

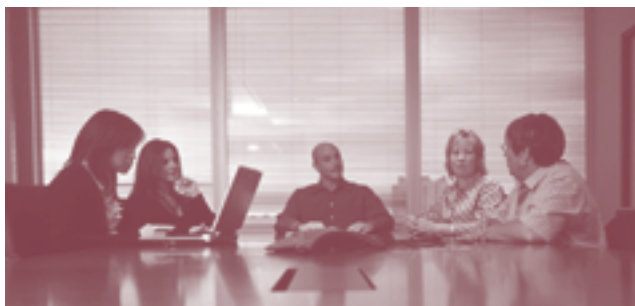
Getting Results for Ontario

Progress Report 2004



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Getting Results for Ontario

This is the first in a series of progress reports on your government's plan to deliver results for Ontario.

Our plan will build a province that brings out the best in our citizens and attracts the best talent from around the world. It will support strong public schools that develop the best workforce and the most informed citizens who, together, will grow our economy and build a high quality of life. It will ensure a universal, public medicare system that delivers quality care and supports economic growth by offering our companies an important competitive advantage. And it will foster a strong, innovative economy that attracts investment and offers opportunities for all Ontarians to realize their dreams.

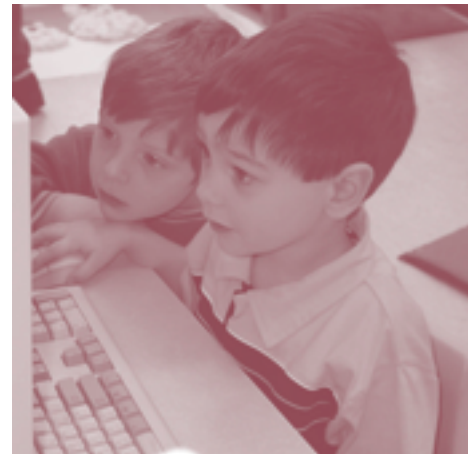
In short, our plan is to make Ontario *the* place to be.

Our plan builds our competitive advantage on the strengths of our people. It recognizes and leverages our unique strengths: our values, our diversity, our skills and our proximity to the world's largest market.

Our plan for education ensures that children in the all-important early grades can read, write and do math and that more teenagers stay in school. It is about improving the quality of public education for children in school today. It is also about building a well-educated, highly-skilled, productive workforce that can attract new investment and the high-paying jobs that come with it.

Our plan for health care has two main objectives: shorten wait times for key medical services and improve access to family doctors and nurse practitioners. By delivering these results, we will improve the quality of health care Ontarians expect and deserve. Equally important, we will go a long way towards ensuring our health care system is prepared for the enormous challenge ahead as aging baby boomers begin to place unprecedented demands on our health care system.

It is your government's responsibility to ensure our health care system is as modern and efficient as possible to meet growing demands.





This government will also do its part to build a strong economy. We will meet this commitment by building on our economic strengths, investing in higher education and providing ongoing training opportunities for our workers.

In the 1960s, when many of our social programs began, we had eight working age people for every senior – eight people generating wealth for every person who had reached those years when they need the most health care. Today, we have five working age people for every senior. By 2030, we will have three.

It is your government's responsibility to ensure those three, many now in school, are educated and trained to their maximum potential.

We have a responsibility to make investments that will grow Ontario's economy and keep it strong.

And we have a responsibility to ensure that the government itself changes for the better.

Real progress starts with a sound fiscal plan. This government inherited a structural deficit of \$5.5 billion. This situation didn't happen overnight; it has been building for years. In good years, revenues have hidden the problem, allowing the costs of programs and services to increase at unsustainable rates.

This government has chosen to manage this fiscal challenge pragmatically and responsibly by balancing the budget over the course of our mandate. Our first Budget in May 2004 laid out a four-year strategy to achieve a balanced budget through a responsible combination of cost-containment measures, revenue generation and economic growth initiatives.

We need to be on a firm fiscal footing to deliver the results you have told us you want and need – in education and training, in health care and in ensuring our economic prosperity.

It takes 13 cents of every dollar the provincial government receives to pay interest on the province's \$126 billion debt. That amount will rise if we continue to add to that debt, or fail to tackle the annual deficit.

We believe that the people of Ontario would rather see their money invested in their children's education, their health care and a more prosperous economy.

That is why this year we are reviewing all programs, placing firm controls on spending and assessing all assets. To ensure that we are on track, we will report on the results achieved annually. Taking these steps will allow us to make significant investments in the priorities that will deliver results for Ontario.

Success for students

Better health

Strong people, strong economy

**These are the key priorities of your government
because they are the top priorities of
the people of Ontario.**



Success for Students

Ontario will be *the* place to be when people have the education, skills and opportunities to contrib-

ute to a vibrant economy and a cohesive society. We will succeed when our students succeed.

We must begin with the early years, so that our children are ready to learn when they start school.

A strong, vibrant, publicly funded education system gives our children a clear competitive advantage in an increasingly complex global economy.

If we get public education right, we can develop the best educated, most highly skilled workforce – one that can compete with the world for the best jobs. We also get engaged citizens who will help build strong, caring communities.

This government's efforts in the past year have been focused on making schools good learning environments. Children cannot do their best learning, nor can teachers provide the best teaching, in crumbling schools dealing with stressed budgets. Province-wide testing in 2002-03 indicated that only about 55 per cent of Grade 6 students met the provincial standard (level 3 or above) in reading, writing and math. Our students can do better.

We are working to turn this situation around and to deliver excellence in public education.

We owe it to our kids, our society, our economy and our future.

**Higher literacy and
math achievement**

**Lower high school
drop-out rate**

**These are the results
we will achieve
in education.**



Getting Results in Education

Literacy and numeracy are the foundations for students' future success. The students who do well in the critical early years are far more likely to complete high school and continue their education.

That's why we are working towards higher student achievement in reading, writing and math. The evidence of that higher achievement will be higher test scores. At the same time, we are working to ensure that more high school students stay in school and graduate.

Currently, an estimated 30 per cent of high school students leave school without a diploma. That's a lot of wasted potential. In today's knowledge economy, the best jobs go to the most educated. There are fewer and lower paying opportunities for those without a high school diploma or higher education.

Our plan will achieve these results through a series of strategies:

- Reducing class sizes in the early grades, JK to Grade 3, by putting a cap of 20 children per class in place by 2007.
- Launching a new Literacy and Numeracy Secretariat to ensure better results for students in literacy and math.
- Providing new teachers with mentoring supports, beginning this year with pilot programs for 2,000 teachers.
- Supporting our teachers with better training and more classroom resources.
- Sending turnaround teams of experts to help struggling schools.
- Introducing early screening of all kindergarten and Grade 1 students for potential learning problems, starting in 20 school boards this year.

What we've done in our first year

- ✓ Announced an investment in an additional 4,000 subsidized child care spaces to help children start school ready to learn.
- ✓ Reduced class sizes in the early grades this year for about 1,300 schools.
- ✓ Hired 1,100 new teachers.
- ✓ Trained 8,000 JK to Grade 3 Lead Teachers in literacy and math – the equivalent of two for every elementary school in the province.
- ✓ Trained 7,500 classroom JK to Grade 3 teachers this past summer on strategies for teaching literacy and math.
- ✓ Boosted funding for public education by \$854 million this year.
- ✓ Ensured public money is invested in public education by eliminating the private school tax credit.
- ✓ Established a \$2 billion infrastructure fund to repair crumbling schools.





Success for Students

Higher literacy and math achievement

RESULT

- Increase the percentage of Grade 6 students performing at or above the standard on the provincial reading and math tests to 75%

STRATEGIES

- Implement Best Start, our early childhood development and learning strategy
- Introduce early screening of all kindergarten and Grade 1 students for potential learning problems
- Cap class sizes at 20 students for JK to Grade 3
- Train 16,000 Lead Teachers on effective classroom instruction in literacy and math
- Provide specialized resources and supports for teachers
- Provide resources to teachers to help every child progress toward achieving the provincial standard. This includes children in special education, English-as-a-second language students and French students who need further support in maintaining their French language skills

RESULT

- Improve the performance of those schools where 2/3 or more of the students do not meet the provincial standard in Grade 3 reading tests

STRATEGIES

- Turnaround teams of experts working with poor-performing schools to improve student performance

Lower high school drop-out rate

RESULT

- Reduce the number of students who leave high school without a diploma

STRATEGIES

- Expand program choices for at-risk students:
 - revised applied Grade 9 and 10 math curriculum
 - locally developed credit courses for struggling students
 - expanded co-op opportunities
- E-learning strategy to improve access to courses for students in rural and isolated areas
- New investments in technological equipment to permit higher enrolments in technology programs





Better Health

Ontario will be *the* place to be when we can rely on a univer-

sal, public medicare system that delivers care when and where it is needed. Better health means modernizing medicare so it can do just that. It also means encouraging Ontarians to stay healthy in the first place so they can be productive workers and active citizens. We will be better off as a province when we deliver better health to our people.

The first step in transforming the health care system is to shift the focus of the system from illness care to health care. By keeping as many Ontarians as healthy as possible they will require less care in the long run. That means encouraging Ontarians to lead healthier lifestyles, as well as improving other determinants of health, such as air and water quality and quality of life.

The next step is to improve the capacity of community and public health services, thereby reducing the pressure on hospitals, which provide the most expensive type of care. That means improving access to family doctors and nurse practitioners so that potential health problems can be prevented or diagnosed early. That also means providing more home care services so patients can get the care they need where they want it.

To ensure Ontarians are getting the results they want and deserve, we will work with the health care community to put strong accountability measures in place for both government and front-line service delivery organizations as we reform the system.

Universal public medicare reflects our values and serves us well. But to sustain medicare we need to improve it.

Our *Commitment to the Future of Medicare Act, 2004* affirms the principle of medicare and bans two-tier health care. But we must also control the spiraling costs of health care.

With our population growing and aging, and medical technologies and treatments expanding, the cost of health care is rising at an unsustainable rate – historically about seven per cent each year.

About 3.7 million Ontarians – 44 per cent of our working age population – are baby boomers born between 1946 and 1965. As they age, they will place unprecedented demands on our health care system.

The rising costs of health care compromise our ability to fund other important programs, such as education, that are critical to our future prosperity.

We will modernize health care by ensuring that medically necessary and clinically effective services are more readily available to families when and where they need them.

Ontarians value medicare. The best way to preserve it is by strengthening it.

Shorter waiting times for key services

More families with access to primary health care

Preventing illness, promoting wellness

These are the results
we will achieve
in health care.



Getting Results in Health Care

Improving access to health care and shortening wait times for key medical services – MRIs and CT scans, cancer care, cataract and cardiac procedures, and joint replacements – are the results this government is working to achieve in health care.

We have some successes to build on. Wait times for cardiac surgery are at their lowest levels since 2001. We will be able to build on this achievement with a coordinated wait time registry system.

Your government is working on delivering other important results as well. We will be increasing the number of families with access to primary health care, from a family doctor, nurse practitioner or family health team. And we will be focusing on preventing illness through increased healthy behaviours, such as reduced smoking.

Our plan will achieve these results through a series of strategies:

- Making schools healthier by increasing the level of physical activity of our students and banning the sale of junk food in elementary schools.
 - Putting anti-smoking strategies into effect.
 - Replacing polluting coal-fired electricity generation with cleaner sources of energy.
-
- Creating Family Health Teams – teams of doctors, nurses and other health care professionals working together to provide primary care.
 - Funding more nurses and doctors.
 - Providing stable funding and ensuring new accountability for hospitals.



What we've done in our first year

- ✓ Three new or expanded MRIs will shorten wait times in the province; an additional six will be operational by 2006.
- ✓ Committed funding in the 2004 Budget for an additional 36,000 cardiac procedures, 9,000 cataract surgeries and 2,300 hip and knee joint replacements per year by 2007-08.
- ✓ Created a new program to vaccinate children against pneumonia, chicken pox and meningitis. Over the next three years, more than 2 million children will be vaccinated without charge, saving families more than \$600 per child.
- ✓ Funded hospitals to hire up to 1,000 more full-time nurses.
- ✓ More than doubled training positions for international medical graduates to 200 positions annually.
- ✓ Invested \$1.3 billion in home care – enough funding to provide home care services to an additional 21,400 people this year and 95,700 more by 2007-08.
- ✓ Made the first across-the-board investment in community mental health in 12 years to give people suffering from mental illness and addiction better access to quality care in the community.
- ✓ Toughened enforcement of care standards for residents in Ontario nursing homes.
- ✓ Boosted hospital budgets by nearly half a billion dollars and provided \$385 million last year to address operating shortfalls in hospitals.
- ✓ Signed a national health care agreement that will provide additional help to shorten wait times.

Recognizing that public health investments are essential to protecting the health of Ontarians, we also:

- ✓ Increased the provincial share of public health funding from 50% to 75% over the next three years.
- ✓ Hired 122 more meat inspectors for a total of 132.
- ✓ Proposed new rules to ban the dumping of untreated hazardous waste and crack down on industrial polluters.
- ✓ Invested over \$400 million to support source-to-tap drinking water protection.
- ✓ Hired 20 new drinking water inspectors, increasing the total number by 25%.
- ✓ Placed a one-year moratorium on new and expanded permits to take water from the watershed.
- ✓ Passed legislation that will ensure that lakes larger than one hectare are never used as landfill sites.





Better Health

Shorter waiting times for key services

RESULT

- Reduce waiting times for MRIs and CT scans, cancer care, cataract and cardiac procedures and joint replacements

STRATEGIES

- Increase volume of procedures: 36,000 more cardiac procedures; 2,300 joint replacements; and 9,000 cataract surgeries per year by 2007-08
- Create a wait time information management system to prioritize and better meet patient needs
- Create Local Integrated Health Networks to enable responsive, patient-centred care
- Improve efficiencies in hospitals through alternative models of care and standardization of procedures
- Strengthen home care, community care and public health to reduce the pressures on hospitals

More families with access to primary health care

RESULT

- Establish 150 Family Health Teams to provide comprehensive primary care

STRATEGIES

- Increase access to primary health care by enrolling more Ontarians in Family Health Teams
- Work with local communities on the creation of Family Health Teams
- Increase the number of health care practitioners, such as nurse practitioners, nurses and pharmacists integrated into primary care models
- Train more new doctors

Preventing illness, promoting wellness

RESULT

- Reduce illnesses from smoking, obesity and environmental pollution

STRATEGIES

- Programs to reduce the number of people smoking
- Improve air quality by replacing polluting coal-fired electricity generation with cleaner energy
- Promote healthy, active living among school-age children by increasing daily physical activity, banning the sale of junk food in elementary schools and ensuring schools are available for community programs
- Protect drinking water by implementing recommendations from the Walkerton Inquiry





Strong People, Strong Economy

Ontario will be *the* place to be when our citizens are equipped to compete with people all over the world for the best jobs and investment. We will build a prosperous economy that is grounded in the knowledge and know-how of our people. Improving the quality of our workforce spurs economic growth and stimulates investments in innovation and better public health care. Strong people build a strong economy.

Some would argue that the way to attract investment is to join the race to the bottom by paying the lowest wages and having the lowest standards. Our plan is to build our competitive advantage by joining the race to the top, aspiring to and achieving a high quality of life supported by good jobs, thriving enterprises and a prosperous economy.

Our competitive advantage lies in the skills and talents of our people. To build a productive workforce, we are investing in improving our education system from JK to postsecondary and tapping the full potential of our growing immigrant population.

Our plan also delivers sound fiscal policy, while maintaining a competitive cost environment. This includes a competitive tax system, efficient and modern infrastructure, effective public services and a predictable, easy-to-navigate regulatory regime.

We will focus on two critical elements of our infrastructure: electricity and transportation.

Our electricity supply challenge must be addressed now. Little new supply has been built in the past 10 years; meanwhile, our nuclear energy plants have become less efficient and more costly. Ontario has been forced to rely on aging plants to produce power at a pace for which they were never designed. Your government believes it is critical to

the future of the province that we replace aging, coal-fired generation with newer, cleaner and more reliable sources of power.

Ontario's economy depends on trade. We need to ensure that our transportation infrastructure allows goods and people to move from place to place quickly and efficiently. In particular, we need to ensure that border crossings are not border blockages, while meeting security needs.

Strategic investments give us a key competitive edge in attracting talent and investment. The relative safety of our communities helps us attract skilled people and jobs. Our universal, public medicare is an important advantage to our businesses. In other jurisdictions, businesses shoulder the burden of health care costs; in Canada, we share that responsibility publicly.

Building on all our competitive strengths, modernizing our infrastructure, and educating and training our workforce for the next generation of good jobs — these are the main elements of our economic plan.

A skilled workforce

A competitive business environment

Modern, efficient public services

These are the results
we will achieve for a more
prosperous economy.



Getting Strong Economic Results

A prosperous economy depends on a well-educated and highly skilled workforce. That is why higher educational achievement for Ontarians is so important. We will increase the number of Ontarians in classrooms, job placement programs and apprenticeship programs.

We will also be achieving results in other areas that are critical to economic prosperity. We will ensure that Ontario has a reliable supply of energy, that government services are efficient services, and that Ontario offers a competitive business cost environment.

Our plan will achieve these results through a series of strategies:

- Practising responsible fiscal management, which includes a sound fiscal plan to eliminate the deficit by 2007-08.
 - Implementing fiscal transparency and accountability legislation which, if passed, will ensure governments present long-term projections for revenue and spending and publish a pre-election financial statement validated by the Provincial Auditor.
-
- Improving higher educational achievement, including expanded apprenticeship programs and increased enrolment in colleges and universities.
 - Enhancing programs and policies to help new Canadians and internationally trained professionals integrate more rapidly into our economy.
 - Securing a reliable, affordable energy supply.
 - Making strategic government investments to encourage business development in innovative parts of our economy.
 - Investing in infrastructure, including transportation and the efficiency of border crossings.





What we've done in our first year

- ✓ Announced the Northern Prosperity Plan to attract investment, promote economic development and create jobs.
- ✓ Strengthened Ontario's agricultural sector by providing aid for cattle farmers affected by BSE.
- ✓ Encouraged businesses to hire and train more apprentices in skilled trades through the proposed Apprenticeship Training Tax Credit .
- ✓ Helped internationally trained people to get licenced and work in their fields through new and expanded bridge training programs.
- ✓ Increased access to postsecondary education by freezing tuition for two years.
- ✓ Enhanced student aid to benefit 50,000 students.
- ✓ Launched the Postsecondary Review, headed by former Ontario Premier Bob Rae, to provide advice to the government about the design and funding of Ontario's postsecondary education system.
- ✓ Announced new funding for an additional 7,000 apprenticeship positions.
- ✓ Committed \$1.8 billion over four years to support research and commercialization at Ontario's universities, colleges, hospitals and research institutes.
- ✓ Launched a \$500 million Auto Investment Strategy to ensure Ontario remains a leader in North American auto production.
- ✓ Maintained competitive tax rates, particularly for small businesses.
- ✓ Improved funding for public transit by dedicating one cent of the provincial gas tax to municipalities.
- ✓ Launched conservation measures, including Ontario Conserves, a public outreach and education campaign.
- ✓ Sought proposals for cleaner sources of electricity to meet demands for energy while protecting our environment.





Strong People, Strong Economy

A skilled workforce

RESULT

- Increase participation in postsecondary education and skills training

STRATEGIES

- Increase enrolment in postsecondary education by 50,000 students (full-time)
- Restructure funding and design of postsecondary education
- Increase the number of apprenticeship registrations by 7,000
- Increase employer incentives to hire and train more skilled trades apprentices
- Provide support and incentives for youth and those lacking basic skills to improve their job prospects in a high-skilled economy

RESULT

- Increase the percentage of internationally trained people becoming qualified to work in Ontario

STRATEGIES

- Work with professions and trades regulators to eliminate barriers to employment for internationally trained people
- Implement a strategy to support integration of internationally trained professionals into the Ontario economy, including bridge training programs that provide Canadian work experience

Competitive business environment

RESULT

- Ensure a competitive business environment that will attract jobs to, and investment in, Ontario's economy

STRATEGIES

- Balance the Provincial Budget by 2007-08, validated by the Provincial Auditor
- Maintain a competitive tax structure and eliminate the capital tax
- Implement the new Ontario Automotive Investment Strategy to protect and grow the auto sector
- Implement a comprehensive research and commercialization strategy to support the growth of innovative discoveries with commercial potential so they can reach the market place faster
- Implement an ethanol program that will result in cleaner fuels and expand opportunities for the agricultural sector
- Improve efficiency of border crossing



RESULT

- Ensure a reliable energy supply

STRATEGIES

- Promote and increase energy conservation – reducing peak energy demand by 5% and reducing government energy consumption by 10% by December 2007
- 5% of Ontario's electricity capacity to come from new renewable sources by December 2007

Modern, efficient public services

RESULT

- Deliver timely, cost-effective and accountable public services

STRATEGIES

- Improve customer satisfaction with key public services
- Work with small businesses to make their interaction with government easier
- Reduce purchasing and internal costs across government
- Integrate technology across ministries to streamline services
- Enhance collaboration with other levels of government in service delivery
- Report annually on results achieved





Building a Better Future Together

Our plan is about making Ontario *the* place to be. The place to get the best education, skills and opportunities to succeed in school and in the workforce. The place where our universal public health care system delivers the best care to all Ontarians, where and when it is needed. The place where strong economic growth is grounded in the knowledge and skills of our people.

The priorities outlined in this report are Ontarians' priorities. The results we are working towards are the results Ontarians want and deserve. They want success for students, better health and health care and a thriving economy based on the strengths of our people.

These results cannot be delivered overnight. The fiscal challenge is significant, and we must deal with it so that we can invest in our future prosperity.

But Ontarians have every reason to be optimistic about the future.

Our province has so much going for it: our rich history, our resource base, the diversity and work ethic of our people, our innovative businesses, our openness to trade and proximity to the world's largest market give us an unmatched foundation on which to build. But we must act now to build on our competitive advantages if we are to ensure our future strength and prosperity.

The challenges we face cannot be overcome by government action alone. The only way we can deliver results to Ontarians is by working together today to build a better, stronger province for all of us tomorrow.



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