakley:

As the Board plans for the upcoming year, I am pleased to write to you in your capacity as Chair of the Provincial Judges Pension Board (PJPB or Board). Pursuant to the requirements under the Agencies and Appointments Directive, this letter sets out my expectations for the PJPB for the 2025 year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to support effective oversight of the Provincial Judges Pension Plan (PJPP) is greatly appreciated. This work will ensure the viability and security of the pension plan and I thank you for your willingness to serve in this role.

For 2025, I expect that the PJPB will continue to fulfill its mandate to administer the PJPP and its associated funds.

To achieve this, there is an expectation the PJPB will maintain governance and operations structures and processes that support, monitor, and evaluate effective administration and performance of the PJPP and its funds.

To this end, the PJPB will provide strong oversight of both the Investment Management Corporation of Ontario's (IMCO), in its role in managing assets the PJPB is accountable for, and the Ontario Pension Board's (OPB), in its roles as management and third-party administrator of the PJPP.

Further, the PJPB will support effective stakeholder relations and superior client services.

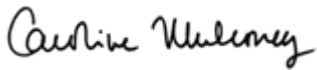
There are seven government priorities that are applicable to all agencies; these may be found in the Appendix to this letter. It is expected that the PJPB will comply with those priorities that are applicable.

Through these measures, we can continue to ensure that PJPB is continuing to fulfill its mandate.

I thank you and your fellow board members for your continued support, and for your valuable contributions.

Should you have any questions/concerns, please feel free to contact Matt Siple, Associate Deputy Minister, Centre for Public Sector Labour Relations and Compensation, Treasury Board Secretariat at (416) 669-9431 or at [matt.siple@ontario.ca](mailto:matt.siple@ontario.ca).

Sincerely,



Caroline Mulroney  
President of the Treasury Board

Attachment(s)

c: Carlene Alexander, Deputy Minister, Treasury Board Secretariat, Secretary of the Treasury Board and Management Board of Cabinet

Matt Siple, Associate Deputy Minister, Centre for Public Sector Labour Relations and Compensation, Treasury Board Secretariat

Marc Rondeau, EVP and Chief Pension Officer, Ontario Pension Board

Mark Henry, Director, Managed Plans, Ontario Pension Board

## Appendix A – Government Priorities for Provincial Agencies (Released in September 2023)

### **1. Competitiveness, Sustainability and Expenditure Management**

- Operating within the agency's financial allocations.
- Identifying and pursuing opportunities for revenue generation, efficiencies and savings through innovative practices, and/or improved program sustainability.
- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives.
- Complying with realty interim measures for agency office space.
- Leverage and meet benchmarked outcomes for compensation strategies and directives.

### **2. Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability, and providing the Minister with annual skills matrices to ensure boards have qualified appointees.
- Reviewing and updating agency KPIs annually to ensure efficiency, effectiveness and sustainability.

### **3. Risk Management**

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

### **4. Workforce/Labour Management**

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities across Ontario (as per MBC Realty Directive, s. 5.4), as applicable.
- Aligning Human Resource and Accommodations strategies with OPS directives and policy.
- Adhering to TB/MBC labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

### **5. Diversity and Inclusion**

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

### **6. Data Collection, Sharing and Use**

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

### **7. Digital Delivery and Customer Service**

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations.