
Ontario Government Published Plans 2020-21 and Annual Reports 2019-20

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Ontario Government
2020-21 Published Plans
and
2019-20 Annual Reports

Volume 1
Ministry of Agriculture, Food and Rural
Affairs –
Ministry of Government and Consumer
Services

Estimates Briefing Book 2020-21

Ministry of Agriculture, Food
and Rural Affairs

Part I: 2020-21 Published Plan

Ministry of Agriculture, Food
and Rural Affairs

PART I: 2020-21 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

The vision for the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is to foster the sustainable economic growth of rural Ontario and of the agri-food sector and its associated value and supply chains.

The ministry does this by encouraging and supporting economic development, research, knowledge transfer and innovation. It also provides assurance and oversight of the agri-food system and protects the productive capacity of our natural resources.

These activities help strengthen the agri-food sector and rural and urban communities. They support good jobs, attract investment, help ensure food security, and contribute to Ontario's economic success.

COVID-19 Response

OMAFRA recognizes the 2019 novel coronavirus (COVID-19) is a widespread concern, including for the agriculture and agri-food industry. The ministry is doing everything it can to keep Ontario's food supply system strong and this includes working closely with government partners and the agriculture and agri-food industry. These efforts include ongoing engagement with our partners and taking action to support the agri-food sectors and rural communities during this crisis and in anticipation of recovery.

Ministry Programs

Strong Agriculture, Food and Bio-Product Sectors and Strong Rural Communities

Rural Ontario is home to about 2.5 million people — approximately 19 per cent of Ontario's population. In addition to agricultural businesses, rural Ontario offers diverse industries, including wholesale trade and retail trade, health care, social assistance, educational institutions and manufacturing. The ministry offers a range of resources, including Economic Development, Research, Business Risk Management Transfers and Agriculture and Rural Affairs Capital.

Economic Development

OMAFRA provides support to Ontario's rural communities by developing and delivering local and regional economic development programs, tools and resources, including Business Retention and Expansion, First Impressions Community Exchange, Downtown Revitalization, Community Immigrant Retention in Rural Ontario, Newcomers and Youth Indicators, Regional Economic Analysis Resources, Performance Measurement Resources, and Regional Advisory Services. These resources support our rural communities by helping them identify and advance initiatives that will foster economic growth and prosperity.

OMAFRA also continues to foster vibrant rural economies by partnering in rural infrastructure programs, community and regional support programs, and the Rural Economic Development program.

The ministry's Rural Economic Development program helps rural and Indigenous communities remove barriers to economic development, so they are better positioned to attract investment, create jobs and enhance economic growth.

Foodland Ontario helps to increase awareness, celebrates local food and encourages consumers to choose Ontario food first. The ministry supports the use of the Foodland Ontario logo on Ontario fresh and processed food products.

Ontario's agriculture and agri-food sectors are an important economic engine and contribute to our high quality of life by providing good jobs and safe food.

Research

The ministry works in partnership with industry, academia, agencies, other Ontario ministries, provincial governments and the federal government to advance research and innovation that promotes the growth of the agriculture and food sector. Each year, OMAFRA invests approximately \$75 million in research. Agri-food research helps strengthen Ontario's competitive edge and leads to both new products and contributes to safe food, a healthy environment and strong communities.

The ministry's renewed our long-standing partnership with the University of Guelph through a 10-year agreement, known as the Ontario Agri-food Innovation Alliance. As an essential research component in Ontario's agri-food and bio-products sector, this partnership supports the growth and competitiveness of Ontario's agri-food sector,

creates jobs and further solidifies the province's position as a global leader in agri-food education, research and innovation.

The partnership has resulted many innovative projects, including technological developments that dairy farmers have commercialized and adopted to improve herd health, support breeding programs and improve profitability. In addition, this support has helped launch Mirexus, a spin-off company from University of Guelph research, that manufactures corn-based nanoparticles for cosmetic, biomedical and other applications.

The research, made possible through our continued partnership, will help equip undergraduate and graduate students with the skills they need to become the next generation of researchers, innovators and policy-makers in Ontario's growing agri-food sector.

OMAFRA also invests in open research programs that have funded numerous projects to address many issues including food safety, climate change, soil health, plant and animal health, water management, bio-products development, and precision agriculture.

The ministry works with industry and other partners to focus research priorities, co-invest in research projects and infrastructure, and to encourage uptake by applying formal research into active use and technology transfer activities.

OMAFRA is implementing a strategy that will modernize its research and innovation programs, services and infrastructure, in partnership with governments, industry and academia. Through these partnerships, and strategically targeted investments, the government can leverage knowledge, technology and intellectual capacity to build a sector that is aligned with government and industry priorities.

Business Risk Management Transfers

Through its Business Risk Management (BRM) programming, the ministry helps Ontario's agricultural producers manage risks beyond their control, including weather and market volatility. The programming includes other assistance to support initiatives that improve sector profitability. OMAFRA offers a variety of programs, primarily delivered through its Crown agency, Agricorp.

Programs include the federal/provincial programs under the Canadian Agricultural Partnership (AgriInvest, AgriStability, AgriInsurance (Production Insurance), AgriRisk and AgriRecovery), and the provincial-only Risk Management Program (RMP) which includes the Self-Directed Risk Management Program (SDRM) for edible horticulture.

Agriculture and Rural Affairs Capital

Working with federal, provincial and municipal governments, OMAFRA administers several municipal capital programs on behalf of the Ministry of Infrastructure (MOI), with an emphasis on communities with populations of less than 100,000. These programs allow communities to build on projects that meet local needs, support

revitalization and the repair of critical infrastructure, and help to create jobs in construction and related industries.

The ministry's research is supported by the Agricultural Research Institute of Ontario (ARIO), and includes research stations, labs and related agricultural infrastructure. These facilities provide the capacity for research on a wide variety of agri-food issues and support industry-driven research while leveraging third party investments. In 2018-19, a new Agronomy Research Services Building in Winchester was completed along with a significant portion of the new Beef Research Facility in Elora.

Better Public Health and Environment

OMAFRA provides oversight of the agri-food system in Ontario and is responsible for the emergency management activities related to farm animal disease, food contamination, agricultural plant diseases and pest infestations.

Ontario is working to reduce unnecessary red tape for farmers and agri-businesses while at the same time maintaining and strengthening the rules that protect health and safety, , and helping businesses grow and cut costs, including:

- Engaging stakeholders in the review of the licensing, certification and permitting processes in more than 20 programs delivered by the ministry, to streamline processes and reduce burden on applicants.
- Making changes that remove burdensome construction and equipment requirements for small dairy processors under the *Milk Act*, while respecting and maintaining food safety and quality.
- Proposing to proclaim into force the repeal of the *Livestock Medicines Act*, which contains outdated and duplicative requirements, and to substitute more streamlined requirements around the sale of livestock medicines in new regulations under the *Animal Health Act*.

The ministry also provides leadership to Regulatory Compliance Ontario (RCO), which works with 17 other regulatory ministries to deliver training, programs and resources that instil modern regulatory service principles across government.

OMAFRA's outcome-based programs protect and advance public health, animal health, plant health, and food safety. They support economic viability and sustainability of Ontario's agriculture industry and rural communities, as well as provide confidence to consumers that Ontario's food is safe.

OMAFRA is working closely with Federal, Provincial and Territorial (FPT) partners and industry associations to advance the implementation of the three pillars of traceability (premises identification, animal identification and movement reporting) throughout the livestock sector in preparation for the amendment to the federal *Health of Animals Act and Regulations*, expected to be published in *Canada Gazette I* in 2020.

OMAFRA is also working closely with Federal, Provincial and Territorial (FPT) partners and industry associations to advance the implementation of priorities

identified in the national Plant and Animal Health Strategy. The priority areas for plant health include emergency management, biosecurity and surveillance and monitoring.

Managed honey bees are pollinators that play a crucial role in Ontario agriculture. OMAFRA works with beekeepers to maintain the viability of this sector through education and outreach, an inspection program, and monitoring for pathogens and pests. Through the Canadian Agricultural Partnership, up to \$500,000 is being invested directly with beekeepers to strengthen the health of managed honey bees and Ontario's beekeeping sector.

The ministry is working with the Ministry of Environment, Conservation and Parks (MECP) to enhance environmental protection efforts through technical education and advisory services. This will assist Ontario's producers address climate change issues, manage soil and water impacts and recover resources from agri-food waste.

In April 2018, the ministry released 'New Horizons: Ontario's Agricultural Soil Health and Conservation Strategy' to help grow and sustain the province's strong agricultural sector, while protecting the environment and building resilience to climate change. The strategy is a long-term framework that sets a vision, goals and objectives for soil health and conservation in Ontario from 2018 to 2030. It includes actions for government and industry leadership to take to help achieve the desired outcomes. The strategy was developed collaboratively with stakeholders, and continued collaboration through a new Soil Action Group will support its successful implementation.

Ontario launched a soil mapping initiative that will contribute to the growing understanding of how soil properties can inform land management. The new data collected by the soil mapping pilot will help farmers adjust their management practices by:

- providing data to support agricultural production, management and stewardship practices
- contributing information to support soil health efforts and
- further protecting the quality of Ontario's lakes, rivers and streams.

OMAFRA is also working with MECP on elements of the Made-in-Ontario Environment Plan, which have implications and opportunities for agri-food sector. These include supporting the leadership of the agriculture and agri-food sector in implementing:

- the Ontario Great Lakes Strategy and Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health,
- the provincial climate change impact assessment, and
- improved access for the sector to clean technology funding and compliance flexibility mechanisms.

OMAFRA is also exploring opportunities to revitalize the Environmental Farm Plan with sector leadership.

The government, with its partners, released the Canada-Ontario Action Plan (the Plan) for Lake Erie in February 2018. The Action Plan outlines Canada's and Ontario's proposed actions to meet commitments under the Great Lakes Water Quality Agreement (GLWQA), and the Canada Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA). The long-term objective of the plans is to reduce phosphorus entering the Central and Western Basins of Lake Erie by 40 per cent. To achieve these science-based targets, action is needed by all parties, including agriculture.

Of 128 actions in the Plan, 25 are directly related to agriculture. OMAFRA has the lead for 19 of those actions, and six actions have been introduced by the agriculture sector. Canada, Ontario and partners, under the Lake Erie Action Plan Implementation Team, are developing a workplan to document their ongoing implementation of the actions in the plan.

Working with the agriculture and agri-food sector, OMAFRA is finding ways to balance the competitive production of food with managing the environment. With stewardship initiatives such as the Environmental Farm Plan, an education and risk assessment program for farmers, and the industry-led 4Rs Stewardship program (the right fertilizer at the right rate, the right time and in the right place), the ministry is continuously improving recommendations for best management practices to be more effective in promoting soil health and in supporting a sustainable agriculture sector.

Through the Canadian Agricultural Partnership (CAP), \$5.84 million in cost-share funding was invested in 2018-19 to support farmers in implementing best management practices that reduce phosphorus loadings in the Lake Erie basin, as well as practices across Ontario that support soil health.

The CAP program (April 2018-2023) supports research, monitoring, education, tool development and increased adoption of Best Management Practices (BMPs) for soil health and water quality priorities under the Environmental Stewardship priority area.

Building on the success of Great Lakes Agricultural Stewardship Initiative, a new sub-program of CAP, delivered by the Ontario Soil and Crop Improvement Association, the Lake Erie Agriculture Demonstrating Sustainability (LEADS) program has been introduced. The program provides technical support for field-specific risk assessment through the Farmland Health Check-Up and access to cost share funding over five years to support producers to act to reduce the risk of nutrient loss on farm.

OMAFRA's drainage program is guided by three pieces of legislation, including the Agricultural Tile Drainage Installation Act, the Tile Drainage Act and the Drainage Act. The businesses supported by this legislation collectively invest \$100 million annually in productivity improvements of agricultural land, by improving trafficability and increasing crop productivity, while reducing soil erosion, and nutrient and sediment transport to water bodies. The industry is linked to over 100 independent businesses.

The Drainage Act provides a legal process and grants for landowners to petition a municipality to construct an outlet drainage system (commonly referred to as a

“municipal drain”). More than 44,500 kilometers of outlet drains have been constructed, supporting improved productivity of 1.9 million hectares of the 3.6 million hectares of cropland in Ontario.

Ontario and Quebec are collaborating on a \$1.5 million call for proposals to research climate change impacts on soil health, food processing and food safety and the development of best practices to address those impacts.

Ministry Administration and Policy

OMAFRA continues to provide high quality customer service and efficient program delivery. To drive success for rural Ontario, the ministry will ensure rural consideration is given in policy and programs across government and will develop key performance measures and metrics to promote economic growth and opportunities to support a high quality of life for its residents.

Following the March 2019 announcement by the Open Government Office in the Ontario Digital Service, OMAFRA will continue to support the resumption and expansion of the publication of open data to Ontario’s Data Catalogue. Sharing government data aligns with the recommendations of the Ernst & Young report (Line by Line review), which notes that sharing data and information is in the public interest. Publishing reliable, trustworthy and valuable government data to the public through Ontario’s Data Catalogue unlocks the value of data held by the government, provides transparency and accountability for government spending and decision-making, helps government and business build better programs and services; and is a key to creating a true digital-first government.

The ministry will also continue to meet its requirements under the Ontario government’s Digital First strategy for Ontario to be the first government in Canada to mandate an all-of-government digital approach to service delivery.

COVID-19 Response

OMAFRA invested in greater meat inspection capacity to help ensure operational needs are met for the continued inspection of food and meat products. The ministry also helped Ontario’s Food Terminal to remain open and distributing food by investing in advanced sanitization measures.

2020-21 STRATEGIC PLAN

Cutting Red Tape and Reducing Regulatory Burden

The ministry is committed to making rural Ontario and Ontario's agri-food sector open for business and open for jobs. The ministry is helping Ontarians succeed by cutting red tape and unnecessary regulatory burdens while maintaining those rules that protect food safety, public health, plant and animal health.

The ministry continues to actively support the government's Open for Business Action Plan (2018), which includes contributing towards the province's target to reduce barriers to business growth and to achieve government-wide savings of \$400 million in compliance costs for Ontario businesses.

In a series of roundtables hosted by the Minister of Agriculture, Food and Rural Affairs, farmers, food processors and agri-businesses across Ontario provided feedback about issues affecting the agricultural economy, and areas where the government could consider cutting red tape to help reach government targets.

The ministry has been working to extend deadlines for a variety of government programs and to adjust requirements to help the sector during the COVID-19 outbreak.

In addition, OMAFRA reviewed its existing licences, certificates, permits, program deadlines and fees to make things easier for clients and stakeholders managing the impacts of COVID-19. As a result, the ministry has already extended more than 20 provincial agri-food licences, permits and program application deadlines to provide some relief to businesses across the sector.

Supporting Domestic Agricultural Product and Food Production

A strong agri-food sector relies on domestic production and processing of food and bioproducts to help boost Ontario's economy, create good jobs and put food on the tables of Ontarians. Ontario's agri-food industry contributes \$47.7 billion in GDP and supports over 837,000 jobs, representing 11.6 per cent of the province's labour force.

To support our domestic production, OMAFRA's focus is to foster investment and job creation in Ontario. Ministry staff help food and beverage processors and bio product manufacturers, from across the province, realize the potential of new international markets and drive greater foreign and domestic investment. Countries such as China, India, and Vietnam are already increasing global demand for meat and higher value agri-food products. In addition, by 2050, the world population is projected to be 9.8 billion¹, and the demand for high-quality foods and agricultural products grown and processed in Ontario are anticipated to increase.

¹ <https://www.un.org/development/desa/en/news/population/world-population-prospects-2017.html>

The ministry continues to offer the agri-food sector education, business-to-business and domestic trade show programming to further build awareness and demand for Ontario grown and produced food and beverage products.

Ontario has the people, drive, and know-how to respond while ensuring that increased production does not compromise the environment.

OMAFRA is supporting agriculture and agri-food employers of Temporary Foreign Workers who are required to self-isolate for 14 days on arrival due to the COVID-19 pandemic.

In response to the need for additional labour, OMAFRA created an online jobs portal to match potential workers with employers looking to fill roles in the farming and agri-food sector, making it easier to match people to essential jobs and training resources throughout the provincial food supply chain.

OMAFRA's COVID-19 response efforts also include linking producers, processors, distributors, warehousing, retail and foodservice outlets to help them mitigate some of the capacity problems they are facing. The ministry has worked with the agri-food industry to address excessive inventory at distribution companies and has helped to develop partnerships at the processor and distribution levels to address gaps in freight and storage.

Growing the Agri-food Sector through the Canadian Agricultural Partnership

Equally important for Ontario's economic success is the ministry's work to provide support to producers, processors, organizations and collaborations through the agricultural policy framework known as the Canadian Agricultural Partnership.

Launched in April 2018, the Canadian Agricultural Partnership is a five-year, federal-provincial-territorial initiative to strengthen the agriculture, agri-food and agri-based products sector. The aim is to increase its competitiveness, prosperity and sustainability. In Ontario, strategic initiatives focus on economic development, environmental stewardship, and protection and assurance.

The ministry is creating new economic opportunities for Ontario's agri-food industry by providing targeted investments across the agri-food value and supply chain and emphasizing the importance of two-way trade. The ministry maintains its support of the supply management system, which helps maintain a stable, high-quality supply of products for Ontario's food processors and consumers.

The Canadian Agricultural Partnership also includes funding to help farmers manage risks that threaten the viability of their farm, such as unpredictable weather or market volatility. Under the initiative, the federal and provincial governments have committed an estimated \$1.5 billion in the Ontario agri-food sector: approximately \$1.1 billion for Business Risk Management funding and \$417 million for strategic initiatives funding.

Our participation in the Canadian Agricultural Partnership form part of our government's efforts to grow Ontario's agri-food sector by strengthening the connection between agri-food producers, processors and consumers.

To help the sector during the COVID-19 outbreak, OMAFRA extended deadlines for two Canadian Agricultural Partnership initiatives; one provides support to provincially-inspected abattoirs and the other supports food safety enhancements in provincially-inspected dairy plants.

In response to COVID-19, OMAFRA recently announced a new Canadian Agricultural Partnership program that will see an investment of up to \$1 million dollars in addressing labour challenges by better connecting workers with in-demand jobs in the agri-food sector. This program is designed to help primary agriculture, food processing companies and grocery retail stores recruit and train workers who are all critical parts to keeping our food supply chain strong.

In addition, the governments of Canada and Ontario are investing up to \$2.5 million to help the agri-food sector expand their online presence, providing more opportunities for producers to grow their business and offer more food choices for families who are shopping from home during the COVID-19 outbreak.

Through the Canadian Agricultural Partnership, the ministry launched the Agri-food Workplace Protection Program to help farmers and processors enhance health and safety measures to better protect employees and ensure the continued supply of food products during the COVID-19 outbreak. The funding will be used for initiatives like purchasing personal protective equipment, enhanced cleaning and disinfection, and redesigning workstations.

Risk Management Program

The government is committed to preserving Ontario's Risk Management program. This includes exploring options to update the program to be more insurance-based to better support farmers and producers in managing risks beyond their control, such as changing costs and market prices.

In response to COVID-19, OMAFRA has extended enrollment and some reporting deadlines for Risk Management Program's Livestock and Grain and Oilseeds producers until June 30, 2020.

Support for Rural Communities

OMAFRA provides support to Ontario's rural communities by developing and delivering local and regional economic development programs, tools and resources that support our rural communities by helping them identify and advance initiatives that will foster economic growth and prosperity.

The government is committed to ensuring that communities across Ontario have access to broadband and cellular connectivity. In July 2019, the Ontario government released its Broadband and Cellular Action Plan, which is expected to generate up to \$1 billion in total investment over five years, resulting in new connections for up to 220,000 homes and businesses. The investment will help families to stay in touch, connect businesses with the world, and make rural communities investment-ready.

Environmental Stewardship

Ontario farmers, farm businesses and organizations, together with support from governments, continue to show their strong environmental leadership. Farmers continue to voluntarily adopt best sustainability management practices to manage their land and drive economic growth. They also continue to support water quality improvements for the benefit of all Ontarians, including reducing phosphorus entering Lake Erie's western and central basins by 40 per cent before 2025.

Under the Canadian Agricultural Partnership, the Lake Erie Agriculture Demonstrating Sustainability (LEADS) initiative builds on the successes of the Great Lakes Agricultural Stewardship Initiative. LEADS helps farmers in reducing nutrient losses, particularly phosphorus, to improve soil health. These actions help strengthen pollinator habitats and the sustainability of the agricultural sector.

OMAFRA's approach to environmental stewardship is focused on supporting those environmental actions that build accountability within Ontario's agri-food sector, allowing the sector to demonstrate leadership in sustainability without unnecessary red tape and regulatory burden. OMAFRA works collaboratively with the agri-food industry, government, researchers, municipalities and non-governmental organizations to achieve results with:

- a range of non-regulatory/Open for Business approaches,
- expanded uptake of best management practices by farmers,
- increased efficiency by leveraging resources and expertise through cooperation, and
- a strengthened evidence base to measure performance, target investments and demonstrate progress.

Economic Development

The ministry enables innovation and fosters change with the aim to strengthen the social, economic and environmental sustainability of a diverse agriculture sector, including working with a broad set of agriculture, rural, government and academic partners to coordinate a wide range of initiatives. This work promotes change in the agriculture industry by improving access to trusted information, fostering the adoption of new innovative technologies and best practices, and promoting regulatory compliance for business sustainability.

The ministry's advisory services target those areas of the agri-food sector that will increase competitiveness, productivity and profitability; improve the anticipation, mitigation and response to risks; expand domestic and international markets and increase environmental sustainability.

The advisory services include the development, continuous improvement and dissemination of timely information and best practices; identification and validation of innovative technologies; surveillance, monitoring and mitigation of plant pest and disease threats; and ensuring access to critical tools to support business decisions (e.g. minor use program for pest management, plant disease models). These

accessible services are delivered to partners through demonstrations, publications, training, mobile apps and web-based applications.

The ministry also proactively protects the resilience of the agriculture sector by providing knowledge and support to clients prior to and during emergencies to ensure the public good, food security, and protection of the plant and animal resource base. For example: preparing for emergency responses to production-limiting diseases, such as PED and African swine fever (ASF), as well as identifying and solving problems like plant diseases (e.g., DON in corn), and supporting industry and federal, provincial and territorial governments in the development of emergency response plans.

Ensuring Food Safety and Animal Health

OMAFRA is dedicated to enhancing food safety and animal health through education and outreach, advisory services, surveillance, emergency management and compliance verification and action. The ministry continues its ongoing work to become an effective modern regulator. For example, OMAFRA works closely with farmers and agri-food processors to set clear expectations and achieve outcomes that meet food safety and animal health and welfare regulatory requirements.

Protecting the health and well-being of Ontarians during the COVID-19 pandemic includes protecting food safety and the food supply system. OMAFRA has taken steps to support a safe food supply, including investing in greater inspection capacity to help ensure operational needs are met. The ministry also helped Ontario's Food Terminal to remain open and distributing food by investing in advanced sanitization measures.

The Canadian Food Inspection Agency and OMAFRA have partnered to share inspection resources to safeguard food security and production due to resource constraints imposed by COVID-19.

Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	0.0
Other Operating	670.3
Capital	118.1
TOTAL	788.4

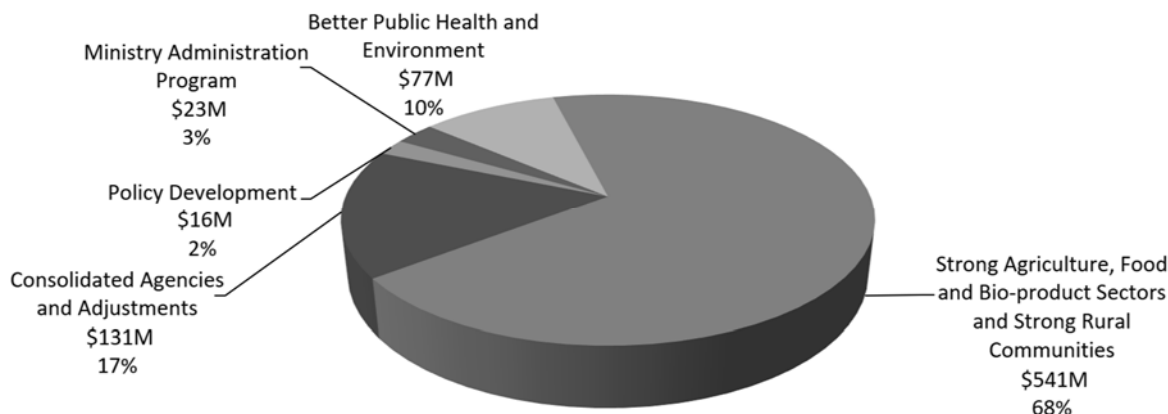
Detailed Financial Information

Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	22,623,900	34,000	0.2	22,589,900	22,237,200	24,836,853
Better Public Health and Environment	77,308,100	(2,207,100)	(2.8)	79,515,200	78,534,800	73,403,438
Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	418,440,900	(16,906,000)	(3.9)	435,346,900	410,455,200	462,773,519
Policy Development	16,379,600	(1,254,800)	(7.1)	17,634,400	16,436,500	16,983,530
Total Operating Expense to be Voted	534,752,500	(20,333,900)	(3.7)	555,086,400	527,663,700	577,997,340
Statutory Appropriations	1,097,187	16,173	1.5	1,081,014	235,600	3,238,858
Ministry Total Operating Expense	535,849,687	(20,317,727)	(3.7)	556,167,414	527,899,300	581,236,198
Consolidation Adjustment - Agricorp	128,573,400	(2,740,600)	(2.1)	131,314,000	297,317,100	139,025,582
Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO)	6,792,000	(41,000)	(0.6)	6,833,000	11,075,500	6,202,234
Consolidation Adjustment - Ontario Racing Commission	-	-	-	-	-	834
Consolidation Adjustment - Colleges	-	-	-	-	-	(12,750)
Consolidation Adjustment - General Real Estate Portfolio	(919,400)	8,887,300	(9.806,700)	(9,806,700)	(9,806,700)	(9,273,768)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(96,569)
Operating Expense Adjustment – Cap and Trade Wind Down Account	-	-	-	-	-	-
Reclassification	-	-	-	-	-	1,269,293
Total Including Consolidation & Other Adjustments	670,295,687	(14,212,027)	(2.1)	684,507,714	826,485,200	718,351,054
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Better Public Health and Environment	5,000,000	(4,000,000)	(44.4)	9,000,000	9,000,000	1,889,100
Total Operating Assets to be Voted	5,001,000	(4,000,000)	(44.4)	9,001,000	9,001,000	1,889,100
Ministry Total Operating Assets	5,001,000	(4,000,000)	(44.4)	9,001,000	9,001,000	1,889,100
CAPITAL EXPENSE						
Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	121,500,000	(74,525,200)	(38.0)	196,025,200	332,592,100	208,389,001
Total Capital Expense to be Voted	121,500,000	(74,525,200)	(38.0)	196,025,200	332,592,100	208,389,001
Ministry Total Capital Expense	121,500,000	(74,525,200)	(38.0)	196,025,200	332,592,100	208,389,001
Consolidation Adjustment - Agricorp	1,505,800	829,800	122.8	676,000	402,000	505,197
Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO)	(4,920,600)	(912,300)	(4,008,300)	(5,310,100)	(8,751,553)	(8,751,553)
Consolidation Adjustment - Colleges	-	-	-	-	-	(9,123,304)
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(53,590)
Capital Expense Adjustment - Trillium Trust Reclassification	-	-	-	-	-	156,045,314
Total Including Consolidation & Other Adjustments	118,085,200	(74,607,700)	(38.7)	192,692,900	327,684,000	347,011,065
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	788,380,887	(88,819,727)	(10.1)	877,200,614	1,154,169,200	1,065,362,119

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

NOTE: The 2019–20 Interim Actuals include extraordinary production insurance payout of \$175 million above annual forecast due to 2019 crop conditions and \$137 million of in-year transfers from the Ministry of Infrastructure to deliver infrastructure programs.



Historic Trend

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	993,497,386	1,065,362,116	877,200,614	788,380,887
		7%	-18%	-10%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

The ministry's historical trends in Actuals fluctuate primarily due to variability in its demand-driven programs, which make up for most of its budget.

The 2019-20 and 2020-21 Estimates show relative decreases to the prior years due to the ministry having only a partial budget for municipal infrastructure programs to begin its fiscal years, including a smaller portion to begin the 2020-21 year relative to the 2019-20 year. The 2017-18 and 2018-19 Actuals also reflect total spending on the municipal infrastructure programs relative to the partial budget for these programs that the ministry has at the beginning of the fiscal year (Estimates).

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>

<https://www.ontario.ca/page/public-accounts>

<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

The agencies of the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) perform a range of functions, including delivering Business Risk Management programs, supervising Ontario's 23 marketing boards and three representative commodity associations, and fulfilling other regulatory, operational and advisory functions.

The ministry is responsible for the governance and oversight of 11 provincial agencies in accordance with the Agencies & Appointments Directive, 2015. The following is a list of the ministry's agencies, boards and commissions accountable to the Minister.

Consolidated Agencies

Agencies with assets, liabilities, revenues or expenses greater than \$50 million, or an annual surplus or deficit, or receiving an outside revenue source of greater than \$10 million, are consolidated in OMAFRA's budget.

Agricorp

Type of agency: Board-governed/Operational Enterprise

Constituting instrument: *AgriCorp Act*

Function:

Agricorp was created in 1997 with a mandate to deliver crop insurance and other agricultural business risk management programs. Agricorp currently delivers three core programs, AgriStability, Production Insurance and the suite of Risk Management Programs, as well as several smaller programs, such as the Farm Property Class Tax Rate Program.

Agricultural Research Institute of Ontario (ARIO)

Type of agency: Board-governed/Operational Service

Constituting instrument: *Agricultural Research Institute of Ontario Act*

Function:

ARIO is focused on ensuring Ontario maintains its competitive advantage in agri-food and agri-products research and innovation and concentrates its efforts in four ways:

1. Providing strategic advice to the Minister on agri-food and agri-products research and innovation;
2. Implementing the ARIO's Infrastructure Strategy to modernize the province's agri-food and agri-products research and innovation physical and virtual infrastructure;
3. Promoting the Ontario agri-food and agri-products research and innovation system; and

4. Providing administrative and managerial oversight of open research programs and the 17 ARIO-owned research properties with over 6,500 acres, 280+ buildings with a book value of approximately \$80 million, and over 20 tenants that include government, not-for-profit, industry and private-sector organizations.

Financial Information for Consolidated Agencies (\$M)

	2018-19 Expenditure Actuals	2018-19 Revenue Actuals	2019-20 Expenditure Interim Actuals	2019-20 Revenue Interim Actuals	2020-21 Expenditure Estimates	2020-21 Revenue Estimates
Agricorp	139.5	154.5	297.7*	151.9	130.1	166.5
ARIO	(2.5)	2.7	5.8	58.8	1.9	2.4

*The 2019–20 Interim Actuals include extraordinary production insurance payout of \$175 million above annual forecast due to 2019 crop conditions

Non-Consolidated Agencies

Agriculture, Food and Rural Affairs Appeal Tribunal (AFRAAT) /

Board of Negotiation (BON)

Type of agency: Non Board-governed/Adjudicative

Constituting instrument: *Ministry of Agriculture, Food and Rural Affairs Act and Environmental Protection Act*

Function:

The function of the AFRAAT is to provide a fair and impartial hearing and decision process for those who are aggrieved by a direction, policy, order or decision, or who require the resolution of a dispute pursuant to one of 17 provincial statutes related to the agriculture and food industry. Most of the matters heard by the Tribunal arise from appeals of decisions made under the following eight statutes: *Drainage Act*, *Agricultural Products Insurance Act*, *Ministry of Agriculture Food and Rural Affairs Act* (for appeals of decisions made under the *Farm Products Marketing Act* and the *Milk Act*), *Assessment Act*, *Food Safety and Quality Act*, *Farm Registration and Farm Organizations Funding Act* (applications heard), *Farm Implements Act* and *Agricultural Employees Protection Act*.

The BON was established to provide people seeking settlement in cases where contaminants have caused damage to livestock, crops, trees or other vegetation, a place to present their case to obtain a non-binding decision by an independent panel of agency appointees. While the jurisdiction for requesting assistance from the BON falls with the Minister of the Environment, Conservation and Parks in legislation, the administration of the process for BON hearings was transferred to OMAFRA in 1999. Since that time, no cases have been brought forward for a BON decision.

Normal Farm Practices Protection Board (NFPPB)

Type of agency: Non Board-governed/ Adjudicative

Constituting instrument: *Farming and Food Production Protection Act*

Function:

The NFPPB reviews and resolves disputes related to an agricultural operation, including the determination of what constitutes a normal farm practice; and makes the necessary inquiries and orders to ensure compliance with its decisions.

Grain Financial Protection Board (GFPB)/ Livestock Financial Protection Board (LFPB)

Type of agency: Board-governed/Trust

Constituting instrument: *Farm Products Payments Act*

Function:

Under the *Farm Products Payments Act*, funds and boards are established to protect producers from non-payment by licensed buyers.

The GFPB collects fees, administers a compensation fund and makes decisions on claims made against the funds. The fund was set up under the Grain Financial Protection Program to protect producers of grain corn, soybeans, wheat and canola in the event of defaults on payment by licensed buyers. It also protects owners of grain who store their grain in licensed grain elevators.

The LFPB collects fees, administers a compensation fund and makes decisions on claims made against the fund. The fund was set up under the Ontario Beef Cattle Financial Protection Program to protect producers and other sellers of beef cattle in the event of defaults on payment by licensed buyers.

Business Risk Management Review Committee (BRMRC)

Type of agency: Advisory

Constituting instrument: *Order in Council*

Function:

The BRMRC has the authority to consider requests for reviews and make non-binding recommendations to the program administration for the following programs: AgriStability; Ontario's Risk Management Program (including Ontario's Self-Directed Risk Management Program); Ontario's Wildlife Damage Compensation Program; and any other program to which the Lieutenant Governor in Council or the Minister assigns responsibility.

Rural Economic Development Advisory Panel (REDAP)

Type of agency: Advisory

Constituting instrument: *Order in Council*

Function:

The REDAP is responsible for providing non-binding recommendations to the Minister on applications for funding under the Rural Economic Development (RED) program and any other program that the Lieutenant Governor in Council or the Minister may assign.

Ontario Farm Products Marketing Commission (OFPMC)

Type of agency: Non Board-governed/ Regulatory

Constituting instrument: *Ministry of Agriculture, Food and Rural Affairs Act*

Function:

The OFPMC administers the *Farm Products Marketing Act* and the *Milk Act*, develops and implements regulated marketing policy, represents Ontario's interests in regulated marketing at the national level and supervises Ontario's 23 marketing boards and three designated associations. It also provides leadership in the form of advice, facilitation and direction, as well as educational programs to these boards and associations.

Ontario Food Terminal Board (OFTB)

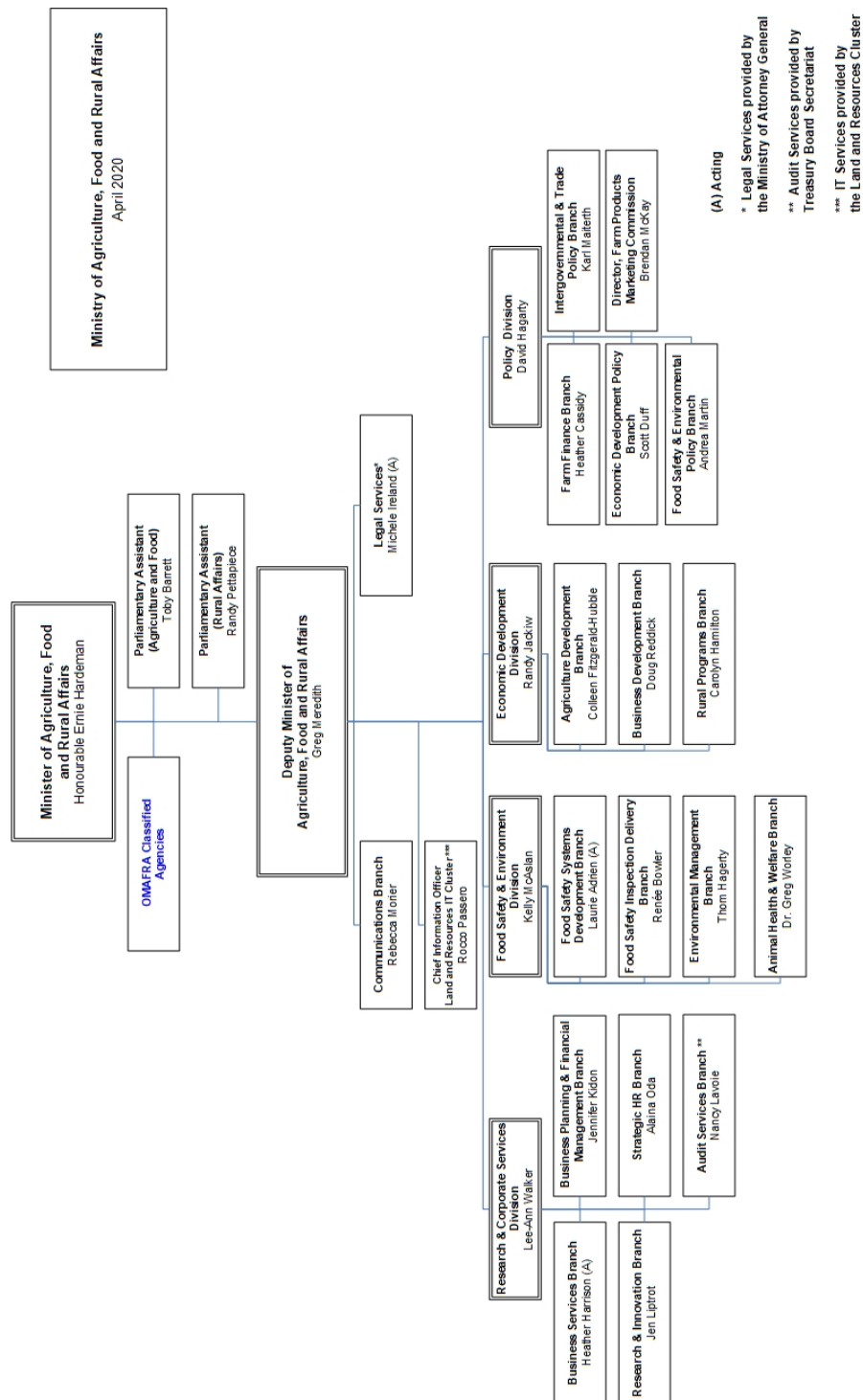
Type of agency: Board-governed/ Operational Enterprise

Constituting instrument: *Ontario Food Terminal Act*

Function:

The OFTB has a mandate to acquire, construct, equip and operate a wholesale fruit and produce market, and operate such facility for the distribution and handling of fruit and produce.

MINISTRY ORGANIZATION CHART



APPENDIX: 2019-20 ANNUAL REPORT

ANNUAL REPORT

The Ontario government is committed to making rural Ontario, and Ontario's agri-food sector, open for business and open for jobs.

Ontario is shrinking administrative costs while improving government services for farmers, food processors and agri-businesses across Ontario.

It is reducing red tape and regulatory burdens while maintaining rules that protect food safety and animal health.

Ontario is also investing in key programs like the Risk Management Program, standing up for Ontario's farmers globally and supporting on-farm environmental stewardship initiatives.

COVID-19 Response

To ensure continuity of regulatory oversight in the food processing sector during the COVID 19 pandemic, OMAFRA is investing in support for front line inspection delivery. OMAFRA staff with expertise in food safety are receiving specialized training to prepare them to be deployed as needed for slaughter, meat processing, dairy, foods of plant origin and fish inspection. The investment is providing additional front-line inspection capacity to be responsive to labour shortages due to illness and/or increased inspection demand related to fluctuations in the food supply chain and ensure that oversight of high-risk food processing operations is maintained.

Through a Transfer Payment Agreement under the Grassroots Program, the Ontario Food Terminal Board (OFTB) is receiving funding to assist with enhance screening and enhanced sanitization measures at the Ontario Food Terminal and maintain maximum continuity of the food supply chain.

Restoring Accountability and Trust

- The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is committed to delivering effective and efficient programming. In 2019-20, the ministry continued its focus on efficiency measures and controls to help manage spending, including:
 - o implemented more cost-efficient ways to communicate with stakeholders, such as holding online and teleconference meetings rather than travelling; and
 - o identified expenses that could be put on hold, with limited impact on the ministry's program and services delivery.

Strong Agriculture, Food and Bio-Product Sectors

- Ontario's agri-food industry contributes \$47.7 billion to the provincial GDP and supports over 837,000 jobs, representing 11.6 per cent of the province's labour force.
- In 2019, agri-food exports rose to \$16.6 billion, up 4.0 per cent from \$15.9 billion in 2018.

- o Ontario is the top agri-food exporting Canadian province, followed by Saskatchewan.
 - o In 2019, Ontario's major export partners were the US (79%) followed by Asia (10%) and the EU (5.5%).
- In 2018-19, the ministry influenced \$636 million in investments and the creation/retention of 1,616 jobs by Ontario food and beverage manufacturers.
 - o The ministry hosted five events where Ontario food and beverage manufacturers met directly with grocery retail buyers. This resulted in over \$3 million in new local incremental sales and over 500 new local products now featured in Ontario grocery stores.
- The Ontario Food Terminal is the largest wholesale fruit and vegetable terminal in Canada and plays a key role in moving produce from Ontario and around the world to Ontario families. In 2019, the government completed a comprehensive independent review of the Terminal, which provided valuable insights into opportunities for economic growth that will help the Terminal remain a vital part of the agri-food sector for years to come.
 - o In addition, as part of A Place to Grow: Growth Plan for the Greater Golden Horseshoe, the Ontario Food Terminal lands were designated as a Provincially Significant Employment Zone.
 - o The ministry is continuing to work with the Ontario Food Terminal Board and users of the Terminal on strategic planning and enhancements that will ensure the long-term sustainability of the Ontario Food Terminal.
- Through the Feeder Cattle and Commodity Loan Guarantee Programs, the government backed over \$230 million in operational loans, benefiting more than 1,000 farmers across the province.
- Managed honey bees play a crucial role in Ontario agriculture through pollinating crops.
 - o OMAFRA works with beekeepers to maintain the viability of the sector through education and outreach, an inspection program, and monitoring for pathogens and pests.
 - o Through the Canadian Agricultural Partnership, up to \$500,000 is being invested directly with beekeepers to strengthen the health of managed honey bees and Ontario's beekeeping sector.
- Emergency Preparedness Planning
 - o Animal diseases – both those that could affect humans and those that affect only animals – can have a significant negative impact on Ontario's agri-food industry. One such disease is African swine fever, which has devastated the pork industry in Asia and other parts of the world. The ministry has been working closely with other government partners and industry on enhancing biosecurity to prevent the disease, while ensuring that should the disease be found here producers, processors and government partners are prepared.

- o Pandemic planning / COVID-19 – starting in March 2020, the ministry has been working with all Ontario government ministries to respond to COVID-19. The outbreak has had a significant impact on Ontario’s agri-food industry, and as such, the ministry continues to adjust its operations to respond.

Cutting Red Tape and Reducing Regulatory Burden

- Ontario is maintaining standards to keep Ontario workers and families safe and healthy while working to reduce unnecessary red tape for farmers and agri-businesses, to help businesses grow and cut costs.
- OMAFRA is undertaking a review of the licensing, certification and permitting processes in more than 20 programs delivered by the ministry. Results will be used to identify ways to streamline processes and reduce burden on applicants.
- OMAFRA supports the cross-ministry work of Regulatory Compliance Ontario (RCO), which delivers training, programs and supports to instill the modern regulatory service principles across government. Consistent application of the principles by front-line staff helps improve regulatory interactions with business, reduce burdens, and support economic growth.
- OMAFRA has targeted unduly costly and burdensome regulations within the agri-food sector while maintaining rules that help keep Ontarians safe and healthy. These include:
 - o Changes that removed burdensome construction and equipment requirements for small dairy processors under the *Milk Act*, while respecting food safety and quality.
 - o Changes to regulations under the *Food Safety and Quality Act, 2001*, such as moving to a one-time licensing requirement for meat plants while maintaining a rigorous inspection and enforcement system.
 - o A proposal to repeal the *Livestock Medicines Act*, which contains outdated and duplicative requirements, and to include more streamlined requirements around the sale of livestock medicines in new regulations under the *Animal Health Act, 2009*.
 - o With the Ministry of the Environment, Conservation and Parks, OMAFRA amended the regulation under the *Nutrient Management Act, 2002* to remove the requirement to update a strategy every five years, if nothing has changed, and to increase flexibility to deal with nutrients from farm-like animals that are kept on facilities other than farms, such as game farms.
 - o Further changes to the regulation under the *Nutrient Management Act* have been proposed that would remove barriers to the on-farm production of biogas with upgrading to renewable natural gas. These changes would enable the farm sector to participate in an emerging renewable natural gas market.
- Changes have been proposed to the *Drainage Act* that would enable a streamlined process through a new regulation for approval of low risk activities such as minor drain improvements and recording variances from the engineer’s report when

building drains. It would also enable the development and adoption of protocols by reference in regulation. These changes would support investments in drainage infrastructure that respond to the need for enhanced climate resiliency while maintaining environmental protection.

- Changes to the *Agricultural Products Insurance Act* to allow Agricorp to make updates to the Production Insurance Contract of Insurance that would, when implemented, significantly reduce the amount of paperwork that farmers enrolled in Production Insurance will have to review and complete.

Supporting Local Food

- Buying and supporting local food creates jobs and economic growth in communities across Ontario. Examples in 2018-19 include:
 - o Foodland Ontario encouraged people to choose Ontario foods first and the program continues to maintain a high recognition rate with consumers.
 - o The annual Foodland Ontario Retailer Awards are the produce industry's premier competition for excellence in retail display and promotion in support of local Ontario foods. In 2018-19, more than 4,250 entries were submitted featuring fresh Ontario produce.
 - o OMAFRA partnered with the Dietitians of Canada and the Ontario Fruit and Vegetable Growers' Association to deliver the Fresh from the Farm program that allows schools to raise funds by selling bundles of Ontario produce. In 2018-19, 556 schools participated, which was a 10 per cent increase from the previous year.
- The Ontario government continues to support the growth and success of the province's wine and grape industry. Under the VQA Wine Support Program, 97 wineries received payments totalling \$7.5 million in 2018. In 2018-19, the government also provided approximately \$2 million to 64 Ontario cideries and distilleries under the Small Cidery and Small Distillery Support program.

Supporting Ontario's Agri-Food Value Chain

- The Ministry's Vendor Engagement Program (VE) continues to offer complete education, business to business (B2B) and domestic trade show programming to further the consumption of locally manufactured Ontario Food and Beverage products and to leverage investment.
- Metro Ontario and the ministry ran seven product sourcing events across the province over the last two years contributing to over 700 new product listings and over \$10 million in new incremental sales to date.
- Sobeys Ontario and the Business Development Branch have held 4 buying events to further their local sourcing program over the last 12 months. These events produced approximately 50-75 new Ontario listings along with 30 new Ontario Vendors from primary producers to processors. Sobeys expects new sales to be near the \$2 million in year one of the program.

- The VE local sourcing program is currently generating approximately \$1 million dollars in new incremental sales weekly for the Province and continues to grow. Retail participants have included (Metro, Sobeys, Farm Boy, Longos, Loblaws)

Research

- The Ontario Agri-food Innovation Alliance continues to support the growth and competitiveness of Ontario's agri-food sector, creating jobs and further solidifying the province's position as a global leader in agri-food education, research and innovation.
- Ontario continues to invest in the renewal and modernization of the Agricultural Research Institute of Ontario (ARIO)-owned research stations across the province. The ARIO is a provincial agency accountable to the Minister of Agriculture, Food and Rural Affairs with a mandate to promote agri-food research in the province and maintain ownership and oversight of research lands and facilities across 15 research stations spread across all regions of the province.

Farm Finance

- OMAFRA has been working with the agriculture sector, and other partners, so that Ontario's farmers have the tools they need to effectively manage their risks and grow their businesses. The ministry:
 - o worked with key industry stakeholders to explore ways to enhance the Ontario Risk Management Program as committed to in the 2019 Ontario Budget. Plans continue to transition the program to an insurance-based model by 2021 to help ensure the greatest support goes to the areas of greatest need and that support is available when farmers need it most.
 - o continued to work with federal and provincial colleagues to drive recommendations for improvements to the national suite of risk management programs resulting in small changes to AgriStability while a review and consideration of other improvements continues.
 - o recognizes the scope of the risk presented by African swine fever for Ontario hog producers and the agri-food sector. The ministry is working with industry, the federal government and other provinces to be prepared to respond in a variety of ways if African swine fever is confirmed in Canada.

Agricultural System and Growth Plan

- OMAFRA developed the Agricultural System for the Greater Golden Horseshoe, comprised of an Agricultural Land Base Map, and online Agricultural System Map Portal.
- OMAFRA is working with municipalities to implement the Agricultural System in the Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Niagara Escarpment Plan areas.

- For the Growth Plan area, OMAFRA worked with Ministry of Municipal Affairs and Housing (MMAH) to develop and consult on changes to “A Place to Grow: Growth Plan for the Greater Golden Horseshoe”. OMAFRA has released updated Agricultural System Implementation Procedures and is working with municipalities in the Growth Plan area to implement the Agricultural System.
- OMAFRA worked with MMAH to update the Provincial Policy Statement, 2020 to maintain and strengthen policies to protect farmland and the viability of farming. For example, new policies set out in the Statement encourage municipalities to take an agricultural systems approach to protecting farmland and supporting the agri-food network.

Environmental Stewardship

- Ontario’s agri-food sector has continued to show leadership in environmental stewardship.
- The Made-in-Ontario Environmental Plan, released on November 29, 2018, specifically identified support for on-farm soil and water quality programming and the need to work with partners to improve agricultural management practices. This included support for programs and partnerships intended to make the agriculture and food sectors more resilient to current and future climate impacts.
- OMAFRA has supported sector efforts by collaborating with partners, investing in stewardship programs, supporting science and performance measurement to inform industry action, and reducing red tape for farmers and food processors.
 - o Through the Canadian Agriculture Partnership (CAP), up to \$6 million in cost-shared funding has been committed to support implementing best management practices (BMPs) in 2019-20 that reduce phosphorus loadings in the Lake Erie basin as well as practices across Ontario that support soil health.
 - o Further investments have been made through Environmental Stewardship Directed Programming, funding projects that are building awareness and capacity in the sector to adopt stewardship practices (e.g. ONFARM applied research and demonstration sites across the province) and support farmers with on the ground action and tools (e.g. AgriSuite, a mobile-friendly software application to support on-farm decision making).
 - o Through CAP (April 2018-2023), a five-year investment, supports research, monitoring, education, tool development and increased adoption of BMPs for soil health and water quality priorities under the Environmental Stewardship priority area.
- To build on the successes of Great Lakes Agricultural Stewardship Initiative (GLASI), the Lake Erie Agriculture Demonstrating Sustainability (LEADS) initiative is a new sub-program under CAP, delivered by the Ontario Soil and Crop Improvement Association. It provides cost-shared technical support for field-specific risk assessment through the Farmland Health Check-Up and access to

cost-share funding over five years to help farmers act to reduce the risk of nutrient loss on farm.

- o Since 2018, more than 560 projects have been approved under the LEADS initiative, with \$5.5 million committed through CAP to support completion of these on-farm improvement projects.
- Proper soil drainage is vital to an effective and competitive agricultural industry and rural Ontario. Over \$100 million annually is privately invested in drainage, linked to over 100 independent businesses. The ministry issues licenses, inspects new machines, operators and businesses to ensure licensing conditions are met, and inspects and mediates complaints about installation workmanship. Courses in drainage installation and design continue to be offered in support of the licensing system.
- OMAFRA also administers the *Tile Drainage Act* and the Tile Loan program in partnership with participating municipalities, as well as the Drainage Act, which provides a process to petition a municipality to construct a municipal drain.
 - o The program also provides grants to municipalities for construction, maintenance and repair of drainage systems and the cost to the municipality of employing a drainage superintendent.
- In April 2018, OMAFRA released 'New Horizons: Ontario's Agricultural Soil Health and Conservation Strategy', to help grow and sustain the province's strong agricultural sector, while protecting the environment and building resilience to climate change. The strategy is a long-term framework that sets a vision, goals and objectives for soil health and conservation in Ontario from 2018 to 2030, including several actions for leadership by government and soil care partners as well as a framework for measuring progress. The strategy was developed collaboratively with stakeholders.

The Soil Action Group, a stakeholder collaboration co-chaired by OMAFRA and industry, is now focused on implementing the strategy with an initial focus on high priority actions. The Soil Action Group held its inaugural meeting March 3, 2020. In 2018, the Canada-Ontario Lake Erie Action Plan was released to address phosphorus loadings in Lake Erie. In 2019, an Implementation Team was established to develop a workplan and communicate progress. This team includes representation from all organizations that have put forward actions, including federal, provincial and municipal governments, Conservation Authorities, non-government organizations and from the agricultural sector.

In 2019, Ontario released an update that highlighted actions for on-farm nutrient management that includes the CAP cost share programming and support for research, planning and outreach projects. OMAFRA also supports industry-led actions such as 4R Stewardship Program, Ontario Greenhouse Environmental Strategy, Ontario Cover Crops Strategy, Thames River Phosphorus Reduction Collaborative and Timing Matters.

Food Safety and Animal Protection

- Food safety and animal protection are priorities for Ontario. OMAFRA provided inspection services to:
 - o Approximately 119 provincially licensed slaughter plants.
 - Inspectors are present in provincially licensed abattoirs to ensure food safety and animal welfare regulatory requirements were met.
 - o Approximately 363 provincially licensed freestanding plants.
 - Inspectors are present to ensure food safety requirements were met.
- OMAFRA's Meat Inspection Program (MIP):
 - o Worked with operators to improve hygienic slaughter and reduce the pathogen levels on beef, veal, other red meat species (sheep, lamb, goats and pigs), and poultry carcasses and mandated the application of microbial control interventions to these carcasses to improve hygienic slaughter practices and reduce pathogen levels.
 - o Continued efforts to reduce burden while maintaining strong food safety standards through streamlining the meat plant licence application form and making changes to the Meat Regulation (O. Reg. 31/05) that reduced administrative burden, clarified requirements to provide more business opportunities and moved to more outcome-based requirements.
 - o Continued to work with meat plant operators, the Muslim Association of Canada, and Islamic Society of North America (ISNA) to raise awareness of and compliance with provincial regulations for Eid-al-Adha (Eid) at licensed meat plants across Ontario, by using communication materials to protect animal welfare and food safety.
 - o Established a Meat Industry Engagement Panel with Meat and Poultry Ontario to provide a forum for industry representatives to engage with the ministry to share ideas and collaborate on ways to address industry challenges.
 - o OMAFRA has enhanced communications with meat plant operators digitally. Approximately 87 per cent of meat plant operators now receive communications digitally, reducing distribution time and costs through standard mailouts.
- OMAFRA introduced a new fish processing regulation under the *Food Safety and Quality Act, 2001* that is consistent with current industry standards, while protecting public health and supporting growth in the fish processing industry. Licensed fish processors in Ontario will be able to better brand their business by including their licence number on their packaging, in accordance with the regulation.
- OMAFRA worked with farmers' markets to ensure compliance with produce labelling regulation so that consumers can clearly identify where their food comes from.

- OMAFRA continues to lead Regulatory Compliance Ontario (RCO), an enterprise centre of excellence that now includes all 18 regulatory ministries. RCO has developed and delivered training, programs and supports that instil modern regulatory service principles across government. Consistent application of the principles by front-line staff promotes greater consistency across regulatory organizations. Since its launch, RCO initiatives have touched more than 1,900 front-line staff and managers from 67 ministries and other regulatory organizations.

Strong Rural Communities

- The Ontario government understands that access to affordable broadband connectivity is key to innovation and economic growth in rural Ontario. In July 2019, Ontario released its Broadband and Cellular Action Plan which is expected to generate up to \$1 billion in total investment over five years, resulting in new connections for up to 220,000 homes and businesses. The investment will help families to stay in touch, connect businesses with the world, and make rural communities investment-ready.
- Ontario's Broadband and Cellular Action Plan includes support for the Southwestern Integrated Fibre Technology (SWIFT) Project. Over the last year, OMAFRA has worked with other ministries and other levels of government to begin construction on the \$190 million broadband project.
- In the fall of 2018, the Province introduced legislation to support the development of a program to expand natural gas access to more parts of rural and Northern Ontario, including First Nations communities. The Natural Gas Expansion Support Program will help businesses in rural and Northern Ontario cut energy costs, improve their competitiveness and attract more investment.

Ministry Administration and Policy

- OMAFRA continued to support the development of Ontario's digital and data action plan, mentioned in the *2019 Ontario Economic Outlook and Fiscal Review*. The digital and data action plan also addresses policy direction included in Budget 2019 and considerations outlined in the 2018 Ernst & Young report (line-by-line review). The ministry supported the digital and data action plan by participating in a cross-ministry consultations on the data strategy, and publishing data to Ontario's open data catalogue. OMAFRA continued to make services more digitally accessible. The ministry also completed the first phase of transitioning the Beef Cattle Financial Protection Program to Agricorp to make it easier for farmers to access more of the programs they need in one place and to find efficiencies in program delivery and are working to complete the transition in 2020-21.
- Working with Agricorp and the Accredited Farm Organizations to implement changes through the Restoring Ontario's Competitiveness Act (Bill 66) and the Better for People, Smarter for Business Act (Bill 132) to support electronic delivery and a simplified registration process for the Farm Business Registration Program that, when implemented, will reduce paperwork and save farmers time.

- Worked with industry stakeholders to begin a review of the Financial Protection Programs as committed to in the 2019 Ontario Budget to ensure that Ontario's beef cattle and grain producers continue to have access to stable risk management tools that provide them with the confidence to grow their businesses.

Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Other Operating	826.5
Capital	327.7
Staff Strength ** (as of March 31, 2020)	810.56

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of the Attorney General

Ce document est disponible en français

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Part I: 2020-21 Published Plan

Ministry of the Attorney General

PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of the Attorney General works to deliver an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law. To accomplish this, we are modernizing the justice system to make it easier, faster and more affordable for Ontarians to resolve their legal matters, ensuring that vulnerable individuals and families get the help they need when and where they need it.

Ministry Programs and Activities

Nothing is more important than protecting the health and well-being of Ontarians. Since first learning of COVID-19, the Ontario government has been working closely with justice partners to ensure critical services continue while keeping front-line justice sector workers and Ontarians who use these services safe. The government is also moving ahead with a number of initiatives to support its vision of updating the justice system and making strategic investments to develop digital first services, streamline legal processes and support vulnerable people while keeping communities safe.

Some key initiatives planned or in progress in 2020-21 include:

COVID-19 Response

The government has worked with the courts, police services and other partners to minimize disruption to the justice system and provide seamless, responsive justice services to all Ontarians, particularly those in vulnerable communities.

The Ministry of the Attorney General has also worked with Ontario courts and tribunals to limit in-person proceedings and integrate the use of audio and video conferencing to hear priority matters remotely, when possible. This also limited the need to transport accused persons to courthouses and nearly all bail hearings in Ontario have been able to continue virtually.

As part of Ontario's Action Plan: Responding to COVID-19, the government has invested in technology to help courts and tribunals continue the transition to remote operations. Investments include additional laptops, conference lines, video capacity and more than doubling the complement of portable digital recording devices for remote court use.

The ministry will continue working with partners across the justice system, including judicial officials, to ensure that urgent and priority legal matters continue to be heard before courts and tribunals.

Ministry programs and initiatives

Modernization

The government will continue to build on progress made as part of Ontario's Action Plan: Responding to COVID-19 to update services across the justice sector. This will include investing in transformational technology to put more services online, modernizing and streamlining processes, expanding access to justice, including in rural and remote regions, and supporting vulnerable people by developing integrated services where they need it most.

These services include expanding the remote defence access program, allowing for more inmate-counsel video consultations as well as other remote video programming and services, in collaboration with the Ministry of the Solicitor General.

The government will continue to develop and expand its online services so people without legal help can fill out and electronically submit their documents. Court staff will also spend less time entering information into the case-tracking system, issuing documents and taking payments at court counters. This is part of the ministry's overall expansion of online services for civil and family courts to reduce trips to the courthouse and the use of paper.

Guns, Gangs and Violence Reduction Strategy

The government continues to extend a number of initiatives as part of Ontario's Guns and Gangs Strategy in order to stop gun crime, dismantle gang activity and protect communities across the province.

This province-wide strategy combines enforcement and prosecution actions with interventions that promote alternatives to gangs and prevent violence before it starts. It is a multi-year, multi-ministry strategy that continues to evolve as the government works to dismantle gangs and end gun violence.

As part of Ontario's Guns, Gangs and Violence Reduction Strategy, the ministry continues work establishing Justice Centres in four communities across the province - in Toronto-Downtown East, Toronto-Northwest, Kenora and London.

Victim Services

The Ministry of the Attorney General is committed to standing up for victims of crime and their families while providing the supports they need.

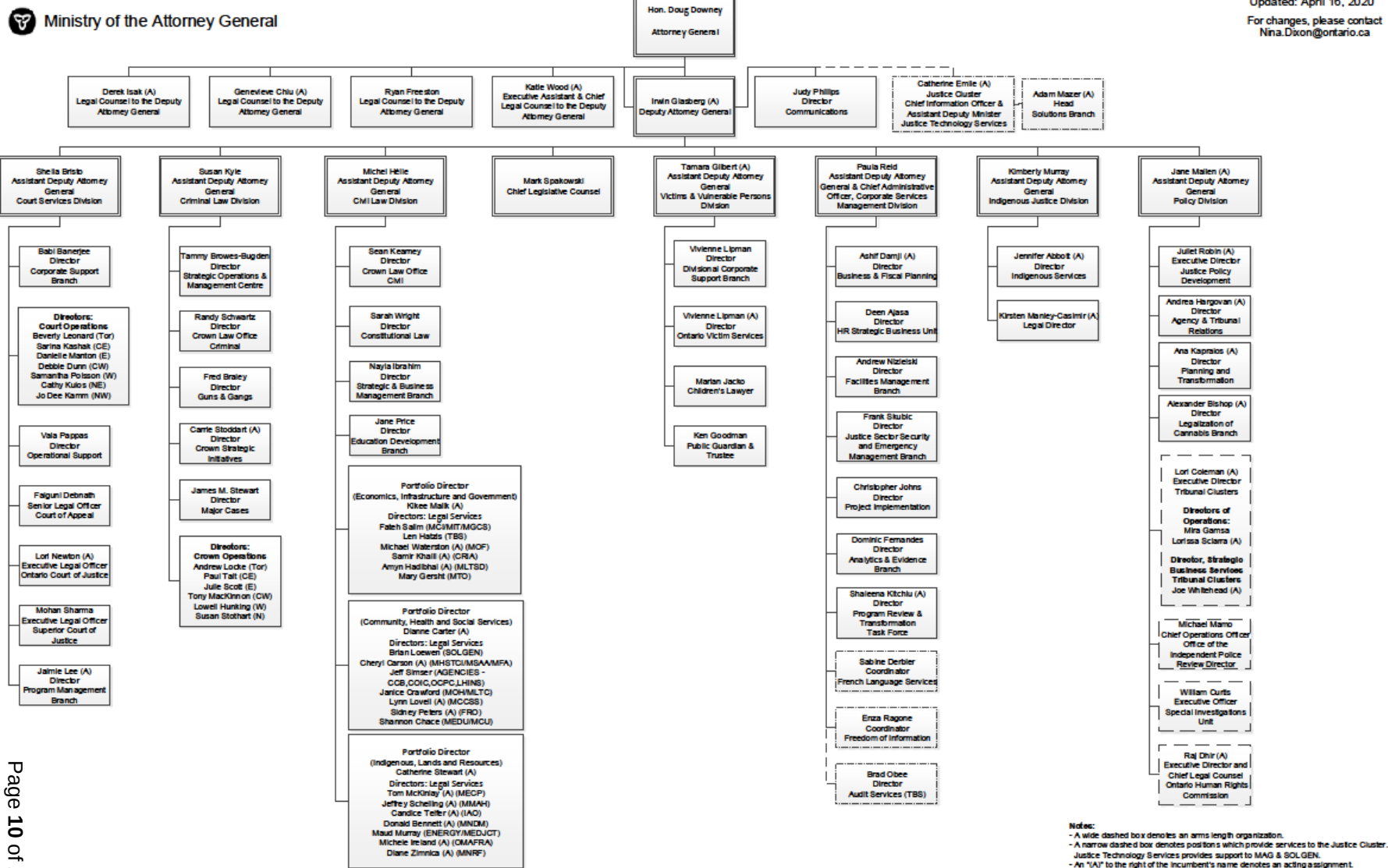
The government continues to work with partners to improve the delivery of victim services programs to ensure services are effective and client-centred.

The government is also continuing a multi-year modernization plan to strengthen the services of the Office of the Public Guardian and Trustee, which safeguards the legal, personal and financial interests of certain private individuals and estates and helps protect charitable property in Ontario.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	-
Other Operating	1,634.4
Capital	47.8
Total	1,682.2

MINISTRY ORGANIZATION CHART



MINISTRY OF THE ATTORNEY GENERAL LEGISLATION

ADMINISTRATION OF JUSTICE

Administration of Justice Act
 Apology Act, 2009
 Arbitration Act, 1991
 Assessment Review Board Act
 Bail Act
 Blind Persons' Rights Act
 Class Proceedings Act, 1992
 Commissioners for Taking Affidavits Act
 Compensation for Victims of Crime Act
 Courts of Justice Act
 Crown Witnesses Act
 Dog Owners' Liability Act
 Education Act (*sections pertaining to Special Education Tribunal- English & French*)
 Environmental Review Tribunal Act, 2000
 Evidence Act
 Execution Act
 Fines and Forfeitures Act
 Fire Protection and Prevention Act, 1997 (*sections pertaining to the Fire Safety Commission*)
 Habeas Corpus Act
 Hospitals and Charitable Institutions Inquiries Act
 Human Rights Code
 Judicial Review Procedure Act
 Juries Act
 Justices of the Peace Act
 Legal Aid Services Act, 1998
 Legislation Act, 2006
 Licence Appeal Tribunal Act, 1999
 Limitations Act, 2002
 Ministry of Correctional Services Act, 1990 (*sections pertaining to the Ontario Parole Board*)

Ministry of Natural Resources Act, RSO. 1990, c.M.31 (section 6, pertaining to the Ontario Parole Board)
 Negligence Act
 Notaries Act
 Ontario Heritage Act, Part III
 Ontario Society for the Prevention of Cruelty to Animals Act, R.S.O. 1990 (*sections pertaining to the Animal Care Review Board*)
 Ontario Works Act, 1997 (*section pertaining to Social Benefits Tribunal*)
 Parental Responsibility Act, 2000
 Police Services Act (*sections pertaining to Office of the Independent Police Review Director and the Ontario Civilian Police Commission and the Special Investigations Unit*)
 Prevention of and Remedies for Human Trafficking Act, 2017
 Provincial Offences Act
 Public Inquiries Act, 2009
 Real Property Limitations Act
 Residential Tenancies Act, 2006 (*sections pertaining to the Landlord and Tenant Board*)
 Safe Streets Act, 1999
 Special Investigations Unit Act, 2019
 Statutory Powers Procedure Act
 Tobacco Damages and Health Care Costs Recovery Act, 2009
 Opioid Damages and Health Care Costs Recovery Act, 2019 (Ministerial responsibility for this Act has not yet been assigned by OIC)
 Tribunal Adjudicative Records Act, 2019
 Victims' Bill of Rights, 1995

FAMILY LAW

Child, Youth and Family Services Act,
2017 (*sections pertaining to Child and
Family Services Review Board, Custody
Review Board*)
Children's Law Reform Act
Family Law Act
Safe Access to Abortion Services Act,
2017

INTER-JURISDICTIONAL

Enforcement of Judgments Conventions
Act, 1999
Interjurisdictional Support Orders Act,
2002
International Choice of Court
Agreements Convention Act, 2017
International Electronic Communications
Convention Act, 2017
International Interests in Mobile
Equipment Act (Aircraft Equipment),
2002
International Recognition of Trusts Act,
2017
Interprovincial Summonses Act
Reciprocal Enforcement of Judgments
(UK) Act
Reciprocal Enforcement of Judgments
Act
Settlement of International Investment
Disputes Act, 1999
Transboundary Pollution Reciprocal
Access Act

PROPERTY STATUTES

Accumulations Act
Aliens' Real Property Act
Conveyancing and Law of Property Act
Disorderly Houses Act
Escheats Act

Expropriations Act
Fraudulent Conveyances Act
Local Planning Appeal Support Centre
Act, 2017
Local Planning Appeal Tribunal Act,
2017
Mortgages Act
Occupiers' Liability Act
Partition Act
Property and Civil Rights Act
Religious Organizations' Lands Act
Short Forms of Leases Act
Trespass to Property Act

BUSINESS REGULATION

Absconding Debtors Act
Alcohol, Cannabis and Gaming
Regulation and Public Protection Act,
1996 (*sections related to Alcohol and
Gaming Commission of Ontario*)
Alcohol and Gaming Commission of
Ontario Act, 2019 (Ministerial
responsibility for this Act has not yet
been assigned by OIC)
Business Records Protection Act
Charities Accounting Act
Commercial Mediation Act, 2010
Construction Act,
Costs of Distress Act
Creditors' Relief Act, 2010
Electronic Commerce Act, 2000
Frustrated Contracts Act
Gaming Control Act, 1992
Horse Racing Licence Act, 2015
International Commercial Arbitration Act,
2017
International Sales Conventions Act,
R.S.O. 1990
Liquor Licence Act

Liquor Licence and Control Act, 2019
(Ministerial responsibility for this Act has not yet been assigned by OIC)
Mercantile Law Amendment Act
Sale of Goods Act
Statute of Frauds
Unconscionable Transactions Relief Act
Vendors and Purchasers Act
Wages Act
Warehouse Receipts Act

PROFESSIONAL REGULATION

Architects Act
Barristers Act
Chartered Professional Accountants of Ontario Act, 2017
Law Society Act
Professional Engineers Act
Public Accounting Act, 2004
Solicitors Act

CROWN DUTIES/IMMUNITY

Crown Agency Act
Crown Attorneys Act
Crown Liability and Proceedings Act, 2019 (in force July 1, 2019)
Ministry of the Attorney General Act
Ombudsman Act
Public Authorities Protection Act
Public Officers Act

ESTATES

Absentees Act
Crown Administration of Estates Act
Declarations of Death Act, 2002
Estates Act
Estates Administration Act
Perpetuities Act
Powers of Attorney Act

Public Guardian and Trustee Act
Settled Estates Act

Substitute Decisions Act, 1992
Succession Law Reform Act
Trustee Act
Variation of Trusts Act

OTHER

Age of Majority and Accountability Act
Cannabis Control Act, 2017
Cannabis Licence Act, 2018
Civil Remedies Act, 2001
Donation of Food Act, 1994
Executive Council Act
Good Samaritan Act, 2001
Human Trafficking Awareness Day Act, 2017
Libel and Slander Act
Lieutenant Governor Act
Members' Integrity Act, 1994
Ontario Association of Former Parliamentarians Act, 2000
Prohibiting Profiting from Recounting Crimes Act, 2002
Religious Freedom Act
Revised Statutes Confirmation and Corrections Act, 1993
Time Act

DEMOCRACY STATUTES

Election Act
Election Finances Act
Electoral System Referendum Act, 2007
Legislative Assembly Act
Representation Act, 2015

AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY

Description	Accrual 2020-21 Estimates		2019-20 Interim Actual	
	Expenditure	Revenue	Expenditure	Revenue
	\$	\$	\$	\$
Alcohol and Gaming Commission of Ontario	34,850,800	29,844,400	36,345,700	28,427,800
Human Rights Legal Support Centre	5,336,200	-	5,122,700	-
Legal Aid Ontario	326,864,300	59,518,000	357,110,500	55,877,200
Office of the Independent Police Review Director	7,487,600	-	6,780,700	-
Ontario Human Rights Commission	5,324,500	-	5,539,100	-
Royal Commissions	1,000	-	1,000	-
Special Investigations Unit	9,999,500	-	9,022,900	-
Tribunals Ontario	91,373,100	39,013,200	136,143,800	29,986,500
Total	481,237,000	128,375,600	556,066,400	114,291,500

Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Table 2: Combined Operating and Capital Summary by Vote

Vote	Estimates 2020-21	Change from 2019-20 Estimates		Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$	%	\$	\$	\$
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	251,054,900	(50,643,700)	(16.8)	301,698,600	288,826,166	290,623,208
Prosecuting Crime	293,782,100	18,590,500	6.8	275,191,600	283,795,661	285,028,525
Policy, Justice Programs and Agencies	544,099,900	(3,685,900)	(0.7)	547,785,800	616,945,226	677,073,981
Legal Services	33,444,700	2,770,100	9.0	30,674,600	37,387,086	40,461,940
Court Services	485,711,600	19,422,000	4.2	466,289,600	507,732,979	494,526,793
Victims and Vulnerable Persons	192,724,600	8,911,200	4.8	183,813,400	182,122,935	180,541,035
Political Contribution Tax Credit	9,987,600	2,047,000	25.8	7,940,600	11,641,200	14,368,600
Total	1,810,805,400	(2,588,800)	(0.1)	1,813,394,200	1,928,451,253	1,982,624,082
Total Operating and Capital Expense to be Voted	1,810,805,400	(2,588,800)	(0.1)	1,813,394,200	1,928,451,253	1,982,624,082
Statutory Appropriations	9,433,314	1,438,400	18.0	7,994,914	40,172,563	22,055,533
Ministry Total Operating and Capital Expense	1,820,238,714	(1,150,400)	(0.1)	1,821,389,114	1,968,623,816	2,004,679,615
Consolidation & Other Adjustments	(138,008,300)	51,100,400	(27.0)	(189,108,700)	(190,663,643)	(217,201,658)
Total Including Consolidation & Other Adjustments	1,682,230,414	49,950,000	3.1	1,632,280,414	1,777,960,173	1,787,477,957
OPERATING AND CAPITAL ASSETS						
Ministry Administration	7,726,700	(8,985,400)	(53.8)	16,712,100	2,713,800	18,158
Prosecuting Crime	1,000	-	-	1,000	1,469,100	1,562,864
Policy, Justice Programs and Agencies	2,088,400	(2,551,000)	(55.0)	4,639,400	4,206,700	5,236,544
Legal Services	1,000	-	-	1,000	249,700	265,596
Court Services	350,452,100	193,014,300	122.6	157,437,800	121,534,922	105,171,480
Victims and Vulnerable Persons	11,641,000	11,640,000	1,164,000.0	1,000	101,900	101,682
Total	371,910,200	193,117,900	108.0	178,792,300	130,276,122	112,356,324
Total Operating and Capital Assets To be Voted	371,910,200	193,117,900	108.0	178,792,300	130,276,122	112,356,324
Ministry Total Operating and Capital Assets	371,910,200	193,117,900	108.0	178,792,300	130,276,122	112,356,324

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

APPENDIX: 2019-20 ANNUAL REPORT

2019-20 ACHIEVEMENTS

In 2019-20, the Ministry of the Attorney General made significant progress towards building safer communities, updating old laws and simplifying complex processes so that justice works for Ontarians.

This included taking swift action to minimize disruption in the justice system, help families stay in their homes, move processes online and provide seamless and responsive justice services to Ontarians during the COVID-19 outbreak.

The ministry worked quickly with justice partners to implement technology solutions to protect the health and well-being of Ontarians and essential critical service professionals during the COVID-19 outbreak. Strong collaboration across the justice system helped maintain physical distancing measures while still ensuring essential documents were filed online or by email and critical matters were heard through audio and video conferencing solutions, as well as supports provided to victims and other vulnerable populations.

Highlights from 2019-20 include:

Protecting Critical Frontline Justice Services in Response to COVID-19

The ministry and justice partners worked together to quickly develop and deploy technology solutions to ensure urgent matters could be heard at courts and tribunals without needing to appear in-person.

This included allowing documents that would typically be filed in person to be filed by email and moving to a more virtual process where audio and video conferencing tools are being used at courts and tribunals to hear critical matters such as priority criminal matters and child protection cases. In response to an increase in demand for victim service provider supports, the ministry took emergency action to provide enhanced immediate support to victims of crime and to help protect the front-line staff who support them. The ministry also acted quickly to allow for virtual witnessing of wills and Power of Attorney to ensure Ontarians seeking to get their affairs in order were able to do so while adhering to social distancing.

The ministry also took action to keep people and their families safe in their homes by applying for a court order suspending the enforcement of residential evictions during the

suspension of regular court operations, unless, eviction orders and hearings related to eviction applications until otherwise ordered by the court.

Making it Easier, Faster and More Affordable to Access the Justice System

Ontario introduced legislation and updated court processes to simplify a complex and outdated justice system.

The government increased the Small Claims Court limit from \$25,000 to \$35,000 and expanded access to the Simplified Procedure process by increasing the claim limit from \$100,000 to \$200,000. Both changes make it easier, faster and more affordable for people to resolve their legal issues.

Ontario also introduced the Bill 161, the *Smarter and Stronger Justice Act*, 2019 that, if passed, would:

- give Legal Aid Ontario (LAO) the tools it needs to develop and implement a modern legal aid system that provides clients with seamless, sustainable and high-quality front-line services to help clients resolve legal issues faster and with fewer road blocks
- enhance Ontario's civil forfeiture laws to ensure crime does not pay and proceeds of crime are used to support victims of illegal activity
- make it easier for cyberbullying victims to sue offenders convicted of the offence of non-consensual distribution of an intimate image
- prioritize the interests of Ontarians in class action lawsuits so they receive faster, more transparent and more meaningful compensation and access to justice
- make it less costly to administer small estates.

Tribunals Ontario

The government is reviewing tribunals accountable to the Ministry of the Attorney General to ensure that programs are effective, affordable and sustainable.

As part of this review, the government combined the three tribunal clusters (consisting of 19 adjudicative tribunals) accountable to the Ministry of the Attorney General into a single cluster called Tribunals Ontario.

Supporting Communities in their Fight Against Guns and Gangs

Ontario's government is standing up for law-abiding citizens by escalating its fight against gun violence and the gangs who prey on young people and communities. By

providing new resources and tools to local police, prosecutors and community partners, including initiatives to combat human trafficking and improve intelligence-gathering in jails, Ontario is reinforcing its commitment to taking action where it is needed most.

Ontario escalated its fight against gun violence and the gangs who prey on young people and communities by boosting local crime prevention, enforcement and prosecution across the province, including initiatives to combat human trafficking and improve intelligence-gathering in jails.

Phase two actions in the province's strategy included:

- creating a dedicated team to support major investigations, prosecutions and province-wide intelligence gathering, integration and coordination
- establishing a Gun and Gang Specialized Investigations Fund to help police services work together on major investigations that target drug, gun and human trafficking activities
- launching prevention and intervention programs to provide meaningful alternatives to youth at high-risk of gun and gang violence and victimization.

Opening the Retail Cannabis Market

To protect children and keep communities safe, Ontario continued to combat the illegal cannabis market in response to the federal government's legalization of cannabis. To support this effort, the government moved to an open market for retail cannabis licensing to provide consumers with greater access and a safe, legal supply of cannabis to keep communities safe and cannabis out of the hands of youth.

As of April 27, 2020, there are more than 64 authorized cannabis stores open in Ontario, an increase from 10 in April 2019, which was the first month when cannabis retail stores were permitted to operate legally in the province.

Taking Action Against Opioid Manufacturers and Wholesalers

The Ontario legislature passed the *Opioid Damages and Health Care Costs Recovery Act*, which was introduced to help hold opioid manufacturers and wholesalers accountable for their role in the opioid crisis that has cost the people of Ontario enormously, both in terms of lives lost and its impact on health care's front lines.

The bill supports the province's participation in the national class action lawsuit launched by British Columbia against more than 40 opioid manufacturers and wholesalers for their alleged wrongdoing, to recover past and future health care costs due to opioid-related disease, injury or illness.

Supporting Victims of Crime and Their Families

The government introduced the Victim Quick Response Program + (VQRP+). The program builds on the existing VQRP, to make it easier for victims of violent crime and their families get the help they need when and where they need it most.

VQRP+ offers enhanced supports to help cover emergency and essential expenses, funerals and counselling costs. VQRP+ allows victims to quickly receive the supports they need, often within days of applying, and, in some cases, immediately.

Through the province's Anti-Human Trafficking strategy, Ontario also announced specialized intervention teams focusing on at-risk and exploited children and youth. The program provides a collaborative, targeted response to human trafficking.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	1.3
Other Operating	1,732.6
Capital	45.3
Staff Strength (as of March 31, 2020) **	7,943.7

* Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Cabinet Office

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Cabinet Office will lead a modern public service that is inclusive, people-focused and innovative, and supports the delivery of the government's agenda while enhancing the quality of government services for the people of Ontario.

Ministry's Mandate

The Cabinet Office acts as a central agency that supports the delivery of government priorities by developing and coordinating strategic policy and communications. The Cabinet Office monitors the implementation and delivery of the government's mandate by working with ministries to coordinate and develop integrated strategies to deliver policy and program initiatives, communications, intergovernmental and international priorities.

Cabinet Office Communications is responsible for enterprise wide coordination of marketing strategies and services.

Administrative services are also provided to the Office of the Premier, the Office of the Government House Leader and all Ministers' Offices.

COVID-19 Response

The Cabinet Office maintains a leadership role in coordinating the government's response to the 2019 Novel Coronavirus (COVID-19) pandemic. This responsibility includes:

- Establishing an effective and integrated crisis response architecture to enable rapid action and clear decision-making on complex, high priority issues to support the government's pandemic response.
- Coordinating the government's response and ensuring that it is aligned with strategic priorities that focus on the most critical COVID-19 issues facing the province.
- Coordinating the multi-ministry development of Emergency Orders under the *Emergency Management and Civil Protection Act* (EMCPA), in addition to other regulatory and statutory amendments necessary to address the pandemic in light of the declaration of a provincial emergency.
- Maintaining and coordinating engagement with the federal government, provinces and territories on measures relating to COVID-19.

- Establishing and leading a Command Table on Supply Chain and Domestic Production that supports a whole-of-government approach to centrally coordinating the Public Sector supply chain.
- Ensuring the Province's crisis response framework and governance model are functioning as effectively as possible, which includes the effective and efficient dissemination of information to decision makers.
- Ensuring continuity of operations of the Executive Council and formal government decision-making.

The public health crisis caused by the COVID-19 pandemic has precipitated an increase in the importance and volume of communications being issued by the Government of Ontario. Accordingly, in its role as a strategic coordinator of the Government's communications, Cabinet Office continues to support the Office of the Premier and ministries on the delivery of all communications, digital, creative and marketing services that support ongoing priority actions. This ensures the Government is well positioned as a trusted and timely source of information to the public.

COVID-19 response with respect to communications services include:

- Establishing and maintaining a unique and tailored response model to deliver on a fundamental shift in the needs, volume, priorities and expedited timelines of ministries and clients.
- Procuring necessary technology and tools to support alternative methods of service delivery, e.g., media events, simultaneous translation and American Sign Language services to adhere to social distancing guidelines during delivery of critical government communications services.

Ministry Programs

Secretary of the Cabinet

As Deputy Minister to the Premier

- Provides independent public service advice to the Premier on government policies and priorities.
- Recommends the appointment of Deputy Ministers for Premier's Order-In-Council appointments.

As Clerk of the Executive Council and Secretary of the Cabinet

- Provides oversight of Cabinet decision-making.
- Conveys Cabinet decisions to Ministers and Deputy Ministers.
- Ensures the agenda for Cabinet and its committees reflect government policies and priorities.

- Administers Oath of Office for the Premier's Cabinet appointments.

As Head of Ontario Public Service

- Leads the development and implementation of organizational transformation activities to achieve greater efficiencies and better outcomes.
- Fosters the development of a diverse, inclusive, collaborative, accountable and talented senior executive leadership team.
- Champions the effective and efficient management, operation and organization of the public service.

Policy & Delivery ensures that decision-making and the machinery of government operate effectively by working with ministries to provide objective, integrated and strategic advice that informs policy and fiscal decision-making; supports delivery of the government's mandate by tracking milestones and risks relating to key government activities; and provides direct support to ministries who are seeking to use innovative and non-traditional techniques when tackling ministry priorities.

Cabinet Office Communications leads strategic planning to communicate priorities, initiatives and programs, and provides communications services and operational support services to the Office of the Premier. Beginning in 2020-21, marketing products and services will also be provided to ministries under a new and enhanced shared-service model that will establish a framework designed to create a more consistent, coherent and coordinated OPS "voice"; and provides value-added marketing services to support the effective delivery of signature government priorities.

Ministry of Intergovernmental Affairs provides strategic advice, analysis and operational support for intergovernmental relations, international relations and protocol, and democratic institutions of government; works across government on intergovernmental funding arrangements and opportunities that align with Ontario's strategic interests.

COVID-19 Response

Ministry programs have adapted to address the COVID-19 outbreak through:

- Preparing for and operationalizing staff to be able to work from remote locations.
- Ensuring staff have the tools to deliver in their positions from a remote location.
- Providing additional training to leverage existing resources and tools.
- Reviewing all Continuity of Operations Plan (COOP) documentation to align with the specific reality of COVID-19.
- Strategically restructuring work flows to support service delivery changes in a completely digital and physically-disconnected environment.

- Strategically focusing on operational, administrative and technological support to successfully adjust to the new environment.
- Rapidly redeploying human capital to support the response model and creating agility within teams including the development and implementation of dedicated operational, policy and legal resources to:
 - Support decision-making by the Lieutenant Governor and its committees in relation to the emergency.
 - Support a whole-of-government approach to centrally coordinating the Public Sector supply chain including leading Provincial efforts to source, buy and distribute critical supplies and to establish a nimble and responsive supply chain.
 - Coordinate the cross-government development over 44 emergency orders under the EMCPA and other regulatory and statutory amendments necessary to address the emergency.
- Ensuring that strategic planning is undertaken to maintain agility and flexibility and to account for any uncertainty.
- Maintaining regular Executive Management meetings with a focus on operations and service delivery.
- Ensuring management is kept apprised of the situation and their support resources.
- Maintaining regular communications across management teams in order to support continuous improvement measures.

2020-21 STRATEGIC PLAN

The Cabinet Office delivers strategic advice, analysis and operational support to the Premier and the Cabinet in support of delivering government priorities by:

- Providing leadership and high-quality advice that informs policy and communications decision-making.
- Supporting the implementation and enabling delivery of government priorities, and maintaining the processes for Cabinet decision-making and the machinery of government.
- Providing administrative and operational support to the Office of the Premier in their role of coordinating government-wide activities, and enabling and supporting the transformation of services for the people of Ontario.
- Providing marketing products and services to ministries under a new enhanced shared-service model.
- Working across government on intergovernmental funding arrangements and opportunities to align with Ontario's strategic interests.

- Building key relationships in support of the government's key intergovernmental and international priorities, and delivering operational support, analysis and strategic advice.

The Cabinet Office continues to enhance and modernize workforce-centered delivery models to achieve its mandate. Organizational design and expenditure management strategies that have been implemented to increase the effectiveness of service delivery while driving ongoing efficiencies continue to be refined and further integrated into strategic and operational decision-making processes across the ministry.

The Cabinet Office continues to undertake the following actions to respond to the COVID-19 outbreak, while providing uninterrupted and high-quality service to support the Office of the Premier and Cabinet throughout the crisis:

- Managing the array of policy, legislative, regulatory and strategic decisions required to quickly and effectively respond to the crisis.
- Ensuring continuity of government decision-making and machinery of government throughout the crisis, including rapid adoption of digital tools and techniques.
- Rapidly rolling out major communications campaigns to Ontarians.
- Closely coordinating with other jurisdictions on COVID-19 response and identifying opportunities to advance Ontario's strategic interests, including in relation to health and economic supports for COVID-19.
- Ensuring the Province's crisis response framework and governance model are functioning as effectively as possible, working with partner ministries and agencies to ensure a secure, nimble and responsive supply chain.

Table 1: Ministry Planned Expenditures 2020-21 (\$M) *

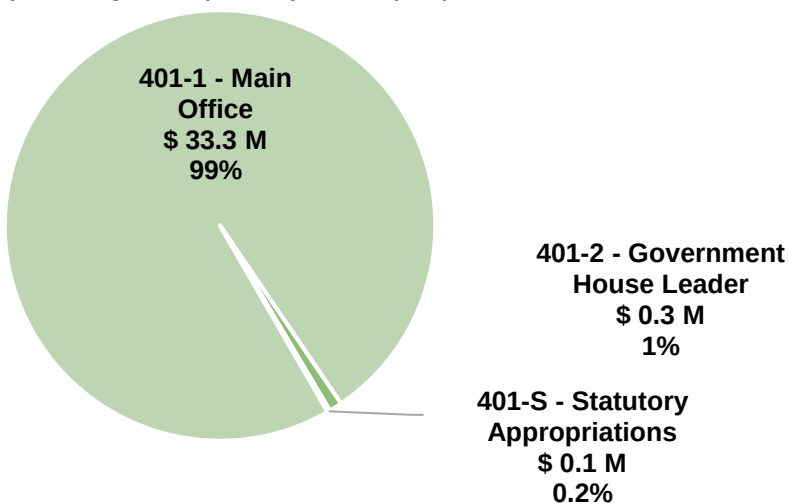
COVID-19 Approvals	0.0
Other Operating	33.7
Capital	0.0
TOTAL	33.7

* Does not include Consolidation Adjustments of (\$0.5M).

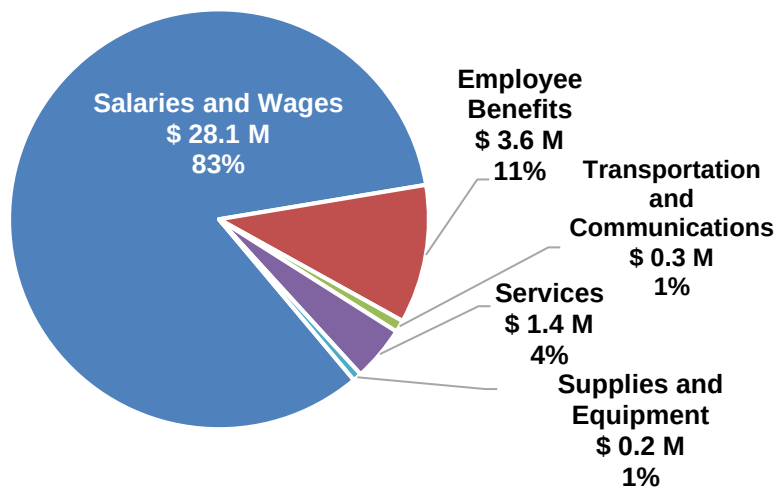
Cabinet Office 2020-21 Allocation

The following charts depict the ministry's 2020-21 allocation (\$33.7M) by vote/item and standard account.

Operating & Capital by Vote (\$M)



Operating & Capital Summary by Standard Account (\$M)



Detailed Financial Information

Cabinet Office

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
OPERATING EXPENSE						
Main Office	33,279,700	2,098,600	6.7	31,181,100	29,881,100	33,014,212
Government House Leader	328,000	-	-	328,000	328,000	316,856
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	33,607,700	2,098,600	6.7	31,509,100	30,209,100	33,331,068
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	64,014	-	-	64,014	16,173	16,667
Ministry Total Operating Expense	33,671,714	2,098,600	6.6	31,573,114	30,225,273	33,347,735
Consolidation Adjustment - General Real Estate Portfolio	(477,500)	2,316,400	82.9	(2,793,900)	(2,793,900)	(2,746,037)
Total Including Consolidation & Other Adjustments	33,194,214	4,415,000	15.3	28,779,214	27,431,373	30,601,698
CAPITAL EXPENSE						
Cabinet Office Capital	-	-	-	-	-	-
Total Capital Expense to be Voted	-	-	-	-	-	-
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Capital Expense	-	-	-	-	-	-
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(775,950)
Total Including Consolidation & Other Adjustments	-	-	-	-	-	(775,950)
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	33,194,214	4,415,000	15.3	28,779,214	27,431,373	29,825,748

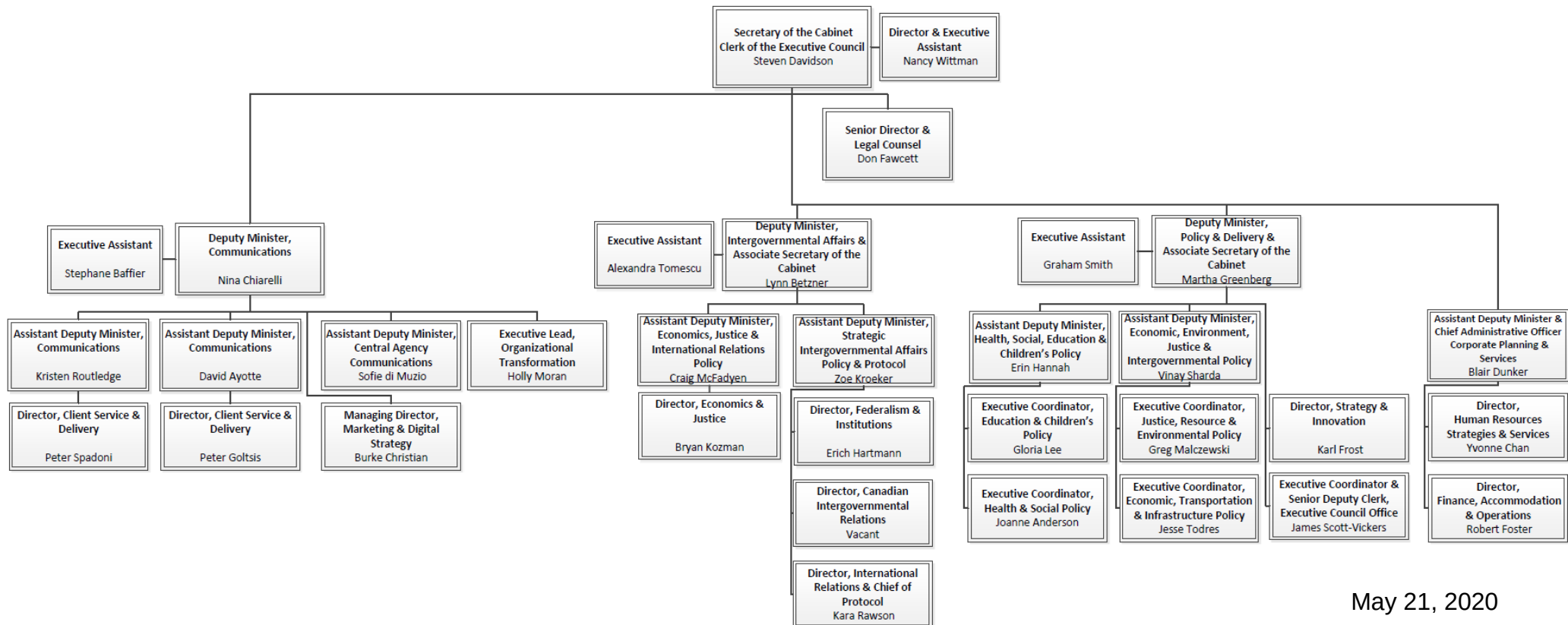
* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18* \$	Actuals 2018-19* \$	Estimates 2019-20* \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	33,134,382	29,825,748	28,779,214	33,194,214
		-10.0%	-3.5%	15.3%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

MINISTRY ORGANIZATION CHART



APPENDIX

ANNUAL REPORT

Cabinet Office

- Provided strategic advice, coordination and operational/administrative support to the Office of the Premier, the Office of the Government House Leader and all Ministers' Offices to ensure achievement of government priorities.
- Continued to focus on fiscal sustainability and enforced strategies to manage spending within its allocation, while delivering sustainable programs and services that align with ministry-specific and government priorities.
- Continued to ensure discretionary spending is restricted and aligns with core service delivery.
- Managed resources in alignment with organizational goals; modernized organizational structures to better align with the ministry mandate; and reduced duplication of services and layers of administration to drive positive change across the organization.
- Conducted a full review and update of the Cabinet Office COOP in preparation for unplanned emergencies.

Policy & Delivery

- Provided objective, integrated and strategic policy advice to support and inform government decision-making, and the development of a multi-year action plan to deliver the government's policy agenda.
- Advanced development of an integrated application that supports planning and decision-making by centralizing information, providing digital scheduling tools, and tracking activities, milestones and delivery risks that make up the government's multi-year plan.
- Maintained a modern Cabinet decision-making process by leveraging a digital platform for the distribution and publication of material for Cabinet and Cabinet Committee meetings.
- Continued to develop, test and refine innovative approaches to collaborating with ministry partners across the OPS to solve complex policy, programming and service delivery challenges.
- Directly supported the Secretary of the Cabinet and Premier's Office in leading the province's response to the global COVID-19 pandemic.
- Achieved efficiencies by streamlining operations, maximizing use of technology and pursuing more cost-efficient solutions to existing business lines.

Cabinet Office Communications

- Coordinated and provided support for integrated strategic plans and materials developed to communicate government policies, programs and initiatives.
- Provided writing services, event support and creative services for government announcements, facilitated modern, coordinated government communications.
- Provided issues management support and media monitoring services.
- Developed and maintained digital products and tools (including websites) ensuring the government is directly connected to the citizens it serves.

Ministry of Intergovernmental Affairs

- Provided strategic advice, analysis and support to promote Ontario's national and international interests and objectives through intergovernmental and international engagement.
- Provided support for Ontario's participation at key intergovernmental meetings such as the Council of the Federation, First Ministers' Meetings, and strategic engagements in the U.S. including with the National Governors Association, state governors and federal administration officials.
- Provided strategic intergovernmental and international relations advice relating to key trade and other agreements.
- Acted as an inter-ministry liaison in the development of key government policy initiatives.
- Facilitated the enhanced coordination of international missions.
- Planned and executed government protocol ceremonies, special events and visits of foreign dignitaries. Maintained a relationship with the consular corps.

COVID-19 Response

Key actions taken in response to the COVID-19 pandemic include:

- Led the government's response to the COVID-19 crisis, which included the redeployment of staff and creation of an integrated and effective crisis response architecture.
- Directly supported the government's crisis decision-making processes, which included organizing frequent Cabinet meetings and adopting new digital approaches to ensure continuity of government operations.
- Coordinated numerous response work streams across government, while providing integrated and strategic advice to support rapid government decision-making.

- Prepared and shifted staff to remote work environments in order to meet critical service delivery commitments outlined in the COOP, while abiding by social distancing measures.
- Ensured the Province's crisis response framework and governance model functioned effectively, and that information was effectively disseminated to decision makers in order to reinforce optimal decision-making.
- Reported into the Central COVID-19 Response Group on procurement and supply chain issues relating to critical goods and services and supported the governance structure for decisions on procurement and supply chain needs of all health and non-health sectors, ministries, Broader Public Sector and municipalities.
- Worked with the federal government, provinces and territories to help advance critical elements of Ontario's response to COVID-19, including equipment and supplies, federal transfers and support programs for people and businesses.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M)
	2019-20 *
COVID-19 Approvals	0.0
Other Operating	27.4
Capital	0.0
Staff Strength ** (as of March 31, 2020)	252.0

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update* and includes Consolidation Adjustments of (\$2.8M).

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

**Ministry of Children, Community and
Social Services**

ISSN 2562-587

Ce document est disponible en français

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

In partnership with stakeholders in the community, the Ministry of Children, Community and Social Services funds, designs and delivers programs and services to support 1 in 10 Ontarians – at any point in their life, on any given day – to build thriving and resilient communities.

Our vision is to build and sustain a connected, person-centered social services system that provides Ontarians with the right services at the right time in order to stabilize their conditions, prevent escalating need and help build independence and an improved quality of life.

Achieving this vision means creating a proud, flexible and future focused organization that sustains and promotes the critical public services that matter most to Ontarians. It also means improving outcomes for children, youth, families and individuals who need support, advancing the interests of women across Ontario and helping new immigrants settle and integrate.

The ministry values its role in helping people reach their potential and building a stronger Ontario.

That includes youth who are in, or at risk of conflict with the law, newcomers seeking assistance with settlement and integration in their communities, and Indigenous peoples. It means support for children, youth and adults with special needs and children and youth in need of protection or services.

And it includes helping Ontarians in need of financial or other supports, including those living in poverty and women and other Ontarians who benefit from gender equality and equality of opportunity.

As we look to the future, our goal is to become and remain a strong, integrated and fiscally responsible organization that serves and supports the people of Ontario.

COVID-19 Response – Support for Vulnerable Ontarians

In March 2020 the Government of Ontario announced a \$17 billion COVID-19 Action Plan. This investment includes additional funding to protect the health and safety of those who rely on our social services for support and those who are among the province's most vulnerable populations. This includes:

- Financial help for Ontarians needing help paying for food and housing and who are not already on Ontario Works or ODSP through COVID-19 emergency assistance
- Access to emergency benefits for Ontarians currently receiving income support from Ontario Works or the Ontario Disability Support Program
- Additional supports for Ontario-funded emergency shelters for women and children fleeing violence
- Children's aid societies continue to operate and provide services to children, youth and families. Societies are being encouraged to use technology where possible and appropriate, and do wellness check-ins while also observing local public health recommendations. Throughout the COVID-19 outbreak, youth in care who turn 18 and former youth in care who turn 21 will not age out of the supports and services they are currently receiving through children's aid societies
- Encouraging Children with Special Needs and Autism service providers to explore opportunities to implement innovative service models to support the continuity of care for children and families, where appropriate. The ministry extended the deadline to submit Ontario Autism Program registration forms and supporting documents to ensure access to interim one-time funding
- Provincially-operated youth justice facilities are observing public health recommendations by restricting visitors and enhancing screens and probation offices and facilities are utilizing technology to support clients and connect youth and families
- Developmental services agencies continue to support people with developmental disabilities during the COVID-19 outbreak, residents of homes for people with disabilities and staff are provided guidance and have enhanced testing, surveillance, and personal protection equipment (PPE). Staff have also been given access to emergency child care and enhanced compensation
- The Family Responsibility Office (FRO) continues to help families get the support they are entitled to by collecting, distributing and enforcing child and spousal support payments during the COVID-19 outbreak

- Many Ontario funded settlement agencies are offering services remotely, online and by phone to help newcomers and refugees find the services they need to integrate into Ontario

2020-21 STRATEGIC PLAN

The Ministry of Children, Community and Social Services is following the government's overall plan to make every dollar count so we can continue to invest in critical programs.

We will work to eliminate duplication so that valuable programs and services are sustainable and working for the people of Ontario. We will continue to look for opportunities to modernize services, reduce red tape, and streamline to serve Ontarians more effectively.

The ministry is also integrating human service programs, streamlining administration, simplifying reporting requirements, and ultimately helping people in Ontario find employment and build independence. We are updating transfer payment processes, aligning and integrating service contracts, embracing technology and transforming programs to serve clients better.

The ministry is working with transfer payment agencies to transform and strengthen community and developmental services, child welfare, special needs and early intervention.

Social Assistance Reform

The ministry's plan to improve social assistance and employment programs is about transforming a broken, costly and patchwork system into simpler, more effective supports so that everyone can contribute to the success of the province.

By embracing technology to reform the social assistance system, the ministry is making service simpler for social assistance recipients and allowing frontline staff to spend more time with their clients. The ministry is also reducing administration, eliminating unnecessary rules and providing greater opportunities to achieve better employment outcomes for social assistance recipients.

The ODSP, as it transforms, will continue to be characterized by a respectful and person-centered approach that ensures proper stewardship of public funds.

Developmental Services

Our government is committed to helping to protect the needs of Ontario's most vulnerable adults and providing a sustainable system that addresses their needs.

The province provides \$2.57 billion in annual funding for developmental services - \$1.62 billion of that funding is dedicated to residential services. The ministry will continue to work towards improving the developmental services system and deliver real results for the people of Ontario.

Indigenous Community and Prevention Supports

The government continues to work with Indigenous partners to build thriving, healthy communities. This includes reducing family violence and violence against Indigenous women and children, and supporting the healing, health and wellness of First Nations, Métis and Inuit peoples and communities in Ontario through the longstanding Indigenous Healing and Wellness Strategy. In 2019-20 Ontario invested more than \$68 million in a continuum of health, healing and wellness programs that are designed and delivered by and for Indigenous peoples, both on and off-reserve.

The ministry is also investing \$86.4 million in Indigenous Community and Prevention Supports to support improved outcomes and well-being for Indigenous children, youth and families.

Ontario Autism Program

In December 2019, after receiving and reviewing the Autism Advisory Panel's recommendations, the government announced key elements of the new needs-based OAP. The OAP will offer a range of services and interventions designed to respond to the individual needs of children and youth on the autism spectrum, and their families.

An implementation group has been established to advise the ministry on a number of key elements of the new program. The first phase of implementation began in early 2020, with additional phases throughout 2020 and 2021. During this transition, services and supports for children and youth on the autism spectrum, including evidence-based behaviour services, continued to be offered.

Beginning in January 2020, the OAP provided eligible families on the Ontario Autism Program waitlist with access to Interim One-Time funding, to purchase eligible services.

Child Welfare

Our vision is for an Ontario where every child and youth who is in care, or who is receiving services from a children's aid society, has the supports they need to succeed.

Since August 2019, the Ministry has been engaging with youth, families, caregivers, First Nations, Inuit and Métis partners, lawyers, community organizations, frontline workers and child welfare sector leaders to hear their experiences and ideas. This engagement work is ongoing and will inform next steps in transforming the child welfare and licensed residential services systems.

Citizenship and Immigration

The government continues to support programs and services that provide newcomers with the services, resources and tools to integrate successfully and contribute to society and the economy. Through a comprehensive program review, the Citizenship and Immigration Division is working to reduce duplication with federal language training offerings, while modernizing service delivery for greater program efficiency.

A review of settlement and integration services is underway to identify opportunities to improve program effectiveness and client outcomes, streamline delivery, achieve efficiencies and reduce duplication.

Violence Against Women

In 2019-20, the ministry invested more than \$161 million in community-based agencies across the province to provide services and supports to women and dependents who have experienced violence or are at risk of experiencing violence. This funding directly supports more than 400 agencies including Indigenous centres providing supports to Indigenous women and children.

Anti-Human Trafficking

The province's new Anti-Human Trafficking Strategy is a comprehensive action plan to combat human trafficking and child sexual exploitation. It will leverage interconnected programs and partnerships to maximize investment outcomes with a coordinated and aligned response to human trafficking in Ontario. More than \$307 million will be invested over the next five years in raising awareness of the issue, holding offenders accountable, protecting victims and intervening early and supporting survivors.

The Strategy expands on current investments to end trafficking, such as the ministry's investment in 2019-20 of nearly \$10 million in 34 community-based and Indigenous-led anti-human trafficking programs.

Family Responsibility Office

The Family Responsibility Office (FRO) is transforming the way it works to increase efficiency and address client service issues so that more money can get to families and children, enabling them to plan for their family's future. This transformation has been achieved through investments in service improvements and technology, including: alternative service channels for clients; accessible, efficient and proactive case management processes; and enhancements to FRO's case management IT system.

Youth Justice Modernization

The Youth Justice modernization plan is focused on developing a comprehensive and sustainable youth justice system in order to meet the needs of youth in custody/detention and on probation. This plan will also focus on rehabilitation and the important role that plays in supporting youth and enabling active participation and positive contributions to their communities. The ministry continues to explore options to make sure it has the right spaces in the right places to address the needs of youth, with an eye to the responsible use of public funds.

Human and Social Services Transfer Payment Transformation

The ministry is leading cross-government efforts to achieve an efficient human and social services system by reducing the complexity of how we fund the organizations that provide services to people. We are committed to transforming systems so service providers will spend less time processing and managing transfer payment agreements, and more time working with clients and managing programs. MCCSS is an early adopter of new transfer payment management approaches which will support change management across the Ontario Public Service by engaging and coordinating efforts across ministries and sectors.

Cross-Ministry Collaboration on Social Policy Priorities

The ministry in co-partnership with the Ministry of Health, is leading collaboration across ministries to develop effective solutions in response to complex policy and service delivery challenges. We will continue to actively identify and lead forward-looking,

outcome-focused, and integrated social policy to improve the lives of Ontarians. MCCSS will continue to partner on social policy SMART initiatives to ensure horizontal ministry collaboration and strategic alignment across the various transformation initiatives.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals*	20.0
Other Operating	17,621.1
Capital	56.1
TOTAL	17,697.2

***Note:** Additional \$57M in 2020-21 for Social Services Relief fund, Residential Services Relief fund and supports for indigenous agencies not currently included within the Printed Estimates total budget.

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Description	Estimates 2020-21 \$	Change from 2019-20 Estimates		Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
		\$	%			
OPERATING EXPENSE						
Ministry Administration	108,175,900	(18,722,500)	(14.8)	126,898,400	140,698,355	132,320,685
Children and Adult Services	17,690,614,900	703,252,500	4.1	16,987,362,400	17,394,049,986	16,911,890,618
Poverty Reduction Strategy	1,700,000	(5,600,000)	(76.7)	7,300,000	7,300,000	14,306,000
Total Operating Expense to be Voted	17,800,490,800	678,930,000	4.0	17,121,560,800	17,542,048,341	17,058,517,303
Statutory Appropriations	80,640,587	48,540,100	151.2	32,100,487	42,660,487	29,331,144
Ministry Total Operating Expense	17,881,131,387	727,470,100	4.2	17,153,661,287	17,584,708,828	17,087,848,447
Consolidation	(239,989,800)	25,326,800	(9.5)	(265,316,600)	(277,926,100)	(319,005,745)
Ministry Total Operating Expense Including Consolidation	17,641,141,587	752,796,900	4.5	16,888,344,687	17,306,782,728	16,768,842,702
OPERATING ASSETS						
Ministry Administration	1,000	-	-	1,000	1,000	-
Children and Adult Services	43,707,000	-	-	43,707,000	44,007,000	44,022,410
Poverty Reduction Strategy	1,000	-	-	1,000	1,000	-
Children, Community and Social Services Capital Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	43,710,000	-	-	43,710,000	44,010,000	44,022,410
Ministry Total Operating Assets	43,710,000	-	-	43,710,000	44,010,000	44,022,410
CAPITAL EXPENSE						
Children, Community and Social Services Capital Program	22,978,200	(14,480,300)	(38.7)	37,458,500	29,335,500	39,901,360
Total Capital Expense to be Voted	22,978,200	(14,480,300)	(38.7)	37,458,500	29,335,500	39,901,360
Statutory Appropriations	39,633,700	(1,489,200)	(3.6)	41,122,900	41,122,900	36,837,398
Ministry Total Capital Expense	62,611,900	(15,969,500)	(20.3)	78,581,400	70,458,400	76,738,758
Consolidation	(6,504,300)	(2,500,000)	62.4	(4,004,300)	(2,644,900)	(4,811,133)
Ministry Total Capital Expense Including Consolidation	56,107,600	(18,469,500)	(24.8)	74,577,100	67,813,500	71,927,625
CAPITAL ASSETS						
Children, Community and Social Services Capital Program	22,807,400	(441,000)	(1.9)	23,248,400	17,884,100	24,124,394
Total Capital Assets to be Voted	22,807,400	(441,000)	(1.9)	23,248,400	17,884,100	24,124,394
Ministry Total Capital Assets	22,807,400	(441,000)	(1.9)	23,248,400	17,884,100	24,124,394
Ministry Total Operating and Capital Including Consolidation (not including Assets)	17,697,249,187	734,327,400	4.3	16,962,921,787	17,374,596,228	16,840,770,327

* Estimates, Interim Actuals and Actuals for prior fiscal years are restated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actual 2017-18 * \$	Actual 2018-19 * \$	Estimates 2019-20 * \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	16,300,138,135	16,840,770,327	16,962,921,787	17,697,249,187
		3%	1%	4%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts>
<https://budget.ontario.ca/2020/marchupdate/index.html>

Contact: <https://www.ontario.ca/page/ministry-children-community-and-social-services>

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

	2020-21 Estimates \$	2019-20 Interim Actuals \$	2018-19 Actuals \$
Soldiers' Aid Commission	253,200	253,200	73,048

The Soldiers' Aid Commission (SAC) provides financial support of up to \$2,000 over a twelve-month period for home, health, specialized equipment and personal supports to eligible veterans and their spouses/dependent children.

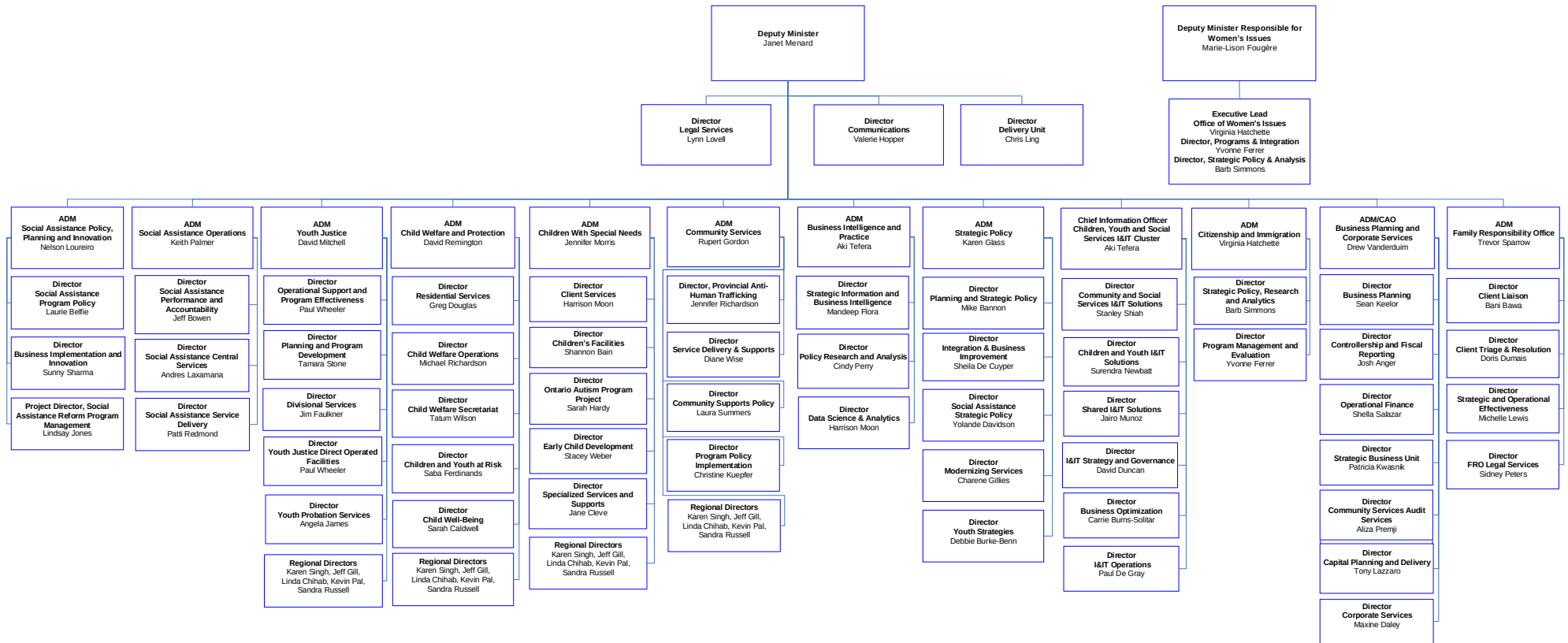
An eligible veteran is an individual in financial need who resides in Ontario, enlisted in the Canadian Armed Forces or an Allied nation and served overseas or served with the armed forces in Canada during the First or Second World Wars or the Korean War.

MCCSS provides SAC annual funding for payments to applicants approved for financial assistance and Commissioner's travel and meal expenses in accordance with the Travel, Meal and Hospitality Directive.

The Commission is comprised of eight Commissioners appointed by the Lieutenant Governor through an Order in Council. The appointments are set without fixed terms.

The relationship between SAC and the ministry is governed by a Memorandum of Understanding (MOU) between the Commission and the Minister. The Chair of the Commission reports directly to the Minister of MCCSS.

MINISTRY ORGANIZATION CHART



MINISTRY ORGANIZATION

Deputy Minister – Janet Menard

- **Director, Legal Services Branch** – Lynn Lovell
- **Director, Communications** – Valerie Hopper
- **Director, Delivery Unit** – Chris Ling

- **ADM, Social Assistance Operations Division** – Keith Palmer
 - **Director, Social Assistance Service Delivery** – Patti Redmond
 - **Director, Social Assistance Central Services** – Andres Laxamana
 - **Director, Social Assistance Performance and Accountability** – Jeff Bowen

- **ADM, Social Assistance Policy, Planning and Innovation Division** – Nelson Loureiro
 - **Director, Business Innovation and Implementation** – Sunny Sharma
 - **Director, Social Assistance Program Policy** – Laura Belfie
 - **Director, Social Assistance Reform Program Management** – Lindsay Jones

- **ADM, Youth Justice** – David Mitchell
 - **Director, Operational Support and Program Effectiveness** – Paul Wheeler
 - **Director, Planning and Program Development** – Tamara Stone
 - **Director, Divisional Services** – Jim Faulkner
 - **Director, Youth Justice Direct Operated Facilities** – Paul Wheeler
 - **Director, Youth Probation Services** – Angela James
 - **Regional Directors** – Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Child Welfare and Protection** – David Remington
 - **Director, Residential Services** – Greg Douglas
 - **Director, Child Welfare Operations** – Michael Richardson
 - **Director, Child Welfare Secretariat** – Tatum Wilson
 - **Director, Children and Youth at Risk** – Saba Ferdinands
 - **Director, Child Well-being** – Sarah Caldwell
 - **Regional Directors** – Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Children with Special Needs** – Jennifer Morris
 - **Director, Client Services** – Harrison Moon
 - **Director, Children's Facilities** – Shannon Bain
 - **Director, Ontario Autism Program Project** – Sarah Hardy
 - **Director, Early Child Development** – Stacey Weber
 - **Director, Specialized Services and Supports** – Jane Cleve
 - **Regional Directors** – Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Community Services** – Rupert Gordon
 - **Director, Provincial Anti-Human Trafficking** – Jennifer Richardson
 - **Director, Service Delivery & Supports** – Diane Wise
 - **Director, Community Supports Policy** – Laura Summers
 - **Director, Program Policy Implementation** – Christine Kuepfer
 - **Regional Directors** – Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Business Intelligence & Practice – Aki Tefera**
 - **Director, Strategic Information and Business Intelligence – Mandeep Flora**
 - **Director, Policy Research and Analysis – Cindy Perry**
 - **Director, Data Science & Analytics – Harrison Moon**
- **ADM, Strategic Policy – Karen Glass**
 - **Director, Planning and Strategic Policy – Mike Bannon**
 - **Director, Integration & Business Improvement – Sheila De Cuyper**
 - **Director, Social Assistance Strategic Policy – Yolande Davidson**
 - **Director, Modernizing Services – Charene Gillies**
 - **Director, Youth Strategies – Debbie Burke-Benn**
- **Chief Information Officer, Children, Youth and Social Services I&IT Cluster – Aki Tefera**
 - **Director, Community and Social Services I&IT Solutions – Stanley Shiah**
 - **Director, Children and Youth I&IT Solutions – Surendra Nawbatt**
 - **Director, Shared I&IT Solutions – Jairo Munoz**
 - **Director, I&IT Strategy & Governance – David Duncan**
 - **Director, Business Optimization – Carrie Burns Solitar**
 - **Director, I&IT Operations – Paul de Gray**
- **ADM, Citizenship and Immigration – Virginia Hatchette**
 - **Director, Strategic Policy, Research and Analytics – Barb Simmons**
 - **Director, Program Management and Evaluation – Yvonne Ferrer**
- **ADM/CAO, Business Planning and Corporate Services – Drew Vanderduim**
 - **Director, Business Planning – Sean Keelor**
 - **Director, Controllershship and Fiscal Reporting – Josh Anger**
 - **Director, Operational Finance – Shella Salazar**
 - **Director, Strategic Business Unit – Patricia Kwasnik**
 - **Director, Community Services Audit Services – Aliza Premji**
 - **Director, Capital Planning and Delivery – Tony Lazzaro**
 - **Director, Corporate Services – Maxine Daley**
- **ADM, Family Responsibility Office – Trevor Sparrow**
 - **Director, Client Liaison – Bani Bawa**
 - **Director, Client Triage & Resolution – Doris Dumais**
 - **Director, Strategic and Operational Effectiveness – Michelle Lewis**
 - **Director, Client Operations – Erin O'Connor**
 - **Director, FRO Legal Services – Sidney Peters**

Deputy Minister – Women's Issues - Marie-Lison Fougère

- **Executive Lead, Office of Women's Issues – Virginia Hatchette**
 - **Director, Programs & Integration – Yvonne Ferrer**
 - **Director, Strategic Policy & Analysis – Barbara Simmons**

APPENDIX

2019-20 ANNUAL REPORT

Overview:

The expanded Ministry of Children, Community and Social Services was created in June 2018. The ministry brings together several major social programs and services that support one in ten Ontarians. This year's focus was on streamlining program delivery and reducing costly and unnecessary administration work in an effort to improve outcomes for people.

2019-20 RESULTS

The Ministry of Children, Community and Social Services began streamlining and transforming program delivery this year to improve outcomes for Ontario's most vulnerable people.

Developmental and Community Services

In Ontario, there were approximately 63,600 adults eligible for developmental services in 2019-20. Ontario invested more than \$2.9 billion in services for people with developmental disabilities, as well as women and children escaping domestic violence, Indigenous people, children with mental health needs, and others being supported in community settings.

In addition, approximately \$1.6 million was invested in more than 60 projects that will upgrade and repair (residential) settings operated by community agencies that provide services for people with developmental disabilities, as well as women and children escaping gender-based violence, Indigenous people, children with mental health needs, and others being supported in community settings.

Services provided may include speech therapy, employment, supported accommodation, and help participating in the community or home care. Some individuals may require higher levels of support like full residential care and other specialized services.

The Passport program now supports 52,000 adults with a developmental disability by providing direct funding to support activities of daily living, community participation and

caregiver respite. This includes 4,200 people who received the new minimum \$5,000 approval amount in 2019-20.

In 2019-20, approximately 400 high risk people (including Crown Ward Transition Aged Youth (CW TAY), young adults in receipt of Complex Special Needs (CSN) funding and people in urgent need or crisis) were prioritized to transition to adult developmental services residential supports.

Interpreting Services:

In 2018-19 Ontario funded the Canadian Hearing Services to provide Interpreting Services to more than 18,729 people who are Deaf, deafened, hard of hearing and deafblind.

Interpreting Services facilitate communication between adults who are Deaf, deafened, hard of hearing or deafblind and those with hearing and/or who do not use ASL/LSQ/non-standard forms of visual language in a variety of health, mental health, and community settings. Further, in keeping with the recognition of equality rights under the *Charter* identified in the Supreme Court of Canada's Eldridge decision (1997), Interpreting Services enable the administration and funding of emergency sign language Interpreting Services as it pertains to health or mental health services.

Intervenor Services:

In 2018-19 Ontario funded 21 Transfer Payment Recipients to provide Intervenor Services to more than 615 people who have a combined loss of both hearing and vision.

The ministry continued to work with the Intervenor Services sector to finalize components of the Renewal Strategy which serves to modernize the program and provide a more transparent, accessible, equitable and provincially consistent experience for people who are deafblind while strengthening the program's overall accountability and long-term sustainability.

Beginning in 2020-21, the ministry is implementing a needs-based funding model and a common access mechanism called Access Intervenor Services that will support an equitable allocation of available resources for all Ontarians who are deafblind no matter where they live, when they become deafblind, or who their service provider is.

Ontario Autism Program

The ministry announced on December 17, 2019 that it was adopting the key recommendations of the Ontario Autism Program Advisory Panel on the design of a comprehensive, family centred and needs-based autism program. The OAP will offer a range of services and interventions designed to respond to the individual needs of children and youth on the autism spectrum, and their families.

The government is also strengthening the oversight of clinicians who provide Applied Behaviour Analysis (ABA), a therapy that primarily supports people with autism. The ministry, in collaboration with the Ministry of Health, held consultations with key stakeholders to seek feedback on how best achieve this objective through regulation, with the goal being provision of consistent and quality ABA therapy across the province. The ministries are now working to develop an effective oversight framework.

In December 2019, after receiving and reviewing the Autism Advisory Panel's recommendations, the government announced key elements of the new needs-based OAP. The OAP will offer a range of services and interventions designed to respond to the individual needs of children and youth on the autism spectrum, and their families. Families will have access to the following service pathways and program supports in the new program:

- Core services that include Applied Behaviour Analysis, speech language pathology, occupational therapy and mental health services.
- Foundational family services for all families in the program to build their capacity support their child's learning and development
- Early intervention and school readiness services to help young children access critical services when they will benefit most, and to prepare them to enter school
- Urgent and complex needs services to support children and youth who are in service, or are waiting for service, and have significant and immediate needs.
- Care Coordinators to support families throughout their journey by providing orientation to the program, service planning and navigation, and help with managing transitions.

The first phase of implementation began in early 2020, with additional phases throughout 2020 and 2021.

During this transition, services and supports for children and youth on the autism spectrum, including evidence-based behaviour services, continued to be offered. Beginning in January 2020, the OAP provided families access to Interim One-time Funding to all eligible families on the Ontario Autism Program waitlist, who had not received a Childhood Budget, to purchase eligible services.

Social Assistance

In 2019-20, about one million Ontarians received some form of monthly social assistance. Efforts were focused on service excellence, organizational effectiveness and accountability.

The ministry also made technology advancements, enhanced staff training, made stronger partnerships with community partners and streamlined processes to improve service delivery and ensure fiscal responsibility. In November 2018, the Minister launched social assistance reforms that will restore dignity, encourage employment, and empower the province's most vulnerable to break free from the poverty cycle. The government is moving forward with social assistance reforms that will help people stabilize and connect to simpler, more effective supports so that those who are able to work can move back into the workforce and everyone is better able to participate in their community.

There has been progress made with some key reform elements to achieve near-term savings, such as modernization and program integrity and accountability. We are listening and exploring the best ways to bring about positive outcomes for Ontarians in need, so we are taking the time to get this right.

In 2019-20, about one million Ontarians monthly received some form of social assistance. Efforts were focused on service excellence, organizational effectiveness and accountability. The ministry also made technology advancements, enhanced staff training, made stronger partnerships with community partners and streamlined processes to improve service delivery and ensure fiscal responsibility. In November 2018, the Minister launched social assistance reforms that will restore dignity, encourage employment, and empower the province's most vulnerable to break free from the poverty cycle. Early changes were made and will continue to improve efficiency and lay the foundation for future reforms.

Child Welfare

In August 2019, the Associate Minister of Children and Women's Issues announced the launch of an engagement with youth, families, caregivers, frontline workers and child welfare sector leaders to strengthen the child welfare system for children and youth. Throughout Fall 2019, the ministry engaged broadly on opportunities to modernize the child welfare system and licenced child and youth residential services. The ministry heard from youth, families, caregivers, children's aid societies, residential service providers, community organizations, and First Nations, Métis, Inuit and urban Indigenous partners through targeted meetings, engagement tables and four public surveys with 3,543 responses.

An external review was also completed to provide the government with advice on how to continue to improve outcomes and opportunities for children and youth involved with child welfare services, while also managing expenditures and finding opportunities to make the system more efficient and sustainable.

Citizenship and Immigration

In 2018-19, the Citizenship and Immigration Division invested over \$90 million in settlement and language training services. Through the Newcomer Settlement Program, over 80,000 newcomers benefited from settlement assistance to integrate and establish themselves in Ontario. Through the Adult Language Training Program, over 70,000 newcomers received language assessment and training to develop the official language skills they need to integrate successfully into society and the labour market. The ministry also conducted a review of newcomer settlement and language training services to identify opportunities to improve program delivery and efficiency.

Violence Against Women (VAW) Services

Beginning in August, the Associate Minister of Children and Women's Issues met with Violence Against Women Coordinating Committees (VAWCCs) in Thunder Bay, Sudbury, and Niagara, and with all 14 Co-Chairs of the East Region VAWCCs in Ottawa to discuss priority issues in the violence against women sector.

The ministry invested approximately \$161 million in community-based agencies across the province to provide services and supports to women and dependents who have experienced violence or are at risk of experiencing violence. This funding directly

supports more than 400 agencies including Indigenous centres providing supports to Indigenous women and children.

The ministry also continued the VAW Enhancements investments from 2018-19 to 2019-20:

- Increase Funding: \$11.5 million for agencies to support to their current programs, address critical service pressures, and better position them to support innovative service solutions.
- Rural and Remote Supports and Services: up to \$3.6 million for rural frontline agencies to increase collaboration, strengthen service delivery, improve culturally relevant supports for Indigenous women, and reduce geographic and transportation barriers; and
- Children and Youth Supports: up to \$2.9 million for prevention and early intervention services and supports for children and youth in VAW emergency shelters, IHWS shelters, Healing Lodges and the Family Violence Healing Program.

Missing and Murdered Indigenous Women and Girls

The Associate Minister of Children and Women's Issues and the Minister of Indigenous Affairs have affirmed Ontario's commitment to work with Indigenous partners to address and combat violence against Indigenous women, girls and 2SLGBTQQIA persons in Ontario. With funding support from the ministry, the Ontario Native Women's Association convened two engagement sessions focused on the Government of Canada's Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls with Indigenous survivors, women, Two-Spirit individuals, community service providers and leaders. The sessions were held in Thunder Bay on March 9 and Toronto on March 19, 2020.

Human Trafficking for the Purpose of Sexual Exploitation

On March 6, 2020, the government announced Ontario's Anti-Human Trafficking Strategy, which will invest \$307 million over the next five years as part of a comprehensive action plan to combat human trafficking with a focus on: supporting survivors; protecting victims and intervening early; raising awareness; and holding offenders accountable for their actions.

The strategy was in response to feedback the province heard at community roundtables in the summer of 2019 and builds on the \$20 million in annual funding announced in November 2019, of which \$12.3 million was committed by the ministry to help inform a more effective and responsive approach to ending human trafficking in Ontario. This will also leverage interconnected programs and partnerships to maximize investment outcomes with a coordinated and aligned response to human trafficking in Ontario.

At the Federal-Provincial-Territorial meeting of Ministers Responsible for the Status of Women, held in Victoria, British Columbia on December 3-4, 2019, the Associate Minister advanced Ontario's commitment to combat human trafficking of women and children. Minister Dunlop further agreed to work together with federal, provincial and territorial partners to explore opportunities to host a national conference, summit or expert panel to address the pressing issue of human trafficking.

Human trafficking for sexual exploitation is a deplorable crime that robs the safety, livelihood, and dignity of those who are exploited and abused, fuels drugs and gangs and creates a significant strain on government resources.

This investment builds on the anti-trafficking work undertaken by the government in 2019-20 which included an announcement in November 2019 of \$20 million in annualized funding for victim supports and anti-human trafficking enforcement initiatives under the former Strategy, including \$12.3 million for prevention and specialized services for victims of human trafficking; \$2.9 million for law enforcement initiatives; and \$4.8 million in victim services and justice sector supports.

The range of dedicated anti-human trafficking initiatives includes annualized funding for community projects through the Anti-Human Trafficking Community Supports Fund and Indigenous-Led Initiatives Fund; prevention and awareness work through the Youth-in-Transition Worker Program; training for police, investigation and intelligence teams and assistance for victims of human trafficking in the justice system. This commitment ensures that victim supports are available on an ongoing basis, and that critical prevention and enforcement initiatives continue and are expanded.

In addition to investments, the government held Community Roundtables on sex trafficking throughout the province during the summer of 2019 which were led by Ministry of the Solicitor General Parliamentary Assistant Belinda Karahalios and Member of Provincial Parliament (MPP) Natalia Kusendova, with some meetings attended by Ministry of Children, Community and Social Services Associate Minister of Children and Women's Issues Jill Dunlop and MPPs from the host region.

While attendees varied by location, participants included representatives from: MCCSS-funded anti-human trafficking agencies, agencies serving victims, municipal police, members of the Ontario Provincial Police, children's services, women's shelters and women/youth empowerment organizations.

At Justice and Status of Women Federal Provincial Territorial (FPT) meetings in December 2019 and January 2020, Ontario advocated for improving interjurisdictional collaboration to better respond to human trafficking and called on the federal government to provide more support (including dedicated funding) to the provinces to combat human trafficking.

Continued work with federal-provincial counterparts with the ministries of the Solicitor General and Attorney General includes advocating for Criminal Code changes to better support human trafficking investigations/prosecutions and support survivors; updating the human trafficking handbook; and exploring partnering on a national conference on human trafficking.

The final, ministry-funded report on Indigenous-led engagements with human trafficking survivors and service providers in Indigenous communities was released. The participants included over 250 self-identified Indigenous human trafficking survivors. This is the largest engagement with human trafficking survivors conducted in Ontario and it was undertaken by the Ontario Native Women's Association, with funding from the ministry.

Indigenous Community and Prevention Supports

The government continues to work with Indigenous partners to reduce family violence and violence against Indigenous women and children, and support the health and wellness of First Nations, Métis and Inuit peoples and communities in Ontario.

In 2019-20, through the longstanding Indigenous Healing and Wellness Strategy, Ontario invested over \$68M through pooled government funding (MCCSS, Ministry of Health and Ministry of Indigenous Affairs) in a continuum of health, healing and wellness programs across the province that are designed and delivered by and for Indigenous peoples.

The network of Indigenous-led programs and services funded through the Strategy includes Healing Lodges, Community Wellness Workers, Crisis Teams, Emergency Women's Shelters and Family Violence Healing programs, and Mental Health and Addictions Treatment and Healing Centres. Indigenous Healing and Wellness Strategy

programs are delivered from more than 240 sites across the province and provide over 650 full time jobs for Indigenous peoples.

The ministry is investing \$86.4 million in Indigenous Community and Prevention Supports to support improved outcomes and well-being for Indigenous children, youth and families. Through a consolidated funding approach, the ministry will work with First Nations, Inuit, Métis and urban Indigenous partners to support the development of a coordinated system of services, prioritize prevention, and build on the success of the Family Well-Being program to reduce the over-representation of Indigenous children and youth in the child welfare and youth justice systems.

Soldiers' Aid Commission

The Soldiers' Aid Commission was the first provincially funded veterans support program in Canada. The program provides financial support of up to \$2000 over a twelve-month period for home, health, specialized equipment and personal supports to Ontario's eligible veterans of World War I, World War II and the Korean War and their spouses/dependent children. In 2018-19, the Soldiers' Aid Commission received 58 applications for assistance, of which 53 were approved, for a total of \$73,048.02.

Children and Youth Services

These programs help provide children and youth with the supports they need to live, grow and thrive in their communities. Many of the children, youth and families served by the ministry are vulnerable, at-risk and/or have special needs. Most of the services supported by the ministry are delivered through community-based organizations, including children's aid societies, with some services provided through direct delivery, by outside paid resources or in the form of direct funding for families to purchase services from fee-for-service providers. The ministry focus has been on supporting services that are child, youth and family centred, high quality and integrated at the community level.

Women's Issues

The ministry believes in an Ontario where all girls and women reach their potential. The ministry is proud to support services and programs that advance equality for women and girls. We collaborate with women's organizations and across government to advance women's equality, support their safety and improve their economic security.

Beginning in August, the Associate Minister of Children and Women's Issues met with six Violence Against Women Coordinating Committees (VAWCCs) across the province to discuss priority issues in the sector.

The ministry also supports the delivery of violence prevention education, victim supports and training to help women join the labour market. Examples of programs include:

- Kizhaay Anishinaabe Niin (I am a Kind Man): Delivered by the Ontario Federation of Indigenous Friendship Centres, Kizhaay is dedicated to engaging Indigenous men and youth in ending violence against women
- Neighbours, Friends and Family: An public education program that raises awareness about domestic violence
- Building Indigenous Women's Leadership: Delivered by the Ontario Native Women's Association and Equay-wuk, this program provides leadership training to Indigenous women to help them take on leadership roles in their communities.
- Women's Economic Security Program: Provides wrap-around services, pre-employment, apprenticeship and entrepreneurship training to vulnerable, low-income women.
- Investing in Women's Futures: Supports 23 women's centres to deliver programs and services that promote women's economic independence and safety.

In honour of International Day of the Girl, the Minister hosted a roundtable with industry partners to discuss and find solutions to the underrepresentation of women in the skilled trades.

Youth Justice Services

The ministry administers or funds programs and services for youth in, or at risk of conflict with the law between the ages of 12 and 17 at the time of offence. Youth justice programs are aligned with the principles and provisions set out in the federal *Youth Criminal Justice Act* and the provincial *Child, Youth and Family Services Act, 2017*. The youth justice continuum of services includes prevention, diversion, probation, custody and detention, reintegration and rehabilitation programs.

Since the *Youth Criminal Justice Act* came into force in April 2003, there has been an increased focus on prevention, diversion and community-based programs. The success of these programs has led to an 85% reduction in the number of youth who are admitted to custody and 69% reduction in detention.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	\$25.0
Other Operating	\$17,281.8
Capital	\$67.8
Staff Strength ** (as of March 31, 2020)	5,684.93 FTEs

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Colleges and Universities

Ce document est disponible en français

Part I: 2020-21 Published Plan

Ministry of Colleges and Universities

PART I: 2020-21 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

Ontario's postsecondary systems ensure that people can get the high-quality education, skills and opportunities needed to get good jobs, providing Ontario's businesses with the skilled workforce and talent they need to thrive and prosper.

The Ministry of Colleges and Universities is responsible for making sure that Ontario's postsecondary education system supports learners to get the education, skills and opportunities needed for the jobs of today and tomorrow.

The ministry provides operating funding to publicly-assisted colleges, universities and Indigenous Institutes, manages capital funding programs in the postsecondary sector, establishes provincial objectives for the use of public funds and designs frameworks for achieving these objectives. The ministry also ensures that high quality postsecondary education is accessible to all qualified candidates through tuition regulation, student assistance, targeted funding and accountability mechanisms and digital and experiential learning opportunities.

Science and research are also an important part of the ministry's work. They fuel Ontario's economic growth and create a path for Ontario's skilled workforce in the competitive global marketplace. Ontario's research funding programs and support for research institutes is foundational to commercialization and innovation and to securing that world class talent is attracted to, and remains in, the province.

The ministry will work with postsecondary institutions, research organizations and academic hospitals to ensure an innovative environment that builds capacity and creates jobs, opportunity and growth.

COVID-19 Response

The government announced a number of measures to support the postsecondary education and research sector during the COVID-19 pandemic including:

- Providing six months of Ontario Student Assistance Program (OSAP) loan and interest accrual relief for student loan borrowers.
- Working with eCampusOntario to make digital learning supports available, as needed, to postsecondary institutions that will provide postsecondary institutions with the educational learning technology they need to conduct year-end assessment.
- Distributing \$25 million in additional funding to publicly-assisted colleges, universities and Indigenous Institutes to help address each institution's most pressing needs in the wake of the COVID-19 outbreak.
- Investing up to \$20 million in research and innovation funding to support COVID-19 research by leveraging the strengths of Ontario's world-class research

institutions, industry and non-profit scientific partners. It is also ensuring access to targeted data needed for research to be as effective as possible.

- Consulting research stakeholders, postsecondary education students, stakeholders and partners to support planning for the economic recovery phase of Ontario's Action Plan: Responding to COVID-19.

Ministry Programs

Postsecondary education is a critical part of preparing Ontario students for the future. Ontario's internationally acclaimed postsecondary sector plays a critical role in creating a pipeline of talented workers, making sure that people get the skills and education they need so they are qualified and ready to fill jobs, and address the skills gap.

The government is committed to bringing financial accountability and sustainability back to Ontario's postsecondary education system to ensure postsecondary institutions are providing positive economic outcomes and the knowledge, skills and training students and people need for the jobs of today and tomorrow.

Supporting research in Ontario is foundational to commercialization and innovation and to securing that world class talent is attracted to, and remains in, the province. This activity creates highly-skilled jobs and enhances the global competitiveness for Ontario's companies and research institutions. That is why the government will continue to work with research institutions, research organizations and academic hospitals to ensure an innovative environment that builds capacity and creates jobs, opportunity and growth.

Promoting better outcomes for students

The Ontario government is focusing on outcomes that will help students get the experience, skills and competencies employers want, and ultimately, get graduates good jobs in today's highly competitive labour market. The government is collaborating with postsecondary institutions to promote excellence and ensure their programs are delivering real, measurable, positive outcomes for students.

Strategic Mandate Agreements are bilateral agreements between the ministry and the province's 24 publicly-assisted colleges and 21 publicly-assisted universities. These agreements shape mandates so postsecondary institutions meet labour market needs. They also encourage transparency and accountability by identifying priorities and performance targets.

Through the next round of 2020-25 Strategic Mandate Agreements (SMA3), an increasing proportion of operating funding is planned to be tied to targets on key metrics that colleges and universities will have to meet to show they are getting results for their graduates. Starting in 2020, the postsecondary system will have a renewed focus on improving outcomes such as graduation rates, graduate employment rates, and graduate earnings.

As the health and personal wellbeing of all Ontarians remains our top priority, the government has deferred the timeline for signing SMA3 agreements while institutions focus resources on addressing the COVID-19 outbreak. The ministry remains fully committed to the SMA3 process and will work to finalize agreements with all institutions in the coming months.

Increased funding to institutions to support the expansion of Master's degrees and PhD spaces

Ontario's universities were given the opportunity to fill additional funding-eligible Master's and PhD spaces over the period of 2017-18 to 2019-20, subject to institutional caps.

Institutions that were able to fill those spaces by the end of 2019-20 would have those spaces permanently funded on an ongoing basis.

Institutions system-wide were able to expand graduate enrolment by 1,831 full-time equivalent Master's students and 623 full-time equivalent PhD students.

As a result, the government will be providing expanded, ongoing graduate funding in recognition of this achieved growth in graduate enrolment.

A world-renowned postsecondary education system

Students and academics from around the world are attracted to Ontario's outstanding postsecondary education system.

The government recognizes the critical role that international postsecondary education plays in fostering the talent, skills and future prosperity of the province; and the benefits it brings to both domestic and international students, Ontario's campuses and communities. It also recognizes the unprecedented impact that current travel and visa restrictions have had on institutions, as well as current and prospective international students.

That's why the government will be working with all postsecondary institutions to help them meet the needs of current international students while also leveraging Ontario's reputation for excellence to rebuild their international enrolment. Further, by collaborating with businesses and other levels of government, the province will create the conditions that make it easier for students to study and stay in Ontario, meeting Ontario's labour market demands and building Ontario's economy.

Innovative entrepreneurial partnerships

The ministry is clearing the path for new innovative partnerships between publicly assisted colleges and private providers that will help build Ontario's workforce and create jobs. A new policy is allowing colleges to establish partnerships to help meet the growing demands for skilled workers in Ontario and for high-quality student learning.

The policy will also help colleges be more financially sustainable and competitive, so they can invest that economic benefit back into their main campus and local communities. It

will also give colleges more flexibility to meet the strong demand from international students for high-quality Ontario postsecondary education and support student diversity.

Red tape reduction

A government-wide initiative to reduce regulatory burdens included the ministry introducing:

- simplified processes for how colleges, private and out-of-province institutions receive consent to offer new degrees in Ontario and how publicly assisted institutions receive program funding approvals,
- new measures to make it easier for private career colleges to do business in the province, and
- a new pathway allowing institutions greater autonomy and flexibility over their programming.

Université de l'Ontario français

Ontario is home to over 620,000 Francophones, and the government recognizes the importance of providing French-speaking Ontarians with access to high-quality postsecondary education.

The government has always been committed to establishing the university and supporting Ontario's Francophone students in both skills development and ensuring access to education and training needed for rewarding careers and meeting labour market demands.

To support the Université de l'Ontario français, Ontario has been working with the federal government to share start-up costs of the Université de l'Ontario français. A new funding agreement, developed in early 2020, sets the stage for the Université de l'Ontario français to be able to welcome its first cohort of students at a new Toronto campus in September 2021.

The new university clearly shows the government's commitment to strengthening the vitality of the Francophone community, to investing in its future and to ensuring it continues to actively contribute to Ontario's prosperity.

Increasing affordability of a postsecondary education

Reducing Tuition by 10 per cent

The government is committed to making postsecondary education affordable. Reducing tuition and increasing the affordability of postsecondary education is part of the government's plan to help people get the training they need to get good-paying jobs. In 2019-20, students at every publicly-assisted college and university saw their tuition rates go down by 10 per cent. For the 2020-21 academic year, tuition fees will remain frozen at 2019-20 levels. The ministry is preparing for the 2021-22 tuition fee framework.

Ontario Student Assistance Program (OSAP)

The government re-focused OSAP to ensure it remains sustainable and viable for future students by directing a greater proportion of OSAP funding to students with the greatest financial need.

OSAP continues to provide financial assistance to qualified students in postsecondary studies. It continues to include grant, loan, bursary, scholarship and other aid programs.

Supporting growth through research and technology

The Ministry of Colleges and Universities encourages research and the commercialization of discovery in Ontario through research funding programs and by supporting a series of research institutes. These activities contribute to Ontario's long-term economic success by:

- Supporting Ontario's research capacity (talent, infrastructure and operations);
- Providing funding for basic and applied research across disciplines, with a focus on priority sectors; and
- Filling the gaps created by industry and the federal government, while leveraging maximum partner dollars (institutional, federal, and industry).

Ontario funds research at Ontario's colleges, universities and research hospitals through three research funding programs: Ontario Research Fund – Research Excellence, Ontario Research Fund – Research Infrastructure and Early Researcher Awards.

MCU funded research institutes, such as Perimeter and the Ontario Institute for Cancer Research, represent spikes of excellence in Ontario's research landscape. Some have established themselves as centers of global research excellence. Their mandates vary – some undertake research, some fund research, some catalyze and/or coordinate Ontario-wide research communities and support commercialization of research discoveries.

MCU's support for research is designed to accelerate Ontario's innovation economy by supporting world-class research excellence in Ontario to build a pipeline for tomorrow's innovations, including research in priority areas that lead to commercialization, and the highly skilled jobs and talent needed to grow Ontario businesses.

The ministry is investing up to \$20 million in research and innovation funding to support COVID-19 research by leveraging the strengths of Ontario's world-class research institutions, industry and non-profit scientific partners. It is also ensuring access to targeted data needed for research to be as effective as possible.

Creating a competitive business environment

Ontario's postsecondary institutions and academic hospitals conduct high-quality research that contributes to the province's innovation-based economy. This research base is supported by a network of intermediaries designed to help entrepreneurs move from ideation through start-up growth.

Moving forward on Intellectual Property

New technologies and innovative ideas present opportunities for the province to stimulate sustainable, competitive and long-term economic growth in Ontario through the use of intellectual property rights. The government created an Expert Panel on Intellectual Property (IP) in Spring 2019 to support Ontario's goal of being open for jobs and open for business. The Expert Panel was tasked with providing advice on the commercialization of intellectual property created by research in Ontario's colleges, universities, and research organizations. As part of this work, the Expert Panel examined the IP landscape in Ontario by conducting in-person consultations across the province.

In February 2020, the Expert Panel's final report with recommendations to government was published on Ontario.ca. Ontario will review the recommendations provided by the Expert Panel to determine how a made-in-Ontario focus that draws upon world-class talent and ideas can be leveraged.

Building healthier, safer communities

Postsecondary education is a critical part of preparing Ontario students for the future. To ensure Ontario's students are able to reach their potential, Ontario's postsecondary institutions need to provide a safe and supportive learning environment.

Mental Health

The government knows that over the last several years, the mental health needs of postsecondary students have increased dramatically in Ontario. The ministry will continue to work with postsecondary sector partners to create the right conditions to help young

people access and succeed in postsecondary education. This includes the provision of mental health supports. In addition to annual funding for postsecondary education mental health supports, the ministry will continue to work with the Ministry of Health on Ontario's mental health and addictions roadmap as a lead partner ministry.

Support for Students with Disabilities

The ministry provides funding to colleges and universities to support institutions in providing accommodations and services to ensure students with disabilities have access to the supports they need to help them succeed in their studies.

The funding can be used for a range of services including arranging accommodations, providing transitions supports and accommodation advice, arranging for diagnostic assessments advocacy, academic and social support for students with disabilities. The ministry will consult with institutions to determine the most appropriate guidelines for the funding.

Capital Funding

The Facilities Renewal Program (FRP) is an annual capital support program designed to assist institutions with renewing and modernizing their campuses through the repair and renovation of existing facilities and campus infrastructure. The program ensures that all publicly funded colleges and universities have a minimum level of funding available every year to maintain their academic facilities.

Digital Learning

Digital Learning enables an agile workforce of life-long learners and responds to rapidly changing labour market demands through accelerated learning, modular learning to fill skills gaps, and new ways of communicating skills and competencies. It improves access and affordability through anytime, anywhere learning with no need to relocate and improves affordability for students and institutions through shared resources and technologies. Building on the activities and lessons learned through Ontario's rapid move to emergency remote teaching motivated by COVID-19, Ontario's existing leadership in digital learning and in response to the effectiveness review of digital learning in postsecondary education (January 2020), the ministry plans to lead the development of a digital learning strategy for postsecondary education in Ontario.

Supporting Students and Institutions During the COVID-19 Outbreak

Key initiatives include:

Providing six months of Ontario Student Assistance Program (OSAP) loan and interest accrual relief for student loan borrowers

The government temporarily suspended OSAP loan payments between March 30, 2020 and September 30, 2020. During this suspension period, borrowers will not be required to make any loan payments and no interest will accrue on their loans. In coordination with the federal government's measures, this immediately leaves more money in the pockets of student loan borrowers during these challenging economic times.

Digital solutions to help students complete their studies

To ensure students can successfully complete the academic year, Ontario is working with eCampusOntario to make digital learning supports available to postsecondary institutions. These interim digital learning supports, available in both French and English, will provide publicly-assisted colleges and universities with the technology they need to conduct secure online assessments, while preserving student privacy and the integrity of academic assessment.

Ontario is exploring options to support other partners who may be interested in offering digital learning, such as Indigenous Institutes, private career colleges, and regulatory bodies. Supports will be accessible on an as-needed basis and limited to those courses and programs where formal exams are required based on licensing or regulatory requirement.

Contact North | Contact Nord continues to provide “virtual high touch” digital supports for students and faculty working from home in small, rural, remote, Indigenous and Francophone communities through its Student Information Hotline, its I.T. support services and through one-on-one course registration assistance.

Supporting our institutions during the COVID-19 outbreak

The province distributed \$25 million in additional funding to publicly-assisted colleges, universities and Indigenous Institutes to help address each institution's most pressing needs in the wake of the COVID-19 outbreak such as deep cleaning, purchasing medical supplies or offering mental health supports.

Supporting COVID-19 Research

The government is investing \$20 million in research and innovation funding to develop tools and resources to combat COVID-19 and related diseases by leveraging the strengths of Ontario's world-class research institutions, industry and non-profit scientific

partners.

Ministry staff worked closely with stakeholders including Colleges Ontario, the Council of Ontario Universities and the Council of Academic Hospitals of Ontario to encourage the submission of research proposals via the Ontario Together portal for consideration under the Ontario COVID-19 Rapid Research Fund program.

2020-21 STRATEGIC PLAN

Nothing is more important than protecting the health and well-being of Ontarians. Since first learning of COVID-19, Ontario has taken decisive action to contain the spread of this new virus, and to protect postsecondary education students, faculty and workers.

As of March 20, 2020, all publicly-assisted institutions suspended in-person classes and adopted alternative ways for students to study and take exams, while ensuring they practice physical distancing and stay safe.

Ensuring academic continuity

The ministry has worked closely with colleges, universities, Indigenous Institutes, and private career colleges, to minimize the impact of the COVID-19 outbreak to students, and to support both institutions and learners going forward.

The ministry has taken steps to keep students learning and reduce the economic hardship for OSAP borrowers during this time:

- **Online Delivery/Remote Delivery of Courses and Programs:** To ensure students can successfully complete the academic year, Ontario has provided funding to eCampusOntario to make digital learning supports available to postsecondary institutions. These interim digital learning supports, available in both French and English, provide publicly-assisted colleges and universities with the technology they need to conduct secure online assessments, while preserving student privacy and the integrity of academic assessment. Ontario is working with other partners who may be interested in offering digital learning, such as Indigenous Institutes and private career colleges.
- **Private Career Colleges use of online course delivery:** the ministry outlined a process for registered private career colleges to seek temporary permission to move programs to alternative training methods, such as online learning, to accommodate students. As a result, hundreds of private career colleges have moved programs to an online format and more requests continue to be made.
- **Financial Support for Borrowers:** Providing six months of OSAP loan payment and interest relief, in coordination with the federal government's measures, leaving more money in the pockets of student loan borrowers.

Listening to our sector partners

The postsecondary and research sectors have been significantly affected by the COVID-19 pandemic, both as employers and as sources of Ontario's future workforce. To ensure that the postsecondary perspective was included in the province's broader recovery plan, the ministry held a series of consultations in May to support planning for the economic recovery phase of Ontario's Action Plan: Responding to COVID-19.

In addition to the consultations, the ministry has also reached out to the sector on a regular basis to address the pressing and future concerns for our sector.

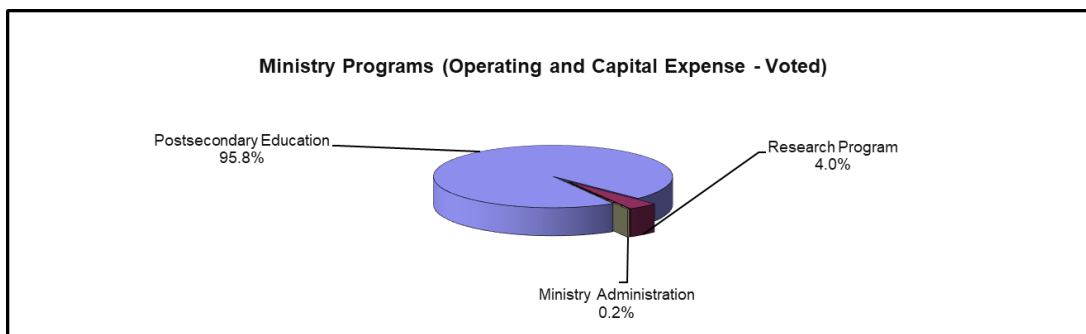
Through these consultations we have identified areas of immediate need and put supports in place like digital learning assistance, a six-month Ontario Student Assistance Program (OSAP) payment deferral for borrowers in good standing and provided \$25 million in immediate relief to postsecondary institutions across the province.

Supporting our World-class institutions

Additionally, the government has taken several steps to support the postsecondary education and research sector:

- Distributing \$25 million in additional funding to publicly-assisted colleges, universities and Indigenous Institutes to help address each institution's most pressing needs in the wake of the COVID-19 outbreak. This emergency funding allows institutions to address immediate priorities such as existing and emerging efforts in the areas of support for student and staff transitions or accommodations; infrastructure related to the provision of online-enabled learning and testing or telework; increased use of cleaning or medical supplies; increased reliance on physical or mental health services on campus; or increased security costs.
- Working closely with colleges, universities and Indigenous Institutes to understand and address the challenges of COVID-19 impacts facing individual institutions and the sector.
- Communicating a deferral in the deadline for signing Strategic Mandate Agreements. Over the coming months, the government will work with Ontario's public postsecondary institutions to develop agreements that further positive outcomes for students.
- Investing up to \$20 million in research and innovation funding to support COVID-19 research by leveraging the strengths of Ontario's world-class research institutions, industry and non-profit scientific partners.
- Supporting researchers currently conducting Ontario Research Fund and Early Researcher Award projects by allowing salary payments, changing reporting deadlines and extending projects that would have otherwise been completed before March 31, 2021.

The ministry will continue to work towards outcomes that benefit students, employers and the economy as the province moves to re-open the economy and starts on the road to economic recovery. Key performance indicators and data related to college and university enrolment, financial reporting by the sector, student graduation rates, uptake of OSAP and graduate employment rates will continue to be key data points for the ministry and sector to monitor progress.



The ministry continues to work closely with the postsecondary sector to monitor issues and impacts resulting from the COVID-19 outbreak. Along with Ontario's colleges, universities, Indigenous Institutes and private career colleges, key concerns remain that students have the support and opportunity needed to safely continue their studies, and for the financial health and sustainability of all parts of the sector. The ministry continues to engage with all parts of the sector towards these shared goals.

Some issues that have been identified:

- **Revenue Impact:** The ministry recognizes many institutions are forecasting decreased enrolment for the upcoming academic semesters. The ministry is monitoring the situation and will provide the sector with updates on this issue in the future. The ministry expects postsecondary institutions to begin developing and implementing mitigation plans to address potential fiscal impacts.
- **Ontario Student Assistance Program (OSAP):** The ministry remains committed to working with postsecondary institutions to minimize the operational and financial impact to students. The Ontario government temporarily suspended OSAP loan payments between March 30, 2020 and September 30, 2020 and initiated a six-month interest-free moratorium on OSAP loans.
- **International Students:** Many international students at Ontario colleges and universities are impacted by travel restrictions, and the movement to online course delivery. The Federal government has made changes to extend expiring study permits for international students unable to leave Canada, to study online, and to work off-campus for more hours if they work in an essential service function. Implications of online program delivery on Fall 2020 international student enrolment are being considered, including Federal government capacity to process study permits.
- **Online Delivery/Remote Delivery of Courses and Programs:** With all publicly assisted colleges, universities and Indigenous Institutes having suspended in-class course instruction, Ontario has provided funding to eCampusOntario to make digital learning supports available to postsecondary institutions. These supports will enable

institutions to conduct secure year-end assessments on an as-needed basis. The ministry recognizes many institutions are challenged in providing alternative learning during essential service operations mode. The ministry is monitoring the situation. Stakeholders have noted challenges regarding broadband access, especially in northern/remote communities.

- **Practicums:** A number of institutions have suspended clinical placements and work placements. The ministry is monitoring the situation and will work with institutions and regulatory/accrediting bodies to support alternative ways of ensuring that students meet the needs of their academic program.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

Ministry Planned Expenditures 2020-21 (\$M)	
Operating	10,153.3
Capital	513.8
TOTAL	10,667.1

Note: Total amount includes statutory appropriations and consolidations. Operating and Capital Assets are not included. Ministry to provide up to \$20,000,000 for research and innovation funding to develop tools and resources to combat COVID-19 and related diseases.

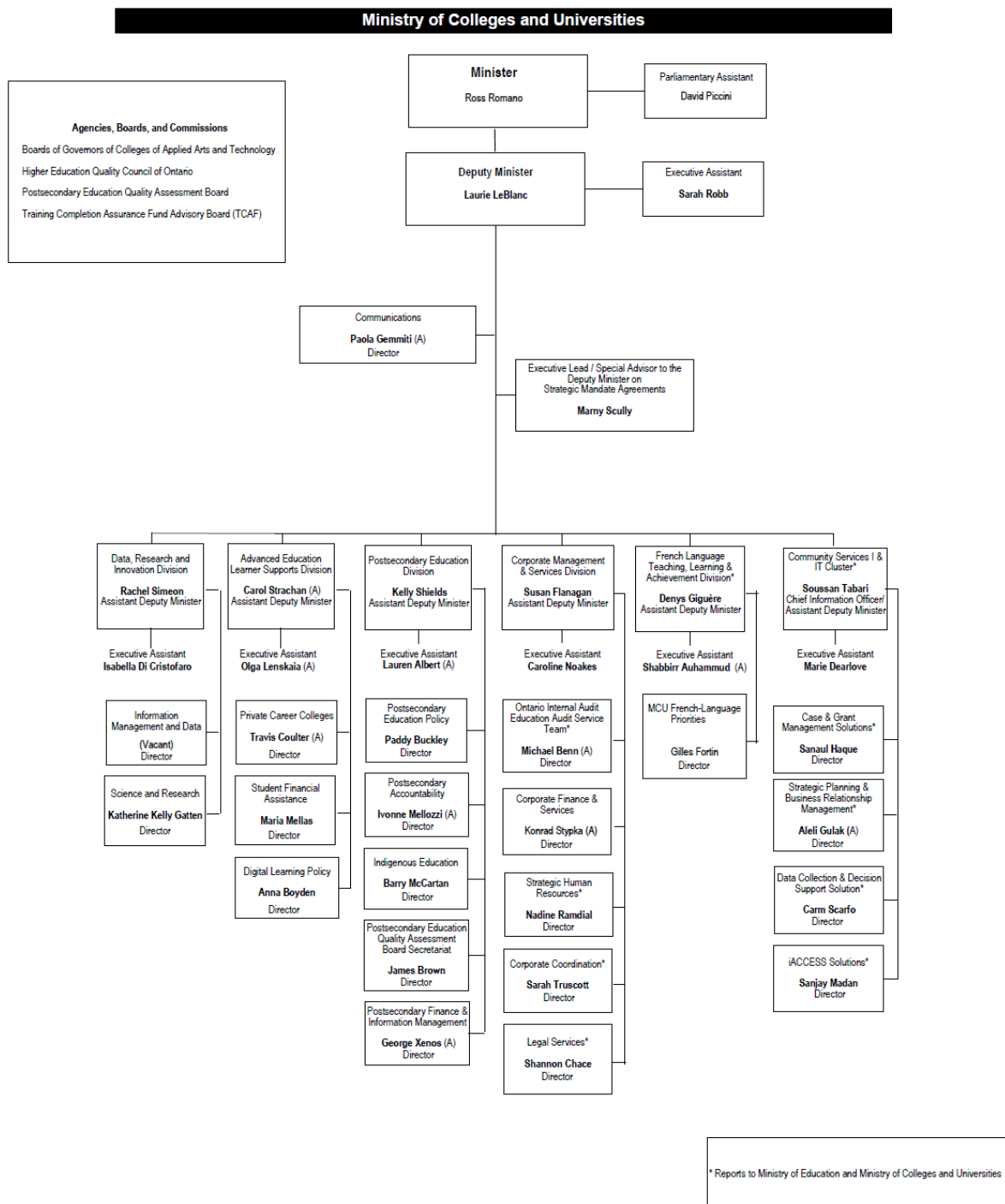
HIGHLIGHTS OF 2019-20 RESULTS

- Introduced a new policy to support public college-private partnerships that allows colleges to be more financially competitive. In return, the economic advantages from delivering their programs to more students in more locations can be invested back into the colleges' main campuses and local communities
- Reached a funding agreement with the Government of Canada to share start-up costs in the creation of the new Université de l'Ontario français in Toronto
- Made changes to permit colleges and universities to offer Bachelor nursing degree programs on a stand-alone basis. For colleges, this will be the first time they would be able to offer the Bachelor of Science in Nursing (BScN) degree independently of a university partner
- Higher Education Quality Council of Ontario (HEQCO) released its first report on free speech, which showed that all universities and colleges are in compliance with a free speech policy that meets the government requirements
- Simplified how colleges, private and out-of-province institutions receive consent to offer new degrees in Ontario and how publicly assisted institutions receive program funding approvals
- Announced that the government received the report on Intellectual Property in Ontario's Innovation Ecosystem submitted by the Expert Panel on Intellectual Property and are reviewing recommendations to determine next steps
- Encouraged research and the commercialization of discovery in Ontario by Ontario's investment in research
- Restored public trust in how public money is spent through changes to OSAP to make it a financially sustainable program that will continue to provide financial support to students who demonstrate financial need
- Invested \$22.8 million in the nine Indigenous Institutes in Ontario to help them provide high-quality education that responds to community and local labour market needs, and provides a culturally holistic learning environment that prepares learners for success in the workforce
- Prioritized student safety to ensure students are able to reach their potential by providing safe and supportive learning environments
- Helped expand access to mental health services for postsecondary students through texting platforms
- Higher Education Quality Council of Ontario (HEQCO) published a report on Digital Learning in Ontario, which demonstrated Ontario's leadership in digital learning and opportunities for continued growth and development of this space.

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Name	Description	2020-21 Expenditure Estimates (\$)	2020-21 Revenue Estimates (\$)	2019-20 Expenditure Interim Actuals (\$)	2019-20 Revenue Interim Actuals (\$)	2018-19 Expenditure Actuals (\$)	2018-19 Revenue Actuals (\$)
Higher Education Quality Council of Ontario (HEQCO)	Assists the Minister to improve all aspects of postsecondary education, including improving the quality of, and access to, postsecondary education, and enhancing the accountability of postsecondary education institutions. The agency also: • Recommends targets to be achieved and performance measures to be used to evaluate the postsecondary education sector • Evaluates the postsecondary education sector, reports to the Minister and makes results public • Conducts research on postsecondary education. • Researches, evaluates and reports on free speech across the postsecondary sector	4,100,000	N/A	4,100,000	N/A	5,198,784.16	N/A
Training Completion Assurance Fund Advisory Board (TCAF)	Provides advice to the Superintendent of Private Career Colleges (PCC) on the administration of TCAF, including financial administration of the fund; criteria for assessing financial viability of PCCs; general guidelines for responding to PCC closures; and responses to specific PCC closures. TCAF is a Special Purpose Account (SPA), authorized by the Ministry of Finance within the Consolidated Revenue Fund (liability account) and represents money received or collected by Ontario for a special purpose.	0	N/A	0	N/A	0	N/A
Postsecondary Education Quality Assessment Board (PEQAB)	Makes recommendations to the Minister on applications for the Minister's consent to offer degree programs and/or use the term "university" from new and existing private Ontario degree-granting institutions, out-of-province institutions, Ontario colleges and all others not authorized to award degrees by an Ontario statute.	970,000	150,000	843,000	390,000	904,000	55,000
Ontario Research Fund Advisory Board (ORFAB)	Reviews research proposals submitted to the Ontario Research Fund and Early Researcher Award program that have been assessed by a Review Panel and makes funding recommendations to the Minister. The board also provides strategic advice to the Minister on the research agenda to keep Ontario competitive and prosperous.	5,000	N/A	0	N/A	1,244.90	N/A

MINISTRY ORGANIZATION CHART



April 16, 2020

DETAILED FINANCIAL INFORMATION

Table 2: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21	Change from Estimates 2019-20	Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$ %	\$	\$	\$
OPERATING EXPENSE					
Ministry Administration	16,147,000	1,388,600 9.4	14,758,400	17,470,200	20,683,313
Postsecondary Education	6,455,038,100	(131,741,500) (2.0)	6,586,779,600	6,491,779,600	7,398,858,795
Research Program	187,399,200	(1,290,400) (0.7)	188,689,600	188,689,600	174,629,399
Total Operating Expense to be Voted	6,658,584,300	(131,643,300) (1.9)	6,790,227,600	6,697,939,400	7,594,171,507
Statutory Appropriations	55,106,014	- -	55,106,014	55,106,014	36,264,081
Ministry Total Operating Expense	6,713,690,314	(131,643,300) (1.9)	6,845,333,614	6,753,045,414	7,630,435,588
Consolidation & Other Adjustments - Colleges	3,504,321,700	210,997,500 6.4	3,293,324,200	3,269,671,700	2,961,027,351
Operating Expense Adjustment - Student Assistance Interest Expense Reclassification	(48,979,900)	-	(48,979,900)	(48,979,900)	(33,055,246)
Consolidation & Other Adjustments - Hospitals	(9,886,600)	5,107,400	(14,994,000)	(15,005,000)	(15,193,844)
Consolidation & Other Adjustments - General Real Estate Portfolio	(5,904,600)	(5,686,900)	(217,700)	-	(189,337)
Total Including Consolidation & Other Adjustments	10,153,240,914	78,774,700 0.8	10,074,466,214	9,958,732,214	10,543,024,512
OPERATING ASSETS					
Ministry Administration	1,000	- -	1,000	1,000	-
Postsecondary Education	395,100,000	(44,900,000) (10.2)	440,000,000	440,000,000	149,521,516
Research Program	-	-	-	-	-
Total Operating Assets to be Voted	395,101,000	(44,900,000) (10.2)	440,001,000	440,001,000	149,521,516
Ministry Total Operating Assets	395,101,000	(44,900,000) (10.2)	440,001,000	440,001,000	149,521,516
CAPITAL EXPENSE					
Postsecondary Education	173,021,900	81,265,200 88.6	91,756,700	91,756,700	391,066,458
Research Program	90,700,000	(2,700,000) (2.9)	93,400,000	83,400,000	88,700,000
Total Capital Expense to be Voted	263,721,900	78,565,200 42.4	185,156,700	175,156,700	479,766,458
Statutory Appropriations	7,060,500	- -	7,060,500	7,060,500	5,142,688
Ministry Total Capital Expense	270,782,400	78,565,200 40.9	192,217,200	182,217,200	484,909,146
Consolidation & Other Adjustments - Colleges	266,604,200	(46,142,200) (14.8)	312,746,400	294,388,000	231,956,183
Consolidation & Other Adjustments - Schools	-	-	-	-	(63,500)
Consolidation & Other Adjustments - Hospitals	(23,576,800)	(7,690,800)	(15,886,000)	(17,899,800)	(25,378,514)
Consolidation & Other Adjustments - General Real Estate Portfolio	-	-	-	-	(231,909)
Consolidation Adjustment - Strategic Investment Fund	-	-	-	-	(44,638,499)
Total Including Consolidation & Other Adjustments	513,809,800	24,732,200 5.1	489,077,600	458,705,400	646,552,907
CAPITAL ASSETS					
Postsecondary Education	1,000	- -	1,000	1,000	5,170,805
Total Capital Assets to be Voted	1,000	- -	1,000	1,000	5,170,805
Ministry Total Capital Assets	1,000	- -	1,000	1,000	5,170,805
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	10,667,050,714	103,506,900 1.0	10,563,543,814	10,417,437,614	11,189,577,419

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18	Actuals 2018-19	Estimates 2019-20 *	Estimates 2020-21
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	10,465,488,642	11,189,577,419	10,563,543,814	10,667,050,714
		7%	-6%	1%
* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.				

Increase in total ministry expense in 2018-19 is primarily due to Ontario Student Assistance Program (OSAP) to support higher than forecasted applications and awards and time-limited federal investments in postsecondary education capital projects. The decrease in total ministry expense in 2019-20 is mainly due to OSAP, cancellation of 2018 Budget initiatives and the wind-down of the time-limited federal investments in postsecondary education capital projects. The increase in total ministry expense in 2020-21 is mainly due to capital expenses related to renewal funding for postsecondary institutions' infrastructure and additional funding to institutions to support the expansion of Master's degrees and PhD spaces.

APPENDIX: 2019-20 ANNUAL REPORT

2019-20 RESULTS

The government is committed to making Ontario open for business and bringing quality jobs back to the province. In the past year, the Ministry of Colleges and Universities has focused on making sure that the people of Ontario have the education, skills and opportunities to fill those jobs. Key investments in postsecondary education have been critical to helping people find and succeed in getting the education they need to land the jobs of today and tomorrow so they can contribute to the success of the province and have a better life.

The ministry is restoring accountability to Ontario's postsecondary education system to ensure that publicly assisted postsecondary institutions are providing the positive economic outcomes the students and people of Ontario need, as well as training people for the jobs of the future.

The Ministry of Colleges and Universities provides funding to support research and innovation in Ontario to encourage the development and delivery of critical research activities at Ontario's postsecondary institutions and in the broader innovation ecosystem. The ministry is accelerating Ontario's innovation economy by supporting world-class research excellence.

Key Initiatives and Results

The government is making life easier and more affordable for people to access a postsecondary education. Ontario's internationally acclaimed postsecondary sector helps people get the skills and education they need so they are qualified to land the high-quality jobs of today and tomorrow, returning Ontario to its rightful place as Canada's economic engine.

Ontario's research programs are important to ensuring the advancement of technologies and practices within education and business.

Making Tuition More Affordable

Helping students who demonstrate financial need

The ministry re-focused OSAP to ensure it is a fiscally sustainable program that will continue to provide financial support to students in the future. OSAP continues to provide financial assistance to qualified students in postsecondary studies through grants, loans, bursaries, scholarships and other aid programs. Changes to OSAP ensure it gets back to doing what it is supposed to do – supporting the students with financial need.

In the 2019-20 fiscal year, OSAP issued approximately \$4.6 billion in student aid helping more than 440,000 students.

Keeping education affordable

Reducing tuition and increasing the affordability of college and university is part of the government's plan to help people get the training they need to get good-paying jobs.

For the first time in Ontario, students at every publicly-assisted college and university saw their tuition rates go down by 10 per cent in 2019 20.

For the 2020-21 academic year, tuition fees will remain frozen at 2019-20 levels. Since their launch, Ontario's investment in the development and availability of Open Educational Resources has saved students over \$10 million.

Supporting Northern institutions

Recognizing the impact on institutional revenues, the ministry is committed to working with financially vulnerable institutions to transition to the new tuition policy.

A one-time \$17.6 million Northern Tuition Sustainability Fund was established in 2019-20 to support northern institutions in light of the tuition policy adjustment.

Sharing ideas openly

On November 4, 2019, the Higher Education Quality Council of Ontario (HEQCO) released its first report on free speech at Ontario's publicly-assisted colleges and universities.

HEQCO's report showed that all colleges and universities are in compliance with a free speech policy that meets government requirements.

The Campus Free Speech Policy is ensuring that colleges and universities continue to be places where students exchange different ideas and opinions in open and respectful debate.

Restoring Financial Sustainability in the Postsecondary Education Sector

Innovative entrepreneurial partnerships

On December 23, 2019, the new Public College-Private Partnerships Minister's Binding Policy Directive was publicly posted. This new policy will help colleges be more financially competitive, so they can invest that economic benefit back into their main campus and local communities.

With the new policy, colleges can establish partnerships to help meet the growing demands from International students for a high-quality postsecondary education, and for skilled workers in Ontario.

The new directive applies to the 24 publicly assisted colleges and sets out requirements for public college-private partnerships. The directive reinforces existing college responsibilities and establishes some new ones.

Streamlining approvals for offering new degrees

Under the Post-secondary Education Choice and Excellence Act, 2000 (the Act) organizations require either an Act of the legislature or the written consent of the Minister to grant a degree in Ontario. The ministry updated the degree consent process by immediately referring all consent applications to the Postsecondary Education Quality Assessment Board (PEQAB) immediately and having applications undergo a quality review by PEQAB and a ministry policy review concurrently. This will reduce program approval timelines to six months for most applications.

The ministry also streamlined the process for publicly-assisted universities and colleges to seek program funding eligibility by:

- Eliminating the ministry policy review of most new programs, while maintaining the funding and tuition reviews in order to confirm funding parameters and ensure students are charged an appropriate tuition;
- Requiring only specific categories of programs to undergo a streamlined ministry policy review; and
- Ensuring consistency across the funding eligibility processes for universities and colleges by having programs be Minister-approved.

More choices to learn

Private career colleges are a part of the postsecondary education system in Ontario, offering certificate and diploma programs that are designed to provide graduates with the knowledge and skills they need to get a job in a specific vocation.

On April 3, 2019, Bill 66, Restoring Ontario's Competitiveness Act, 2018 received Royal Assent. The bill amended the Private Career Colleges Act, 2005 to make it easier for private career colleges to do business in the province.

Setting Incentives for Success

Performance-based funding

Strategic Mandate Agreements (SMAs) are bilateral agreements negotiated between the ministry and the province's 45 publicly-assisted colleges and universities. For many years, only a small proportion of funding has been tied to performance (1.4 percent for universities and 1.2 percent for colleges) in Ontario's postsecondary education system.

The new next round of SMA agreements (SMA3) has been designed to focus on more outcomes-based funding by tying 60 percent to performance by the 2024–25 academic year. This action will help improve accountability to Ontario's postsecondary education system.

After a series of engagements with the college and university sectors on implementation in the Spring and Summer, the ministry launched SMA3 in fall 2019 and bilateral discussions with institutions continued through March 2020, with agreements expected to be finalized by March 31, 2020.

As the ministry recognized that the COVID-19 situation poses a number of pressing challenges for institutions, it has decided to delay the signing of the SMA3 agreements to ensure that institutions can focus their resources on addressing the impacts of the COVID-19 outbreak.

This ministry will continue to monitor the COVID-19 situation and will identify a new timeframe for signing that considers the ability of each institution to meaningfully reengage in the SMA3 process. The ministry will communicate the new timelines for agreements once Ontario has moved past the current COVID-19 outbreak.

Maximizing Commercialization Opportunities

Intellectual Property

Ontario's postsecondary institutions conduct high-quality research and provide effective entrepreneurial training. While these assets contribute to today's innovation-based economy, more needs to be done to strengthen the province's intellectual property (IP) position and maximize commercialization opportunities for economic growth.

The government created an Expert Panel tasked with delivering an action plan for a provincial IP framework and maximizing commercialization opportunities specifically related to the postsecondary education sector. This panel included representation from the postsecondary, industry, innovation, venture capital and investment, banking and finance sectors, as well as from medical research and intellectual property legal expertise.

On February 11, 2020, the Ontario government received the Expert Panel on Intellectual Property's report and recommendations to strengthen the province's IP position. The government is currently reviewing the report to determine next steps.

Ensuring Dynamic Postsecondary Education Workforce

Experiential learning

Experiential learning opportunities at Ontario's publicly assisted colleges, universities and Indigenous Institutes help give students the experience they need to get good jobs after graduation.

The government has supported the creation of more than 129,000 new experiential learning opportunities through investments of more than \$50 million to help publicly assisted colleges and universities, employers and other organizations transform course design to benefit postsecondary students by developing their job-ready skills.

The government has also worked with Mitacs – an organization that builds partnerships between education and industry – to create more than 1,400 high-quality research internships for graduate students and postdoctoral fellows in 2019.

Stand-alone nursing policy

On February 11, 2020 the Ontario government introduced a new pathway for nursing education, to offer greater choice for students. This new policy will allow institutions to have greater autonomy and flexibility over their programming, while maintaining excellence in nursing education.

For colleges, this will be the first time they would be able to offer the Bachelor of Science in Nursing (BScN) degree independently of a university partner.

Access to Education

Université de l'Ontario français

On January 22, 2020, the Federal Government and Ontario signed a historic multi-year agreement that will see Canada and Ontario provide share start-up costs in creating Université de l'Ontario français.

With this funding agreement now in place, Ontario can proceed with the implementation of the first French-language university governed by and for Francophones in the province.

Indigenous Institutes

Indigenous Institutes provide access to learners who might otherwise not participate in postsecondary education and training, particularly in northern and remote locations.

To support the recognition of Ontario's nine Indigenous Institutes as part of the province's publicly-assisted postsecondary education and training system, Ontario invested \$22.8 million in the Indigenous Institutes, an increase of \$1.8 million – or 8.6 per cent – over last year. This is in addition to an over 13 per cent funding increase last year.

Accessible, safe campuses

Students with disabilities

The government provides financial support to postsecondary institutions so they can ensure that all students have the tools, and resources to achieve their full potential, such as assisting institutions in meeting their legal requirements to provide academic accommodations to students with disabilities.

The Bursary for Students with Disabilities (BSWD) is a component of OSAP. Through the BSWD, the ministry provides help to students with their disability-related educational costs for services and equipment such as braille displays and assistive listening devices.

Mental Health Supports

The mental health of postsecondary students is an important priority for the government. As part of the ministry's investment for mental health supports in 2019-20, on February 3, 2020 the ministry announced \$1 million to help Kids Help Phone to expand Good2Talk/Allo J'écoute services in order to reach and support more postsecondary students, including students attending Indigenous Institutes. In 2019-20, the ministry's funding allocation to support mental health needs of students at Ontario's postsecondary institutions was \$16 million. This funding included an additional \$1 million provided by the Ministry of Health, first in 2018-19 and annualized again in 2019-20.

The government will continue to work with our postsecondary sector partners to create the right conditions to help young people access and succeed in postsecondary education. This includes the provision of mental health supports.

The ministry will also continue to work as a lead partner ministry to support the Ministry of Health's province-wide, multi-year Mental Health and Addictions Roadmap, announced on March 3, 2020.

Making campuses safer

The government supported campus safety by doubling the 2018-19 and 2019-20 investment in the Women's Campus Safety Grant (now renamed the Campus Safety Grant) to assist colleges and universities in supporting the prevention of sexual violence. The government also required and is requiring every publicly-assisted postsecondary institution in Ontario to have a task force devoted to tackling sexual violence on campus. Each task force will be required to report their findings to both the ministry and their respective Board of Governors.

Research Institutes and Funding

The government continues to work with postsecondary institutions, research organizations and industry to ensure an innovative environment that builds capacity and creates jobs, opportunity and growth.

The Ministry of Colleges and Universities supports three Research Institutes:

- Ontario Institute for Cancer Research (OICR)
- Ontario Brain Institute (OBI)
- Clinical Trials Ontario (CTO)

Ontario's research institutions are important to ensuring the advancement of technologies and practices within education and business.

Beginning in 2020-21, the Ministry of Colleges and Universities will assume responsibility for additional research institutes supported by the province as well as research funding programs including the:

- Early Researcher Awards
- Ontario Research Fund – Research Excellence
- Ontario Research Fund – Research Infrastructure

Acknowledging and Rewarding Innovation

Each year, the ministry acknowledges notable graduates, researchers and leaders from across the postsecondary sector for their innovative work that helps to grow the economy and improve lives.

- The annual Premier's Awards acknowledge college graduates that have demonstrated outstanding achievement related to their college experience and have made a significant contribution to their communities. In 2019, eight individuals were recognized for their important work in the areas of apprenticeship, business, community service, creative arts and design, health sciences, technology and more.

- The ministry also awarded the 2019 Minister's Lifetime Achievement Award to Sonia Del Missier, retired Vice President, Academic, for her 39-year career at Cambrian College.
- The John Charles Polanyi Prizes are awarded annually to researchers who are in the early stages of their careers, are pursuing post-doctoral research at an Ontario university and represent the province's next generation of innovators. In February 2020, Ontario recognized five of the province's leading researchers for their contributions to the fields of literature, chemistry, physiology/medicine, physics and economic science.

On January 8, 2020, a Ukrainian airliner crashed near Tehran killing all 176 passengers, 57 of them Canadians. It was reported that 34 of the victims were employed or studying at universities and colleges in Ontario. In memory of those lost, Ontario is developing a scholarship fund for the 2020-21 academic year. The fund will disburse \$10,000 scholarships to 57 students, one in memory of each victim.

Table 3: Ministry Interim Actual Expenditures 2019-20 (\$M)

Ministry Interim Actual Expenditures (\$M) 2019-20 *	
COVID-19 Approvals	25.6
Other Operating	9,933.1
Capital	458.7
Staff Strength** (as of March 31, 2020)	383.3

*Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

**Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Economic Development, Job
Creation and Trade

PART I: 2020-21 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Economic Development, Job Creation and Trade's (MEDJCT) mandate is to help grow Ontario's economy by creating a competitive business climate for:

- Starting and growing a business;
- Retaining and attracting investment;
- Creating jobs;
- Supporting technology and innovation
- Addressing regional disparities; and
- Seeking out strategic trade opportunities, both domestically and internationally.

The ministry is committed to helping businesses of all sizes grow — from large multinationals to small and medium-sized enterprises (SMEs) in strategic sectors such as automotive, aerospace, life sciences, digital technology, advanced manufacturing, chemicals, steel, clean technologies, fintech and cybersecurity. Entrepreneurs and small businesses play a critical role in communities across the province by creating jobs, supplying larger companies and contributing new ideas, processes and resources to the economy.

The ministry supports businesses as they innovate and compete in today's ever-changing global economy. By supporting entrepreneurs and start-ups the ministry can help them translate ideas into products and services. By ensuring businesses have access to a highly skilled workforce, which includes working with Ontario companies to understand their talent needs and programs to attract skilled international talent, the ministry's programs help create a competitive business climate in Ontario.

Promoting and developing the venture capital sector in Ontario is important to help high-potential companies access the capital they need to grow and prosper. The Ontario Capital Growth Corporation (OCGC) is the venture capital agency of the Government of Ontario. It was created to promote and develop the venture capital sector in Ontario. OCGC investment activities have resulted in over \$300 million invested in high-potential technology companies, including globally recognized Shopify and ecobee.

The ministry is committed to ensuring Ontario is a global leader in job growth and a premier destination to start a new business and that all regions should share in prosperity.

The ministry is working to ensure that Ontario's interests are well-represented in all trade matters and negotiations to support the growth of new jobs and attract investment to the province.

The ministry continuously engages domestic companies and actively pursues foreign investors to make sure they have the necessary tools and business environment to invest and prosper in the province. As part of this work, the ministry actively promotes Ontario's competitive advantage to the world to show that it is a premier destination for investment and trade.

COVID-19 Response

The ministry plays a strategic, leadership role in developing economic relief and recovery measures to support businesses as a result of COVID-19. This includes leading cross-government analysis of sectoral and stakeholder issues, and providing a forum for coordinated, economic actions, with OPS, federal, provincial and municipal partners.

In March 2020, the ministry took on a key role in *Ontario Together*, an initiative launched by the Premier to help Ontario source critical supplies, technologies and innovations to support its response to COVID-19. Staff applied their expertise assessing over 6,000 submissions from across Ontario to the Critical Supplies stream, Innovation stream and Ideas stream. The ministry staff review applications which focus on meeting the province's needs and successful applicants are identified for potential funding or to source necessities.

Application deadlines and notification dates for the Regional Development Program have been extended to assist applicants in meeting timelines. For instance, ministry staff are working with companies that received funding through the Ontario Automotive Modernization Program to assess what changes may be required to their project plans in terms of scope and schedule. Staff are also working with external partners, such as Regional Innovation Centres, Small Business Enterprises Centres and others, to understand what changes may be required to their delivery schedules in response to COVID-19.

The ministry is also closely following the talent challenges that Ontario small businesses are facing as a result of COVID-19 to ensure that any new programming or initiatives respond to these needs, including collaborating with the Ministry of Labour, Training and Skills Development.

The ministry has provided support to potential suppliers of critical personal protective equipment (PPE) to determine business readiness and overseeing the domestic procurement process in collaboration with ministry partners. This has included the tracking and analyzing of domestic production capacity, and potential capacity, to ensure local sources of PPE are available in the event of another pandemic.

In response to COVID-19, Ontario's international network of Trade Investment Offices (TIOs) have supported the province's procurement efforts by sourcing and verifying international suppliers of PPE and medical supplies and providing insight and intelligence on geopolitical impacts.

The ministry has also begun significant policy work in relation to Regulation 82/20 under the Emergency Management and Civil Protection Act (Closures of Places of Non-Essential Businesses). In addition to the policy work on this Emergency Order, the ministry worked with partner ministries to develop online FAQs to inform the public about the temporary measures we're taking to help stop the spread of coronavirus (COVID-19) in Ontario.

Ministry Programs

The ministry delivers a range of programs, services and tools to support businesses, drive innovation and promote Ontario as a source of high-quality goods and services and as an ideal location to invest in and grow.

There are nine priority areas:

1. Job creation

Creating and protecting jobs is at the core of the ministry's mandate. Supporting a globally competitive business climate, by reducing red tape and unnecessary regulations, makes Ontario an attractive place to invest and create jobs. The ministry provides some business support programs to help companies modernize and create jobs. The ministry works directly with established Ontario small and medium enterprises to understand their unique opportunities and challenges, and helps support economic growth and job creation by helping companies to export goods and services and diversifying sales globally.

COVID-19 Response

Application deadlines and notification dates for the Regional Development Program have been extended to assist applicants in meeting timelines. For instance, ministry staff are working with companies that received funding through the Ontario Automotive Modernization Program to assess what changes may be required to their project plans in terms of scope and schedule. Staff are also working with external partners, such as Regional Innovation Centres, Small Business Enterprises Centres and others, to understand what changes may be required to their delivery schedules in response to COVID-19.

The ministry is also closely following the talent challenges that Ontario small businesses are facing as a result of COVID-19 to ensure that any new programming or initiatives respond to these needs, including collaborating with Ministry Labour, Training and Skills Development.

2. Entrepreneurship and business growth

The ministry is committed to accelerating the launch and growth of start-ups and supporting entrepreneurs as they work to expand, grow and succeed in the knowledge-based economy. Start-up programs position Ontario businesses to overcome commercialization challenges, help them attract talent, capital and customers to grow and succeed in international markets.

Scaling up SMEs by increasing exports and diversifying export markets is fundamental to the competitiveness and growth of Ontario's economy. Supporting companies to export goods and services and diversifying sales globally is another way the ministry supports economic growth and job creation.

3. Investment attraction

The ministry works to promote Ontario as a premier destination for investment attraction and expansion, providing specialized services for companies looking to come to Ontario as well as helping those companies make valuable connections. This includes business and market intelligence, lead generation, trade and investment analysis, site certification, helping businesses navigate government and helping to tailor a full complement of government supports and services to a company's specific needs. By working directly with international and domestic businesses, as well as with community and regional partners, the ministry generates, advances and secures investment opportunities across the province.

COVID-19 Response

There have been economic uncertainties that are major concerns for Ontarians across the province and for citizens around the globe. The global outbreak has changed how we can do business and foster new international partnerships. But what has not changed is Ontario's commitment to building bridges and not barriers to trade.

As we begin to open our economy, the ministry will be working to rebuild a strong and competitive business environment in Ontario. Prior to the outbreak, the ministry's efforts to create a climate for economic growth at home, by lowering the costs of doing business and reducing red tape, positioned Ontario as a top location for investment and trade.

The ministry will continue to engage with industries and sectors to understand the economic impacts and potential ways to support them.

4. International representation

In global markets, the ministry raises awareness of the benefits of coming to Ontario – a place where businesses grow and thrive. The ministry works to secure new trade and investment deals; lead and manage Ontario’s network of international offices; drive job creation by facilitating business partnerships with global markets through the delivery of inbound and outbound commercial delegations; and promote and advance Ontario’s economic interests through the delivery of minister-led international missions.

Ontario’s international network includes:

- 15 international Trade and Investment Offices (TIOs) around the world that work to raise the commercial profile of Ontario internationally.
- An office in Washington, D.C. that builds government-to-government and stakeholder relationships, advocates for Ontario’s economic interests in the U.S., and leverages opportunities through the Canada-U.S.-Mexico Agreement.

COVID-19 Response

COVID-19 has had a significant impact on Ontario companies’ interprovincial and international sales and operations. Travel has virtually ceased, and major trade shows and other international business development events are being postponed with others being cancelled entirely.

Ontario’s economy relies heavily on the export of goods and services which accounted for one-third of our GDP in 2018. One in five jobs depend on trade and it is critical that the province continue to support exporters at this difficult time, particularly as plans for economic recovery are developed.

In response to COVID-19, Ontario’s international network of TIOs supports the province’s procurement efforts by sourcing and verifying international suppliers of Personal Protective Equipment and medical supplies and providing insight and intelligence on geopolitical impacts.

5. International and interprovincial trade policy

The ministry ensures that Ontario’s interests are well represented in all trade matters by leading Ontario’s engagement on new and evolving trade negotiations and other trade policy issues; leading implementation and compliance activities for trade and investment agreements involving the province; and leading trade dispute

management for the province, including representing and supporting the province's interests in any trade disputes involving Ontario.

Given the immense value of Ontario trade with the U.S., the ministry actively advances Ontario's strategic interests in all U.S. trade-related matters, including the Canada – United States – Mexico Agreement (CUSMA) and "Buy American" policies in U.S. states.

The ministry continues to strengthen Ontario's trade diversification by implementing and assessing Ontario's trade strategies to increase exports, increase exporters and diversity markets by leveraging Canada's strategic international trade and investment agreements, including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and the Canada-European Union Comprehensive Economic and Trade Agreement.

The ministry advances Ontario's economic and policy interests in matters concerning interprovincial trade and leads Ontario's commitment to break down interprovincial trade barriers through various ongoing trade enhancing initiatives, including implementing and strengthening the Canadian Free Trade Agreement (CFTA) and leading Ontario's efforts to reinforce bilateral trade ties with other provinces.

COVID-19 Response

There have been economic uncertainties that are major concerns for Ontarians across the province and for citizens around the globe. The global outbreak has changed how we can do business and foster new international partnerships. But what has not changed is Ontario's commitment to building bridges and not barriers to trade.

As we begin to open our economy, the ministry will be working to rebuild a strong and competitive business environment in Ontario. Prior to the outbreak, the ministry's efforts to create a climate for economic growth at home, by lowering the costs of doing business and reducing red tape, positioned Ontario as a top location for investment and trade.

The ministry will continue to engage with industries and sectors to understand the economic impacts and potential ways to support them.

6. Regional and sector support

The ministry works to support regional and sector-specific growth through a variety of initiatives and areas of activity. The ministry leads engagement with regional economic stakeholders to better understand priorities, issues and opportunities to influence policy, planning and program development. Sector experts with deep

industry experience and expertise deliver support and services to high-potential mid-large size businesses, attracting investment opportunities to Ontario and helping existing businesses grow and thrive in strategic sectors such as automotive, aerospace, life sciences, digital technology, advanced manufacturing, chemicals, steel, fintech and cybersecurity.

In addition, the ministry leads and develops strategies for priority industries and sectors in partnership with industry, key ministries, and other key stakeholders, including the development and implementation of the Driving Prosperity Auto Plan and the proposed life sciences plan. The strategies have been informed by extensive stakeholder engagement, including Minister-led regional roundtables in September 2019 and have led to the establishment of new core ministry programming, such as the Ontario-Automotive Modernization Program (O-AMP).

To ensure that businesses across Ontario have the talent they need to grow, the ministry is also focused on working across government and with businesses to identify and address business talent needs.

7. Technology and innovation

The Province continues to focus on creating the conditions for growth by driving business and technology innovation. Ontario's innovation and technology sector are a key source of employment, economic growth and provincial GDP. This sector has emerged as an important source of well-paying jobs. Employment in certain areas of the technology sector have grown rapidly across Ontario. The ministry supports business partners such as Regional Innovation Centres, who offer business support services to the tech sector, including market intelligence, sector specialists, talent and capital services.

The ministry supports other innovative projects and platforms including Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation (ENCQOR) and Next Generation Networks (CENGN).

To fuel the growth of Ontario's most promising technology companies, the Ontario Capital Growth Corporation (OCGC) provides venture capital. OCGC was created as the venture capital agency of the government to promote and develop the venture capital industry in Ontario. OCGC's \$330 million in investments have leveraged over \$3 billion of growth capital into a portfolio of promising companies.

8. Red tape and regulatory burden reduction

The ministry plays a leading role in supporting one of the government's core commitments by reducing red tape and regulatory burden to lower the high cost of doing business in Ontario, and to make Ontario companies more competitive and demonstrate that Ontario is open for business. The ministry is responsible for attracting, retaining and expediting business investment by working across government to reduce regulatory impediments.

COVID-19 Response

- Provides support to making Ontario open for business including improving the quality of interactions with businesses, reducing administrative and regulatory burden and ensuring a competitive business climate in the province.
- Leading the ministry's COVID-19 policy work in relation to Regulation 82/20 under the Emergency Management and Civil Protection Act (Closure of Places of Non-Essential Businesses).
- Delivered a regulatory pause submission website for Ontarians to recommend changes to the compliance framework that will support efforts related to re-tooling and fiscal pressures related to COVID-19.
- Provided advice and analytical support on minimizing potential regulatory burdens on business from regulatory proposals.
- Development of regulatory agreements with other Canadian jurisdictions in order to reduce administrative burden for businesses and foster economic growth, regulatory harmonization and trade across Canada.
- Provides support to potential suppliers of critical personal protective equipment to determine business readiness and overseeing the procurement process in collaboration with ministry partners.
- Tracking and analyzing domestic production capacity, and potential capacity, to ensure local sources of personal protective equipment are available in the event of another outbreak.
- Provides critical updates corporately to ensure an accurate picture of current personal protective equipment inventory.

9. Regulatory modernization

The ministry leads cross-government regulatory innovation, to modernize compliance activities to better protect the public by streamlining inspection services. Also, the ministry advises partners on regulatory modernization approaches including alternatives to regulation; and advances risk-based approaches to prioritizing regulatory activities and decision-making, while driving a stronger customer service culture. Additionally, the ministry is implementing the Small Business Success

Strategy to position Ontario small businesses to compete successfully, both within the province and globally. The objective is to make it easier for businesses to succeed and to foster a robust, economic climate.

COVID-19 Response

- Oversees the development and implementation of Ontario's Small Business Success Strategy, which supports recovery from the economic challenges created by the COVID-19 outbreak.
 - In Fall 2019, the government made a commitment to help small businesses grow and succeed across all industries and communities through the Small Business Success Strategy. The strategy launched on March 11, 2020.
 - As the COVID-19 outbreak is having a significant impact on small businesses and entrepreneurs across Ontario, the strategy will pivot to respond to current problems and long-term competitiveness challenges. The revised strategy proposes a two phased approach: 1) Relief and Recovery: actions to support small businesses with their immediate needs; mitigate the impacts of reduced revenue or temporary business closures; and actions designed to help small businesses recover. 2) Success: actions to support growth, competitiveness and sustainability of the small business economy and address long-term competitiveness challenges.

2020-21 STRATEGIC PLAN

COVID-19 is having far reaching economic impacts which are of major concern for Ontarians. Across the province and around the world, the global outbreak has changed how we do business and foster new international partnerships.

As the economy begins to open the ministry will work to rebuild a strong and competitive business environment in Ontario. Prior to the outbreak, our efforts to create a climate for economic growth at home by lowering the costs of doing business and reducing red tape positioned Ontario as a top location for investment and trade. Ontario will continue to engage with industries and sectors to understand the economic impacts and potential ways to support them.

The ministry has launched a new \$50 million Ontario Together Fund to help businesses provide innovative solutions or retool their operations in order to manufacture essential medical supplies and equipment to stop the spread of COVID-19.

The Ministry of Economic Development, Job Creation and Trade is committed to working with business to ensure a stable and competitive economy that protects workers and creates jobs, opportunity and growth. The ministry is modernizing its programs and shifting its focus on core priorities to ensure efficient delivery of programs to stakeholders. We are focusing our efforts to support businesses that have a direct impact – reducing red tape and regulatory burden and creating a competitive environment where business can thrive, creating good jobs for the people of Ontario.

The ministry looks forward to the continued integration of the Small Business and Red Tape Reduction (SBRT) in the coming year, as well as seamlessly linking the government's strategy on trade, investment and competitiveness with SBRT's strategy on small business and red tape reduction. SBRT has an ambitious mandate to streamline and modernize outdated, overly complex and duplicative regulations and to improve regulatory compliance process.

The ministry's number one priority is ensuring Ontario is open for business – that means creating and protecting jobs, supporting businesses, and increasing investment and trade so Ontario's economy can grow and thrive.

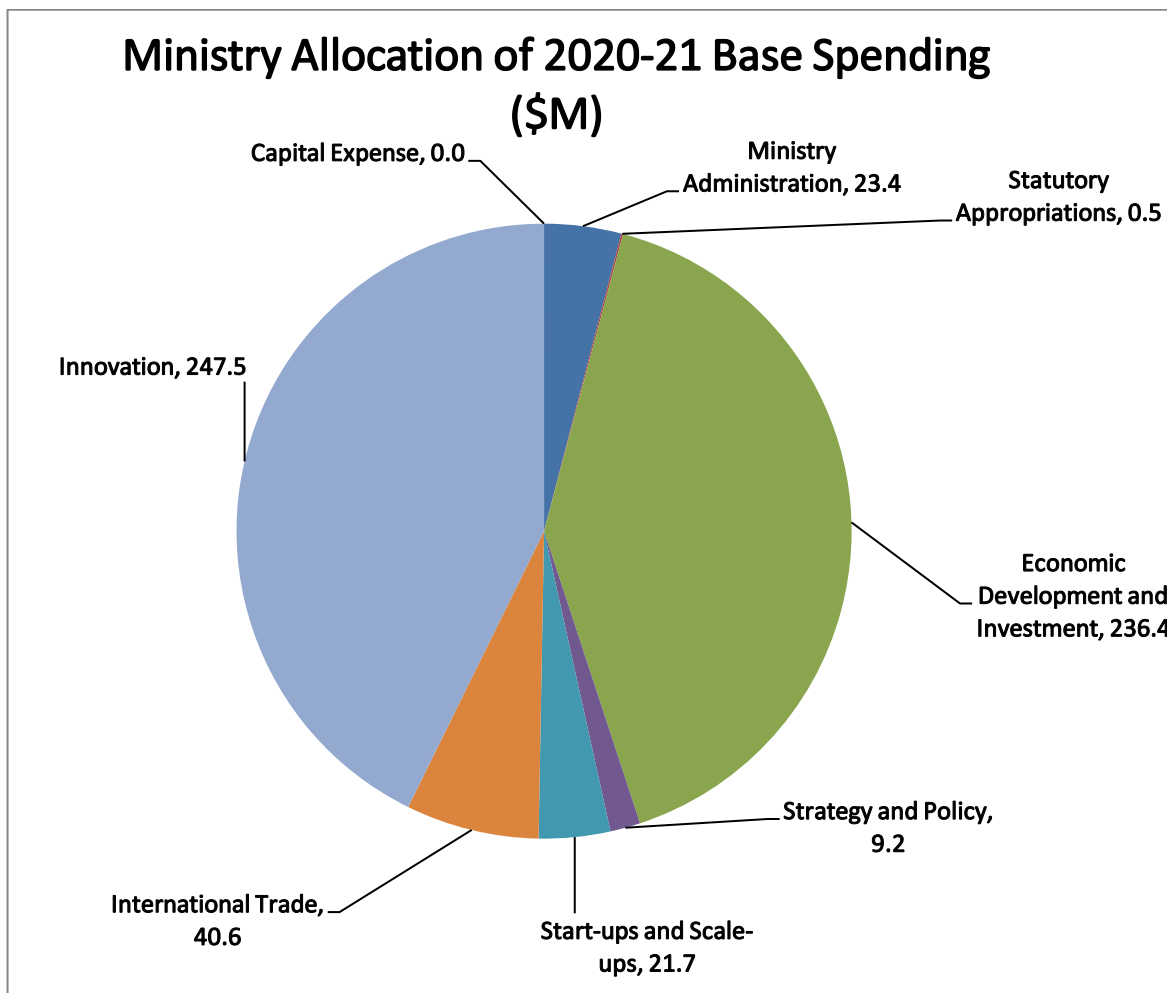
For 2020-21, the ministry had an operating expense allocation of \$579.3 million for programming compared to \$653.3 million in 2019-20, representing a reduction of 11 per cent.

The overall budget for the ministry's operating activities has decreased by a net of \$74 million from 2019-20, primary due to a reduction in time limited investments from the Jobs and Prosperity Fund and Auto Assemblers.

Key MEDJCT operating transfer payment programs include:

- Jobs and Prosperity Fund - \$137.5 million
- Commercialization and Innovation Network Supports - \$30.1 million
- 5G/Next Generation Networks - \$30 million
- Auto Assemblers Investments - \$15 million

Table 1: Ministry Planned Expenditures 2020-21 (\$M)



Ministry Planned Expenditures 2020-21

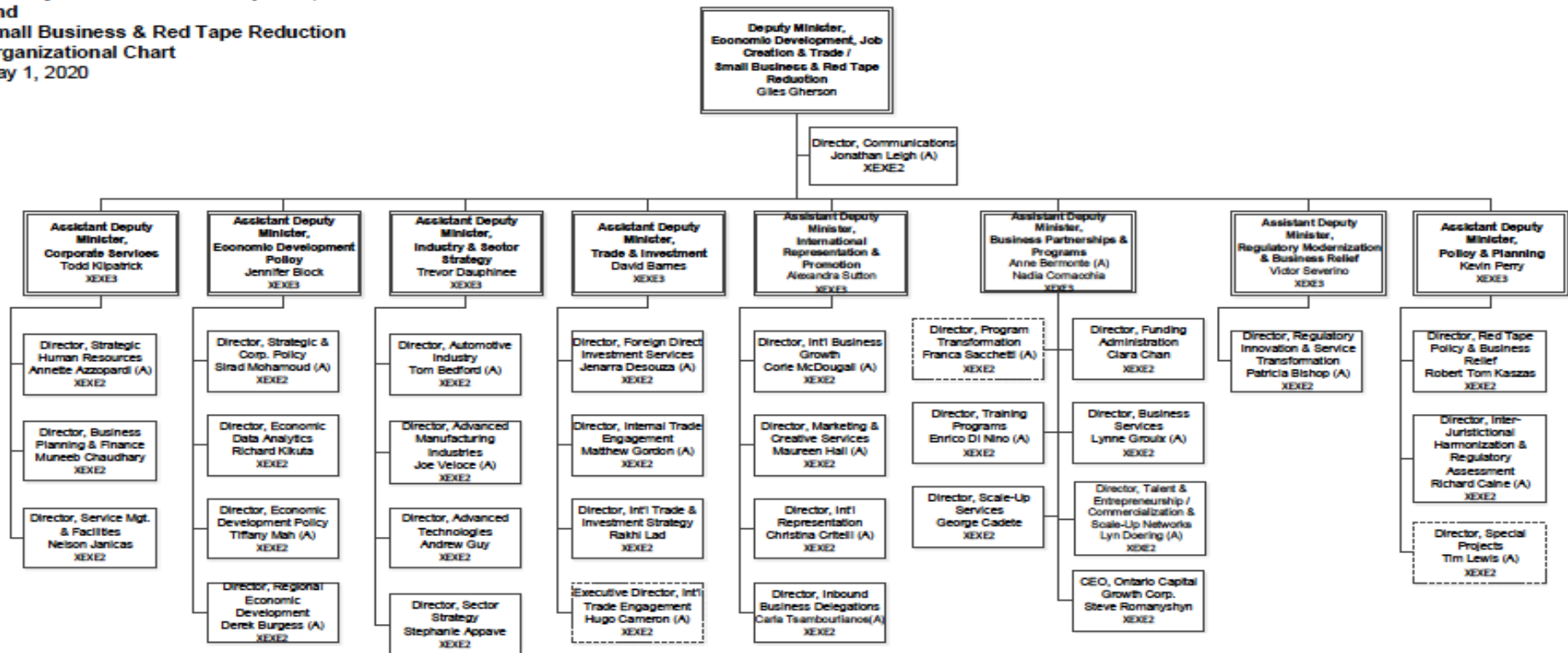
Operating Expense*	579,361,365
Capital Expense*	4,000
Total Expense	579,365,365
Operating Assets	10,001,000
Capital Assets	2,000

* Excludes the following Consolidation Adjustments:

- Consolidation Adjustment - Ontario Capital Growth Corporation

MINISTRY ORGANIZATION CHART

Ministry of Economic Development, Job Creation & Trade
And
Small Business & Red Tape Reduction
Organizational Chart
May 1, 2020



AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Ontario Capital Growth Corporation

The Ontario Capital Growth Corporation (OCGC) was established to receive, hold, administer and otherwise deal with the interest of the Government of Ontario in the limited partnership known as the Ontario Venture Capital Fund LP. As manager of the Ontario Emerging Technologies Fund, OCGC is responsible for acquiring, managing and otherwise dealing with a portfolio of investments in businesses that the corporation considers to be emerging technology businesses. Additionally, OCGC is able to participate in the formation of funds, acquire interests in the funds, and to hold, administer and otherwise deal with those interests, where each fund meets the following criteria:

- Receives funding directly or indirectly from, among others, one or more of the following; the Government of Canada, the corporation, and private sector entities.
- Promotes the creation of a globally competitive venture capital industry, increasing the supply and effective deployment of early-stage investment capital and increasing the supply of top-performing fund managers to manage venture capital investment in Ontario and Canada.
- Invests in one or both of the following; other funds that supply venture capital to companies, and innovative companies that require venture capital.
- Managed by a private sector fund manager and perform any additional objectives specified by the Lieutenant Governor in Council.

OCGC has purchased limited partnership interests in the Northleaf Venture Catalyst Fund LP, ScaleUP Venture Fund I LP, Yaletown Innovation Growth LP, and is committing funds towards expected limited partnership investments through a Life Sciences Venture Fund initiative.

COVID-19 Response

Similarly, the ministry continues to make and oversee venture capital (VC) investments into innovative companies. The Province is looking at areas of need and is considering programming to help Ontario's innovation ecosystem get through the current economic crisis

DETAILED FINANCIAL INFORMATION

MINISTRY OF ECONOMIC DEVELOPMENT, JOB CREATION AND TRADE

Table A1: Combined Operating and Capital Summary by Vote

MINISTRY OF ECONOMIC DEVELOPMENT, JOB CREATION AND TRADE

Table A1: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	23,447,200	1,277,600	5.8	22,169,600	22,169,600	26,812,836
Economic Development, Job Creation and Trade Program	555,384,600	(75,273,300)	(11.9)	630,657,900	614,490,700	779,106,153
Less: Special Warrants						
Total Operating Expense to be Voted	578,831,800	(73,995,700)	(11.3)	652,827,500	636,660,300	805,918,989
Special Warrants						
Statutory Appropriations	529,565	22,378	4.4	507,187	507,187	319,406
Ministry Total Operating Expense	579,361,365	(73,973,322)	(11.3)	653,334,687	637,167,487	806,238,395
Consolidation Adjustment - Ontario Capital Growth Corporation	(1,551,900)	28,769,300		(30,321,200)	(26,359,800)	(24,455,921)
Consolidation Adjustment - General Real Estate Portfolio	-	8,721,900		(8,721,900)	(8,721,900)	(7,928,890)
Operating Expense Adjustment - Cap and Trade Wind Down Account Reclassification	-	-		-	-	2,320,938
Total Including Consolidation & Other Adjustments	577,809,465	(36,482,122)	(5.9)	614,291,587	602,085,787	776,174,522
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	-	-
Economic Development, Job Creation and Trade Program	50,000,000	40,000,000	400.0	10,000,000	10,000,000	5,166,247
Less: Special Warrants						
Total Operating Assets to be Voted	50,001,000	40,000,000	400.0	10,001,000	10,000,000	5,166,247
Special Warrants						
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Operating Assets	50,001,000	40,000,000	400.0	10,001,000	10,000,000	5,166,247
CAPITAL EXPENSE						
Economic Development, Job Creation and Trade Program	3,000	-	-	3,000	-	12,440,727
Less: Special Warrants						
Total Capital Expense to be Voted	3,000	-	-	3,000	-	12,440,727
Special Warrants						
Statutory Appropriations	1,000	-	-	1,000	-	-
Ministry Total Capital Expense	4,000	-	-	4,000	-	12,440,727
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(2,908,088)
Total Including Consolidation & Other Adjustments	4,000	-	-	4,000	-	9,532,639
CAPITAL ASSETS						
Economic Development, Job Creation and Trade Program	2,000	-	-	2,000	-	-
Less: Special Warrants						
Total Capital Assets to be Voted	2,000	-	-	2,000	-	-
Special Warrants						
Ministry Total Capital Assets	2,000	-	-	2,000	-	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	577,813,465	(36,482,122)	(5.9)	614,295,587	602,085,787	785,707,161

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2020 Ontario Budget.

For additional financial information, see:

**<http://www.fin.gov.on.ca/english/budget/estimates/>
<http://www.fin.gov.on.ca/english/budget/paccts/>
<https://budget.ontario.ca/2020/marchupdate/index.html>**

Or

For information please contact:
Business Planning and Finance Branch
Ministry of Economic Development, Job Creation and Trade

Tel: (647) 289-4932
Fax: (416) 327-4239

LEGISLATION

Statutes Administered by The Minister of Economic Development, Job Creation and Trade

Community Small Business Investment Funds Act, 1992, S.O. 1992, c. 18 in respect of Part III.2 and in the application of the provisions of Part I, Part IV and the regulations to or in respect of an investment corporation registered or previously registered under Part III.2

Ministry of Economic Development and Trade Act, R.S.O. 1990, c. M.27

Ontario Capital Growth Corporation Act, 2008, S.O. 2008, c. 19, Sched. O

Burden Reduction Reporting Act, 2014, S.O. 2014, c. 12, Sched. 1

Development Corporations Act, R.S.O. 1990, c. D. 10

Partnerships for Jobs and Growth Act, 2014, S.O. 2014, c. 12, Sched. 2

Reducing Regulatory Costs for Business Act, 2017, S.O. 2017, c. 20, Sched. 4

Water Opportunities Act, 2010, S.O. 2010, c. 19, Sched. 1, in respect of Part II

Attracting Investment and Creating Jobs Act, 2012, S.O. 2012, c. 10

GLOSSARY OF TERMS

AMC	Advanced Manufacturing Consortium
AVIN	Autonomous Vehicles Innovation Network
C/AV	Connected and Autonomous Vehicle
CENGN	Centre of Excellence in Next Generation Networks
CLB	Canadian Language Benchmark
CPTPP	Comprehensive and Progressive Agreement for the Trans-Pacific Partnership
CUSMA	Canada-U.S.-Mexico Agreement
ENCQOR	Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation
EPDP	Economic Development Policy Division
FDI	Foreign Direct Investment
FOI	Freedom of information
GSIC	Government Services Integration Cluster
HQP	Highly Qualified Persons
I ³	IBM Innovation Incubator Project
IAF	Investment Accelerator Fund
IO	Infrastructure Ontario
KPI	Key Performance Indicators
MEDJCT	Ministry of Economic Development, Job Creation and Trade
MTO	Ministry of Transportation
NAFTA	North American Free Trade Agreement
O-AMP	Ontario Automotive Modernization Program
OCGC	Ontario Capital Growth Corporation
ODOE	Other Direct Operating Expenses
OJB	Open for Jobs Blueprint
ONE	Ontario Network of Entrepreneurs
OPCD	Office of the Provincial Controller Division
R&D	Research and Development
RIC	Regional Innovation Centres
RTDS	Regional Technology Development Sites
SBEC	Small Business Enterprise Centres
SHRB	Strategic Human Resources Branch
SMA	Strategic Mandate Agreements
SME	Small and Medium-sized Enterprises
MCU	Ministry of Colleges and Universities
T&ID	Trade and Investment Division
TIO	Ontario's Trade and Investment Offices
VC	Venture Capital

APPENDIX

ANNUAL REPORT

2019-20 Achievements

The Ministry of Economic Development, Job Creation and Trade (MEDJCT) supports a strong, innovative economy that can provide jobs, opportunities and prosperity for all Ontarians.

Modernizing Business Supports:

- The government committed to undertaking a review of all business support programs to determine their effectiveness, value-for-money and sustainability. The review found that the business support programs were not aligned with the priorities of the current government, were fragmented across multiple ministries, and lacked sufficient evidence to measure their value.
 - The OJB is recognized as one of six high-priority cross-cutting (“Smart”) initiatives having significant potential to modernize programs, improve outcomes and service delivery, and increase efficiency across government as it relates to business supports.
 - In 2019-20, MEDJCT developed and released the following policy tools to support business support programs and services:
 - Business Supports Definition – a single definition of business supports that can be adopted across government;
 - Business Success Framework (BSF) – a framework/tool that will help ministries assess and guide re-design of business support programs and services;
 - Business Success Metric (BSM) – developed to enable accountability for the outcome of business support programs & services including comparability, and identification of efficiencies and best value for money; and
 - Operational and Governance Model – a coordinated operational and governance model to bring alignment, collaboration and accountability across all ministries that offer business supports.

Regional Development Program:

- In December 2019, the ministry launched the Regional Development Program as part of its commitment to transform business supports to deliver value for money for taxpayers and create sustainable opportunities for businesses and communities across the province.

- The Regional Development Program is the first program to launch as part of the business supports transformation initiative. The program takes a new, coordinated approach to supporting business growth in eastern and southwestern Ontario communities by:
 - Making it easier for small- and medium-sized businesses to qualify by reducing the job creation threshold from ten to five.
 - Expanding financial support to eligible municipalities, industry groups and economic development organizations for projects that could lead to long-term regional sustainability and advance local priorities.
 - Enhancing support to companies for training and access to talent through funding and complementary services.
 - Simplifying applications through system improvements which will save time and resources.
- Under the new program, businesses and communities can get financial support through the Eastern Ontario Development Fund (EODF) and Southwestern Ontario Development Fund (SWODF) and guided access to a range of complementary services and supports, including advisory services, assistance with compliance and approvals, accessing skills and training supports, and information on tax credits.
- The ministry is piloting using set intake periods – the first intake began on December 2, 2019. Projects are compared against program objectives and other potential projects to ensure that limited funding is directed to the projects with the largest impacts and to communities that will benefit most.
- The Regional Development Program is part of Ontario's plan to build smarter government and protect our core programs and services.
- Existing business support contracts approved prior to June 2018 are being honoured. MEDJCT disbursed over \$225 million in business support program funding in 2019-20. Performance requirements, such as a specific number of jobs created, and a specific amount of private money invested, are in place to make sure taxpayer dollars are being spent wisely.

COVID-19 Response

- The ministry is providing key advisory services and support to Ontario small and medium enterprises as they face the impacts of COVID-19 and will continue to do so throughout the recovery period. In addition to supporting businesses that may need to pause due to COVID-19, the ministry is also working with businesses that have submitted to the Ontario Together portal to provide key emergency supplies.

The ministry's advisors are working with these companies to better understand their readiness to supply and to support them in solving any barriers they may face, such as regulatory or supply chain issues.

- As part of these efforts, the ministry is working closely with MENDM, MNRF and OMAFRA to serve SMEs across all sectors and regions of the province.

Regional and Sector Support

- Engaged with regional economic stakeholders across the province to better understand regional priorities and issues.
- Provided regional economic data, analysis and policy advice on regional economic issues, trends and stakeholder issues.
- Undertaken a Regional Review to support the Business Supports Transformation initiative, which will identify evidence-based options to transform service delivery. This initiative will help develop a coordinated and integrated network that provides Ontario businesses and entrepreneurs with the supports they need, where they need them.
- Conducted a regional inventory and mapping exercise focused on municipal economic development organizations and service delivery organizations.
- Worked with partner ministries on cross cutting regional economic development policies and programs. Some examples include: Provincially Significant Employment Zones led by the Ministry of Municipal Affairs and Housing, Regional Transportation Strategies led by the Ministry of Transportation and various funding programs led by the Ontario Ministry of Agriculture Food and Rural Affairs, Ministry of Energy Northern Development and Mines and the Ministry of Infrastructure.
- The ministry engaged with regional economic stakeholders across the province to better understand regional priorities and issues and to communicate new programs and services to stakeholder to help drive growth and prosperity across all of Ontario's regions.
- The ministry is undertaking a Regional Review to support the Business Supports Transformation initiative, which will identify evidence-based options to transform service delivery. This initiative will help develop a coordinated and integrated network that provides Ontario businesses and entrepreneurs with the supports they need, where they need them.
- To further understand and enable the ministry to respond more effectively to regional economic disparities, the ministry developed and maintains a regional

lens to help ensure that ministry programs reflect and address specific regional economic needs.

COVID-19 Response

- In early March, activated the Business Climate Assistant Deputy Ministers' and the Business Climate Deputy Ministers' Committees to lead a coordinated government-wide approach to reviewing, developing and as appropriate, implementing actions and response measures to support Ontario businesses and sectors impacted by COVID-19.
- Engaged senior leaders from all ministries that support economic responses in real-time discussions on economic impacts and emerging trends.
- Adopted a sectoral lens to track business stakeholders' issues and impacts of COVID-19, as well as identify high potential relief and recovery measures that can be implemented by government.
- Facilitated cross-government analysis of issues and coordination of emergency relief and recovery measures with OPS, federal, provincial and municipal partners.
- Contributed data, analysis and stakeholder input to support development of responses to address immediate and longer-term economic impacts of COVID-19 based on the severity of economic impacts to Ontario businesses and sectors.

Business Growth and Retention

- As a result of the ministry's work with 4,230 established Ontario small and medium enterprises with tradeable goods and services, the Business Advisory Services branch facilitated more than \$447 million of new investment in the province, which contributed to 1,665 jobs created and 7,107 jobs retained.
- Continued work with established firms to understand business needs and regional growth opportunities and to build the capacity of small and medium sized enterprises to scale and grow. Tailored advice, expert analysis and practical recommendations are geared to help businesses become more productive and competitive. Through this work with businesses, the ministry also harnesses local and regional business intelligence that can inform policy and program design decisions that impact SME growth.
- A total of 457 surveys of SMEs were completed in 2019-20 on topics ranging from talent/ labour, accessing capital, market development, assessing organizational strengths and identifying opportunities for improvement and navigating/addressing regulatory challenges.

- Over 2019-20, the ministry engaged key sectoral stakeholders (ICT, Automotive, Aerospace, Advanced Manufacturing, Steel, Chemicals, Clean Technology, Life Sciences, Financial and Business Services) With a lens of ensuring continued growth, the ministry produced and maintained detailed and informed understanding of Ontario's critical and emerging sectors to provide robust analysis and advice on issues affecting key sectors and companies.
- Examples include:
 - the impact of Section 232 tariffs on the Automotive, Aluminum and Steel industries
 - the successful transfer of Bombardier's Q400 aircraft program to Longview Aviation
 - engagement with the solar panel manufacturing sector on U.S. S.201 tariffs
 - engagement with the fabricated, structural steel sector on U.S. anti-dumping and countervailing duties investigations;
 - in partnership with the federal government, commissioned a third-party strategic review of Ontario's steel sector
 - federal changes to the Patented Medicines Pricing Review Board
 - engagement on strategic investment opportunities
 - leading the province's COVID-19 engagement with multiple priority sectors
- The ministry advances emerging sectors through targeted actions such as convening the sector during cybersecurity month to discuss important issues for their sector, namely – Privacy by Design, artificial intelligence, emerging trends, talent, quantum and the General Data Protection Regulation.
- The ministry also engages regularly with other levels of government and local economic development organizations on sector focussed economic development opportunities such as investment attraction, cluster development, intelligence sharing and emerging technologies.
- In March 2020, consultations were held with key stakeholders in the life sciences sector to build on Ontario's strengths in health and life sciences, support businesses operating in Ontario and to strengthen the ecosystem. In addition, the ministry engaged with organizers of the AdvaMed MedTech 2020 conference, which will be held in Toronto for the first time in October 2020.
- The ministry engaged with regional economic stakeholders across the province to better understand regional priorities and issues, including partnering with regional leadership groups to support the development, refinement and identification of opportunities to support regional strategy documents within government.

Enhancing Business Growth Capacity and Readiness

- The Business Capacity and Readiness Branch led the development and delivery of 18 seminars and workshops attended by 590 participants, which were delivered either in-person across Ontario or virtually via a webinar format. Topics covered included: Leveraging Data and Artificial Intelligence to SME Manufacturers, E-Commerce Readiness, Leveraging E-Commerce to Grow Exports, Automotive Technology Adoption, Smart Manufacturing, New Exporters to Border States, and Export Readiness targeted to various American, European and Asian markets. The seminars were held across Ontario including Barrie, Brampton, London, Toronto, Whitby, Windsor and in Buffalo.
- The Business Capacity and Readiness Branch was also the Co-Chair of the Canada-Ontario Export Forum in 2019-20 and supported the delivery of over 25 events led by other economic development partners such as the Toronto Regional Board of Trade – Trade Accelerator Program, Advanced Transportation Manufacturing Summit, and Latin America Export Forum.
- The Division successfully designed and launched a new Project Navigation function to enhance the effectiveness of the Ministry's business support programs by providing Ontario SMEs with customized assistance to access a portfolio of multi-ministry complementary supports and services.

Entrepreneurship

- The Entrepreneurship Services Unit and the Partnerships Unit reviewed and streamlined the Regional Innovation Centre (RIC) metrics for the RIC 2020 transfer payment agreements. The updated list of metrics is reduced by over 60 percent and consists of 25 metrics. Reporting frequency for quarterly metrics was changed to semi-annual to reduce the reporting burden on RICs. The revised metrics will provide the ministry with the necessary information to effectively evaluate program performance, policies and expected outcomes. As a result, program data can support future evidence-based decision-making.
- The ministry entered into a new streamlined three-year transfer payment agreement with Small Business Enterprise Centres (SBECS). The new agreement has reduced the previous number of agreements, burden of reporting and cumbersome metrics collection, all while maintaining the same integrity and oversight.
- The performance measurement framework under this new agreement ensures data accountability and reliability and provides the ability for the Ministry to

effectively evaluate program performance and support future evidence-based decision making.

- The ministry through the Ministry of Francophone Affairs provided funding from the Government of Canada's Canada-Ontario Agreement for \$120,000 over four years beginning in 2019-20. The purpose of this grant is to increase the delivery of French-language services and/or support the development and vitality of the francophone community with a particular focus on francophone entrepreneurs. French language services grant an opportunity for SBECs in Designated Bilingual Areas to apply for a \$10,000 grant to increase French language services and resources for the francophone entrepreneurship community.

Investment Accelerator Fund (IAF)

- By venture capital industry standard measures, the Investment Accelerator Fund (IAF) is achieving best-in-class performance. As of 2019-20, the IAF's portfolio has increased to over 160 firms, or about three times the size of a comparable private firm. Every \$1 invested by the IAF leverages another \$17 for its portfolio firms, leading to over \$1 billion in capital invested in Ontario companies.

Ontario Capital Growth Corporation (OCGC)

- OCGC's investments continued to perform well in 2019-20 on all measures: returns on investment, leveraging additional funds, and generating jobs and R&D. The most recent estimate of the value of OCGC's portfolio shows an increase in value of 31 percent over originally invested capital. The OCGC was positively reviewed by the Agency Review Task Force and the ministry's EY Business Support Program Review. The agency continues work on a life sciences venture capital fund initiative, and an initiative whereby OCGC will select and invest in several more venture capital funds.

IBM Innovation Incubator Project (I³)

- IBM I³ is a public-private partnership between the government of Ontario, the Ontario Centres of Excellence (OCE) and IBM Canada.
- The province's \$29 million investment leveraged matching contributions from IBM and industry to provide \$67 million worth of support to Ontario SMEs.
- I³ provides Ontario companies with technological resources such as supercomputing and big data analytics tools, physical space and specialized expertise to be more competitive, access skilled talent and grow their businesses
- The project is on track to benefit more than 500 companies and create more than 2,600 jobs in Ontario by 2020.

- I3 has achieved all program targets and is now closed for intake.
- The program is currently delivering services to existing projects and will be completed by March 31, 2021.

Driving Prosperity: The Future of Ontario's Automotive Sector:

- In February 2019, the government announced a \$10 million investment over three years toward the Ontario Automotive Modernization Program (O-AMP) as part of the government's *Driving Prosperity: The Future of Ontario's Automotive Sector* plan to boost competitiveness in the auto and manufacturing sectors. O-AMP provides matching funding to support process improvements at small and medium-sized Ontario automotive suppliers through adoption of leading-edge technology and/or the adoption of Lean manufacturing practices. The program was launched in September 2019 and in its first application intake committed over \$4.1 million of funding to projects at 50 companies that was matched by over \$11.6 million of private funding and will create or retain 278 high-value automotive sector jobs.
- Also, under the Ontario government's *Driving Prosperity: The Future of Ontario's Automotive Sector* plan and in partnership with the Ministry of Transportation (MTO), the government has increased its investment in the Autonomous Vehicles Innovation Network (AVIN) by \$5 million, to a total of \$85 million to reinforce Ontario's advantage in the rapidly evolving and converging auto and technology sectors. Through resources such as R&D funding, talent development, technology acceleration, business and technical supports, and demonstration grounds, AVIN provides critical support to help Ontario-based connected and autonomous vehicle (C/AV) companies gain a foothold in the marketplace. It allows innovative Ontario firms to leverage large corporate partners to develop globally competitive, made-in-Ontario technologies to shape the future of transportation and mobility while developing talent for jobs of the future.
- Of the 390 prototypes made through these partnerships, 35 have made it to the commercialization stage.

Autonomous Vehicles Innovation Network (AVIN)

- The Autonomous Vehicles Innovation Network's (AVIN) support for start-ups and SMEs in Ontario's growing connected and autonomous vehicle sector includes project funding requiring matching from private-sector sources. Matching contribution levels under the original program guidelines allowed program funding to cover up to 50% of eligible project costs up to \$1 million.
- Following the announcement of the *Driving Prosperity* automotive plan, program contributions toward projects were adjusted to 33% of eligible project costs for the Autonomous Vehicle R&D and the new WinterTech program streams, which

increased value for money for the investment of public funds. Matching levels for the Talent Development program stream remain unchanged.

- In 2019-20, AVIN achieved the following milestones:
 - WinterTech Development Program launched with four projects approved for a total of \$1.6 million and leveraged over \$3.2 million in total partner contributions.
 - Funded 17 AV R&D partnership projects between SMEs and large organizations, with \$8.4 million and leveraged \$22.4 million in industry-matching contributions.
 - Sponsored 37 talent development projects, supporting 36 internships and 1 fellowship with \$395,000, and leveraged over \$900,000 in industry-matching contributions.
 - 12 SMEs participating in the Demonstration Zone at Stratford to support vehicle integration projects, with three additional vehicle integration projects currently under development.

Advanced Manufacturing Consortium (AMC)

- The Advanced Manufacturing Consortium (AMC) makes it easier for businesses to access world-class equipment and expertise to solve factory floor and production line challenges.
- Since its launch in April 2017, AMC has worked on more than 450 projects with industry, helping more than 200 companies. It has leveraged over \$50 million in cumulative project funding and has helped commercialize more than 130 products, processes and services.

Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation (ENCQOR) and the Centre of Excellence in Next Generation Networks (CENGN)

- ENCQOR and CENGN are foundational to the new Broadband and Cellular Strategy and Action Plan, helping to ensure that Ontario will remain open for business for generations to come. In 2019-20, ENCQOR met or exceeded its key targets and milestones. Testbeds are now in service at Invest Ottawa, Communitech and MaRS hub sites and communicating between all five Ontario and Quebec hubs. Anchor firms have exceeded employee targets by 50%. In addition, over 180 SMEs have been supported through ENCQOR programming to date.

Ontario's Business Support Network

- Ontario's business support network is aimed to support Ontario's businesses seeking to start, grow or scale. Through this network, Ontario offers a range of province-wide programs and supports to assist entrepreneurs starting and growing new companies — from local businesses to technology-based companies aspiring to become global leaders.
- Member organizations include: 17 funded Regional Innovation Centres (RICs), 47 Small Business Enterprise Centres (SBECs), Ontario Centres of Excellence, MaRS and Communitech.
 - Regional Innovation Centres support the growth of high-potential, innovation-based firms by delivering services and programming on a regional basis that help entrepreneurs and innovators in all parts of our province clear commercialization hurdles and attract the talent, capital and customers they need to grow and succeed.
 - Two of the larger RICs (Kitchener-Waterloo's Communitech and Toronto's MaRS) also bring together innovation-focused companies of all sizes and co-locate them under one roof with service providers, academic partners, capital providers, and resources to fuel job creation and company growth. These innovation spaces, Communitech Hub and MaRS Core, act as centres for innovation in their respective regions.
 - Small Business Enterprise Centres operate locally, in collaboration with municipalities and regional partners, to support small businesses (fewer than 10 employees) through services such as seminars/workshops, mentorship and training, as well as funding opportunities through the Summer Company and Starter Company Plus programs.
 - 26 Senior Business Advisors strategically located across all regions of southern Ontario to support the overall growth of small- and medium-sized firms that produce tradable goods and services.
- The network focuses on helping Ontario's innovators and entrepreneurs to:
 - Create new jobs;
 - Leverage investments; and
 - Serve clients through training, expert advice and mentorship.
- Based on the 2019-20 results obtained to date, SBECs assisted in starting of 4,966 new businesses, expanding of 1,579 businesses resulting in creation of over 8000 new jobs.

MaRS Business Acceleration Program

- The Business Acceleration Program (BAP), which is administered by MaRS on behalf of the province, supports the growth and development of regional innovation ecosystems across Ontario. BAP delivers technology-company acceleration programming funded by MEDJCT across Ontario through each of the 17 RICs. BAP helps to create, share and integrate coordinated entrepreneurship services to support the delivery of specialized BAP programming by the RICs including market intelligence, specialized mentorship and entrepreneurial education. Together they help innovation entrepreneurs develop the skills and opportunities they need to move successfully into the global marketplace.

Ontario Centres of Excellence (OCE)

- MEDJCT's delivery partner for academic-industry commercialization programs, OCE works with universities, colleges and teaching hospitals across Ontario to accelerate the commercialization of new technologies. OCE focuses on ensuring that the economic benefits of leading-edge research that is conducted in Ontario, is realized in Ontario. Research underway at publicly funded universities, colleges and research hospitals can be transformed into technologies and services that enhance quality of life and help build a globally competitive, job-creating economy in Ontario. Specifically, OCE supports:
 - industry-academic collaborations;
 - commercialization of academic intellectual property (IP), and development and adoption of emerging technologies (including advanced technology platforms); and
 - early-stage projects where the probability of commercial success and investment return on innovation are substantial, but where the risks are high enough to deter private investment.

Red Tape and Regulatory Burden Reduction

Played a leading role in supporting one of the government's core commitments by reducing red tape and regulatory burden to lower the high cost of doing business in Ontario and to make Ontario companies more competitive, so they can create and keep jobs. Including:

- Government announced, *Unleashing a Competitive Ontario by Cutting Overregulation* strategy. It set two ambitious targets: to save Ontario companies at least \$400 million per year in the cost related to complying with regulations; and to reduce the number of regulatory requirements affecting businesses.
- Provided independent policy advice on reducing the regulatory burden, to support and inform government decision-making on a high volume of priority files. This

included playing a critical role in developing an insurance reform package, making sure employers have access to the skilled workers they need and providing certainty about property taxes for businesses.

- Helped individual businesses resolve regulatory challenges. The Business Relief Unit has worked directly with over 110 companies and 35 stakeholder groups and/or industry associations to help them overcome their regulatory obstacles. This work has been pivoted to streamline regulatory barriers related to COVID-19 and effectively deliver change. Received a Golden Scissor award honourary mention from the Canadian Federation of Business for the work of the BRU.
- Launched the Job Site Challenge, a new land development tool designed to increase Ontario's economic competitiveness by identifying large parcels of shovel-ready industrial lands across the province. The Ministry will be collaborating with economic and regulatory partner ministries to institute a new streamlined development approval framework that will streamline the government-to-business experience and reduce regulatory burden on strategic investment projects.

Regulatory modernization

The Office of Small Business and Red Tape Reduction has been integral to leading the following regulatory modernization efforts:

- The Compliance Modernization Strategy, one of this government's Smart Initiatives, has made progress to enhance information sharing and inter-ministerial collaboration to focus regulatory delivery on outcomes and according to risk assessments and data.
- Through Compliance Modernization, ministries would be engaged to ensure regulatory barriers to job creation, including prolonged approval processes and unnecessary consultations, are removed. This would include improved service standards across government ministries.
- The Compliance Modernization Strategy is advanced through two strategic working groups, which identify and implement small, high-impact solutions that will modernize Ontario's regulatory delivery and compliance activities.
- A key pillar of the Compliance Modernization Strategy entails fostering a modern, smarter regulatory culture and practices, with a view to reducing burden on responsible businesses. SBRTTR is supporting this objective, in part, by working with ministries to mandate a robust Regulators' Code of Practice.
- All regulators will be required to embed the Code into their operational plans, policies and procedures, to ensure the highest standards of professionalism and the latest best practices in regulatory delivery.

- Launched a dedicated option has been added to the Business Information Line (1-888-745-8888) for businesses to provide feedback on interactions with Ontario inspectors and auditors. The feedback received will help improve interactions between government and businesses and other regulated entities, so they are more predictable and efficient. This initiative also supports the objective of ensuring the highest standards of professionalism are the basis of all interactions with business. Passage of Bill 132, Better for People, Smarter for Business Act. This package of over 80 actions cut red tape and modernized regulations to make life easier for people and businesses, including the agriculture and transportation sectors.

International and interprovincial trade policy

To deliver on the government's priorities of advancing Ontario's interests in international and interprovincial trade to drive business growth and create jobs, the ministry has:

- Launched negotiations with U.S. states related to Strategic Investment and Procurement Agreements (SIPAs). These agreements seek to secure improved access to government procurement opportunities for businesses and identify key actions to enhance and promote overall trade and investment. Worked to identify and track any trade policy measures introduced globally that could impact Ontario's ability to source medical supplies needed to tackle COVID-19 and undertaken advocacy with the federal government to possibly mitigate identified measures of importance to Ontario.
- Led a robust and comprehensive implementation plan to ensure Ontario was ready to implement and capitalize on the benefits of the Comprehensive and Progressive Agreement for the Trans-Pacific Partnership (CPTPP). Since implementation, Ontario's January exports to CPTPP countries have grown from \$550 million to \$614 million in CAD.
- Advocated on behalf of Ontario's interests in ongoing trade negotiations, including the Canada-Mercosur (Brazil, Argentina, Paraguay, and Uruguay) FTA negotiations.
- Strengthened Ontario's interprovincial trade ties with the rest of Canada by taking a leadership role in implementing the Canadian Free Trade Agreement (CFTA). Examples of key activities include:
 - Chairing CFTA negotiations to incorporate rules on financial services – Ontario's top interprovincial export – into the Agreement to ensure financial service suppliers can operate on a pan-Canadian basis free from restrictive barriers;
 - Led efforts to modify the CFTA to allow federal, provincial, and territorial governments to independently remove unnecessary restrictions to internal

trade, in addition to narrowing Ontario's energy exceptions to support oil and gas pipeline development within the province;

Investment Attraction

- Through the first three quarters of fiscal year 2019-20, the Trade and Investment Division focused its efforts on developing 74 foreign direct capital investments with an estimated collective value of \$4.1 billion in CAD and the potential to create 3976 direct jobs in Ontario. An additional 116 new opportunities are currently being advanced.
- As part of the Investment Ready: Site Certified Program, eleven Certified Sites have been fully or partially sold to investors establishing or expanding their businesses in Ontario, totaling approximately 444 acres of investment ready lands in the province.
- Through fiscal year 2019-20 the ministry facilitated 40 community outreach meetings to generate interest in the Investment Ready Program, leading to 6 pre-consultation meetings with prospective applicants.

International Representation

- The ministry focusses to raise awareness in global markets of the benefits to coming to Ontario where businesses grow and thrive. The ministry has worked to secure new trade and investment opportunities through the delivery of inbound and outbound commercial delegations and the delivery of international missions:
 - On June 20, 2019, up to 8 Agents-General positions were established through Order-in-Council. Two Agents-General were also appointed for Chicago and Dallas respectively. Agents-General will work within Ontario's established international network, serving as the government's primary representative in select markets, providing strategic advice and promoting Ontario's commercial interests to drive job creation.
 - In 2019-20, 309 Ontario companies participated in 36 Export Business Missions to global markets, reporting over \$555.5 million in export sales opportunities identified. Participating companies reported an average 91% satisfaction rating. \$188.5 million in actual sales for Ontario companies was reported during the 6, 12- and 18-month follow-ups in 2018-19.
 - The effort to build awareness of Ontario internationally was supported by an ongoing, integrated, content-based marketing campaign that includes web, social media, public relations, trade shows and events and advertising. In 2019-20 it resulted in almost 360,000 InvestInOntario.com pageviews and a total of 1,765 leads. Of special note, the ministry's international advertising campaign pilot, which targeted potential investors in advanced technology sectors within the U.S. and U.K., significantly outperformed the previous year's

campaign on all measures, including a 28 per cent increase in reach and a 39% increase in leads generated. The International Invest in Ontario newsletter, was deployed 11 times throughout the year to a growing database of subscribers (up 29% from last year), yielding a total reach of over 55,000 and industry-exceeding open and click-through rates of 28 per cent and 10 per cent respectively.

- Domestically, marketing and promotion efforts focused on recruiting participant for export business missions, seminars and webinars. This was done primarily through targeted email blasts supported by social media. The export business mission newsletter, InfoExport, was deployed 4 times in 2019-20 for a total of 50,574 emails sent with a 20.72 per cent open rate. 21 geo-targeted emails for seminars and webinars were sent out in 2019/20 for a total of 241,092 emails sent with an open rate of 20.64 per cent. Those emails generated 1,317 registrations.

COVID-19 Response

- Pre-COVID-19 Inbound Business Delegations had planned for 50 inbound business missions in 2020-21 and 10 Ontario-based industry events to foster trade and investment connections for Ontario companies and communities. These missions and events were estimated to generate over \$50 million in potential sales and investment opportunities for Ontario companies.
- This plan has been altered significantly to respond to the COVID-19 outbreak that has fundamentally ceased international travel preventing physical business delegations from visiting Ontario. Major domestic industry events have also been cancelled, postponed, or pivoted to online delivery.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures 2019-20 (\$M)
Operating Expense *	637.17
Capital Expense *	-
Staff Strength (as of March 31, 2020)	623.95

* Interim actuals reflect the numbers presented in the 2020 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

* Excludes the following Consolidation Adjustments:

- Consolidation Adjustment - Ontario Capital Growth Corporation
- Consolidation Adjustment - General Real Estate Portfolio

Estimates Briefing Book 2020-21

Ministry of Education

Ce document est disponible en français

Part I: Estimates Briefing Book 2020-21

Ministry of Education

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN**MINISTRY OVERVIEW****Purpose**

The Ministry of Education is responsible for administering child care and Ontario's publicly funded education system (Kindergarten to Grade 12). From a child's earliest years, and through elementary and secondary school, Ontario's education system is committed to ensuring children and students have the skills and knowledge they need to reach their full potential and achieve lifelong success.

The Ministry of Education is also committed to ensuring a sustainable world-class education system for the students of today and the future.

2020-21 Strategic Plan

Students are facing new, complex challenges in a rapidly changing world. Therefore, we need a modern, sustainable, world-class education system that ensures students have the skills and knowledge to succeed in school, life, and beyond. Students also need to feel welcome, safe and respected, and protected from discrimination and bullying.

We must also ensure our education system is modern, flexible, and high-performing, yet sustainable – where tax dollars are focused on the classroom.

This will help all students reach their full potential, and succeed after high school, in postsecondary education, the skilled trades, their communities, and in the modern workforce.

Early Years and Child Care Programs

A strong child care and early years system plays a key role in helping families and putting children on a path to lifelong success. Ontario is committed to ensuring children and families have access to a range of healthy, affordable, inclusive, safe, and high-quality early years and child care programs where parents have the flexibility to choose options that work best for their families.

Kindergarten to Grade 12

The Ministry of Education provides policy and program direction, and financial support to district school boards, school authorities, schools and agencies. Ontario is fostering and sustaining a high-quality education system for all students in the province to prepare them to graduate with the skills and knowledge they need to be successful in school, work and life.

Ministry Programs & Highlights of 2019-20 Achievements

Ontario is committed to preparing students for the jobs of tomorrow.

The Ministry of Education continues to improve the performance of our child care and education systems to support all children and students in acquiring the skills they need to thrive in the labour market, and in life, by:

- Developing a new child care plan that meets the needs of parents, caregivers and families
- Modernizing learning through revised curricula and new delivery approaches
- Building a more equitable system that offers all students the chance to succeed
- Promoting opportunities for all students to see technology, skilled trades and apprenticeship pathways as viable options
- Driving system efficiencies and reducing administrative burden, and
- Deriving more value from education system resources and assets.

Below is an overview of the Ministry of Education's 2019-20 accomplishments. For more information, please refer to the ministry's annual report, or visit [Ontario's official news source](#).

- [Government Continues to Improve Education](#)
- [Supporting Child Care Professionals](#)
- [Modernizing Education Funding for the 2019-20 School Year](#)
- [Supporting New French-language Secondary School in Vaughan](#)
- [Supporting French-Language Education](#)
- [Revised First Nations, Métis, and Inuit Studies Curriculum](#)
- [Revised Career Studies Course Launched to Inspire Next Generation](#)
- [Renewing Ontario Schools and Strengthening Student Learning](#)
- [Expanding Learning Opportunities in STEM and Skilled Trades](#)
- [Updated Elementary Health and Physical Education curriculum](#)
- [First Year Investment of Ontario's Four-Year Math Strategy Announced](#)
- [Cellphone Restriction in Classrooms](#)
- [Historic Investment in Ontario's Francophone Students](#)
- [Supports for Students with Special Needs](#)
- [Support for Parents](#)
- [Improved Access to Education for First Nation Students](#)
- [Ontario Backs New Community School in Meaford](#)
- [Ontario More Than Doubles Mental Health Funding for Students](#)
- [Creation of More Than 19,000 Child Care Spaces](#)
- [Major Program Investment in the Skilled Trades](#)
- [Ratification of CUPE Central Agreement](#)
- [Ontario Moves Forward with Child Care Retrofit in Cannington](#)

- [Enhancing Online Learning](#)
- [Taking New Actions to Combat Bullying in Schools](#)
- [Applications for the Minister's Advisory Council on Special Education](#)
- [Ontario Reviews Student Transportation to Improve Service for Students and Families](#)
- [Ontario Funds New French-Language High School in East Toronto](#)
- [Ratification of EWAO Central Agreement](#)
- [Ontario Combatting Bullying in Schools through Student Survey](#)
- [Minister of Education Releases Final Report on Near North District School Board](#)
- [A Fair Plan to Keep Students in Class](#)
- [Final Report on Peel District School Board](#)
- [Tentative Agreement with OECTA](#)

Alignment of Programs with the Government's Priorities

The following chart outlines the key government priorities that the ministry directly supports through its range of services and supports.

Government Priority	Ministry of Education Responsibilities
Making life more affordable	• Child care
Preparing people for jobs/ Preparing students for successful careers	• Capital and business support • Community services I + IT • Corporate management and services • Early years programming • Education equity • Education labour and finance • French language teaching, learning and achievement • Indigenous education and well-being • Student achievement • Student support and field services • Strategic policy and planning

COVID-19 Response

The health and well-being of every Ontarian is the government's number one priority. Ontario's public health system has demonstrated remarkable responsiveness to COVID-19, as the situation has evolved globally.

As the COVID-19 outbreak continued to evolve locally and globally, Ontario has been taking action to ensure the province's health care system is prepared to continue to protect the health and well-being of Ontarians.

Ontario continues to modernize education funding so students can succeed in school, life and beyond – while ensuring investments have the greatest impact in the classroom as the province responds to the COVID-19 outbreak.

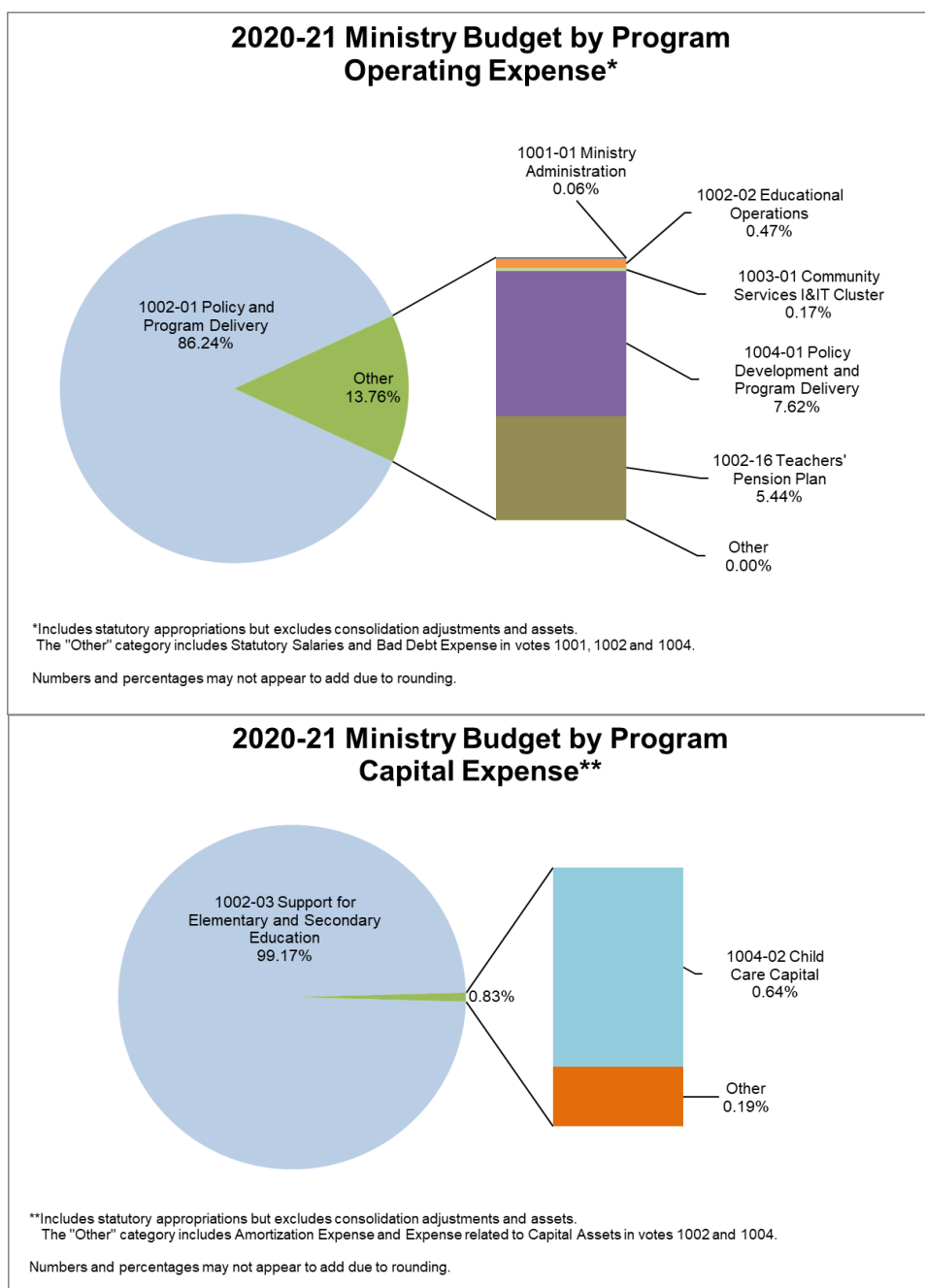
The government announced the following investments (up to March 25, 2020) in response to the COVID-19 outbreak:

- On March 20, Premier Doug Ford and Stephen Lecce, Minister of Education announced the launch the first phase of Learn at Home and Apprendre à la maison, a new online portal that provides resources for families so students can continue to learn while schools are closed due to the outbreak of COVID-19.
- On March 22, the government announced that in order to support health care and other frontline workers during this COVID-19 outbreak, Ontario is exempting certain child care centres from the order to close all licensed child care centres pursuant to the state of emergency declared. This initiative is in partnership with service system managers and First Nations who identify appropriate locations. A list of emergency child care locations is available on the Ontario government's website.
- On March 25, the Ontario government announced that it is offering direct financial support to parents while Ontario schools and child care centres remain closed as a result of the COVID-19 outbreak. The new Support for Families initiative offers a one-time payment of \$200 per child 0 to 12 years of age, and \$250 for those 0 to 21 years of age with special needs.

Please visit Ontario's website to learn more about how the province continues to protect Ontarians from COVID-19.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the ministry's investment in 2020-21 in activities that provide Ontario students with an excellent and accountable elementary/secondary education, so their futures and that of the province will be characterized by continued prosperity, stability and growth.

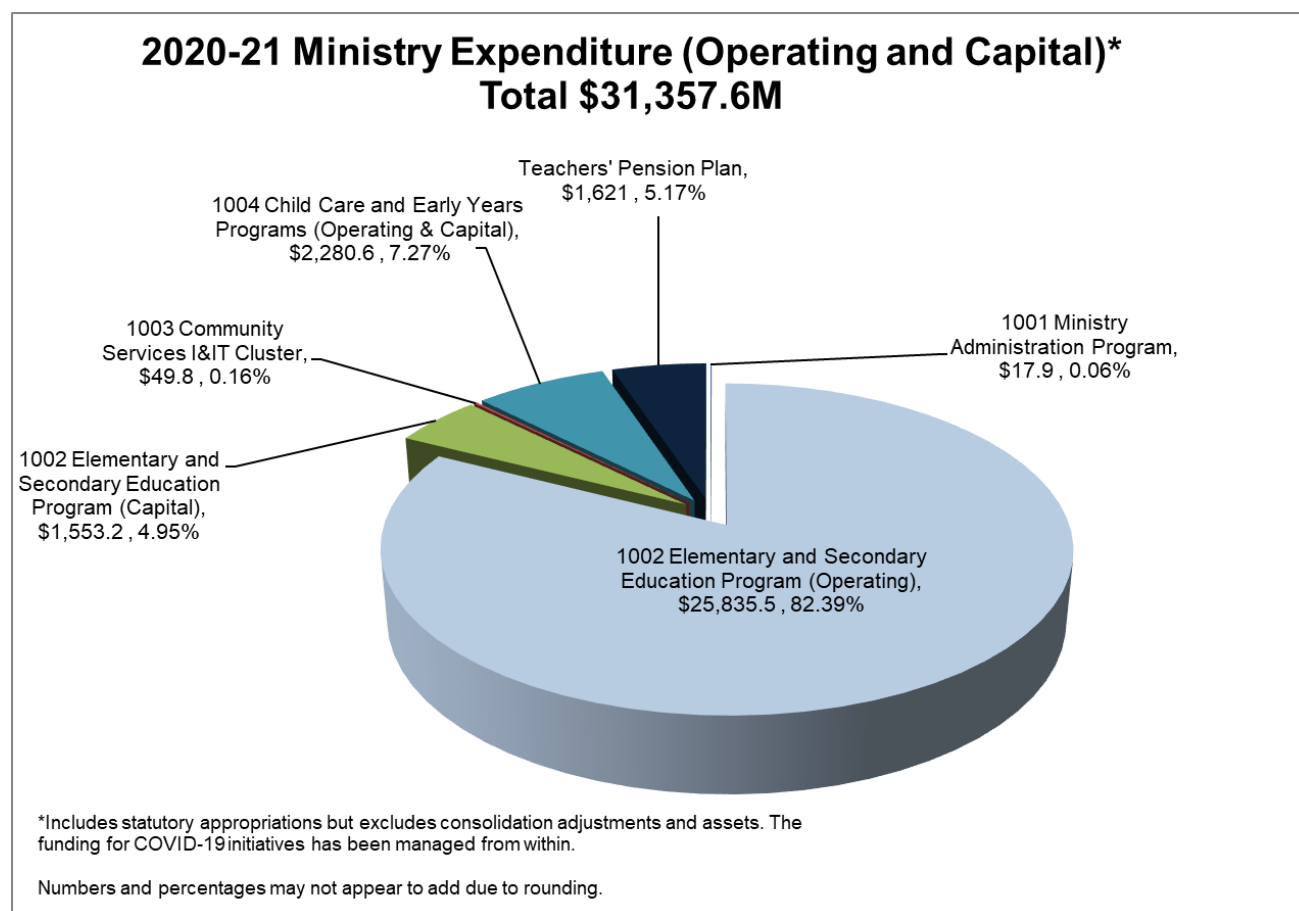


Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals*	-
Operating	29,792.6
Capital	1,565.0
TOTAL **	31,357.6

*The funding for COVID-19 initiatives has been managed from within.

**Includes statutory appropriations but does not include consolidation adjustments. After consolidation adjustments (for agency and school board expense), the total 2020-21 planned expenditures including statutory appropriations is \$31,893.2M. This total, excluding statutory appropriations, is \$30,269.4M. Numbers may not appear to add due to rounding.



Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
OPERATING EXPENSE						
Ministry Administration Program	17,794,500	(792,900)	(4.3)	18,587,400	25,365,200	19,170,042
Elementary and Secondary Education Program	25,835,455,700	523,968,200	2.1	25,311,487,500	25,473,106,600	25,273,311,793
Community Services Information and Information Technology Cluster	49,775,400	(378,300)	(0.8)	50,153,700	50,092,000	46,674,335
Child Care and Early Years Programs	2,268,818,100	72,249,400	3.3	2,196,568,700	2,425,946,100	1,936,216,583
Total Operating Expense to be Voted	28,171,843,700	595,046,400	2.2	27,576,797,300	27,974,509,900	27,275,372,753
Statutory Appropriations	1,620,802,014	(111,287,378)	(6.4)	1,732,089,392	1,569,825,592	1,677,828,265
Ministry Total Operating Expense	29,792,645,714	483,759,022	1.7	29,308,886,692	29,544,335,492	28,953,201,018
Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO)	2,868,600	(2,425,700)	(45.8)	5,294,300	9,056,000	2,243,620
Consolidation Adjustment - Education Quality and Accountability Office	4,536,900	5,867,500	-	(1,330,600)	(217,800)	(1,883,014)
Consolidation Adjustment - Ontario Educational Communications Authority (TVO)	14,780,500	3,079,700	26.3	11,700,800	14,113,000	4,790,122
Consolidation Adjustment - School Board Trust Debt Payment Reclassification	(65,723,500)	-	-	(65,723,500)	(65,723,500)	(65,836,547)
Consolidation Adjustment - Schools	720,168,500	(305,247,000)	(29.8)	1,025,415,500	576,729,400	167,404,066
Consolidation Adjustment - Colleges	(26,475,000)	321,600	-	(26,796,600)	(28,050,000)	(29,534,889)
Consolidation Adjustment - Hospitals	(7,722,400)	(2,222,400)	-	(5,500,000)	(7,722,400)	(7,646,951)
Consolidation Adjustment - Science North	-	-	-	-	-	(1,091,791)
Consolidation Adjustment - General Real Estate Portfolio	1,336,400	14,837,400	-	(13,501,000)	(13,501,000)	(18,780,152)
Total Including Consolidation & Other Adjustments	30,436,415,714	197,970,122	0.7	30,238,445,592	30,029,019,192	29,002,865,482
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Elementary and Secondary Education Program	1,485,800	(1,574,200)	(51.4)	3,060,000	1,684,000	1,874,704
Community Services Information and Information Technology Cluster	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	1,487,800	(1,574,200)	(51.4)	3,062,000	1,686,000	1,874,704
Ministry Total Operating Assets	1,487,800	(1,574,200)	(51.4)	3,062,000	1,686,000	1,874,704

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Total Operating and Capital Summary by Vote (Continued)

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
CAPITAL EXPENSE						
Elementary and Secondary Education Program	1,551,997,900	(197,911,600)	(11.3)	1,749,909,500	1,661,777,400	1,515,554,667
Child Care and Early Years Programs	10,002,000	-	-	10,002,000	6,016,900	94,279,586
Total Capital Expense to be Voted	1,561,999,900	(197,911,600)	(11.2)	1,759,911,500	1,667,794,300	1,609,834,253
Statutory Appropriations	2,968,900	(27,800)	(0.9)	2,996,700	2,996,700	2,687,035
Ministry Total Capital Expense	1,564,968,800	(197,939,400)	(11.2)	1,762,908,200	1,670,791,000	1,612,521,288
Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO)	1,049,000	(39,300)	(3.6)	1,088,300	1,133,000	1,393,733
Consolidation Adjustment - Ontario Educational Communications Authority (TVO)	2,351,400	442,800	23.2	1,908,600	2,517,000	2,121,373
Consolidation Adjustment - Education Quality and Accountability Office	302,300	(27,700)	(8.4)	330,000	313,100	414,154
Consolidation Adjustment - Schools	(103,297,000)	308,964,100	-	(412,261,100)	(293,154,200)	(287,424,528)
Capital Expense Adjustment - Cap and Trade Wind Down Account Reclassification	-	-	-	-	-	93,309,053
Consolidation Adjustment - General Real Estate Portfolio	(8,611,500)	-	-	(8,611,500)	(1,397,200)	(1,571,840)
Total Including Consolidation & Other Adjustments	1,456,763,000	111,400,500	8.3	1,345,362,500	1,380,202,700	1,420,763,233
CAPITAL ASSETS						
Elementary and Secondary Education Program	2,429,500	(208,000)	(7.9)	2,637,500	583,000	1,410,852
Child Care and Early Years Programs	1,000	-	-	1,000	1,000	-
Total Capital Assets to be Voted	2,430,500	(208,000)	(7.9)	2,638,500	584,000	1,410,852
Ministry Total Capital Assets	2,430,500	(208,000)	(7.9)	2,638,500	584,000	1,410,852
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	31,893,178,714	309,370,622	1.0	31,583,808,092	31,409,221,892	30,423,628,715

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18* \$	Actuals 2018-19* \$	Estimates 2019-20* \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	28,923,181,648	30,423,628,715	31,583,808,092	31,893,178,714
		5%	4%	1%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>

<https://www.ontario.ca/page/public-accounts>

<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

AGENCIES, BOARDS AND COMMISSIONS*	2020-21 Expenditure Estimates \$	2019-20 Expenditure Interim Actuals \$	2018-19 Expenditure Actuals \$
Ontario Educational Communications Authority (TVO)			
Operating Expense	42,906,800	42,906,800	44,866,300
Capital Expense	1,536,000	1,536,000	1,600,000
Office des télécommunications éducatives de langue française de l'Ontario (TFO)			
Operating Expense	24,793,700	24,793,700	24,793,700
Capital Expense	1,000,000	1,000,000	1,000,000
Education Quality and Accountability Office	31,562,100	31,562,100	31,282,100
Provincial Schools Authority	20,000	-	15,604
Minister's Advisory Council on Special Education	49,500	17,720	428
Curriculum Council	-	-	1,034

*Not including consolidation adjustments.

The ministry is responsible for the following classified agencies:

Operational Enterprise Agencies

Ontario Educational Communications Authority

The Ontario Educational Communications Authority (TVO) is Ontario's publicly funded educational media organization. TVO provides high-quality English-language educational programming and services through broadcast, distance education, and interactive web access. Distance education for secondary school credit is provided through the Independent Learning Centre. TVO is governed by the Ontario Educational Communications Authority Act. Its broadcast licence is governed by the federal Broadcasting Act and CRTC licensing.

Office des télécommunications éducatives de langue française de l'Ontario

The Ontario French-language Educational Communications Authority (TFO) provides high-quality educational and cultural multimedia services and content to the 12 French-language school boards and the broader Franco-Ontarian community. The organization also provides French as a Second Language resources to Ontario's 60 English-language school boards. TFO's programming, support services and resources contribute to meeting the ministry's student success priorities. TFO focuses on French-language and culture initiatives, that support the early years, literacy and numeracy, eLearning, and the Politique d'aménagement linguistique (PAL).

Operational Service Agencies

Education Quality and Accountability Office

The Education Quality and Accountability Office (EQAO) conducts large-scale census assessments of student achievement: Grade 3 and Grade 6 students in reading, writing and mathematics; Grade 9 students in mathematics; and the Ontario Secondary School Literacy Test, typically administered in Grade 10, which is the primary means of satisfying the Ontario literacy requirement for graduation. EQAO publishes annual results for each of its assessments in English and French and provides the education system with board, school and individual student level results. EQAO also administers Ontario's participation in national and international testing such as Pan-Canadian Assessment Program (PCAP) and Programme for International Student Assessment (PISA), Trends in International Mathematics and Science Study (TIMSS) and the Progress in International Reading Literacy Study (PIRLS).

Provincial Schools Authority

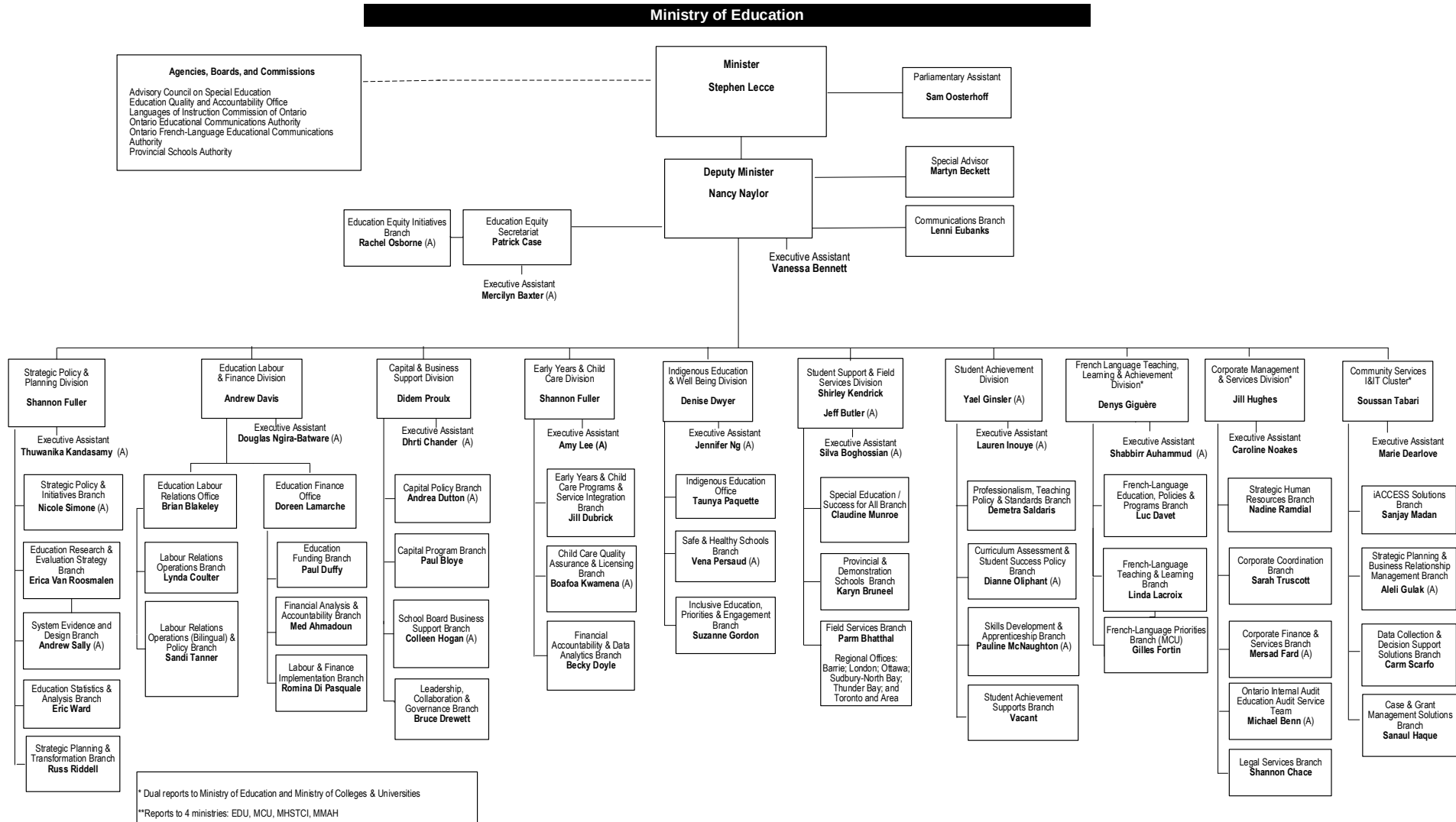
The Provincial Schools Authority (PSA) was established as an agency of the Ministry of Education in 1975 under the Provincial Schools Negotiations Act. The PSA is the employer of record for teachers employed in provincially operated schools. These employees are represented by the Provincial Schools Authority Teachers (PSAT), which is a district of the Ontario Secondary School Teachers' Federation (OSSTF). The PSA is also the employer of record for principals and vice principals in provincially operated schools. The principals and vice principals are not represented by a union and do not have a collective agreement. The PSA reviews and advises on the terms and conditions of employment for principals and vice-principals. The PSA also handles grievances, leaves and related administrative functions.

Advisory Agencies

Minister's Advisory Council on Special Education

The Minister's Advisory Council on Special Education (MACSE) advises the Minister on any matter related to the establishment and provision of special education programs and services for students with special education needs.

ORGANIZATION CHART





Appendix

Ministry of Education

2019-20 Annual Report
2019-20 Ministry Interim Actual Expenditures

2019-20 Annual Report

The Ministry of Education administers Ontario's child care, early years, and publicly funded education systems.

The Ministry of Education is also committed to helping children and students reach their full potential and achieve lifelong success – while ensuring Ontario's world-class education system remains sustainable for the students of today and tomorrow.

Highlights of 2019-20 Achievements

Below is an overview of the Ministry of Education's 2019-20 accomplishments. For more information, visit [Ontario's official news source](#).

Government Continues to Improve Education

Ontario is standing up for students and parents by protecting and modernizing the province's publicly funded education system. The Legislature has passed legislative amendments that will help keep classrooms safe, and also ensure that children and students are better supported in their learning.

Supporting Child Care Professionals

Ontario's government is providing support for child care professionals that will ensure our province provides the very best child care options for parents and families.

Eligible staff working in a licensed child care program or agency continue to receive increased wages of up to \$2 an hour, while home child care providers working with a licensed child care agency are eligible for a grant of up to \$20 a day. This investment strengthens Ontario's child care system by retaining more registered early childhood educators and other qualified professionals.

Modernizing Education Funding for the 2019-20 School Year

The Ontario government is protecting what matters most through a modernized approach to education reform which will better utilize technology, give students the skills they need to succeed, protect front-line teachers and ensure every dollar spent benefits students.

Investments in Ontario's publicly funded education system through the Grants for Student Needs (GSN) were projected to be \$24.66 billion in 2019-20, while per-pupil funding was projected to be \$12,246. Changes to class size in the province's education funding model were accompanied by a new Teacher Job Protection Funding Allocation so that changes could be managed through teacher retirements and other voluntary leaves.

The government also established a new \$330 million Priorities and Partnerships Funding (PPF) to support the ministry's vision with time-limited investments. This funding focuses on

high-impact initiatives that directly support students in the classroom, replacing the previous Education Program Other (EPO) Grants.

Supporting New French-language Secondary School in Vaughan

Ontario is investing in new local schools to help provide students with a world-class education system that ensures they have the skills they need to succeed. The province provided \$22.6 million in funding to help secure the location for a new French-language Catholic secondary school in Vaughan.

Supporting French-Language Education

Ontario is investing in new local schools to help provide healthy, safe and accessible learning environments for students. The province invested \$19.41 million in several projects and initiatives to support students, parents and teachers in French-language schools.

This investment is part of the new \$330 million Priorities and Partnerships Funding (PPF) which funds high-impact initiatives that directly support students in the classroom.

Revised First Nations, Métis, and Inuit Studies Curriculum

Ontario is supporting Indigenous students and Indigenous education by releasing the revised First Nations, Métis, and Inuit Studies, Grades 9 - 12, curriculum in May 2019. It is available on the Ministry of Education website for school boards, educators, parents, and Indigenous communities and partners and was implemented in schools in September 2019.

The curriculum is comprised of ten secondary courses. These elective courses provide students with up-to-date learning about First Nations, Métis, and Inuit perspectives, cultures, contributions and contemporary realities in areas such as art, literature, law, humanities, politics and history. It also enhances the ability for educators to support students in their learning. To implement the revised First Nations, Métis and Inuit Studies curriculum, the Ontario government committed \$3.25 million to support school boards.

Revised Career Studies Course Launched to Inspire Next Generation

In July 2019, Ontario announced that the revised Grade 10 Career Studies Course was available on the Ministry of Education website. The revised course was implemented in schools in September 2019 with a central focus on the jobs of the future.

The revised Career Studies course, which is a mandatory requirement for achieving an Ontario Secondary School Diploma, now includes learning on financial literacy and an enhanced focus on career pathways, such as apprenticeships in the skilled trades.

Renewing Ontario Schools and Strengthening Student Learning

Ontario's government is working with its school board partners to support the expansion of new school buildings and child care spaces, as well as major renovations and additions to existing schools.

Ontario launched the 2019-20 Capital Priorities program, which provides school boards with the opportunity to access funding for large-scale projects in every region of the province.

School boards applied for funding for capital projects including new school buildings or renovations to be completed by 2023-24. The program also provides funding for school-based child care spaces as part of the government's commitment to build up to 10,000 new child care spaces in schools.

Ontario continues to provide school boards with capital funding to maintain and improve schools.

Expanding Learning Opportunities in STEM and Skilled Trades

Ontario is putting a renewed focus on Science, Technology, Engineering and Math (STEM) as well as the skilled trades.

Ontario Education Minister Stephen Lecce and Alberta Education Minister Adriana LaGrange signed an agreement to enhance learning opportunities for students in science, technology, engineering and math as well as the skilled trades.

The Memorandum of Understanding (MOU) between Ontario and Alberta supports and enhances opportunities for elementary and secondary students in STEM fields and ensures that the skilled trades are recognized as a career of choice by young people, parents and educators.

Updated Elementary Health and Physical Education curriculum

In August, the Ontario government released the updated elementary Health and Physical Education (HPE) curriculum. It is available on the Ministry of Education website, along with a [parent-friendly resource](#) on what children will learn in each grade, and was implemented in schools in September 2019.

Following the province's largest consultation on education, the [elementary Health and Physical Education curriculum](#) was updated to reflect public feedback, research and advice from experts.

The province introduced an enhanced and inclusive Health and Physical Education curriculum for Grades 1-8 that relates to the everyday experiences of students. It provides them with the skills and knowledge they need to lead safe, healthy, and active lives.

As a result of these enhancements, the elementary Health and Physical Education curriculum makes Ontario a leader in teaching students about:

- Mental health, including social-emotional learning skills
- Concussions

- The effects and consequences of vaping and cannabis
- Cyber safety, including bullying prevention and digital privacy
- Healthy eating and body image
- Healthy relationships, including consent.

First Year Investment of Ontario's Four-Year Math Strategy Announced

Ontario announced the details of the new four-year \$200 million math strategy to get back to basics and make sure students and educators have the math skills and resources to succeed in the classroom and beyond.

The first year of funding under the new \$200 million math strategy began with an initial investment of \$55 million in the 2019-2020 school year. This investment supports critical programming and resources for students and educators alike, by focusing on teaching fundamentals.

Cellphone Restriction in Classrooms

The Ontario government announced plans to restrict the use of cellphones and other personal mobile devices in classrooms, which came into effect on November 4, 2019.

The restriction applies to instructional time at school, however, exceptions would be made if cellphones are required for health and medical purposes, to support special education needs, or for educational purposes as directed by an educator.

Historic Investment in Ontario's Francophone Students

Ontario announced funding of \$26 million for the 2019-20 school year to invest in French-language education in this province. The government also announced the outcome of negotiations with the federal government which will deliver an additional \$4 million annually to support French-language education in Ontario. This additional funding will be allocated to school boards and postsecondary institutions.

Supports for Students with Special Education Needs

Ontario's government is supporting students and their families when making requests to bring their service animals into schools and classrooms. On September 9, 2019, Ontario released Policy/Program Memorandum (PPM) No. 163: School Board Policies on Service Animals. The PPM sets out the standards by which school boards in Ontario are required to develop, implement, and maintain their own policies on student use of service animals in schools.

With the release of the PPM, the Ministry of Education has effectively set a uniform standard for student requests for service animals across the province.

Support for Parents Program: Financial Assistance to Parents During Labour Action

Ontario launched its Support for Parents program to provide financial support for parents during education sector labour disruptions. Support was provided for each day of school that a child missed or each day of child care that was not available on account of a strike. Eligible parents of children up to age 12 (Grade 7), or up to age 21 for children and youth with special needs, in a publicly funded school, qualified for:

- \$60 per day for children aged 0-6 who are not yet enrolled in school but attend a school-based child care centre that was required to close on account of the strike.
- \$40 per day for students in Junior Kindergarten (JK) and Senior Kindergarten (SK).
- \$25 per day for students in Grades 1 up to and including Grade 7.
- \$40 total per day for students in JK up to and including Grade 12 with a special need(s).

Improved Access to Education for First Nation Students

Ontario announced the Reciprocal Education Approach (REA), a historic step forward for First Nation students that removes barriers to quality education. The government announced the creation of a transparent process to allow all First Nation students to seamlessly access educational pursuits without delay, which came into effect September 1, 2019.

The REA ensures eligible First Nation students and their families are supported by a consistent and transparent process when they choose to study at a provincially funded school or a First Nation-operated/federally operated school.

Ontario Backs New Community School in Meaford

The Government of Ontario approved a new junior kindergarten to Grade 12 school building to provide modern learning environments for students in the Meaford area. The future school building will also offer local families an EarlyON Child and Family Centre room, where parents and their young children can access free early learning activities and resources.

When completed, the new school will accommodate more than 1,000 students from the surrounding area. The new building will be built on the St. Vincent-Euphrasia Elementary School site in Meaford.

Ontario More Than Doubles Mental Health Funding for Students

On World Mental Health Day, Education Minister Stephen Lecce announced an investment of nearly \$40 million, more than double the funding from 2017-18, to advance student mental health in partnership with education groups.

The government also announced that it will permanently fund approximately 180 frontline mental health workers in secondary schools (social workers, psychologists and psychotherapists) to reduce wait times and improve access to critical services.

Creation of More Than 19,000 Child Care Spaces

The government announced that the province's public and private sectors created more than 19,000 licensed child care spaces in 2018-19, according to a new report from the Ministry of Education.

Research shows a clear link between a solid foundation in children's early years and their long-term development and success. That is why Ontario is committed to improving access to child care, giving parents more choice and making high-quality programs affordable.

Major Program Investment in the Skilled Trades

Ontario announced a record-level investment to support expansion of the province's Specialist High Skills Major (SHSM) program to include an additional 122 new programs aimed at encouraging more high school students to enter the skilled trades.

Ratification of CUPE Central Agreement

The central agreement with the Canadian Union of Public Employees (CUPE) representing 55,000 education workers across the province, including custodians, education assistants, early childhood educators, and clerical staff was ratified by school boards and the union, and agreed to by the Government of Ontario.

The agreement was reached while respecting taxpayers, students and families, and recognizing the important contributions of front-line education workers. It reflects the government's commitment to a fiscally sustainable publicly funded education system.

The CUPE three-year collective agreement is effective September 1, 2019 through August 31, 2022.

Ratification of EWAO Central Agreement

The central agreement with the Education Workers' Alliance of Ontario (EWAO), representing 3,975 education workers across the province, was ratified by school boards and the unions and agreed to by the Government of Ontario. The EWAO represents education assistants, early childhood educators and professional services, custodial and maintenance staff.

The EWAO three-year collective agreement is effective September 1, 2019 through August 31, 2022.

Ontario Moves Forward with Child Care Retrofit in Cannington

Ontario's Minister of Education, Stephen Lecce, has provided the Durham District School Board with approval for a child care retrofit at McCaskill's Mills Public School. The retrofit will include an infant room with 10 new, modern child care spaces. Cannington-area families with children younger than 12 years will benefit from these modern learning spaces.

In 2019-20, Ontario invested more than \$2 billion and committed to creating up to 30,000 new child care spaces in schools to build a stronger child care and early years system. In fact, a new report from the Ministry of Education shows that the province's public and private sectors have already created over 19,000 licensed child care spaces in 2018-19.

Enhancing Online Learning

The Ontario government is taking important steps to increase student access to high-quality public education and turn Ontario into a global leader of modern and digital education.

In November 2019, the government announced that Ontario students will be required to take two online credits to graduate from secondary school. The cohort of students that begin graduating in the 2023-2024 school year will be the first one that will be required to complete online courses.

On March 3, 2020, the government also announced that parents will have the opportunity to engage with their child's guidance counsellor to determine whether online learning is appropriate and beneficial for their child, with the option to opt out of the mandatory online learning courses required for graduation. By expanding and modernizing online learning, students will have greater flexibility, more choice and will graduate with the skills needed to enter the workforce.

Taking New Actions to Combat Bullying in Schools

On November 27, 2019, the Minister of Education announced five new measures to prevent and combat bullying in Ontario schools to improve student safety and well-being.

These steps include:

- The assignment of Christina Mitas, MPP for Scarborough Centre and former teacher, to advise the Minister on education matters with a focus on bullying prevention
- A province-wide survey to better understand students' experiences with bullying
- Training for educators in anti-bullying and de-escalation techniques
- A review of school reporting practices on bullying
- A review of the definition of bullying in ministry policies to ensure it reflects the realities of today.

Applications for the Minister's Advisory Council on Special Education

Ontario announced that it is seeking interested individuals to apply for the Minister's Advisory Council on Special Education (MACSE). The Council members provide advice to the Minister of Education on the development and delivery of special education programs and services.

Members advise on the delivery of special education programs and services for exceptional students and are consulted on ministry proposals for new programs and services or changes to existing ones.

The deadline for interested individuals to apply through the Public Appointments Secretariat was Friday, March 6, 2020.

Ontario Reviews Student Transportation to Improve Service for Students and Families

The Ministry of Education is moving forward with a review of student transportation in order to achieve a more efficient and accountable student transportation system in Ontario. The ministry is working with stakeholders to gather input on student transportation funding, the consortia model and operations, as well as procurement and contract practices.

First announced in March 2019, the review responded to calls from student transportation partners to improve the funding formula, which could be more responsive to the changing needs and costs encountered by school boards. The review is also a follow-up to the Auditor General's 2015 value-for-money audit that recommended the government revisit the funding formula.

Ontario Funds New French-Language High School in East Toronto

The Government of Ontario provided Conseil scolaire Viamonde with \$10.2 million to purchase the former Greenwood Secondary School site from the Toronto District School Board (TDSB). This will be the new home for a French-language school project in East Toronto. The future school will accommodate 501 students from grades 7-12 and is part of the province's plan to support students with better learning spaces.

Ontario Combatting Bullying in Schools through Student Survey

On February 26, 2020, Education Minister Stephen Lecce announced the launch of an online survey to hear from students, parents and guardians and school staff about their experiences with bullying in Ontario schools. A resource for parents and guardians accompanied the survey with tips to encourage conversation about bullying with their children.

According to the Centre for Addiction and Mental Health, 21 per cent of Ontario students in grades 7-12 have reported being bullied at school. This survey seeks to gain a better understanding of the issue, ideas on how to better prevent and report bullying, and new ways to make schools safer.

Minister of Education Releases Final Report on Near North District School Board

Stephen Lecce, Minister of Education, released the final report from Special Advisors on the Near North District School Board (NNDSB).

In 2019, the board reached out to the Ministry of Education for support regarding the challenges it faces with respect to governance, human resources practices and financial accountability.

The government responded by appointing Wayne Joudrie and Wally Easton to conduct a review. The final report includes advice and recommendations to help ensure the board has the tools it needs to make necessary changes and improve public confidence in the board and in Ontario's publicly funded education system.

A Fair Plan to Keep Students in Class

On March 3, 2020, the government announced its most recent proposal put forward to all teacher unions, with a focus on getting a deal:

- A commitment to a funded maximum average class size of 23 in secondary schools — leaving them essentially the same as 2019-20
- Replace the previous Local Priorities Fund with a new, student-centric Supports for Students Fund, which allows boards more flexibility to address students' unique learning needs, including special education, mental health, and STEM education
- The Supports for Students Fund would continue at \$148 million, the same funding amount of the Local Priorities Fund
- A commitment to maintain full-day kindergarten, and
- Reasonable increases in wages and compensation.

The government also announced a policy to give parents the ability to opt their children out of the mandatory online courses required for graduation, and merit-based teacher hiring.

Final Report on Peel District School Board

In March 2020, the Minister of Education, released the reviewers' final report on the Peel District School Board (PDSB) review.

The report included recommendations that provided specific actions that the board should undertake to better serve its students, staff, and to rebuild public confidence. The 29 recommendations in the report focused on equity, human rights and anti-Black racism, governance and leadership, and human resources.

On March 13, the Minister issued 27 binding directions to the board, informed by the reviewer's report and recommendations.

Effective, transparent and accountable school board governance is essential to the success and well-being of all students in Ontario's publicly funded schools. That is why the province moved swiftly to ensure accountability for students and is committed to working closely with the board to make sure progress is made.

Agreements with Employee Bargaining Groups

Memoranda of settlement of central terms, effective September 1, 2019 to August 31, 2022,

have been reached with all nine employee groups concluding this round of bargaining. The nine central bargaining group are as follows:

- The Canadian Union of Public Employees (CUPE);
- The Education Workers' Alliance of Ontario (EWAO);
- The Ontario English Catholic Teachers' Association (OECTA);
- Elementary Teachers' Federation of Ontario (ETFO) – teachers and education workers;
- The Ontario Council of Education Workers' (OCEW); and
- L'Association des enseignantes et des enseignants franco-ontariens (AEFO).
- The Ontario Secondary School Teachers' Federation (OSSTF)

These agreements advance priorities, help ensure stability for students and parents and provides fairness to teachers and education workers.

Ontario's Response to COVID-19 Outbreak

The health and well-being of every Ontarian is the government's number one priority. Ontario's public health system has demonstrated remarkable responsiveness to COVID-19, as the situation has evolved globally.

As the COVID-19 outbreak continued to evolve locally and globally, Ontario has been taking action to ensure the province's health care system is prepared to continue to protect the health and well-being of Ontarians.

On March 17, 2020, Ontario enacted a declaration of a provincial emergency, acting on expert advice from our Chief Medical Officer of Health as well as members of Ontario's COVID-19 Command Table.

The government took this extraordinary measure to help our health care sector fight the spread of COVID-19. We know these measures are necessary to stop the spread of COVID-19 and protect all Ontarians.

All actions taken to date by the Ontario government have been based on the advice of Ontario's Chief Medical Officer of Health and Ontario's COVID-19 Command Table. That includes but are not limited to: encouraging social distancing by requiring the closure of schools and licensed child care centres, requiring restaurants and bars to offer delivery or drive-through services only and requiring the closure of recreational programs and theatres.

Investments to Support Ontario's Response to COVID-19

On March 25, 2020, Ontario released Ontario's Action Plan: Responding to COVID-19 (March 2020 Economic and Fiscal Update).

The March 2020 Economic and Fiscal Update provides planning assumptions for the year ahead. The Province is projecting a deficit of \$9.2 billion in 2019–20, an improvement of \$1.1 billion relative to the 2019 Budget. As a result of the response to the COVID-19 outbreak, the government is planning for a deficit of \$20.5 billion in 2020–21.

Ontario is also ensuring that investments made in education have the greatest impact on student learning and are helping students continue their education while schools are closed due to the COVID-19 outbreak.

Some of these investments are listed below (included up to March 25, 2020).

Ontario Helping Students Learn from the Safety of Their Own Home

On March 20, Premier Doug Ford and Stephen Lecce, Minister of Education announced the launch the first phase of Learn at Home and Apprendre à la maison, a new online portal that provides resources for families so students can continue to learn while schools are closed due to the outbreak of COVID-19.

Learn at Home offers all students quick and easy access to some of Ontario's best online Kindergarten to Grade 12 learning resources. It also has a section of additional educational resources that parents and students can use while at home. Most resources are available in English and French. The resources support independent learning without the normal facilitation of a teacher.

Elementary resources are designed to help young students learn at home with interactive activities that encourage participation through entertaining and stimulating digital content.

High school content was designed to ensure core competencies and skills are reinforced. The government is also providing access to course content for students who take the initiative to refresh and extend their learning.

Province Takes Steps to Ensure Frontline Staff Can Continue to Work

In order to support health care and other frontline workers during this COVID-19 outbreak, Ontario is exempting certain child care centres from the order to close all licensed child care centres pursuant to the state of emergency declared. This initiative is in partnership with service system managers and First Nations who identify appropriate locations.

Health care and other frontline workers, including doctors, nurses, paramedics, firefighters, police, and correctional officers, are able to access safe, local emergency child care. These child care centres are required to follow strict health and safety requirements and have a plan in place should any staff, children or parents be exposed to the virus.

A list of emergency child care locations is available on the Ontario government's website.

In addition to child care centres approved to provide emergency care for frontline workers, home-based child care (licensed and unlicensed) continues to be an option for parents who need care, as it is not included in the order to close.

Province Providing One-time Financial Assistance During School and Child Care Closures

On March 25, the Ontario government announced that it is offering direct financial support to parents while Ontario schools and child care centres remain closed as a result of the COVID-19 outbreak.

The new Support for Families initiative offers a one-time payment of \$200 per child 0 to 12 years of age, and \$250 for those 0 to 21 years of age with special needs.

Please visit Ontario's [website](#) to learn more about how the province continues to protect Ontarians from COVID-19.

Ministry Interim Actual Expenditures 2019-20 (\$M)*

Operating	29,544.3
Capital	1,670.8
Staff Strength** (As of March 31, 2020)	1,725.2

*Includes statutory appropriations but does not include consolidation adjustments. This number is based on Restated Interim Actuals which reflect the numbers presented in the March 2020 Economic and Fiscal Update, and final actual expenditures will be stated in the 2019-20 Public Accounts.

**This number excludes seasonal staff, students, and employees on leave.

Estimates Briefing Book 2020-21

Ministry of Energy, Northern
Development and Mines

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2019-20 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry Vision Statement

The Ministry of Energy, Northern Development and Mines (ENDM) is responsible for the provincial energy and minerals sectors and is the regional ministry for Northern Ontario. The ministry strives to make Ontario strong, healthy, prosperous and open for business through the following program areas:

Energy

- Develops electricity, natural gas and oil policies that maintain a safe, reliable and affordable energy supply across the province, to power the economy in Ontario.

Northern Development

- Advances economic development in Northern Ontario through collaborative partnerships and solutions that reflect the unique needs of northerners.

Mines and Minerals

- Supports a strong and sustainable minerals sector and ensures the fair, effective and efficient administration of Ontario's Mining Act for the protection of public health and safety, and the environment.

Ministry Core Commitments and Key Deliverables

ENDM provides leadership and support to the energy sector to ensure safe, reliable, affordable and sustainable energy supply, transmission and distribution systems.

A top priority of the government is to reduce electricity bills for families, farms and small businesses. As part of this commitment, the ministry is working with the Independent Electricity System Operator (IESO) to introduce electricity conservation programs in the post-2020 period that meet electricity system and customer needs, including considering changes to these needs that result from the COVID-19 outbreak. Currently, the Interim Framework governing electricity conservation and demand management programs is set to expire December 31, 2020. Separately, the Ontario Energy Board (OEB) is undertaking a consultation on post-2020 natural gas Demand Side Management programming.

The government is also committed to expanding access to natural gas to rural, northern and Indigenous communities that do not currently have access. Expanding natural gas access will help make Ontario communities more attractive for job creation and new business growth and sends a clear message that Ontario is open for business. With phase 1 of the Natural Gas Expansion Program underway, the government announced the next phase of the program that will make approximately \$130 million available for additional expansion projects from 2021 to 2023.

The ministry is responsible for Government Business Enterprises whose incomes contribute to the fiscal plan (approximately \$0.8 billion in net income attributed to the Province in 2018-19). This includes contributions from Hydro One Limited and the wholly owned Ontario Power Generation (OPG).

As the regional ministry for Northern Ontario, ENDM supports provincial initiatives in the north and addresses unique regional needs. The ministry leads government programs aimed at growing the economy, building strong northern communities and creating sustainable job opportunities in the north. This is done through the Northern Ontario Heritage Fund Corporation (NOHFC), a provincial agency chaired by the Minister of Energy, Northern Development and Mines.

Through a network of regional offices and strategic program and policy development, ENDM ensures northerners have access to government programs and services, as well as a voice in government decisions affecting the north. To address northern infrastructure needs, ENDM works with partner ministries, municipalities and Indigenous communities to expand and maintain the northern highways system, roads in unincorporated areas, resource access roads and winter roads to remote First Nation communities. ENDM is also supporting a major expansion of the electricity transmission system across the north, including to remote First Nations.

ENDM supports a safe and sustainable minerals industry by promoting minerals sector exploration and investment. This includes collecting and distributing geoscience information, encouraging and facilitating Indigenous participation in the minerals sector, administering Ontario's Mining Act, and ensuring safe, environmentally sound mineral development and rehabilitation of mining lands.

As the lead ministry responsible for development in the Ring of Fire, ENDM engages and collaborates with Indigenous Peoples and communities, northerners, the mining industry, federal departments and other provincial ministries to encourage responsible and sustainable development. Located more than 500 kilometres northeast of Thunder Bay, the Ring of Fire is one of the most significant mineral discoveries in the province.

ENDM is undertaking an integrated, intergovernmental co-ordination and planning approach to advance the development of strategic transportation and community infrastructure in the Ring of Fire region in an environmentally responsible way.

Ministry Contribution to COVID 19 Emergency Response

On March 25, 2020, the Government of Ontario released the Economic and Fiscal Update, "Ontario's Action Plan: Responding to COVID-19" (the plan). As part of the government's response to support people and jobs, ENDM led efforts in supporting people and businesses with the costs of electricity during the COVID-19 outbreak. ENDM's actions include:

Expansion of the Low-income Energy Assistance Program (LEAP)

The plan commits the government to provide \$9 million in direct support to families for their energy bills by expanding eligibility for the Low-income Energy Assistance Program (LEAP) and ensuring that their electricity and natural gas services are not disconnected for nonpayment during the COVID-19 outbreak. To provide this immediate energy cost relief, the ministry, in collaboration with key industry partners, is designing the COVID-19 Emergency Assistance Program (CEAP), an expansion of LEAP.

Emergency Time-Of-Use (TOU) Price Change

ENDM is supporting more affordable electricity bills for residential, farm and small business customers who pay TOU rates by applying the lowest rate, known as off-peak price, for 24 hours a day, seven days a week. It is intended that this pricing relief be in place from March 24 to May 31, 2020, for a period of 69 days. This initiative is providing relief to those who are staying home while physical distancing policies are in effect, as well as to small businesses that have closed or are seeing fewer customers during the COVID-19 outbreak.

ENDM is also considering options for what happens after May 31, 2020 to continue to support customers during COVID-19 and in the recovery period, while reducing the fiscal impact on the province.

MINISTRY PROGRAM OBJECTIVES AND INITIATIVES

Part A: Ministry Programs

ENDM carries out its mandate under five activities: Ministry Administration, Northern Development, Mines and Minerals, Energy Development and Management, and Electricity Price Mitigation.

Ministry Administration Program

Ministry Administration provides executive direction and strategic business and resource planning services to ensure the efficient and effective delivery of ministry programs. It supports ministry operations through advice and services in the areas of human resources, business planning, accounting and administration, and professional support services such as legal and audit services. It provides core strategic support in the areas of corporate/strategic policy, communications (including French language services), and freedom of information requests.

Northern Development Program

The ministry leads, delivers and co-ordinates government programs and policies aimed at supporting economic growth and business development, and addressing infrastructure and transportation network needs, in Northern Ontario.

Under the banner of Northern Development, the ministry delivers the following programs:

1. Northern and Regional Policy Interests
2. Northern Transportation Networks
3. Business Development and Support
4. Community Support
5. Aboriginal Economic Development

Northern and Regional Policy Interests

The Northern and Regional Policy Interests program undertakes research and collects and analyzes regional information to support the development and implementation of strategic policies and programs. This analysis focuses on opportunities to support the Northern Ontario economy that will ultimately strengthen and diversify Northern Ontario communities and businesses. To ensure the north's voice is reflected in the policies and priorities of the government, the ministry works in collaboration with various partners including all orders of government, industry and business, municipalities,

Indigenous communities and organizations, and other public and private sector institutions.

Northern Transportation Networks

The Northern Transportation Networks program plans and delivers an efficient core transportation network to meet transportation needs in the north, promoting economic development while moving people and goods.

The ministry supports strategic investments in infrastructure through programs such as the Northern Highways Program, Local Roads Boards and the Winter Roads Program.

Business Development and Support

The Business Development and Support program promotes and delivers programs, services and funding to assist business start-ups, expansions, inward investment, trade and innovation efforts. A network of integrated area teams (Sudbury, Thunder Bay, Sault Ste. Marie, Timmins, North Bay and Kenora) with offices in 25 communities across the north serves as the focal point for private sector clients and northern stakeholders for the delivery of programs and services in support of economic development.

In addition, the ministry helps local companies grow and expand their business globally by facilitating export and promotes development opportunities in Northern Ontario internationally to help attract new investment in the region.

The Northern Industrial Electricity Rate (NIER) program supports Northern Ontario's largest industrial electricity consumers to reduce costs, sustain jobs and maintain global competitiveness. With funding of up to \$120 million per year, the program protects jobs in the north and supports the development of industrial energy management plans.

Through the NOHFC funding programs, the ministry invests in business development and supports projects across the north.

Community Support

The Community Support program promotes and delivers programs, services and funding to build community infrastructure and assist communities in undertaking

economic development projects. Advice and funding to support services in unincorporated areas without municipal structure is also provided.

Aboriginal Economic Development

Aboriginal Economic Development funding supports the engagement of Aboriginal groups across core ministry functions on a variety of policy objectives.

The Resource Revenue Sharing (RRS) program bolsters economic development across the north, supports improvement of socio-economic conditions for Indigenous communities and increases Indigenous participation in Ontario's economy.

Mines and Minerals Program

The ministry supports a strong and sustainable minerals sector by promoting investment and exploration, by providing information to global clients on Ontario's wealth of mineral resources, and by the fair, effective and efficient administration of Ontario's Mining Act, in a manner consistent with Indigenous reconciliation, protection of public health and safety, and the environment.

Regulatory Administration of the Mining Act

The Mines and Minerals Division administers the Mining Act through regulatory tools that promote and sustain mineral exploration and mining in a socially and environmentally responsible manner.

As part of this mandate, the ministry has transformed and modernized mineral tenure administration in Ontario by implementing an integrated, client-driven electronic system that enables clients to register mining claims and manage these claims online. This ensures mineral exploration and development in Ontario is undertaken in a manner that promotes a balanced approach that benefits all Ontarians, while registering claims in a manner that is respectful of private landowners and Indigenous communities.

The ministry also invests in the rehabilitation of abandoned mine sites on Crown-held lands to ensure public safety, improve the environment, and make the lands available for productive use.

The ministry is in the process of reviewing and updating the One Window Co-ordination Protocol (OWCP) to ensure continued effective and efficient processes for co-

ordination and delivery of environmental assessments, permitting and approvals across provincial ministries and with the federal government.

Geoscience Information

The Ontario Geological Survey (OGS) collects and disseminates geoscience information for all regions across Ontario to support investment decisions and policy development related to mineral exploration and development, public health and safety, the environment and land use planning.

Geoscience services support economic development through source water protection, mineral, energy and groundwater-resource related development opportunities, land use planning, and safeguarding public health and safety related to geological hazards.

Mineral Development Investment and Opportunity

The Mineral Development Investment and Opportunity program ensures Ontario receives a fair share of the value of mineral resources extracted from the province, identifies strategic investment opportunities, and influences policy issues that support Ontario's mineral competitiveness.

Indigenous Affairs

The Indigenous Affairs program develops and sustains productive and effective relationships among government, Indigenous communities, industry, municipalities and other partners. This supports greater economic development opportunities, including in the minerals sector, that benefit Indigenous Peoples by strengthening Indigenous participation and enhancing the readiness of Indigenous communities to participate in Ontario's economy.

Ring of Fire Indigenous Relations

The Ring of Fire Indigenous Relations program focuses on building positive relationships with First Nation communities potentially impacted by Ring of Fire development and with industry and other stakeholders with interests in the area. Key activities include working with communities to build partnerships that enable participation in the benefits from mineral and related developments in the Ring of Fire and supporting industry and other stakeholders in activities related to mineral exploration and development.

The Ring of Fire Indigenous Relations program collaborates with provincial and federal counterparts to enable initiatives that advance community priorities, including economic development projects, infrastructure development, skills and training development and supports with community wellness.

Ontario supports First Nations through individual agreements that address individual community priorities such as all-season roads, economic development opportunities, community readiness, and cultural and environmental studies.

Ring of Fire Infrastructure Development

The Ring of Fire Infrastructure Development program facilitates development and collaborative approaches with industry, First Nations and economic development organizations to advance infrastructure development in the Ring of Fire, such as all-season roads.

Marten Falls and Webequie First Nations are proponents for environmental assessments for proposed new roads that will ultimately connect their communities to the provincial highway network through a proposed north-south corridor. In addition, upgrades to existing access roads at the southern end of the corridor will be required to address maintenance needs, increased community use and potential future industrial uses.

Energy Development and Management Program

The ministry is responsible for developing Ontario's energy policy framework, which is central to the building of a strong and prosperous economy.

Energy Conservation Programs

ENDM helps consumers manage energy costs through several initiatives. Electricity conservation programs delivered by the Independent Electricity System Operator (IESO) and the natural gas conservation programs delivered by Enbridge Gas are funded through the respective electricity and natural gas rate bases.

As the electricity and natural gas frameworks governing the below programs are set to expire on December 31, 2020, ENDM is working with the IESO and OEB on proposals and policy consultations, respectively, for post-2020 programming.

Residential and Low-Income Programs

- Electricity
 - o IESO's Home Assistance Program helps low-income consumers manage their energy costs by providing home energy efficiency assessments and energy saving measures at no cost.
 - o The Affordability Fund, administered by an independent trust, provides funding for energy efficiency measures to Ontarians who do not qualify for the Home Assistance Program, but need support to improve energy efficiency in their homes. The Affordability Fund is funded through an original one-time payment from the tax base in 2016-17.
 - o The First Nation Conservation Programs assists First Nation communities by providing home energy efficiency assessments and energy savings measures on reserve at no cost.
- Natural Gas Conservation Programs
 - o Delivered by Enbridge Gas, these programs provide financial incentives to residential natural gas customers for making energy efficient home upgrades.
 - o Low-Income Conservation Programs, delivered by Enbridge Gas, provide eligible customers with free home improvements such as insulation and draft proofing.

Business Programs

- Electricity conservation programs, delivered by the IESO, provide financial incentives to help businesses reduce their use and manage costs through energy audits, retrofits, and process and system improvements. Natural Gas Conservation Programs, delivered by Enbridge Gas, provide businesses with incentives for efficient building equipment and systems retrofits such as space heating, water heating and food services equipment.

Other Conservation and Demand Management Initiatives

- The Industrial Conservation Initiative (ICI) allows all electricity consumers with average peak monthly electricity demand over one MW, as well as manufacturers and greenhouses over 500 Kilowatts (kW), to lower their electricity costs by reducing their demand during the top five peak hours of the year. The outcome benefits companies financially and benefits the electricity system by deferring the need for new peak generation.
- The Demand Response Auction, available through the IESO, provides participating businesses with availability payments for reducing their electricity consumption when called upon by the IESO to do so to meet system needs. The

IESO is evolving the Demand Response Auction into its planned Capacity Auction.

An Affordable, Reliable Energy Supply

According to the IESO, Ontario has an adequate supply of electricity to meet its needs at this time. Approximately 94 per cent of the electricity generated in Ontario in 2019 was emissions-free. Nuclear energy provided approximately 61 per cent of Ontario's electricity generation in 2019, and hydroelectric stations provided approximately 24 per cent of Ontario's electricity generation in 2019. Nuclear and hydropower are Ontario's reliable sources of round-the-clock "baseload" power. The remainder of supply comes from a mix of natural gas, wind, solar and bioenergy.

The ministry supports Ontario's commitment to nuclear energy as a reliable, cost-effective and emission-free source of electricity. Ontario is progressing with refurbishment of four nuclear units at Darlington Nuclear Generating Station and six at Bruce Nuclear Generating Station over the next 14 years.

Ontario is leading the way on the development of next-generation nuclear technologies, such as Small Modular Reactors (SMRs), that could provide clean energy and economic opportunities for Ontario's nuclear supply chain. In December 2019, Ontario signed a Memorandum of Understanding (MOU) with Saskatchewan and New Brunswick, committing to collaborate on the development and deployment of SMRs. The ministry is responsible for developing and implementing Ontario's SMR policies, programs and initiatives.

Ontario is committed to lowering the cost of fuels such as gasoline, diesel and natural gas to make energy more affordable for families and businesses. The government eliminated the provincial cap-and-trade carbon tax and is committed to fighting the federal carbon tax, which includes promoting greater transparency for consumers on its cost impact for fuels in Ontario. In May 2019, Ontario passed the Federal Carbon Tax Transparency Act, 2019, mandating the placement of information stickers on all retail gasoline pumps. In July 2019, the Ontario Energy Board (OEB) approved a separate line item on natural gas bills for the federal carbon tax.

Ontario is in the process of reinforcing and expanding its transmission network in the northern region of the province to ensure businesses and residents, including remote First Nation communities, have access to a reliable power supply. The East-West Tie project will add 450 kilometres of new line between Thunder Bay and Wawa. The Wataynikaneyap Power Project will add 1,800 kilometres of new line from Dinorwec to

Pickle Lake and further north to connect 16 First Nation communities to the provincial electricity grid.

Ontario is providing a loan of up to \$1.3 billion to fund the construction of the Wataynikaneyap Power Project. The Ontario loan takes costs out of the system by allowing construction to be funded at a lower interest rate than would be available through private financing.

Improving Transparency in the Energy Sector

Ontario Energy Board Modernization, through the Fixing the Hydro Mess Act, 2019, aims to modernize the Ontario Energy Board to strengthen its independence and enhance public trust. On May 9, 2019, Bill 87 received Royal Assent.

Once Schedule 2 of Bill 87 is proclaimed into force, the amendments will:

- Establish a new governance structure, including a board of directors and a Chief Executive Officer, to better separate management, administration and adjudication responsibilities
- Streamline processes by amending the consumer education objective and reducing duplicate responsibilities in transmission procurement with the IESO
- Promote efficiency and reduce the regulatory burden by requiring the OEB to report annually on its efforts to simplify regulations for the energy sector.

The proclamation of legislative amendments is contingent on the identification of new senior leadership for OEB's new governance structure. On February 20, 2020, Richard Dicerri was appointed as the incoming new Chair of the OEB Board of Directors, effective when amendments to the Ontario Energy Board Act, 1998 are proclaimed into force. It is anticipated that the new governance structure will be proclaimed into force in late spring 2020.

Ensuring the Crown's Duty to Consult is met on Energy Projects

The ministry ensures that the Crown's duty to consult is met with respect to energy projects and facilitates accommodation, where required, and economic partnerships between project developers and Indigenous communities. The ministry works closely with proponents, First Nations and Métis, and regulatory ministries to ensure Indigenous communities are consulted on energy activities, including transmission developments and intra-provincial hydro carbon pipelines, that could potentially affect their Aboriginal or treaty rights.

Electricity Price Mitigation Program

A suite of electricity rate mitigation programs helps Ontarians manage electricity costs.

On November 1, 2019, the Ontario Electricity Rebate (OER) was introduced as a transparent on-bill rebate to replace the previous eight per cent Ontario Rebate for Electricity Consumers (OREC) and Global Adjustment (GA) Refinancing programs.

Eligible consumers can also receive support on their electricity bills through the following programs:

- Distribution Rate Protection and Rural or Remote Rate Protection provides delivery charge relief for customers of local distribution companies (LDC).
- The Ontario Electricity Support Program (OESP) helps eligible low-income consumers by providing a monthly on-bill credit. Credit amounts range from \$35 to \$75 per month based on household size and income. Enhanced credit amounts, from \$52 to \$113 per month, are available for customers that are Indigenous, use electric heat, or rely on an approved energy-intensive medical device.
- The Northern Ontario Energy Credit helps eligible low-to-middle-income northern residents manage energy costs. For the 2020 benefit year, qualifying individuals can receive up to \$157 annually and qualifying families (including single parents) can receive up to \$241 annually.
- The First Nations Delivery Credit provides a 100 per cent credit for delivery or service charges for all on-reserve First Nations residential customers of licensed electricity utilities.

Part B: COVID-19 Response

The following ministry programs have been adapted to address the COVID-19 outbreak:

Conservation and Demand Management Programs

Currently, in-person delivery of electricity and natural gas conservation and demand management programs is paused as a result of the COVID-19 outbreak and associated physical distancing policies. Program intake and back-office functions continue. ENDM is working with the IESO to understand and address the need for extensions to project in-service deadlines for electricity conservation projects and programs, and the Ontario Energy Board (OEB) is doing the same in its role overseeing Enbridge Gas' natural gas Demand Side Management programs.

Separately, ENDM is working with the IESO and the Affordability Fund Trust on options for providing conservation measures to low-income electricity customers and those struggling with their electricity bills while in-person program delivery is paused. This could be accomplished through energy savings kits for those who do not currently receive them, potentially combined with virtual energy audits.

2020-21 STRATEGIC PLAN

On March 25, 2020, the government released Ontario's Action Plan: Responding to COVID-19, which announced additional supports for health care, people and jobs. The Ministry of Energy, Northern Development and Mines is supporting Ontario's Action Plan through the following programs and initiatives.

Direct energy assistance support for those that need it the most

In order to provide immediate energy cost relief, the ministry, in collaboration with key industry partners, designed the COVID-19 Emergency Assistance Program (CEAP) with a \$9 million allocation. Intended to complement the existing Low Income Emergency Assistance Program (LEAP), CEAP will support residential consumers who have experienced economic hardship as a result of lay-off COVID-19.. Eligible residential consumers can apply for relief on their electricity or gas bills.

Starting in July 2020, customers will be eligible for CEAP funding to settle their outstanding and unpaid account balances, to a maximum of \$230 for electricity consumers, and/or \$160 for natural gas consumers. At these levels, it is expected that the program could support over 46,000 consumers. ENDM will track the number of customers who receive CEAP and the amount of CEAP funding provided to Ontarians. CEAP will be delivered by Ontario's electricity and natural gas distributors.

ENDM is currently seeking approvals to implement its obligations under the plan.

Supporting more affordable electricity bills through TOU Price Change

On March 24, 2020, the government issued an Emergency Order applying the off-peak electricity rate for customers paying TOU rates for all hours of each day, an initiative that was originally intended to remain in place for 45 days, up to and including May 7, 2020. On May 6, 2020, the government announced that this rate relief would be extended to May 31, 2020.

ENDM and its agencies are tracking the impacts of the pandemic on electricity consumers and will continue to evaluate the need to stabilize or reduce costs for all electricity consumers. ENDM is also considering options for what happens after May 31, 2020.

Ensuring a reliable, safe power supply

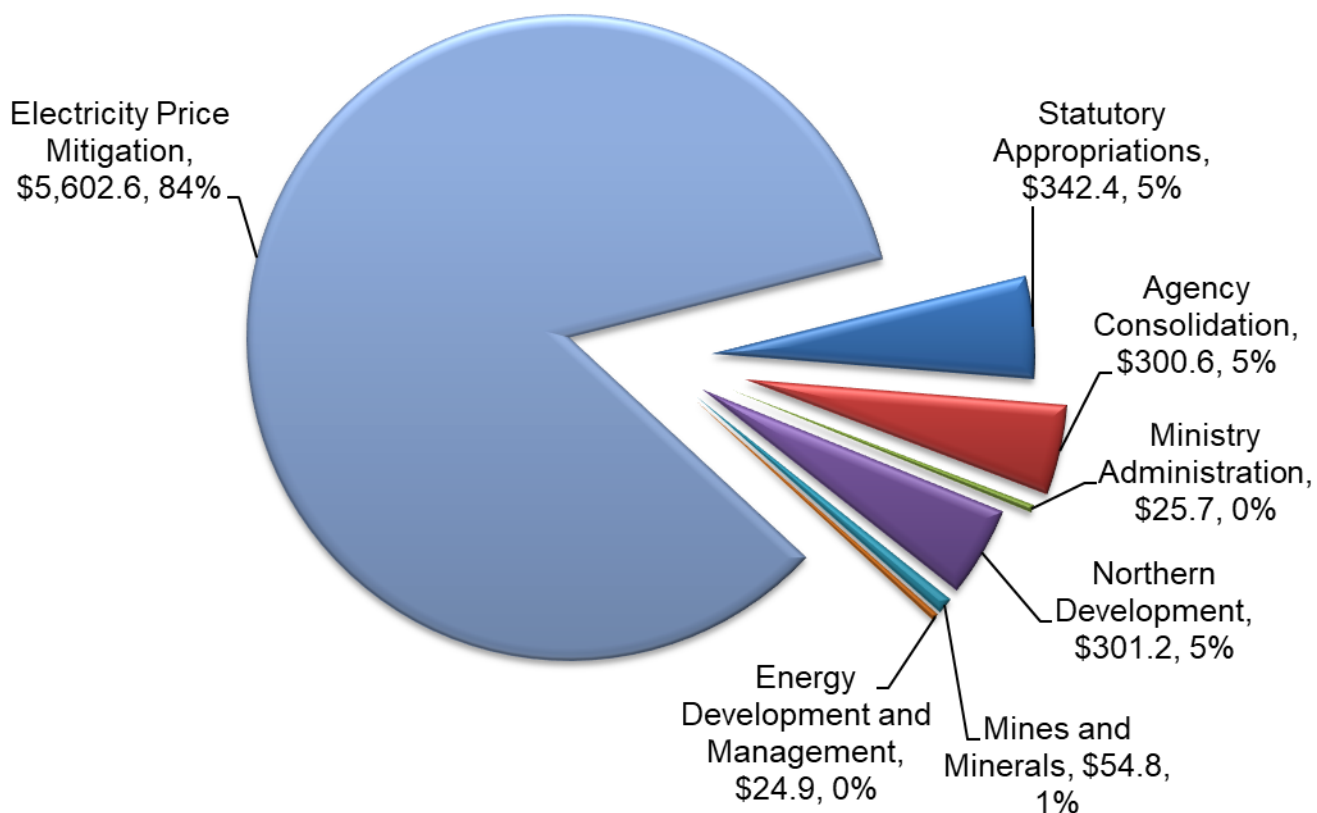
In response to the COVID-19 global pandemic, major private and public electricity and natural gas entities are implementing plans to ensure critical operations are maintained with minimum staff on-site. ENDM is working closely with these entities to help address concerns related to proactive testing, staff management, and equipment and supplies needed to ensure business continuity. The ministry has also been working closely with these entities to advise on the government's COVID-19 policies relevant to the energy sector (e.g., declaration of essential businesses and emergency childcare for frontline workers).

MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES

Table 1: Ministry Planned Expenditures 2020-21

Expenditure Type	Amount
COVID-19 Approvals	\$0.0 million
Other Operating	\$6,202.6 million
Capital	\$449.4 million
Total	\$6,652.0 million

Chart 1: Ministry Planned Expenditures 2020-21



Note: Does not include Assets

Detailed Financial Information

MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
2201 Ministry Administration Program	25,665,800	(1,849,800)	(6.7)	27,515,600	27,365,641	27,221,710
2202 Northern Development Program	222,969,200	(50,000,100)	(18.3)	272,969,300	220,697,000	224,437,088
2203 Mines and Minerals Program	49,152,400	194,800	0.4	48,957,600	46,847,400	41,776,689
2205 Energy Development and Management	24,852,000	(563,000)	(2.2)	25,415,000	21,865,000	256,590,261
2206 Electricity Price Mitigation	5,602,561,800	29,689,800	0.5	5,572,872,000	5,572,872,000	4,241,613,705
Strategic Asset Management	-	-		-	-	611,015
Total Operating Expense to be Voted	5,925,201,200	(22,528,300)	(0.4)	5,947,729,500	5,889,647,041	4,792,250,468
Special Warrants	-	-		-	-	-
Statutory Appropriations	590,392	6,205	1.1	584,187	584,187	1,355,520
Ministry Total Operating Expense	5,925,791,592	(22,522,095)	(0.4)	5,948,313,687	5,890,231,228	4,793,605,988
Consolidation & Other Adjustments - Northern Ontario Heritage Fund Corporation	18,482,700	1,739,000	10.4	16,743,700	29,243,700	39,424,187
Consolidation & Other Adjustments - Independent Electricity System Operator	213,912,400	6,323,200	3.0	207,589,200	204,784,800	321,654,734
Consolidation & Other Adjustments - Ontario Energy Board	47,566,400	2,655,900	5.9	44,910,500	46,148,700	42,290,920
Consolidation & Other Adjustments - Fair Hydro Trust	1,000	1,000		-	-	-
Consolidation & Other Adjustments - General Real Estate Portfolio	(3,182,000)	3,544,800		(6,726,800)	(6,726,800)	(6,984,851)
Total Including Consolidation & Other Adjustments	6,202,572,092	(8,258,195)	(0.1)	6,210,830,287	6,163,681,628	5,189,990,978
OPERATING ASSETS						
2201 Ministry Administration Program	2,000	-	-	2,000	2,000	-
2202 Northern Development Program	51,000	(30,000,000)	(99.8)	30,051,000	30,051,000	30,000,000
2203 Mines and Minerals Program	1,000	-	-	1,000	1,000	-
2205 Energy Development and Management	495,000,000	308,999,000	166.1	186,001,000	280,001,000	-
2206 Electricity Price Mitigation	-	-		-	-	65,560,000
Total Operating Assets to be Voted	495,054,000	278,999,000	129.1	216,055,000	310,055,000	95,560,000
Ministry Total Operating Assets	495,054,000	278,999,000	129.1	216,055,000	310,055,000	95,560,000

MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES
Table 2: Combined Operating and Capital Summary by Vote (continued)

Votes/Programs	Estimates 2020-21	Change from Estimates 2019-20		Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$	%	\$	\$	\$
Ministry Total Capital Expense	425,648,200	(9,780,500)	(2.2)	435,428,700	402,928,700	432,262,704
Consolidation & Other Adjustments - Northern Ontario Heritage Fund Corporation	-	-		-	12,500,000	(39,998,446)
Consolidation & Other Adjustments - Independent Electricity System Operator	22,625,000	(2,093,400)	(8.5)	24,718,400	23,425,000	24,746,935
Consolidation & Other Adjustments - Ontario Energy Board	1,153,700	(529,900)	(31.5)	1,683,600	1,365,500	1,368,000
Consolidation & Other Adjustments - General Real Estate Portfolio	-	-		-	-	(3,287,930)
Total Including Consolidation & Other Adjustments	449,426,900	(12,403,800)	(2.7)	461,830,700	440,219,200	415,091,263
CAPITAL ASSETS						
2201 Ministry Administration Program	1,000	-	-	1,000	1,000	-
2202 Northern Development Program	528,579,900	10,337,300	2.0	518,242,600	592,992,600	545,289,138
2203 Mines and Minerals Program	1,251,000	350,000	38.8	901,000	901,000	1,999,500
2205 Energy Development and Management	1,000	-	-	1,000	1,000	-
Total Capital Assets to be Voted	529,832,900	10,687,300	2.1	519,145,600	593,895,600	547,288,638
Special Warrants	-	-		-	-	-
Capital Asset Adjustment - Trillium Trust Reclassification	-	-		-	-	831,000
Ministry Total Capital Assets	529,832,900	10,687,300	2.1	519,145,600	593,895,600	548,119,638
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	6,651,998,992	(20,661,995)	(0.3)	6,672,660,987	6,603,900,828	5,605,082,241

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Ministry of Energy, Northern Development and Mines

Historic Trend Analysis Data	Actuals 2017-18 *	Actuals 2018-19 *	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	4,116,993,417	5,605,082,241	6,672,660,987	6,651,998,992
		36%	19%	0%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information:

Expenditure Estimates:

<https://www.ontario.ca/page/expenditure-estimates>

Ontario Budget 2019:

<http://budget.ontario.ca/2019/contents.html>

Public Accounts (2016-17):

<https://www.ontario.ca/page/public-accounts-ontario-2016-17>

Public Accounts (2017-18):

<https://www.ontario.ca/page/public-accounts-ontario-2017-18>

Ministry of Energy, Northern Development and Mines:

<https://www.ontario.ca/page/ministry-energy-northern-development-and-mines>

MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES AGENCIES, BOARDS AND COMMISSIONS (ABCS)

	Estimates 2020-21	Change from Estimates 2019-20		Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$	%	\$	\$	\$
Independent Electricity System Operator (IESO)						
Operating Expense	213,912,400	6,323,200	3.0	207,589,200	204,784,800	321,654,734
Capital Expense	22,625,000	(2,093,400)	(8.5)	24,718,400	23,425,000	24,746,935
Total IESO Consolidation Adjustments	236,537,400	4,229,800	1.8	232,307,600	228,209,800	346,401,669
Northern Ontario Heritage Fund Corporation (NOHFC)						
Operating Expense	18,482,700	1,739,000	10.4	16,743,700	29,243,700	39,424,187
Capital Expense	-	-		-	12,500,000	(39,998,446)
Total NOHFC Consolidation Adjustments	18,482,700	1,739,000	10.4	16,743,700	41,743,700	(574,259)
Ontario Energy Board (OEB)						
Operating Expense	47,566,400	2,655,900	5.9	44,910,500	46,148,700	42,290,920
Capital Expense	1,153,700	(529,900)	(31.5)	1,683,600	1,365,500	1,368,000
Total OEB Consolidation Adjustments	48,720,100	2,126,000	4.6	46,594,100	47,514,200	43,658,920

Independent Electricity System Operator (IESO)

The IESO delivers key services across the electricity sector, including managing real-time operations of Ontario's power grid system by balancing supply of and demand for electricity, designing and procuring delivery of conservation and demand management programs, planning for the province's future energy needs, and designing a more efficient electricity marketplace to support sector evolution. The IESO's mandate is embodied in the Electricity Act, 1998.

The IESO's expenses are consolidated onto the ministry's financial accounts. Its annual operating costs are recovered from annual fees set by the OEB for domestic and export market participants.

COVID-19 Response:

Ontario's electricity system remains stable and reliable, and the IESO is well equipped to manage changing grid conditions. In order to ensure the provincial power system continues to operate reliably and safely, the IESO continues to actively assess the impact of COVID-19 as it works through the system and as the

situation evolves. Ongoing efforts include closely monitoring demand, revising forecasts and responding to changing system needs.

Ontario Energy Board (OEB)

The OEB, a quasi-judicial adjudicative and regulatory tribunal, regulates the province's electricity and natural gas sectors in the public interest.

The OEB's mandate and powers in relation to the energy sector are set out primarily in three statutes – the Ontario Energy Board Act, 1998; the Electricity Act, 1998 and the Energy Consumer Protection Act, 2010, and the regulations made under these statutes. Other statutes, such as the Statutory Powers and Procedure Act, 1990, also inform the OEB's authority.

Through Bill 87, the Fixing the Hydro Mess Act, 2019, the government plans to reform the OEB's governance structure, modernizing the OEB to become a best-in-class energy regulator.

The OEB's annual operating expenses are consolidated onto the ministry's financial records. Its operations and activities are fully funded by its regulated stakeholders in the gas and electricity sectors, under the cost-assessment authority in Ontario Regulation 16/08 (Assessment of Expenses and Expenditures) of the Ontario Energy Board Act, 1998.

COVID-19 Response:

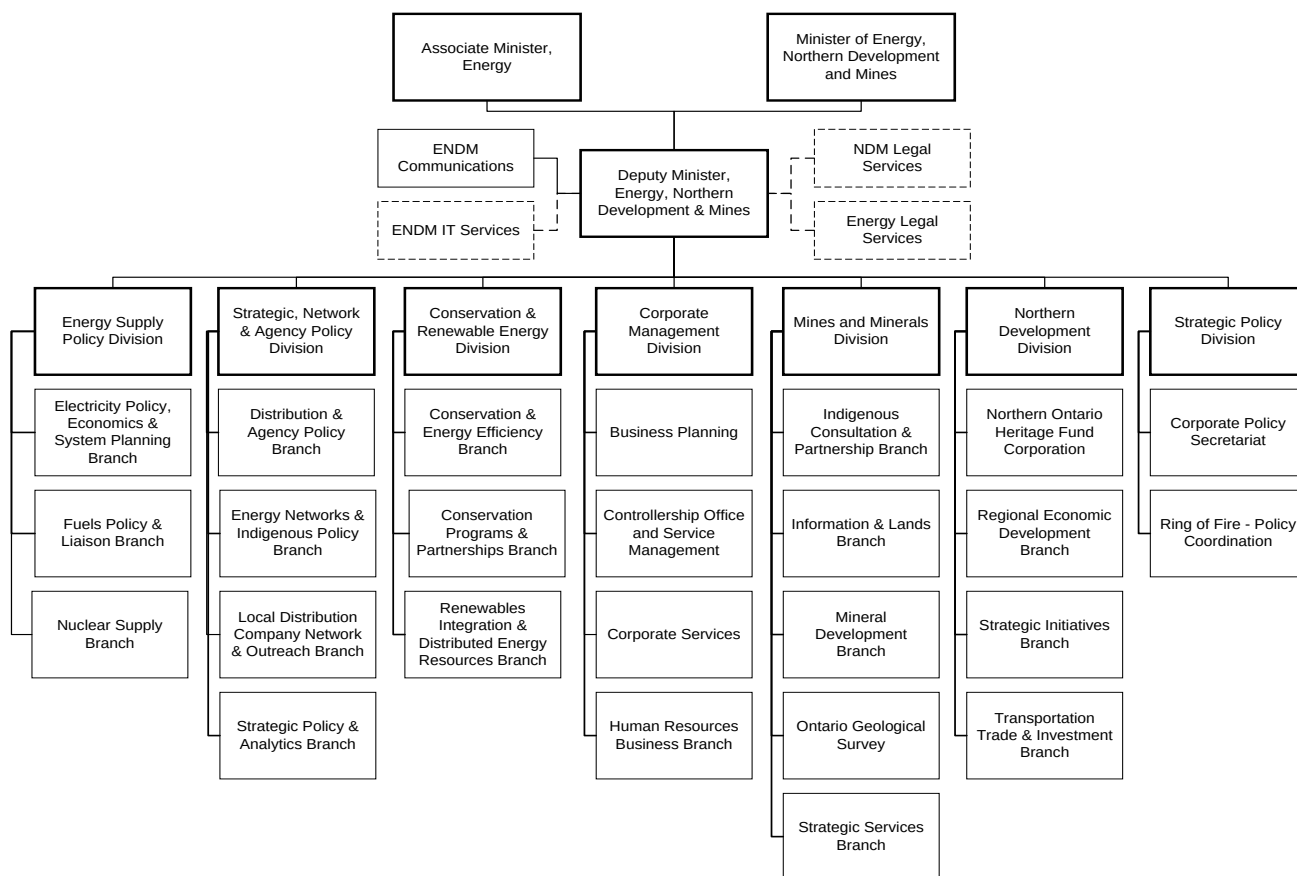
On March 19, 2020, the OEB extended the winter ban on electricity disconnections for non-payment for residential customers to July 31, 2020. Low-volume, small business customers will now also be protected by the ban. In addition, the OEB is calling on distributors to be more flexible on arrears payment arrangements and has allowed for the creation of deferral accounts to track the costs and losses that energy sector entities are experiencing as a result of the COVID-19 outbreak.

Northern Ontario Heritage Fund Corporation (NOHFC)

The NOHFC is a statutory corporation established under the Northern Ontario Heritage Fund Act. It was established in 1988 to advise and make recommendations on any matter relating to the growth and diversification of the Northern Ontario economy, and to promote and stimulate economic initiatives. The corporation is a funding organization that provides loans and grants to stabilize, diversify and foster the economic growth of Northern Ontario.

The corporation is an Operational Service Agency of the Province, and its directors are appointed by minister's prerogative Order in Council. The Minister of Energy, Northern Development and Mines is the Chair of the Board of Directors.

MINISTRY ORGANIZATION CHART



April 2020

APPENDIX: 2019-20 ANNUAL REPORT

2019-20 Results

1. COVID-19 Response: Supporting people and businesses with energy costs

On March 13, 2020, the Minister of Energy, Northern Development and Mines and the Associate Minister of Energy announced they had achieved a commitment from five of Ontario's largest electricity distribution companies and Ontario's largest natural gas company to suspend disconnections until further notice. The Ministers encouraged other electricity providers to do the same. The OEB extended its mandatory disconnection ban on March 19, 2020 for all regulated electricity distributors.

On March 24, 2020, the government issued an Emergency Order, under the Emergency Management and Civil Protections Act, applying the off-peak electricity rate for customers paying Time-of-Use (TOU) rates for all hours of each day, an initiative originally intended to remain in place for 45 days, up to and including May 7, 2020. On May 6, 2020, the government announced its intention to extend this rate relief for an additional 24 days to May 31, 2020 (subject to continued extension of the Emergency Order).

This initiative was put in place to provide rate relief to eligible residential, farm and small business customers, responding to the physical distancing policies put in place provincewide during the COVID-19 outbreak, as well as to challenges facing small businesses who have closed or are seeing reduced customers. Electricity customers and Local Distribution Companies (LDCs) have reacted positively to this initiative. The government is also considering options for what happens after the initial 45-day period.

The government and its agencies are tracking the impacts of the outbreak on electricity and natural gas consumers and will continue to evaluate the need to stabilize or reduce costs for all consumers. The government is also considering options for what happens after May 31, 2020.

2. Continuing efforts to bring accountability to the energy sector

Effective November 1, 2019, the GA Refinancing structure was replaced with an expansion of the previous 8 per cent Ontario Rebate for Electricity Consumers (OREC) to create a single, transparent on-bill rebate known as the Ontario Electricity Rebate (OER). Electricity bills clearly display the rebate provided under OER for residential consumers, farms and small businesses.

3. Making affordability a priority

Reducing costs by centralizing and refocusing conservation programs

On March 21, 2019, Orders in Council and Directives were issued to refocus and centralize the delivery of conservation programs to save electricity customers and taxpayers up to \$442 million over three years.

Under this approach, electricity conservation programs have been refocused to those who need them the most, including low-income families, small, medium and large businesses and First Nation communities.

The decision is lowering system costs and will reduce hydro rates for medium and large employers, increasing competitiveness and opportunities for growth. The cost savings are reducing the amount recovered from the Global Adjustment and decreasing the fiscal costs of rate mitigation initiatives.

Under the 2019-20 Interim Framework, the IESO has been delivering programs that are helping customers manage their electricity costs and lowering system needs. Prior to the COVID-19 outbreak, the IESO was forecasting that it would achieve the Framework targets of 1.4 TWh and 189 MW. However, as a result of the physical distancing practices in place, program delivery under the Interim Framework has been paused. The IESO and ENDM are closely monitoring the impact of COVID-19 on the Framework and considering the need for program changes.

Engaging stakeholders on Industrial Electricity Pricing

In 2019, ENDM held stakeholder consultations on industrial electricity prices. As part of this process, there were sector-specific sessions for industries such as automotive, forestry, mining, agriculture, steel and chemicals. More than 140

written submission were received through the online industrial electricity price consultation.

Building on the feedback received through these consultations, the ministry is working to establish an energy concierge service to provide businesses with better customer service and easier access to information about electricity pricing and connection processes.

In addition, the ministry tasked the Independent Electricity System Operator (IESO) to review and report back on its billing, settlement and customer service processes. This includes identifying opportunities to:

- Improve and simplify industrial electricity bills
- Review how the monthly Global Adjustment (GA) charge is estimated and identify potential enhancements
- Improve peak demand data publication processes and assess the feasibility of using real-time data to determine the factors that allocate GA costs to consumers.

The IESO submitted its report to the ministry on February 28, 2020. The ministry is reviewing the options and recommendations in the report.

Review of existing generation contracts

On November 6, 2019, an Order-in-Council (OIC) was sent requesting that the IESO engage a third party to review existing generation contracts to find opportunities to lower electricity costs. The IESO submitted its report to the ministry on February 28, 2020. The ministry is reviewing the findings presented in the report.

4. Ensuring there is a reliable source of energy for all Ontarians

Nuclear refurbishments

The ministry provides policy oversight of Ontario's nuclear refurbishments. Ontario is progressing with refurbishment of four nuclear units at Darlington Nuclear Generating Station and six at Bruce Nuclear Generating Station over the next 14 years.

On March 25, 2020, the Darlington refurbishment project achieved an important

milestone with completion of the construction phase of the Darlington Unit 2 refurbishment and remains on track to be returned to service by June 2020 despite the COVID-19 outbreak. The next Darlington unit refurbishment (Unit 3) is being delayed until fall 2020 in order to protect workers and ensure electricity system reliability during the COVID-19 outbreak.

The IESO continued to oversee implementation of the updated Bruce refurbishment agreement, including ongoing investments in the life extension of the Bruce nuclear units. Unit 6 commenced in January 2020, starting with the defueling of the reactor. Due to the onset of the COVID-19 outbreak, Bruce Power has temporarily reduced refurbishment outage work in order to keep its workers safe and maintain reliable electricity supply for its operating reactors. Full refurbishment work will resume once it is safe to do so. Bruce Power is solely responsible for risk of executing the refurbishment on time and on budget. If refurbishment is completed under budget, any cost savings will be shared equally between Bruce Power and the IESO.

Natural gas expansion

In December 2018, the government passed Bill 32, the Access to Natural Gas Act, 2018. This act allowed for the creation of a new Natural Gas Expansion Program. On July 1, 2019, the enabling legislation and regulation (section 36.2 of the Ontario Energy Board Act, 1998, and O. Reg. 24/19 – Expansion of Natural Gas Distribution Systems) came into force allowing the first phase of this program to go into effect, providing over \$55 million in funding support to several prescribed phase 1 expansion projects.

In December 2019, the government announced the next phase of its Natural Gas Expansion Program expanding natural gas to more communities across Ontario, allocating approximately \$130 million to eligible projects between 2021 and 2023. On December 12, 2019, the Minister of Energy, Northern Development and Mines and Associate Minister of Energy wrote to the Ontario Energy Board (OEB) requiring it to collect information about natural gas expansion opportunities across Ontario and develop a report on eligible projects. Upon receipt of the report, the government will make a final decision on future expansion projects eligible to receive support through the government's Natural Gas Expansion Program. The OEB opened the 90-day submission window for project submissions on March 5, 2020.

Transmission expansion

Construction has started on the East-West Tie Project, a 450-kilometre new transmission line reinforcing the system between Wawa and Thunder Bay. This project, led by NextBridge, is a priority for Ontario because it is needed to provide a reliable and adequate supply of electricity to Northwestern Ontario to support economic growth. Ontario took early action to ensure this project moved through approvals so that the line is in place to support economic growth in the north. NextBridge has partnered with Indigenous communities to build this project and construction is expected to result in significant economic opportunities for these communities and the regional economy.

In October 2019, Ontario executed financing agreements to support the construction of the Wataynikaneyap Power Project, which will see roughly 1,800 kilometres of new transmission line built in Northwestern Ontario, in order to connect 16 remote First Nations to the provincial electricity grid. The project is majority owned by a partnership of 24 First Nations in a partnership with FortisOntario and Algonquin Power.

The Ontario government is providing a construction loan of up to \$1.4 billion, enabling the project to move forward. The loan supports ENDM's KPIs of taking costs out of the system by allowing the proponent to borrow at a lower rate than would be available through private financing. The federal government has committed to contribute \$1.6 billion at project completion.

The East-West Tie and Wataynikaneyap Power projects support ENDM's key performance indicator (KPI) of advancing construction of priority transmission lines by achieving 96 per cent of the target value of 2,344 kilometres of new line by 2024. They also support the KPI related to leveraging investment and job creation by creating full-time jobs during the construction of the projects and laying the infrastructure foundation necessary to spur further job creation in the north.

5. Demonstrating respect for Ontarians by improving transparency

Federal carbon tax transparency

Ontario is committed to fighting the federal government's carbon tax on fuels through a court challenge in the Supreme Court of Canada and in the interim, ensuring transparency in fuel pricing.

In May 2019, Ontario passed the Federal Carbon Tax Transparency Act, mandating the placement of information stickers on all retail gasoline pumps throughout the province as a means to ensure consumers are aware of the new federal carbon tax and its impact on gasoline prices. The stickers were on the pumps as of August 30, 2019. Inspectors from the Technical Standards and Safety Authority (TSSA) are responsible for inspecting gasoline retailers for compliance. This work is being carried out as part of TSSA's routine safety inspections of gasoline stations.

In July 2019, the OEB approved natural gas utilities to transparently recover the federal carbon tax as a separate line item on customer bills (effective August 1, 2019). The ministry continues to monitor and report on the price and supply of fuels in Ontario (e.g., natural gas, gasoline and diesel).

6. Driving efficiencies in the sector

Ontario Energy Board modernization

Ontario Energy Board modernization, through the Fixing the Hydro Mess Act, 2019 (Bill 87), aims to modernize the Ontario Energy Board (OEB) to strengthen its independence and enhance public trust. On May 9, 2019, Bill 87 received Royal Assent.

The amendments, if proclaimed into force, would:

- Establish a new governance structure, including a board of directors and a CEO, and better separate the OEB's management, administration and adjudication responsibilities
- Streamline processes by amending the OEB's consumer education objective and reducing duplicate responsibilities in transmission procurement between the OEB and the IESO
- Promote efficiency and reduce the regulatory burden by requiring the OEB to report annually on its efforts to simplify regulations for the energy sector.

The proclamation of legislative amendments is contingent on the identification of new senior leadership for OEB's new governance structure. Since spring 2019, the ministry, working with the OEB, has been working on recruiting key leadership positions for the new governance structure.

On February 20, 2020, Richard Dicerni was appointed as the prospective new Chair of the OEB Board of Directors, effective when amendments to the Ontario Energy Board Act, 1998 are proclaimed into force. In the interim, Mr. Dicerni has been appointed as a special advisor at the OEB to support the organization's transition to the new governance structure. It is anticipated that the new governance structure will be proclaimed into force in late spring 2020.

Nuclear innovation – Small Modular Reactors (SMRs)

Ontario is leading the way of next-generation nuclear technologies, such as Small Modular Reactors (SMRs), that could provide clean energy and economic opportunities for Ontario's nuclear supply chain, while advancing Ontario's global leadership in nuclear and clean energy innovation.

In December 2019, Ontario signed a Memorandum of Understanding (MOU) with Saskatchewan and New Brunswick, committing to collaborate on the development and deployment of SMRs.

The ministry is responsible for developing and implementing Ontario's SMR policies, programs and initiatives, including engaging with government and industry stakeholders to advance this innovative technology. In February 2020, Minister Greg Rickford met with his federal and provincial counterparts as well as nuclear industry leaders to discuss strategies and next steps for advancing SMRs as outlined in the MOU.

Pursuant to the MOU, Ontario's nuclear utilities (i.e., OPG and Bruce Power) are working closely with their counterparts from Saskatchewan and New Brunswick (i.e., SaskPower and NB Power) to develop a feasibility report and business case for SMR development and deployment in the respective provinces. This work will include identifying viable technologies for near-term and longer-term SMR deployment in the three provinces and providing a full market analysis for those technologies.

7. Building a stronger northern economy

Strategic investments through the Northern Ontario Heritage Fund Corporation (NOHFC)

The NOHFC is an agency of the Government of Ontario that promotes and supports economic development across Northern Ontario by providing financial assistance to projects – big and small, rural and urban – that stimulate growth, job creation and develop a skilled workforce.

- The NOHFC committed approximately \$121 million in 899 projects, leveraging approximately \$473 million in investment and creating or retaining 3135 jobs.

Ontario is working to develop new NOHFC programs that make it easier for more people and businesses to apply, support more projects in rural northern communities, target both existing and emerging market opportunities, provide more work opportunities for Indigenous people and address the skilled labour shortage in the north. Through these proposed changes, Ontario's government will continue to build strong and resilient communities while supporting an environment where businesses can thrive, grow and create good jobs.

Northern Industrial Electricity Rate (NIER) program

The NIER program supports Northern Ontario's largest industrial electricity consumers to reduce costs, sustain jobs and maintain global competitiveness. With ongoing funding of up to \$120 million per year, the program continues to protect jobs in the north and supports the development of energy management plans. On average, industrial electricity prices can be reduced by up to 25 per cent through the program.

- The NIER program provided more than \$114 million in funding to assist 20 mining, forestry and manufacturing companies, representing 28 facilities across Northern Ontario.

8. Strengthening northern transportation

Ontario Northland Transportation Commission (ONTC)

The Ontario Northland Transportation Commission (ONTC) provides transportation services for both passengers and freight in Northern Ontario. The ministry worked with the Ministry of Transportation (MTO) to transfer the accountability and oversight of the ONTC from ENDM to MTO. These efforts were consistent with the commitment to centralize the oversight of all government agencies that deliver public transportation, enabling the government to provide consistent transportation planning and services for all Ontarians. The transfer took

effect on April 1, 2020, to align with the new fiscal year. This follows the transfer of oversight and accountability of the Owen Sound Transportation Company (OSTC) from ENDM to MTO, which took effect on April 1, 2019. These transfers are an important part of the government's plan to promote economic development and keep people and goods moving in Northern Ontario.

- Working with the ministry and MTO, the ONTC publicly announced the extension of its intercommunity bus service from White River to Thunder Bay on February 12, 2020. With this new route, the ONTC will provide three-day-per-week return service to Thunder Bay. It will also fill an existing service gap by becoming the only seamless, scheduled passenger bus travel option from Thunder Bay to Ottawa. The new service launched on May 17, 2020.

Northern Highways Program

Through the Northern Highways Program, the ministry continues to strengthen the north's economy by improving critical infrastructure such as roads and bridges and making highway travel safer and more efficient. Northern Ontario has more than 11,000 kilometres of provincial highways, about 60 per cent of the provincial highway network.

- More than \$580 million was committed for the Northern Highways Program, including \$483 million for rehabilitation and nearly \$100 million for expansion projects.

Winter Roads Program

Ontario's investments have supported the construction and operation of an approximately 3,170-kilometre road system connecting 31 remote First Nations communities without year-round road access to the provincial road and rail system.

These vital connections to all-season roads makes it easier to bring in essential goods and services such as food, medical and construction supplies to remote communities. The winter road network serves a total resident population of about 24,000.

- The government invested \$5.8 million to assist in building winter roads in the Far North in 2019-20.

9. Unlocking jobs and opportunity in the Ring of Fire

Moving forward with road access to the Ring of Fire

The Ontario government remains confident in the economic opportunity in the Ring of Fire (RoF) area. Building a road to the Ring of Fire is a critical step to unlocking economic benefits in the region.

ENDM is working directly with those communities that wish to move forward with all-season road development to the Ring of Fire and is continuing work on bilateral agreements where we have them in place. This new approach helps address unique community needs and supports economic development in the Ring of Fire area.

- In March 2020, a new partnership between the government, Marten Falls First Nation and Webequie First Nation began with the successful negotiation and signing of a Memorandum of Agreement, to advance planning of critical road infrastructure in the RoF.
 - This includes the proposed Northern Road Link, that would provide reliable, all-season road access to potential mine sites and connect First Nation communities to Ontario's provincial highway network.
- The Province is supporting Marten Falls and Webequie First Nations in advancing co-ordinated federal and provincial Environmental Assessments for their respective proposed road projects in the Ring of Fire area.
- As part of the provincial Broadband and Cellular Action Plan, Ontario, in partnership with Canada, is moving forward with infrastructure investment for the Matawa broadband initiative to provide broadband internet access to five remote Matawa-member First Nations to facilitate communication and economic partnerships. Ontario is investing up to \$30 million and leveraging approximately \$39 million in federal funding for this project.

10. Boosting investment in mining

Minerals sector highlights

Ontario's mining industry, the nation's largest producer of minerals by value, directly employs about 26,000 workers and generates about \$8 billion annually to Ontario's GDP.

- In 2019, Ontario produced \$10.7 billion worth of minerals — 24 per cent of Canada's total value of mineral production. Ontario was also Canada's leader for exploration, with mineral exploration expenditures totalling \$497 million.
- Toronto is the mining finance capital of the world. In 2019, the Toronto Stock Exchange and Toronto Venture Exchange raised \$12.5 billion in new equity capital for mining.
- Since 2019, three mines have opened in Northern Ontario:
 - o Newmont's Borden gold mine near Chapleau
 - o Evolution Mining (formerly Newmont)'s Cochenour gold mine in Red Lake
 - o Harte Gold's Sugar Zone gold mine near White River.
- Newmont's Borden gold mine near Chapleau reached commercial production on October 1, 2019. Mine construction is underway at Pure Gold's Madsen gold project in Red Lake and at Glencore's Onaping Depth nickel-copper project in Sudbury.
- In 2019, two new mine developments and 340 permits were approved and approximately 35,500 new mining claims were recorded.
- The Ontario Geological Survey supported 72 geological projects across Ontario during 2019-20 and published 79 new geoscience products with more than 265,000 file downloads of digital products.

In response to the COVID-19 outbreak, many companies have put in place enhanced health and safety measures and are dealing with impacts on operations due to availability of labour and limitations on travel in remote locations. Despite these challenges, various mining companies are contributing to the fight against

COVID-19 by donating meals, N95 masks, gloves and medical supplies to frontline healthcare workers.

Resource Revenue Sharing

- The Province made the first payments under its resource revenue sharing agreements with Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council, totalling over \$24.8 million from eligible forestry and mining revenues.
- Under these agreements, First Nations can use this funding to enhance education and health care services in their communities, create economic development opportunities that bring good-paying jobs to the region or support community and cultural priorities that help strengthen local planning and decision making.

Establishing the Mining Working Group

On March 4, 2019, the ministry established a special Mining Working Group focused on reducing red tape and attracting major new investments to Ontario.

The group, chaired by Minister Greg Rickford, brings together industry representatives that reflect the diversity and strength of the province's mining sector. They include accomplished leaders from mining and exploration companies, prospectors and Indigenous business organizations.

The Mining Working Group convened several times throughout 2019-20 and provided the Province with input on important issues affecting the minerals sector, while identifying opportunities to ensure future growth, competitiveness and prosperity.

11. Ontario is open for business

Ontario's government is creating jobs by keeping energy and power rates low and cutting red tape. The Province has set a target to reduce red tape barriers to business growth by 25 per cent by 2020. Once fully implemented, these changes are expected to provide Ontario businesses with over \$400 million in ongoing savings on their regulation compliance costs. ENDM will continue to participate in

these efforts by considering opportunities to reduce regulatory burden in the mining and energy sectors.

- On December 10, 2019, Ontario passed the Better For People, Smarter for Business Act, 2019. This act builds on actions the government has taken to reduce regulatory burden on businesses while maintaining standards needed to keep people safe and healthy and protect the environment.
- This included an amendment to the Mining Act to provide greater certainty for proponents submitting a Closure Plan Amendment to the Ministry of Energy, Northern Development and Mines, creating a 45-day timeline for the ministry to make a decision to file or return a Closure Plan Amendment.
- Following the declaration of a State of Emergency on March 17, 2020 in response to the COVID-19 outbreak, Ontario took immediate action to provide rate relief to small businesses, farms and residential customers who pay Time-of-Use (TOU) electricity rates. On March 24, 2020, the province issued an Emergency Order to temporarily apply the off-peak TOU electricity rate of 10.1¢/kilowatt hour (kWh) for Regulated Price Plan (RPP) customers paying TOU rates during all periods of the day for 45 days (ending end of day May 7, 2020). As physical distancing measures were still in place as this end-date neared, it was announced on May 6, 2020 that it was the government's intention to extend this rate relief for an additional 24 days to May 31, 2020.

The Prospectors and Developers Association of Canada (PDAC) convention.

Each year, the ministry showcases Ontario's mineral projects, successes and opportunities at the Prospectors and Developers Association of Canada's (PDAC) convention, sending a strong signal to the world that Ontario's mineral sector is open for business and open for jobs.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20*
COVID-19 Approvals	0.0
Other Operating	6,163.7
Capital	440.2
Staff Strength** (As of March 31, 2020)	613.6

* Interim actuals reflect the numbers presented in the *March 2020 Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of the Environment, Conservation
and Parks

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

- Maintaining core work that provides strong environmental protections to safeguard our air, land, water and climate for all Ontarians today and in the future, while finding efficiencies and building a sustainable and modern ministry.
- Building a service-focused organization that engages with Ontario residents and businesses in a modern and efficient way without impacting core ministry activities.

Purpose and Contribution to Priority Outcomes

Ontario's Ministry of the Environment, Conservation and Parks (MECP) is responsible for protecting Ontario's air, land, water, species at risk and their habitat, tackling climate change and managing Ontario's parks and conservation reserves now and for future generations of Ontarians.

The ministry is also committed to balancing a healthy environment with a healthy economy, providing more digital solutions and reducing unnecessary burden and duplication while maintaining our strong environmental protections, creating jobs and respecting taxpayers.

We accomplish this by:

- Using the best available science and research to develop and deliver policies, legislation, regulations, standards, programs and services.
- Enforcing compliance with environmental laws.
- Working with partner ministries, other governments, Indigenous partners and organizations, industry, stakeholders and the public.
- Monitoring and reporting to track environmental progress.
- Taking a people-centred, digital first approach to government services such as issuing Permits to Take Water electronically that enables simpler and faster service delivery.

COVID-19 Response

Nothing is more important than protecting the health and wellbeing of Ontarians. Since first learning of COVID-19, Ontario has taken decisive action to contain the spread of this new virus.

To support government actions to keep Ontarians safe during this time and ensure continuity of critical operations, the ministry quickly responded with temporary measures, including:

- Closing Ontario's provincial parks and conservation reserves, including car camping, backcountry camping, roofed accommodations, access points and all public buildings. On May 11, we re-opened Ontario Parks for limited, self-guided recreational activities.
- Exempting public consultation requirements on the Environmental Registry for urgent actions in response to the COVID-19 outbreak.
- Suspending emissions testing for heavy duty commercial vehicles from March 23, 2020 to May 18, 2020.
- Providing flexibility to Ontario's drinking water and wastewater system owners and operators so they can address staffing issues if, and when they arise.

These temporary actions were taken to support physical distancing and ensure operations can continue and goods and services can be delivered to the people of Ontario, without compromising health, safety or the environment.

The ministry is committed to full transparency on all decision making and will continue to address urgent needs on a case-by-case basis in collaboration with the regulated community, Indigenous communities, the public and other government ministries as appropriate.

Ministry Programs

On November 29, 2018, Ontario released its Made-in-Ontario Environment Plan to help protect our air, land and water, address litter and reduce waste, support Ontarians to continue to do their share to reduce greenhouse gas emissions, and help communities and families prepare for climate change.

The plan, [Preserving and Protecting our Environment for Future Generations: A Made-in-Ontario Environment Plan](#), was posted on the Environmental Registry for a 60-day consultation period. The ministry received more than 1,400 comments.

Building More Resilient Communities to Climate Change Impacts and Reducing Greenhouse Gas Emissions

Ontario's Environment Plan aims to build resilience to climate change and do our part to continue to reduce greenhouse gas emissions through affordable, effective, practical and cost-effective means. The plan reflects Ontario's commitment to addressing climate change in a way that considers the province's specific priorities and region-based challenges and opportunities.

The Environment Plan proposes to address climate change by focusing on six areas:

1. Lowering greenhouse gas emissions to 30 per cent below 2005 levels by 2030, a target that aligns with the federal government's Paris commitments.
2. Increasing the resilience of Ontario communities to the impacts of climate change.
3. Making polluters accountable for their greenhouse gas emissions.
4. Activating the private sector to unlock private capital to give Ontario businesses and residents new and more affordable ways to invest in energy efficiency and clean technologies that save money and reduce greenhouse gas emissions.
5. Using energy and resources wisely by developing climate solutions that will save energy and money and improve waste and resource management.
6. Doing our part by supporting effective climate leadership across the provincial government and Ontario's local governments, businesses, organizations and communities.

Our Environment Plan will continue to evolve as a living document to address the environmental priorities of Ontarians as new information, ideas and innovations emerge.

Protecting Our Air, Lakes and Rivers

Clean Water

The ministry's Environment Plan outlines actions that Ontario will take to protect and conserve the province's water, manage its water resources, and keep our beaches clean for swimming, recreation, enjoyment and traditional use.

The actions and commitments in our plan include:

Continuing work to restore and protect our Great Lakes

- Building on previous successes and continuing efforts to protect water quality and ecosystems of the Great Lakes through partnerships with the federal government under agreements and plans such as the Canada-Ontario Great Lakes Agreement (COA) and the Canada-Ontario Lake Erie Action Plan.
- Negotiating a new COA.
- Reviewing and updating Ontario's Great Lakes Strategy to continue to protect fish, parks, beaches, coastal wetlands and water by reducing plastic litter,

excess algae and contaminants along our shorelines, and reducing salt entering waterways to protect our aquatic ecosystems.

- Working with the federal and other provincial and territorial governments through the Canadian Council of Ministers of the Environment to implement phase one of the Canada-wide Action Plan on Zero Plastic Waste and to support the ongoing development of the second phase. The second phase of the action plan focuses on preventing plastic pollution in oceans, inland lakes and waterways, including the Great Lakes, advancing science to monitor the impacts of plastics pollution within the environment, building consumer awareness, launching clean-ups, and taking global action.

Continuing to protect and identify vulnerable waterways and inland waters

- Continuing implementation of the Lake Simcoe Protection Plan to protect and restore important natural areas and features of the lake.
- Protecting the quality of Lake of the Woods by continuing to work with partners on reducing phosphorus.
- Working with communities to identify issues and stresses facing the region, and to promote effective watershed management and protection.
- Working with Indigenous communities and stakeholders on the remediation of mercury-contaminated sediments in the St. Clair and English and Wabigoon Rivers.
- Reducing and preventing excess algae and contaminants along our shorelines, and plastic litter and excess road salt in the Great Lakes and other inland waters by supporting community efforts and working with other levels of government and jurisdictions on joint action plans.
- Completing an Environmental Bill of Rights (EBR) review for Muskrat Lake, including an assessment of the need for new or updated environmental policies and tools to address phosphorus loadings, algae growth and other nutrient issues in the lake.

Ensuring sustainable water use, improving municipal wastewater and stormwater management and reporting, and helping people conserve water

- Updating approvals related to municipal wastewater and stormwater to make the rules easier to understand.
- Increasing transparency through real-time monitoring of sewage overflows from municipal wastewater systems into Ontario's lakes and rivers and ensuring the people of Ontario are aware of overflow incidents.
- Considering how wastewater and stormwater financing could be updated to improve investment and support new and innovative technologies and practices.
- Promoting sustainable water use and water security for future generations by enhancing how we manage water takings with good processes and decisions

based on solid science and evidence to help ensure we have sustainable water resources in the face of a changing climate and continued population growth.

- Continuing to engage the public, stakeholders and Indigenous communities for input on how we manage provincial water takings to ensure safe, secure, and reliable sources of water, including potential enhancements to assess and manage multiple water takings, establish priorities for different water uses, and prepare and respond to drought conditions.

Protecting Ontario's Drinking Water

Ontario is a North American leader in water protection and innovation aimed at sustaining water resources for future generations. We will continue to protect water resources by:

- Keeping Ontario's drinking water among the best protected in the world through robust and comprehensive legislation, rules and standards, source protection, annual monitoring and implementing reporting requirements.
- Working collaboratively with First Nations and the federal government to support the resolution of long-term drinking water advisories (LTDWAs) and to support the long-term sustainability of each community's water infrastructure.
- Collaborating with Walkerton Clean Water Centre and their First Nation partners to provide support for drinking water operator training and certification.
- Conducting long-term monitoring of source water and treated drinking water for non-regulated and emerging contaminants at multiple locations in Ontario, including four First Nations communities.
- Working together to ensure that the science that supports source protection remains relevant and up-to-date and is integrated into ministry decision making.
- Building on the ministry's monitoring and drinking water source protection activities to help ensure that environmental impacts from road salt use are minimized.

Clean Air

Although Ontario's air quality has improved significantly, some areas of the province still experience poorer air quality due to pollution. In the Environment Plan, Ontario committed to continuously working to ensure cleaner air.

Ongoing actions to improve Ontario's air include:

- Operating a network of 39 ambient air monitoring stations across the province to measure and track common air pollutants and provide the public with real-time air pollutant data.
- Operating a road side air monitoring network to better understand traffic-related air pollution in highly urbanized environments.

- Reducing harmful smog-causing vehicle emissions through an enhanced heavy diesel commercial motor vehicle emissions inspection program for the biggest polluters on our roads, such as commercial trucks and buses, complemented by strengthened on-road enforcement under a new Vehicle Emissions Regulation (457/19), which came into effect on January 1, 2020.
- Continuing to deliver tailored compliance approaches based on risk to target heavy diesel commercial vehicles, fleets and garages that promote tampering with emissions systems which present the greatest threat to air quality.
- Partnering with the Ministry of Transportation to integrate the emissions inspection program with the Ministry of Transportation's annual Motor Vehicle Inspection Station program in 2021, which will save taxpayers' money and modernize services for drivers and businesses.
- Developing and implementing comprehensive health-based standards, and technology-based site-specific standards and technical standards for industrial sectors.
- Working in partnership with municipalities, industry, public health units, community stakeholders and Indigenous communities to create unique solutions to local air quality concerns.
- Working with the federal government and other provinces and territories to develop Canadian Ambient Air Quality Standards.
- Continuing to enforce Ontario's local air quality regulations by conducting risk-based proactive inspections, responding to incidents, issuing orders and notices, and undertaking investigations, as needed.
- Reaching out to neighbouring states to understand the impact of transboundary air pollution on the province.
- Formalizing a notification protocol between the ministry and the New York State Department of Environmental Conservation to share timely communication when a pollution event or spill may be a risk to the neighbouring jurisdiction.
- The ministry will continue to implement the multi-year Sarnia Air Action Plan to address air quality concerns, improve local ministry programs, and reduce the ambient concentrations of priority air contaminants. This includes moving forward with the Sarnia Area Environmental Health Project, a commitment in the Made-in-Ontario Environment Plan, to improve our understanding of the links between the environment and health in the community.
- Continuing to work collaboratively with industry, the Hamilton Air Monitoring Network, and Clean Air Hamilton to drive improvements in Hamilton's air quality through actions and initiatives, communication and public education, and providing transparent and timely public access to government and industry air monitoring data.

Reducing Litter and Waste in Our Communities

In 2019, building on the Made-in-Ontario Environment Plan, the ministry released the Reducing Litter and Waste in Our Communities: Discussion Paper for public consultation on the Environmental Registry. Feedback on the discussion paper will help the province move forward with a clear, comprehensive and outcome-based approach to reducing litter and waste in our communities by supporting a number of actions, including:

- Proclaiming an official Day of Action on Litter in Ontario on the second Tuesday of May each year.
- Finalizing regulation for a new producer-led battery recycling program in Ontario and continuing the wind up of existing waste diversion programs for electronic products, hazardous and special wastes, and the Blue Box program. These regulations will establish new rules making producers responsible for their products and packaging in a cost effective and efficient manner.
- Seeking commitments from the federal government to support increased diversion of waste plastic.

Following extensive public consultation, the ministry has finalized the new “On-Site and Excess Soil Management Regulation” (Excess Soil Regulation) which is being phased in, as well as associated Brownfields-related regulatory amendments to the Record of Site Condition Regulation. The Excess Soils Regulation recognizes properly reused excess soil as a resource instead of waste. It sets clear reuse rules that are protective of human health and the environment and sets clear reuse planning requirements for sites generating excess soil. Clarified rules will support greater reuse of excess soil which can save proponents soil management costs and reduce the amount of soil ending up in landfill.

The ministry is supporting implementation of the Excess Soil Regulation and associated consequential amendments with guidance and outreach and will be developing a registry to support implementation of provisions that come into effect in January 2022.

The ministry is committed to improving the existing environmental permissions processes for organic waste facilities to make it easier for proponents to obtain approvals. These improvements meet the commitments in the Made-in-Ontario Environment Plan and the Discussion Paper on Reducing Litter and Waste in Our Communities to modernize organic waste permissions and support competitive and sustainable end markets.

Conserving Land and Greenspace

The ministry provides leadership and delivery in the management and protection of natural heritage areas in Ontario through Ontario Parks.

Ontario Parks continues to protect and enhance our natural areas, support conservation efforts, and promote the importance of healthy natural spaces by:

- Supporting the creation of new trails across the province.
- Providing Ontario families with more opportunities to enjoy provincial parks and increase the number of Ontarians taking advantage of parks by 10 per cent (approximately one million more visitors) while protecting the natural environment.
- Reviewing the management of provincial parks and conservation reserves to ensure effectiveness.

Protect Species at Risk

Ontario is home to more than 30,000 species of plants, insects, fish and wildlife. The *Endangered Species Act, 2007* (ESA) provides for the protection and recovery of species and their habitats that are at risk of disappearing from Ontario.

Ontario is taking the following actions to ensure that species at risk and their environments are protected:

- Continuing to implement the Ontario Species at Risk Stewardship Program (SARSP), which provides funding to support local projects by non-profit organizations, Indigenous communities and other stakeholder groups that assist in the protection and recovery of species at risk and their habitats.
- Continuing to deliver on recovery products required by the ESA. These legislatively required products include:
 - Recovery strategies that identify threats and specific habitat needs of the species. Recovery strategies are typically prepared by experts, external to government, providing best available, science-based advice (s.11 ESA).
 - Government response statements that outline the actions the government intends to take directly, as well as the actions partners are supported to take in the collaborative effort to protect and recover the species (s.12.1 ESA).
 - Reviews on the progress of implementing actions identified for a specific species at risk. (s.12.2 ESA)
- Continuing to implement the ESA by issuing permits and authorizations to enable Ontario's businesses and residents to prosper while protecting and recovering species at risk.

Conservation Authorities

Ontario made a commitment in its Environment Plan to work in collaboration with municipalities and stakeholders to ensure that conservation authorities can focus and deliver on their core mandate of protecting people and property from natural hazards such as flooding, managing CA lands and drinking water source protection, while using taxpayer dollars efficiently and effectively.

On June 6, 2019, our government passed the *More Homes, More Choice Act, 2019*, which updated the Conservation Authorities Act to improve public transparency, consistency, and accountability in conservation authority operations. These changes (un-proclaimed) define conservation authority mandatory programs and services as those related to the risk of natural hazards, managing conservation authority-owned land, and drinking water source protection and will update how conservation authorities are authorized to use municipal levies to give municipalities greater control and the ability to enter into agreement with CAs to fund non-mandatory programs and services, if they choose.

The ministry also undertook a review of all the relevant legislation and regulations that govern Ontario's conservation authorities with the aim of further improving overall governance, oversight and accountability of conservation authorities.

The ministry wanted to provide opportunities for everyone who is interested in the stewardship of our lands was heard before moving forward with any further changes to legislation and regulations.

Over the past year and a half, the ministry has been having conversations with key stakeholders and continues to engage municipalities, development, agricultural, landowner, environmental and conservation organizations, Indigenous communities and the general public, as well as conservation authorities, about conservation authority roles and operations to help ensure the authorities are best serving the interests of the people of Ontario.

Strong Enforcement and Transparency

Ontario remains committed to providing transparency and access to government information. In line with this government commitment, we will be providing information about spills and incidents occurring in communities. To help address the most serious environmental challenges in a responsible, effective, measurable and balanced way, we will continue to:

- Hold polluters accountable with strong enforcement and tougher penalties for breaking environmental laws. In 2019, legislative changes were made via Bill 108 (*More Homes, More Choices Act, 2019*) and Bill 132 (*Better for People, Smarter for Business Act, 2019*) to provide for stronger and more efficient enforcement, including expanding the authority to issue administrative

monetary penalties under several acts. Before these changes, we could only use penalties with approximately 140 facilities in Ontario. As a result of our changes, this framework will cover approximately 150,000 regulated entities. Administrative monetary penalties will be applied to an expanded list of violations such as illegal sewage discharges into waterways, selling pesticides without a license, failing to have a certified drinking water operator, or violating terms of a permit to take water. Once regulations are developed in 2020-21, this will strengthen enforcement tools available to front-line provincial officers and to enable penalties to remove the economic benefit of breaking environmental laws.

- Use the administrative monetary penalties paid by those who break environmental laws to support activities that will help protect and preserve our air, land, water and parks, such as tree planting, and litter clean-up.
- Providing front-line environmental compliance officers with better tools and information to ensure a risk-based focus on the most serious violators and high-risk polluters.
- Ensure strong enforcement, with real consequences, through investigations and prosecutions of high-consequence events and repeat offenders.

Modernizing Ontario's Environmental Assessment Program

The ministry is bringing the province's outdated environmental assessment process into the 21st century in order to build safer and stronger communities. The ministry is committed to building a strong environmental assessment program that considers the input of local communities and ensures we focus on projects that have the highest impact to the environment, while eliminating duplicative processes, streamlining processes, and improving service standards to reduce delays.

Transforming Environmental Permissions and Reducing Timelines

The ministry promotes high-quality submissions with enhanced screening for application completeness, to ensure a responsive timeline for proponents and the public. We want to ensure we're providing clear instructions on how to properly prepare applications so we can reduce delays and get it back to proponents faster.

The ministry is streamlining permissions for projects and activities where environmental impacts are low and/or well understood and to encourage opportunities for innovation.

Through collaboration with other ministries and proponents, we are exploring other activities that may be suitable for a streamlined permissions approach. To date these, include:

- Assessing additional candidates for self-registration and/or exemptions instead of completing a more complex environmental compliance approval process. For example, Permits to Take Water and Combined Heat and Power Systems.
- Modernizing sewage and stormwater environmental compliance approvals through a consolidated linear infrastructure permissions approach with updated, clearer conditions.
- Exploring how to expand operational flexibility to other sectors to further reduce burden, e.g., organic waste.

To enable digital service delivery of environmental permissions, the ministry has created the Permissions Enterprise Platform. The ministry continues to move paper-based permissions to the platform and expand the environmental activity and site registry.

The ministry has been collecting environmental compliance approval fees since 1992. The ministry is planning to review the existing fee structure to increase cost recovery.

We continue to look for opportunities to improve the regulation of both new and existing renewable energy facilities, with attention to noise compliance.

We are also reviewing the Brownfields program to evaluate overall efficiency of its framework, with the goal of reducing burden to businesses, increasing Ontario's housing supply and streamlining development approvals. This will help reduce time and costs for certain revitalization projects while also ensuring protection of human health and the environment.

Effective Monitoring, Compliance and Enforcement

The ministry's research, monitoring, inspection, audits, investigations and enforcement activities are helping to ensure the ongoing protection of Ontario's air, land and water. The ministry will continue to support this goal by:

- Conducting monitoring programs to understand the impacts of human activities on our environment.
- Identifying emerging environmental concerns and tracking progress on solving problems.
- Analyzing and testing water, air, vegetation and soil samples in the ministry's laboratories.
- Collecting fish samples from around the province, analyzing them for toxic substances such as mercury, polychlorinated biphenyls and dioxins and providing easy-to-use information about the types and amounts of fish that are safe to eat.
- Undertaking environmental monitoring in the Far North, inviting local First Nation communities to be involved, and providing them with the results.

- Undertaking monitoring of pesticides in the environment in collaboration with the Ministry of Agriculture, Food and Rural Affairs.
- Carrying out compliance promotion, inspections, audits, investigations and prosecutions to support compliance through risk-based regulatory programs that consider official directives issued during the COVID-19 provincial outbreak and legal requirements, as well as emerging issues. The ministry's compliance program uses a comprehensive suite of compliance tools, to protect the environment and human health from regulatory non-compliance, pollution incidents and spills. Provincial offences officers will provide support through the course of their normal duties to enforce certain orders under the Emergency Management and Civil Protection Act, as appropriate, to help stop the spread of COVID-19 and protect the public.
- Inspecting municipal residential drinking water systems on an annual basis, and inspecting labs licensed to carry out drinking water testing at least twice a year.
- Working with industry, stakeholders and the public to ensure compliance with environmental standards.

Reducing Burden and Supporting Ontario Businesses

The ministry continues to make substantial contributions to making Ontario more competitive while still ensuring strong environment protections, by eliminating unnecessary duplication and administrative burden and improving regulatory and legislative requirements. The ministry has completed many of its own red tape reduction initiatives, as well as contributed to three burden reduction bills and red tape packages. The ministry is committed to:

- Reviewing environmental legislation impacting businesses to ensure that it is as flexible and nimble as possible so that it is responsive to the needs of Ontarians.
- Reducing regulatory burden and unnecessary costs to businesses while still maintaining strong environmental protections.
- Making Ontario open for business by supporting growth within the province, while ensuring protection of the environment and human health.
- Developing and integrating innovative, risk-informed approaches in order to achieve greater efficiency in how we deliver programs.

Ministry Administration

Ministry administration supports ministry operation by providing strategic advice including financial management, controllership, human resource management, legal services, communications, French language services and administrative services in support of all business areas.

The ministry implements the Environmental Bill of Rights, provides educational programs about this Act to the public, and supports the Environmental Registry, which enables citizen participation in government decisions and provides information to the public on environmental initiatives. On April 1, 2020, O. Reg. 115/20 under the Environmental Bill of Rights came into effect as part of the province's response to the COVID-19 outbreak. It temporarily exempts environmental proposals from public consultation requirements for time-sensitive proposals to allow quick decision making and ensure goods and services continue to be delivered to people in Ontario during this unprecedented time. Ministries are expected to continue posting information notices on the Environmental Registry to maintain public transparency during the temporary exemption.

The ministry is also addressing requests under the *Freedom of Information and Protection of Privacy Act*.

The ministry will continue to closely monitor and report on continuing and emerging high-priority initiatives, consistent with a new approach to evidence-based decision making and refresh of key performance indicators.

COVID-19 Response

To support government actions to keep Ontarians safe during this time and ensure continuity of critical operations, the ministry quickly responded with the following temporary measures:

Closing Ontario Provincial Parks

In order to assist the province with its efforts to keep Ontarians safe and do its part to help stop the spread of COVID-19, the ministry closed all provincial parks to the public on March 19, 2020. This included car camping, backcountry camping, roofed accommodations, day use opportunities and all public buildings.

On May 15, 2020, under the advice of the Chief Medical Officer, all parks reopened to the public for limited recreational activities like walking, hiking and biking. More recreational activities and facilities will become available when it is safe to do so.

Exempting Public Consultation Requirements on the Environmental Registry

The ministry is temporarily exempting ministries from the requirement to post proposals for acts, regulations, policies and instruments to the Environmental Registry for up to 30 days after Ontario's Declaration of Emergency is lifted.

This will ensure our government is able to quickly respond to the time-sensitive needs of regulated businesses that may be experiencing impacts due to COVID-19 so they can continue operations and ensure that goods and services can be delivered.

This recognizes the impact the outbreak has had on the regulated community and supports the necessary steps to ensure the health of all Ontarians while ensuring continuity of important operations and the protection of the environment.

We are also committed to continuing public transparency on environmental decision making during this temporary measure and will continue to post information notices on the Environmental Registry.

Suspending Emissions Testing for Heavy Duty Commercial Vehicles

On March 23, 2020, to help promote physical distancing and stop the spread of COVID-19, Ontario temporarily suspended the Heavy Diesel Commercial Motor Vehicle Emissions Testing Program for heavy diesel commercial vehicles. This helps to protect Ontario drivers, vehicle owners, staff and other users of emissions testing facilities and ServiceOntario locations.

Vehicle emissions inspection facilities resumed conducting heavy diesel vehicle emissions testing on May 19, 2020.

The ministry has also extended the date for the implementation of the mandatory electronic emissions test (on-board diagnostic test) for applicable vehicles from July 1, 2020 to October 1, 2020.

Providing Flexibility to Ontario's Drinking Water and Wastewater System Owners

Through a temporary emergency order, the ministry is providing flexibility to Ontario's drinking water and wastewater system owners and operators so they can address staffing issues if, and when they arise.

This flexibility provides the ability to redeploy and employ operators as needed to address staff shortages, reschedule operator hours and use operators whose certificates and licenses have expired recently.

These temporary changes will ensure the continued operation of our water systems so that clean, safe drinking water is available to the public and that the environment continues to be protected.

Enabling Electronic Environmental Permissions

The ministry continues to receive and review environmental permission submissions for approval during the COVID-19 outbreak. The ministry has made changes to its processes to enable businesses and municipalities to submit their applications to the ministry for review.

These changes include:

- Updates to the ministry's website encouraging applicants to submit their applications and associated fees online through the ministry's Permissions Enterprise Platform,
- Enabling applicants who have mailed their application and associated fee payments to the ministry to resubmit their application electronically through a dedicated email address, and
- Continued ongoing access and support for their inquiries through our contact centre.

Enabling Remote Committee/Agency Meetings to Protect Species at Risk

To help support physical distancing requirements and keep Ontarians safe during the COVID-19 outbreak, the ministry has changed face-to-face meetings with committees and agencies that are part of the ESA regime to online meetings. This includes agencies such as the Species at Risk Program Advisory Committee (SARPAC) that makes recommendations to the Minister about the species at risk program, as well as the Committee on the Status of Species at Risk in Ontario (COSSARO), which is comprised of an independent team of experts that assesses and classifies species at risk.

2020-21 STRATEGIC PLAN

Through commitments in the Made-in-Ontario Environment Plan, the Ministry of the Environment, Conservation and Parks is taking action to ensure the right balance between a healthy environment and a healthy economy and looking at new, more smart solutions and modern ways to support communities and businesses.

Our efforts align with the government's ongoing work to restore sustainability to the province's finances and make programs and services more effective and efficient, while maintaining Ontario's high standards to keep people safe and healthy and protect the environment.

The ministry's 2020-21 Strategic Plan focuses on three main objectives:

- 1) Continuing to protect, restore and enhance our environment based on the actions and commitments in our Made-in-Ontario Environment Plan
- 2) Maintaining a sustainable long-term multi-year plan

- 3) Making sure Ontario Parks have the business tools they need to deliver a world class experience.

The ministry will also continue to work on transformation and program modernization which includes streamlining permissions for projects and activities where environmental risks are low and/or well understood and to encourage opportunities for innovation. Through collaboration with our colleagues and our clients, the ministry continues to explore other sectors and activities that may be suitable for a streamlined permissions approach.

In the year ahead, we will continue to focus on implementing our transformation plan and finding efficiencies that leverage technology and streamline processes while maintaining core business that ensures strong environmental protection to safeguard the province's air, land, water and climate.

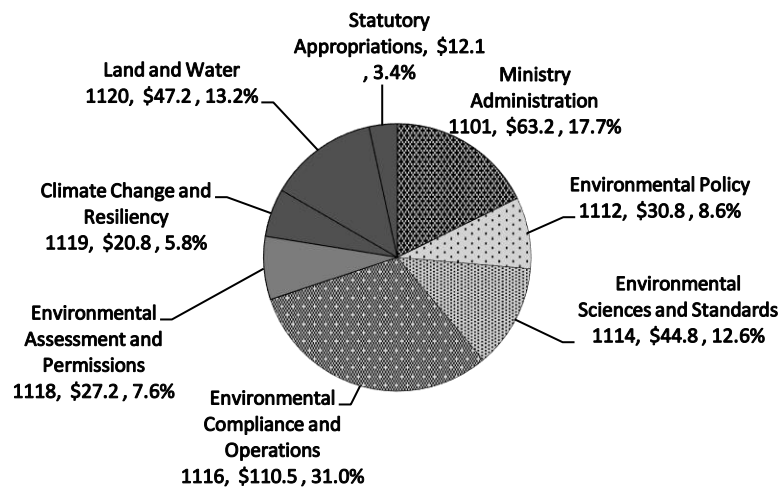
Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	-
Other MECP Operating	330.7
MECP Capital	26.0
MECP TOTAL	356.7
Ontario Clean Water Agency Operating	214.8
Special Purpose Account for Ontario Parks	97.1
Ontario Infrastructure and Lands Corporation	(1.2)
General Real Estate Portfolio	(15.1)
Ontario Clean Water Agency Capital	4.7
CONSOLIDATED TOTAL*	656.9**

* Including statutory appropriations, consolidation and other adjustments (not including assets)

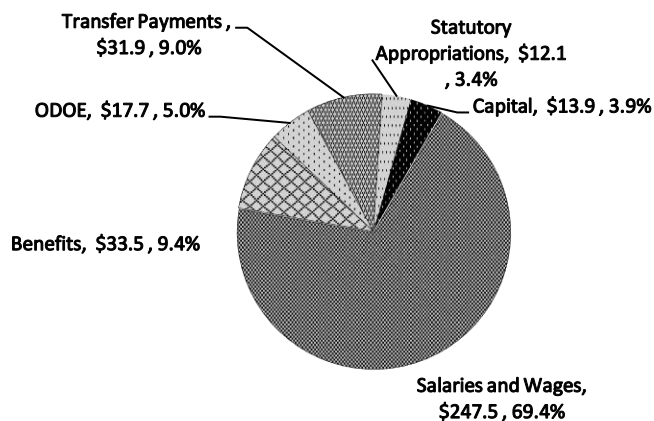
** Numbers may not add due to rounding

**2020-21 ESTIMATES
MINISTRY BUDGET BY PROGRAM
(OPERATING AND CAPITAL)
(\$ Millions)**



TOTAL MINISTRY BUDGET: \$356.7M (Excludes Assets and Consolidation)
(May not add due to rounding)

**2020-21 ESTIMATES
MINISTRY BUDGET BY STANDARD ACCOUNT
(OPERATING AND CAPITAL)
(\$ Millions)**



TOTAL MINISTRY BUDGET: \$356.7M (Excludes Assets and Consolidation)
(May not add due to rounding)
(Net of Recoveries)

DETAILED FINANCIAL INFORMATION

MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	63,194,000	(8,083,900)	(11.3)	71,277,900	80,124,200	82,684,118
Environmental Policy	30,064,800	2,359,000	8.5	27,705,800	30,634,500	76,605,156
Environmental Sciences and Standards	43,327,500	2,528,800	6.2	40,798,700	43,632,800	50,047,927
Environmental Compliance and Operations	110,521,300	2,622,200	2.4	107,899,100	104,719,500	116,169,958
Environmental Assessment and Permissions	27,241,500	1,253,100	4.8	25,988,400	28,016,400	28,673,832
Climate Change and Resiliency	20,813,200	1,928,100	10.2	18,885,100	17,458,400	3,863,003
Land and Water	35,477,400	1,608,900	4.8	33,868,500	30,819,600	35,104,147
Total Operating Expense to be Voted	330,639,700	4,216,200	1.3	326,423,500	335,405,400	393,148,141
Statutory Appropriations	68,314	-		68,314	68,314	381,577,989
Ministry Total Operating Expense	330,708,014	4,216,200	1.3	326,491,814	335,473,714	774,726,130
Consolidation Adjustments – Ontario Clean Water Agency	214,756,700	17,054,100	8.6	197,702,600	201,184,200	190,567,671
Consolidation Adjustment – Special Purpose Account for Ontario Parks	97,093,500	5,010,500	5.4	92,083,000	95,991,800	88,880,965
Consolidation Adjustment – Ontario Infrastructure and Lands Corporation	(1,193,700)	13,600		(1,207,300)	(1,207,300)	(3,765,449)
Consolidation Adjustment – Independent Electricity System Operator	-	-		-	-	(8,402,442)
Consolidation Adjustment – General Real Estate Portfolio	(15,078,100)	8,761,500		(23,839,600)	(23,839,600)	(24,376,722)
Consolidation Adjustment – GreenOn	-	-		-	-	(189,396,897)
Operating Expense Adjustment – Cap and Trade Wind Down Account Reclassification	-	-		-	3,211,400	223,057,201
Operating Expense Designated Purpose Account Adjustment – Cap and Trade Wind Down Account Reclassification	-	-		-	-	(381,393,301)
Total Including Consolidation & Other Adjustments	626,286,414	35,055,900	5.9	591,230,514	610,814,214	669,897,156
OPERATING ASSETS						
Ministry Administration Program	1,000	-		1,000	1,000	7,693,000
Total Operating Assets to be Voted	1,000	-		1,000	1,000	7,693,000
Ministry Total Operating Assets	1,000	-		1,000	1,000	7,693,000
CAPITAL EXPENSE						
Environmental Policy	750,000	750,000		-	-	-
Environmental Sciences and Standards	1,451,000	80,000	5.8	1,371,000	1,684,100	1,958,590
Environmental Compliance and Operations	3,000	-		3,000	3,000	-
Environmental Assessment and Permissions	1,000	-		1,000	1,000	-
Land and Water	11,742,700	9,275,000	375.9	2,467,700	2,467,700	5,819,488
Total Capital Expense to be Voted	13,947,700	10,105,000	263.0	3,842,700	4,155,800	7,778,078
Statutory Appropriations	12,064,700	662,200	5.8	11,402,500	10,498,200	642,249,562
Ministry Total Capital Expense	26,012,400	10,767,200	70.6	15,245,200	14,654,000	650,027,640
Consolidation Adjustments – Ontario Clean Water Agency	4,650,600	1,320,800	39.7	3,329,800	3,340,100	2,362,415
Consolidation Adjustment – General Real Estate Portfolio	-	-		-	-	(3,533,370)
Capital Expense Designated Purpose Account Adjustment – Cap and Trade Wind Down Account Reclassification	-	-		-	-	(631,573,083)
Total Including Consolidation & Other Adjustments	30,663,000	12,088,000	65.1	18,575,000	17,994,100	17,283,602

CAPITAL ASSETS						
Environmental Sciences and Standards	14,244,700	(35,932,600)	(71.6)	50,177,300	1,630,000	1,270,216
Environmental Compliance and Operations	5,409,300	242,200	4.7	5,167,100	3,820,000	5,250
Environmental Assessment and Permissions	1,000	-		1,000	1,000	-
Land and Water	13,484,500	(1,308,900)	(8.8)	14,793,400	6,155,500	4,513,120
Total Capital Assets to be Voted	33,139,500	(36,999,300)	(52.8)	70,138,800	11,606,500	5,788,586
Statutory Appropriations	-	-		-	-	-
Ministry Total Capital Assets	33,139,500	(36,999,300)	(52.8)	70,138,800	11,606,500	5,788,586
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	656,949,414	47,143,900	7.7	609,805,514	628,808,314	687,180,758

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	850,864,867	687,180,758	609,805,514	656,949,414
		-19%	-11%	8%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information, see:

<https://www.ontario.ca/page/expense-estimates>

<https://www.ontario.ca/page/public-accounts>

<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Agencies, boards and Commissions	Description	ESTIMATES 2020-21 \$	INTERIM ACTUALS 2019-20 \$	ACTUALS 2018-19 \$
Advisory Council on Drinking Water Quality and Testing Standards	Provides technical and scientific advice and recommendations related to standards for drinking-water quality and testing.	42,000	43,731	49,103
Committee on the Status of Species at Risk	An independent committee of experts considers which plants and animals should be listed as at risk.	30,370-52,000*	5,498	16,068
Lake Simcoe Science & Coordinating Committees	Co-ordinate implementation of Lake Simcoe Protection Plan; identify and resolve issues; advise on issues related to the Lake Simcoe watershed.	11,300	0.00	3,054
Ontario Parks Board of Directors	Provides advice to the Minister about planning, managing and developing the provincial park and conservation reserves system.	1,000	0	825
Ontario Pesticides Advisory Committee	Annually reviews the Pesticides Act, recommends changes/amendments; reviews related publications and pest control products prior to use in Ontario.	0	33,348	51,449
Species at Risk Program Advisory Committee	The Committee makes recommendations to the Minister on matters that relate to the implementation of the province's species at risk program.	13,000*	873	1,979
Note: Detailed financial information for Ontario Clean Water Agency, Ontario Climate Change Solutions Deployment Corporation, and Walkerton Clean Water Centre is provided in their Business Plans. Note: The Ontario Pesticides Advisory Committee was dissolved effective May 1, 2020. *Note: Due to the outbreak of COVID-19, face to face meetings have been re-scheduled to virtual meetings (Skype) and these estimates have been adjusted.				

KEY PERFORMANCE INDICATORS AND ACHIEVEMENTS

Key Performance Indicators	Target	2015-16 Status/Achievement	2016-17 Status/Achievement	2017-18 Status/Achievement	2018-19 Status/Achievement	2019-20 Status/Achievement
Achievement of greenhouse gas emission targets ¹	30% below 2005 baseline year - by 2030	19% below 2005 (based on 2015 data from 2019 NIR)	21% below 2005 (based on 2016 data from 2019 NIR)	22% below 2005 (based on 2017 data from 2019 NIR)	19% below 2005 (based on 2018 data from 2020 NIR)	Data not available at time of publication
Decreased amount of waste disposed per capita ²	Decrease in amount of waste disposed per capita each year	597 kg of waste per person in Ontario	581 kg of waste per person in Ontario	567 kg of waste per person in Ontario ³	Data not available at time of publication	Data not available at time of publication
Improved ambient air quality	A value of 100% or less by March 31, 2021, which means that ambient pollutant levels in Ontario are equal to or lower than the Canadian Ambient Air Quality Standards (CAAQS) for ozone, fine particulate matter and sulphur dioxide.	101%.	103%	104%	104%	100%
Improved ecological health of the Great Lakes and Lake Simcoe	Minimum 7 mg/L of dissolved oxygen in Lake Simcoe at end of summer in each year	5 mg/L	6 mg/L	5.5 mg/L	6.5 mg/L	6.2 mg/L
Ensuring high quality drinking water. Maintaining or increasing the percentage of drinking water test results from municipal residential systems that meet the Ontario Drinking Water Quality Standards (O.Reg.169/03).	The KPI target value is 99.75%, on par with the 2004-05 baseline value of 99.74%, to ensure that the Ministry continues to maintain Ontario's high standards for drinking water quality to protect human health.	99.84%	99.84%	99.84%	99.87%	Data not available at time of publication

¹ Calculated as a per cent change in historical emission estimates in a given year relative to baseline levels. All trend values are based on the 2019 National Inventory Report (NIR), which is the latest available and provides historical emission estimates up to 2017. Note that historical estimates are subject to change due to methodological improvements and revisions.

² Statistics Canada data is only available up to 2016 - data for 2018 likely to be released in fall 2020. Resource Productivity and Recovery Authority data is only available up to 2018 - data for 2019 is expected to be released in December 2020.

³ The stated per capita waste generation for 2017-2018 is comprised of Statistics Canada data from 2016 and Resource Productivity and Recovery Authority data from 2018.

LEGISLATION ADMINISTERED BY THE MINISTRY

Adams Mine Lake Act, 2004

Cap and Trade Cancellation Act, 2018

Capital Investment Plan Act, 1993 (Part IV re: Ontario Clean Water Agency only)

Clean Water Act, 2006

Conservation Authorities Act (together with the Ministry of Natural Resources and Forestry)

Consolidated Hearings Act

Endangered Species Act, 2007

English and Wabigoon Rivers Remediation Funding Act, 2017

Environmental Assessment Act

Environmental Bill of Rights, 1993

Environmental Protection Act

Great Lakes Protection Act, 2015

Lake Simcoe Protection Act, 2008

Kawartha Highlands Signature Site Park Act, 2003

Ministry of the Environment Act

Ministry of Natural Resources Act (together with the Ministry of Natural Resources and Forestry)

Municipal Water and Sewage Transfer Act, 1997

Nutrient Management Act, 2002 (together with the Ministry of Agriculture, Food and Rural Affairs)

Ontario Water Resources Act

Pesticides Act

Provincial Day of Action on Litter Act, 2019

Provincial Parks and Conservation Reserves Act, 2006

Resource Recovery and Circular Economy Act, 2016

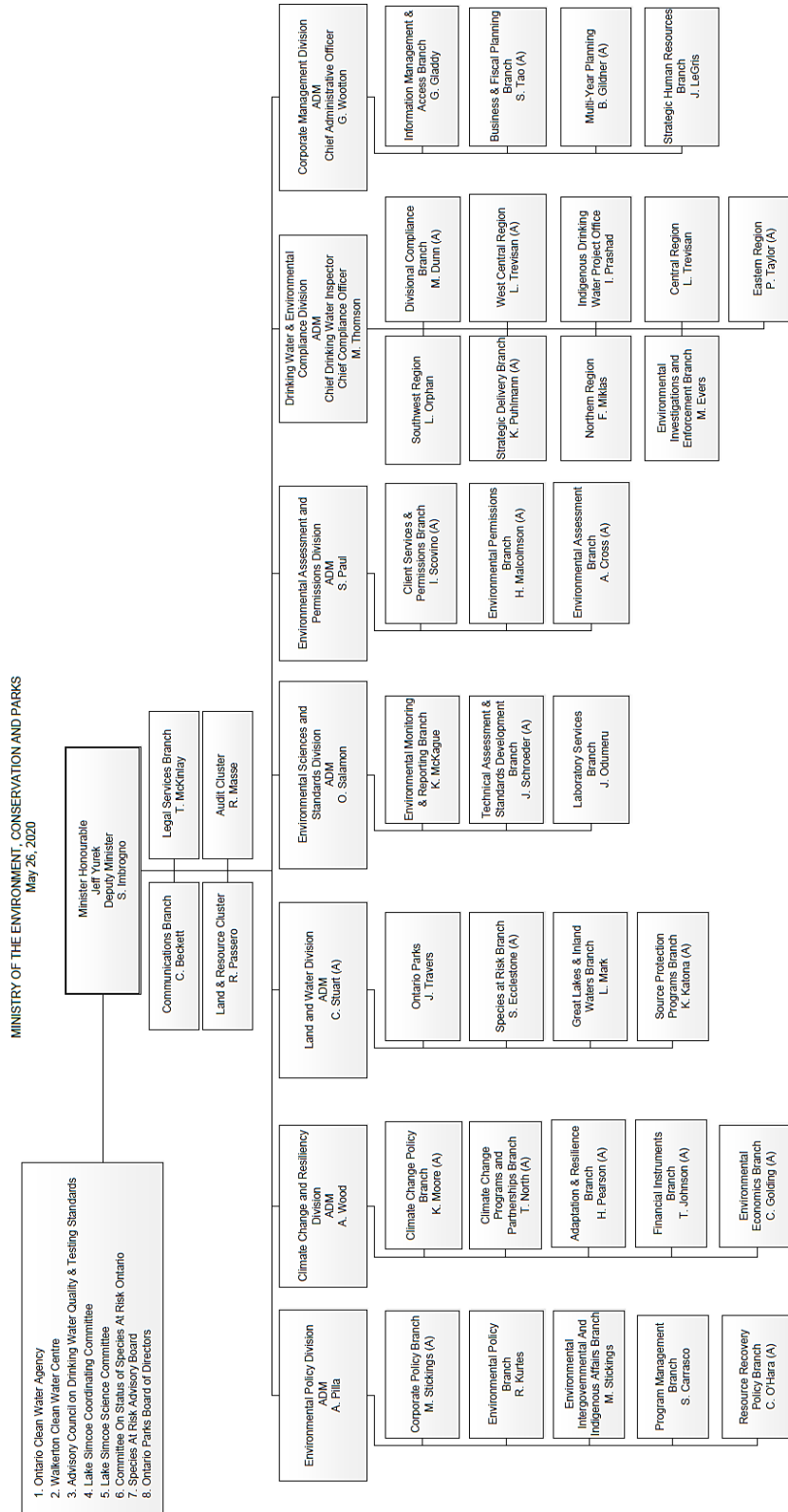
Safe Drinking Water Act, 2002

Toxics Reduction Act, 2009

Waste Diversion Transition Act, 2016

Water Opportunities Act, 2010 (except for Part II)

MINISTRY ORGANIZATION CHART



APPENDIX: 2019-20 ANNUAL REPORT

2019-20 Results

Building More Resilient Communities to Climate Change Impacts and Reducing Greenhouse Gas Emissions

On November 29, 2018, Ontario released for consultation its Made-in-Ontario Environment Plan that will help protect our air, land and water, address litter and reduce waste, support Ontarians to continue to do their share to reduce greenhouse gas emissions, and help communities and families prepare for climate change.

Key climate change accomplishments for 2019-20 include:

GHG reporting requirements

The ministry amended the greenhouse gas reporting regulation Greenhouse Gas Emissions: Quantification, Reporting and Verification regulation (O. Reg. 390/18) to remove reporting requirements for petroleum product suppliers and natural gas distributors and to streamline reporting requirements for other large emitters to reduce unnecessary costs and regulatory burden. Emissions related to fuel suppliers and natural gas distributors are already being tracked through the federal National Inventory Report and can be accessed by the province.

The ministry also finalized changes that harmonize Ontario's greenhouse gas emissions reporting requirements with the federal government. These changes eliminate duplication and reduce unnecessary cost and regulatory burden for facilities, saving them an estimated total of almost \$25 million over the next several years.

Reducing regulatory burden while maintaining strong environmental protection is part of the government's commitment to balancing a healthy environment and a healthy economy.

Implementing Climate Change Action Under the Environment Plan

Affirming our commitment to reduce greenhouse gas emissions

One of the key ways we are defining our vision for climate action in Ontario is by setting a greenhouse gas reduction target. This will help us focus our efforts and provide a benchmark for our province to assess its progress on the climate change mitigation components of the Environment Plan.

The Environment Plan commits to reducing Ontario's emissions by 30 per cent below 2005 levels by 2030. This target aligns Ontario with Canada's 2030 target under the Paris Agreement.

Emissions Performance Standards

Following extensive industry consultations, Ontario developed its emissions performance standards (EPS) program to be a Made-in-Ontario solution as an alternative to the federal output-based performance system (OBPS). The EPS recognizes the unique circumstances of Ontario's economy and considers specific industry and facility conditions while allowing for economic growth.

These standards will ensure polluters are accountable for their greenhouse gas emissions and contribute to Ontario's share of Canada's 2030 reduction target, and for their actions with a system that is tough but fair, cost-effective and flexible to the needs and circumstances of our province.

Ontario is committed to working with the federal government to recognize our Made-in-Ontario EPS program instead of the federal OBPS.

To avoid double regulation and burden on facilities, only the registration and record keeping requirements of the EPS program apply at this time. Other EPS provisions, including compliance obligations will not apply until the federal government removes Ontario from the federal OBPS.

Renewable Content in Gasoline

Ontario continues to consult with all stakeholders and review feedback on its proposal to increase the renewable content in gasoline in the coming years, encouraging the uptake of lower carbon fuels and helping to reduce emissions from the transportation sector.

By increasing use of renewable content, like ethanol in gasoline, we expect to reduce greenhouse gas emissions without raising the price at the pump, based on current ethanol and gasoline prices and experience in other jurisdictions with renewable fuel policies.

Challenging the Federal Government's Carbon Tax

Ontario is challenging the constitutionality of the federal government's imposition of the federal carbon tax on provinces that do not have a carbon pricing mechanism in place. The province continues to take action to challenge the constitutionality of the federal government's costly carbon pricing policy that is a burden on families and businesses.

Provincial Climate Change Impact Assessment

To improve our understanding of how climate change will impact the province, Ontario has posted a request for bids for a third-party expert to undertake the first-ever broad, multi-sector provincial climate change impact assessment. This will identify where the province may be vulnerable to climate change. It will help decision makers better understand the impacts so they can protect communities and the environment.

The contract will be awarded in 2020 and the assessment will take place over two years. The release of the final impact assessment is slated for 2022.

Ontario will access the best science and information to determine where and how climate change is likely to affect communities, critical infrastructure, economies and the natural environment. The assessment will help the province better understand where it may be vulnerable to the effects of climate change and will provide information to communities to help them undertake a more strategic approach to adaptation planning and infrastructure investments to prevent and mitigate climate change risks.

Advisory Panel on Climate Change

The government established an advisory panel on climate change on November 28, 2019, to provide expert advice on the implementation of the province's climate change actions - especially how Ontarians can prepare for the costs and impacts of climate change.

The advisory panel consists of experts on climate change resiliency who have experience in a variety of sectors, including the not-for-profit, agriculture and insurance sectors.

The ministry continues to chair the Climate Change Leadership Team (CCLT). The CCLT has a broad membership of 12 ministries and meets on a bi-monthly basis. As outlined in the Made-in-Ontario Environment Plan, CCLT is developing an approach for considering climate change in government decision making, including how to establish climate change directions and guidance for ministries.

Provincial, National and International Climate Partnerships

In 2019-20, Ontario continued to share its knowledge and experience on climate change mitigation, adaptation and climate science with other ministries, jurisdictions and stakeholders. For example:

- Ontario continued as a member of the Pan-Canadian Framework (PCF) – a joint federal, provincial, territorial plan to set Canada's path to achieve its

international commitments on climate change. Ontario continues to participate in a number of related PCF multilateral working groups and initiatives.

- As a signatory to the PCF agreement, Ontario continues to implement PCF commitments, including participating in the annual reporting process. The third Annual PCF Synthesis Report has been compiled and is currently undergoing its final stage of approvals. The report showcases Ontario's accomplishments and highlights how Ontario is contributing to achieving its PCF goals and actions.
- At its 2019 Annual Meeting in Québec City, QC, the Great Lakes Commission (Commission) considered and discussed a proposed resolution relating to climate change in the Great Lakes Basin. As a result of those discussions, the Commission recognized a need to think broadly about climate resilience and take concrete action to assess and address the need. The Commission and its chair created a Special Committee on Climate Resilience, with representation from all eight US states and two provinces (Ontario and Quebec) that border the Great Lakes Basin. The committee explored options and developed recommendations for consensus-based actions on climate resilience.
- In 2019, Ontario was part of the Metrics & Indicators Project Team that developed a list of additional mitigation indicators for inclusion in the 2019 PCF Synthesis Report. These indicators allow jurisdictions, including Ontario, to better monitor its progress in achieving PCF targets.
- Ontario supported several universities (e.g., York University, University of Toronto) in the development of Ontario-specific local scale climate projections for the entire province and is making this information available to the public through the Ontario Climate Data Portal.

Protecting Ontario's Water

Drinking Water

Ontario's drinking water remains among the best protected in the world. From strict health-based drinking water standards to comprehensive legislation designed to protect water from source to tap, Ontario provides a regulatory Drinking Water Protection Framework that helps ensure the quality and safety of Ontarians' drinking water. The eight components of the Framework provide a multi-barrier approach to drinking water protection and include:

- source-to-tap focus
- strong laws and regulations
- health-based standards for drinking water
- regular and reliable testing
- swift, strong action on adverse water quality incidents
- mandatory licensing of municipal drinking water systems and laboratories, operator certification and training requirements
- a multifaceted compliance improvement toolkit
- partnership transparency and public engagement

The 2018-19 Chief Drinking Water Inspector's Annual Report was released in December 2019 and confirmed that Ontario's drinking water systems continue to provide high-quality drinking water.

The 2018-19 data shows that 99.9 per cent of more than 522,000 drinking water tests from municipal residential drinking water systems met Ontario's strict, health-based drinking water standards.

In line with the government's commitment to transparency and Open Government, new and historical drinking water data continue to be made available on Ontario's Open Data Catalogue and is updated on a regular basis.

In 2019-20, Ontario continued to work with its partners on implementing source protection plans under the *Clean Water Act, 2006* taking provincial actions to ensure measures are in place to protect municipal drinking water sources and integrating source protection into other provincial programs. For example, Ontario ensures that permits and approvals adequately protect vulnerable drinking water sources. Ontario has also been including consideration of drinking water protection zones in the environmental assessment process, the aggregate licensing process, management of excess soil, and working groups that address the impacts of road salt. The province also engaged municipalities and key stakeholders on proposed updates to keep the science underlying source protection plans relevant and up to date, such as including new methods for identifying the risks from road salt.

Ontario continued to invest in building local capacity at the source protection authority (conservation authority) level through funding and guidance to support the implementation of the *Clean Water Act, 2006*. Locally developed source protection plans continued to help municipalities ensure their sources of drinking water are resilient and sustainable for future generations.

Ontario continued to support municipalities in meeting their obligations under the source protection plans by providing training to appointed Risk Management Officials and Inspectors.

The ministry continued to update and improve the online Source Protection Information Atlas, which provides the provincewide view of the more than 1,100 wellhead protection areas and intake protection zones within the source protection areas, including the addition of new data layers on climate change and water quality. The Atlas enables the public to conduct customized searches and supports the broader implementation of plans.

For 2019, source protection authorities provided annual progress reports for all 38 source protection areas and indicated that overall, plan implementation was progressing well and on target towards achieving its objectives. The ministry is continuing to work with local source protection authorities to ensure plan implementation and reporting on progress continues. As per the Minister's orders, source protection authorities have developed work plans outlining how they will review and update their local source protection plans to ensure the plans remain up-to-date and relevant. In 2019, the final three work plans were submitted to the ministry.

All municipal system owners are required to have a drinking water license that includes:

- A drinking water works permit,
- A permit to take water (if required),
- A financial plan,
- An operational plan that documents the quality management system for the operating authority, and
- Mandatory accreditation of the operating authority through a third-party accrediting body.

First Nations Drinking Water

The ministry worked with First Nations communities to assess water and wastewater infrastructure against Ontario's standards off-reserve, provided support on drinking water operator training and certification, and offered guidance and advice related to source water protection planning, upon request. As of March 31, 2019, 63 water and 17 wastewater assessments have been conducted at 59 First Nations communities.

As of March 12, 2020, Indigenous Services Canada is monitoring 61 Long-Term Drinking Water Advisories (LTDWAs) in 40 First Nations communities across Canada. Over half of these communities are in Ontario.

In Ontario, as of March 12, 2020, there were 46 LTDWAs in 26 First Nations communities, with 35 LTDWAs resolved since 2015.

Great Lakes and Inland Waters

The Great Lakes and inland waters are a vital ecological, economic and recreational resource to the people of Ontario for our drinking water, quality of life and prosperity, but there is still more work to be done.

Actions in 2019-20 to protect and preserve Ontario's Great Lakes and inland waters include:

- Continued province-wide monitoring programs to track the quality of inland lakes, rivers, streams and groundwater while undertaking special studies to better understand emerging issues that can affect water quality.
- Contributed to the assessment of a suite of indicators of ecosystem health for the binational State of the Great Lakes report.
- Convened a Great Lakes Guardians' Council meeting on April 23, 2019. The Great Lakes Guardians' Council is a forum to improve collaboration and co-ordination among Ontario's Great Lakes partners.
- Continued implementing Ontario's *Great Lakes Protection Act, 2015*, the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health, the Canada-Ontario Lake Erie Action Plan, and Ontario's Great Lakes Strategy.
- Began the review and update of Ontario's Great Lakes Strategy including reporting on progress, as required by the *Great Lakes Protection Act, 2015*.
- Began negotiating a draft new Canada-Ontario Great Lakes Agreement (COA). Posted a draft new Canada-Ontario Great Lakes Agreement for public comment. Continued negotiations towards a final Canada-Ontario Great Lakes Agreement for the 2020-2025 timeframe. This work included a focus on newer Great Lakes issues of concern such as plastic pollution and excess road salt.
- Established the Muskoka Watershed Advisory Group to collaborate with and support the ministry in the development and implementation of the Muskoka Watershed Conservation and Management Initiative. The ministry is currently supporting the advisory group in the development of their interim advice to the Minister.
- Published the 2017 Minister's Annual Report on Lake Simcoe in February 2019. The report details how the province and public are taking action to protect and restore Lake Simcoe and ensure that it can continue to sustain one of Ontario's fastest-growing regions. The province supported innovative approaches to improve conditions in the Lake Simcoe watershed. In 2019-20, the ministry:
 - Continued to monitor and respond to ongoing and emerging threats to water quality;
 - Worked with local stakeholders to implement programs to reduce the amount of road salt entering Lake Simcoe from melting ice and snow, and reduce erosion associated with construction and other activities; and

- Supported efforts to limit the phosphorous in runoff coming from new housing developments.
- This work will continue into 2020-21 and beyond.
- Continued to participate in the work of the English and Wabigoon Rivers Remediation Panel to fund remediation activities from a trust that was established with \$85 million under the *English and Wabigoon Rivers Remediation Funding Act, 2017*. The Remediation Panel directs how the funds from the Trust are distributed to fund remediation activities.
- Initiated field work to inform the detailed engineering plan to remediate three priority areas of historic contaminated sediment in the St. Clair River. Public, Indigenous communities and stakeholders were informed of the project plan and timeline to develop the detailed engineering plan.
- Continued to participate and support the Randle Reef Sediment Remediation project, with the ministry contributing \$14.61 million in funding for 2019-20.
- Completed a water management plan for the Thames River (Deshkan Ziibi) *Shared Waters Approach to Water Quality and Quantity*. The 20-year plan was developed by the Thames River Clear Water Revival partnership, which includes representatives from a number of Indigenous communities, various levels of government and their agencies, and local conservation authorities.

Ensure Sustainable Water Use and Water Security for Future Generations

Ontarians can be confident that our water resources are protected by good processes and decisions based on solid science and evidence. In the Made-in-Ontario Environment Plan, the ministry committed to thoroughly reviewing the province's water-taking policies, programs, and science tools to ensure that vital water resources are adequately protected and sustainably used. The government is committed to protecting our lakes, waterways and groundwater supply, now and for future generations.

Actions the ministry took in 2019-20 to protect groundwater resources include:

- Extending the moratorium on new and expanded water takings by bottling companies until October 1, 2020.
- Completing scientific research to improve our understanding of water resources and reviewing rules governing water quantity management and groundwater use for water-bottling, in light of climate change and increasing population and demand for water.
- Continuing regulatory charge of \$500 per million litres of groundwater taken by water bottlers, to help recover the province's costs of managing groundwater taken by water bottlers, including supporting scientific research, policies, outreach and compliance.

Taking Action to Protect Species at Risk

The Ontario government has taken significant steps to protect species and habitat across the province, including:

- Completing a 10-year review of the ESA. Amendments to the ESA as a result of the review were made and became effective on July 1, 2019.
- Finalizing species-specific recovery policies (government response statements) for 9 species at risk, science-based recovery strategies for 17 species at risk, and reviews of progress towards the protection and recovery for 16 species at risk under the ESA.
- Delivering \$4 million in funding through the Species at Risk Stewardship Program for 85 projects by non-profit organizations, Indigenous communities and other stakeholder groups across the province that help protect species at risk and their habitats.

Throughout 2019-20, and during the outbreak of COVID-19, the government continued to issue permits and authorizations under the ESA to ensure that Ontario's businesses and residents continue to prosper while protecting and recovering species at risk and their habitats.

Conserving Land and Greenspace

- In 2019-20, Ontario's system of parks and conservation reserves remained stable at 9.8 million hectares or about 9 per cent of the province's terrestrial and aquatic ecosystems.
- To give Ontario families more opportunities to enjoy our province's natural spaces, the camping season was extended at five provincial parks.
- The ministry honoured past and present members of the Canadian Armed Forces by making it easier for them to spend more time in nature and green spaces at Ontario Parks through free weekday day-use entry to any provincial park.
- The ministry continued the Ontario Parks' Healthy Parks Healthy People initiative by holding a public consultation about how to ensure the health benefits of nature are fully realized for all Ontarians.
- In 2019, Ontario's provincial parks received more than 10.7 million visits from people around the world, which supported local economies across the province.
- Ontario Parks continues to fund the majority of annual operating expenditures via revenue from park user fees, with revenues to the Ontario Parks Special Purpose Account of over \$94 million in the 2019 season.
- The award winning Learn to Camp program was delivered to over 3,200 participants with 96 per cent of participants indicating they are likely to go on a future camping trip.

Resource Recovery and Waste Diversion

Ontario generates nearly a tonne of waste per person each year and the overall diversion rate has stalled at 30 per cent over the past 15 years. This means that 70 per cent of waste materials continue to end up in landfills. About 60 per cent of Ontario's food waste is being sent to landfill and is a significant contributor to greenhouse gas emissions from landfills.

Ontario's current waste diversion programs only account for about 14 per cent of the waste stream. If no new landfills are established or expanded, there is approximately 10 to 20 years of landfill capacity left in Ontario.

Over the past year, Ontario has undertaken a number of actions aimed at reducing litter and waste in our communities including:

- Establishing the Provincial Day of Action on Litter as the second Tuesday of May each year. To mark the first official Day of Action in 2020, we focussed on raising awareness of the impacts of waste in the environment, and what actions each and every Ontarian can do to prevent, reduce and divert waste, right at home. The Provincial Day of Action on Litter encourages everyone to help make their communities clean and beautiful. While the centrepiece of the day will be litter cleanups, Day of Action on Litter is also about encouraging all Ontarians to think about, and take responsibility for, the waste we create in our daily lives by taking action to prevent, reduce, and divert that waste, 365 days a year.
- In August 2019, Ontario announced the next steps for improving the Blue Box program and transitioning the costs away from municipal taxpayers to make the producers of products and packaging responsible starting in 2023. This will help reduce the amount of valuable materials that end up in landfill. The first group of Blue Box programs will transfer responsibility to producers starting January 1, 2023. By December 31, 2025, producers will be fully responsible for providing Blue Box services province-wide. In preparation of transitioning the Blue Box program, ministry staff have held a series of stakeholder meetings that started in November 2019 and will continue using teleconferencing and video conferencing into spring 2020. The ministry expects to consult on a draft regulation for Blue Box materials in summer 2020.
- Initiated the wind up of the existing Municipal Hazardous or Special Waste (MHSW) programs to a producer responsibility framework. The single-use battery portion of the MHSW program will cease operation on June 30, 2020 and the program for the other eight materials will cease operation on June 30, 2021. The producer responsibility regulation for batteries was filed on February 27, 2020 and will come into effect on July 1, 2020. The ministry is currently in the process of developing regulations under the *Resource Recovery and Circular Economy Act* to for the other MHSW materials and expects to consult

in the coming months. By transitioning these programs to a producer responsibility framework we are transitioning the costs away from municipal taxpayers to make the producers responsible for the end of life of their products and packaging.

- Ontario Electronic Stewardship was directed that the Waste Electrical and Electronic Equipment program would cease operation on December 31, 2020. To replace the current program after December 31, 2020, a new producer responsibility regulation will be necessary to ensure producers set up free collection networks for consumers and ensure the recycling and reuse of collected waste. On May 9, 2019, a draft regulation was posted to the Environmental and Regulatory Registries after in-person consultation was conducted earlier in the year. The regulation for electrical and electronic equipment is still being updated as a result of consultation – it will be posted on the Environmental Registry once finalized.
- Over the summer of 2019, Ontario established the Food and Organic Waste Steering Committee and multiple working groups to discuss actions to reduce food and organic waste, including implementation of the Food and Organic Waste Policy Statement, safe rescue and donation of surplus food; the modernization of organic waste permissions and effective management of compostable products and packaging.

Improving Air Quality

Overall, air quality in Ontario has improved significantly over the past 10 years due to substantial decrease in harmful pollutants such as fine particulate matter, nitrogen dioxide, sulphur dioxide and carbon monoxide.

New and updated air standards for 69 contaminants have been introduced since 2005. And since 2015, the ministry has issued only four smog advisories.

Protecting and enhancing air quality requires co-operation and collaboration by many jurisdictions and organizations. Ontario continues to work on implementing a national Air Quality Management System as proposed by the Canadian Council of Ministers of the Environment and continues to work with border states to address transboundary air pollution.

In 2019-20, the province continued to operate a network of 39 ambient air monitoring stations across the province to measure and track common air pollutants and provide the public with real-time air pollutant data.

Continued to operate a road side air monitoring network in Toronto in partnership with the University of Toronto and Environment and Climate Change Canada to better understand traffic-related air pollution in highly urbanized environments.

The ministry continued to deliver the new Air Quality Health Index (AQHI) program in partnership with Environment and Climate Change Canada for air quality messaging. The AQHI is a health-based scale that assesses air pollution and cumulative health impacts. Real-time air quality measurements and air quality forecasts are provided in a way that is easy to understand.

The ministry is working collaboratively with industry and the Clean Air Sarnia and Area (CASA) advisory panel to enhance the Clean Air Sarnia and Area website that provides transparent and timely public access to government and industry air monitoring data. In 2019, the ministry installed two temporary air monitoring stations at locations where elevated concentrations of priority contaminants are anticipated.

Under the Sarnia Air Action Plan, specific actions were undertaken in 2019-20 to drive improvements in Sarnia air quality through strong enforcement, enhanced air monitoring, and increased communications. Some of the actions included the issuance of the first Environmental Penalties under O.Reg. 530/18 for sulphur dioxide discharges due to acid gas flaring from petroleum refineries, a significant increase in local air monitoring capabilities and improved communications with local communities and First Nations. The ministry also continued to work with partners to start implementing the Sarnia Area Environmental Health Project to help address local air quality concerns, by retaining a consultant to start an air exposure review, a key part of the project.

Inspections at industrial facilities continue to be focused on emissions of primary contaminants of concern, including benzene and sulphur dioxide. With the introduction of new property line monitoring surrounding large emitters, the ministry continues to ensure that companies undertake immediate action where high pollutant concentrations are identified. The Sarnia Air Action Plan continues to use a risk-based approach to focus activities, including inspections and incident response, where there is the greatest potential to reduce the emissions of contaminants of concern, specifically benzene, 1, 3 butadiene and sulphur compounds, into the Sarnia airshed.

The ministry began implementing a new regulation, Air Pollution – Discharge of Sulphur Dioxide from Petroleum Facilities. The goal of the regulation is to reduce sulphur dioxide emissions from Ontario petroleum facilities through improved management of acid gas combustion events, giving the ministry the ability to issue environmental penalties and increase monitoring requirements. Environmental penalties have been issued to the regulated facilities for contraventions that occurred in 2019.

The ministry enforced Ontario's local air quality regulations by conducting risk-based proactive inspections, responding to incidents, issuing orders and notices as needed, and working in partnership with municipalities, industry, public health units, community

stakeholders and Indigenous communities to create unique solutions to local air quality concerns.

The ministry also worked collaboratively with industry, the Hamilton Air Monitoring Network, and Clean Air Hamilton to drive improvements in Hamilton's air quality through actions and initiatives, communication and public education, and providing transparent and timely public access to government and industry air monitoring data.

On April 1, 2019, the ministry cancelled the outdated and ineffective Drive Clean program for light duty passenger vehicles, saving taxpayers up to \$40 million a year and removed the requirement for light passenger vehicles to get an emissions test. Drive Clean was effective at reducing vehicle pollution; however industry standards have significantly improved since the program was created in 1999. This resulted in a steady decrease of passenger cars that failed the emissions test.

In 2019-20, the ministry also began implementation of an enhanced annual emissions inspection program for heavy diesel commercial motor vehicles, the biggest polluters on our roads, through a new Vehicle Emissions Regulation (457/19) which came into effect on January 1, 2020. The new regulation includes stronger emissions standards and strengthened requirements against vehicle emissions tampering. Intelligence gathered from on-road enforcement will also help identify non-compliant heavy diesel fleets and garages that promote tampering with emission control systems.

To support the proposed integration of the emissions inspection program with the annual safety Motor Vehicle Inspection Station program administered by the Ministry of Transportation, the ministry made legislative changes to transfer the provisions related to vehicle emissions in the *Environmental Protection Act* to the *Highway Traffic Act*. These changes are expected to roll out in 2021. Integration of the two programs will save taxpayers' money and modernize services for drivers and businesses.

On March 23, 2020, to help promote physical distancing and stop the spread of COVID-19, Ontario temporarily suspended the Heavy Diesel Commercial Motor Vehicle Emissions Testing Program for heavy diesel commercial vehicles. This helped protect Ontario drivers, vehicle owners, staff and other users of emissions testing facilities and ServiceOntario locations.

Vehicle emissions inspection facilities resumed conducting heavy diesel vehicle emissions testing on May 19, 2020

The ministry has also extended the date for the implementation of the mandatory electronic emissions test (on-board diagnostic test) for applicable vehicles from July 1, 2020 to October 1, 2020 to allow facilities and vehicle owners sufficient time to prepare for the new test.

Contaminated Sites

The ministry participates in a coordinated, government-wide approach to identify, manage and update liabilities pertaining to contaminated sites as required under the Public Sector Accounting Board Standard 3260, which includes several sites under the ministry's oversight. The ministry identifies potential sites through the Properties of Environmental Concern program.

The Deloro site cleanup project is protecting our lakes and rivers, by cleaning up contaminated waste from the abandoned mine and industrial site in eastern Ontario. As of 2019-20, the ministry has contained approximately 75 per cent of all contaminated wastes and impacted soils and sediments within secured disposal areas at the site. Cleanup work is fully complete in the Tailings Area, as well as in the Industrial and Mine Area. A pilot project was completed in 2018-19 in the Young's Creek area to help evaluate the cleanup plan for the final phase of work. The ministry remains committed to completing the final phase of the cleanup project and to the long-term operation of the site. The cleanup work to date has resulted in improved water quality and environmental conditions at the site and in the Moira River.

Modernizing Ontario's Environmental Assessment Program

The ministry has implemented process improvements to the Part II Order request review process for all Class Environmental Assessments. Since these measures were implemented in 2017, timelines on decisions have decreased from an average of 288 days (2012-2017) to 241 days (2017-2019).

Through Bill 108, *More Homes, More Choice Act, 2019*, approximately 350 well-understood, low-impact projects were exempted from the requirements of the *Environmental Assessment Act*.

Transforming Permissions and Reducing Timelines

The ministry continued to make progress to reduce regulatory barriers to make it easier for businesses to obtain environmental approvals, while maintaining high standards for environmental protection.

Actions supporting ongoing modernization included:

- Continuing to meet the one-year service standard for higher-risk or complex environmental compliance approvals by issuing decisions in less than a year.
- Expanding digital service delivery for paper-based application processes which included adding Permits to Take Water that would make the process faster and easier for applicants.
- Streamlining permissions for projects and activities where environmental risks are low and/or well understood.

- Working with General Motors to develop the first flexible multimedia environmental compliance approval for its Ingersoll facility which provides operational flexibility to plan and make changes to their manufacturing facility and reduce delays while ensuring they maintain environmental protections. The single approval will reduce reporting requirements, and provide the facility with more flexibility, like increasing the recycling of materials or making minor modifications to sewage works and equipment, without having to seek amendments from the ministry each time.
- Amending the Record of Site Condition Regulation to remove barriers to the redevelopment of Brownfield properties while helping to ensure protection of the environment, based on input from stakeholders.

Effective Monitoring, Compliance and Enforcement

The ministry conducts environmental monitoring across the province to provide sound scientific data to track the state of the environment for the purposes of policy development, program tracking and to support the ministry's compliance, enforcement, and emergency response programs.

Province-wide environmental monitoring continued including air, streams, rivers, inland lakes, Great Lakes, groundwater and contaminants in fish and vegetation; and of issues related to algal blooms, road salt, microplastics, baseline conditions in the Ring of Fire and recovery of legacy contaminated sites. In addition, the ministry undertook a number of site-specific monitoring projects to assess known or suspected sources of pollution to the environment and inform decision making on local issues.

The ministry employs the tools and practices of a modern regulator to ensure compliance program delivery is designed to prevent and mitigate environmental concerns. This includes approaches to risk-based inspections and investigations that address high risks and repeat non-compliance.

In 2019-20, the ministry's front-line compliance staff conducted over 8,400 proactive and responsive inspections. Additionally, the ministry recorded over 22,000 incidents, including spills, pollution incident reports, adverse water quality reports (including lead exceedances) and municipal sewage bypass reports. This included responding to environmental spills and high-risk incidents during the COVID-19 outbreak to help ensure the environment and human health were protected.

In 2019-20, 72 ministry prosecutions resulted in convictions with fines imposed totalling \$2.57 million. The ministry opened 174 new investigations and 86 prosecutions were commenced.

In 2019, legislative changes were made via Bill 108 (*More Homes, More Choices Act, 2019*) and Bill 132 (*Better for People, Smarter for Business Act, 2019*) to provide for

stronger and more efficient enforcement, including introducing, expanding or clarifying authority to issue administrative monetary penalties under several acts (*i.e. Environmental Protection Act, Nutrient Management Act, Ontario Water Resources Act, Pesticides Act, and Safe Drinking Water Act*).

The administrative monetary penalties collected will be used to support environmental improvement activities and will be made available to eligible organizations. The program, which will be modelled on the Ontario Community Environment Fund program, will be launched in 2020 to better support activities that implement the Made-in-Ontario Environment Plan (e.g. litter clean up, tree planting, habitat restoration, and flood prevention).

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Other Operating	610.8
Capital	18.0
Staff Strength ** (as of March 31, 2020)	
Ministry	2152.6
Ontario Clean Water Agency	807.0

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020–21

Ministry of Finance

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Part I: 2020–21 Published Plan

Ministry of Finance

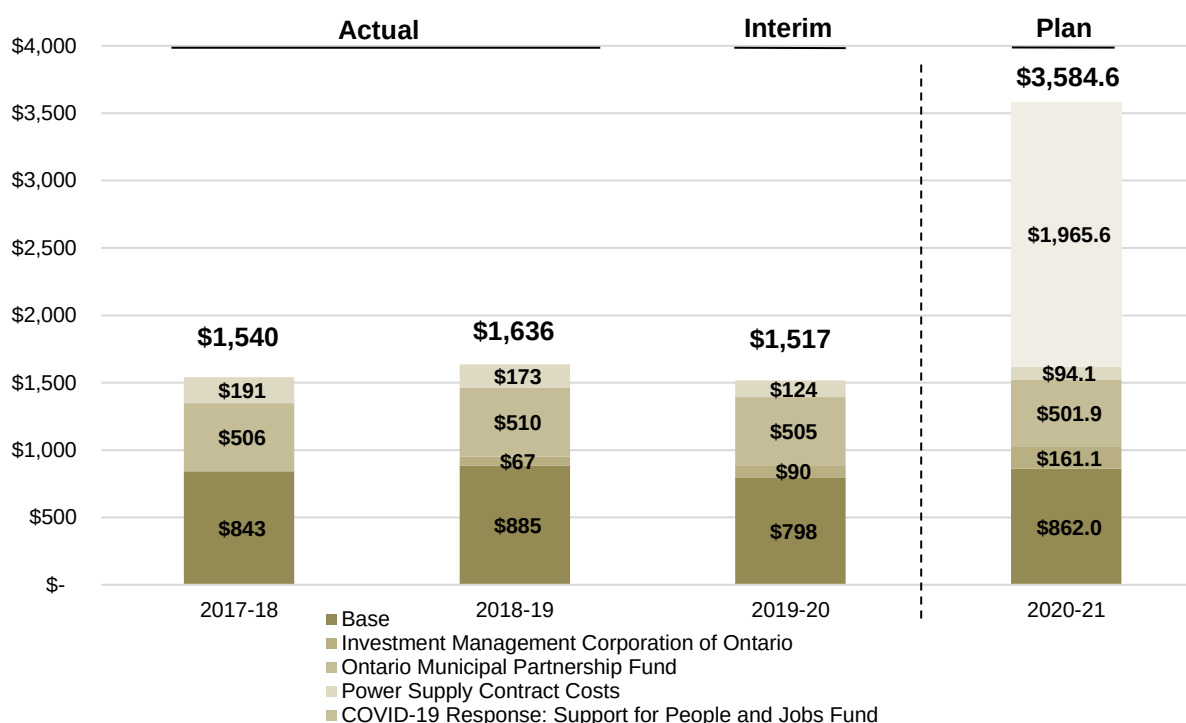
Ministry's Vision

The Ministry of Finance supports effective stewardship of the government's finances, as well as a dynamic, innovative and growing economy across five core lines of business: fiscal, tax and economic policy; revenue generation; debt management; intergovernmental fiscal relations; and financial services regulation.

The ministry ensures that spending is directed to the highest priority needs while reducing the debt burden; supports a fair, efficient and competitive tax system; works with the federal government to represent Ontario's interests with respect to fiscal arrangements; and uses a modern and risk-based approach to regulating the financial services sector.

The ministry is also leading the modernization of the alcohol system in order to improve choice and convenience for consumers and enable more opportunities for businesses. It is also looking to modernize gaming, by enabling the expansion of online gambling. The ministry is also working to support the move to an open market for retail cannabis in Ontario.

**Ministry of Finance, Total Expense*, 2017–18 to 2020–21
(\$ Millions)**



* Excludes the Treasury Program

Note: Numbers may not add due to rounding

Based on the requirements of Public Sector Accounting Standards, the Province consolidated the Investment Management Corporation of Ontario into the Ministry of Finance.

COVID-19 Response

In early 2020, the COVID-19 outbreak emerged not only as a serious international health concern, but as a threat to economies worldwide. On March 25, 2020, the government of Ontario released *Ontario's Action Plan: Responding to COVID-19*, a one-year economic and fiscal update based on the best information available, outlining the first steps in its plan to tackle the COVID-19 outbreak.

As part of the Action Plan, the government invested \$3.3 billion in health care resources, \$3.7 billion to directly and urgently support people and to protect jobs, and made available \$10 billion in support for people and businesses through tax credits and other deferrals to improve their cash flow.

The Support for People and Jobs Fund was created to support immediate and medium-term recovery efforts. The Fund is held centrally in the Ministry of Finance and is intended to support people by providing direct support to vulnerable groups, communities and families financially impacted by COVID-19, as well as to protect jobs by helping support the economic viability of employers and economic recovery and growth once the spread of the virus is contained.

Specific actions in the plan led by the Ministry of Finance include:

- Doubling the Guaranteed Annual Income System (GAINS) payment for low-income seniors for six months;
- Freeing up to \$6 billion in cash flows for business by providing five months of interest and penalty relief for businesses who are unable to file and make payments for select provincially-administered taxes on time;
- Providing over \$1.8 billion in cash flow relief by deferring the upcoming quarterly (June 30) municipal remittance of education property tax to school boards by 90 days, which will provide municipalities the flexibility to, in turn, provide property tax deferrals to residents and businesses; and,
- Postponing the planned property tax reassessment for 2021, which will also provide an opportunity to better reflect the advice received through the Property Assessment and Taxation Review that is currently underway.

The Ontario Jobs and Recovery Committee, chaired by the Minister of Finance, was established in April 2020. The Committee is focused on driving planning and execution across the Ontario Public Service through the restart and recovery phases of the Province's response to COVID-19.

In April, the government announced it was committing up to \$241.2 million and partnering with the federal government to offer the new Canada Emergency Commercial Rent Assistance Program. The total amount of provincial-federal relief that would be provided is more than \$900 million, helping to ensure small businesses are ready to reopen their doors when the emergency measures are lifted.

The government also announced, in April, significant support for frontline workers fighting COVID-19 through temporary pandemic pay. Ontario secured a federal commitment to provide significant funding for pandemic pay and ensured that the parameters of the federal program supported the Ontario workers in the most critical jobs and sectors. The

improved federal program set a strong precedent for future federal engagement and support for key Ontario services and programs.

On April 27, the government released *A Framework for Reopening our Province*, outlining the principles it will use to reopen businesses, services and public spaces in gradual stages. The framework highlights the government's commitment to provide guidance as workplaces prepare to reopen, including businesses deemed essential that voluntarily chose to temporarily shut down.

On May 14, the government announced the retailers, seasonal businesses and health and community service providers who would be permitted to open or expand their services as part of the Province's first stage of reopening, which started the following week. The workplaces opening are well-positioned to put workplace safety measures in place and get more people back to work, while not overburdening other services.

The Ministry of Finance will continue to play a leadership role in the plans for economic recovery, including in the full *2020 Budget* to be released on or before November 15, 2020.

Ministry Business Lines

Fiscal, Tax and Economic Policy

The ministry provides the government fiscal, economic and tax analysis and advice, and leads development of various public reports including the *Ontario Budget*, *Ontario Economic Outlook and Fiscal Review*, *Quarterly Finances* and *Ontario Economic Accounts*.

Revenue Generation

The ministry oversees more than \$157 billion in annual revenues, including those from its operational agencies (e.g., Ontario Lottery and Gaming Corporation, Liquor Control Board of Ontario), and provincially-administered tax statutes. By supporting tax compliance, the ministry is helping to ensure healthcare, education and other key public services have the sustainable funding they need.

Debt Management

Through the Ontario Financing Authority, the ministry manages the Province's debt and borrowing program as well as banking and cash management functions on behalf of the government.

Intergovernmental Fiscal Relations

The ministry advises on intergovernmental fiscal arrangements, and interactions between entitlement programs, to help advance the provincial government's priorities with its federal and municipal counterparts. For example, the ministry supports Ontario's participation at regular Federal-Provincial-Territorial Finance Ministers' Meetings.

Financial Services Regulation

The ministry ensures efficient, effective regulation of the financial services sector, including insurers, pension plans, credit unions, mortgage brokerages and capital markets, and oversees related regulatory agencies (e.g., Ontario Securities Commission, Financial Services Regulatory Authority).

COVID-19 Response

Prudent financial management over the past two years has positioned the Province to be able to respond to unforeseen events, such as the COVID-19 outbreak. The ministry is committed to supporting the Province's economic recovery efforts, in part through activities announced in the Action Plan.

The Action Plan announced the doubling of the GAINS maximum payment for low-income seniors, for six months, as of April 2020. This increased the maximum payment to \$166 per month for individuals and \$332 per month for couples.

The government also introduced a temporary increase to the Employer Health Tax (EHT) payroll exemption from \$490,000 to \$1,000,000 for the 2020 tax year. This measure provided about \$355 million in EHT relief for about 57,000 eligible private-sector employers, including 30,000 who will no longer pay any EHT for 2020. This accounted for about 90 per cent of all private sector employers not having to pay EHT for 2020. This temporary measure provided additional EHT relief of up to \$9,945 per eligible employer, meaning eligible employers could benefit by up to \$19,500 in total EHT relief for 2020. The EHT exemption will return to \$490,000 as of January 1, 2021.

Beginning April 1, 2020, penalties and interest were not applied to Ontario's businesses that missed filing and / or remittance deadlines under select provincially-administered taxes. This relief will continue through August 31, 2020, and applies to the following provincially-administered tax programs:

- Employer Health Tax;
- Tobacco Tax;
- Fuel Tax;
- Gas Tax;
- Beer, Wine and Spirits Taxes;
- Mining Tax;
- Insurance Premium Tax;
- International Fuel Tax Agreement;
- Retail Sales Tax on Insurance Contracts and Benefit Plans; and,
- Race Tracks Tax.

In addition, all collection activity was suspended for newly defaulted non-filers of the ten statutes eligible for penalty and interest relief until September 2020. Combined with the suspension of penalties and interest, this action will provide an estimated \$25 million in relief. The ministry has also temporarily suspended audit interactions with most Ontario business and representatives.

Working with the Ministry of Colleges and Universities, the ministry suspended defaulted Ontario student loan payments and interest accumulation from March 30, 2020 to September 30, 2020.

The Province's Treasury Program ensures that essential payments to the Province's Broader Public Sector partners including frontline healthcare providers, as well as individual entitlements, are made on a timely basis.

In 2019–20, the Province took advantage of strong demand for its debt and continued low interest rates, to pre-borrow \$7.6 billion. By borrowing a total of \$39.5 billion in 2019–20, the Province was able to reduce the long-term borrowing requirement by \$7.6 billion in 2020–21.

Pre-funding 2020–21 also allowed the Province to maintain its large liquid reserves in order to meet the demands of the government's COVID-19 relief programs and address any unexpected or accelerated requirements. Interest on debt is projected to be lower by \$0.7 billion in 2019–20 and \$0.5 billion in 2020–21, relative to the *2019 Budget* forecast, primarily due to lower-than-forecast interest rates.

The Province has not experienced market challenges in issuing long-term debt, however, there are two Bank of Canada provincial programs that are available in the event market access is curtailed as a result of the current crisis.

The response to the health and economic impacts of COVID-19 required the ministry to engage its partners to ensure ongoing cooperation with the federal government and other provinces and territories.

The ministry provides coordinated oversight and support for its agencies in response to the impacts of COVID-19 on their operations and services. The ministry is working with Ontario's financial services regulatory agencies and industry to ensure that consumers and businesses are protected, supported and receive necessary relief during the COVID-19 outbreak.

2020–21 Strategic Plan

The Ministry of Finance has continued to work with its partners to keep people healthy, provide support for the families, individuals and businesses struggling as a result of the necessary measures taken to respond to COVID-19, and to plan for what comes next.

Managing the Province's Finances in a Responsible Manner

- Ensuring the government's fiscal policy is aligned with the governing principles of the *Fiscal Sustainability, Transparency and Accountability Act, 2019*.
- Supporting transparency and accountability through the development and timely release of key publications including the *Quarterly Finances*, *Ontario Economic Accounts*, *Ontario's Long-Term Report on the Economy*, and an *Ontario Budget* on or before November 15, 2020.
- Continuously monitoring and reporting on Canada Revenue Agency measures in response to COVID-19 and how these measures may impact Ontario, including digitization of services, benefits program uptake, data management, changes to compliance activities and capacity to support Ontario initiatives.
- Partially pre-borrowing for 2020–21 requirements allowed the Province to maintain large liquid reserve levels in order to meet the demands of the government's COVID-19 relief programs and address unexpected or accelerated requirements.

Making Life More Affordable

- Doubling the maximum GAINS payment for six months starting in April 2020 for low-income seniors, increasing the maximum payment to \$166 per month for individuals and \$332 per month for couples.
- Deferring the upcoming quarterly (June 30) remittance of education property tax to school boards by 90 days to provide municipalities with the flexibility to, in turn, provide property tax deferrals of over \$1.8 billion to local residents and businesses and deferrals of Provincial Land Tax installment payments for 90 days.
- Postponing the planned property tax reassessment for 2021 to provide stability for Ontario's property taxpayers and municipalities, and to ensure that municipal governments are able to focus their resources on critical public health initiatives and other efforts to manage the local response to the COVID-19 outbreak.
- Providing temporary relief from interest and loan payments for borrowers in default on their Ontario Student Assistance Program (OSAP) loans.
- Making changes to lower auto insurance costs, to give drivers more choice and control over their rates and enable more competition and innovation in the system.
- Allowing automobile insurance companies to provide insurance premium rebates to drivers, and enabling insurers to pass savings onto drivers as a result of fewer vehicles on the road, fewer traffic collisions and less risk in the marketplace during the declared emergency with respect to COVID-19.

Creating a More Competitive Business Environment

- Doubling the EHT exemption for the 2020 tax year so that businesses can focus on supporting the well-being of their employees and their continued operations during this time of uncertainty caused by COVID-19 in Ontario.
- Working in partnership with the Government of Canada to provide rent relief to commercial property owners and their tenants under the Canada Emergency Commercial Rent Assistance (CECRA) program.
- Introducing a new 10 per cent refundable Regional Opportunities Investment Tax Credit for businesses.
- Providing tax relief from penalties and interest for a five-month period in response to the COVID-19 pandemic.
- Conducting a review and stakeholder consultations to explore opportunities to enhance the accuracy and stability of property assessments and support a competitive business environment within the property tax system, as well as strengthening the governance and accountability of the Municipal Property Assessment Corporation (MPAC).
- Continuing to support the government's goal of reducing regulatory barriers and red tape by 25 per cent in order to stimulate business growth and investment in Ontario.
- Establishing the Capital Markets Modernization Taskforce to review the capital markets regulatory framework and advise the government on critical areas such as driving competitiveness, regulatory structure, efficient regulation and investor protection.
- Delivering on recommendations identified by the Burden Reduction Task Force, established by the Ontario Securities Commission, to enhance competitiveness for Ontario businesses by saving time and money for the investment industry.
- Protecting families from financial risk by implementing a regulatory framework that would require individuals using the financial planner and financial advisor titles to have an appropriate credential.
- Addressing money laundering, by proactively assisting the Canada Revenue Agency in addressing non-compliance in the real estate sector.
- Continuing to monitor the impacts of corporate income tax cuts, including accelerated write-offs of capital investments.

Making Government Smarter

- Providing taxpayers with the option of filing with electronic signatures and fax / e-copies during the COVID-19 pandemic to reduce the need for in-person interactions.
- Leading the government's comprehensive review of the beverage alcohol sector to improve choice and convenience for consumers and to provide more opportunities for business.

- Consulting with stakeholders to develop a consumer-focused strategy for legal online gambling that reflects consumer preferences, fosters an exciting gambling experience and minimizes the burden on business while ensuring appropriate protections are in place.
- Working to implement electronic payments and document filing for tax and non-tax programs, reducing red tape for the people of Ontario and promoting digital transformation.
- Working to support the Value Creation Task Force in identifying, assessing and pursuing potential opportunities for value creation across government to generate additional incremental non-tax revenues for the Province.

Highlights for 2019–20

Highlights of the ministry's activities in 2019–20 are provided below.

Managing the Province's Finances in a Responsible Manner

- Introduced and passed the *Fiscal Sustainability, Transparency, and Accountability Act, 2019*, the first comprehensive change to Ontario's fiscal planning legislation in 15 years.
- Released *Ontario's Action Plan: Responding to COVID-19*, a one-year economic and fiscal update based on the best information available, outlining the first steps to tackle the COVID-19 outbreak.
- Released regular quarterly fiscal updates, including *2019–20 First and Third Quarter Finances*, the *2019 Ontario Economic Outlook and Fiscal Review* and the recent Action Plan, which projected a deficit of \$9.2 billion in 2019–20, an improvement of \$1.1 billion relative to the *2019 Budget* outlook.
- The Province took advantage of strong demand for its debt and continued low interest rates, to pre-borrow \$7.6 billion in 2019–20 and borrow a total of \$39.5 billion in 2019–20.
- For the first time, the Province issued two Green Bonds in the same fiscal year, with the first Green Bond issued in November for \$750 million and the second in February for \$500 million.
- Protected the Interest on Debt forecast from the impact of possible increases in interest rates over the coming years by extending the term of its debt. Going back to the beginning of 2010–11, to lock in low rates and lower refinancing risks, Ontario issued \$91.1 billion of bonds 30 years or longer, or approximately one-quarter of total debt, including \$12.5 billion in 2019–20.

Making Life More Affordable

- Implemented the new Ontario child care tax credit, which provided about \$1,250 per family, on average, in child care support to about 300,000 families in 2019. The credit is in addition to the Child Care Expense Deduction and will target tax relief to low- and moderate-income families.
- Implemented the low-income workers tax credit, benefitting about 1.1 million people across the Province and providing Personal Income Tax relief of up to \$850 for individuals and \$1,700 for couples. Combined with existing tax relief, about 90 per cent of all Ontario tax filers with taxable incomes below \$30,000 will pay no Ontario Personal Income Tax.
- Proposed to defer the upcoming quarterly (June 30) remittance of education property tax to school boards by 90 days. This will provide municipalities with the flexibility to, in turn, provide property tax deferrals of over \$1.8 billion to local residents and businesses.
- Reduced the aviation fuel tax rate in Northern Ontario to 2.7 cents per litre from 6.7 cents per litre.

- Reduced and simplified the Estate Administration Tax, eliminating the estate tax on the first \$50,000 of the value of the estate.
- Reversed the previous government's proposed 2018 budget tax increases, saving approximately 1.8 million individuals from an average increase of \$200 in their Personal Income Taxes.
- Maintained the structure of the Ontario Municipal Partnership Fund for 2020, which is providing \$500 million to 389 municipalities across Ontario.

Creating a More Competitive Business Environment

- Introduced the Regional Opportunities Investment Tax Credit to support business investment in regions of the Province where employment growth has significantly lagged the provincial average.
- Reduced the small business Corporate Income Tax rate which delivered up to \$1,500 in annual savings to more than 275,000 businesses – from family-owned shops to innovative start-ups.
- Supported Ontario's horse racing industry through a long-term funding agreement, with the Ontario Lottery and Gaming Corporation providing up to \$115 million annually for up to 19 years.
- Improved choice and convenience for consumers and more opportunities for businesses by expanding sales of beverage alcohol to more than 250 new retail outlets across Ontario.
- Conducted consultations to inform modernization of the *Mortgage Brokerages, Lenders and Administrators Act, 2006*, the *Credit Union and Caisses Populaires Act, 1994* and the *Co-operative Corporations Act*.
- Launched the Financial Services Regulatory Authority to help deter fraud, foster competition and innovation, and streamline regulatory processes for consumers and stakeholders, investors and pension plan beneficiaries in Ontario.
- Contributed to the government's goal of reducing regulatory burden to meet the June 2020 target of saving Ontario businesses \$400 million per year in the cost of complying with regulations.
- Created a securities modernization task force to review the outdated *Securities Act* for the first time in over 15 years.

Making Government Smarter

- Consulted with Ontario drivers on ways to increase choice and convenience, combat fraud, and increase competition to lower auto insurance system costs.
- Introduced electronic proof of auto insurance, enabling drivers to carry electronic proof of auto insurance on their mobile device, including their smartphones.
- Supported the Value Creation Task Force, which was established to identify and review innovative opportunities to generate recurring non-tax revenues.

Ministry of Finance Organizational Structure

1. The Minister of Finance
 - 1.1. Parliamentary Assistant
 - 1.2. Chief of Staff
 - 1.3. Chair and Chief Executive Officer, Ontario Securities Commission
 - 1.4. Chair, Financial Services Tribunal
 - 1.5. Chair, Liquor Control Board of Ontario
 - 1.6. Chair, Ontario Lottery and Gaming Corporation
 - 1.7. Chair, Financial Services Regulatory Authority of Ontario
 - 1.8. Chair, Ontario Cannabis Retail Corporation
 - 1.9. Chair, Ontario Financing Authority
 - 1.9.1. Chief Executive Officer, Ontario Financing Authority
 - 1.9.1.1. Assistant Deputy Minister, Corporate and Electricity Finance Division
 - 1.10. Chair, Ontario Electricity Financial Corporation
 - 1.10.1. Chief Executive Officer and Vice Chair, Ontario Electricity Financial Corporation
 - 1.11. Deputy Minister of Finance
 - 1.12. Special Policy Advisor and Executive Assistant
 - 1.12.1. Chief Information Officer, Central Agencies Information and Information Technology Cluster (also reports to the Treasury Board Secretariat and Ministry of Government and Consumer Services)
 - 1.12.2. Director, Communications Services Branch (also reports to the Assistant Deputy Minister, Central Agency Communications)
 - 1.12.3. Director, Legal Services Branch (also reports to the Ministry of the Attorney General)
 - 1.12.4. Assistant Deputy Minister, Central Agency Communications (also reports to Cabinet Office and Treasury Board Secretariat)
 - 1.12.5. Director, Finance Audit Service Team (Ontario Internal Audit Division) (also reports to the Treasury Board Secretariat and Chief Administrative Officer and Assistant Deputy Minister, Corporate and Quality Service Division)
 - 1.12.6. Associate Deputy Minister, Office of Regulatory Policy and Agency Relations
 - 1.12.6.1. Assistant Deputy Minister, Income Security and Pension Policy Division
 - 1.12.6.2. Assistant Deputy Minister, Financial Services Policy Division
 - 1.12.6.3. Assistant Deputy Minister, Government Business Enterprise Division
 - 1.12.7. Associate Deputy Minister, Office of Tax, Benefits and Local Finance
 - 1.12.7.1. Executive Lead, Client Services Review
 - 1.12.7.2. Assistant Deputy Minister, Strategy, Stewardship and Program Policy Division
 - 1.12.7.3. Assistant Deputy Minister, Tax Compliance and Benefits Division
 - 1.12.7.4. Assistant Deputy Minister, Provincial-Local Finance Division
 - 1.12.7.5. Assistant Deputy Minister, Taxation Policy Division
 - 1.12.8. Chief Administrative Officer and Assistant Deputy Minister, Corporate and Quality Service Division
 - 1.12.9. Assistant Deputy Minister and Chief Economist, Office of Economic Policy
 - 1.12.10. Assistant Deputy Minister, Office of the Budget

Agencies, Boards and Commissions (ABCs)

Financial Services Regulatory Authority (FSRA) has assumed the regulatory functions of the Financial Services Commission of Ontario and the Deposit Insurance Corporation of Ontario effective June 8, 2019. This new, innovative regulator of the financial services sector will strengthen consumer, investor, pension plan administrators and pension plan beneficiaries’ protection, improve regulatory efficiency and reduce burden for businesses.

FSRA is working closely with its regulated entities and the Ministry of Finance to provide relief and support to Ontario’s financial services sectors. This includes deferring fees, assessments, and annual reporting, and encouraging sectors to engage FSRA on ways to better support consumers and businesses during the COVID-19 pandemic.

Financial Services Tribunal (FST) is an independent adjudicative body that hears appeals from decisions and holds hearings to review proposed decisions of the Chief Executive Officer of the Financial Services Regulatory Authority, or predecessors, the Superintendent of the Financial Services Commission of Ontario or the Deposit Insurance Corporation of Ontario.

The FST continues to function effectively during the pandemic and make adjustments to respond to an evolving situation.

Investment Management Corporation of Ontario (IMCO) was established by statute as a non-share capital corporation that will operate at arm’s length from government. It is a consolidated organization on the government’s books and provides investment management services and investment advisory services to its members in accordance with the Act and its regulations. IMCO continues to function effectively during the pandemic.

Liquor Control Board of Ontario (LCBO) is responsible for the importation, distribution and sale of alcohol in Ontario in an efficient and socially responsible manner. Its retail network includes more than 660 retail stores, and more than 380 agency stores as well as online sales through LCBO.com. LCBO is the exclusive wholesaler for up to 450 grocery stores and services, licensed bars and restaurants.

The ministry has been actively monitoring and providing oversight of LCBO’s response efforts to COVID-19. The LCBO has introduced a number of measures to protect the health and well-being of its employees and customers.

Ontario Cannabis Retail Corporation (OCRC) is the exclusive wholesaler and online retailer of recreational cannabis to authorized retail stores.

In order to help mitigate negative impacts on the cannabis retail and distribution system, the OCRC has responded by making its online delivery services more accessible by waiving shipping charges and supporting expanded delivery services, all while following COVID-19 best practices.

Ontario Electricity Financial Corporation (OEFC) is the legal continuation of the former Ontario Hydro, responsible for managing its debt and other liabilities. The OEFC continues to function effectively during the pandemic.

Ontario Financing Authority (OFA) performs borrowing, investment, cash management and risk management activities for the Province. It also offers financial advice and services to other parts of the government, including the OEFC and Infrastructure Ontario.

The OFA continues to function effectively during the pandemic and continues to ensure that essential payments to the Province's Broader Public Sector partners including healthcare providers as well as individual entitlements are made on a timely basis.

Ontario Lottery and Gaming Corporation (OLG) conducts and manages gaming in Ontario, including casinos, lottery operations, internet gaming through PlayOLG and electronic products in charitable gaming centres. It also provides support to the horseracing industry.

In March 2020, in response to recommendations from the Province's Chief Medical Officer of Health related to safety measures for COVID-19, OLG worked with its casino service providers to close all casinos across Ontario, electronic charitable gaming centres and its lottery Prize Centre.

Ontario Securities Commission (OSC) regulates the Province's capital markets, including equities, fixed-income and derivatives markets. The OSC continues to function effectively during the pandemic.

Detailed Financial Information

Table 1: Ministry Planned Expenditures 2020–21

(\$M)	Ministry Planned Expenditures 2020-21
Operating	16,774.1
Capital	9.8
TOTAL	16,783.9

Table 2: Combined Operating and Capital Summary by Vote

VOTES / PROGRAMS	Estimates 2020-21 \$	Change from 2019-20 Estimates \$ %	Estimates * 2019-20 \$	Interim Actuals * 2019-20 \$	Actual * 2018-19 \$
OPERATING EXPENSE					
Ministry Administration	36,820,200	(3,112,900) (7.8)	39,933,100	45,705,800	34,298,596
Regulatory Policy and Agency Relations	22,234,000	(1,018,600) (4.4)	23,252,600	19,700,800	113,942,889
Economic, Fiscal and Financial Policy	261,558,800	(83,299,500) (24.2)	344,858,300	312,769,800	15,982,288
Tax, Benefits and Local Finance	984,683,000	26,008,400 2.7	958,674,600	927,818,800	949,572,076
Support for People and Jobs	1,965,600,000	1,965,600,000	-	-	-
Financial Services Industry Regulation	-	(2,327,600) (100.0)	2,327,600	444,300	1,273,720
Total Operating Expense to be Voted	3,270,896,000	1,901,849,800 138.9	1,369,046,200	1,306,439,500	1,115,069,569
<i>Statutory Appropriations:</i>					
Treasury Program	12,407,133,000	(268,313,400) (2.1)	12,675,446,400	11,967,659,500	11,419,283,525
Other Statutory Appropriations	50,783,914	-	50,783,914	77,879,914	78,181,973
Total Operating Expense	15,728,812,914	1,633,536,400 11.6	14,095,276,514	13,351,978,914	12,612,535,067
Consolidation Adjustment - Investment Management Corporation of Ontario	160,089,900	160,089,900	-	89,100,800	66,814,139
Consolidation Adjustment - Ontario Financing Authority	27,211,300	-	27,211,300	27,211,300	23,741,737
Consolidation Adjustment - Ontario Electricity Financial Corporation	(144,902,900)	51,547,300 (26.2)	(196,450,200)	(166,183,200)	178,139,605
Consolidation Adjustment - Ontario Securities Commission	118,530,700	6,071,100 5.4	112,459,600	117,040,000	107,217,091
Other Adjustments - Financial Services Commission of Ontario	-	-	-	-	59,218,225
Consolidation Adjustment - General Real Estate Portfolio	-	11,524,500 (100.0)	(11,524,500)	(11,524,500)	(12,394,707)
Consolidation Adjustment - Ontario Financing Authority General Real Estate Portfolio	(2,169,500)	(42,500) 2.0	(2,127,000)	(2,127,000)	-
Consolidation Adjustment - Financial Services Regulatory Authority of Ontario	94,375,000	6,858,100 7.8	87,516,900	68,225,000	11,915,220
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-	-	-	(579,409)
Consolidation Adjustment - Treasury Program	979,042,700	(80,833,900) (7.6)	1,059,876,600	1,034,816,100	1,037,064,514
Consolidation Adjustment - Treasury Program - Interest Capitalization for Other Sectors	(186,847,400)	213,475,600 (53.3)	(400,323,000)	(403,167,500)	(72,352,611)
Total Operating Expense Including Consolidation & Other Adjustments	16,774,142,714	2,002,226,500 13.6	14,771,916,214	14,105,369,914	14,011,318,871
OPERATING ASSETS					
Ministry Administration	1,000	-	1,000	-	-
Regulatory Policy and Agency Relations	20,000,000	20,000,000	-	-	800,000
Tax, Benefits and Local Finance	650,000	200,000 44.4	450,000	450,000	400,000
Financial Services Industry Regulation	-	(1,000) (100.0)	1,000	-	-
Total Operating Assets to be Voted	20,651,000	20,199,000	452,000	450,000	1,200,000
Statutory Appropriations	37,200,000	(48,000,000) (56.3)	85,200,000	42,673,400	52,145,111
Total Operating Assets	57,851,000	(27,801,000) (32.5)	85,652,000	43,123,400	53,345,111

Table 2: Combined Operating and Capital Summary by Vote (Continued)

VOTES / PROGRAMS	Estimates 2020-21 \$	Change from 2019-20 Estimates \$ %	Estimates * 2019-20 \$	Interim Actuals * 2019-20 \$	Actual * 2018-19 \$
CAPITAL EXPENSE					
Economic, Fiscal, and Financial Policy	1,000	-	1,000	-	-
Tax, Benefits and Local Finance	1,000	-	1,000	-	-
Financial Services Industry Regulation	-	(1,000) (100.0)	1,000	-	-
Ministry Total Capital Expense to be Voted	2,000	(1,000) (33.3)	3,000	-	-
<i>Statutory Appropriations</i>					
Trillium Trust Program	-	-	-	-	244,042,959
Other Statutory Appropriations	1,000	(2,638,600) (100.0)	2,639,600	2,637,600	2,637,610
Total Capital Expense	3,000	(2,639,600) (99.9)	2,642,600	2,637,600	246,680,569
Consolidation Adjustment - Investment Management Corporation of Ontario	1,000,000	1,000,000	-	427,500	570,000
Consolidation Adjustment - Ontario Financing Authority	645,000	(7,000) (1.1)	652,000	627,000	698,000
Consolidation Adjustment - Ontario Securities Commission	5,836,200	873,100 17.6	4,963,100	5,635,100	3,862,384
Other Adjustments - Financial Services Commission of Ontario	-	-	-	-	829,749
Consolidation Adjustment - Financial Services Regulatory Authority of Ontario	2,313,000	(449,600) (16.3)	2,762,600	1,240,000	-
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	(302,390)
Capital Expense Adjustment - Trillium Trust Reclassification	-	-	-	-	(244,042,959)
Total Capital Expense Including Consolidation & Other Adjustments	9,797,200	(1,223,100) (11.1)	11,020,300	10,567,200	8,295,353
CAPITAL ASSETS					
Economic, Fiscal, and Financial Policy	1,000	-	1,000	-	-
Tax, Benefits and Local Finance	1,000	-	1,000	-	-
Financial Services Industry Regulation	-	(550,000) (100.0)	550,000	-	683,075
Ministry Total Capital Assets to be Voted	2,000	(550,000) (99.6)	552,000	-	683,075
<i>Statutory Appropriations</i>					
Trillium Trust Program	-	-	-	-	25,851,675
Total Capital Assets	2,000	(550,000) (99.6)	552,000	-	26,534,750
Capital Asset Adjustment - Trillium Trust Reclassification	-	-	-	-	(25,851,675)
Total Capital Assets Including Adjustments	2,000	(550,000) (99.6)	552,000	-	683,075
Ministry Total Operating & Capital Including Consolidation and Other Adjustments (not including assets)	16,783,939,914	2,001,003,400 13.5	14,782,936,514	14,115,937,114	14,019,614,224

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Contact Us

If you have questions about the programs and / or services of the Ministry of Finance, visit www.ontario.ca/finance or contact the Ministry of Finance by:

Telephone 1.866.668.8297 or 1.800.263.7776 (for teletypewriter)

Email financecommunications.fin@ontario.ca

Mail Ministry of Finance
 95 Grosvenor Street
 Toronto, Ontario
 M7A 1Y8

Appendix: 2019–20 Annual Report

Ministry of Finance

2019–20 Results

Managing the Province's Finances in a Responsible Manner

- Released the *March 2020 Economic and Fiscal Update*, a one-year economic and fiscal update based on the best information available, to create certainty and stability in the Province by outlining the government's first steps to respond to the COVID-19 outbreak.
- For 2019–20 the government is projecting a deficit of \$9.2 billion which represents an improvement of \$1.1 billion relative to the *2019 Budget*.
- Released the *2019 Ontario Economic Outlook and Fiscal Review, 2019–20 First Quarter Finances* and *2019–20 Third Quarter Finances*, and the *Ontario Economic Accounts* within legislative requirements.
- Introduced and passed the *Fiscal Sustainability, Transparency, and Accountability Act, 2019*, the first comprehensive change to Ontario's fiscal planning legislation in 15 years.
- Required that the government prepare an annual debt burden reduction strategy to responsibly manage its debt.
- The Province's credit ratings have been confirmed by all four credit rating agencies (i.e., Moody's, DBRS, S&P and Fitch), and Fitch also improved the outlook on the Province's rating to Stable from Negative.
- Worked to advance Ontario's priorities in the federation, including developing consensus positions and approaches with other provinces on fiscal stabilization reform, and with the federal government and provinces to ensure alignment and collaboration on the response to the COVID-19 crisis.
- Reduced projected interest on debt expense by \$750 million lower in 2019–20 than forecasted in the *2019 Budget*.
- Issued \$750 million in Green Bonds on November 20, 2019, and \$500 million on February 12, 2020. Green Bonds are an important tool to help finance public transit initiatives, extreme weather resistant infrastructure and energy efficiency and conservation projects. Ontario is currently the largest issuer of Canadian dollar Green Bonds.
- Completed the government's annual borrowing program, borrowing \$39.5 billion, including pre-borrowing of \$7.6 billion and maintaining its cash reserves to fund upcoming large maturities. During the latter part of March 2020, the Province's Treasury Program continued to function effectively and ensured that essential Provincial payments to both Broader Public Sector partners including healthcare providers as well as individual entitlements were made on a timely basis.
- Issued \$12.5 billion in debt with maturities of 30 years or longer to provide greater certainty with respect to interest payments over the longer term.
- Recovered over \$1.74 billion targeting unreported or underreported income since 2013–14 through an agreement with the Canada Revenue Agency, a 5.2:1 return on investment (as of December 31, 2019).

- As of February 29, 2020, collected over \$913.9 million in outstanding tax and non-tax debts owed to the Province, and as of March 31, 2020, has assessed more than \$234 million via audit and inspection activities.
- As of March 31, 2020, seized more than 34 million grams of illegal tobacco products, with an approximate tax value of \$6.3 million.
- Supported the development of the *Fixing the Hydro Mess Act, 2019*, provisions of which ensure continued payments for legacy Fair Hydro Trust debt obligations while removing debt servicing obligations from future ratepayers.

Making Life More Affordable

- Implemented the low-income individuals and families tax credit, benefitting about 1.1 million people across the Province and providing Personal Income Tax relief of up to \$850 for individuals and \$1,700 for couples. Combined with existing tax relief, about 90 per cent of all Ontario tax filers with taxable incomes below \$30,000 will pay no Ontario Personal Income Tax.
- Implemented the new Ontario child care tax credit — one of the most flexible child care initiatives ever introduced in Ontario.
- Reduced and simplified the Estate Administration Tax, eliminating the estate tax on the first \$50,000 of the value of the estate.
- Froze alcohol tax and mark-up rates for beer and wine, resulting in about \$60 million in reduced costs for consumers in 2019–20.
- Reversed the previous government's proposed 2018 budget tax increases, saving approximately 1.8 million individuals from an average increase of \$200 in their Personal Income Taxes.
- Maintained the structure of the Ontario Municipal Partnership Fund (OMPF) for the 2020 municipal budget year, and committed to maintain the \$500 million funding envelope for the 2021 OMPF.
- Began consulting with municipal representatives from across Ontario to discuss how the 2021 OMPF can better focus on small, northern and rural municipalities that need this funding most.
- Announced the deferral of the upcoming quarterly (June 30) remittance of education property tax to school boards by 90 days. This will provide municipalities with the flexibility to, in turn, provide property tax deferrals of over \$1.8 billion to local residents and businesses. As of May 8, 70% of municipalities representing 97% of all municipal property tax levied in the Province have implemented property tax deferrals.
- Announced the postponement of the planned property tax reassessment for 2021 to provide stability for Ontario's property taxpayers and municipalities, and to ensure that municipal governments are able to focus their resources on critical public health initiatives and other efforts to manage the local response to the COVID-19 outbreak.

- Strengthened education property tax revenue integrity by ensuring province-wide data is available and accessible for detailed analysis.
- Reduced the aviation fuel tax rate in Northern Ontario to 2.7 cents per litre from 6.7 cents per litre.
- Delivered income-testing services to the Seniors' Dental Program on schedule.

Creating a More Competitive Business Environment

- Introduced the Regional Opportunities Investment Tax Credit to support business investment in regions of the Province where employment growth has significantly lagged the provincial average.
- Reduced the small business Corporate Income Tax rate by 8.7 per cent by reducing the rate to 3.2 per cent effective January 1, 2020. This tax cut delivered up to \$1,500 in annual savings to more than 275,000 businesses — from family-owned shops to innovative start-ups.
- Amended the *Taxation Act*, 2007 to recognize the importance of freelance labour within the film and television industry for the Ontario Production Services Tax Credit.
- Launched the Financial Services Regulatory Authority (FSRA), a new independent and self-funded regulator of financial services and pensions. FSRA will tackle key priorities that will reduce regulatory burden for the regulated sectors.
- Created a securities modernization task force to review the outdated *Securities Act* for the first time in over 15 years. The task force will consult with investors, financial services professionals, businesses and the public on critical areas such as competitiveness, regulatory structure, efficient regulation, and investor and consumer protections.
- Supported a comprehensive review of all business support programs to determine their effectiveness, value for money and sustainability.
- Contributed to the government's goal of reducing regulatory burdens to meet the June 2020 target of saving Ontario businesses \$400 million per year in the cost of complying with regulations.
- Extended time-limited tax relief measures to encourage private sector involvement in the consolidation of Ontario's electricity distribution sector to reduce electricity rates and improve services for customers through innovation and efficiency gains.
- Conducted consultations to inform modernization of the *Mortgage Brokerages, Lenders and Administrators Act*, 2006 and the *Credit Union and Caisses Populaires Act*, 1994.
- Supported the development of the Ontario Securities Commission's Burden Reduction Task Force to enhance the competitiveness of Ontario's business environment.

- Informed government responses to issues including tax policy, trade relations, business supports, regulatory burden, and housing, and implemented new ways to deliver data and statistical services that are efficient, cost-effective and transparent.
- Improved transparency and accountability through enhanced economic reporting, including a new subscription email service and expanded public reports on the economy, labour markets and demographics.
- Supported the restructuring of Essar Steel Algoma by providing regulatory relief from certain pension obligations for the company sponsored pension plans.
- Supported Ontario's horse racing industry through a long-term funding agreement, with the Ontario Lottery and Gaming Corporation providing up to \$115 million annually for up to 19 years.
- Provided \$10 million annually to support breeding and industry development programs for Ontario-bred horses, and implemented the Optional Slots at Racetracks Program to provide additional support to eligible racetracks.
- Protected titles for financial planners and financial advisors in Ontario by introducing a new framework for the financial services industry to require that individuals using the financial planner and financial advisor titles have an appropriate credential.
- Implemented legislative amendments and regulations to reduce red tape that will result in over \$90 million of one-time and annual administrative cost savings for the pension and financial services sectors.
- Improved choice and convenience for consumers and more opportunities for businesses by expanding sales of beverage alcohol to more than 250 new retail outlets across Ontario, including 87 new grocery stores and 170 LCBO Convenience Outlets.
- Passed legislation to modernize the legal framework for the sale, service and delivery of beverage alcohol that, if proclaimed, would make it easier for businesses and consumers to understand the rules and provide the legislative groundwork to expand alcohol sales.
- Supported the equity investment by 24 First Nations in the Wataynikaneyap transmission project by providing a loan guarantee under the Aboriginal Loan Guarantee Program.

Making Government Smarter

- Introduced electronic proof of auto insurance, enabling drivers to carry electronic proof of auto insurance on their mobile device, including their smartphones.
- Announced the intention to make the auto insurance experience simpler for consumers by facilitating the use of electronic communications and electronic commerce by insurance companies in doing business with their customers.
- Consulted with Ontario drivers on ways to increase choice and convenience, combat fraud, and increase competition to lower auto insurance system costs.
- Advanced a Digital First strategy that will deliver simpler, faster and better services across Ontario by eliminating outdated processes and lowering administrative burdens and costs.
- Initiated a review and stakeholder consultations to explore opportunities to enhance the accuracy and stability of property assessments, support a competitive business environment, and strengthen the governance and accountability of the Municipal Property Assessment Corporation (MPAC).
- Called on the federal government to legalize single event sports wagering as part of a broader consumer-focused strategy for gambling.
- Worked with the Ministry of the Attorney General to implement a tightly-regulated private cannabis retail store model with rules aimed at protecting children and youth, safeguarding communities and combatting the illegal market.
- Through the Ontario Cannabis Legalization Implementation Fund (OCLIF), provided municipalities with \$36.72 million in direct funding to help with the implementation costs of recreational cannabis legalization.
- Supported the Value Creation Task Force, which was established to identify and review innovative opportunities to generate recurring non-tax revenues. These revenues can be re-invested back into critical government services like healthcare, education, roads and transit.
- Rolled out a LEAN initiative with a focus on white belt training for over 100 staff and identifying LEAN initiatives to improve the customer / client experience and increase productivity by eliminating unnecessary steps.

Table 3: Ministry Interim Actual Expenditures 2019–20*

	Ministry Interim Actual Expenditures* 2019-20 (\$ Millions except Staff Strength)
Operating and Capital	798
Investment Management Corporation of Ontario ¹	90
Ontario Municipal Partnership Fund	505
Power Supply Contract Costs	124
Interest on Debt	12,599
Staff Strength as of March 31**	1,441.1

¹ Based on the requirements of Public Sector Accounting Standards, the Province consolidated the Investment Management Corporation of Ontario into the Ministry of Finance.

*Refer to page(s) 36, 37 of the March 2020 Economic and Fiscal Update

**Ontario Public Service Full-Time Equivalent positions

Estimates Briefing Book 2020-21

Ministry of Francophone Affairs

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

As steward of the French Language Services Act and main advisor of the government on Francophone affairs and French language services, the Ministry of Francophone Affairs works with ministries and agencies to ensure that Francophones have access to French language services in designated areas of the province and that the needs and interests of the French-speaking population are taken into account in public policies and programs.

The Ministry also plays a role in facilitating the participation of the Francophone community in government-related initiatives and ensuring that Francophones can contribute fully to the growth and development of the province.

To achieve this, the Ministry:

1. Oversees the application of the French Language Services Act and works with ministries and agencies to ensure that French language services are available in designated areas of the province.
2. Coordinates the implementation of French language services in newly designated areas and makes recommendations with respect to the designation of new areas and agencies under the French Language Services Act.
3. Provides expert advice to ministries and agencies and develops resources to support their efforts in delivering high-quality French language services.
4. Engages with the Francophone community to identify their interests and service needs, and to support initiatives that directly support Franco-Ontarians.
5. Promotes Francophone affairs inside the government and partners with key ministries on policy and program initiatives to foster the participation of the Francophone community.
6. Collaborates with other jurisdictions to establish mutually benefitting partnerships, as well as promotes Ontario's Francophonie at the national and international levels.

COVID-19 Response

The Ministry of Francophone Affairs played a key role in the government efforts to reach out to Francophones across the province and ensure they have access to and

understand instructions and critical information in French on ways to protect their health. Important measures implemented by the government included:

- providing simultaneous French interpretation and French subtitling during the live broadcast of both the daily government press conferences and the daily Chief Medical Officer of Health updates, and
- ensuring that content of the Government's multi-phased awareness campaigns was fully translated into French and distributed through key Francophone print, radio and TV outlets.

To support the Francophone community, the Ministry provided organizations that received funding under the 2019-2020 Francophone Community Grants Program with added flexibility to enable them more time to complete their projects.

The Ministry also established a Ministerial Advisory Council on Francophone Economic Recovery post COVID-19 to gather insights from francophone businesses and community organizations into the impacts of the pandemic on their operations and to identify innovative approaches and ideas to support their return to full capacity. The information and key recommendations of the Council will be shared with the Ontario Jobs and Recovery Committee.

Ministry Programs

The Ministry of Francophone Affairs oversees the application of the French Language Services Act, works with ministries and agencies to ensure that the needs and interests of the Franco-Ontarian community are taken into account in public policies and programs, and facilitates the participation of the Franco-Ontarian community in government-related initiatives.

The Ministry's key roles are:

- Partnering on cross-ministry initiatives to ensure the integration of the French Language Services Act in these initiatives.
- Monitoring and evaluating the effectiveness of the French Language Services Act by reporting on ministries' achievements and corporate performance measures on an annual basis.
- Making recommendations regarding the designation of new areas and agencies under the French Language Services Act and coordinating the implementation of services in newly designated areas.

- Coordinating the transfer of federal funding to other ministries and agencies for projects and initiatives funded under the Canada-Ontario Agreement on French Language Services.
- Overseeing Ontario's participation in national and international governing bodies including the Ministerial Conference on the Canadian Francophonie and the Organisation internationale de la Francophonie.
- Administering the Francophone Community Grants Program to provide the community with funding to support initiatives that raise the profile of Ontario's Francophonie, as well as to support economic development for Francophone owned businesses and businesses serving Francophone markets.

2020-21 STRATEGIC PLAN

The Ministry of Francophone Affairs supports the government's plan to harness Ontario's tremendous potential to create a more competitive business environment as well as the government's commitment to build a province where everyone can have the opportunity to share in economic prosperity, irrespective of their background or the region they live in. The government recognizes the contribution of the Francophone community to the province's social, cultural and economic development. As a result, the government will continue to help Francophone communities across Ontario to promote their culture, grow their businesses and encourage greater community engagement.

In 2020-21, the Ministry will focus on the following key activities:

- Continue to support francophone not-for-profit community organizations to enhance French-language services and programs and foster the promotion of the French language and culture
- Support Francophone-owned businesses and businesses serving French-language markets in collaboration with partner ministries and informed by insights and feedback provided by the Ministerial Advisory Council on Francophone Economic Recovery.
- Complete the pilot project with partner ministries, entities and agencies to streamline the designation process under the French-Language Services act.
- Continue to explore options on modernizing the French Language Services Act in the context of the COVID-19 pandemic.
- Continue to work with the Government of Canada and the Ministry of Colleges and Universities on the implementation of the Université de l'Ontario français to

address the post-secondary needs of Francophones in the province and respond to francophone bilingual labour force shortages.

- **Expected outcomes** include:
 - o Government services are readily available in French in designated areas across the province.
 - o Increased capacity in French-language services in designated areas where gaps have been identified in front-line services.
 - o Francophone-owned and operated businesses and business that serve French-speaking markets have access to targeted support to help them grow their business and contribute to the prosperity of their communities.
 - o Government policy, programs and initiatives that affect Franco-Ontarians are developed with consideration given to their interests and needs.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	0.0
Other Operating	6.1
Capital	0.0
TOTAL	6.1

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

MINISTRY OF FRANCOPHONE AFFAIRS
Table A1: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Francophone Affairs Program	6,072,100	251,700	4.3	5,820,400	5,820,400	5,146,327
Total Operating Expense to be Voted	6,072,100	251,700	4.3	5,820,400	5,820,400	5,146,327
Statutory Appropriations	16,173	-	-	16,173	16,173	-
Ministry Total Operating Expense	6,088,273	251,700	4.3	5,836,573	5,836,573	5,146,327
Total Including Consolidation & Other Adjustments	6,088,273	251,700	4.3	5,836,573	5,836,573	5,146,327
OPERATING ASSETS						
Francophone Affairs Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	1,000	-	-	1,000	1,000	-
Ministry Total Operating Assets	1,000	-	-	1,000	1,000	-
CAPITAL EXPENSE						
Francophone Affairs Program	1,000	-	-	1,000	1,000	532,903
Total Capital Expense to be Voted	1,000	-	-	1,000	1,000	532,903
Ministry Total Capital Expense	1,000	-	-	1,000	1,000	532,903
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	6,089,273	251,700	4.3	5,837,573	5,837,573	5,679,230

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20*	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	6,421,859	5,679,230	5,837,573	6,089,273
		-12%	3%	4%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Provincial Advisory Committee on Francophone Affairs

Provides advice to the Minister of Francophone Affairs on the development of strategies, priorities and programs which affect Ontario's Francophone community, and on the planning and delivery of French language services across the Government of Ontario.

Legislation

Legislation administered by the Ministry:

French Language Services Act, 1990

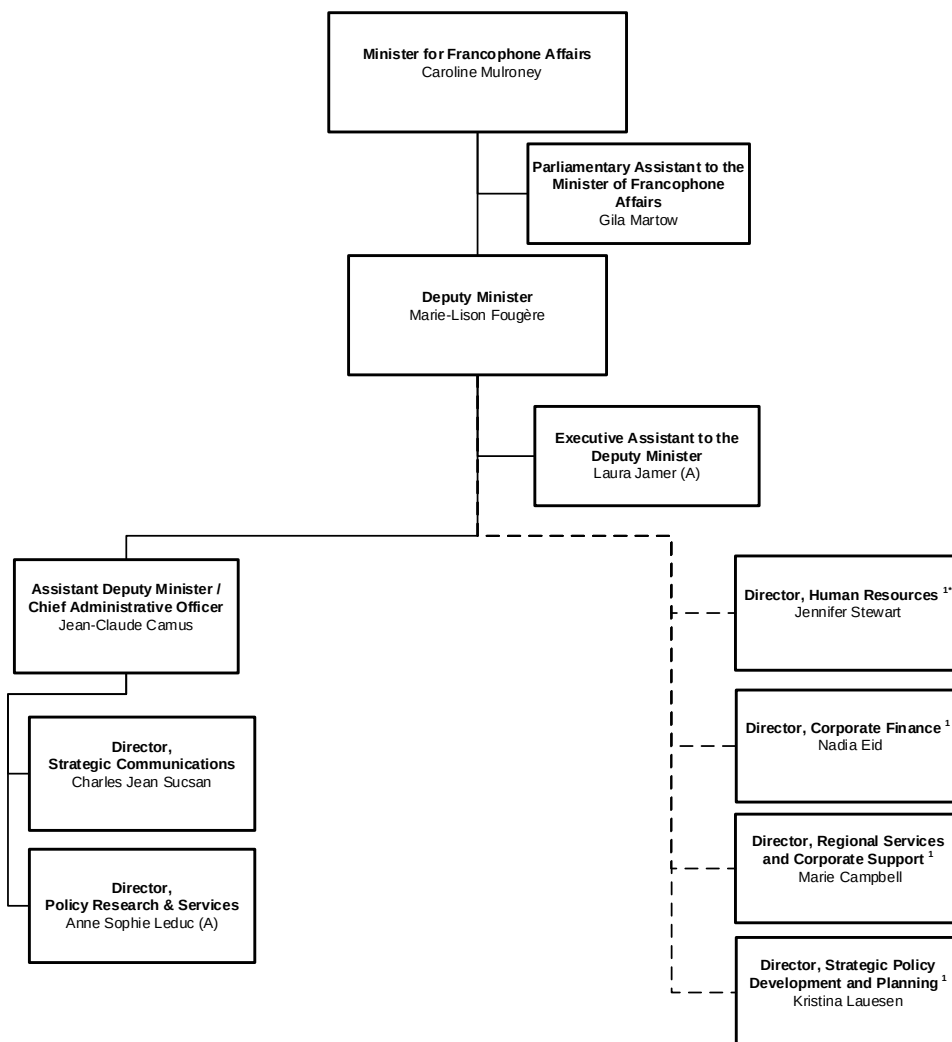
The French Language Services Act protects the rights of the Franco-Ontarians to have access to French language services provided by or on behalf of the provincial government, notably in designated areas of the province.

Franco-Ontarian Day Act, 2010

The Franco-Ontarian Day Act proclaims September 25 of each calendar year as Franco-Ontarian Day. The Act officially recognizes the contributions of the Francophone community in Ontario to the social, economic and political life of the Province and the community's importance in Ontario.

MINISTRY ORGANIZATION CHART

April 2020



¹ Administratively reports to ADM/CAO, Regional and Corporate Services Division, Ministry of Heritage, Sport, Tourism and Culture Industries. Provides services to the Ministry of Francophone Affairs and ADM/CAO of Ministry of Francophone Affairs

^{1*} Also reports to ADM, HR Service Delivery, Ministry of Government and Consumer Services.

(A) Denotes "Acting"

APPENDIX

ANNUAL REPORT

2019-20 RESULTS

The following outlines the Ministry of Francophone Affairs' major accomplishments in delivering on key priorities:

Key Strategy 1: Strengthening French Language services

- The following designations were approved in 2019-20:
 - University of Sudbury (New partial designation)
 - Canadian Mental Health Association, Ottawa Branch (New full designation)
- Promoted the use of the Francophone Lens tool to ensure that French Language Services are considered by ministries and government agencies from the early stages of policy and program development.
- Coordinated the funding of projects under the Canada-Ontario Agreement on French Language Services.
- Oversaw the application of the French Language Services Act and worked with ministries to ensure a coherent and coordinated approach to the planning and delivery of quality French language services on an "active offer" basis.
- Undertook the streamlining of the designation process under the French Language Services Act through two pilot-projects.
- Maintained the statistical profiles on the Province's Franco-Ontarian population using the Inclusive Definition of Francophone.
- Supported the work of the Minister's Provincial Advisory Committee on Francophone Affairs.

Key Strategy 2: Contributing to a stronger Franco-Ontarian community

- Working closely with the Ministry of Colleges and Universities, secured an agreement in principle and subsequently a multi-year funding agreement with the federal government to support the start-up and implementation of the Université

de l'Ontario français so that French-speaking students have access to post-secondary education that is aligned with labour market needs.

- Organized Minister's Economic Roundtables with the business sector to examine the challenges facing Ontario's Francophone entrepreneurs in terms of business growth, job creation and workforce training. The key learnings resulting from this initiative will help provide a Francophone lens to the government economic development actions.
- Launched a redesigned version of the Francophone Community Grants Program, which now includes an economic development and job creation stream, in order to help Francophone entrepreneurs and businesses improve front-line services and better serve French-speaking clients and partners. The program will also help train and retain skilled bilingual workers, as well as continue to invest in local cultural and community initiatives. In 2019-20, 48 organizations received a total of \$1 million in funding.
- Ensured and coordinated the participation of the Minister and the Ministry in public events and meetings with Francophone stakeholders to express support for key initiatives aimed at strengthening the vitality of Ontario's Francophone community.
- Worked with the Ministry of Health to monitor the progress and the implementation of:
 - The Connecting Care Act which contains provisions specially with respect to the French Language Services Act;
 - The OZI data collection project that was implemented in 2019-20 to collect French language health services data to support improved planning for French language health services for the francophone population.
- Worked collaboratively with the Ministry of Children, Community and Social Services and the Ministry of Economic Development, Job Creation and Trade to increase francophone immigration in Ontario.
- Supported the Ministry of the Attorney General initiative to enhance access to justice in French with the pilot project in Sudbury.

Key Strategy 3: Promoting Ontario's Visibility in Francophone Affairs

- Continued to strengthen Ontario leadership role in Francophone affairs at the Federal-Provincial-Territorial level through active participation in activities leading up and following the Ministerial Conference on the Canadian Francophonie that was hosted by the Government of Canada and Nunavut in June 2019.
- Continued to support Ontario's strong partnership with Québec to coordinate and implement the Ontario-Québec Cooperation and Exchange Agreement on the Canadian Francophonie.
- Supported Ontario's role as an Observer member of the Organisation internationale de la Francophonie.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Other Operating	5.8
Capital	0.0
Staff Strength ** (as of March 31, 2020)	21

* Interim actuals reflect the numbers presented in the March 2020 *Economic Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions. Excludes seasonal, students and leaves of absence.

Estimates Briefing Book 2020-21

Ministry of Government and Consumer
Services

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PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

Ministry of Government and
Consumer Services

PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Government and Consumer Services is a large direct service-delivery organization, providing services to the people and businesses of Ontario and other ministries 24/7/365. We are leading change across government and actively partnering to improve outcomes and protect critical services.

We are the public face of government, connecting Ontarians with services at important moments in their lives: birth, marriage, adoption, organ donation, and when they need driver's licences, vehicle registration, health cards, and accessible parking permits. This results in over 50 million interactions per year. We also enforce consumer protection statutes and protect consumers as they make important decisions, like signing a contract for home renovations, making new home and condo purchases, travelling, and buying a car.

We help Ontario to be Open for Business by enabling business name registrations, business incorporations, corporation dissolutions and supporting not-for-profit corporations. We are supporting the government commitment to reduce red tape by 25 per cent and have generated \$22.6M in savings for businesses. We are also supporting the vendor community to make it easier to do business with the government.

As the backbone of government, we deliver business critical functions such as procurement, financial processing, transfer payment administration, human resources and pay and benefits, that keep government operating. We also deliver the essential information technology infrastructure to support government operations, while providing 24/7/365 cyber security monitoring services.

In addition, the ministry manages one of the largest real estate portfolios in Canada, including the policies and programs to ensure its properties help deliver public services in a cost-effective manner. This includes managing the process and disposition of properties that are surplus to government needs in a way that creates revenue for priority programs, reduces costs and puts properties back into productive use.

MGCS provides value to the people and businesses of Ontario and the rest of the province's public service. It has key roles as a designer and provider of enterprise services, transformation enabler, and a modern regulator.

MGCS has a broad mandate to support the government with efficient and effective enterprise business services and solutions, to strengthen consumer protection and public safety, and to provide vital programs, services, and products to individuals and businesses.

COVID-19 Response

The ministry is an integral part of the government's response to the COVID-19 outbreak, dedicating resources to ensure OPS workers can deliver on their critical roles by working remotely while practising physical distancing. The health and safety of our employees is our top priority. Where workers must be on-site, we are helping to ensure they have clean, hygienic and safe workplaces.

In addition, the ministry is supporting the rest of government with services such as payroll, procurement and supply chain management that are vital to the fight against the novel coronavirus.

The ministry also continues to help people at ServiceOntario centres, protect Ontarians from unfair business practices, such as price gouging, and support our many administrative authorities dealing with a fast-changing landscape for consumers and businesses.

Many of the steps the ministry has taken to help fight the novel coronavirus, such as the Ontario Together portal, were massive team efforts. They involved multiple ministry divisions which are described in each program's description.

Ministry Programs

Ontario Shared Services

Ontario Shared Services (OSS) is a mature shared services organization that provides centralized internal shared services for all ministries, employees, select agencies and Broader Public Sector (BPS) entities. It drives the government's internal core businesses with over 50 services related to procurement, financial processing, transfer payment administration, human resources, pay and benefits, and enterprise business services through multiple channels, including digital. It serves around 65,000 OPS employees and does business with approximately 44,000 vendors each year.

In partnership with I&IT, OSS manages various enterprise systems including: Integrated Financial Information System (IFIS), the Workforce Information Network (WIN), Transfer Payment Ontario (TPON), the Ontario Tenders Portal and the Ontario Together Portal.

Responding to COVID-19

MGCS has led the coordination of the province's COVID-19-related procurements and supply chain management for non-health sector entities, including ministries, municipalities, the BPS and government agencies. OSS has internally redeployed staff to enable this work and continues to work closely with partner ministries and stakeholders. Specific steps taken to support the public sector supply chain include:

- Launching the [Ontario Together portal](#) to connect government with businesses and individuals who have emergency supplies, ideas and innovations to support the province's COVID-19 response.
- Developing the virtual inventory to support decision-making processes for the procurement and distribution of critical supplies.
- Procuring emergency supplies, including personal protective equipment
- Managing the warehousing, allocation and distribution of personal protective equipment procured by the province.

OSS also plays an essential role in supporting the successful delivery of initiatives launched by partner ministries including:

- Implementing changes to the Integrated Financial Information System to suspend six months of interest charges on the Ontario Student Assistance Program.
- Enabling the delivery of the Ministry of Education's Support for Families program as announced in Ontario's Action Plan in response to COVID-19.
- Supporting new transfer payment programs through municipalities, social service providers, industry associations and First Nations communities.

In addition, OSS ensured the continued delivery of key businesses and services, including:

- Helping ministries meet their obligations under the Workplace Safety and Insurance Act, 1997.
- Collaborating with Treasury Board Secretariat to provide timely and seamless financial processing to ministries, in part by prioritizing critical purchases and payments.
- Maintaining end-to-end mail delivery, courier, cartage and other services to ministries, agencies, boards and commissions to ensure the continuation of essential government programs and services.
- Maintaining the delivery of public facing services, such as official document services, without service disruption while instituting appropriate physical distancing measures.
- Contributing to the development of rapid deployment options, assessment criteria and the screening and selection processes to conduct applicant screening and preliminary interviews on behalf of long-term care homes.

Enterprise Information Technology Services Program

The **Enterprise Information Technology Services Program** provides leadership in the use of information and information technology (I&IT) to modernize Ontario public services and meet the changing needs of Ontarians, the OPS, and optionally, to the BPS. This includes developing a plan that focuses on evolving I&IT capabilities to transform public service delivery, providing citizen-centred digital solutions and better value for taxpayers' dollars. The program continues to ensure the ongoing security of systems and data, the implementation of common infrastructure, governance and

accountability, as well as the delivery of OPS-wide common services such as hosting services, service management and network capabilities.

Major functions include:

- Procuring, managing and delivering common IT infrastructure.
- Delivering cyber risk management advice, education and awareness services and innovative cyber solutions to the OPS to enable secure public service delivery, including proactive monitoring of the OPS network 24 hours a day, 7 days a week and 365 days a year for cyber threats.
- Developing and implementing enterprise-wide I&IT strategies, programs and projects to manage I&IT initiatives in support of government priorities.

Responding to COVID-19

Enterprise IT services has helped the OPS shift to working remotely and helped ministries rapidly deploy new solutions for government programs, including:

- Developing the [Ontario Together Portal](#) to support Ontario's supply chain and mobilizing Ontario's manufacturing and innovation sectors
- Supporting Public Health Ontario's improvements to its IT infrastructure, allowing it to publish COVID-19 statistics on their website
- Making upgrades to help track COVID-19 lab test data
- Helping to launch the COVID-19 Assessment Tool
- Launching the Financial Emergency Assistance Application to serve as the new public submission tool for financial assistance
- Launching a tool to help first responders track locations impacted by COVID-19
- Setting up four public-facing contact centres in less than 48 hours including:
 - Support for Parents/Families
 - Ontario Together
 - Stop the Spread Business Information Line
 - Ministry of Health Workforce Portal
- Enabling Remote Work and Enhancing User Experience for the Ontario Public Service
 - Increased capacity for 30,000 OPS workers to work remotely, up from 12,000
 - Expediting orders for critical technology to enable remote work including 4,000 mobile phones and 4,000 laptop computers
 - Enabled security on Ontario Public Service laptops while not connected to the Ontario Public Service network (approx. 40,000 laptops)
- Ensured a proactive response to COVID-19 cyber risk by enhancing coordination between the Ontario Public Service and Broader Public Sector through discussions on cyber risk at the Cyber Security Community of Practice and sharing cyber awareness material with our BPS partners.
- Provided risk advisory services and policy advice for urgent requests to support critical programs and services.

- Accelerated the introduction of cloud services and platforms to advance online digital delivery including a chatbot that utilizes artificial intelligence to answer questions.
- Developed a technology roadmap and investment plan to prioritize applications and tools to support remote work and accelerate the move of government services online.

Government Infrastructure

Government Infrastructure Projects is responsible for managing a large portion of Ontario's public real estate portfolio, which is one of the largest public-sector real estate portfolios in Canada. It is responsible for developing policy, legislation and programs related to public and forfeited real estate and contributing to the delivery of world-class public services. This includes implementing real estate strategies, portfolio planning, acquisition and disposal of properties, space management, capital planning, and leasehold improvements. The program oversees the realty portion of Infrastructure Ontario.

The ministry continues to set the government's policy direction for one of the largest public sector real estate portfolios in Canada:

- It acquires, manages and disposes of realty assets, and oversees its realty delivery agent, Infrastructure Ontario, in support of the government's policy and program delivery.
- The General Real Estate Portfolio contains 4,664 buildings and approximately 121,000 acres of land directly managed by Infrastructure Ontario. In order to manage its realty assets in the most efficient and effective manner, the ministry is focusing on a long-term strategy that will emphasize the management, redeployment and sale or transfer of properties.
- Under the Forfeited Corporate Property Act, 2015, the Forfeited Corporate Property program works to return properties that the Crown receives from dissolved corporations back to productive use. Returning properties to productive use protects the Province from any risks or liabilities associated with forfeited corporate properties.
- The Transmission Corridor Program oversees approximately 42,000 acres of hydro corridor land. By facilitating public access and use of these corridor lands, the ministry generates revenue through secondary land use.
- Together with Infrastructure Ontario, MGCS provides expert real estate advice and services to the OPS, including the broader public sector.

The ministry is also responsible for optimizing the province's office real estate and driving workplace transformation to improve cost efficiencies and more effectively use current properties and workspaces for government and agencies.

Major realty projects are delivered through this program, including the Macdonald Block Reconstruction Project and Whitney Block Rehabilitation Project.

Once completed, the reconstructed Macdonald Block Complex will make better use of space to accommodate more workers, eliminating the need for 586,000 square feet of rented office space. By adopting approaches such as more flexible and collaborative workspaces and by using technology to enable remote work arrangements for staff, we will make more effective and efficient use of the space. This reduced footprint of lease holdings will help drive efficiencies and reduce costs to the Ontario taxpayer.

Responding to COVID-19

Government Infrastructure projects has contributed to the government's response to the COVID-19 outbreak through enhanced cleaning of properties in the government's general real estate portfolio to ensure the safety of the buildings.

The ministry is also offering an advisory service that helps government and organizations that need space to meet their COVID-19 needs by connecting them with those who have extra space to offer.

In support of the government's commitment to stop the spread of COVID-19, construction on active government infrastructure projects has also been temporarily paused. Where possible, work on projects that can be done remotely, such as planning and design has continued.

Information, Privacy and Archives

Information, Privacy and Archives (IPA) acts as the steward of the province's records. It provides enterprise strategic and policy advice and guidance to ministries, agencies and the broader public sector on records and information management, access to information, and privacy protection. The program collects, preserves, promotes, and facilitates access to the province's documentary memory for current and future generations.

The Information, Privacy and Archives division promotes good recordkeeping practices across the public sector. It provides strategic leadership for access to information, privacy protection and a wide range of information management-related activities. This includes planning, policy and standards development. IPA fosters government accountability, transparency and efficiency by promoting good recordkeeping, freedom of information and privacy protection by public-sector bodies.

Within IPA, the Archives of Ontario collects, manages and preserves the records of Ontario and provides the public access to original records of enduring value. It is a vital resource for studying and interpreting the history of the province. It preserves Ontario's documentary heritage for the benefit of current and future generations.

Responding to COVID-19

IPA has taken the following measures to adapt its services to address the COVID-19 outbreak:

- Suspended in-person services at the Archives of Ontario including: reception, reference and retrieval services, onsite facility tours, educational workshops, reproduction services, visits to the exhibit areas, and use of the classroom and facility.
- Through remote access and virtual channels, IPA continues to:
 - Deliver enterprise strategic and policy advice and guidance to ministries, agencies and the broader public sector on records and information management, access to information, and privacy protection.
 - Provide targeted recordkeeping, access and privacy advice to support staff working from home.
 - Deliver programs and services, including responding to reference inquiries, preservation, acquisition, appraisal, outreach and educational programming. Includes time-critical requests related to reference services, retrieval of archival records, reproductions and Freedom of Information (FOI) requests.
 - Provide time-critical mandatory support to the Ministry of the Attorney General, Court Services Division to meet mandatory legal requirements.

ServiceOntario

ServiceOntario is the gateway to government services for individuals and businesses. It offers health card; driver and vehicle services; outdoor licensing (hunting, fishing); vital events; land and personal property registry; and, business registration services. It helps Ontarians through multiple channels including in-person, phone, mail and online.

ServiceOntario provides Ontarians with fast, friendly and easy access to a range of government services and information. This includes giving Ontarians choice in how they interact with government – at one of the 280 in-person locations across the province or other service channels, including online with access to more than 40 services.

Responding to COVID-19

ServiceOntario has taken several steps to make it easier for individuals and businesses to get the services they need, while promoting physical distancing and minimizing the need for in-person visits to ServiceOntario offices. These include:

- Extended the validity of Accessible Parking Permits.
- Worked with partner ministries to extend the validity of driver and vehicle products, health cards and security guard licences.

- Amended the Vital Statistics Act, 1990, to enable the electronic transmission of death registration documents.
- Introduced changes to MGCS Business Law statutes to permit copies of documents, electronic signatures and the electronic filing of business documents. These changes will significantly reduce the number of physical touchpoints on paper documents.
- Collaborated with the Office of the Chief Coroner, Ministry of the Solicitor General, to develop an electronic Medical Certificate of Death and an electronic Warrant to Bury, which allows coroners to complete and submit these forms to funeral homes remotely.
- Reduced operating hours at public-facing offices and encouraged Ontarians to use online services.
- Installed plexiglass at public retail and land registry offices and working with the service provider network for the installation of plexiglass at private retail offices.
- Supported the OntarioTogether and Support for Families contact centres and Telehealth, with temporarily addressing the backlog of 5,000 voicemails and call backs.
- Conducting screening of customers and cleaning the offices regularly throughout the day to reduce the spread of the virus.

Consumer Services

Consumer Services is dedicated to policies, programs and services that respond to the needs of the people and businesses of Ontario. As a modern regulator, Consumer Services is committed to promoting consumer protection by enforcing legislation and addressing a wide range of consumer and public safety issues in a way that assists consumers and supports business compliance. Consumer Services also supports a positive environment for business in Ontario through business law renewal.

Through the Consumer Services Program, MGCS plays an important role informing consumers about their rights and protections under the ministry's various consumer protection statutes and regulations, including the Consumer Protection Act, 2002. The ministry has an important education and public-information role and is a recognized and trusted resource for consumers and businesses providing them with essential tools and knowledge. It plays a leadership role in supporting a fair, safe and informed marketplace.

Direct services to the public include educating consumers and businesses about their rights and responsibilities, mediating consumer complaints and protecting the consumer interest through proportionate and risk-based compliance and enforcement action against non-compliant businesses.

The ministry also regulates and licenses businesses in several key sectors, including payday loans, collection agencies and consumer reporting agencies. It also oversees arm's-length administrative authorities in the areas of consumer protection and public safety.

Responding to COVID-19

The Consumer Services program has continued providing services to the public through its contact centre and supporting the development of emergency orders and/or legislative changes.

Since the beginning of the COVID-19 outbreak to May 25, 2020, the Consumer Protection Ontario 800-line call centre received just over 6,500 inquiries, most related to COVID 19 and price gouging.

As of May 25, 2020, Consumer Protection Ontario has received just over 21,800 complaints regarding price gouging through an online form that went live on March 28, 2020. The ministry has also provided advice and assistance to consumers regarding consumer transactions that could not be completed because of the pandemic.

To help corporations, the ministry developed emergency orders and/or legislative amendments to key corporate statutes including the Business Corporations Act, 1990; Corporations Act, 1990; Condominium Act, 1998; and Co-Operative Corporations Act, 1990.

The ministry also amended the regulation under the Travel Industry Act, 2002 to reduce burden on travel agents and wholesalers (registrants) and help travellers impacted by the COVID-19 outbreak.

Government Services Integration Cluster

The Government Services Integration Cluster provides strategic advice and cost-effective technology solutions for the Ministries of Economic Development, Job Creation and Trade; Seniors and Accessibility; Government and Consumer Services; Infrastructure; and Francophone Affairs. It delivers the information technology necessary for its partner ministries and agencies to operate, modernize, and transform the delivery of services to the public, businesses and employees. The cluster also has accountability for the Enterprise Contact Centre Solution, as a mandatory central common service, enabling 44 programs across government.

COVID-19 Response

In response to COVID-19, GSIC enabled many initiatives including:

- Supported [Ontario Together](#) by building a cloud-based platform in partnership with Ontario Shared Services, Ontario Digital Service, Infrastructure Technology Services, Ministry of Economic Development Job Creation and Trade, Ministry of Health, Ontario Health and other partners.
- Enabled contact centres within MGCS to quickly, and with agility, support other COVID-19 response initiatives such as Stop the Spread, Ontario Together, Support for Parents/Families, Telehealth and Consumer Protection Ontario-Price Gouging.

- Delivered critical changes for other OPS contact centres including higher call-volumes capacity and operational and technical changes to phone menus and scripts.
- Leveraged the existing eForms platform to support the digital submission of critical forms, including medical certificates of death and warrants to bury the body of a deceased person or still-born baby.
- Provided operational support and enhancements to the payroll and financial enterprise systems to deliver changes required to support the government's response to COVID-19.
- Supported our teams and partner ministries in efforts to facilitate remote working practices in collaboration with Enterprise Infrastructure Technology Services.

Ontario Digital Service

The Ontario Digital Service (ODS) is committed to creating modern, digitally-enabled government that equips all Ontarians to thrive in the digital age. The ODS is improving the quality and offering of digital government services by transforming internal processes, setting new standards and equipping the OPS to use internet-era methods.

Using agile software development, user-centered design, and Lean methods, the ODS is promoting modern ways of working throughout the public service. By promoting access to information, data and opportunities to participate in decision-making, the ODS is helping to restore accountability and trust in government. Further, the ODS is helping government to respond to and create positive outcomes for Ontario in an era of technological change.

Responding to COVID-19

In response to the COVID pandemic, the ODS rapidly deployed teams to build digital services including:

- A simple-to-use self-assessment tool to help Ontarians determine if they may have COVID-19.
- A procurement portal, [Ontario Together](#), to help the Ontario government quickly procure high-need supplies and allow vendors to submit innovative ideas to help government response to the crisis.
- A new website, covid-19.ontario.ca, to provide clear information for people and businesses.
- Providing tools, training, and resources to help the OPS in adopting remote working practices.

2020-21 STRATEGIC PLAN

MGCS is committed to helping make the government work smarter, make life more affordable for Ontarians, and build healthier and safer communities. Improving digital service delivery is at the heart of the ministry's approach, to increase value for investments and enable simpler, faster, better services for the people and businesses of Ontario.

MGCS Primary Goals

MGCS has five primary goals to fulfill the ministry's mandate and achieve government priorities. More details of specific accomplishments can be found in the Appendix: 2019-20 annual report.

- 1. People and Culture:** Fostering talent, leveraging our skills and knowledge, and assigning accountability to show quick, iterative progress on delivering commitments.
 - Through the Chief Technology Officer, develop a next-generation I&IT strategy, technology roadmap and investment plan for government. The plan will support better decision-making, leverage existing and new technologies across the OPS, while building new IT skills within the government's IT organization.
 - Provide leadership and support to the rest of the public service in information management, recordkeeping, freedom of information and privacy protection. Through the Archives of Ontario, the ministry is responsible for managing, preserving and providing access to the province's cultural and documentary heritage.
- 2. Driving Efficiencies:** Making services and back office functions more efficient and driving cost savings to support a balanced budget for Ontario.
 - Work with Infrastructure Ontario to improve the management of its real estate portfolio by generating revenue and reducing costs, better using office space, and reducing red tape.
 - Deliver critical services including payroll, procurement and supply chain administration, transfer payment administration, front-line HR service delivery and financial processing. The ministry will also continue to demonstrate leadership in improving government services, such as being the first ministry to use Robotic Process Automation/Machine Learning to improve service delivery to ministry clients.
 - In partnership with Treasury Board Secretariat and the Ministry of Health, continue to centralize supply chain across the public sector.

3. Service Delivery Excellence: Driving operational excellence and continuous improvement in service delivery, and transforming and streamlining delivery models across government with private sector partners

- MGCS is planning improvements to the email reminder service for driver licences, vehicle plate stickers and health cards. This may include additional options such as SMS/text and voice.
- ServiceOntario continues to deliver information and high-volume transactions while making it easier for individuals and businesses to access services. Improvements to services address key issues such as language changes, user experience design, improved usability, and legislation/regulation changes.

4. Digital Transformation: Transforming through a digital first approach to lower the cost of delivery and make services simpler, faster and better for people, businesses and OPS employees

- Work continues with partners to advance the adoption of innovative technologies, agile technology approaches to drive transformation, automating processes and using new analytic tools and systems to better harness data for improved government financial planning, analysis and reporting.
- The Ontario Digital Service works with the OPS to adopt new digital practices and technologies that will deliver simpler, faster, better services to Ontarians. The Simpler, Faster, Better Services Act, 2019, came into effect in August 2019 to improve how government works and the services it delivers to the people and businesses of Ontario.
- As part of the OPS Cyber Security Strategy, the ministry began implementing access management modernization initiatives to continue to provide secure digital interactions with citizens and businesses. The ministry is currently piloting modern technology that will enable the government, Ontario public and businesses to interact more effectively and efficiently with a focus on information security.

5. Supporting Businesses: Simplifying Ontario's regulatory framework and reducing the administrative burden on businesses to make it easier to engage with all of government

- Introduced the Rebuilding Consumer Confidence Act in December 2019. If passed, that act will help level the environment for honest businesses and improve governance and accountability in Ontario's administrative authorities. It will also enhance protections in the Consumer Protection Act, 2002, and Ticket Sales Act, 2017, and overhaul the new home warranty program.
 - Committed to transforming many key regulatory frameworks as part of the Rebuilding Consumer Confidence strategy, including under the Travel Industry Act, 2002; Condominium Act, 1998; Consumer Reporting Act, 1990; and others, and undertaking a comprehensive review of the Consumer Protection Act, 2002 – the first such review in over 15 years.

- Overhauling Ontario's new home warranty program by creating two separate authorities, one to oversee builder/vendors, and the other to administer new home warranties.
- MGCS plays an important role in reducing burden on business to improve Ontario's competitive advantage. The ministry continues to support the government's commitment to improving the province's business law framework to meet the changing needs of business.
- The ministry has worked with jurisdictions across the country to recognize Canadian Registration Numbers to remove redundant and expensive reviews. Since January 2020, businesses that get approval from one jurisdiction that participates in the system will automatically be accepted by all others.

Key Performance Indicators

MGCS has several important key performance indicators that it uses to measure ministry priorities, such as customer satisfaction rates and service standards / guarantees. Customer satisfaction is important because it tells us whether our clients are experiencing a high level of service quality from the services we provide to them, while service standards/guarantees tell us whether we are meeting our commitment to clients to provide timely services.

Key Performance Indicator	2018-19	Q3, 2019-20
	Target = 90%	
% Customer Satisfaction with MGCS service delivery	90%	93%
% MGCS Service Standards/Guarantees Met or Exceeded	82%	98%

MGCS is committed to continuous improvement by enhancing its Key Performance Indicators and program-level measures on an ongoing basis to assess performance and drive results.

Ontario Shared Services

Program/Service	Service Standard	Actual		
		2017-18	2018-19	2019-20
Official Documents Services – Issue Documents	Clients will be satisfied with the service provided.	95.0%	96.0%	96.9%

Enterprise Information Technology Services Program

Program/Service	Service Standard	Actual		
		2017-18	2018-19	2019-20
		Target = 95%		
ITS Customer Satisfaction	% Clients satisfied with the service provided.	95.9%	94.6%	94.7%

Information, Privacy and Archives

Program/Service	Service Standard	Actual		
		2017-18	2018-19	2019-20
		Target = 90%		
Archives – Information Requests	Correspondence enquiries will be completed to standard within 15 business days.	96%	98%	97%
	Requests for Information will be processed and completed within 30 days or authorized extension.	100%	99%	96%
Archives – Reproduction Orders	Reproduction orders will be completed to standard within 15 business days.	94%	98%	98%

ServiceOntario

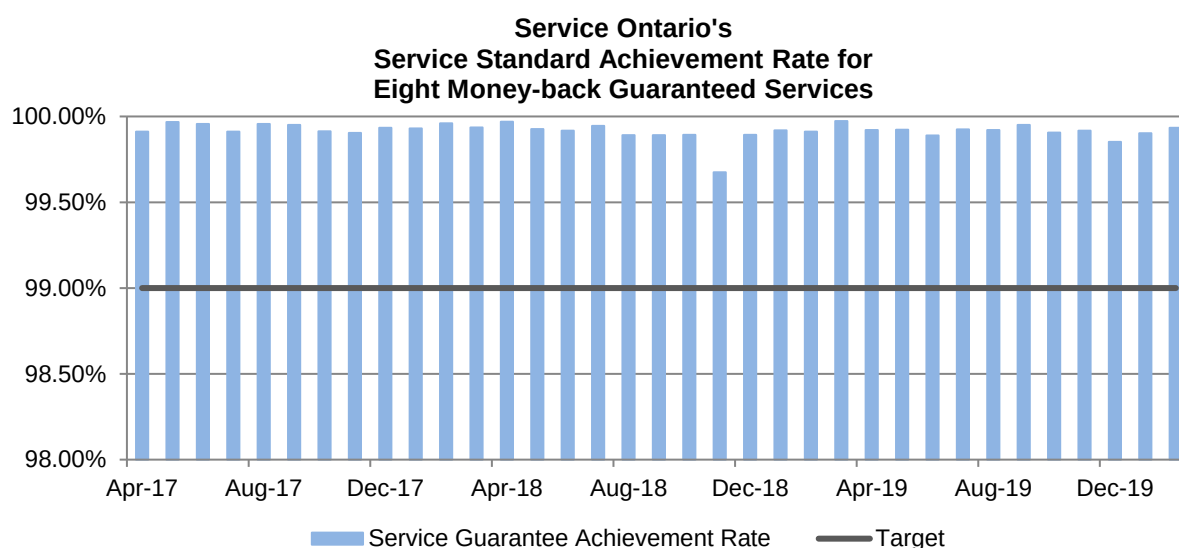
Key ServiceOntario service standards measure the percentage of transactions delivered within established timeframes and the effectiveness of service delivery processes. ServiceOntario met or exceeded most of its service standards in 2019-20.

Fiscal 2019-20

Category	Number of Service Standards	Standards that Achieved 90% or more of Target
Customer Service	2	100.0%
Information	2	100.0%
Permits, Licenses, Certificates & Registrations	44	88.6%
Approvals and Decisions	3	100%
TOTAL	51	90.2%

ServiceOntario is now accountable for eight money-back service guarantees including online birth, marriage and death certificates; premium online birth, marriage and death certificates; electronic master business licences and online personalized licence plate orders.

Service Ontario's money-back service guarantees were met on average, 99.92% of the time between April 2017 and December 2019. The goal for 2020-21 is to maintain a service standard achievement rate above 99% through strict process control and continuous improvement.



Ontario Digital Service

Indicator	2019-20	Target
% of assessments approved through the Digital First Assessment process	61% as of March 2020	100% by 2023-24
# of OPS staff trained in Lean	1509 as of March 2020	6,000 staff by 2023-24
% of staff who apply lean practices at their workplace within three months of receiving OPS Lean training	67% as of March 2020	50% by 2023-24

DETAILED FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2020-21 (\$M) *

COVID-19 Approvals	N/A
Operating	1,429.6
Capital	236.0
TOTAL	1,665.6

* Total operating and capital expenses (excludes assets)

Table 2: Combined Operating and Capital Summary by Vote

Vote/Program	Estimates 2020-21 \$	Change from 2019-20 Estimates \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
OPERATING EXPENSE						
Ministry Administration	34,253,000	(352,500)	(1.0%)	34,605,500	35,387,100	35,239,105
Information, Privacy and Archives	16,914,900	27,700	0.2%	16,887,200	16,124,700	16,931,225
Ontario Shared Services	169,952,700	7,457,100	4.6%	162,495,600	168,520,200	208,796,003
Advertising Review Board	1,063,600	(22,300)	(2.1%)	1,085,900	847,100	862,230
ServiceOntario	226,783,600	16,395,000	7.8%	210,388,600	257,523,100	257,198,608
Consumer Services	29,752,800	(4,108,500)	(12.1%)	33,861,300	33,833,800	35,313,803
Government Services Integration Cluster	65,151,700	(856,600)	(1.3%)	66,008,300	66,514,700	47,762,199
Government Infrastructure Projects	292,007,000	202,600,500	226.6%	89,406,500	99,816,400	87,615,649
Enterprise Information Technology Services Program	36,515,600	14,648,800	67.0%	21,866,800	18,378,600	18,558,458
Total Operating Expense to be Voted	872,394,900	235,789,200	37.0%	636,605,700	696,945,700	708,277,280
Statutory Appropriations	19,013,014	-	-	19,013,014	13,582,014	9,103,914
Total Operating Expense	891,407,914	235,789,200	36.0%	655,618,714	710,527,714	717,381,194
Consolidation Adjustment - Hospitals	-	-	-	-	-	(3,841,217)
Consolidation Adjustments - General Real Estate Portfolio	555,156,600	(165,448,000)	(23.0%)	720,604,600	720,604,600	723,356,232
Consolidation Adjustments - Transmission Corridor Program	(16,987,500)	789,200	(4.4%)	(17,776,700)	(17,776,700)	(15,237,700)
Total Operating Expense including consolidation & other adjustments	1,429,577,014	71,130,400	5.2%	1,358,446,614	1,413,355,614	1,421,658,509
OPERATING ASSETS						
Ministry Administration	1,000	-	-	1,000	1,000	-
Ontario Shared Services	1,000	-	-	1,000	1,000	-
Consumer Services	1,000	-	-	1,000	1,000	-
Government Services Integration Cluster	1,150,000	850,000	283.3%	300,000	1,050,000	-
Enterprise Information Technology Services Program	25,000,000	9,124,600	57.5%	15,875,400	29,695,400	14,503,922
Total Operating Assets to be Voted	26,153,000	9,974,600	61.7%	16,178,400	30,748,400	14,503,922
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	1,000	-
Information, Privacy and Archives	3,155,100	(90,600)	(2.8%)	3,245,700	3,245,700	3,332,379
Ontario Shared Services	2,000	-	-	2,000	2,000	-
ServiceOntario	2,000,000	-	-	2,000,000	1,000,000	667,362
Consumer Services	2,000	-	-	2,000	2,000	668,700
Government Services Integration Cluster	2,000	(1,000)	(33.3%)	3,000	3,000	-
Government Infrastructure Projects	82,543,600	(4,999,000)	(5.7%)	87,542,600	93,655,800	160,088,215
Enterprise Information Technology Services Program	9,741,800	(281,200)	(2.8%)	10,023,000	10,023,000	9,339,938
Total Capital Expense to be Voted	97,447,500	(5,371,800)	(5.2%)	102,819,300	107,932,500	174,096,594
Statutory Appropriations	11,910,800	(1,395,500)	(10.5%)	13,306,300	14,889,800	11,473,328
Total Capital Expense	109,358,300	(6,767,300)	(5.8%)	116,125,600	122,822,300	185,569,922
Consolidation Adjustments - General Real Estate Portfolio	126,626,300	26,186,800	26.1%	100,439,500	215,855,400	55,308,644
Capital Expense Adjustment - Cap and Trade Wind Down Account Reclassification	-	-	-	-	-	1,107,800
Total Capital Expense including consolidation & other adjustments	235,984,600	19,419,500	9.0%	216,565,100	338,677,700	241,986,366
CAPITAL ASSETS						
Ontario Shared Services	23,476,000	11,801,800	101.1%	11,674,200	2,959,200	16,876,743
ServiceOntario	9,207,400	(5,393,000)	(36.9%)	14,600,400	11,680,400	11,763,142
Consumer Services	1,000	-	-	1,000	1,000	-
Government Services Integration Cluster	1,000	(5,752,300)	(100.0%)	5,753,300	5,458,500	8,232,086
Government Infrastructure Projects	304,827,500	139,108,000	83.9%	165,719,500	191,972,200	26,554,679
Enterprise Information Technology Services Program	62,537,400	11,023,400	21.4%	51,514,000	47,664,000	33,997,027
Total Capital Assets to be Voted	400,050,300	150,787,900	60.5%	249,262,400	259,735,300	97,423,677
Ministry Total Operating and Capital Expense Including Consolidation and Other Adjustments (not including Assets)	1,665,561,614	90,549,900	5.7%	1,575,011,714	1,752,033,314	1,663,644,875

*Estimates, Interim Actuals, and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18* \$	Actuals 2018-19* \$	Estimates 2019-20* \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,649,613,818	1,663,644,875	1,575,011,714	1,665,561,614
		1%	(5%)	6%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>

<https://www.ontario.ca/page/public-accounts-ontario-2018-19>

<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

The Advertising Review Board (ARB) was established in 1985 with its mandate set out in the Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services. It is a designated mandatory central common service for the OPS ensuring the fair and transparent procurement of advertising, public/media relations, communications consulting, and creative communications services for government clients. The ARB provides ministries and government agencies with assistance and advice on the acquisition of advertising and communications services.

Responding to COVID-19

In support of the government's response to the COVID-19 pandemic, the ARB has worked with ministries and agencies, providing them with procurement advice and contract support to ensure that government communications are developed and executed in a timely manner.

Financial Summary

Item	2020-21 Estimates	2019-20 Interim Actuals	2018-19 Actuals
Expenditure	\$1,063,600	\$978,361	\$862,230

ADMINISTRATIVE AUTHORITIES

The ministry's administrative authorities are governed by several pieces of legislation. The Safety and Consumer Statutes Administration Act, 1996, (SCSAA) provides a framework for the delegation of the administration of legislation with respect to electrical safety; regulation of motor vehicle dealers and salespersons; travel sales by travel agents and wholesalers; exhibitors and retailers; regulation of certain bereavement services (funeral, cemetery, crematorium, and transfer services); as well as the regulation of real estate salespersons, brokers and brokerages.

There are also individual statutes that apply an administrative authority's oversight framework to technical standards, new home warranties, condominium management, the condominium sector, and appellations of Ontario-made wine.

Individual statutes and the SCSAA establish the accountability and governance framework that applies between the ministry and the not-for-profit corporations that administer legislation in specific consumer protection or public safety areas.

The ministry monitors administrative authorities' service delivery and is responsible for the legislation and regulations. The administrative authorities typically deliver services such as licensing, inspections, complaint handling and enforcement.

The **Bereavement Authority of Ontario (BAO)** administers most provisions under the Funeral, Burial and Cremation Services Act, 2002 (FBCSA). The BAO is responsible for licensing and regulating (e.g., conducting inspections and investigations) related to operators of cemeteries, crematoriums, and transfer services; salespersons for those operators; funeral directors; funeral establishment operators; and funeral preplanners. The BAO is also responsible for the management of a Funeral Services Compensation Fund that compensates persons who suffer a financial loss due to a failure on the part of certain licensees under the FBCSA to comply with that act, its regulations, or the terms of an agreement made under that act.

The **Condominium Authority of Ontario (CAO)** is responsible for administering delegated provisions under the Condominium Act, 1998. The CAO provides easy-to-use information to help owners and residents understand their rights and responsibilities, mandatory training for condo directors, resources to help condo owners and residents resolve common issues associated with condo living and provides a public database of key information about every condominium in Ontario. In addition, the CAO oversees and operates the Condominium Authority Tribunal, a unique online dispute resolution system to help resolve prescribed disputes under the Condominium Act, 1998.

The **Condominium Management Regulatory Authority of Ontario (CMRAO)** administers the Condominium Management Services Act, 2015. This includes administering licensing for all condo managers and condo management providers, maintaining a list of all licensees in the province, dealing with complaints, administering the discipline committee and appeals committee and enforcement.

The **Electrical Safety Authority (ESA)** is responsible for administering laws related to the Ontario Electrical Safety Code, the licensing of electrical contractors and master electricians, electricity distribution system safety, and electrical product safety.

The **Ontario Motor Vehicle Industry Council (OMVIC)** administers the Motor Vehicle Dealers Act, 2002, and the Motor Vehicle Dealers Compensation Fund which is a fund for consumers who have lost money involving a registered motor vehicle dealer. OMVIC registers motor vehicle dealers and salespersons and conducts inspections and investigations to ensure compliance with the act.

The **Real Estate Council of Ontario (RECO)** administers the Real Estate and Business Brokers Act, 2002 which regulates the conduct of real estate and business brokerages, brokers and salespersons. RECO registers salespersons, brokers and brokerages, enforces standards to obtain/maintain registration, requires brokers and salespersons to meet educational standards, conducts inspections of brokerage offices to ensure compliance with the Act, looks into complaints, and carries out enforcement action with respect to violations of the Act.

The **Tarion Warranty Corporation** administers the Ontario New Home Warranties Plan Act, 1990, which provides warranty coverage and other protections to new home buyers and owners. Tarion registers new home builders and vendors, enrolls new homes for warranty coverage, investigates illegal building practices, resolves warranty disputes between builders/vendors and homeowners, maintains a Guarantee Fund that provides for the payment of compensation under the plan, informs and educates new home builders, and through research programs, promotes progressive improvement in the quality of housing in Ontario.

The ministry is also working with the Home Construction Regulatory Authority as it prepares for delegation under the New Home Construction Licensing Act, 2017, to become the administrative authority responsible for licensing new home builders and vendors.

The **Technical Standards and Safety Authority (TSSA)** administers the Technical Standards and Safety Act, 2000. This includes enforcement of public safety standards in industry sectors such as amusement devices, boilers and pressure vessels, elevating devices, natural gas, petroleum and propane fuels and equipment and operating engineers.

The **Travel Industry Council of Ontario (TICO)** administers the Travel Industry Act, 2002. It registers travel agents and travel wholesalers, monitors their financial performance to identify financial risk, inspects their operations to ensure compliance with the Act, and manages Ontario's Travel Industry Compensation Fund. Customers with eligible claims for travel services paid, to or through a registered travel agent, but not provided, may be reimbursed from the Fund up to certain amounts.

The **Vintners Quality Alliance Ontario (VQAO)** is responsible for administering an appellation of origin system governing the production and quality standards of Ontario wines under the VQA label.

Ontario One Call (also known as One Call) is a statutory corporation that administers the Ontario Underground Infrastructure Notification System Act, 2012, which requires owners of underground infrastructure to be members of Ontario One Call and to provide the location of the infrastructure to excavators when requested. Ontario One Call operates a locate request routing service and enforces compliance by its members, which include gas, electrical and telecommunications utilities, and municipalities.

MINISTRY ORGANIZATION CHART

MINISTRY OF GOVERNMENT AND CONSUMER SERVICES

Effective Date: April 1, 2020

Also reports to:
1. Ministry of the Attorney General
2. Cabinet Office
3. Corporate Chief Information Officer

Hon. Lisa M. Thompson
Minister

Deputy Minister
Karen Hughes

Chief Digital and Data
Officer,
Deputy Minister (#2)
Hillary Hartley

Director Legal (#1)
Fateh Salim

Director Communications
(#2)
Jennifer Proulx (A)

Director Operations
Justin Peffer

Associate Deputy Minister
Ontario Shared Services
Heidi Francis

Corporate Chief Information
Officer Information and
Information Technology
Dafna Carr

Associate Deputy Minister
ServiceOntario
Agatha Garcia-Wright (A)



ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT AND CONSUMER SERVICES

Apportionment Act, R.S.O. 1990, c. A.23

Archives and Recordkeeping Act, 2006, S.O. 2006, c. 34, Sched. A

Arthur Wishart Act (Franchise Disclosure), 2000, S.O. 2000, c. 3

Assignments and Preferences Act, R.S.O. 1990, c. A.33

Bailiffs Act, R.S.O. 1990, c. B.2

Boundaries Act, R.S.O. 1990, c. B.10

Business Corporations Act, R.S.O. 1990, c. B.16

Business Names Act, R.S.O. 1990, c. B.17

Business Regulation Reform Act, 1994, S.O. 1994, c. 32

Change of Name Act, R.S.O. 1990, c. C.7

Collection and Debt Settlement Services Act, R.S.O. 1990, c. C.14

Condominium Act, 1998, S.O. 1998, c. 19

Condominium Management Services Act, 2015, S.O. 2015, c. 28, Sched. 2

Consumer Protection Act, 2002, S.O. 2002, c. 30, Sched. A

Consumer Reporting Act, R.S.O. 1990, c. C.33

Co-operative Corporations Act, R.S.O. 1990, c. C.35

Corporations Act, R.S.O. 1990, c. C.38

Corporations Information Act, R.S.O. 1990, c. C.39

Delegated Administrative Authorities Act, 2012, S.O. 2012, c. 8, Sched. 11 (not yet in force)

Discriminatory Business Practices Act, R.S.O. 1990, c. D.12

Electricity Act, 1998, S.O. 1998, c. 15, Sched. A, in respect of Parts VIII and IX.1

Electronic Land Registration Services Act, 2010, S.O. 2010, c. 1, Sched. 6

Electronic Registration Act (Ministry of Consumer and Business Services Statutes), 1991, S.O. 1991, c. 44

Extra-Provincial Corporations Act, R.S.O. 1990, c. E.27

Factors Act, R.S.O. 1990, c. F.1

Film Classification Act, 2005, S.O. 2005, c. 17

Financial Administration Act, R.S.O. 1990, c. F.12, in respect of section 1.0.19 and clause 38 (1) (a.3)

Forfeited Corporate Property Act, 2015, S.O. 2015, c. 38, Sched. 7

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31

Funeral, Burial and Cremation Services Act, 2002, S.O. 2002, c. 33

Government Services and Service Providers Act (ServiceOntario), 2012, S.O. 2012, c. 8, Sched. 21 (not yet in force)

Highway Traffic Act, R.S.O. 1990, c. H.8, in respect of Part III

Home Inspection Act, 2017, S.O. 2017, c. 5, Sched. 1 (not yet in force)

Horse Riding Safety Act, 2001, S.O. 2001, c. 4

Land Registration Reform Act, R.S.O. 1990, c. L.4

Land Titles Act, R.S.O. 1990, c. L.5

Limited Partnerships Act, R.S.O. 1990, c. L.16

Marriage Act, R.S.O. 1990, c. M.3

Ministry of Consumer and Business Services Act, R.S.O. 1990, c. M.21

Ministry of Government Services Act, R.S.O. 1990, c. M.25, except in respect of services provided by the Treasury Board Secretariat

Ministry of Infrastructure Act, 2011, S.O. 2011, c. 9, Sched. 27, in respect of Government property, including acquisition, and in respect of clause 7(1)(e), clause 7(1)(g), and subsection 7(5), the administration of the Act is shared between the Minister of Government and Consumer Services and the Minister of Infrastructure

Motor Vehicle Accident Claims Act, R.S.O. 1990, c.M.41

Motor Vehicle Dealers Act, 2002, S.O. 2002, c. 30, Sched. B

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56

New Home Construction Licensing Act, 2017, S.O. 2017, c. 33, Sched. 1 (not in force)

Not-for-Profit Corporations Act, 2010, S.O. 2010, c. 15 (not yet in force)

Official Notices Publication Act, R.S.O. 1990, c. O.3

Ontario Infrastructure and Lands Corporation Act, 2011, S.O. 2011, in respect of the Ontario Infrastructure and Lands Corporation's powers and responsibilities regarding Government property, except subsection 4(1) 2.ii

Ontario New Home Warranties Plan Act, R.S.O. 1990, c. O.31

Ontario Underground Infrastructure Notification System Act, 2012, S.O. 2012, c. 4

Partnerships Act, R.S.O. 1990, c. P.5

Payday Loans Act, 2008, S.O. 2008, c. 9

Personal Property Security Act, R.S.O. 1990, c. P.10

Protection for Owners and Purchasers of New Homes Act, 2017, S.O. 2017, c. 33, Sched. 2 (not in force)

Real Estate and Business Brokers Act, 2002, S.O. 2002, c. 30, Sched. C

Registry Act, R.S.O. 1990, c. R.20

Repair and Storage Liens Act, R.S.O. 1990, c. R.25

Retail Business Holidays Act, R.S.O. 1990, c. R.30

Safety and Consumer Statutes Administration Act, 1996, S.O. 1996, c. 19

Simpler, Faster, Better Services Act, 2019, S.O. 2019, C.7, Sched.56

Securities Transfer Act, 2006, S.O. 2006, c. 8

Simpler, Faster, Better Services Act, 2019 S.O. 2019, c. 7, Sched. 56

SkyDome Act (Bus Parking), 2002, S.O. 2002, c. 8, Sched. K

Supply Chain Management Act (Government, Broader Public Sector and Health Sector Entities), 2019, S.O. 2019, c. 15, Sched. 37

Technical Standards and Safety Act, 2000, S.O. 2000, c. 16

Ticket Sales Act, 2017, S.O. 2017, c. 33, Sched. 3

Travel Industry Act, 2002, S.O. 2002, c. 30, Sched. D

Vintners Quality Alliance Act, 1999, S.O. 1999, c. 3

Vital Statistics Act, R.S.O. 1990, c. V.4

Wine Content and Labelling Act, 2000, S.O. 2000, c. 26, Sched. P

Wireless Services Agreements Act, 2013, S.O. 2013, c. 8 (this Act will be repealed 6 months from the date Bill 66 received Royal Assent on April 3, 2019)

APPENDIX: 2019-20 ANNUAL REPORT

HIGHLIGHTS OF 2019-20 RESULTS

MGCS is transforming services in a way that puts the people at the centre of everything we do. MGCS is committed to helping the government fulfill its promise to find efficiencies and reduce burden for consumers.

Some of the ministry's achievements include:

People and Culture:

- Continued to lead a multi-year effort to modernize job evaluation systems and reflect current best practices of large public and private sector organizations. With support from the Treasury Board Secretariat, MGCS focussed on developing a new gender-neutral comparison for the Ontario Public Service Employees Union (OPSEU) Unified Bargaining Unit and a new job evaluation plan for Professional Engineers Government of Ontario (PEGO)-represented engineers and land surveyors.
- Developed a multi-year Mental Health Strategic Plan that builds on achievements and prioritizes activities to advance the goals of the OPS Mental Health Framework. These goals position the OPS as a model employer known for its mental health management practices.
- Enabled the hiring of more than 4,500 summer students for ministries and agencies in locations across the province for the summer of 2019.
- Implemented an initiative allowing eligible customers to receive a refund for unused licence plate validation regardless of original methods of payment along with elimination of the administrative fee.
- Trained and certified more than 1,000 public servants in Lean White Belt, doubling the number of lean-trained staff across the public service.

Driving Efficiencies:

- Transfer Payment Ontario (TPON) is expanding to become the single system to manage Ontario's relationship with its many thousands of transfer payment partners and agencies. TPON released a completely new infrastructure in 2019-20 that improves user experience and ensures compliance with the Accessibility for Ontarians with Disabilities Act, 2005.

- TPON on-boarded an additional 44 programs and delivered \$1.2 billion to transfer payment recipients in 2019-20. This will drive operational excellence, reduce administrative cost and increase value for money for vital programs.
- Undertaking Robotics Process Automation and Machine Learning (RPA/ML) pilot projects to automate and streamline business processes. This type of automation will increase back office government efficiencies and lower the cost of service delivery. The Ministry of Children, Community and Social Services (MCCSS) is the first pilot ministry to be successfully onboarded to this new automated process to prove that this type of innovative technology could be used in the Ontario Public Service. Once the pilot project is successfully completed, the target is to onboard all ministries in 2020-21 to unlock additional savings. MGCS is the first organization in the Ontario Government to use such RPA/ML technology to improve efficiency in back office processing.
- Implemented new strategies and processes with all ministries to reduce costly paper cheques and increase the adoption of low-cost electronic funds transfers. This is part of a larger initiative to reduce administrative costs and go digital first. As of Q3 2019, manual cheque production decreased by 21% from the previous year.
- Implemented a completely new system for Business Intelligence across the OPS that provides modern, powerful, secure business intelligence and data analytics. This system can be leveraged for evidence-based decision making through improved reporting and analysis, data visualizations, data analytics, text mining and statistical analysis. This included a new system called CONSOL that will enable the annual Ontario Public Accounts reporting to be fully automated and auditable.
- Modernized the delivery of Integrated Financial Information Systems training by converting 38 instructor-led courses to digital learning, achieving cost savings. To date, over 26,000 OPS staff have completed the training digitally.
- Established a security screening service arrangement with Triton Canada Inc., to provide a completely digital service, enabling fast, efficient and cost-effective security screening. Contractors working with the government that require background checks can access the system 24 hours a day, 7 days a week.
- Provided a new, more efficient way for OPS managers and employees to access HR services and information by adding the OSS Contact Centre as an additional service channel. This helps resolve HR inquiries faster and supports the transformation of the entire OPS.
- As of 2019-20, the government achieved I&IT savings of over \$86 million annually through negotiated reductions in contract rates, collaborating with the broader public sector, and improving the management of applications and infrastructure.

- Continued to improve financial data quality by capturing a Single Business Number for 96% of vendors doing business with the Ontario Government.
- The ministry committed to the divestment of 241 properties by 2022, which are expected to generate between \$105 million and \$135 million in revenue; result in annual cost/liability reduction of almost \$10 million; and, return approximately 14,600 acres to productive use. As of March 31, 2020, the ministry made approximately \$108.5 million in net revenue and has also saved over \$2.5 million in operating and maintenance costs.
- The ministry updated the policy framework to mandate the use of an office space standard applicable to all ministries and provincial agencies. The changes implement an office space standard combining a minimum employee to workspace sharing ratio of 1.3 to 1 and a maximum of 180 rentable square feet per workspace.
- The Forfeited Corporate Property program has returned 214 properties back into productive use since April 2018, bringing in \$1.8 million in revenue. The program continues to work to reduce the number of forfeited corporate properties across the province.
- The province's liability has been reduced by approximately \$40 million through the Contaminated Sites Program. The cleanup of contaminated sites protects the environment and reduces the liability to the province.
- As of February 2020, the Transmission Corridor Program generated \$20.3 million in revenue from secondary land use. After deducting operating expenses, approximately \$4.5 million is expected to be remitted to the Ontario Electricity Financial Corporation to pay down the hydro stranded debt.
- The Macdonald Block Reconstruction Project has successfully completed Phase 1, which involved the relocation of ministry tenants from the Macdonald Block Complex to temporary office locations and the procurement of a consortium to reconstruct the Complex. The Project is now in Phase 2 and reconstruction has begun. Reconstruction is expected to be substantially complete in March 2024.
- Successfully transitioned 65,000+ employees to Office 365, a Microsoft Office productivity and mobile device management suite, in 18 months. All migration activities were completed on time, on budget, achieved targeted savings of \$2M annually, while maintaining a high end-user client satisfaction rate. Now, all OPS staff can take advantage of these modern digital tools to further enhance collaboration, productivity and the user experience.

Service Delivery Excellence:

- Official Documents Services continues to provide excellent service delivery to the public with a 15% increase in transaction volume in the first three quarters of the year and met 100% of service standards, with an average client satisfaction rating of more than 96%.
- Managed \$6.1 billion in payroll and benefits administration for 65,000 Ontario government employees.
- Made more than \$3.6 billion worth of payments to more than 1,500 third parties such as Canada Revenue Agency, pension administrators, insurance carriers, and bargaining agents.
- Processed approximately \$123 billion worth of payments for the OPS in the enterprise Integrated Financial Information System supporting sound financial management, transaction processing, and financial planning and reporting.
- Acting on recommendations from the Ontario Auditor General, delivered a new system of oversight in procuring and contracting for consulting services. This ensures that consulting services are acquired at the lowest cost, with the right skills, and is tied to business needs.
- Archives of Ontario launched a new interactive and collaborative exhibition, ANIMALIA: Animals in the Archives, in December 2018. It explores people's changing relationships with animals and how they have left their mark on Ontario's history. As of March 2020, over 9000 people have visited the exhibition in person, including 1,000 students participating in 40 Archives of Ontario educational programming workshops.
- In 2019-20, amendments were approved to modernize Freedom of Information and Protection of Privacy Act, 1990, (FIPPA) and Municipal Freedom of Information and Protection of Privacy Act, 1990, (MFIPPA) to reduce red tape for institutions and eliminate barriers for Ontarians through easier and efficient access to records. These amendments are expecting a 2020-21 introduction into the House and include the elimination of fees for personal information requests, which will remove financial barriers for individuals (including low-income individuals) seeking access to their personal information. It will also improve administrative efficiency for institutions, allowing for more focus on providing higher quality responses.
- Delivered more than 50 million ServiceOntario interactions through its network of centres, online, by phone and mail.
- Implemented changes to allow First Nations, Inuit, and Métis individuals to request an exemption from the requirement to publish notices of name changes in the Ontario Gazette.

- Created a streamlined process for death registration to ease the burden for families when faced with registering the death of a loved one in the absence of remains.
- Addressed key issues such as language changes, user experience design, improved usability and functional changes within the vital events online certificate application. These changes in October 2019 contributed to a 23% improvement in the accuracy of applications completed online by the customer.
- Implemented the vital system changes for AODA compliance to ensure equal access for all users in accordance with provincial standards.
- The ministry completed the migration of 44 programs from legacy technology to a modern, digital enabling, enterprise contact centre solution platform. This platform was used to deliver two key government commitments, namely the Military Hotline and Responsive Feedback Mechanism and is the foundation that will be leveraged for the Contact Centre Modernization SMART initiative, that was announced in the Fall Economic Statement.
- Conducted 406 inspection visits in sectors that pose risks to consumers, including payday loan lenders, collection agencies, towing operators and ticket sellers. In addition, inspections were undertaken in auto body repair facilities and the home renovation sector in response to a large number of complaints received.
- Provided best practice access and privacy advice and guidance to ministries and the Broader Public Sector organizations to enable business transformation.
- Continued to deliver permits for the Ministry of Transportation's QEW High-Occupancy Toll (HOT) Lanes. In fall 2019, the HOT Lanes service received a total of 1,445 applications. Of these, 882 permits were issued with 546 of these permits being renewals.
- ServiceOntario contact centres launched several new lines of business – the Responsive Feedback Mechanism in support of the Ontario Open for Business initiative, the Ontario Military Families Relocation Hotline, and the Ontario Disability Support Program Line.
- ServiceOntario continued to champion the Trillium Gift of Life. Just over 267,000 Ontarians were added to the Organ Donor Registry between April 1, 2019 and March 31, 2020.
- As of the end of March 2020, there were approximately 673,000 Health Card renewals and 613,000 Driver's Licence renewals completed through the online Health Card and Driver's Licence Renewal application since it launched in January 2018. There were more than 466,000 joint renewals in which a Health Card and Driver's Licence were renewed together.

- To support the secure delivery of digital public services and digital transformation initiatives, the ministry launched the enterprise-wide OPS Cyber Security Strategy to support the OPS's cyber security risk assessment services, monitoring and incident response program, access management services, and education and awareness programs across the OPS.
- To support the move to Supply Chain Centralization, government introduced interim measures to encourage ministries, agencies and broader public sector entities to pursue collaborative bulk buying opportunities to achieve efficiencies and leverage other spend opportunities.
- Established a Cyber Security Centre of Excellence for the Broader Public Sector to support ministries and broader public sector service delivery partners to improve digital resilience through education and awareness activities, and cyber threat knowledge and intelligence sharing.
- The Consumer Services program has continued to provide services to the public through its contact centre. The ministry has also provided advice and assistance to consumers in respect of consumer transactions that could not be completed because of the COVID-19 pandemic.
- For the calendar year January 1, 2019 to December 31, 2019, the ministry:
 - Received 27,042 consumer complaints, incidents and inquiries
 - Negotiated \$926,065 in refunds to consumers via mediation
 - Saved at least \$436,608 for consumers via cancelled/rescinded contracts
 - Conducted 406 inspection visits
 - Laid 734 charges under the Consumer Protection Act, 2002, and other enforced acts
 - Obtained 65 convictions, resulting in:
 - 320 months of probation time
 - \$951,695 court-ordered restitution for victims
 - \$1,189,000 in fines against violators
 - Over 29 months of prison time
- A Lean Delivery Office has been established to strengthen the capacity of the public service to employ Lean methods to identify and reduce waste, increase customer satisfaction, and improve the delivery of programs and services.
- Set a new bar for digital services by introducing the Simpler, Faster, Better Services Act, 2019, that sets standards to put people first, enshrine proper data management and champion privacy and security. 21 acts, including 5 regulations were amended.

- Created the first provincial Task Force on Digital and Data. Public listening sessions were held across 7 cities across Ontario with 750+ survey responses, 300+ in-person attendees, and 45+ long form submissions from industry.
- Over half a million ServiceOntario transactions were moved online to help people interact with government. A better experience for those who went online, but also shorter lines for those who chose to go in person.
- Launched new web content and functionality for licence plate sticker renewals leading to a reduction of over thousand calls a month, saving Ontarians money and valuable time.
- Applied lean methods to the Accessible Parking Permit process which resulted in 300 more applications issued daily and leading to a 20% sustained productivity gain.
- Conducted 46 collaborative, peer-to-peer digital first assessments to ensure product teams across government build great digital products, from the start.
- Launched a new open data catalogue and shared government data sets online with Ontarians to increase transparency and accountability, to help encourage innovation and solve problems through new ideas and applications.

Digital Transformation:

- Publications Ontario launched a new, modern eCommerce and Order Management System with enhanced functionality to better meet the needs of the public and Ontario Public Service.
- Expanded the Ontario Tenders Portal (OTP), a fully digital tendering portal, to include the full contract lifecycle, reducing the administrative burden on vendors doing business with Ontario.
- Assisted the Ministry of Finance and the Ministry of Children, Community and Social Services to improve the digital customer journey for OPS benefits. The focus of the 18-month digital strategy, finalized in late 2017, was to make it easier for applicants and recipients to find relevant benefits information online.
- Partnered with Ontario College of Art and Design to redesign the OPS service and order desk. The partnership focused on a user-centered design approach to create a simpler, more modern and flexible digital solution for OPS staff.
- Creating open, efficient and digitally-enabled government for the 21st century:

- In partnership with ministries across government, amended 37 Acts and 6 Regulations to enable digital service delivery and data sharing, and launched the Digital First initiative, which included the introduction of legislation to reduce barriers to online service delivery.
- MGCS launched the Digital Vendor of Record (VOR), a new procurement vehicle for the acquisition of user research and design services. The Digital VOR makes it easier for ministries to do business with over 20 leading digital suppliers.
- Launched an internal data portal, CollabON, to promote secure data sharing and evidence-based policy-making within government.
- Continued to build awareness, refine and support Ontario's Open Data Catalogue (Ontario.ca/OpenData), including the establishment of partnerships with five universities and supporting the Canadian Open Data Summit. Increased content available by 15%, with a 5% year-over-year increase in downloads, serving a cumulative total of 880,000 data downloads since launch.
- In partnership with leading academics in public administration, held a series of roundtables with public service leaders to advance scholar-practitioner collaboration on digital government reforms.
- Launched public consultations to seek input for Ontario's Digital and Data Action Plan that will help Ontarians and businesses benefit directly from the digital and data economy, while being confident their privacy is protected.
- Building high-quality, user-centered products and platforms:
 - Through the User Research Lab in Toronto and the Communitelab in Kitchener-Waterloo, trained over 150 OPS staff across at least 14 ministries in user research, service design and rapid prototyping methods to help ministries understand and better serve user needs.
 - Hosted over 230 user research sessions with end users both internal and external to the OPS.
 - Continued to enhance the drug coverage tool at Ontario.ca/RxChecker, through user research and testing.
 - Continued development of the newly redesigned Environmental Registry of Ontario, supporting high priority policy consultations, including the province's Environmental Plan.
- Extended the availability of Ontario's digitized documentary heritage online by releasing over 465,000 images of five years of death and marriage records as well as 78 years of historical Ontario budget documents.

Supporting Businesses:

- Initiated work on transforming the Ministry of Transportation's Road User Safety Program Revenue Management System, with the target of moving revenue management functions onto the Integrated Financial Information System by March 2021. The improved Revenue Management System will enable automatic calculation of deferred revenue and robust reporting systems.
- Continued work on the implementation of an improved delivery model for business registration services and modernization of the Ontario Business Information System with a target launch date in the Fall of 2020.
- Continued to improve data integrity and the service experience for businesses and ensure all Ontario government business-facing programs will be able to collect and use the Business Number to simplify government-to-business interactions.
- Continued leadership and participation in respect to the development of the Multi-jurisdictional Registry Access Service (MRAS), a single shared interoperability solution that connects jurisdictional registries. MRAS allows registries to exchange data confidentially and efficiently and simplifies the exchange of data between jurisdictional registries. This provides greater convenience for businesses seeking to operate in multiple jurisdictions.
- The Trust in Real Estate Services Act, 2020, passed third reading in the legislature (and subject to subsequent consultations and regulatory change) that will create a stronger business environment by laying the foundation for allowing real estate professionals to incorporate and be paid through the corporation, while maintaining measures that protect consumers.
- The Rebuilding Consumer Confidence Act, 2020, was introduced in the legislature to help improve the Tarion new home warranty system, improve oversight over administrative authorities and make consumer protection laws more effective and efficient.
- Working with the Business Law Modernization and Burden Reduction Council, reviewed MGCS' 22 business and corporate law statutes to make recommendations to reduce burdens for business and to make Ontario a jurisdiction that is favourable for new incorporations.
- Repealed the Residential Complex Sales Representation Act, 1990, (RCSRA) to simplify the body of law governing residential and commercial real estate transactions.
- Repealed the Paperback and Periodical Distributors Act, 1990, (PPDA) and associated regulation (R.R.O. 1990, Reg. 906) to remove outdated legislation that does not reflect the modern methods of distribution for news and literature (i.e. online).

- In October 2019, Ontario began accepting film ratings for mainstream films classified by Consumer Protection BC and approvals of adult film from any Canadian jurisdiction. The ministry is working on developing a longer-term strategy that will look at additional ways to update Ontario's film classification framework.
- Changes have been made to the rules under the Vintners Quality Alliance Act, 1999, that reduce red tape and provide more flexibility to wineries across the province. These changes will help create and protect jobs, attract investment to the province and offer consumers more choice. In August 2019, the Marquette hybrid grape variety was added to the list of permitted grape varieties eligible for Vintners Quality Alliance Ontario approval. This will help small and new wineries experience easier entry into Ontario's premium wine market. In addition, as of August 2019, Ontario wineries can also produce table wines using grapes from different vintages, or harvest years, as it is now optional for them to include the vintage year for wines labelled exclusively with the "Ontario" geographical indicator.
- Helped to make Ontario Open for Business through four journey mapping sessions with key Ontario businesses, to help better understand challenges and pain points experienced by businesses when interacting with government.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	N/A
Operating	1,413.4
Capital	338.7
Staff Strength ** (as of March 31, 2020)	5,102.16

* Interim actuals reflect the numbers presented in the *March 2020 Economic and Fiscal Update*

** Ontario Public Service Full-Time Equivalent Positions

Ontario Government
2020-21 Published Plans
and
2019-20 Annual Reports

Volume 2
Ministry of Health –
Treasury Board Secretariat



Estimates Briefing Book 2020-2021

Ministry of Health

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Part I: 2020-21 Published Plan

Ministry of Health

MINISTRY OF HEALTH OVERVIEW

PURPOSE

The Ministry of Health's (the "ministry") mandate is to:

- Establish the strategic direction and provincial priorities for the health care system;
- Develop legislation, regulations, standards, policies and directives to support strategic directions;
- Monitor and report on the performance of the health care system and the health of Ontarians;
- Plan for and establish funding models and funding levels for the health care system; and
- Manage key provincial programs, including the Ontario Health Insurance Program, Assistive Devices and Supplies Program, Drug Programs, Emergency Health Services, Independent Health Facilities and Laboratory Services.

MINISTRY CONTRIBUTION TO PRIORITIES AND RESULTS

The Ministry of Health is committed to building a modern, sustainable and integrated health care system focussed on the needs of the patient, while implementing the government's plan to end hallway health care. These efforts have only become more important as the Ministry of Health, in collaboration with the rest of government and the health system, has responded to the COVID-19 global pandemic.

As the scope of the COVID-19 outbreak increased internationally, Ontario took swift action to ensure the province's readiness to contain and respond to a range of outbreak scenarios.

The Ministry of Health implemented a response structure that formally brought together a wide range of partners to review, strengthen and implement provincial and regional plans and ensure their responsiveness to the specifics of COVID-19.

The structure comprises of the following:

- A Command Table:
 - A single point of oversight providing executive leadership and strategic direction to guide Ontario's response to COVID-19. The Command Table reports to the Minister of Health.
- Health System Response Oversight Table:

- Leads the operational management and co-ordination response to COVID-19 pandemic and reports to the COVID-19 Command Table. This Table discusses and identifies actions to address issues or challenges encountered by the Ontario Health Regional Steering Committees and/or the provincial tables.
- The Ministry's Emergency Operations Centre (MEOC):
 - To continue to provide situational awareness and perform an overall coordination function among the components of the response structure.
- Technical Advisory Tables:
 - A number of tables that provide technical input, advice and data modelling support to priority response areas such as lab testing.
- An Ethics Table:
 - Provide ethical guidance and representation at both provincial and regional tables to support decision-making throughout the response.
- Sector or Issues Specific Tables:
 - Strategic implementation tables that provide support and coordination on specific issues such as long-term care outbreak management, mental health and addictions supports, public health measures advice, and clinical supplies and equipment.
- A Collaboration Table:
 - Provide strategic advice to the Command Table based on engagement with key health sector organizations.

This structure built on the definitive steps that Ontario had already taken to address COVID-19, which included:

- Designating novel coronavirus as a disease reportable under Ontario's public health legislation to strengthen the province's ability to detect, monitor and contain potential cases;
- Creating a dedicated web page, with links and resources, to help Ontarians learn how to protect themselves, what to do if they are sick after they travel and how to recognize possible symptoms;
- Providing information to Ontarians, now in English, French, and 29 other languages, on how to protect themselves from COVID-19 and what to do if they think they may have the virus;
- Developing guidance for the health system to inform actions during the initial stages of the containment phase; and
- Investing additional resources to ensure Ontarians will continue to be able to access the health services they need, when they need them.

In addition, Ontario's Action Plan: Responding to COVID-19, the March 2020 Economic and Fiscal Update, represented a critical first step to ensure Ontario's health care system, communities and economy were positioned to weather the challenges ahead.

The plan included \$3.3 billion in additional health care resources to protect the health and well-being of the people of Ontario.

Overall, health care spending represents approximately 39% per cent of total Ontario government program spending, and the government continues to invest in strengthening the health care system. The total Ministry of Health budget for 2020-21 is \$63.2 billion.

Health sector expense is projected to increase by a further \$0.9 billion in 2019–20 and \$3.3 billion in 2020–21 or 5.4 per cent, the largest year-over-year per cent increase in a decade.

Growth in the health care sector will be managed by transforming the way health care is delivered, allowing the focus to be on outcomes and ensuring the health care system is sustainable. Major sector-wide initiatives will allow health care spending to be refocused from the back office and administration to frontline care.

Prior to the COVID-19 outbreak, Ontario's health care system has been facing significant capacity challenges and unsustainable hospital occupancy levels contributing to hallway health care, or the use of unconventional hospital spaces for patient care, which significantly impeded patient access to timely care. While hospital occupancy levels reduced considerably during the COVID-19 outbreak, the restart of non-emergency services will undoubtedly begin to increase occupancy levels over the coming weeks and months. As the health system returns to a 'new normal', these occupancy levels must remain safe and sustainable to address potential surges throughout the Fall and Winter.

The ongoing implementation of ministry's transformative initiatives that were launched on February 26, 2019 will be critical enablers to the restart and ramp up of health services across the province. In particular, the ministry will continue to work with Ontario Health to ensure that the planning and implementation of health system recovery is aligned with the long-term objectives of the government's transformation agenda.

MINISTRY PROGRAMS AND ACTIVITIES

Within the context of the COVID-19 crisis, transforming the public health care system remains a government priority in order to improve patient experience and strengthen local services. This means that patients and families will have access to better and more connected services and there will be shorter wait times for these services. They will not have to stay in beds in hospital hallways or be left to navigate between providers on their own.

Ontario remains committed to ending hallway health care. The government's comprehensive plan to end hallway health care will continue to be focused on making investments and advancing new initiatives across four pillars:

1. **Prevention and health promotion:** keeping patients as healthy as possible in their communities and out of hospitals.
2. **Providing the right care in the right place:** when patients need care, ensure that they receive it in the most appropriate setting, not always the hospital.
3. **Integration and improved patient flow:** better integrate care providers to ensure patients spend less time waiting in hospitals when they are ready to be discharged. Ontario Health and Ontario Health Teams will play critical roles in health system oversight, coordination and in connecting care providers. In doing so, they will help to end hallway health care.
4. **Building capacity:** build new hospital and long-term care beds while increasing community-based services across Ontario.

As the work on restarting and ramping up of health services across the province begins, Ontario's long-term plan to fix and strengthen the public health care system will continue to focus directly on the needs of patients and families. It is a plan that was developed following considerable consultation with patients, families, nurses, doctors and others who provide direct patient care, including the Premier's Council on Improving Healthcare and Ending Hallway Medicine and its working groups, the Minister's Patient and Family Advisory Council, and health system and academic experts.

HIGHLIGHTS OF 2019-20 RESULTS

Accomplishments to date on the health transformation agenda have been critical to the health system response for COVID-19.

Ontario Health

Ontario Health is a new government agency responsible for ensuring Ontarians receive high-quality health care services where and when they need them. The agency is

bringing together the expertise of over 20 existing health organizations and programs to create an integrated public health care system, improve clinical guidance and support for health service providers, and enable better quality of care for patients. It serves as a central point of accountability and oversight of the health care system. In 2019-20, the government successfully transferred five provincial health agencies (Cancer Care Ontario, Health Quality Ontario, eHealth Ontario, Health Shared Services Ontario, HealthForceOntario Marketing and Recruitment Agency), and select executives from the Local Health Integration Networks (LHINs), into Ontario Health.

Throughout the COVID-19 crisis, Ontario Health and its regional leadership have been essential partners in the planning, development and implementation of actions to increase system capacity, allocate critical supplies and equipment and respond to the outbreaks in long-term care and retirement homes. The creation of Ontario Health and the bringing together of the 14 LHINs and various agencies significantly enhanced the health system's ability to quickly and effectively respond as the COVID-19 outbreak evolved in Ontario.

Ontario Health will continue to strengthen what's working by continuing to bring resources together to assess ideas and successes that can be used to improve other programs and care for patients.

The ministry will also create an integrated health sector supply chain to better manage the purchasing of products and services for health services providers. The integrated supply chain will be overseen by Ontario Health to ensure patients can be supported in a consistent way as they move through the health system.

Progress has already been made on this front with the proclamation of the *Supply Chain Management Act, 2019* that allowed for the central management of public sector supply chains to ensure that critical supplies, equipment and services, including PPE, could be deployed to where they are needed the most.

Ontario Health Teams

As part of the government's plan to end hallway health care, Ontario Health Teams have been introduced as a new way of organizing and delivering services for patients. Local health care providers will be empowered to work as a connected team, providing a full and coordinated continuum of care and working to ease transitions across sectors for patients. Ontario Health Teams will understand the history and needs of the patients they serve and provide easy access, including virtual access, to the different types of care they need.

With the ministry's support and guidance, these Ontario Health Teams, which include hospitals, physicians, mental health professionals, home and community care providers, and many others will deliver care as a team according to the needs of their local communities.

While the introduction of the first 24 Ontario Health Teams has taken place, this will not be a one-time occurrence. As with all parts of the health care system, Ontario Health Teams have been focused on dealing with the COVID-19 crisis.

Applications to become an Ontario Health Team will continue to be received and assessed until provincial coverage is reached. All teams, regardless of level of readiness, will be supported to implement the model.

Mental Health and Addictions

The mental health and addictions system in Ontario has for too long been challenged by extensive wait times, barriers to access, inconsistent quality, a lack of standardized data and widespread fragmentation. This was confirmed during the government's provincewide consultations with experts, providers, and people with lived experience.

For this reason, the government has committed to invest \$3.8 billion for mental health, addictions and housing supports over 10 years to address these issues, building a mental health and addictions system focused on core services embedded in a stepped-care model, and a robust data and measurement framework.

As announced during the launch of the *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System*, Ontario will implement the Ontario structured psychotherapy program, a new, first-of-its-kind in Canada program that will provide evidence-based cognitive behavioural therapy to equip Ontarians of all ages with the lifelong skills they need to manage their mental health and overall well-being. The Ontario structured psychotherapy program will be provincially funded with no out-of-pocket costs for clients. It launched in spring 2020 with further expansion planned in the fall.

The government has also announced that it is in the process of finalizing plans for the implementation of One Number To Call (ONTC). As a first step, a single number will provide streamlined access to Telehealth Ontario's nine health information and advice programs.

Hospitals

Ontario will invest approximately \$20 billion over the next 10 years in hospital infrastructure projects that will lead to \$27 billion in capital assets across Ontario, including adding 3,000 new hospital beds. The government is supporting infrastructure investments that will ensure patients and their families have access to the health care they need. Ontario will be investing in new facilities to expand services and ensure existing facilities are maintained in a state of good repair and will ensure that the people of Ontario have access to care when and where they need it.

Through Ontario's Action Plan: Responding to COVID-19, the government invested \$935 million for the hospital sector, including \$594 million to accelerate progress on the government's commitment to address capacity issues, as well as \$341 million for an additional 1,000 acute care and 500 critical care beds and additional assessment centres.

Ontario Public Drug Programs

In Budget 2019, the government committed to ensuring that Ontario's publicly funded health care system is sustainable and available to those who need it the most. Improving the value of pharmacy reimbursement is critical to achieving this.

As of January 1st, 2020, Ontario implemented two changes to improve the value of pharmacy payments:

- A time-limited reconciliation process which entails an adjustment made to the biweekly payments to pharmacies.
- Changing the payment model for professional pharmacy services for Long-Term Care (LTC) homes from a fee-for-service model to a fee-per-bed capitation model.

The government will continue to consult with sector stakeholders to identify longer-term solutions to bring greater value and sustainability to pharmacy reimbursement and improve patient care.

Home and Community Care

Ontario has taken steps that would enable integrated and innovative models of home and community care through the introduction of the *Connecting People to Home and Community Care Act*.

If passed, the legislation will allow Ontario Health Teams to integrate home and community care into the full continuum of care to deliver more innovative models of home and community care. Patients will benefit from primary care, hospitals, home and community care and long-term care providers being able to collaborate directly to provide care that best meets individual care needs.

To ensure the ongoing stability of services while home and community care transitions into Ontario Health Teams, LHINs will be refocused into interim and transitional organizations called Home and Community Care upon the transfer of non-patient care LHIN functions into Ontario Health at a later date, to reflect their singular mandate, as well as long-term care home placement.

The Ministry of Health will continue to work with Ontario Health to plan for the careful disentanglement and transition of LHIN non-patient and patient functions and home and

community care services, to Ontario Health and to Ontario Health Teams, respectively, over time.

Public Health & Emergency Health Services

The Ontario government is taking a comprehensive approach to modernize Ontario's health care system, which includes public health and emergency health services that are nimble, resilient, efficient and responsive to the province's evolving health needs and priorities.

In Budget 2019, Ontario announced plans to modernize public health and emergency health services across the province to better coordinate access at the local level. The government heard that the pace of change for public health was of significant concern to municipalities. While the way in which the government is implementing its plan has changed, the need to do so has not.

In November 2019, Ontario launched broad consultations led by Jim Pine, the ministry's advisor on public health and emergency health services. These consultations, as well as key learnings from the province's ongoing response to COVID-19, will inform the best way to deliver critical public health and emergency health services, so that the government can continue to meet the evolving needs and priorities of Ontario's families. Consultations were paused to allow public health and emergency health services respond to COVID-19 pandemic. Once the COVID-19 pandemic is contained, risks are mitigated, and it is operationally feasible, the ministry will move forward and consider the important changes that need to be made to modernize and strengthen our public health and emergency health services.

Digital First for Health

Ontario's Digital First for Health strategy will bring the patient experience into the 21st century by offering more choices and making health care simpler, easier and more convenient for patients. At the same time, this strategy will harness the imagination and capabilities of Ontario's digital health innovators to improve care for all Ontarians.

Digital First for Health is central to the ministry's efforts to deliver on its priorities, including, in particular the ministry's commitments to end hallway health care and deliver a more integrated health system founded in timely and reliable health data.

As the province dealt with COVID-19, Digital First for Health provided the necessary foundation to support the rapid expansion of virtual care options for providers to continue patient care while complying with physical distancing and other public health measures.



By taking a digital first approach, the ministry is putting people first and fundamentally changing Ontarians' experience of health care, giving them more convenience and more choice in accessing health care services.

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	2,061.9
Other Operating	59,215.5
Capital	1,937.9
Total Ministry	63,215.3

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	106,835,900	(5,805,900)	(5.2)	112,641,800	98,822,000	103,933,888
Health Policy and Research Program	792,248,900	10,584,100	1.4	781,664,800	762,406,500	750,112,963
Digital Health and Information Management Program	194,601,200	10,586,600	5.8	184,014,600	207,130,900	202,879,521
Ontario Health Insurance Program	22,176,671,900	499,555,000	2.3	21,677,116,900	21,712,159,700	20,581,548,909
Population and Public Health Program	3,334,233,800	2,034,944,800	156.6	1,299,289,000	1,370,669,400	1,287,519,210
Provincial Programs and Stewardship	2,141,605,100	104,837,300	5.1	2,036,767,800	2,234,853,900	2,098,086,726
Information Systems	145,592,200	(13,832,900)	(8.7)	159,425,100	147,786,200	148,652,868
Health Services and Programs	28,706,441,800	896,758,300	3.2	27,809,683,500	27,714,585,700	27,050,739,935
Total Operating Expense to be Voted	57,598,230,800	3,537,627,300	6.5	54,060,603,500	54,248,414,300	52,223,474,020
Statutory Appropriations	89,392	(729,122)	(89.1)	818,514	817,514	218,561
Ministry Total Operating Expense	57,598,320,192	3,536,898,178	6.5	54,061,422,014	54,249,231,814	52,223,692,581
Consolidation Adjustment - Hospitals	3,663,878,200	216,398,700	6.3	3,447,479,500	3,768,218,800	3,596,917,356
Consolidation Adjustment - Home and Community Care Support Services	28,419,100	4,362,900	18.1	24,056,200	24,056,200	4,604,325
Consolidation Adjustment - ORNGE	(37,957,700)	1,449,200		(39,406,900)	(20,967,800)	(38,260,572)
Consolidation Adjustment - Funding to Colleges	(3,988,000)	(1,875,700)		(2,112,300)	(4,086,300)	(2,112,784)
Consolidation Adjustment - Ontario Agency for Health Protection and Promotion	(14,735,600)	344,400		(15,080,000)	(14,737,900)	(21,712,700)
Consolidation Adjustment - Ontario Health	52,231,500	1,116,500	2.2	51,115,000	51,115,000	2,296,412
Consolidation Adjustment - General Real Estate Portfolio	(8,770,400)	22,624,800		(31,395,200)	(31,395,200)	(32,592,602)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(102,710)
Consolidation Adjustments	3,679,077,100	244,420,800	7.1	3,434,656,300	3,772,202,800	3,509,036,725
Total Including Consolidation & Other Adjustments	61,277,397,292	3,781,318,978	6.6	57,496,078,314	58,021,434,614	55,732,729,306
OPERATING ASSETS						
Ministry Administration Program	2,000	1,000	100.0	1,000	-	-
Health Policy and Research Program	2,500,000	-	-	2,500,000	1,000,000	2,500,000
Ontario Health Insurance Program	13,000,000	-	-	13,000,000	13,000,000	13,000,000
Population and Public Health Program	750,000	-	-	750,000	-	750,000
Provincial Programs and Stewardship	5,729,400	-	-	5,729,400	5,729,400	5,328,400
Health Services and Programs	40,107,600	-	-	40,107,600	38,106,600	40,107,600
Total Operating Assets to be Voted	62,089,000	1,000	0.0	62,088,000	57,836,000	61,686,000
Ministry Total Operating Assets	62,089,000	1,000	0.0	62,088,000	57,836,000	61,686,000

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
CAPITAL EXPENSE						
Information Systems	1,000	-	-	1,000	-	6,336,800
Health Services and Programs	26,716,100	-	-	26,716,100	15,934,600	13,400,000
Health Capital Program	1,306,070,100	(498,170,300)	(27.6)	1,804,240,400	1,618,322,200	1,515,736,031
Total Capital Expense to be Voted	1,332,787,200	(498,170,300)	(27.2)	1,830,957,500	1,634,256,800	1,535,472,831
Statutory Appropriations	17,400,700	2,862,200	19.7	14,538,500	15,046,200	14,079,179
Ministry Total Capital Expense	1,350,187,900	(495,308,100)	(26.8)	1,845,496,000	1,649,303,000	1,549,552,010
Consolidation Adjustment - Hospitals	643,999,700	557,043,300	640.6	86,956,400	289,627,500	298,548,899
Consolidation Adjustment - Home and Community Care Support Services	4,157,300	(339,800)	(7.6)	4,497,100	4,497,100	4,859,690
Consolidation Adjustment - ORNGE	12,734,900	(1,086,400)	(7.9)	13,821,300	11,163,800	11,208,502
Consolidation Adjustment - Ontario Agency for Health Protection and Promotion	(13,359,200)	9,381,200		(22,740,400)	(12,409,600)	2,413,197
Consolidation Adjustment - Ontario Health	(38,082,000)	(2,984,600)		(35,097,400)	(23,902,900)	(21,948,000)
Consolidation Adjustment - General Real Estate Portfolio	(21,694,300)	(3,359,500)		(18,334,800)	(18,334,800)	(4,052,150)
Consolidation Adjustments	587,756,400	558,654,200	1,919.6	29,102,200	250,641,100	291,030,138
Total Including Consolidation & Other Adjustments	1,937,944,300	63,346,100	3.4	1,874,598,200	1,899,944,100	1,840,582,148
CAPITAL ASSETS						
Information Systems	29,283,900	10,926,500	59.5	18,357,400	8,373,500	3,393,559
Health Services and Programs	1,000	1,000		-	-	-
Total Capital Assets to be Voted	29,284,900	10,927,500	59.5	18,357,400	8,373,500	3,393,559
Ministry Total Capital Assets	29,284,900	10,927,500	59.5	18,357,400	8,373,500	3,393,559
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	63,215,341,592	3,844,665,078	6.5	59,370,676,514	59,921,378,714	57,573,311,454

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	54,982,128,576	57,573,311,454	59,370,676,514	63,215,341,592
		5%	3%	6%

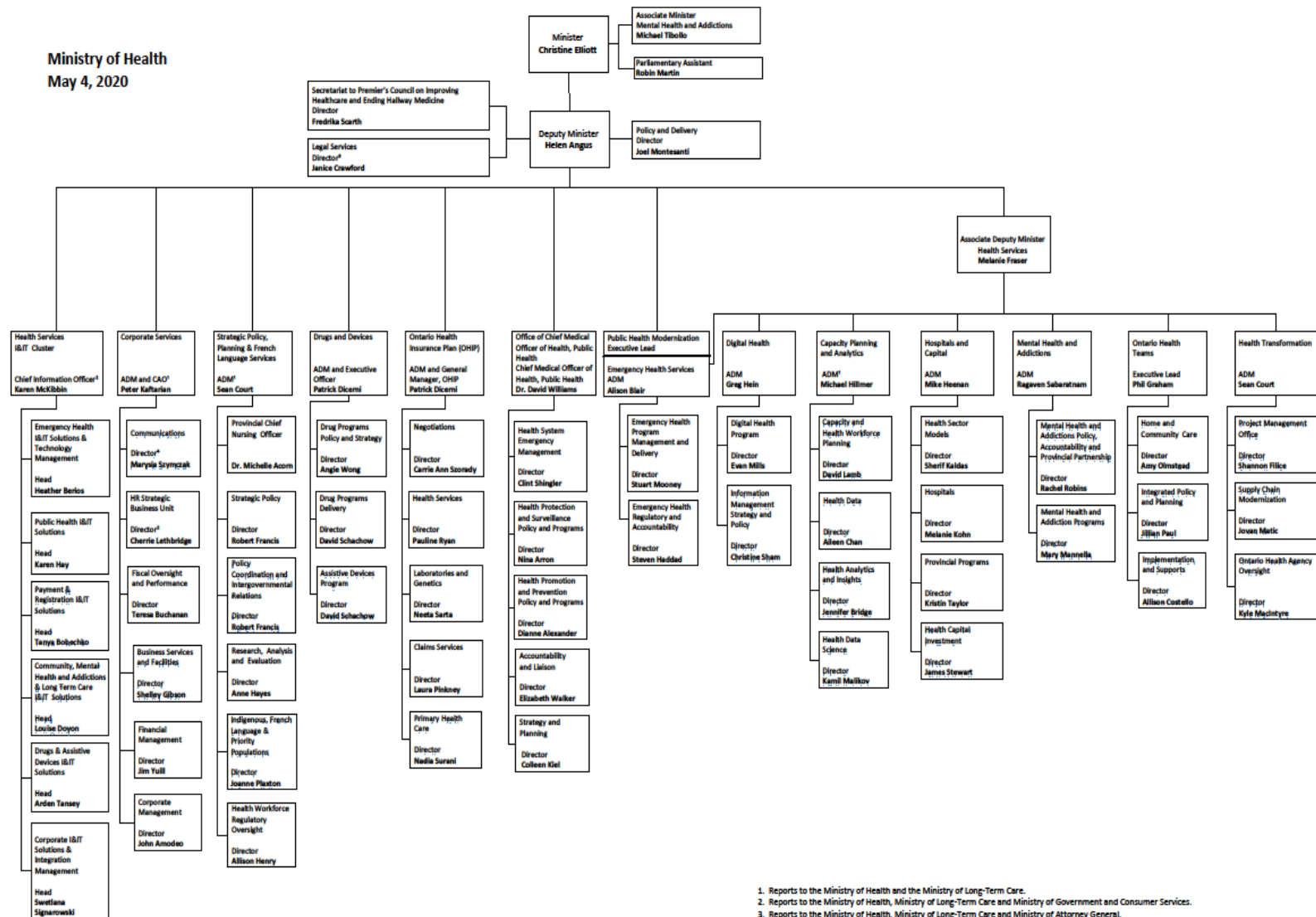
* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Agencies, Boards and Commissions (ABCs)

Agencies Boards and Commissions	Expenses & Revenue		
	Estimates 2020-21	Interim Actuals 2019-20	Expenditure Actuals 2018-19
Committee to Evaluate Drugs	N/A	437,647	540,087
Consent and Capacity Board	10,840,300	8,353,400	8,536,167
French Language Health Services Advisory Council	25,000	N/A	7,472
Health Boards Secretariat			
Health Boards Secretariat	4,728,647	4,885,680	4,789,160
Regulatory Boards:			
- Colleges (26)	1,516,527	1,635,440	1,599,620
Physician Payment Review Board	* 0	62,816	61,440
Health Professions Appeal and Review Board	2,800,000	2,639,091	2,581,289
Health Services Appeal and Review Board	645,000	579,198	566,512
Ontario Hepatitis C Assistance Plan	6,000	5,124	5,012
Medical Eligibility Committee	* 0	54,652	53,455
Health Professions Regulatory Advisory Council	236,500	4,751	32,960
Ontario Agency for Health Protection and Promotion	142,717,900	154,717,900	154,747,900
Ontario Health			
Cancer Treatment Services (Cancer Care Ontario)			
Operating and Research	1,900,849,300	1,891,238,500	1,803,344,381
Cancer Screening Programs	93,448,000	78,492,800	70,430,200
Digital Health	195,956,100	211,745,900	246,422,356
Digital Health Capital	26,715,100	15,934,600	13,400,000
Health Workforce Programs	9,398,900	10,008,100	11,454,100
Health Quality Programs	31,909,500	35,193,100	48,037,105
Local Health Integration Networks (LHINs)			
Central LHIN	2,025,203,000	2,064,909,700	2,006,034,686
Central East LHIN	1,981,812,800	2,020,508,400	1,984,188,813
Central West LHIN	863,643,500	892,916,500	850,644,057
Champlain LHIN	2,426,973,000	2,477,563,400	2,435,216,929
Erie St. Clair LHIN	967,069,800	1,030,527,800	1,014,395,948
Hamilton Niagara Haldimand Brant LHIN	2,703,539,600	2,757,969,600	2,714,001,567
Mississauga Halton LHIN	1,521,164,300	1,566,981,900	1,515,366,265
North Simcoe Muskoka LHIN	814,806,200	841,790,800	818,238,721
North East LHIN	1,362,402,700	1,384,774,700	1,361,936,546
North West LHIN	642,949,400	670,813,500	649,948,547
South East LHIN	1,018,964,100	1,052,803,000	1,023,486,064
South West LHIN	2,102,052,100	2,134,167,600	2,096,198,925
Toronto Central LHIN	4,861,439,100	5,073,012,500	4,921,583,572
Waterloo Wellington LHIN	1,005,702,500	995,282,100	964,966,454
Health Shared Services Ontario	33,800,200	38,710,200	49,530,200
Ontario Review Board	7,137,000	6,906,400	6,927,845
Trillium Gift of Life Network	58,741,100	58,489,000	55,111,100

* Medical Eligibility Board (MEC) and Physician Payment Review Board (PPRB) are being absorbed in 2020-21 by the Health Services Appeal and Review Board and now dissolved.

Ministry Organization Chart



Appendix

Annual Report

OVERVIEW

In 2019-20, the Ministry of Health continued to work toward the government's commitment to end hallway health care, guided by the objectives of improving patient and caregiver experience, improving the health of populations, creating efficiencies, and improving the work life of providers.

To achieve this goal, Ontario has begun to move forward with large scale capacity and health system transformations across the health system.

The ministry has developed an approach to capacity planning that uses demographic, socio-economic and health data, analytics and evidence to understand the current and forecasted future needs of the Ontario population. This approach prioritizes collaboration with ministry sector leaders, local planners and health service providers to translate government priorities into actionable initiatives at the local level while also responding to the broader health system goals of the ministry.

The Ministry of Health is currently working on developing a long-term capacity plan as well as a health workforce plan to ensure Ontario has the right mix of services and health human resources to deliver on the government's priorities for the health system.

This ministry's work was significantly impacted in the final quarter of 2019-2020 by the COVID-19 global pandemic. Ministry resources were re-directed towards managing and containing the spread of COVID-19 in the province. Some modernization priorities saw an acceleration as they were part of ministry plans to respond to COVID-19, most notably Ontario Health taking on a key operational role.

MODERNIZATION

Ontario Health

To coordinate health care delivery oversight, reduce health care bureaucracy and regional administration silos, the government transferred five existing provincial health agencies (Cancer Care Ontario, Health Quality Ontario, eHealth Ontario, Health Shared Services Ontario, Health Force Ontario Marketing and Recruitment Agency) and select non-home and community care executives from the LHINs into Ontario Health on December 2, 2019.

In addition, the 14 LHINs were clustered into five interim geographic regions and the number of CEO positions reduced from fourteen to five. These five CEOs were also

cross-appointed as Transitional Regional Leads to support the transition of select LHIN functions into Ontario Health while ensuring that patient services continue uninterrupted. This change had no impact to how Ontarians access health services, including home and community care or long-term care placements. Ontarians will continue to have access to the care they need and the health care providers they have built relationships with. The money saved from this change has and will continue to be redirected into frontline patient care.

On April 1, 2020, the government transferred Ontario Telemedicine Network into Ontario Health and dissolved the five provincial agencies that transferred in December 2019. Non-patient care LHIN functions will transfer into Ontario Health at a later date.

Furthermore, Ontario Health also assumed the funding and oversight responsibilities of two government transfer payment organizations, the electronic Child Health Network and Ontario MD. These transfers further strengthened Ontario Health's ability to facilitate digital health and virtual care.

Instead of multiple agencies providing different oversight and direction in the health care system, a single agency – Ontario Health – will oversee key areas of the health care system, improve clinical guidance and provide support for providers to ensure better quality care for patients.

Ontario Health Teams

The government introduced Ontario Health Teams, a new model of care that brings together health care providers to work as one team. In the fall of 2019, the first cohort of 24 Ontario Health Teams being established across the province were announced.

These 24 teams are implementing a new model of organizing and delivering health care that better connects patients and providers in their communities to improve patient outcomes. Through an Ontario Health Team, patients will experience easier transitions from one provider to another, including, for example, transitions between hospitals and home care providers, with one patient story, one patient record and one care plan.

The first 24 teams included:

- All Nations Health Partners Ontario Health Team
- Brampton/Etobicoke and Area Ontario Health Team
- Burlington Ontario Health Team
- Cambridge North Dumfries Ontario Health Team
- Chatham-Kent Ontario Health Team
- Connected Care Halton Ontario Health Team
- Couchiching Ontario Health Team

- Durham Ontario Health Team
- East Toronto Ontario Health Team (East Toronto Health Partners)
- Eastern York Region North Durham Ontario Health Team
- Guelph and Area Ontario Health Team
- Hamilton Ontario Health Team (Hamilton Health Team)
- Hills of Headwaters Collaborative Ontario Health Team
- Huron Perth and Area Ontario Health Team
- Mississauga Ontario Health Team (Mississauga Health)
- Muskoka and Area Ontario Health Team
- Near North Health and Wellness Ontario Health Team
- North Toronto Ontario Health Team
- North Western Toronto Ontario Health Team
- North York Ontario Health Team (North York Toronto Health Partners)
- Northumberland Ontario Health Team (Ontario Health Team - Northumberland)
- Ottawa Ontario Health Team (Ottawa Health Team/Équipe Santé Ottawa)
- Peterborough Ontario Health Team
- Southlake Community Ontario Health Team

These teams are being supported by the ministry and by an expanding central program of supports that leverages existing partnerships. Many more teams are working towards becoming an approved Ontario Health Team. Applications to become an approved Ontario Health Team will continue to be received and assessed until provincial coverage is reached. All teams, regardless of level of readiness, will be supported to implement the model.

Digital First For Health Strategy

Ontario launched the Digital First for Health strategy to bring the patient experience into the 21st century and help end hallway health care by offering more choices and making health care simpler, easier and more convenient for patients. At the same time, this new strategy will harness the imagination and capabilities of Ontario's digital health innovators to improve care for all Ontarians.

Once this new strategy is fully implemented, patients can expect:

- More virtual care options: Expanding availability of video visits and enabling other virtual care tools such as secure messaging. Additionally, providers will be able to leverage a variety of virtual care technologies that best meet the needs of their patients.
- Expanded access to online appointment booking: Patients will be able to book appointments that best meet their needs.
- Greater data access for patients: More patients will be able to review their secure health record online and make informed choices about their care.

- Better, more connected tools for frontline providers: More providers will be able to access patient records stored across multiple health service providers to provide better, faster care.
- Data integration and predictive analytics: Providers will face fewer barriers to integrating and using secure health information to manage health resources and improve patient care. This could lead to improvements such as earlier intervention and better management of chronic disease.

The Premier's Council on Improving Health Care and Ending Hallway Medicine

The Council was created to provide the Premier of Ontario, the Deputy Premier and Minister of Health and Minister of Long-Term Care with recommended strategic priorities and actions to improve Ontario's health outcomes and improve patient satisfaction, while making Ontario's health care system more efficient. The Premier's Council is led by Dr. Rueben Devlin, Special Advisor and Chair, and is made up of 14 health system leaders. Council members represent a cross-section of health sector professionals, and provide senior administrative and frontline perspectives.

In June 2019, the Council released its second report - A Healthy Ontario: Building a Sustainable Health Care System - providing advice and making key recommendations focused on integration, innovation, efficiency and alignment, and capacity.

HOSPITALS

Investing in Hospitals

Through Ontario's Action Plan: Responding to COVID-19, the government invested \$935 million for the hospital sector, including \$594 million to accelerate progress on the government's commitment to address capacity issues, as well as \$341 million for an additional 1,000 acute care and 500 critical care beds and additional assessment centres.

Unity Health Toronto - St. Joseph's Health Centre site

Ontario committed to invest up to \$5 million to fund early planning to support the major redevelopment of Unity Health Toronto's St. Joseph's Health Centre site. This proposed project includes a new patient tower and renovations to the existing facility to expand integrated health care services and reduce wait times.

The government also announced the opening of the newly expanded mental health emergency services unit. The government's investment of up to \$4 million includes a modernized unit with nine private patient rooms that will increase access to emergency mental health care, helping alleviate pressures put on emergency rooms and hospitals. The renovated mental health emergency services unit will allow for better patient privacy, provide more space for current patient volumes, improve patient and staff safety, and make patient admissions and flow easier.

Juravinski Hospital and Cancer Centre

Ontario committed to invest up to \$25 million toward expanding the stem cell transplant unit at the Juravinski Hospital and Cancer Centre of Hamilton Health Sciences that is expected to open in 2021. Patients can expect to benefit from a new 15-bed inpatient unit for patients undergoing stem cell transplants and other complex malignant hematology cancer treatments; expanded oncology day services, including 11 additional treatment bays and a renovated pharmacy to support the growth of the expanded stem cell transplant program; and upgraded electrical and emergency generator systems to handle the increase in power load from the expanded stem cell transplant program.

Brockville General Hospital Expansion

Ontario invested up to \$159 million towards the redevelopment of Brockville General Hospital, which includes a new four-storey, 93-bed inpatient tower, as well as renovations to the hospital's existing facilities. This project is to include inpatient services for mental health, palliative and complex continuing care, as well as rehabilitation and restorative care and is expected to be completed by fall 2020.

The Ottawa Hospital

The government committed an additional \$9 million to support ongoing planning for The Ottawa Hospital - Civic Campus redevelopment. This investment is in addition to a previous commitment of \$3 million for the project, bringing the total investment to \$12 million. The Civic Campus provides primary and secondary hospital services for the local community and is the only hospital in the Champlain region providing complex and specialized services such as regional trauma centre, neurosurgery and vascular surgery.

Orléans Health Hub

The government committed up to \$75 million for the Orléans Health Hub project. The new one-storey building will bring together bilingual services from three hospitals and four community service providers under one roof to support better coordinated care for patients and families, and ultimately, reduce wait times. It is expected to open in summer 2021.

Markham Stouffville Hospital

Ontario committed to invest up to \$500,000 to support Markham Stouffville Hospital with early capital planning for the proposed major redevelopment of its Uxbridge site. The proposed project includes the construction of a new, modern hospital facility on the existing Uxbridge site to replace the current aged building. It may also include expanding specialized outpatient clinics and the creation of a community health hub with long-term care services to support patient-centred, integrated health care programs.

Geraldton District Hospital

The government committed to invest up to \$17.8 million to support redeveloping the Geraldton District Hospital's emergency department. The project is expected to be completed in spring 2021. Patients will benefit from a new emergency department with five treatment rooms that supports better accessibility, privacy, and infection prevention and control; a chemotherapy suite with two treatment spaces; a dedicated space for families; and a dedicated space for Indigenous patient navigators to provide culturally appropriate support, care coordination and advocacy for Indigenous patients and families.

West Lincoln Memorial Hospital

Ontario committed up to \$2 million to support Hamilton Health Sciences – West Lincoln Memorial Hospital with upgrades and renovations so that all services can return to full capacity as quickly as possible. This investment is in addition to the \$8.5 million in provincial funding provided to the hospital in November 2018 and the government's ongoing commitment to support the redevelopment of the hospital. The upgrades are anticipated to be completed by late 2020 and include renovations to the operating room suite and endoscopy cleaning facilities, upgrades to the elevator, emergency generator, fire alarm system, nurse call systems, cooling and heating, plumbing and electrical systems, and the replacement of flooring tiles and cabinets across the hospital.

Scarborough Health Network – Birchmount Hospital

The government has committed to invest up to \$500,000 to support Scarborough Health Network with early planning to redevelop and expand its Birchmount Hospital site emergency department. The proposed renovation and expansion project will create more space for emergency care to meet the growing needs of the Scarborough community, modernize the current emergency department and, once complete, is expected to significantly increase the size of the existing space.

Sunnybrook Health Sciences Centre

Ontario is investing up to \$60 million to support the construction of the Garry Hurvitz Brain Sciences Centre, a new, state-of-the-art facility dedicated to brain and mental health at Sunnybrook Health Sciences Centre. Expected to be completed by December 2022, the centre will be the largest youth mental health service in the Greater Toronto Area and will include:

- An expanded family navigation project to support youth aged 13 to 26 and their families find and access the care they need;
- 11 new inpatient mental health beds (bringing the total number of beds to 47) that will provide more support for adults, youth and those who need intensive care;
- A centre for youth bipolar disorder and a centre for anxiety disorders;

- Neuromodulation services for those with severe medication and treatment-resistant mental health disorders;
- One of the largest Amyotrophic Lateral Sclerosis (ALS) clinics of its kind in Canada;
- The largest traumatic brain injury clinic of its kind in Ontario; and
- Sleep disorder services and ambulatory clinics.

St. Mary's General Hospital

The government committed to invest up to \$7.4 million to redevelop the Heart Rhythm Program at St. Mary's General Hospital in Kitchener. Through this project, the hospital will add new cardiac services (that treat abnormal heart rhythms) to the existing cardiac program to reduce wait times. Construction of the project is expected to begin in the spring of 2020 and will include a new electrophysiology lab, adding 3,500 square feet of patient recovery space and expanded cardiac diagnostic clinic space.

Health Infrastructure Renewal Fund

Ontario invested \$175 million in 2019-20 through the Health Infrastructure Renewal Fund to help 131 hospitals across the province maintain their infrastructure and ensure a safe and comfortable environment for patients to receive care.

Investing in Small- and Medium-sized Hospitals

The Ontario government invested an additional \$68 million to support small- and medium-sized hospitals across Ontario with their unique situations and funding challenges. This funding includes a province-wide increase in funding of one per cent for 66 small-sized hospitals, 1.5 per cent for 23 medium-sized hospitals, and targeted funding to further assist the most in-need hospitals.

Reactivation Care Centres

The government announced it is investing up to \$1.5 million to support early planning to repurpose the North York General Hospital Branson Ambulatory Care Centre to become a reactivation care centre. The proposed project would add up to 130 new transitional care beds to help patients across the Greater Toronto Area access the right care at the right place once hospital services are no longer needed. Upgrades to the Branson site are expected to be completed by winter 2020-2021.

Ontario also announced the opening of two additional inpatient units that will add 39 more beds to the Reactivation Care Centre – Church Site in Toronto, a facility that supports patients in their transition from a hospital to home or alternate care.

In addition to the above, six Greater Toronto Area hospitals are collaboratively working together at the 214-bed Reactivation Care Centre – Church Site, including Humber River

Hospital, Sunnybrook Health Sciences Centre, Southlake Regional Health Centre, Unity Health Toronto's St. Joseph's Health Centre site, William Osler Health System, and Trillium Health Partners.

Treatment for Essential Tremors

An additional \$1.4 million was invested in funding for 72 more patients to receive a new, non-invasive treatment for essential tremors. This new treatment uses magnetic resonance imaging (MRI) to guide high intensity focused ultrasound (HIFU) waves to a specific area of the brain to remove the cells that cause tremors. This treatment is currently offered at Sunnybrook and University Health Network (UHN) and has shown to be more cost efficient than surgery.

MENTAL HEALTH AND ADDICTIONS

Roadmap to Mental Health

Following extensive consultations with experts, grassroots organizations, health care providers on the frontlines and first responders, as well as people with lived experience, their families and caregivers, Ontario launched *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System*.

The new Mental Health and Addictions Centre of Excellence within Ontario Health will serve as the foundation on which Roadmap to Wellness is built and will enable and drive the effective implementation of the plan's four pillars:

- Improving quality;
- Expanding existing spaces;
- Creating innovative solutions; and
- Improving access.

Mental Health Funding

Ontario invested an additional \$174 million in funding in mental health and addictions to address the critical gaps in Ontario's system and to support patients and families living with mental health and addictions challenges. To ensure mental health and addiction service providers have stable, long-term funding, the government committed to make this additional funding available every year.

This investment included:

- Nearly \$30 million for child and youth community mental health services and programs across Ontario to ensure earlier and faster mental health and addictions support in communities.

- More than \$35 million for addictions services, such as opioid addictions treatment, youth residential treatment and withdrawal management, and consumption treatment services sites in communities across the province for those who are struggling with opioid and other drug addictions.
- More than \$15 million for more supportive housing for people who are homeless and face mental health and addictions issues, and to strengthen the delivery of existing supportive housing programs.
- More than \$22 million to reduce wait times for community mental health programs, and services for priority populations, including Francophones.
- More than \$27 million to fund mental health supports in Ontario's education system, which will directly benefit schools, teachers, and students and their parents.
- More than \$18 million to support mental health and addictions services in the justice sector, including direct support for corrections staff to address Post Traumatic Stress Disorder and other mental health challenges. Additionally, the government is invested in mobile crisis intervention teams to help police officers and other first responders better assist people experiencing mental health and addictions crises.
- \$1 million to support postsecondary institutions in partnering with community-based mental health and addictions services.
- More than \$7 million through the Ministry of Health to fund new and expanded Indigenous mental health and addictions services, training for frontline workers, and critical systems supports to improve client journeys and aid in the prevention of social emergencies for Indigenous communities in Ontario.
- \$5 million through the Ministry of Children, Community and Social Services to fund more supports and services for Indigenous communities in Ontario.
- \$12 million to help build additional hospital capacity with new inpatient mental health beds.

Foundations for Promoting and Protecting Mental Health and Addictions Services Act, 2020

The government passed the *Foundations for Promoting and Protecting Mental Health and Addictions Services Act, 2020* to establish a Mental Health and Addictions Centre of Excellence within Ontario Health and support the province's participation in the national class action lawsuit British Columbia launched last year against more than 40 opioid manufacturers and wholesalers.

The Mental Health and Addictions Centre of Excellence will be a central point of accountability and oversight for mental health and addictions service; be responsible for standardizing and monitoring the quality and delivery of services and clinical care across the province to provide a better and more consistent patient experience; and provide support and resources to Ontario Health Teams.

Police-Hospital Transition Framework and Toolkit

Ontario announced a new police-hospital transition framework and toolkit to support development of effective protocols for individuals that have been apprehended by police officers under the *Mental Health Act* and subsequently accompanied to a hospital emergency department for assessment and care. Developed in collaboration with health care partners and police services, the new framework and toolkit aim to:

- Help people in mental health and addictions crisis access timely care and protect their privacy;
- Decrease transfer of custody wait times so police officers can return to their duties sooner;
- Improve patient transfers so hospital staff can better meet their needs;
- Build stronger relationships and coordination between hospitals and police services;
- Protect the safety and security of vulnerable people, the public and health care workers.

More than 10 police-hospital partnerships in Ontario already have, or are in the process of developing, a transition protocol.

Project Now

Ontario announced it is investing \$3 million over three years in a mental health initiative called Project Now, which aims to end child and youth suicide in Mississauga within the next decade by 2029. Project Now is a cross-sector partnership that will improve access to mental health services in schools, hospitals and community-based agencies. This funding is supporting suicide prevention and mental health initiatives led by core partners, including Trillium Health Partners, the Region of Peel, Peel District School Board, Dufferin-Peel Catholic District School Board, Peel Public Health and Peel Children's Centre.

Consumption and Treatment Services

Ontario continues to invest in Consumption and Treatment Services (CTS) and has committed to spend up to \$31.3 million annually. CTS save lives by preventing drug overdose-related deaths, and connect people to primary care, treatment and rehabilitation, and other health and social services. Ontario has approved and is funding 16 Consumption and Treatment Services in nine communities across the province: Guelph, Hamilton, Kingston, Kitchener, London, Ottawa, St. Catharines, Thunder Bay and Toronto. Applications continue to be accepted.

OHIP

Providing Insurance to the Uninsured

To ensure that anyone in need of care can receive it, on March 20 Ontario announced it was waiving the three-month waiting period for Ontario Health Insurance Plan (OHIP) coverage. Additionally, the province committed to cover the cost of all medically necessary hospital services and limited community-based services for uninsured people who do not meet the criteria for OHIP coverage. These measures were intended to ensure that no one would be discouraged from seeking screening or treatment for COVID-19 for financial reasons.

ONTARIO PUBLIC DRUG PROGRAMS

In Budget 2019, the government committed to ensuring that Ontario's publicly funded health care system is sustainable and available to those who need it the most. Improving the value of pharmacy reimbursement is critical to achieving this.

As of January 1, 2020, Ontario implemented two changes to improve the value of pharmacy payments:

- A time-limited reconciliation process which entails an adjustment (reduction) made to the biweekly payments to pharmacies. This initiative is expected to save \$180 million by Fiscal Year 2022-23.
- Changing the payment model for professional pharmacy services for Long-Term Care (LTC) homes from a fee-for-service model to a fee-per-bed capitation model.

These changes are an important step in establishing a sustainable pharmacy payment model to ultimately ensure that the publicly funded health care system is sustainable and available to those who need it the most.

The government will continue to consult with sector stakeholders to identify longer-term solutions to bring greater value and sustainability to pharmacy reimbursement and improve patient care.

In addition, to respond to the COVID-19 outbreak in Ontario and its potential impact to drug access and supply, the government:

- Committed to invest new funding through the March 2020 Economic and Fiscal Update to allow the Ministry of Health to source alternative drug supplies in an event of a drug shortage;
- Adapted and modified established funding criteria/algorithms for cancer drugs funded by the Ontario Public Drug Programs to ensure the needs of patients would continue to be met while minimizing patient risk and exposure during the pandemic; and

- On March 20, 2020, recommended pharmacies to dispense no more than a 30-day supply of medication even though a greater supply may be prescribed and payable under the Ontario Drug Benefit (ODB) Program. The intention of this recommendation was to protect the drug supply chain and prevent drug shortages caused by significant stockpiling of medications and demand increases for treatment of patients with COVID-19.

PREVENTION

Newborn Screening Program

The government expanded Ontario's newborn screening program to include the permanent hearing loss risk test for earlier identification of babies at risk for hearing loss.

SUSTAINABILITY

Out-of-Country Dialysis Services

Ontario committed to provide \$700,000 annually to the Ontario Renal Network to establish and operate a program that will fund out-of-country dialysis services for Ontario patients while travelling outside Canada.

COMMUNITY CARE

Home and Community Care

In 2019-20, the government invested an additional \$155 million to expand home and community care services, including \$45 million for new transitional care projects in high-need areas, and a \$1 million increase for existing transitional care projects that provide temporary care, and in some cases accommodation, in settings outside of hospitals for patients designated Alternate Level of Care (ALC) while they await their discharge destination of choice.

These new investments include \$6.4 million for Lakeridge Health's Long-Term Care Bridging Program to support the delivery of 50 transitional care beds in a retirement home setting for patients designated ALC who are waiting for a spot in a long-term care home. Transitional care projects help ensure patients are cared for in more appropriate settings and that hospital beds are available for those who need them.

Connecting People to Home and Community Care Act, 2020

If passed, this legislation will allow Ontario Health Teams to deliver more innovative models of home and community care. Patients will benefit from primary care, hospitals, home and community care and long-term care providers being able to collaborate directly

to provide care that best meets individual care needs. Ontario Health Teams will work together to understand a patient's full health care history, directly connect them to the different types of care they need and help patients 24/7 in navigating the health care system.

To ensure the ongoing stability of services while home and community care transitions into Ontario Health Teams, LHINs will be refocused into interim and transitional organizations called Home and Community Care Support Services, to reflect their singular mandate of delivering home and community care, as well as long-term care home placement.

The Ministry of Health will continue to work with Ontario Health to plan for the careful transition of LHIN functions, including home and community care services, to Ontario Health and to Ontario Health Teams over time.

Midwifery Services

The government invested an additional \$28 million to expand midwifery services in Ontario. With this new investment, Ontario provided \$178 million for midwifery services in 2019-20, supporting up to 35,000 families.

Hospice Beds

In 2019-20, the government announced the following investments in hospice care across the province:

- The St. Joseph's Health Care Society received \$1.6 million in funding to open a new, eight-bed residential hospice. Once open, the province will provide Elgin Residential Hospice with an additional \$840,000 annually in operational funding to support the provision of care for about 123 patients per year. An additional \$600,000 in one-time capital funding to support the construction of three additional beds at Oak Ridges Hospice of Durham, bringing the total number of hospice beds to eight. Once open, the province will provide the hospice with \$840,000 annually to support end-of-life care for about 123 patients per year.
- \$800,000 in additional one-time capital funding to support the construction of four additional beds at Durham Hospice. This funding will bring the total number of hospice beds to nine. Once open, the province will provide \$945,000 annually in operational funding to support end-of-life care for about 138 patients per year.

Midland Community Health Hub

Ontario committed to invest up to \$9.8 million to support the construction of the new Community Health Hub in Midland. The project includes relocating the Centre de santé communautaire CHIGAMIK Community Health Centre and Waypoint Centre for Mental Health Care's Outpatient Mental Health program and the HERO Centre (Housing, Employment, Rehabilitation and Our Place Social Club programs) to one site.

The renovation of the Community Health Hub building began in July 2019 and completion is anticipated in spring 2020.

Community Infrastructure Renewal Fund

Ontario invested \$7.2 million to address ongoing urgent and/or emergent infrastructure renewal needs for community health service providers who met specific criteria on a priority basis, through the Community Infrastructure Renewal Fund.

PUBLIC HEALTH AND EMERGENCY HEALTH SERVICES

Increasing Public Health Funding

The Ontario government has increased public health funding by \$160 million to support COVID-19 monitoring, surveillance, and laboratory and home testing, while also investing in virtual care and Telehealth Ontario. This investment was part of the government's \$3.3 billion investment committed through the March 2020 Economic and Fiscal Update.

Personal Protective Equipment

The Ontario's Action Plan: Responding to COVID-19 included a commitment by the government to invest \$75 million to supply personal protective equipment and critical medical supplies to front-line staff to tackle COVID-19.

Planning for Future Contingencies

To address potential contingencies that might arise as a result of the COVID-19 outbreak in Ontario, the March 2020 Economic and Fiscal Update committed the government to dedicate a \$1.0 billion COVID-19 contingency fund for emerging needs related to the COVID-19 outbreak.

Public Health and Emergency Health Services Modernization

Ontario is modernizing public health and emergency health services across the province to better coordinate access at the local level. In November 2019, the government launched broad consultations led by Jim Pine, the ministry's advisor on public health and emergency health services.

As of April 2020 the ministry has received over 500 submissions from organizations and individuals providing their feedback and advice in response to the emergency health services and public health modernization discussion papers; met with over 300 participants in seven regional in-person consultations; and, planned an additional 7 regional, and several sector-specific, consultations across the province.

Consultations were paused to allow public health and emergency health services respond to the COVID-19 pandemic. Once the COVID-19 pandemic is contained, risks are

mitigated, and it is operationally feasible, the ministry will move forward and consider the important changes that need to be made to modernize and strengthen our public health and emergency health services.

Ontario Seniors Dental Care Program

The government announced it is investing approximately \$90 million annually for the new Ontario Seniors Dental Care Program, which will provide free routine dental care for eligible low-income seniors across the province. In doing so, the government expects to reduce the number of dental-related emergency department visits, helping to end hallway health care.

New Models of Care for Select 9-1-1 Medical Emergency Patients

Ontario is improving patient access to the right care in the right place by implementing new patient care models beginning with pilots in London-Middlesex and Ottawa. These new models of care will give paramedics more options to provide safe and appropriate treatment for patients.

- A model in the London region targeting the needs of select mental health and/or addictions patients was implemented on March 2, 2020. These patients now have the option of being transferred to the Canadian Mental Health Association (CMHA) as an alternative destination to the hospital.
- On February 10, 2020, the Minister of Health announced that eligible palliative care patients who call 9-1-1 in the Ottawa region will soon have the option to be treated on-scene for pain and symptom management by trained paramedics. Paramedics will then send a referral back to the patient's primary palliative care team for follow-up instead of taking them to an emergency department.

Vaping

Following extensive consultation, Ontario took further action to protect children and youth from the health risks of vaping, while maintaining adults' access to smoking cessation options. The Ontario government has taken a number of steps, including:

- Effective January 1, 2020, the promotion of vapour products in retail stores is allowed only in specialty vape stores and cannabis retail stores, which are only open to people aged 19 and over. There are limited exceptions that allow other retailers such as convenience stores, grocery stores and gas stations to provide information about vapour products and their price through the use of informational signs and documents.
- Effective July 1, 2020, the retail sale of flavoured vapour products will be restricted to specialty vape stores and cannabis retail stores, which are open to people aged 19 and over, except for menthol, mint, and tobacco flavours.

- Effective July 1, 2020, the retail sale of high nicotine vapour products (more than 20mg/ml) will be restricted to specialty vape stores.
- Effective July 1, 2020, proposed regulatory changes that, if approved, would require specialty vape stores will be required to ensure that indoor vapour product displays and promotions are not visible from outside of their stores.

Transportation for Critically-Ill Newborns

The government invested \$6.8 million in highly specialized emergency medical service teams to provide transportation for critically-ill newborns at four sites: Children's Hospital of Eastern Ontario, Children's Hospital of London Health Sciences Centre, McMaster Children's Hospital and The Hospital for Sick Children.

The four hospitals also jointly received nearly \$5.8 million this year to support highly-specialized teams and ensure they are available 24 hours a day, seven days a week. These teams can include specially-trained registered nurses, respiratory therapists and neonatologists.

Smoking Cessation Services

Ontario transitioned telephone-based smoking cessation services in Ontario from Smokers' Helpline to the Telehealth Ontario platform. As of October 1, 2019, Ontarians now have easy access to registered nurses and smoking cessation support through Telehealth Ontario, in combination with other services and health information already offered, including professional medical advice, nutrition counselling and referrals to mental health and addictions support.

Reducing Unnecessary Regulatory Burdens

The Ontario government has taken a number of steps to reduce unnecessary regulatory burdens on Ontarians, including:

- Changes to remove unnecessary barriers for food banks, not-for-profit organizations and charities involved in food donation and community meal programs to make it easier to help people in need; and
- Permitting restaurants to allow dogs on patios and indoors in areas where low-risk foods like pre-packaged foods, fresh fruit and most snacks are sold alongside beer, wine and spirits.
- Changes to reduce administrative burden and modernize existing processes for drug manufacturers and pharmacies.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	20.6
Operating	58,000.8
Capital	1,899.9
Total	59,921.4
Staff Strength ** (as of March 31, 2020)	2,988.4

* Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Heritage, Sport, Tourism and
Culture Industries

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Heritage, Sport, Tourism and Culture Industries funds a spectacular double bottom line that enables residents and visitors alike to experience the best of the world in one province. This contributes to building a strong innovative economy and supports diverse and thriving communities across Ontario.

The Ministry helps bring people together, showcases the authentic Ontario experience, and supports Ontario's communities defined by a diversity of experiences, cultural heritage and people.

More specifically, the Ministry:

- Funds cultural and tourism institutions and attractions (such as galleries, museums and parks) that celebrate Ontario's history, heritage, traditions and cultural richness, and serve as economic and social drivers for local economies.
- Invests in community festivals and events that attract numerous visitors and businesses to the province.
- Contributes to a competitive business environment that stimulates economic activity and the creation of cultural content.
- Builds a culture where people of all abilities can play sports more safely from the playground to the highest levels of success.

This work drives billions of dollars in economic activity, creates thousands of jobs, boosts local economies and enhances quality of life in communities across the province. The Ministry helps Ontario's communities succeed by showcasing their strengths to the world, driving regional growth and creating a dynamic environment where businesses and their employees can thrive.

COVID-19 Response

A COVID-19 Economic Recovery Team was created to coordinate an integrated response and to support economic recovery from the impact.

To help identify opportunities for the Ministry to collaborate with its sectors on a sector-led response to the economic challenges caused by the COVID-19 pandemic,

the Minister convened a number of ministerial advisory councils, including representatives from the agencies and attractions. Their input supports the assessment of the impact of COVID-19 pandemic on each sector and potential innovative approaches each sector can undertake as it emerges from the COVID-19 pandemic.

The Ministry has supported its sector partners as they have been responding to the COVID-19 pandemic by:

- Expediting the release of funding to public libraries, community museums, Regional Tourism Organizations, and agencies and attractions that had to adjust or reduce their operations and close their doors to protect public health.
- Simplifying grant application forms (e.g., for the Community Museums Operating Grant and the Public Libraries Operating Grant).
- Deferring additional required documentation (e.g., audited financial statements) until later in the fiscal year, to reduce the burden for applicants and to continue to give them access to funding.

The Ministry has also been working with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.

Ministry Programs

The Ministry delivers a number of programs to improve quality of life, promote economic growth and showcase Ontario by supporting and delivering tourism and cultural experiences, supporting the arts and cultural industries and championing participation and achievement in sport, recreation and other fields of endeavour across Ontario.

Investments in ministry programs drive economic growth in communities across the province, provide jobs and opportunities for people and help Ontario's communities thrive and succeed.

Heritage, Tourism and Culture Programs

The Ministry is responsible for strategic policy, programs and services, and research initiatives related to the arts, cultural industries, archaeology, museums, heritage, public libraries and tourism in Ontario.

The Ministry works with partners to:

- Foster community capacity in the conservation of Ontario's heritage.

- Raise the profile of Ontario as a province rich in cultural, heritage and archaeological resources.
- Encourage and promote Ontario's cultural tourism products.
- Cultivate growth in creative industries such as film, television, book and magazine publishing, music recording and digital media to make Ontario a leader in the knowledge-based economy.
- Provide communities with greater access to information through their public libraries; attract private sector investment.
- Support regional planning and economic development through the Regional Tourism Organizations to build a stronger, more competitive tourism industry.

Heritage Sector Support – The Ministry maintains core operating grant programs and provides advice and outreach to support museums, heritage organizations and municipalities to protect and preserve Ontario's heritage resources. The Ministry supports its provincial agency, the Ontario Heritage Trust, administers the *Ontario Heritage Act* and licenses archaeologists.

Tourism Sector Support and Promotion – The Ministry provides a range of tourism sector supports and delivers a strategic set of coordinated programs and activities to maximize the industry's growth and contribution to Ontario's economy. These initiatives include targeted investments to attract or enhance festivals and events. This also includes focused planning and economic development activities through Regional Tourism Organizations. The Ministry works to maximize opportunities for growth and development through investment attraction, business advisory services, and tourism sector research, actively attracting and supporting private sector investment and development initiatives in Ontario.

Ontario's Creative Economy Programs and Services – The Ministry provides grants and business development assistance to stimulate production, investment, job creation and growth in cultural media industries – film and television production, recorded and live music, book and magazine publishing and interactive digital media.

Cultural Media Tax Credits – The Ministry provides tax credit programs to incentivize production in the film and television, interactive digital media and book publishing industries to enhance Ontario's competitiveness, stimulate job creation and investment and sustain sector growth.

Arts Sector Support – Through funding programs for artists, artist educators, not-for-profit organizations, training institutions and cultural tourism partners, the Ministry supports artistic creation and presentation, organizational development and training programs to create a competitive and skilled workforce.

Library Sector Support – The Ministry administers the *Public Libraries Act*, supports cooperation and coordination between libraries and library service boards, provides operating grant programs, project funding, advice and outreach to increase library sustainability and improve capacity while encouraging innovation. Programs help the province's public and First Nations libraries and sector support organizations to deliver services and programs that are responsive to evolving local needs and help Ontarians learn and succeed in the knowledge-based economy.

Attractions and Agencies

The Ministry's attractions and agencies showcase Ontario's cultural diversity and creativity, as well as its history and cultural heritage, offering learning and entertainment opportunities in venues that have economic, social and historical value to communities and regions throughout the province. These entities promote the cultural fabric of Ontario as well as its economic growth and job creation by offering a range of educational, recreational, cultural and entertainment programs for residents and visitors.

The Ministry is responsible for agency relations, governance, appointments, and operating and capital funding for agencies and attractions within its portfolio while driving agency modernization and transformation initiatives.

The Ministry is also responsible for Fort William Historical Park and Huronia Historical Park, two directly operated historic tourist attractions. Both Fort William Historical Park and Huronia Historical Park act as significant regional economic catalysts through their roles as key tourism attractions, driving economic prosperity and building community partnerships by creating unique visitor experiences.

Sport and Recreation

The Ministry promotes a culture that values sport and physical activity and champions the social and economic benefits of active, engaged living for all Ontarians. The Ministry aims to increase capacity within the sport and recreation sector and provide opportunities for all Ontarians to enjoy the benefits of being physically active. It also celebrates Ontarians and promotes civic engagement by recognizing and honouring exemplary achievement.

Sport and Athlete Development – The Ministry provides support that enables growth of the sport sector, increases sport tourism, and provides athletes of all abilities the opportunity to participate and achieve success. Investments in various programs foster opportunities to strengthen the sport sector and help ensure the sport system welcomes all Ontarians to play organized sport.

Through Sport and Athlete Development, the Ministry provides: funding to provincial and multi-sport organizations as the official governing bodies for their sport in Ontario in alignment with national standards; direct support to Ontario athletes enabling them to pursue athletic excellence at the highest levels; and funding to delivery partners for high performance programs and services, coach training and education building leadership in the sector.

Sport Events/Hosting – The Ministry provides support to national and international amateur sport events hosted in Ontario; the Ontario Games program that funds the delivery of five multi-sport games with an economic impact of over \$15 million; and the Canada Games that are held every two years and are a celebration of youth, sport, culture and community.

Office of the Athletics Commissioner – The Ministry is responsible for the Office of the Athletics Commissioner, which oversees the rules and regulations governing professional boxing, mixed martial arts and kickboxing. These rules keep participants safe and ensure the integrity of the sports.

Recreation, Indigenous and Youth Support – The Ministry supports active recreation programs to better support organizations in the delivery of high-quality physical activity experiences that focus on improving physical literacy. The Ministry's support is targeted to groups that lack equitable access to participate, including low-income persons, Indigenous peoples and persons with disabilities.

Ontario Honours and Awards – The Ministry coordinates and delivers Ontario's honours and recognition programs to recognize the outstanding contributions and achievements of Ontarians for their service to their community.

COVID-19 Response

The Ministry undertook a number of program changes and actions in response to COVID-19 outbreak, including:

- Assisting public libraries, community museums and government agencies and attractions with sustaining them during this pandemic by expediting the release of their operating funding.
- Offering a simplified application form for the Community Museums Operating Grant and the Public Libraries Operating Grant, deferring additional required documentation (e.g., audited financial statements) until later in the fiscal year, to reduce the burden for applicants and to continue to give them access to funding.

- Expediting the release of funding to Regional Tourism Organizations (RTOs) to ensure timely and seamless continuity of service. RTOs have been identifying impacts to tourism operators in regions across the province and sharing information and best practices with regional tourism operators to deal with the COVID-19 impacts. RTOs are taking part in the Tourism Leaders Advisory Panel to discuss the impacts of COVID-19 on the Tourism Industry and produce a report with recommendations for tourism industry recovery for government's consideration.
- Working with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.
- Establishing new ministerial advisory councils to provide expert advice on ways to recover from COVID-19.
- Supporting sport and recreation program partners that have continued to deliver programming during the pandemic, using online platforms.
- Working with recreation program partners that have redeployed staff to services and activities that are helping Ontarians deal with the health, social and economic challenges of COVID-19 (e.g., providing food for families, running programs for homeless youth, providing safe transportation for Indigenous elders to attend critical medical appointments).
- Continuing to receive, process and review online nominations for honours and recognition programs, to support ceremony delivery through Ontario Honours and Awards, once permitted by public health.
- Following guidance from the Chief Medical Officer of Health on social distancing, 14 public-facing Ministry agencies, transfer payment recipients and attractions closed their facilities in mid-March 2020, including:
 - Art Gallery of Ontario
 - McMichael Canadian Collection
 - Metro Toronto Convention Centre
 - Niagara Parks Commission
 - Ontario Heritage Trust
 - Ontario Place Corporation
 - Ontario Science Centre
 - Ottawa Convention Centre
 - Royal Botanical Gardens
 - Royal Ontario Museum
 - Science North
 - St. Lawrence Parks Commission

- Fort William Historical Park
 - Huronia Historical Parks
- During this period of closure, the agencies and attractions are doing their part to continue to support the provincial response to the COVID-19 pandemic, for example, by enhancing their online offerings (e.g., virtual museums and science curriculums) or donating personal protective equipment to hospitals to support front-line workers.
- The Ministry's granting agencies (i.e., Ontario Arts Council, Ontario Creates and Ontario Trillium Foundation) are working with grant recipients to provide added flexibility to communities, non-profit organizations, professional artists, arts organizations, and the creative industries (film, television, music, book and magazine publishing and interactive digital media). These industries are reporting lost revenues, job impacts, suspension or significant disruption of production and performance activities, and disruption of supply chain and distribution channels.
- Destination Ontario, as the lead marketing agency for the Province, is developing a marketing plan that would support the economic recovery of the sector by driving and delivering tourism revenues and employment back to businesses across the province. Destination Ontario is collaborating with the industry, including Regional Tourism Organizations, destination marketing organizations, sector associations, Destination Canada, and other key tourism partners.

2020-21 STRATEGIC PLAN

The Ministry contributes to the government's priorities of growing the economy and creating new jobs within the context of the government's strategy to restore trust and accountability in the province's public finances and deliver programs and services in a way that ensures the best value for Ontarians.

The Ministry boosts Ontario's economic growth and improves quality of life by promoting and delivering tourism and cultural experiences, supporting cultural heritage, arts and tourism industries, and championing participation in sport and recreation activities across Ontario.

Through its programs and investments, the Ministry ensures that it remains a powerhouse that fuels a double bottom line – both the financial bottom line and the equally important bottom line of the province's cultural fabric and identity.

For 2020-21, the Ministry's strategic plan includes the following key priorities and activities:

- Increasing alignment and supporting initiatives that combine the power of tourism, culture and sport to attract visitors and businesses to Ontario and stimulate investment while enhancing the quality of life in communities in all regions of the province by:
 - Boosting regional economic development and job creation through marketing Ontario's cultural richness, heritage, diverse geography and communities as a destination for cultural tourism, new attractions and experiences, and major events and conferences.
 - Promoting Ontario as an investment destination to international private sector investors, leveraging Ontario's wealth of arts, music, film and sporting talent, and positioning the province as a place that welcomes entrepreneurship.
 - Supporting local tourism businesses and industry partners by providing funding to Regional Tourism Organizations to deliver regionally-based activities such as product development, workforce development, investment attraction and marketing.
 - Continuing to support a wide range of high-quality, high-profile cultural tourism events and exhibitions, funded through the Ontario Cultural Attractions Fund, that bring new visitors to communities across Ontario helping arts and culture organizations drive cultural tourism spending,

creating new experiences and making the entire province a more attractive place to visit.

- Supporting multi-sport games and sport competitions hosted in communities across Ontario, including the Niagara 2021 Summer Canada Games and the Ottawa 2022 Valour Games, generating new economic activity at the local level.
- Advancing on the commitment to a cost-shared investment of \$29 million for the construction of new sport facilities for the Niagara 2021 Canada Games, which will support athletes, provide community recreation and bring new jobs to Niagara region.
- Showcasing to the world the diversity of the people, communities and natural beauty that make Ontario the best place to live, visit, do business and be an athlete in.
- Supporting and promoting Ontario's diverse communities, cultural fabric and identity by continuing to:
 - Make strategic investments to support the growth and sustainability of Francophone and Indigenous tourism in Ontario and collaborating across government and with industry partners to identify new opportunities to advance these and other priorities.
 - Protect cultural heritage resources and provide supports to Ontario's public libraries, museums and community projects.
 - Raise awareness, accessibility and engagement by Ontarians in the arts and cultural life of their communities with Ontario Culture Days annual, free, three-day celebration.
 - Recognize and celebrate the outstanding achievements of Ontarians.
- Contributing to the growth of the provincial creative economy and making Ontario a leader in cultural production by continuing to:
 - Provide funding to companies and entrepreneurs seeking to develop and export the work of talented Canadian musicians, profiling Ontario on the world stage as well as supporting domestic production and music industry growth through the Ontario Music Fund.

- Stimulate interactive digital media, book publishing, and film and television production from North America and beyond through Ontario's media tax credits.
- Promoting Ontario as a leader in sport and athlete development by continuing to:
 - Champion active lifestyles and physical activity across the province.
 - Increase opportunities to participate in sport and recreation for all Ontarians, from playground to podium.
 - Promote the health and safety of athletes, including through continued implementation of *Rowan's Law (Concussion Safety), 2018* and other concussion and safety awareness initiatives.
- Contributing to recovery from the impact of COVID-19, including:
 - Supporting sport and recreation sector by:
 - Reducing burden related to reporting requirements and performance commitments (e.g., extensions on timelines).
 - Flexibility on funding that is refocused on COVID-19 related activities (e.g., online programming).
 - Supporting culture sector by:
 - Continuing to support granting agencies (i.e., Ontario Arts Council, Ontario Creates, Ontario Trillium Foundation) that have introduced flexibility to their granting programs for 2020-21.
 - Simplifying the application process for annual operating grants supporting the culture sector.
 - Expediting release of annual Public Library Operating Grants, Pay Equity Grants and First Nation Salary Supplement Grants to almost 400 organizations.
 - Expediting release of Community Museum Operating Grant funding to museums.
 - Expediting Transfer Payment Agreements for Library Sector Support and Heritage Sector Support funding.

- Expediting release of funding to help sustain Provincial Heritage Organizations.
- Monitoring and reporting on impact of closures and cancellations.
- Supporting innovative tourism recovery projects and continuing to fund tourism industry associations through targeted funding aimed at industry capacity building and addressing the reduction in global travel as a result of COVID-19.
- Supporting recovery efforts and the future sustainability of festivals and events across Ontario through the Celebrate Ontario program by investing in reprogrammed, reimagined or expanded events that will help to kick start visitation and economic recovery across Ontario.
- Leveraging provincial tourism and culture agencies and attractions to optimize their contributions to Ontario's economic and social fabric and promote positive impacts on local economic development, jobs, investment and growth.
 - Engaging with these entities to understand the impact of COVID-19 on their operations.
 - Supporting the entities in controlling their costs and managing cashflows; providing ongoing operating support to sustain their operations, where applicable.
 - Engaging with these entities to plan for sector recovery.
 - Continuing support for Destination Ontario as it works to develop a marketing plan for Ontario tourism.
- Supporting the Ministry's Ontario Live initiative by launching MusicTogether.ca, a web-platform and bursary program that presents live streamed concerts from Ontario artists, in response to the COVID-19 emergency. Ontario Live is intended to serve as a marketplace to support Ontario artists, attractions, festivals and other cultural industries.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	0.0
Other Operating	1,532.4
Capital	118.8
TOTAL	1,651.2

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21	Change from Estimates 2019-20		Estimates 2019-20*	Interim Actuals 2019-20*	Actuals 2018-19*
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
Ministry Administration Program	24,653,400	(1,653,900)	(6.3)	26,307,300	31,525,800	30,952,940
Sport, Recreation and Community Programs	61,136,300	2,020,900	3.4	59,115,400	59,115,400	59,325,023
Heritage, Tourism and Culture Programs	94,833,100	(9,971,600)	(9.5)	104,804,700	104,804,700	136,172,328
Ontario Trillium Foundation Program	103,497,000	-	-	103,497,000	103,497,000	100,000,000
Ontario Cultural Media Tax Credits	704,341,500	90,200,300	14.7	614,141,200	735,833,000	627,822,379
Agency Program	240,270,500	5,357,400	2.3	234,913,100	234,913,100	249,204,963
Total Operating Expense to be Voted	1,228,731,800	85,953,100	7.5	1,142,778,700	1,269,689,000	1,203,477,633
Statutory Appropriations	99,360	32,346	48.3	67,014	67,014	78,061
Ministry Total Operating Expense	1,228,831,160	85,985,446	7.5	1,142,845,714	1,269,756,014	1,203,555,694
Consolidation & Other Adjustments:						
Ontario Place Corporation	10,190,000	435,000	4.5	9,755,000	11,206,400	11,127,105
Metro Toronto Convention Centre	54,603,500	1,616,500	3.1	52,987,000	53,532,900	49,684,829
Ontario Tourism Marketing Partnership Corporation	1,363,000	2,437,900	(226.8)	(1,074,900)	7,701,400	(5,512,963)
Ontario Science Centre	11,184,900	3,577,600	47.0	7,607,300	12,423,400	8,487,092
Ontario Trillium Foundation	28,521,400	(1,684,600)	(5.6)	30,206,000	38,231,600	40,524,679
Royal Ontario Museum	42,112,100	(3,387,900)	(7.4)	45,500,000	41,551,100	41,127,620
Ontario Arts Council	1,292,400	595,200	85.4	697,200	2,809,800	4,219,124
Ottawa Convention Centre	17,750,400	1,164,600	7.0	16,585,800	17,294,000	16,567,365
Niagara Parks Commission	107,069,500	5,176,900	5.1	101,892,600	102,638,600	99,418,175
Science North	13,209,500	1,843,400	16.2	11,366,100	11,241,900	12,801,613
Cap and Trade Wind Down Account Reclassification	-	-	-	-	-	107,986
St. Lawrence Parks	16,535,000	16,535,000	-	-	16,736,800	-
General Real Estate Portfolio	(221,500)	4,341,100	(95.1)	(4,562,600)	(4,562,600)	(4,424,925)
Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(526,345)
Total Including Consolidation & Other Adjustments	1,532,441,360	118,636,146	8.4	1,413,805,214	1,580,561,314	1,477,157,049
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	1,000	-	-	1,000	1,000	-
CAPITAL EXPENSE						
Ministry Administration Program	4,000	-	-	4,000	4,000	-
Sport, Recreation and Community Programs	1,000	-	-	1,000	1,000	-
Tourism and Culture Capital Program	101,677,800	32,807,500	47.6	68,870,300	65,626,600	46,424,435
Heritage, Tourism and Culture Programs	1,000	-	-	1,000	1,000	-
Agency Programs	1,000	-	-	1,000	1,000	-
Total Capital Expense to be Voted	101,684,800	32,807,500	47.6	68,877,300	65,633,600	46,424,435
Statutory Appropriations	4,000	-	-	4,000	4,000	-
Ministry Total Capital Expense	101,688,800	32,807,500	47.6	68,881,300	65,637,600	46,424,435
Ontario Place Corporation	789,000	18,589,000	(104.4)	(17,800,000)	1,206,700	(746,853)
Metro Toronto Convention Centre	11,009,300	463,900	4.4	10,545,400	10,709,300	10,303,811
Ontario Tourism Marketing Partnership Corporation	697,400	(909,200)	(56.6)	1,606,600	1,566,600	2,144,688
Ontario Science Centre	2,347,000	1,626,000	225.5	721,000	811,000	2,220,000
Ontario Trillium Foundation	250,000	(170,000)	(40.5)	420,000	325,000	377,882
Royal Ontario Museum	7,247,000	(458,000)	(5.9)	7,705,000	8,090,000	5,880,000
Ontario Arts Council	270,000	(120,000)	(30.8)	390,000	390,000	507,243
Ottawa Convention Centre	5,703,400	178,400	3.2	5,525,000	4,198,600	5,271,805
Niagara Parks Commission	13,653,700	1,925,600	16.4	11,728,100	11,758,700	9,754,885
St. Lawrence Parks	(2,312,000)	(2,312,000)	-	-	(2,244,500)	-
Science North	2,697,200	731,700	-	1,965,500	3,419,800	3,955,747
General Real Estate Portfolio	(25,207,000)	(19,950,000)	-	(5,257,000)	(150,000)	(836,957)
Total Including Consolidation & Other Adjustments	118,833,800	32,402,900	37.5	86,430,900	105,718,800	85,256,686
CAPITAL ASSETS						
Ministry Administration Program	3,000	-	-	3,000	3,000	-
Heritage, Tourism and Culture Programs	1,000	-	-	1,000	1,000	-
Agency Programs	39,273,000	24,955,000	174.3	14,318,000	14,318,000	-
Total Capital Assets to be Voted	39,277,000	24,955,000	174.2	14,322,000	14,322,000	-
Ministry Total Capital Assets	39,277,000	24,955,000	174.2	14,322,000	14,322,000	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,651,275,160	151,039,046	10.1	1,500,236,114	1,686,280,114	1,562,413,735

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2020 Economic and Fiscal Update.

Historic Trend Analysis Data	Actuals 2017-18	Actuals 2018-19	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,590,464,452	1,562,413,735	1,500,236,114	1,651,275,160
		-2%	-4%	10%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

The Ministry is responsible for accountability and oversight of 16 provincial entities:

Advisory Council to the Order of Ontario: The Order of Ontario is the Province's highest official honour. The independent Advisory Council reviews nominations received from the public and recommends individuals from all fields of endeavour and backgrounds to receive this honour in recognition of their excellence and achievement in Ontario and around the world.

McMichael Canadian Art Collection (MCM): Based on a 1965 donation by the McMichael family, the MCM is a major public art gallery devoted to the collection and exhibiting of Canadian art.

Metropolitan Toronto Convention Centre Corporation (MTCC): The MTCC manages a world-class convention facility in Toronto with more than 600,000 square feet of exhibit space, meeting rooms, ballroom space and a 1,330-seat theatre to host international and national conventions, trade and consumer shows.

Niagara Parks Commission (NPC): Established in 1885, the NPC is mandated to preserve and enhance the natural beauty of Niagara Falls and the Niagara River corridor for the enjoyment of visitors and future generations.

Ontario Arts Council (OAC) (legally known as the Province of Ontario Council for the Arts): As Ontario's primary funding body for professional arts activities, OAC provides grants, scholarships and awards for the creation of art to benefit and enrich the lives of Ontarians.

Ontario Creates (OC) (legally known as the Ontario Media Development Corporation): The OC stimulates employment, investment and original content creation in Ontario's cultural media cluster, including book and magazine publishing, film and television, interactive digital media, and live and recorded music.

Ontario Heritage Trust (OHT): The OHT is mandated to conserve, protect and preserve Ontario's heritage, including properties of historical, architectural, archaeological, recreational, aesthetic and scenic interest.

Ontario Honours Advisory Council (OHAC): The OHAC is an advisory body accountable to the Minister of Heritage, Sport, Tourism and Culture Industries. It reviews nominations and makes recommendations for recipients of the Ontario Medal for Police Bravery, the Ontario Medal for Firefighter Bravery, the Ontario Medal for Young Volunteers and the Ontario Medal of Good Citizenship.

Ontario Place Corporation (OPC): The OPC is mandated to operate Ontario Place as a provincial exhibit and recreational centre, developing special programs to enhance the image of the province. To streamline accountability and governance for

redevelopment of the Ontario Place site, legislation was passed in December 2018 to enable the eventual dissolution of the Ontario Place Corporation.

Ontario Science Centre (OSC) (legally known as the Centennial Centre of Science and Technology): The OSC depicts, educates and stimulates interest in science and technology and its relationship to society, and Ontario's role in advancing science and technology.

Destination Ontario (DO) (legally known as the Ontario Tourism Marketing Partnership Corporation): The DO promotes Ontario as a travel destination, including joint marketing initiatives in cooperation with the tourism industry, regional tourism organizations, governments and agencies.

Ontario Trillium Foundation (OTF): The OTF is one of Canada's leading charitable grant-making foundations. It helps build strong and healthy communities through contributions to charitable and not-for-profit organizations.

Ottawa Convention Centre Corporation (OCC) (operating as the Shaw Centre): The OCC manages a world-class convention facility in Ottawa. The 200,000 square foot facility hosts international and national conventions and consumer and trade shows.

Royal Ontario Museum (ROM): The ROM promotes education, teaching, research and publication and collects and exhibits objects, documents and books to illustrate the natural history of Ontario, Canada and the world, and human history in all the ages. It is one of the largest museums in North America.

Science North (SCN): SCN features several attractions, including a science centre and model mine. It also provides public programming throughout Northern Ontario about science and technology and their relationship to society.

St. Lawrence Parks Commission (SLPC): SLPC provides recreational, cultural and heritage, educational and tourism opportunities at its attractions along 200 kilometres of the St. Lawrence River, including the award-winning heritage attractions: Upper Canada Village and the Fort Henry National Historic Site of Canada, a UNESCO World Heritage Site.

The Ministry is working with its provincial agencies to plan for the recovery of the culture and tourism sectors that have been impacted by COVID-19. In particular, the Ministry is working with Destination Ontario as it leads work with tourism sector stakeholders to develop a marketing plan to welcome visitors back to Ontario. The Ministry's granting agencies (i.e., Ontario Arts Council, Ontario Creates and Ontario Trillium Foundation) are finding ways to support their sectors with added flexibility in their granting programs for 2020-21.

Summary of ABCs' Financial Data:

Name	2020-21 Expense Estimates ²	2020-21 Revenue Estimates ²	2019-20 Expense Interim Actuals ²	2019-20 Revenue Interim Actuals ²	2018-19 Expense Actuals	2018-19 Revenue Actuals
McMichael Canadian Art Collection	11,983,800	11,893,800	11,165,000	11,165,000	10,308,365	10,196,873
Metropolitan Toronto Convention Centre Corporation	65,612,800	77,474,100	64,242,200	75,974,500	59,942,192	75,462,443
Niagara Parks Commission	124,750,500	133,830,500	118,489,900	128,597,300	113,241,000	125,790,000
Ontario Arts Council	61,924,900	61,924,900	63,574,900	63,387,600	73,413,541	73,241,200
Ontario Creates	42,078,602	39,753,602	42,808,090	42,147,684	47,830,000	49,320,000
Ontario Heritage Trust	14,820,972	14,138,733	15,540,137	14,998,727	12,420,000	12,146,000
Ontario Place Corporation ¹	13,219,000	13,248,000	155,861,400	76,703,400	17,308,000	14,857,000
Ontario Science Centre	39,922,000	38,151,000	40,940,600	38,976,400	38,281,000	39,283,000
Destination Ontario	36,085,800	35,446,600	43,262,600	35,531,600	38,064,000	41,162,000
Ontario Trillium Foundation	132,268,400	132,268,400	142,053,600	142,053,600	140,913,535	140,913,535
Ottawa Convention Centre Corporation	23,453,800	22,309,700	23,705,600	21,888,000	22,907,345	45,181,664
Royal Ontario Museum	81,562,000	78,931,000	81,985,000	79,285,000	81,026,000	81,375,000
Science North	24,235,600	23,760,300	22,149,200	21,583,300	23,022,592	22,764,927
St. Lawrence Parks Commission	27,697,300	29,903,400	27,711,800	29,481,100	27,991,000	27,997,000

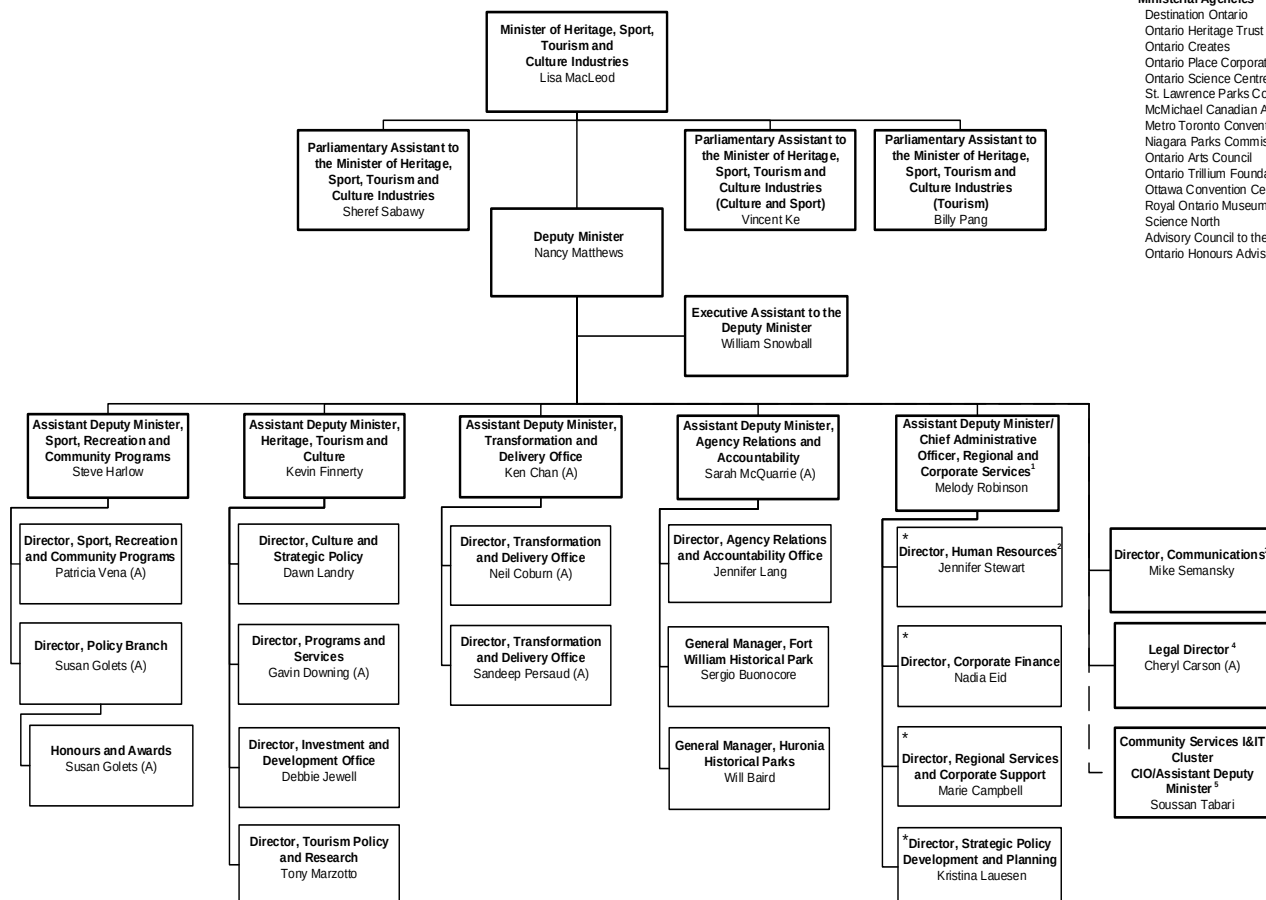
¹ 2018-19 Ontario Place Corporation actuals are based on calendar-year 2018.

2019-20 OPC Expense Interim Actuals are higher as compared to 2020-21 Expense Estimates and 2018-19 Expense Actuals due to an adjustment from a one-time asset transfer.

² 2020-21 Estimates and 2019-20 Interim Actuals are based on pre-COVID-19 estimates and are likely to change.

MINISTRY ORGANIZATION CHART

April 2020



Ministerial Agencies
 Destination Ontario
 Ontario Heritage Trust
 Ontario Creates
 Ontario Place Corporation
 Ontario Science Centre
 St. Lawrence Parks Commission
 McMichael Canadian Art Collection
 Metro Toronto Convention Centre
 Niagara Parks Commission
 Ontario Arts Council
 Ontario Trillium Foundation
 Ottawa Convention Centre
 Royal Ontario Museum
 Science North
 Advisory Council to the Order of Ontario
 Ontario Honours Advisory Council

1 Administratively reports to the Ministry of Heritage, Sport, Tourism and Culture Industries. Provides services to Ministry of Heritage, Sport, Tourism and Culture Industries and Ministry for Seniors and Accessibility.
 2 Reports to ADM, Regional and Corporate Services Division, Ministry of Heritage, Sport, Tourism and Culture Industries and ADM, HR Service Delivery, Ministry of Government and Consumer Services.
 3 Reports to DM, Ministry of Heritage, Sport, Tourism and Culture Industries and DM, Communications and Intergovernmental Affairs and Associate Secretary of the Cabinet.
 4 Reports to DMs of Ministry of Heritage, Sport, Tourism and Culture Industries, Ministry for Seniors and Accessibility and ADAG, Ministry of the Attorney General.
 5 Reports to Corporate Chief Information and Information Technology Officer, Ministry of Government and Consumer Services.
 * Provides services to the Ministry of Francophone Affairs and ADM/CAO of Ministry of Francophone Affairs

(A) Denotes "Acting"

APPENDIX

ANNUAL REPORT

Investments in ministry programs drive economic growth in communities across the province, provide opportunities for people, boost local economies and help Ontario's communities thrive and succeed by showcasing their strengths to the world.

Below are results the Ministry achieved in 2019-20:

Heritage, Tourism and Culture Programs

- Established a new Ministers' Film and Television Advisory Panel to provide expert advice on ways to grow the film and television industries in Ontario.
- Continued to support film and television production through cultural media tax credits, grant programs (and streamlining the time it takes to process them) and services provided by the Ontario Film Commission.
- Contributed to Ontario's film and television industry having a record-breaking year in 2019, with 343 productions bringing in \$2.16 billion in production spending for the economy and supporting 44,540 full-time equivalent direct and spin-off jobs. This represents an increase in production by almost 15 per cent from 2018 and more than 7,500 new jobs for Ontarians.
- Concluded successful meetings with film, television and music industry leaders and executives in Los Angeles to promote and champion Ontario and its creative industries.
- Supported the Canadian Film Centre with \$2,350,000 in funding for film and television training activities.
- Worked with Ontario Creates to consult with key stakeholders in the music industry on a modernized Ontario Music Fund (OMF). The modernized OMF will focus on emerging talent and activities that bring the greatest return on investment to the Province.
- Supported the conservation, expansion and sustainable growth plans of the iconic Massey Hall theatre in Toronto. This capital investment of \$30 million in committed Provincial funding over three years is supporting heritage conservation activities, the repair and rehabilitation of the iconic main hall and the construction of a new multi-storey south tower containing performance space that will expand Massey Hall's ability to serve Ontario's live music sector.

- Continued to generate international investment leads and provide investors with a customized one-window service on doing business in Ontario.
- Through the Grants in Support of Tourism Regions, advanced the growth and competitiveness of Ontario's tourism regions by providing \$23.8 million to Regional Tourism Organizations (RTOs). Some of the activities supported include:
 - Kawarthas Northumberland (RTO 8), working with various levels of government and Parks Canada, have developed Canada's first trail town program to increase visitation through the development of unique visitor experiences and to connect communities and foster pride of place along the Trent-Severn Waterway;
 - Destination Northern Ontario (RTO 13) and Indigenous Tourism Ontario's have developed the Northern Ontario Indigenous Food Tourism Strategy, the first of its kind anywhere in the world; and
 - Regional Tourism Organization 4, in collaboration with Hamilton Halton Brant Regional Tourism Association (RTO 3) and Ontario's Southwest (RTO 1), have enhanced the visitor experience as part of the Grand River Destination Experience, through visitor friendly access points, wayfinding and product development initiatives along the Grand River in partnership with other municipalities and Destination Marketing/Management Organizations.
- Through the Grants in Support of Regional Tourism Organizations – Pan-Regional Fund, provided \$300,000 to Indigenous Tourism Ontario to support capacity building, Indigenous tourism businesses, strategic alignment, marketing and partnership development.
- Through the Grants in Support of Regional Tourism Organizations – Pan-Regional Fund, provided \$100,000 to Société économique de l'Ontario to support continued product and event development along Route Champlain, alignment with partner organizations and the development of solutions to address sector workforce development needs.
- Through the Tourism Development Fund, supported innovative projects aimed at building industry capacity, developing new tourism products and experiences, and attracting investment to Ontario.
- Supported over 285 festivals and events of all sizes in communities across the province to reach new audiences, improve the programs for visitors, benefit local economies, and create new jobs by investing almost \$18 million through Celebrate Ontario 2019.

- Through the Ontario Cultural Attractions Fund, contributed to driving regional tourism, job creation and revenue generation by investing more than \$2 million in over 35 cultural tourism events helping increase tourism spending in communities across Ontario.
- Celebrated Ontario Heritage Week highlighting the important history of local communities and the diverse heritage of Ontario supported by the Ministry's more than \$5-million investment in community museums and heritage organizations across the province.
- Made amendments to the *Ontario Heritage Act* through the *More Homes, More Choice Act* in June 2019 in support the government's Housing Supply Action Plan and undertook consultation on associated regulations in late 2019-early 2020.
- Made a legislative change to the Ontario Production Services Tax Credit (OPSTC) to clarify that contract and freelance workers are eligible for the tax credit. This change will benefit eligible foreign and domestic production companies by reducing red tape and providing clarity that amounts paid to freelance labourers can be included in the calculation of the qualifying production expenditure limit for the OPSTC, retroactive to June 4, 2015.
- Helped Ontario families save money with free admission to 16 Ontario attractions using the 2019 digital Fun Pass that was made available online for families' convenience.
- Announced a proposal to allow free access for children to attractions, museums, galleries and historic sites across the province through the 2019 Ontario Economic Outlook and Fiscal Review. This proposal is being considered in the context of how it can be leveraged to support Ontario's recovery from the COVID-19 outbreak.
- Advanced the planning and design of the Memorial to Honour Canadian Heroes of the War in Afghanistan, a monument on the grounds of the Legislative Assembly of Ontario to honour the veterans and the fallen members of the Canadian Armed Forces who served in Afghanistan.

Attractions and Agencies

- Invested up to \$332 million in operating funding and up to \$26 million in capital projects in Ontario's culture and tourism attractions.
- Launched a Call for Development inviting partners from around the world to submit proposals to transform Ontario Place into the world-class destination.

- Niagara Parks Commission continued its long-standing trend of strong attendance results, with over 2 million visitors to the attractions, heritage sites and golf courses it directly operates, and undertook the second phase of its Table Rock Centre redevelopment.
- St. Lawrence Parks Commission hosted more than 615,000 visitors. Fall and winter events at St. Lawrence Parks Commission historic properties (Upper Canada Village and Fort Henry) attracted over 145,000 visitors.
- Conventions and meetings at the Metropolitan Toronto Convention Centre generated an estimated \$508 million in economic impact for the region.
- The Ottawa Convention Centre hosted more than 412 events, generating an estimated \$140 million in economic impact.
- Destination Ontario leveraged its partnership with Destination Canada to develop a marketing campaign promoting Ontario to the Japanese market from April to December 2019. The campaign resulted in 5,310 passenger bookings and \$2.7 million in estimated visitor expenditures in Ontario.
- Science North's outreach programs outside its Sudbury location reached 111,000 people in northern Ontario. Over 40,000 students in northern Ontario participated in school outreach programs on coding, math and science innovation. New initiatives include the new traveling blockbuster exhibit "Science of Guinness World Records" and "Under the Arctic: Digging into the Permafrost at Dynamic Earth".
- The Ontario Science Centre opened the new in-house MindWorks exhibit that will travel to other science centres and museums in 2020, generating export revenues and showcasing Ontario's product innovation. It launched the multi-year "Ask. Test. Repeat." brand campaign that uses the scientific method to "encourage everyone to think like a scientist". Its 50th anniversary fundraising campaign secured almost \$10 million in cash and gifts in kind to support new programs, experiences and access for underserved communities.
- The Royal Ontario Museum completed the Welcome Project, the Reed Family Plaza & Helga and Mike Schmidt Performance Terrace in August 2019. It publicly launched the new Strategic Direction for realizing the ROM's vision of leadership as a great 21st century museum.
- The Ontario Trillium Foundation invested over \$100 million to support communities throughout the province which will bring better outcomes to 4 million people in Ontario over the next three years and has resulted in an additional 3.7 million square feet of space in communities since 2016.

- The Ontario Arts Council invested over \$53 million in grants to individuals and organizations to foster the creation and production of art for the benefit of all Ontarians.
- The McMichael Canadian Art Collection launched Iningit Ilagiit, a virtual museum that features over 4,000 artworks and documentary materials from its Cape Dorset archive. The Visual Outreach Initiative Creating Empowered Students program expanded, offering art-based enrichment to more underserved students in the York Region District School Board.
- Ontario Heritage Trust's Doors Open Ontario 2019 attracted 465,000 attendees at 930 sites and generated over \$11 million in economic impact for 140 communities across the province.
- Ontario Creates was granted government approval to launch an electronic payment system for grant recipients and was able to improve processing times for film and television credits by 40 per cent to 55 per cent. It also generated 32,000 new business leads for Ontario companies through the Industry Development Program.
- Fort William Historical Park and Huronia Historical Parks continued to include a focus on Indigenous and Francophone communities to support specialized public and educational programming. Both historic attractions were recognized by Festivals and Events Ontario, winning four Top 100 Event Awards.
- Following direction from the Chief Medical Officer of Health on physical distancing as a result of COVID-19, all public-facing ministry agencies and attractions began closing their facilities to the public on March 13, 2020. During this period of closure, the agencies and attractions are doing their part to continue to support the provincial response to the COVID-19 pandemic.

Sport and Recreation Programs

- Attracted more national and international sport events to the province to showcase Ontario's exceptional athletic talent, increase economic activity and boost tourism by investing more than \$2.38 million to support organizations and communities that will host 26 sport events across the province.
- Made changes to the Sport Hosting Program to give communities and sport organizers up to four times as many opportunities to access funding to host sport events by creating new application streams. Eligible sport events now include amateur combative sports and emerging sports.

- Provided \$1 million in funding to the successful 2020 Ontario Winter Games in Orillia to give the province's best young athletes the chance to compete at home while boosting local tourism.
- Supported Canada's national men's curling championship with investments that boost tourism in Kingston and provide athletes a chance to compete close to home.
- Supported tomorrow's Olympic and Paralympic champions with investments in the high-quality training and performance programming delivered by the Canadian Sport Institute Ontario and the Coaches Association of Ontario.
- Committed to a cost-shared investment of \$29 million for the construction of new sport facilities for the Niagara 2021 Canada Games, which will support athletes, provide community recreation and bring new jobs to Niagara region.
- Continued to advance sport and athlete development by providing funding to Provincial Sport Organizations / Multi-Sport Organizations through the Ontario Amateur Sport Fund.
- Continued to identify and build on ministry actions to support the sport sector over the next several years through the development of a sport plan. Targeted sector engagement (e.g., Sport partners, Provincial Sport Organizations, foundations, school sport bodies) on proposed opportunities to be included in a sport plan occurred throughout Fall 2019. Amateur sport sector engagement will continue to occur over the next several years as actions are implemented.
- Made Ontario a leading jurisdiction for concussion safety in sport by implementing *Rowan's Law (Concussion Safety), 2018*, raising awareness of concussions through a province-wide awareness campaign, and through targeted investments of more than \$375,000 to improve concussion prevention and management across the province.
- Developed a suite of Concussion Awareness Resources and templates to support sector implementation of Rowan's Law, including e-Booklets in 19 languages, three videos, an e-module, concussion codes of conduct, and removal-from-sport/return-to-sport protocols to help athletes, parents, coaches, team trainers and officials identify and manage concussions across sport organizations in a harmonized way.
- Passed the *Combative Sports Act, 2019*, which if proclaimed would make it safer for professional and amateur athletes to participate in combative sports, as well as make the province a more competitive destination to hold professional combative sport events.

- Ontario's After School Program provided over 21,000 children and youth across the province the opportunity to access after school programming delivered by 115 service providers at over 400 sites. The program reached children and youth in priority neighbourhoods at low or no cost to families in over 80 cities and towns and 11 First Nations.
- Through the Youth Cultural Camps initiative, over 3,000 Indigenous youth benefited from camps held across the province, providing opportunities to enhance traditional knowledge, develop leadership skills and build resiliency.
- Recognized the outstanding achievements and contributions of Ontarians, including more than 7,100 volunteers across the province through the Volunteer Service Awards and 21 new appointments to the Order of Ontario, the province's highest honour.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Other Operating	1,580.7
Capital	105.7
Staff Strength ** (as of March 31, 2020)	958.84

* Interim actuals reflect the numbers presented in the March 2020 *Economic Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions. Excludes seasonal, students and leaves of absence.

Estimates Briefing Book 2020-21

Ministry of Indigenous Affairs

ISSN 0000-000

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Indigenous Affairs (IAO) mandate is to: lead strategic Indigenous policy for Ontario by coordinating cross-government initiatives that improve outcomes for Indigenous people; lead provincial negotiations of Indigenous land claims; and support economic and community development for Indigenous partners.

Ministry Contribution to Priority Outcomes

The ministry's strategic direction is focused on three areas:

- Promoting Economic Opportunities for Indigenous Employment, Economic and Community Development
 - Lead the development of the government's policy agenda for Indigenous people and communities.
 - Provide funding to directly support economic development, jobs and prosperity for Indigenous people and communities, including Indigenous community participation in land and resource consultation and engagement.
 - Inform and lead policy and program initiatives which support Indigenous community development and economic sustainability, including the response to the impacts of COVID-19.
 - Contribute to the development and implementation of operational strategies and options for critical infrastructure development in the North.
 - Inform policy and program development through data, research, and performance measurement.
 - Improve access to Ontario government programs, services and information for Indigenous people by working with other ministries and Indigenous organizations.
- Make Meaningful Health and Social Improvements in the Lives of Indigenous People
 - Facilitate and support the design, delivery and evaluation of the range of health and social programs and services across ministries that support Indigenous communities and organizations, including responding to the COVID-19 pandemic.
 - Provide funding to support Indigenous communities and organizations to improve social conditions on and off reserve including community capital projects.
 - Build strong relationships and work with Indigenous partners to address joint issues and priorities.
 - Lead the response to social emergencies in First Nation communities through formalized processes.

- Coordinate mandatory Indigenous Cultural Competency Training for all OPS employees to help public servants develop more inclusive policies and programs that consider the distinct needs of Indigenous peoples.
- Coordinate a cross-ministry approach to ensure the safety, health, and wellbeing of Indigenous women and girls.
- Assess implications of and opportunities in federal legislation, policies and commitments for Indigenous communities and organizations in Ontario.
- Address Ontario's Legal Obligations on Treaties, Land Claims, Land Related Matters, and the Duty to Consult
 - Lead the resolution of land and land-related claims with First Nations and other Indigenous communities in Ontario.
 - Monitor First Nation and Métis community issues that may lead to legal or direct action, as well as lead or support Ontario's response.
 - Provide expertise and direction to legal counsel in litigation on matters related to Indigenous communities.
 - Enhance awareness of Indigenous people, issues and best practices for engaging with Indigenous people.
 - Provide funding to Indigenous communities to participate meaningfully in negotiations on claims.
 - Lead implementation of land and land-related settlements and support implementation of Indigenous litigation settlements.
 - Support ministries to ensure Ontario's Duty to Consult obligations are met.

COVID-19 Response

- On March 25, 2020, as part of the province's economic and fiscal update, the government announced \$17 billion in support under *Ontario's Action Plan: Response to COVID-19*. Of which, IAO received \$16.4 million to address the unique needs of Indigenous people and communities.
- IAO's funding is being used to support COVID-19 pandemic planning, prevention and mitigation efforts to ensure the safety and well-being of Indigenous people and communities, particularly those in the province's remote and far-northern regions.
- The funding is also supporting urban Indigenous people in financial need, costs for health care professionals and critical supplies to reach remote First Nations, as well as funding to address emergency planning and self-isolation needs for First Nations.
- IAO continues to coordinate a multi-level government response by working closely with Indigenous partners and with federal departments to identify the most pressing needs in Ontario First Nations and Indigenous communities and to confirm the most responsive actions.

Ministry Programs

IAO works to create lasting wellness and prosperity with First Nations, Inuit and Métis communities across Ontario to help make reconciliation meaningful to people.

Promoting Economic Opportunities for Indigenous Employment, Economic and Community Development

- Working with the Ministry of Natural Resources and Forestry (MNRF) to engage First Nations leadership in a refocus of the *Far North Act* to reduce red tape and promote economic development for First Nations in the Far North including the Ring of Fire.
- Working with the Ministry of Energy, Northern Development and Mines (ENDM) and MNRF to move forward with resource revenue sharing from mining, forestry and aggregates to help Indigenous communities share in benefits from resource development.
- Leading the enhancement of the Aboriginal Procurement Program to increase government procurement opportunities for Indigenous businesses to help ensure Ontario is open for business.
- Working across ministries on an approach to refreshing the government's approach to Indigenous economic development, including launching an Indigenous Economic Response and Recovery Group (IERRG) that will provide input and perspectives on how government can best support Indigenous business owners and workers affected by the economic impacts of COVID-19.
- Working with the ENDM to support the development of operations and strategies related to the Ring of Fire area, including implementation of the Memorandum of Agreement with supportive First Nations, participating in community identification and the application of consultation frameworks.
- Working with the Ministry of Transportation (MTO), MNRF, and ENDM to develop a cross-government strategy to address roads and related infrastructure in the North and remote North, including all-season roads, highway twinning and highway safety.
- Working with the Ministry of the Attorney General (MAG), other partner ministries, and the federal government to engage Indigenous communities and organizations on the legalization of recreational cannabis in Ontario, including undertaking discussions to explore on-reserve approaches that advance mutual priorities.

- Working with the Ministry of Infrastructure (MOI) and ENDM in implementing Ontario's Broadband and Cellular Action Plan to improve and expand broadband, digital services and cellular access in unserved and underserved areas, including remote and rural First Nations.
- Working with the Ministry of Finance (MOF) to engage First Nation communities and leaders on tobacco and potential new partnerships regarding on-reserve approaches to tobacco regulation.
- Collaborating with the Ministry of Colleges and Universities (MCU) and the Ministry of Labour, Training and Skills Development (MLTSD) on engaging Indigenous organizations in the province's approach to transforming employment services, skills training and apprenticeship.
- Working with the Ministry of Heritage, Sport, Tourism and Cultural Industries (MHSTCI) and key Indigenous tourism organizations in developing and implementing the province's tourism plan.
- Working with the Ministry of Children, Community and Social Services (MCCSS) to incorporate Indigenous considerations into the refreshed Poverty Reduction Strategy.
- Supporting the Ministry of Economic Development, Job Creation and Trade (MEDJCT) to enhance opportunities for Indigenous people around entrepreneurship, business reconciliation, exporting and innovation.
- Through the New Relationship Fund:
 - Supporting the participation of Indigenous communities and organizations in meaningful consultation and engagement with government and the private sector on land and resource matters; and,
 - Increasing economic development and skills training opportunities and enabling long-term lands and resource planning in participating Indigenous communities.
- Through the Indigenous Economic Development Fund:
 - Breaking down the economic barriers facing Indigenous people across Ontario including lack of access to capital, limited employment/skills training opportunities and community capacity challenges; and,
 - Supporting Indigenous businesses and initiatives that are creating employment and training opportunities.

- Through the Indigenous Community Capital Grants Program:
 - Supporting the construction, renovation and/or retrofit of Indigenous community infrastructure projects (on-and off-reserve) that contribute to economic development, job creation and create positive social benefits for the community.
- Through the Participation Fund:
 - Supporting the capacity and development of urban Indigenous organizations and services providers, including creating a regularized forum for communication and coordination on mutual priorities;
 - Relaunch of the Relationship Tables with First Nations Provincial Territorial Organizations to support organizational capacity, issues resolution and priorities impacting the member of communities of Nishnawbe Aski Nation, Anishinabek Nation, Grand Council Treaty #3, Independent First Nations, and the Association of Iroquois and Allied Indians; and,
 - Support urban priorities through new relationships with Tungasuvvingat Inuit and the Ontario Urban Indigenous Coalitions in Thunder Bay, Hamilton, Toronto, and Ottawa.

Make Meaningful Health and Social Improvements in the Lives of Indigenous People

- Collaborating with ministries and Indigenous partners to inform policies, legislation and programs that improve the quality of life for Indigenous people in Ontario in the areas of child and family services, health, mental health and addictions, emergency response, education and justice.
- Supporting government commitments that address community safety and well-being of Indigenous peoples including:
 - The Ministry of Health and other ministries, in delivering on the investment of \$3.8 billion in mental health and addictions; and,
 - The Ministry of the Solicitor General in the implementation of the Community Safety and Policing Act, 2019 and the development of Regulations that will better enable improved First Nation police services in Ontario.
- Continuing to work across ministries and with Indigenous partners to address the recommendations from the Seven Youth Inquest that were directed at the province

to support the safety and wellbeing of Indigenous students who attend school in Thunder Bay.

- Continuing to assess and review implications and opportunities of federal legislation, policies and commitments for Indigenous communities and organizations in Ontario.
- Providing advice and assistance to ministries regarding engagement and relationships with First Nations, Métis and Inuit communities and organizations.
- Providing advice and analysis to ministries regarding recognition of Aboriginal rights, assertion of jurisdiction, and governance matters for First Nations and Métis.
- Providing advice relating to federal rights-related policies and legislation, and technical support in federally-led self-government discussions or negotiations regarding provincial responsibilities and interests.
- Co-leading with the Ministry of Children, Community and Social Services (MCCSS), work across provincial ministries and with federal and Indigenous partners to develop a response to the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG).
- Working with provincial, federal and Indigenous partners to lead the development and implementation of protocols and supporting guides, tools, and training which improve government response to emergencies in First Nation communities.
- Coordinate and/or support government response to emergencies in First Nations communities – including COVID-19, by working with the Provincial Emergency Operations Centre (PEOC), other Ontario ministries, Indigenous partners, and federal government departments.
- Tracking and monitoring social emergencies in First Nations communities in collaboration with PEOC.
- Tracking and monitoring natural disasters and critical infrastructure failures in First Nations communities in collaboration with the PEOC.
- Engaging federal, provincial, territorial and Indigenous partners on practical opportunities that will improve socio-economic conditions for First Nations in the North, including water quality, energy transmission, Ring of Fire, infrastructure, employment development, and health and mental health.

Addressing Ontario's Legal Obligations on Treaties, Land Claims, Land Related Matters and the Duty to Consult

- Working with ministries, Indigenous communities, municipalities and industry to ensure consultation obligations are understood and met, including:
 - Working across government, to lead and develop operational guidance, tools, training and other supports which address the day-to-day needs of ministries in meeting the duty to consult, and which support consistent and coordinated engagement with Indigenous partners on policy and program initiatives.
- Issue new guidelines that provide practical and sound advice in order to improve consistency and coordination as ministries fulfil their Duty to Consult.
- Researching and assessing 10 land claim assertions.
- Continuing to make progress on the 52 claims accepted for negotiation and any new claims accepted for negotiation.
- Working to carry out Ontario's commitments in implementing an additional 12 claim settlements that have been successfully negotiated.
- Working across government, to monitor First Nation community issues and coordinate Ontario's response.
- Working with Ministry partners, where possible, to seek negotiated solutions to issues currently under litigation.

COVID-19 Response

IAO is coordinating a multi-level government response to COVID-19 by working closely with Indigenous partners and with federal departments to identify the most pressing needs in Ontario First Nations and Indigenous communities and to confirm the most responsive actions.

- The Ministry has identified four specific streams of funding to assist Indigenous people and communities respond to the COVID-19 pandemic. These are:
 - People and the distribution of goods: support access to emergency relief and goods such as food, basic household goods, baby supplies, as well as transportation of these goods and medical care workers.

- Awareness and Prevention: addresses communities' communication needs, which includes enhanced public health measures, translation, communications tools and products, and outreach to vulnerable groups.
 - Pandemic Planning: helps to build regional and community capacity for culturally appropriate community and pandemic planning, including Community Health coordination and the implement existing emergency plans.
 - Self-Isolation facilities: enables First Nations communities to work with private or public facilities to repurpose as self-isolation facilities and to support the purchase of appropriate supplies and equipment.
- IAO is also providing enhanced funding to urban Indigenous service providers to support their vulnerable clients, such as low-income, elderly and homeless Indigenous individuals, to receive necessities that they otherwise would not be financially or physically able to access, such as food, medical and pharmaceutical supplies.
 - IAO is continuing to listen to feedback from First Nations and Indigenous partners on program funding design and guidelines to ensure funds are accessed quickly and efficiently and directed where they are needed most.
 - Ontario has recently developed a central command structure within government to help streamline Ontario's response to COVID-19. This command structure includes a number of sector-specific tables that facilitate cross-ministry issues such as food security, health supplies, and vulnerable populations. IAO co-chairs the cross-functional table on vulnerable populations, which has been developing an action plan for congregate care settings address COVID-19 challenges.
 - This ministry is working to build upon existing programs and human capacity within Nishnawbe Aski Nation and other remote, northern First Nations to raise awareness and provide seamless communication in Indigenous languages regarding COVID-19.

2020-21 Strategic Plan

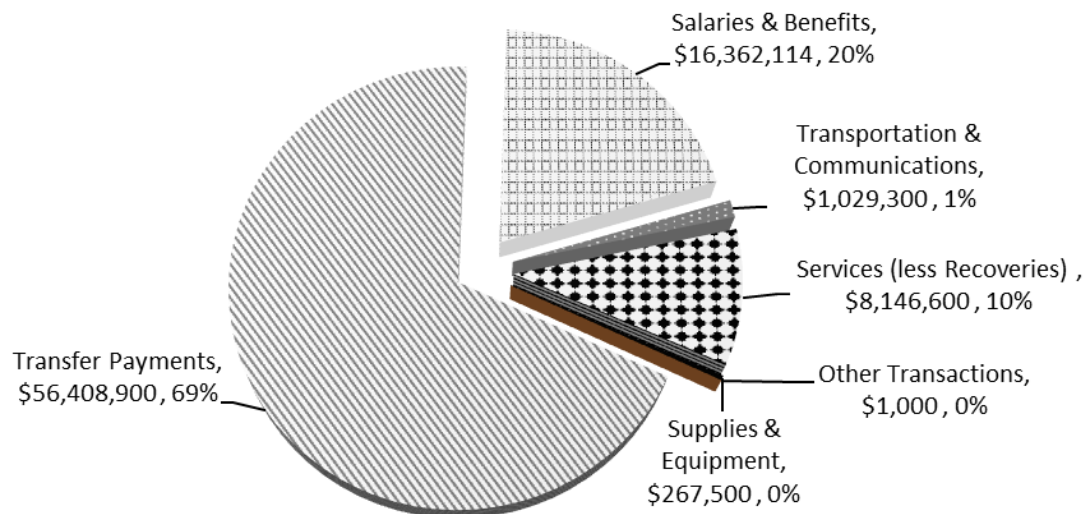
- IAO's strategic plan demonstrates a commitment to effectively using public funds, providing greater value for money, and supporting government policies, while the ministry supports Indigenous peoples and communities in responding to the COVID-19 pandemic.

- Over the 2020-21 fiscal year, the ministry aims to continue delivering on its vision to create lasting wellness and prosperity with First Nations, Inuit and Métis communities across Ontario to help make reconciliation meaningful to people.
- IAO maintains its strategic approach, which is focused on:
 - Economy: to create lasting Indigenous economic prosperity by increasing access to employment, skills training, capital, and education;
 - Partnerships: strengthening relationships among government ministries and Indigenous communities to achieve better service delivery and advance socio-economic opportunities;
 - Rights and Interests: continue to negotiate and settle land claims, meet the Duty to Consult and participate in discussions on jurisdiction; and,
 - People: maximizing available resources for responsive programs, services and infrastructure for Indigenous people and organizations, and to reduce barriers to advance Indigenous employment and wealth creation.
- The ministry anticipates some risk in its ability to deliver its regular programming due to the COVID-19 pandemic, however, through working closely with Indigenous communities and organizations, as well as with key ministry partners and the federal government, IAO will continue to adapt its programs to ensure funds are directed to where they are needed most.
- IAO will continue to make progress on its modernization initiatives in order to find efficiencies while also maintaining funding for critical initiatives and scaling-back and reprioritizing transfer payment programs that have manageable risk.

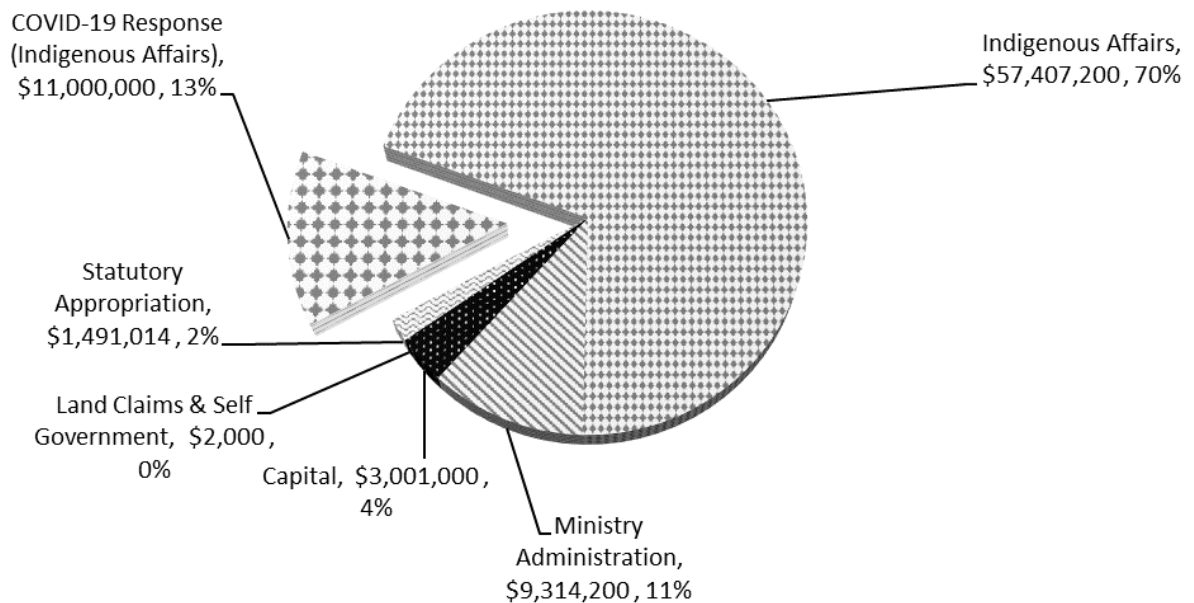
Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	11.00
Other Operating	68.21
Capital	3.00
TOTAL	82.22

Ministry Allocation of 2020-21 Base Spending by Standard Account (\$82.2M)



Ministry Allocation of 2020-21 Base Spending by Vote Item (\$82.2M)



DETAILED FINANCIAL INFORMATION

Ministry of Indigenous Affairs

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
OPERATING EXPENSE						
Ministry Administration	9,314,200	(2,737,100)	(22.7)	12,051,300	13,019,711	13,558,196
Indigenous Affairs	68,407,200	11,019,800	19.2	57,387,400	55,858,956	59,246,857
Land Claims and Self-Government Initiatives	2,000	-	-	2,000	14,102,000	187,000,000
Total Operating Expense to be Voted	77,723,400	8,282,700	11.9	69,440,700	82,980,667	259,805,053
Statutory Appropriations	1,491,014	8,000	0.5	1,483,014	5,206,014	30,122,230
Ministry Total Operating Expense	79,214,414	8,290,700	11.7	70,923,714	88,186,681	289,927,283
Consolidation Adjustment - General Real Estate Portfolio	-	2,273,000		(2,273,000)	-	(3,057,649)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(7,061)
Total Including Consolidation & Other Adjustments	79,214,414	10,563,700		68,650,714	88,186,681	286,862,573
OPERATING ASSETS						
Accounts Receivable	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	1,000	-	-	1,000	1,000	-
Ministry Total Operating Assets	1,000	-	-	1,000	1,000	-
CAPITAL EXPENSE						
Ministry of Indigenous Affairs	3,001,000	(500,000)	(14.3)	3,501,000	3,501,000	2,946,747
Total Capital Expense to be Voted	3,001,000	(500,000)	(14.3)	3,501,000	3,501,000	2,946,747
Ministry Total Capital Expense	3,001,000	(500,000)	(14.3)	3,501,000	3,501,000	2,946,747
Consolidation Adjustment - General Real Estate Portfolio	-	-		-	-	(225,730)
Total Including Consolidation & Other Adjustments	3,001,000	(500,000)	(14.3)	3,501,000	3,501,000	2,721,017
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	82,215,414	10,063,700	13.9	72,151,714	91,687,681	289,583,590

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historical Trend Analysis

Historic Trend Analysis Data	Actuals 2017-18	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,208,483,045	289,583,590	72,151,714	82,215,414
		-76%	-75%	14%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For the 2018-19 fiscal year, the Ministry of Indigenous Affairs incurred expenses totalling \$289.6 million, a decrease of 76% over 2017-18 Actuals. This significant difference year-over-year is the result of accrued liabilities in 2017-18 associated with the commitment to settle a number of Indigenous land-related claims.

The increase to IAO's budget in 2020-21 is mainly due to planned initiatives to help support Indigenous communities during the COVID-19 pandemic.

For additional financial information, see:

<https://www.ontario.ca/page/expense-estimates>

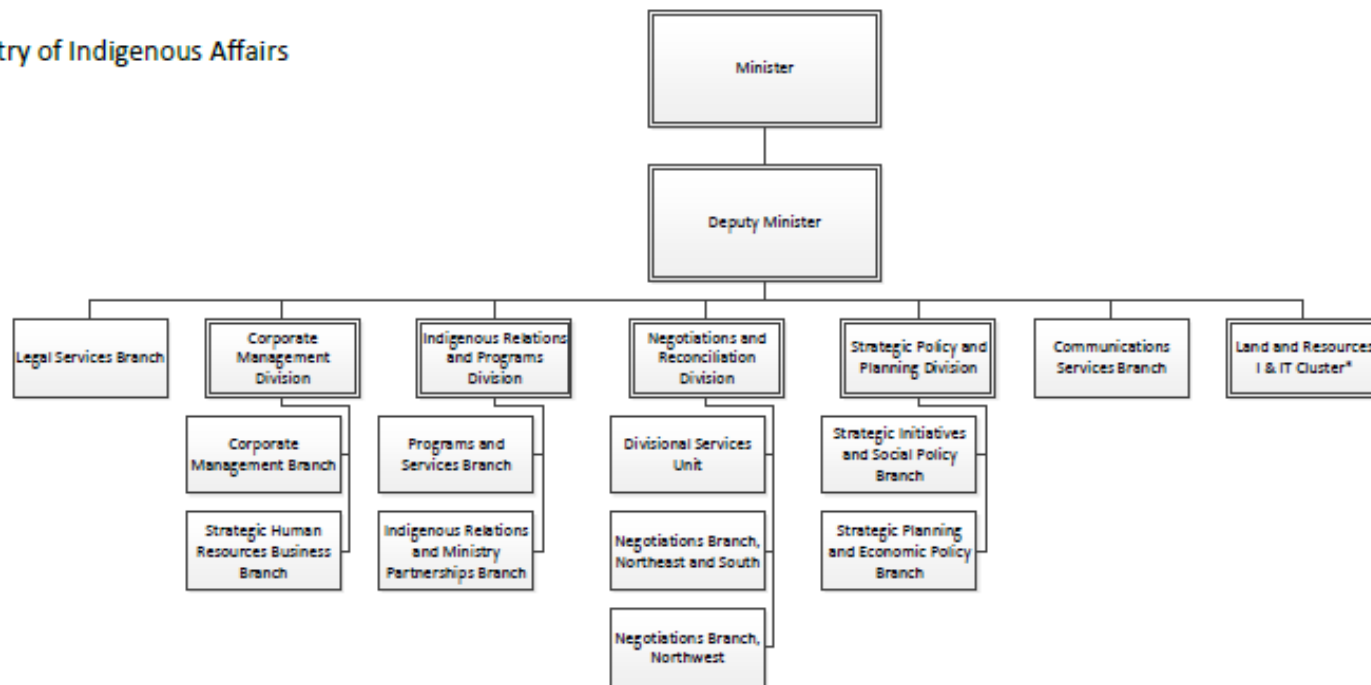
<https://www.ontario.ca/page/public-accounts>

<https://budget.ontario.ca/2020/marchupdate/index.html>

<http://budget.ontario.ca/2020/contents.html>

MINISTRY ORGANIZATION CHART

Ministry of Indigenous Affairs



Effective March 31, 2020

*metrics reporting relationship to OOCIO, MNRF, MECP, OMAFRA, and MENDM

HIGHLIGHTS OF 2019-20 RESULTS

IAO is committed to improving outcomes for Indigenous Peoples in Ontario. In 2019-20, the ministry:

- Supported the Ministry of Natural Resources and Forestry (MNRF) and the Ministry of Energy, Northern Development and Mines (ENDM) in moving forward with three resource revenue sharing agreements signed with 31 First Nation signatories represented by with Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council. The province has made the first payments under these resource revenue sharing agreements, totaling over \$24.8 million from eligible forestry and mining revenues, which will enable First Nations to share in the economic benefits of forestry and mining operations near their communities.
- Supported job creation by providing \$3 million to the Métis Voyageur Development Fund, one of Ontario's most successful Aboriginal Financial Institutions that uses Ministry funds to provide loans and grants to Métis businesses and entrepreneurs across the province. Since it began operations in 2012, the Métis Voyageur Development Fund has distributed over \$27 million in loans and grants to Ontario Métis entrepreneurs and businesses, leveraged over \$25 million in additional funding, and helped create or sustain over 480 jobs.
- Increased procurement opportunities with the provincial government for Indigenous businesses through the Aboriginal Procurement Program. The Program has directly supported over 100 new procurements valued at over \$34 million for Indigenous businesses in Ontario since 2015.
- Provided funding to support a broadband research study of selected remote First Nations in northwestern Ontario to determine usage, limitations and opportunities for supporting enhanced connectivity in unserved and under-served regions of the province.
- Working with the Canadian Council for Aboriginal Business, supported an update of the Ontario Aboriginal Business Survey with analysis of how businesses are performing compared to provincial and national baselines, procurement, export readiness, workforce and performance measures.
- Negotiated a tripartite agreement and related protocols between Canada, Ontario and First Nation partners - Nishnawbe Aski Nation, Grand Council Treaty #3 & Mushkegowuk Council - and responded to 17 declarations of a social emergency and 12 requests for emergency assistance by First Nation communities due to social crises
- Worked with ministries on assessing the impacts and opportunities for Indigenous communities and organizations in the development and implementation of policies,

legislation, and programs in a broad range of areas including economic development, land and resource development, community self-regulation on tobacco and cannabis, broad health system transformation, mental health and addictions, poverty reduction, child welfare, Far North planning, social assistance, employment and skills training, community and supportive housing, seniors and accessibility, land use planning, heritage and culture, anti-racism, community safety and policing and justice.

- Provided significant support to ministries in assessing and reviewing implications of federal legislation, policies and commitments on Indigenous communities and organizations in Ontario, including:
 - An Act Respecting Indigenous Languages (Bill C-91);
 - An Act Respecting First Nations, Inuit and Métis Children, Youth and Families (Bill C-92);
 - Federal support for Private Member's Bill C262, *An Act to ensure the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous People*;
 - Federally-led Recognition of Indigenous Rights and Self-Determination discussion tables in Ontario; and,
 - *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*.
- Supported cross-government application of the Urban Indigenous Action Plan – an Indigenous designed operational guide for ministries and the broader public sector including municipalities to use when developing policies, programs and practices that respond to the needs and priorities of urban Indigenous organizations and communities.
- Worked across ministries and with Indigenous partners to continue to address the recommendations of the Seven Youth Inquest, including supporting the coordination of three political tables, one of which was attended by two provincial Ministers, and submitting Ontario's annual progress report to the Office of the Chief Coroner. To date, the province has completed the majority of the recommendations directed at Ontario, with the remaining in progress.
- Completed the development of the Indigenous Youth Leading Youth Anti-Racism Program Guide and Training Materials. The program was designed by NORDIK at Algoma University with the input from an Indigenous Youth Advisory Circle, which included representation from First Nations and Inuit youth and elders. The program

engages non-Indigenous youth audiences through interactive, age-appropriate workshops led by trained Indigenous youth facilitators.

- Hosted the annual Treaties Recognition Week including facilitating 200 living library events in over 70 different communities including three First Nations Libraries. This year saw double the number of post-secondary schools involved, and five French school boards also participated for the first time.
- IAO expanded the Living Library program in 2019 to include public events in museums and libraries. These public events provided a venue for Ontarians to learn more about treaties in Ontario outside of a school environment.
- Provided \$14.5 million to Indigenous communities and organizations to support their participation in meaningful consultation and engagement with government and the private sector in lands and resources matters, through the New Relationship Fund.
- Disbursed \$8.2 million in support of increased access to skills training, Indigenous business growth and development, and Indigenous community economic development planning through the Indigenous Economic Development Fund.
- Provided \$3 million to support the construction, renovation and/or retrofit of Indigenous community infrastructure projects (on- and off-reserve) that contribute to economic development, job creation and social benefits to the community, through the Indigenous Community Capital Grants Program.
- Provided \$1.9 million in funding through the Ontario Indigenous Representative Organization Fund to support Indigenous organizational capacity and development.
- Facilitated mandatory Indigenous Cultural Competency Training for all Ontario Public Service employees. Since the program launched in February 2018, 56% of Ontario public service employees have been registered for the training which will continue until 2021. This training will provide public servants with increased capacity and awareness to deliver critical programs and services to Indigenous communities.
- Supported effective self-isolation in remote and northern First Nation communities by enabling communities to contract with private or public facilities for use for self-isolation.
- Supported culturally appropriate COVID-19 pandemic planning in remote and northern Indigenous communities by developing standard community training and awareness protocols, and addressing community needs around access to food,

water, and Personal Protective Equipment (PPE) to help reduce the risk of COVID-19.

- Provided funding to urban Indigenous organizations service providers and the Métis Nation of Ontario to respond to needs for food, essential supplies and services in communities which have been significantly impacted by COVID-19 pandemic. Additional assistance was provided specifically for vulnerable people, including elders, single-parent families, those experiencing homelessness or hardship.
- Coordinated with ministries and Nishnawbe Aski Nation (NAN) to provide funding to support people and the distribution of critical goods (medical supplies, etc.) to remote northern communities to help address the impact of the COVID-19 pandemic.
- Coordinated with ministries and the federal government to respond to individual First Nations communities impacted by COVID-19 in a tailored and efficient manner.
- Weekly engagement with Indigenous leadership to coordinate the response to COVID-19 and respond to community identified issues as they arise.

APPENDIX: 2019-20 ANNUAL REPORT

THE MINISTRY OF INDIGENOUS AFFAIRS OVERVIEW

In 2019-20, the ministry played a leading role in strategic Indigenous policy for Ontario, leading cross-government initiatives that improved outcomes for Indigenous people, led the provincial negotiation of Indigenous land claims, and supported economic development for Indigenous partners.

2019-20 RESULTS

In 2019-20 the ministry took steps to develop a robust fiscal strategy to deliver on the government's priorities while continuing to restore accountability and trust. The ministry worked with Indigenous partners to reduce red tape and administrative costs, to enable renewed focus on delivering programs and services that make a difference in the lives of Indigenous people. The ministry achieved the following results:

- Collaborated with the Ministry of the Environment, Conservation and Parks (MECP) to work with the federal government to make sure that First Nation communities have safe, sustainable drinking water.
- The Special Advisor for Indigenous Affairs participated at numerous Indigenous meetings and events, and advised the Minister on economic, social and jurisdictional issues affecting Indigenous communities, while continuing to serve as a liaison on behalf of the Premier and the Minister with Indigenous communities. Some of the events the Special Advisor participated in include:
 - The Assembly of First Nations – Special Chiefs Assembly
 - Anishinabek Nation/Union of Ontario Indians (UOI) – Annual Fall Assembly
 - Ontario Native Women's Association (ONWA) – 48th AGA
 - Chiefs of Ontario – All Ontario Chiefs Conference
 - Bingwi Neyaashi Anishinaabek (Sand Point First Nation) – Coming Home/National Aboriginal Day Event
 - Association of Iroquois and Allied Indians – Annual General Assembly, and;
 - Special Advisor's Northern Tour to Fort Albany and meetings with Chapleau Cree, Fort Albany, Attawapiskat First Nations and Mushkegowuk Tribal Council, March 2019.
- Advised ministries on engagement and consultation with Indigenous communities for a range of provincial policy initiatives and legislation.

- Worked with the Ministry of Finance (MOF) and First Nation communities and organizations on tobacco regulation by supporting projects to explore on-reserve approaches to tobacco regulation undertaken by the Anishinabek Nation, the Association of Iroquois and Allied Indians, and Chippewas of the Thames First Nation.
- Supported the Ministry of the Attorney General (MAG) in introducing an allocation of cannabis retail stores on First Nations reserves, and in introducing regulatory amendments to allow for the authorization of up to 26 stores on First Nations reserves.
- Supported MAG and other partner ministries in conducting engagement and information sharing with Indigenous communities and organizations on the legalization of cannabis, including undertaking discussions with interested communities to explore approaches to cannabis regulation that advance mutual priorities.
- Hosted the annual Treaties Recognition Week including facilitating 200 living library events in over 70 different communities including three First Nations Libraries. This year saw double the number of post-secondary schools involved, and five French school boards also participated for the first time.
- IAO expanded the Living Library program in 2019 to include public events in museums and libraries. These public events provided a venue for Ontarians to learn more about treaties in Ontario outside of a school environment.

Promoting Economic Opportunities for Indigenous Employment, Economic and Community Development

- Provided \$14.5 million to Indigenous communities and organizations to support their participation in meaningful consultation and engagement with government and the private sector in lands and resources matters, through the New Relationship Fund.
- Disbursed \$8.2 million in support of increased access to skills training, Indigenous business growth and development, and Indigenous community economic development planning through the Indigenous Economic Development Fund.
 - A project example is Miziwe Biik Employment and Training's Indigenous Adult Career Exploration Program. The Program will help prepare Indigenous people for apprenticeship opportunities in the plumbing, carpentry and construction trades.

- Provided \$3 million to support the construction, renovation and/or retrofit of Indigenous community infrastructure projects (on- and off-reserve) that contribute to economic development, job creation and social benefits to the community, through the Indigenous Community Capital Grants Program.
- Provided \$1.9 million in funding through the Ontario Indigenous Representative Organization Fund to support Indigenous organizational capacity and development.
- Supported the Ministry of Natural Resources and Forestry (MNRF) and the Ministry of Energy, Northern Development and Mines (ENDM) in moving forward with three resource revenue sharing agreements signed with 31 First Nation signatories represented by Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council. The province has made the first payments under these resource revenue sharing agreements, totaling over \$24.8 million from eligible forestry and mining revenues.
- Supported job creation by providing \$3 million to the Métis Voyageur Development Fund, one of Ontario's most successful Aboriginal Financial Institutions, which uses Ministry funds to provide loans and grants to Métis businesses and entrepreneurs across the province. Since it began operations in 2012, the Métis Voyageur Development Fund has distributed over \$27 million in loans and grants to Ontario Métis entrepreneurs and businesses, leveraged over \$25 million in additional funding, and helped create or sustain over 480 jobs.
- Increased procurement opportunities with the provincial government for Indigenous businesses through the Aboriginal Procurement Program. The Program has directly supported over 100 new procurements valued at over \$34 million for Indigenous businesses in Ontario since 2015.
- Provided funding to support a broadband research study of selected remote First Nations in northwestern Ontario to determine usage, limitations and opportunities for supporting enhanced connectivity in unserved and under-served regions of the province.
- Working with the Canadian Council for Aboriginal Business, supported an update of the Ontario Aboriginal Business Survey with analysis of how businesses are performing compared to provincial and national baselines, procurement, export readiness, workforce and performance measures
- Supported ENDM in the development and implementation of operational strategies, guidance and options related to consultation and community identification in the Ring of Fire development area.

- In addition to working with the MNRF and the federal government on the Pikangikum Whitefeather Forest Initiative, IAO provided support to develop a youth co-operative sawmill and purchase of a portable sawmill. This project is a partnership with Pikangikum Chief and Council and will enable youth to learn about the production of lumber for local and regional markets, provide direct work experience and business planning training for youth aged 18 to 30 in the community. The sawmill is considered a social enterprise, giving back to the community by providing firewood to Elders, building picnic tables and eventually developing the expertise required to complete small home repairs.

Make Meaningful Health and Social Improvements in the Lives of Indigenous People

The ministry continued to work to close the socio-economic gap between Indigenous and non-Indigenous people by working with other ministries in the development of policies, programs and initiatives that address the unique needs of and provide support for Indigenous people.

- Coordinated Ontario's response to four social emergencies and seven critical infrastructure failures and/or natural disasters.
- Facilitated a year-long collaboration between the OCAD University and the Royal Ontario Museum (ROM) which resulted in a showcase of Indigenous culture and history.
- IAO continues to lead the implementation of the Indigenous Cultural Competency Training for the Ontario Public Service (OPS) using the San'yas Indigenous Cultural Safety Training Program.
 - The training addresses the pervasive effects of colonization and aims to ensure that public servants have increased capacity and knowledge to work with Indigenous communities and leaders to develop and deliver policies, programs and services.
 - To date, approximately 56% of OPS employees have been registered in the program.
 - A bi-annual data report was completed in September 2018 and found that 83% of participants indicated they would use what they learned during the training in their daily work.

- Worked with ministries on assessing the impacts and opportunities for Indigenous communities and organizations in the development and implementation of policies, legislation, and programs in a broad range of areas including economic development, land and resource development, community self-regulation on tobacco and cannabis, broad health system transformation, mental health and addictions, poverty reduction, child welfare, social assistance, employment and skills training, community and supportive housing, seniors and accessibility, land use planning, heritage and culture, anti-racism, community safety and policing and justice.
- Provided significant support to ministries in assessing and reviewing implications of federal legislation, policies and commitments on Indigenous communities and organizations in Ontario, including:
 - An Act Respecting Indigenous Languages (Bill C-91)
 - An Act Respecting First Nations, Inuit and Métis Children, Youth and Families (Bill C-92)
 - Federal support for Private Member's Bill C262, *An Act to ensure the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous People*
 - Federally-led Recognition of Indigenous Rights and Self-Determination discussion tables in Ontario
- Worked across ministries and with Indigenous partners to continue to address the recommendations of the Seven First Nations Youth Inquest, including supporting the coordination of three political tables, one of which was attended by two provincial Ministers, and submitting Ontario's annual progress report to the Office of the Chief Coroner. To date, the province has completed a majority of the recommendations directed at Ontario, with the remainder in progress.
- Completed the development of the Indigenous Youth Leading Youth Anti-Racism Program Guide and Training Materials. The program was designed by NORDIK at Algoma University with the input from an Indigenous Youth Advisory Circle, which included representation from First Nations and Inuit youth and elders. The program engages non-Indigenous youth audiences through interactive, age-appropriate workshops led by trained Indigenous youth facilitators.
- Provided \$30,000 to support the Pikangikum First Nation for start-up costs and furnishings required to operate the Pikangikum Transitional Housing Facility. This facility will allow the Ministry of Attorney General and the Ontario Provincial Police to house offenders/accused in a supervised facility and improve the public safety in

the community. The community believes that this new facility may help mitigate the high suicide rates in Pikangikum and help to reduce the crime rate in the community by supporting individuals at risk of re-offending or experiencing homelessness.

- Supported effective self-isolation in remote and northern First Nation communities by enabling communities to contract with private or public facilities for use for self-isolation.
- Supported culturally appropriate COVID-19 pandemic planning in remote and northern Indigenous communities by developing standard community training and awareness protocols, and addressing community needs around access to food, water, and Personal Protective Equipment (PPE) to help reduce the risk of COVID-19.
- Coordinated with ministries and Nishnawbe Aski Nation (NAN) to provide \$1M in funding to support people and the distribution of critical goods (e.g., medical supplies, etc.) to remote northern communities to help address the impact of the COVID-19 pandemic.

Address Ontario's Legal Obligations on Treaties, Land Claims, Land Related Claims, and the Duty to Consult

The ministry continued to address Ontario's outstanding legal obligations on land claims and land-related disputes with Indigenous people with the goal of achieving lasting settlements through a non-litigated negotiation process.

- In 2020, Ontario and the Flying Post First Nation ratified a settlement of the First Nation's outstanding land entitlement under Treaty 9. This settlement resolves a historical matter in a manner that creates economic growth opportunities for the First Nation and helps to create a stable climate for local business and other interests.
- In 2020, Ontario agreed to enter into negotiations with Wahnapiatae First Nation to resolve an outstanding boundary claim.
- In 2020, a land transfer agreement between Kettle and Stony Point First Nation, Ontario, and Canada was fully ratified. Implementation of this agreement will see the former Ipperwash Park lands returned to Canada to be set apart as reserve for Kettle and Stony Point First Nation.
- In 2020, an agreement between Pays Plat First Nation, Ontario, and Canada to transfer land to the Pays Plat First Nation was fully ratified. Implementation of this agreement will result in lands being added to the existing reserve that will allow for community and economic development.

- In 2020, an easement agreement between Wabigoon Lake Ojibway Nation, Ontario and Canada was fully ratified. As a result, the 2012 Wabigoon Lake Ojibway Nation flooding claim settlement agreement is now fully implemented.
- In 2019, Ontario agreed to enter into negotiations with Shawanaga First Nation to resolve an outstanding boundary claim.
- In 2019, the boundary claim settlement entered into between Fort William First Nation, Ontario, and Canada in 2011 was fully implemented.
- IAO has led the coordination of Ontario's response to community issues across ministries, including the facilitation of supports for First Nations, funding a Regional Emergency Summit, encouraging the active participation of the federal government in responding to the Summit's recommendations.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$Ms) 2019-20*
COVID-19 Approvals	1.4
Other Operating	86.8
Capital	3.5
Staff Strength ** (as of March 31, 2020)	138.02

* Interim actuals reflect the numbers presented in the *March 2020 Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Infrastructure

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Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Infrastructure (MOI) is committed to maximizing the Province's infrastructure and infrastructure investments to benefit all the people of Ontario. Whether it is building new infrastructure, or making key investments to upgrade Ontario's schools, hospitals, roads, bridges and transit or broadband infrastructure, the Province needs to make strategic investments efficiently across government by prioritizing infrastructure activities and unlocking existing opportunities.

The Ministry is responsible for developing a strategic approach to infrastructure planning based on strong evidence. This includes managing the implementation of the *Infrastructure for Jobs & Prosperity Act*, which requires the development of the government's long-term infrastructure plan, the development of an asset inventory, the identification of infrastructure needs, and a strategy to prioritize infrastructure investments.

The Ministry also acts as the steward of provincial asset management planning, including developing tools and analyses to consistently track both current infrastructure assets and planned investments across government.

It has legislative responsibility for Infrastructure Ontario and is also responsible for Waterfront Toronto, in partnership with the federal government and the City of Toronto.

Ministry Programs

The following are the major programs, services and initiatives delivered by the Ministry of Infrastructure:

Infrastructure Policy Program

The Ministry manages the implementation of the *Infrastructure for Jobs & Prosperity Act, 2015*. This includes developing Ontario's infrastructure plan and developing a framework to prioritize the government's infrastructure investments to support its infrastructure priorities.

The Province will focus on infrastructure projects that provide the greatest benefit to the people of Ontario, are feasible from a technical and commercial perspective, align with the government's priorities and provide the greatest value for money for any investment of public dollars.

The Ministry develops and designs infrastructure policy and programs and oversees their delivery to ensure they are consistent with broader provincial infrastructure policy, including alignment with the municipal asset management planning regulation. Active programs include:

- The Ontario Community Infrastructure Fund (OCIF) – provides small, rural and northern communities with annual funding to build and repair critical infrastructure and supports municipal asset management planning.
- Asset Management tools and supports – provides funding to third party delivery partners that work with municipalities to help them develop and improve their asset management plans.
- Broadband and Cellular Action plan – Ontario released *Up to Speed: Ontario's Broadband and Cellular Action Plan*, a commitment over the next five years to expand broadband access for up to 220,000 households and businesses. This includes the development of the \$150 million broadband and cellular infrastructure program.

In addition to these provincial programs, the Ministry leads the implementation and negotiation of cost-shared infrastructure programs with the federal government, including the Investing in Canada Infrastructure Program (ICIP):

- The Investing in Canada Infrastructure Program includes up to \$11.8 billion in federal funding for Ontario across four funding streams
 - Public Transit: \$8.3 billion.

- Green Infrastructure: \$2.8 billion - Based on federal requirements, 45 per cent of this funding will need to be invested in greenhouse gas emission mitigation projects.
 - Community, Culture & Recreation: \$407 million.
 - Rural & Northern Communities: \$250 million.
- This program will unlock up to \$30 billion in combined federal, provincial and local investments in communities over the next 10 years.
- The Ministry is focused on implementing this program and has closed intakes for all four streams of available funding. This includes working closely and collaboratively with the federal government to reduce the administrative burden of federal requirements and with local communities to develop and implement funding programs for each of the four funding streams.
- The Ministry is establishing a Municipal and Community Program office fully offset from federal revenues, to support the delivery of infrastructure programs under the Investing in Canada Infrastructure Program (ICIP), Broadband and Cellular Infrastructure Program, and new program delivery requirements stemming from infrastructure stimulus spending and anticipated preparations to support economic recovery efforts. This will improve program delivery by streamlining administration and reducing duplicative process and the reporting burden of government projects.
- Ontario continues to work with the federal government to oversee the delivery of program funding to recipients under previous infrastructure funding programs, including the Public Transit Infrastructure Fund (PTIF), Clean Water and Wastewater Fund (CWWF) and the New Building Canada Fund (NBCF). Aside from project-specific extensions, these legacy programs are currently winding down and are not accepting applications. While the Ministry of Infrastructure oversees these programs, they are each administered by partner ministries or agencies (e.g., Infrastructure Ontario, OMAFRA, MTO, HSTCI).

As part of its responsibilities, the Ministry oversees the Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) in the support of the government's policy and program delivery. The Ministry develops policy to refine the government's Private Public Partnership (P3) model, delivered by Infrastructure Ontario. The P3 model is an innovative way of delivering large, complex public infrastructure projects. It makes the best use of private-sector resources and expertise to provide on-time, on-budget, and on-specifications project delivery.

The Ministry also oversees the Toronto Waterfront Revitalization Corporation. Its mandate is to carry out the tri-government Toronto Waterfront Revitalization Initiative to revitalize and transform Toronto's waterfront into sustainable new communities,

parks and public spaces, and to foster economic growth in knowledge-based, creative industries. The Province, alongside the federal government and the City of Toronto has provided \$1.25 billion in funding to support the Port Lands Flood Protection Project. This project will help create a resilient neighborhood by protecting southeastern portions of downtown Toronto from flooding, and by delivering a substantial return on investment by unlocking the area's potential for future residential and commercial development.

COVID-19 Response

With the support of the Ministry of Infrastructure's crown agency, Infrastructure Ontario, and other capital ministries, MOI is assessing the impacts of COVID-19 on provincial infrastructure projects and developing a plan to respond to this unprecedented situation. This includes actively working with the federal government to seek flexibility within its programs to respond to the impacts of COVID-19.

MOI has taken immediate action to adapt to the impacts of COVID-19, including providing an opportunity for recipients to submit project extension requests under the federal-provincial Clean Water and Wastewater Fund (CWWF) and Public Transit Infrastructure Fund (PTIF). These extensions would enable recipients additional time to incur costs for previously approved projects and are subject to final approval by the Infrastructure Canada.

Infrastructure Research and Planning

The Ministry collects data and performs analysis to contribute to evidence-based infrastructure planning to make informed decisions about the investments required to maintain service levels across the province.

For example, the Ministry provides guidance to government ministries regarding methods to measure infrastructure asset condition and other information for the purpose of standardizing the underlying data across government. The Ministry then collects that data to feed into its analytical models. The Ministry built and maintains an analytical model to project infrastructure renewal needs into the future. The Ministry has improved this model by expanding the number of assets that are included and increasing the number of parameters that can be changed to build different scenarios.

The Ministry is also building and leveraging existing models that help to project future infrastructure expansion needs based on infrastructure capacity and demand. For example, in 2019 the Ministry launched the development of an infrastructure expansion model that projects infrastructure needs based on expected growth in demand. The first phase of this model, covering the Education, Healthcare and Justice sectors, will be completed in 2020.

To meet the requirements of the *Infrastructure for Jobs and Prosperity Act* and inform infrastructure planning more broadly, the Ministry continues to develop a suite of research initiatives to understand and develop best practices in infrastructure planning and to support the enhancement of government-wide practices in related fields, such as asset management. These initiatives include collection and analysis of data from municipal asset management plans to build the Ministry's knowledge of municipal infrastructure needs, and analysis of municipal transit performance indicators as the Province's investments in transit grow.

The Unsolicited Proposal (USP) framework and intake portal to accept infrastructure related proposals was launched in October. Providing the private sector with a framework to submit USPs is a leading global practice that allows the government to leverage the expertise of the private sector to develop innovative infrastructure solutions. The Ministry administers the program and it is open for all infrastructure proposals including transit lines and stations, highways, health care facilities, housing supply projects, energy generation and storage projects, and "digital infrastructure" (such as broadband and cellular network expansion).

COVID-19 Response

The Ministry tracked industry and stakeholder reaction and suggestions in order to provide advice to Government on the administration of the essential workplaces list. The Ministry also provided economic and industry analysis on responding to the COVID-19 crisis and supporting and restarting Ontario's economy.

Ministry Administration Program

The Ministry Administration Program provides strategic advice and support services that enable the Ministry to achieve government objectives and fiscal priorities.

The program provides financial, human resources, planning, legal, communication and other corporate services for the Ministry's operational programs.

STRATEGIC PLAN

Ministry Contribution to Priority Outcomes

Leading Negotiations with the Federal Government on Federal-Provincial Infrastructure Agreements

Federal funding is an important component of the Province's infrastructure plan. Ontario works with its federal counterparts to ensure alignment between federal programs and the Province's infrastructure plan and priorities.

The Investing in Canada Infrastructure Program (ICIP) includes up to \$11.8 billion in federal funding for Ontario across four funding streams: Public Transit, Green infrastructure, Community, Culture and Recreation, and Rural and Northern. This program will unlock up to \$30 billion in combined federal, provincial and local investments in communities over the next 10 years. The Province has launched all four funding streams and has nominated over 350 projects to the federal government under the Rural and Northern, Public Transit and Community, Culture and Recreation streams of ICIP. As of May 12, 2020, close to 330 projects have been approved.

The Province anticipates nominating additional projects under Green and Community, Culture and Recreation streams for federal approval in spring/summer 2020.

The Province continues to work with the federal government to reduce administrative and fiscal burden on the Province and its municipalities and other community partners, increase program flexibility and streamline the approval process.

Broadband

The Government announced a \$315 million investment over five years to focus on expanded access for unserved and underserved communities. Fast and reliable connectivity is critical to delivering on our commitment to make Ontario open for business and jobs. As part of this commitment, Ontario released *Up to Speed: Ontario's Broadband and Cellular Action Plan*, a commitment over the next five years to expand broadband access for up to 220,000 households and businesses. This includes the development of the \$150 million broadband and cellular infrastructure program.

The Government's Broadband and Cellular Action Plan helps us move forward with our partners – the federal government, municipalities and the private sector – to target our investments where it is needed most.

Strengthening Municipal Asset Management Planning

The municipal asset management planning regulation (*O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure*) was designed to help improve the way municipalities plan for their infrastructure by promoting a greater degree of consistency and standardization in municipal asset management plans. This will help to spread best practices throughout the sector and enable the collection of comparable data, which could help the Province and municipalities collaboratively to streamline processes, minimize burdens and better target funding resources and financing tools.

The regulation, which was passed under the authority of the *Infrastructure for Jobs & Prosperity Act*, is being phased in over six years (2019-2024) to give municipalities sufficient time to meet its requirements.

HIGHLIGHTS OF 2019-20 RESULTS

The Ministry of Infrastructure continues to create and deliver key initiatives to support the Government's top priorities, including creating jobs and increasing economic growth. The following successes highlight the achievements of the Ministry for the 2019-20 fiscal year:

Infrastructure Policy

- Provided approximately \$200 million in formula-based funding to small, rural and northern communities to help build and repair critical infrastructure under the Ontario Community Infrastructure Fund.
- Tabled and launched a new infrastructure plan for Ontario on November 21, 2019: *Rebuilding Ontario: an infrastructure plan for the people*. The Plan establishes a new vision to deliver the right public investments for resilient infrastructure that will grow the economy, get people and goods moving faster and maximize public dollars with modern and innovative infrastructure for generations to come.
- Continue to lead the cross-ministry, director-level Asset Management Steering Committee, which coordinates the standardization, collection and use of asset management data across government. This coordination and standardization is a pre-requisite to ensuring that centralized decision-making regarding infrastructure planning and investment is informed by data and evidence.

Federal-Provincial Infrastructure Programs

- Implementing the bilateral agreement for the Investing in Canada Infrastructure Program (ICIP), which includes up to \$11.8 billion in federal funding for public transit, green infrastructure, community, culture and recreation, and rural and northern infrastructure investments.
 - On March 18, 2019, Ontario launched the Rural and Northern stream, which focuses on road, bridge, air and marine infrastructure in communities with populations of 100,000 or less. The intake closed on May 14, 2019 and Ontario nominated 144 projects to the federal government for approval.
 - On April 2, 2019, Ontario launched the Public Transit stream intake under ICIP, focusing on communities outside of the Greater Toronto and Hamilton area. The intake closed on May 28, 2019 and Ontario nominated 201 projects to the federal government.

- On July 27, 2019, Ontario launched the Public Transit stream intake under ICIP, focusing on communities inside of the Greater Toronto and Hamilton area. The intake closed on October 24, 2019 and Ontario nominated 35 projects to the federal government. Ontario is reviewing the remaining projects and anticipate nominations this spring/summer.
- On September 3, 2019, Ontario launched the Community, Culture and Recreation stream under ICIP, focusing on cultural, recreational and/or community projects for Ontarians, including Indigenous peoples and vulnerable populations. The federal and provincial governments approved the Canada Summer Games Project in summer 2019 as a first signature project under this program. The program intake closed on November 12, 2019. Ontario is reviewing projects and anticipates nominations this spring/summer.
- On October 28, 2019, Ontario launched the first intake of the Green stream under ICIP, focusing on water, wastewater and stormwater projects in communities with populations of 100,000 or less. The intake closed on January 22, 2020. Ontario is reviewing projects and anticipates to nominations this spring/summer.
- Ontario nominated over 350 projects to the federal government under the Rural and Northern, Public Transit and Community, Culture and Recreation streams of ICIP. As of May 12, 2020, close to 330 projects have been approved.

Infrastructure Finance Policy

- Last fall, Ontario committed to provide the P3 market with updates four times a year, an increase from the previously annual P3 pipeline update.
- On January 30, the Government released its latest P3 pipeline update which included 31 projects, worth more than \$60 billion, representing a historic single largest commitment to P3 infrastructure expansion in Ontario history.
- Of the 62 projects that have reached substantial completion as of December 2018, (59 percent) were completed on or below budget and 42 (69 percent) were completed on, ahead of, or within one month of the scheduled substantial completion date.
- Successfully oversaw the Infrastructure Ontario (IO) Loan Program, which offers affordable, long-term, fixed-rate loans to borrowers from eligible public sector clients. The IO Loan Program has approved over \$10 billion in

affordable long-term financing to public sector clients throughout Ontario, representing 437 clients and over 3,000 local infrastructure projects, with a total project value of more than \$17 billion (as of March 31, 2020).

Agency Oversight

- On March 19, 2019, the Minister of Infrastructure announced Ontario's intent to expand Infrastructure Ontario's services to jurisdictions outside of Ontario. The expansion of IO's services would enhance opportunities for industry in Ontario by allowing access to foreign markets, which would improve economic development and trade and present potential revenue generating opportunities for the Province. This would also promote Ontario globally as a leader in P3 infrastructure building.
- The Minister of Infrastructure also announced changes to make Ontario's public infrastructure projects more open to international competition. The changes are the result of industry outreach by the Ministry supported by IO, and include:
 - Rebalancing of bid scoring system to better reward innovation.
 - Moving toward more outcome-based specifications versus output specifications to capitalize on private sector innovation.
 - Adjusting qualifications assessments to give fair weight to international experience to encourage international investment and participation in the Ontario market.
- In 2019-20, the Province has also provided provincial funding in support of the Port Lands Flood Protection Project. This project will help create a resilient neighborhood by protecting southeastern portions of downtown Toronto from flooding, and delivering a substantial return on investment by unlocking the area's potential for future residential and commercial development.

Infrastructure Research and Planning

- In 2019, the Ministry launched the Unsolicited Proposals framework to identify innovative infrastructure proposals from individuals and organizations. In its first six months, the Ministry received more than two dozen submissions, and several are now under detailed assessment. In detailed assessment, Infrastructure Ontario works with the participant and impacted ministries on the development and assessment of the business case for the proposal. This provides the Government with advice and options for realizing the value and public benefit of these proposals.
- The Ministry initiated a third-party review of the Province's approach to infrastructure planning and procurement as part of the Smart Initiatives, to

improve the performance of government. The Government continues to refine planning and procurement across ministries and agencies.

- In 2019, the Ministry updated the integrated asset inventory that includes data on the location, value, age and condition of many provincial assets. This represented the first time this information was updated as part of a new annual process. The Ministry updates the inventory on an annual basis and continues to expand the data on assets collected, as well as growing the number of assets contained within the inventory. This to provide the government with a one-stop location on information on all of the assets the government directly owns or consolidates on its financial statements, as well as on other assets for which it is a significant funder. The inventory now contains information on over 20,000 assets, with a replacement value of more than \$230 billion. Keeping this information up to date is an important step in meeting the requirements of the *Infrastructure for Jobs and Prosperity Act* and helps the government take a portfolio approach to its infrastructure assets.

Detailed Financial Information

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	Not applicable
Other Operating	153.3
Capital	709.3
TOTAL	862.6

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration	6,179,500	(106,300)	(1.7)	6,285,800	6,762,100	7,891,144
Infrastructure Policy and Planning	14,384,100	2,096,000	17.1	12,288,100	12,326,700	10,776,561
Community Hubs						2,388,689
Total Operating Expense to be Voted	20,563,600	1,989,700	10.7	18,573,900	19,088,800	21,056,394
Statutory Appropriations	65,014	-	-	65,014	65,014	70,042
Ministry Total Operating Expense	20,628,614	1,989,700	10.7	18,638,914	19,153,814	21,126,436
Consolidation & Other Adjustments - Ontario Infrastructure Lands	126,609,500	25,387,400	25.1	101,222,100	159,830,000	120,373,099
Consolidation & Other Adjustments - Toronto Waterfront Revitalization	6,050,700	3,531,400	140.2	2,519,300	3,002,300	3,558,779
Consolidation & Other Adjustments - School Boards	-	-		-		(945,429)
Total Including Consolidation & Other Adjustments	153,288,814	30,908,500	25.3	122,380,314	181,986,114	144,112,885
OPERATING ASSETS						
Ministry Administration	1,000	-	-	1,000	1,000	-
Infrastructure Policy and Planning	1,000	-	-	1,000	1,000	12,000,000
Total Operating Assets to be Voted	2,000	-	-	2,000	2,000	12,000,000
Ministry Total Operating Assets	2,000	-	-	2,000	2,000	12,000,000
CAPITAL EXPENSE						
Infrastructure Programs	706,940,700	262,373,100	59.0	444,567,600	259,805,200	358,915,640
Community Hubs	-	-		-	-	2,619,226
Total Capital Expense to be Voted	706,940,700	262,373,100	59.0	444,567,600	259,805,200	361,534,866
Ministry Total Capital Expense	706,940,700	262,373,100	59.0	444,567,600	259,805,200	361,534,866
Consolidation & Other Adjustments - Ontario Infrastructure Lands	2,418,000	500,400	26.1	1,917,600	1,873,000	1,229,106
Consolidation & Other Adjustments - Toronto Waterfront Revitalization	-	(189,100)		189,100	4,117,200	27,927
Consolidation & Other Adjustments - Cap and Trade Wind Down Account	-	-		-		1,143,151
Consolidation & Other Adjustments - School Boards	-	4,000,000		(4,000,000)	(4,000,000)	(2,619,225)
Consolidation & Other Adjustments - Trillium Trust Reclassification	-	-		-		7,221,671
Total Including Consolidation & Other Adjustments	709,358,700	266,684,400	60.2	442,674,300	261,795,400	368,537,496
CAPITAL ASSETS						
Infrastructure Policy and Planning	1,000	-	-	1,000	1,000	-
Total Capital Assets to be Voted	1,000	-	-	1,000	1,000	-
Ministry Total Capital Assets	1,000	-	-	1,000	1,000	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	862,647,514	297,592,900	52.7	565,054,614	443,781,514	512,650,381

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	416,371,364	512,650,381	565,054,614	862,647,514
		23%	10%	53%

Additional spending for federal-provincial infrastructure programs; this includes new spending for the green, rural and northern and community, culture and recreation streams of the Investing in Canada Infrastructure Program.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts>
<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Ontario Infrastructure and Lands Corporation

The Ontario Infrastructure and Lands Corporation (Infrastructure Ontario or IO) is a Crown agency established under the *Ontario Infrastructure and Lands Corporation Act, 2011*.

IO's mandate is to provide a range of advice and services, as set out in the *Ontario Infrastructure and Lands Corporation Act, 2011*, to support the Ontario government's initiatives to modernize and maximize the value of public infrastructure and realty. Infrastructure Ontario fulfills its mandate through the following roles and activities, subject to written direction from the Minister, as required:

Modern Procurement and Project Management

- Infrastructure Ontario is dedicated to the renewal of the Province's hospitals, courthouses, and other essential public assets. Ensuring appropriate public control and ownership, IO uses Private Public Partnerships (P3) to build vital infrastructure, on time and on budget.

Infrastructure Lender

- Infrastructure Ontario provides Ontario municipalities, universities and other public entities with access to affordable loans to build and renew public infrastructure through the IO Loan Program.

Commercial Project Advisor

- Infrastructure Ontario leverages private sector partnerships and investments for revenue generation, liability/cost reduction and efficiency in government services and investments.

Real Estate Manager

- Infrastructure Ontario also provides management services for the provincially-owned and leased realty portfolio, one of the largest public sector real estate portfolios in Canada. The portfolio includes a wide variety of properties, ranging from detention centres to office space, courthouses and heritage buildings, and land holdings across the province.
- Infrastructure Ontario administers the government's General Real Estate Portfolio (GREP) and the Transmission Corridor Program, which is a component under the Provincial Secondary Land Use program.

- As of June 2018, the Ministry of Government and Consumer Services is responsible for the GREP.

(\$M)	2020-21 Estimates	2019-20 Interim	2018-19 Actuals
Revenue	13.4	17.1	12.2
Expense	129.0	161.7	121.6

GOVERNMENT ORGANIZATIONS

Toronto Waterfront Revitalization Corporation

The Toronto Waterfront Revitalization Corporation (Waterfront Toronto) was established by the federal government, the Province of Ontario and the City of Toronto to oversee and deliver the revitalization of Toronto's waterfront, by implementing a plan that enhances the economic, social and cultural value of the area and creates an accessible and active waterfront for living, working and recreation in a fiscally and environmentally responsible manner.

Waterfront Toronto develops and implements a coordinated and comprehensive waterfront vision while promoting and encouraging public and private sector engagement in revitalization efforts.

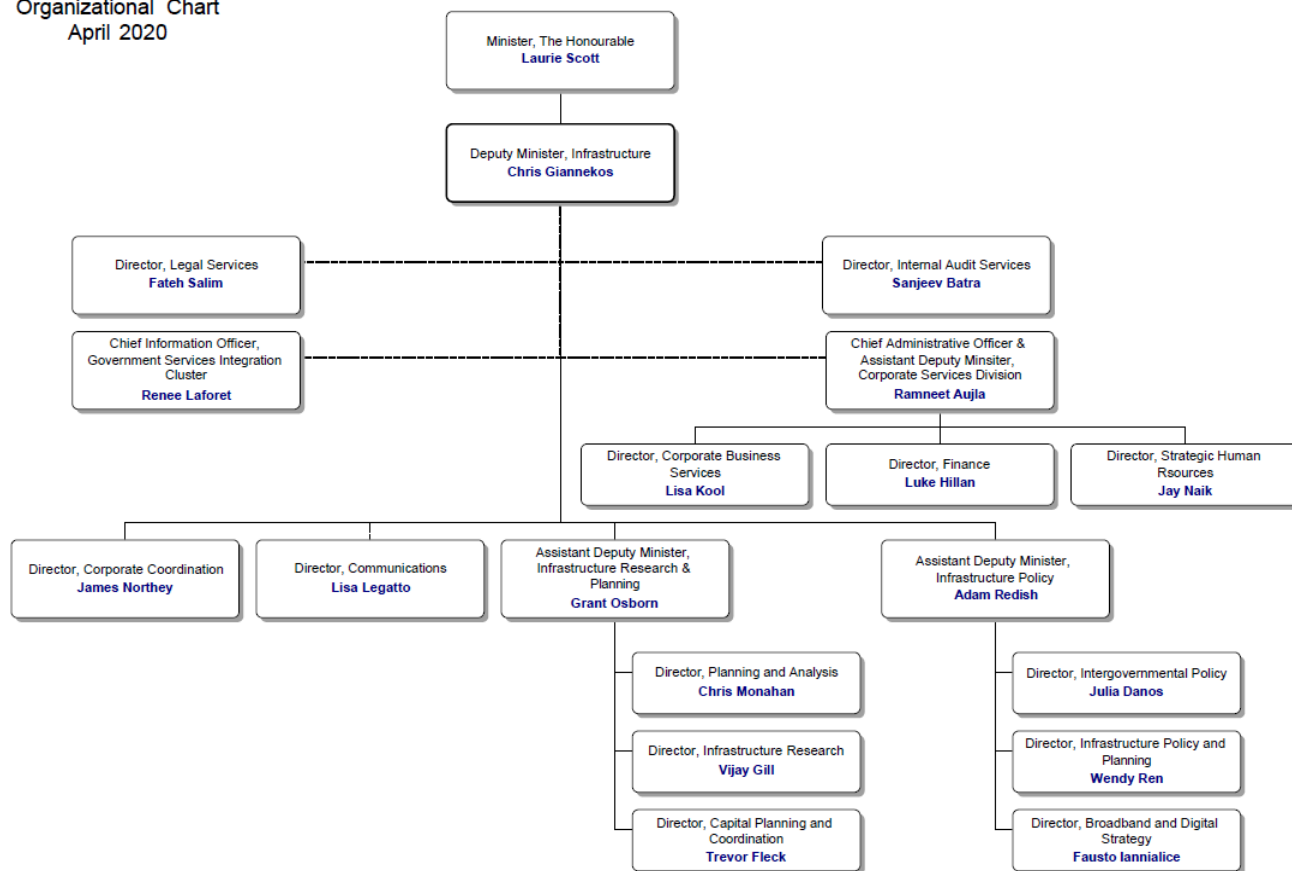
The Ministry of Infrastructure has oversight of Waterfront Toronto jointly with the federal government and the City of Toronto.

(\$M)	2020-21 Estimates	2019-20 Interim	2018-19 Actuals
Revenue	4.1	19.4	21.0
Expense	6.1	7.1	3.6

MINISTRY ORGANIZATION CHART

Ministry of Infrastructure

Organizational Chart
April 2020



APPENDIX 2019-20 ANNUAL REPORT:

2019-20 RESULTS

The Ministry of Infrastructure continues to create and deliver key initiatives to support the government's top priorities, including creating jobs and increasing economic growth. The following successes highlight the achievements of the Ministry for the 2019-20 fiscal year:

Infrastructure Policy

- Provided formula-based funding to small, rural and northern communities to help build and repair critical infrastructure under the Ontario Community Infrastructure Fund.
- Rolled out asset management planning tools and supports for municipalities, including expanded communities of practice, an online strategic asset management policy toolkit, and expert advice to help municipalities improve their asset management plans.
- Provided support to projects under the Natural Gas Grant Program. With the discontinuation of the program, the remaining conditionally approved projects will be eligible to proceed under the government's new Natural Gas Expansion Support Program, pending any necessary approvals from the Ontario Energy Board. The new program is being led by the Ministry of Energy, Northern Development and Mines.

Federal-Provincial Infrastructure Programs

- Negotiated the bilateral agreement for the Investing in Canada Infrastructure Program (ICIP), which includes up to \$11.8 billion in federal funding for public transit, green infrastructure, community, culture and recreation, and rural and northern infrastructure investments.
 - On March 12, 2019, Ontario launched the Rural and Northern stream, which focuses on road, bridge, air and marine infrastructure in communities under 100,000.
 - On April 2, 2019, Ontario launched the Public Transit Stream intake under ICIP, focusing on communities outside of the Greater Toronto and Hamilton area. The intake closed on May 28, 2019 and Ontario nominated 201 projects to the federal government. As of March 19, 2020, 83 projects have been approved.

- The Clean Water and Wastewater Fund (CWWF) is a federal program, designed to accelerate short-term community investments while supporting the rehabilitation and modernization of drinking water, wastewater and stormwater infrastructure, and the planning and design of future facilities and upgrades to existing systems. The Province of Ontario is cost-matching recipient contributions up to a maximum of 25 per cent of total eligible costs. Approximately 85 per cent of projects under the Clean Water and Wastewater Fund are currently underway.
- Since 2018, project approvals under the New Building Canada Fund include The Massey Hall Revitalization project, and the Red Rock Wastewater Treatment Plant project.
- The government released its latest P3 pipeline update, which included 31 projects, worth more than \$60 billion, representing a historic single largest commitment to P3 infrastructure expansion in Ontario history.
- Of the 62 projects that have reached substantial completion as of December 2018, 59 (95 per cent) were completed on or below budget and 42 (69 per cent) were completed on, ahead of, or within one month of the scheduled substantial completion date.
- Successfully oversaw the Infrastructure Ontario (IO) Loan Program, which offers affordable, longer-term, fixed-rate loans to borrowers from eligible public sector clients. The IO Loan Program has approved over \$10 billion in affordable long-term financing to public sector clients throughout Ontario, representing 437 clients and over 3,000 local infrastructure projects, with a total project value of more than \$17 billion (as of March 31, 2020).

Agency Oversight

- On February 28, 2019, the Province announced the appointment of four new provincial members to the Waterfront Toronto Board of Directors as part of the government's plan to enhance accountability and oversight.
- On March 19, 2019, the Minister of Infrastructure announced Ontario's intent to expand Infrastructure Ontario's services to jurisdictions outside of Ontario. The expansion of IO's services would enhance opportunities for industry in Ontario by allowing access to foreign markets, which would improve economic development and trade, and present potential revenue generating opportunities for the Province. This would also promote Ontario globally as "Open for Business."

- The Minister of Infrastructure also announced changes to make Ontario's public infrastructure projects more open to international competition. The changes are the result of industry outreach by the Ministry supported by IO, and include:
 - Rebalancing of bid scoring system to better reward innovation.
 - Moving toward more outcome-based specifications versus output specifications to capitalize on private sector innovation.
 - Adjusting qualifications assessments to give fair weight to international experience to encourage international investment and participation in the Ontario market.

Infrastructure Research and Planning

- In 2019, the Ministry launched the Unsolicited Proposals framework to identify innovative infrastructure proposals from individuals and organizations. In its first six months, the Ministry received more than two dozen submissions, and several are now under detailed assessment. In detailed assessment, Infrastructure Ontario works with the participant and impacted ministries on the development and assessment of the business case for the proposal. This provides the Government with advice and options for realizing the value and public benefit of these proposals.
- The Ministry launched a third-party review of the Province's approach to infrastructure planning and procurement as part of the Smart Initiatives, to improve the performance of government. The Government continues to refine planning and procurement across ministries and agencies.
- The Ministry continues to update the status and list of infrastructure projects available at [Ontario.ca/building-ontario](https://ontario.ca/building-ontario). The website currently provides the status and location of more than 5,000 projects across the province is being updated on a regular basis. The Ministry is also working with Ontario Digital Service (ODS) to implement a new update process that would result in more timely and accurate data.
- In 2019, the Ministry updated the integrated asset inventory that includes data on the location, value, age and condition of many provincial assets. This represented the first time that this information was updated as part of a new annual process. The Ministry is now in the process of updating the inventory again. Keeping this information up to date is an important step in meeting the requirements of the *Infrastructure for Jobs and Prosperity Act*.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	Not Applicable
Other Operating	182.0
Capital	261.8
Staff Strength ** (as of March 31, 2020)	107

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

*Includes the following Consolidation and Other Adjustments:

- Consolidation Adjustment - Ontario Infrastructure and Lands Corporation
- Consolidation Adjustment - Toronto Waterfront Revitalization Corporation
- Consolidation Adjustment - School Boards
- Other Adjustment - Trillium Trust Reclassification

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Labour, Training and Skills
Development

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Labour, Training and Skills Development (MLTSD) leads Ontario's effort to be the best jurisdiction in North America to recruit, train, retain, protect and reward workers for the jobs of today and tomorrow. The work of MLTSD creates dynamic labour markets, safe workplaces, and fair and competitive labour and employment regulations.

MLTSD supports a number of key government priorities for growing Ontario's economy, such as:

- Establishing a competitive economy that creates good jobs and attracts investments;
- Keeping Ontario workers safe;
- Ensuring fair and stable workplaces that increase productivity;
- Ensuring employment and training sectors are efficient and aligned with Ontario's labour market needs;
- Making Ontario's skilled trades and apprenticeship system more client-focused, flexible, and accessible; and,
- Transforming and integrating Ontario's employment services to help job seekers, including those on social assistance, to find and keep good jobs.

As such, MLTSD plays a critical role in Ontario's economic recovery and getting people safely back to work after the COVID-19 outbreak. The ministry's response to the pandemic will continue to focus on enhancing and reprioritizing existing programs and ensuring it is able to respond to the changing demands of Ontario's unprecedented situation.

Ministry Programs

MLTSD contributes to government priorities through the delivery of public services in four primary areas of responsibility:

- Employment Ontario
- Occupational Health and Safety
- Employment Standards
- Labour Relations

The **Employment Ontario (EO) Program** aims to eliminate labour market and skills gaps and enhance employment opportunities for all Ontarians through the design and delivery of a range of policies and programs related to employment services,

workforce development, talent retention, access to highly skilled workforce (including international talent), cost-effective apprenticeship and skills development training, and labour market research and planning.

The **Occupational Health and Safety (OHS) Program** aims to reduce and prevent fatalities, illness, and injuries across Ontario workplaces. The OHS program delivers enforcement and prevention activities, in collaboration with system partners such as the Workplace Safety and Insurance Board (WSIB) and the Health and Safety Associations (HSAs). Through OHS activities, the ministry ensures business stability by creating safe and healthy workplaces, which contributes to the government's efforts in attracting jobs and investment to Ontario.

The **Employment Standards (ES) Program** helps create fair workplaces, and a level playing field for employers, thereby reinforcing a competitive business environment that also attracts jobs and investment to Ontario.

The **Labour Relations (LR) Program** supports fair, harmonious, and stable workplaces and increases productivity by facilitating effective labour relations dispute resolution and by providing collective bargaining information, research, and analysis to bargaining parties.

COVID-19 Response

In response to the COVID-19 outbreak, MLTSD has reacted swiftly to support Ontario's workers and businesses during the COVID-19 crisis. MLTSD programs have been pivotal in supporting Ontario's Action Plan: Responding to COVID-19. In addition to shifting to digital and remote service delivery across multiple lines of business, MLTSD has implemented the following immediate measures.

The OHS Program has been a critical part of the government's response to the pandemic. Ensuring that workers are protected in workplaces that remain operational during the outbreak has been a core priority for the ministry. The OHS Program has responded to a surge in demand for its services, including inquiries regarding worker protections for COVID-19 and investigation of complaints related to workplace health and safety, and will continue to prioritize these services in 2020-21. To support health and safety compliance in workplaces, the program has also enhanced COVID-19 related inspections in priority sectors and has provided enhanced information and awareness resources such as issuing health and safety guidance notes to support specific sectors. In response to the increased demand, the program has also doubled the capacity of Ontario's Health and Safety Call Centre from 25 to 50 phone lines.

MLTSD is working with partners across the OHS system to support Ontario workplaces. The ministry continues to work with the Workplace Safety and Insurance Board (WSIB) to allow employers to defer payments for six months, providing employers with \$1.9 billion in financial relief. It has worked with Health and Safety Associations (HSAs) to deploy up to 30 specialists to support employers and workers

in the field. The ministry is also working with the Ministry of Health, other ministries, employers, and stakeholders in providing regulatory and technical advice on occupational health and prevention of illness.

The ES Program has also been an essential part of the ministry's response to COVID-19. In March 2020, the government passed the *Employment Standards Amendment Act (Infectious Disease Emergencies), 2020* to provide job-protected leave to employees in isolation or quarantine, or those who need to be away from work to care for children because of school or daycare closures due to the COVID-19 outbreak.

The ES Program is refocusing employment standards enforcement resources to assist in the enforcement of *Emergency Management and Civil Protection Act* (EMCPA) orders and to provide occupational health and safety compliance assistance in the construction and food sectors. It has redeployed more than 30 employment standards officers to help businesses understand and comply with health and safety requirements, and continues responding to inquiries and providing online resources regarding employee entitlements and employer obligations as they relate to COVID-19, including on the new infectious disease emergency leave provisions.

Through the LR Program, the ministry has provided neutral, evidence-based, collective bargaining analytics and informed labour relations policy support to the government and other ministries on various matters relating to COVID-19, including with respect to hospitals, long-term care homes, retirement homes, municipalities, developmental services, and other critical services (e.g., fire, police, corrections). This includes emergency orders made under the EMCPA, non-regulatory government initiatives (e.g., pandemic pay increase for front-line workers), and general advice on the continued provision of essential services.

To support the skilled trades system in Ontario, the EO program has supported the government in the passing of a regulation which extends the time apprentices can work in their trade without completing certification exams. This has allowed businesses to retain talent, apprentices to remain employed, and continues to help Ontario provide essential services in areas such as hospital facilities, housing, transportation, and working utilities. The EO Program has also worked with organizations responsible for apprenticeship in-class training to support the completion, rescheduling, and alternative delivery of the in-class programs that were disrupted by COVID-19.

As the province begins to re-open its doors, the ministry's focus will shift towards rebuilding Ontario's economy and implementing further strategies. This includes dedicating \$100M in workforce development and training programs to support businesses and workers affected by the COVID-19 outbreak. It also includes working with the federal government to ensure appropriate supports are in place for apprentices and training providers, while enabling businesses to continue to retain skilled trades workers.

Finally, to further support economic recovery, in 2020-21 MLTSD will be leading the *Workforce Development and Training Review and Action Plan*. The ministry will review how existing workforce development and training programs meet the evolving needs of Ontario's jobseekers, workers, and industries. MLTSD will develop the plan in alignment with the Jobs and Recovery Committee and consultations with key sectors across the province. The outcome of this review will inform MLTSD's planning into the future and, potentially, further measures to specifically respond to COVID-19.

2020-21 STRATEGIC PLAN

Employment Ontario (EO)

The government wants all Ontarians to have the skills they need to get a good job. The objective of Employment Ontario (EO) is to make sure job seekers can connect with opportunities to find and keep good jobs, employers can hire the skilled workers they need, and the province has the best possible employment services. EO aims to achieve this by equipping more people with valuable skills through apprenticeships, transforming employment and training services to improve labour market outcomes for job seekers, and maximizing the benefits of skilled immigration to the economy.

EO's major activities and areas of focus are comprised of the following:

- **Support of apprenticeship and the skilled trades** which involve a combination of in-class and work-based training for people who want to work in a skilled trade. Apprenticeship opportunities help businesses harness new talent while equipping workers with the practical skills and qualifications that the economy needs now and in the future. To achieve its vision for a flexible, client-focused apprenticeship and skilled trades system, the ministry will continue to:
 - o Reduce the regulatory burdens placed on businesses, apprentices and journeypersons;
 - o Close the skills gap by establishing programs that encourage the people of Ontario to enter the skilled trades, get retrained and become aware of the benefits of good-paying jobs in the trades;
 - o Review Ontario's apprenticeship structure and enact reforms to increase access to apprenticeship opportunities;
 - o Seek industry input into apprenticeship training, skilled trades regulation, and certification through the *Modernizing the Skilled Trades and Apprenticeship Act, 2019* (MSTAA), a new legislative framework for governing the skilled trades and apprenticeship in Ontario; and
 - o Move to a ministry-led service delivery model once the wind-down of the Ontario College of Trades is complete.

As part of this Skilled Trades Strategy, MLTSD is investing in skilled trades and apprenticeship programs that will encourage employers to come together to train apprentices, attract more young people and businesses into the skilled trades and target barriers to entry that cause low employer and youth participation and poor

completion rates in the skilled trades. The ministry's multi-faceted strategy includes:

- o Providing financial incentives to employers and reducing the red tape they often face in the hiring, training, completing, and supporting of apprentices;
 - o Supporting current and future apprentices with the purchase of tools and equipment required to pursue and complete training, and providing apprentices who are ineligible for Employment Insurance (EI) with the same level of financial support as others in their cohort;
 - o Providing financial support to organizations that deliver in-class training to respond to demand for classes and support apprentices in gaining the practical skills they need when they need them;
 - o Promoting apprenticeship and the skilled trades as high-profile and desirable first choice careers in elementary and secondary schools and increasing awareness about opportunities in skilled trades; and,
 - o Enhancing funding to service providers offering pre-apprenticeship training to individuals seeking a career in the skilled trades.
- **Ontario's employment and training system** helps people find and keep full-time jobs. The EO system is composed of Ontario's community-based network including employment service providers, literacy providers, public colleges, direct delivery apprenticeship offices, and training delivery agents. The ministry is committed to ongoing improvement in the way employment services are delivered. In 2020, the ministry will move forward with:
 - o Ensuring employment services are working effectively with other government services, including social assistance, so when people find themselves facing barriers to employment, or in a precarious employment situation, they can get the help they need;
 - o Implementing the Employment Services Transformation prototype projects in Peel, Hamilton-Niagara, and Muskoka-Kawarths. These prototype projects will create a more seamless and effective employment service system that achieves better results for job seekers, social assistance clients and employers; and,
 - o Leading a workforce development and training review that will examine provincial levers to ensure that programming meets the evolving needs of Ontario's job seekers, workers, and industries. The review will involve engaging with a broad range of stakeholders and Indigenous partners to inform the development of a workforce development action plan for the province.

By providing job seekers and businesses with the best possible employment services, the government can help job seekers find and keep good jobs and help employers recruit the skilled workers they need to support a strong workforce.

EO systems are funded in part through two federal transfer agreements: the Labour Market Development Agreement (LMDA) and the Workforce Development Agreement (WDA). As part of Ontario's ongoing work to support effective skills

training and workforce development systems, the province will continue to advocate for increased flexibility on the amount and use of the funding in the Labour Market Transfer Agreements. This will maximize the province's ability to deliver critical EO services and will support a swift recovery from the economic impacts of the COVID-19 pandemic.

- **Ontario Immigrant Nominee Program (OINP)** is another program, separate from support for apprenticeship and the employment and training system, through which the ministry delivers on its mandate to create a dynamic labour market. OINP is the province's economic immigration program that is delivered in partnership with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC). The OINP recognizes and nominates those who have the skills and experience the Ontario economy needs, for permanent residence in Canada. The Government of Canada makes the final decision to approve their applications for permanent residence.

Occupational Health and Safety (OHS)

The goal of MLTSD's Occupational Health and Safety (OHS) program is to reduce or eliminate workplace fatalities, injuries, and illnesses. The legislative foundation of the OHS program is the *Occupational Health and Safety Act* (OHSA) and its regulations, which establish the rights and duties of all workplace parties.

The OHSA requires compliance with minimum standards to protect the health and safety of Ontario workers. The OHSA applies to all workplaces across all business sectors of Ontario except for work activities undertaken by an owner/occupant or "a servant" of an owner/occupant, in a private residence, or workplaces regulated by the federal government.

The OHS program in MLTSD has two major streams – OHS Enforcement and OHS Prevention.

OHS Prevention

MLTSD's prevention activities are guided by the province-wide integrated occupational health and safety strategy. A key component of carrying out this strategy is the partnership MLTSD has with Health and Safety Associations (HSAs). MLTSD funds and oversees HSAs that offer OHS training, consulting, products, the mine rescue program, and specialized clinic services. The HSAs are comprised of the following organizations:

Sector-focused Safe Workplace Associations (SWAs)	• Infrastructure Health and Safety Association (IHSA) • Public Services Health and Safety Association (PSHSA) • Workplace Safety North (WSN) • Workplace Safety and Prevention Services (WSPS)

Medical clinics	Occupational Health Clinics for Ontario Workers (OHCOW)
Training Centre	Workers Health and Safety Centre (WHSC)

Together with OHS system partners, both streams of the program also undertake activities such as policy development, legislative/regulatory reform, establishment of health and safety standards, information and knowledge management, performance management and evaluation, training and education to raise public awareness. The program also funds and oversees specialized research centres that strengthen the OHS system through enhanced delivery of OHS services and products.

OHS Enforcement

OHS Enforcement activities are focused on ensuring compliance with the OHSA and its regulations, particularly in high hazard workplaces to reduce workplace fatalities, injuries, and illness. Safe and productive workplaces are crucial in creating good jobs, attracting investments to the province, and bolstering the economy, in addition to the social and economic well-being of workers and their families. The ministry's strategy for enforcing the OHSA is based on three pillars:

- 1) **Core Enforcement** through ministry's OHS inspectors who have broad powers to enforce the OHSA. This includes the power to inspect any provincially regulated workplace; investigate any potentially hazardous situation or work refusal, complaint, injury, illness or fatality; order compliance with the OHSA and its regulations; and commence a prosecution, when warranted.

MLTSD's enforcement activities include:

- o Workplace visits that focus on inspecting high-risk workplaces in construction, industrial, health care, and mining sectors. Workplace visits also focus on raising awareness of key hazards in the workplace.
 - o Investigations which occur when the ministry is notified of a complaint, work refusal, critical injury, or fatality in a workplace.
- 2) **Assisting and Supporting compliance** through the provision of information, resources, and tools to assist workplaces in meeting legislative requirements. MLTSD provides workplaces with compliance tools, including brochures, workbooks, e-learning modules, and videos.
 - 3) **Partnership** where the ministry continues to build on its strong relationships within Ontario's occupational health and safety system, including the WSIB, HSAs, approved training providers, and the Institute for Work & Health (IWH), to refine ministry enforcement efforts.

Ongoing stakeholder engagement is critical to the ministry's *Safe at Work* Ontario strategy. Every year, the ministry holds consultations to shape and improve its

occupational health and safety compliance strategy and build closer partnerships with its stakeholders. Additionally, ministry representatives regularly meet with the sector and issue-specific advisory committees and perform outreach activities. These consultations help the ministry understand workplace issues and respond quickly to changes in the workforce.

Employment Standards (ES)

MLTSD plays a vital role in promoting awareness of employment standards, such as minimum wage, hours of work, public holidays, and other standards through the ES Program. The program contributes to the creation and maintenance of fair and equitable workplaces that promote a competitive business environment and a level playing field for employers.

The program administers and enforces the *Employment Standards Act, 2000* (ESA), and other employment-related legislation such as the *Employment Protection of Foreign Nationals Act, 2009* (EPFNA), and the *Protecting Child Performers Act, 2015* (PCPA).

Program services are delivered through regional field offices and by employment standards officers (ESOs) who investigate and resolve complaints under the ESA or EPFNA. The objectives of the ES program are twofold:

- Investigating and rendering decisions on employee complaints about violations of the ESA and EPFNA; and
- Educating employers, employees, and stakeholders, through outreach and partnerships, to promote awareness of ES.

The ES program also delivers research, analysis, and operational policy development function that ensures the employment standards framework (legislative and regulatory) reflects government commitments. The program's activities help ensure that Ontario employees, including new, young, and vulnerable workers, receive the minimum standard for wages and working conditions.

Program planning for 2020-21 will continue to be impacted by COVID-19. The Program is monitoring claims volumes to make adjustments as needed.

Labour Relations (LR)

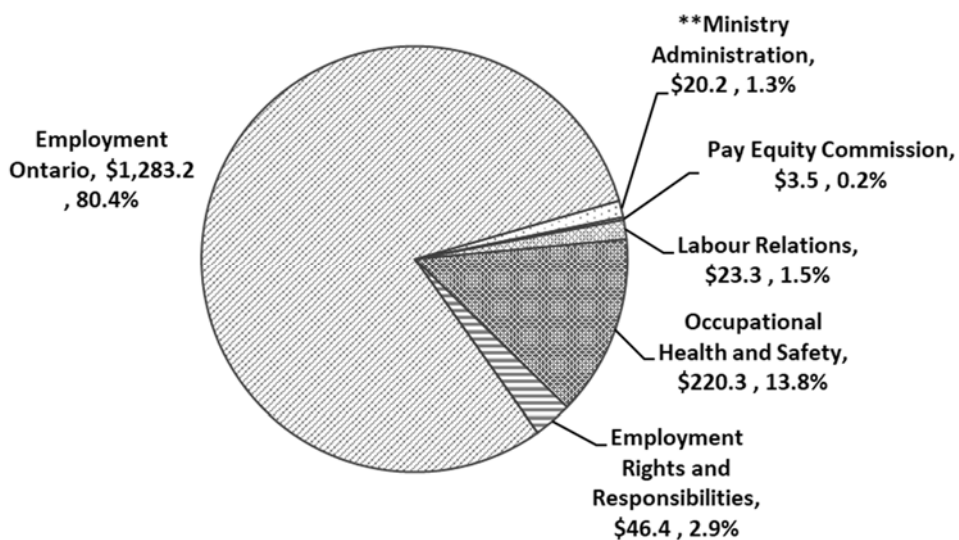
Stable labour relations are a cornerstone of economic prosperity. The objective of Labour Relations (LR) is to create a stable labour relations climate and harmonious workplace relationships needed to foster productive, supportive, and dynamic workplaces in Ontario. LR provides services to the Ontario Public Service, the broader public sector and private sector, and is the central source of neutral labour relations information, policy, and research in Ontario. Through the LR program, MLTSD administers and supports key legislation, including the *Labour Relations Act, 1995*.

Key services delivered through the LR program include:

- **Mediation Services** - facilitates and monitors the collective bargaining process in the province and assists employers and trade unions to resolve outstanding issues through conciliation and mediation. There are over 16 thousand collective bargaining relationships in Ontario, covering 1.8 million workers. Mediators assist employers and unions negotiating collective agreements and MLTSD has consistently reported settlements without a work disruption in 99% of these negotiations. Several significant collective agreements will expire in the 2020-2021 fiscal year, which will include the University of Toronto, York University, automotive manufacturing, Brewers' Retail, the LCBO and the Toronto Transit Commission.
- **Arbitration Services** - facilitates and monitors the arbitration process, identifies and appoints experienced and acceptable individuals to act as arbitrators and nominees of arbitration cases, and catalogues arbitration awards for public availability.
- **Labour Relations Information Bureau (LRIB) / Collective Bargaining Program Administration (CBPA)** – serves as the data collection centre for all of Ontario's public and private sector collective agreements and provides digital solutions to support businesses and Ontarians with neutral collective bargaining information. This includes the Collective Bargaining Ontario website that contains several digital tools, such as an e-Library of over 55,000 collective agreements, a grievance arbitration portal of arbitration decisions from 2014 forward, and other self-serve tools that assist with collective bargaining and research by the labour relations community, the broader public sector, and all levels of government.

The LR program also includes a policy development function, which manages legislative regulatory and policy development for labour relations in Ontario. This includes providing advice, research and analysis, supporting inter-ministerial and inter-governmental policy development; and conducting consultations with stakeholders.

Ministry Allocation of 2020-21 Base Operating Spending (\$1,596.9M)



* Including Statutory Appropriations and Operating Expense Adjustments

** Includes Main Office 16.9%; Financial and Administrative Services 10.2%; Corporate Services 6.7%; Strategic Human Resources Branch 7.5%; Communications Services 15.7%; Legal Services 41.1%; and Information Systems 1.5%.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	\$100.0
Other Operating	\$1,186.5
Capital	\$6.9
TOTAL	\$1,293.4

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21	Change from Estimates 2019-20	%	Estimates 2019-20	Interim Actuals 2019-20*	Actuals 2018-19
	\$	\$		\$	\$	\$
OPERATING EXPENSE						
Ministry Administration	20,160,300	(1,855,800)	(8.4)	22,016,100	21,985,613	23,323,412
Pay Equity Commission	3,499,500	(39,800)	(1.1)	3,539,300	3,532,023	3,439,834
Labour Relations	23,295,500	(962,300)	(4.0)	24,257,800	24,214,124	24,798,910
Occupational Health and Safety	220,298,600	11,938,600	5.7	208,360,000	208,280,005	220,168,426
Employment Rights and Responsibilities	46,409,900	(876,100)	(1.9)	47,286,000	42,238,518	48,779,434
Employment Ontario	1,276,728,100	(22,465,600)	(1.7)	1,299,193,700	1,243,212,300	1,250,409,301
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	1,590,391,900	(14,261,000)	(0.9)	1,604,652,900	1,543,462,583	1,570,919,317
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	6,565,014	-	-	6,565,014	6,564,000	1,695,590
Ministry Total Operating Expense	1,596,956,914	(14,261,000)	(0.9)	1,611,217,914	1,550,026,583	1,572,614,907
Consolidation & Other Adjustments	(310,501,400)	29,503,200		(340,004,600)	(306,562,900)	(315,058,036)
Total Including Consolidation & Other Adjustments	1,286,455,514	15,242,200	1.2	1,271,213,314	1,243,463,683	1,257,556,871
OPERATING ASSETS						
Ministry Administration	1,000	-	-	1,000	-	-
Employment Ontario	2,000,000	-	-	2,000,000	2,000,000	747,500
Total Including Special Warrants	2,001,000	-	-	2,001,000	2,000,000	747,500
Less: Special Warrants	-	-	-	-	-	-
Total Operating Assets to be Voted	2,001,000	-	-	2,001,000	2,000,000	747,500
Special Warrants	-	-	-	-	-	-
Total Operating Assets	2,001,000	-	-	2,001,000	2,000,000	747,500
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	1,000	-
Occupational Health and Safety	3,621,000	3,130,000	637.5	491,000	491,000	490,000
Employment Rights and Responsibilities	1,000	-	-	1,000	1,000	936,027
Employment Ontario	14,001,000	-	-	14,001,000	14,001,000	14,017,731
Less: Special Warrants	-	-	-	-	-	-
Total Capital Expense to be Voted	17,624,000	3,130,000	21.6	14,494,000	14,494,000	15,443,758
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	1,600,200	(195,900)	(10.9)	1,796,100	1,796,072	1,449,558
Ministry Total Capital Expense	19,224,200	2,934,100	18.0	16,290,100	16,290,072	16,893,316
Consolidation & Other Adjustments	(12,296,200)	(279,200)		(12,017,000)	(12,280,300)	(15,361,890)
Total Including Consolidation & Other Adjustments	6,928,000	2,654,900	62.1	4,273,100	4,009,772	1,531,426
CAPITAL ASSETS						
Ministry Administration	1,000	-	-	1,000	1,000	-
Occupational Health and Safety	1,000	(2,656,000)	(100.0)	2,657,000	1,000	-
Employment Standards	499,000	(3,337,200)	(87.0)	3,836,200	3,816,000	3,427,030
Employment Ontario	1,000	1,000		-	-	-
Less: Special Warrants	-	-	-	-	-	-
Total Capital Assets to be Voted	502,000	(5,992,200)	(92.3)	6,494,200	3,818,000	3,427,030
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Capital Assets	502,000	(5,992,200)	(92.3)	6,494,200	3,818,000	3,427,030
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,293,383,514	17,897,100	1.4	1,275,486,414	1,247,473,455	1,259,088,297

Historic Trend

Historic Trend Analysis Data	Actuals 2017-18 \$	Actuals 2018-19 \$	Estimates 2019-20 * \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,254,163,508	1,259,088,297	1,275,486,414	1,293,383,514
Year-over-year % Change		0.39%	1.3%	1.4%

* Estimates and Actuals for prior fiscal years are restated to reflect any changes in ministry organization and/or program structure.

Further information on the Ministry of Labour, Training and Skills Development's programs and initiatives can found at [Ontario.ca/page/ministry-labour-training-skills-development](https://www.ontario.ca/page/ministry-labour-training-skills-development).

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>

<https://www.ontario.ca/page/public-accounts>

<https://budget.ontario.ca/2020/marchupdate/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

The work of the ministry is supported by several agencies.

Office of the Worker Adviser (OWA): The OWA provides advisory, representation, and educational services to non-unionized injured workers and survivors, and represents them before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal. The OWA also provides support to non-unionized workers in Section 50 (*Occupational Health and Safety Act*) reprisal cases being heard at the Ontario Labour Relations Board.

Office of the Employer Adviser (OEA): The OEA provides advisory and educational services to all Ontario employers and representation services primarily to smaller employers, with fewer than 100 employees, with regard to workplace safety and insurance matters before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal. The OEA also provides support to employers with fewer than 50 employees in Section 50 (*Occupational Health and Safety Act*) reprisal cases being heard at the Ontario Labour Relations Board.

Pay Equity Office (PEO): The PEO administers Ontario's *Pay Equity Act*, which is intended to redress systemic gender discrimination in the compensation of work primarily performed by women. The PEO provides education and advice to employers, employees, and bargaining agents in the public and private sectors to achieve and maintain pay equity in their workplaces. The PEO also investigates complaints, conducts monitoring programs, attempts to effect settlements of pay equity issues between the parties and issues Orders for compliance where necessary.

Pay Equity Hearings Tribunal (PEHT): The PEHT, a quasi-judicial tri-partite administrative tribunal, is responsible for adjudicating disputes arising under the *Pay Equity Act*.

Ontario Labour Relations Board (OLRB): The OLRB is an independent, quasi-judicial tribunal that mediates and adjudicates a variety of employment and labour relations-related matters under various Ontario statutes, including appeals of decisions of employment standards officers and occupational health and safety inspectors.

Crown Employees Grievance Settlement Board (GSB): The GSB is an independent quasi-judicial tribunal that mediates and adjudicates labour relations rights disputes of Ontario Crown Employees.

Public Service Grievance Board (PSGB): The PSGB is an independent, adjudicative tribunal that provides dispute resolution services to certain management and excluded members of Ontario's public service and broader public sector employers.

Office of the Fairness Commissioner (OFC): The OFC supports the Fairness Commissioner in acting on the mandate set out in the *Fair Access to Regulated Professions and Compulsory Trades Act, 2006* (FARPACTA) and the *Regulated Health Professions Act, 1991* (RHPA). The Fairness Commissioner assesses the registration practices of certain regulated professions and trades to make sure they are transparent, objective, impartial, and fair for anyone applying to practice his or her profession in Ontario.

Agencies Not Part of Ministry Estimates

Workplace Safety and Insurance Board (WSIB): The WSIB promotes health and safety in workplaces; facilitates the return to work and recovery of workers who sustain personal injury arising out of, and in the course of, employment or who suffer from an occupational disease; facilitates the re-entry into the labour market of workers and spouses of deceased workers; and provides compensation and other benefits to workers and to the survivors of deceased workers.

Workplace Safety and Insurance Appeals Tribunal (WSIAT): The WSIAT is an adjudicative tribunal which may confirm or vary a WSIB decision, and hears and decides appeals of final decisions of the WSIB.

Prevention Council: The Prevention Council provides advice to the Minister on the appointment of a Chief Prevention Officer and any other matter as specified by the Minister. Further, the Prevention Council provides advice to the Chief Prevention Officer on the prevention of workplace injuries and occupational diseases, for the purposes of the provincial occupational health and safety strategy, and the annual report under section 22.3 of the *Occupational Health and Safety Act*, and on any significant proposed changes to the funding and delivery of services for the prevention of workplace injuries and occupational diseases.

Labour-Management Advisory Committee: The Labour-Management Advisory Committee advises on grievance arbitration matters and about individuals qualified to act as grievance arbitrators under the *Labour Relations Act, 1995*.

College of Trades Appointments Council and Classification Roster (COTACCR): The COTACCR appoints members to the Ontario College of Trades' governing structure, and establishes panels to make determinations on the classification of trades in Ontario as either voluntary or compulsory.

In October 2018, the Ontario government announced its intention to introduce a replacement model for the skilled trades and apprenticeship system and to wind-down the Ontario College of Trades. As part of the wind-down process, activities related to COTACCR have ceased.

Ontario Immigrant Investor Corporation (OIIC): The OIIC operates as an approved fund to invest and repay monies received from the federal Immigrant Investor Program (IIP) which granted permanent residence to qualifying immigrants to Ontario.

In April 2014, the federal government terminated the Immigrant Investor Program, but the OIIC is legally bound to remain operational until the last repayment of immigrant investor monies allocated to Ontario, in 2022-23. The funds managed by the OIIC are held outside of the consolidated revenue fund.

Summary of Expenditures: Agencies, Boards and Commissions (ABCs)

VOTE/ITEM		2019-20*	2019-20*	2020-21
		INTERIM ACTUAL REVENUE	INTERIM ACTUAL EXPENDITURE	
1602-1	Pay Equity Office		3,033,993	3,033,300
1602-2	Pay Equity Hearings Tribunal		498,030	466,200
1603-1	Ontario Labour Relations Board		12,861,301	12,173,900
1603-2	Grievance Settlement Board (see note 1)		2,485,735	2,485,700
1604-3	Office of the Worker Adviser (see note 2)		11,367,051	11,364,800
1604-4	Office of the Employer Adviser (see note 2)		3,771,144	3,626,000
1607-02	Office of the Fairness Commissioner		1,803,500	1,803,500

* Interim actuals reflecting numbers presented in the March 2020 Economic and Fiscal Update.

Notes:

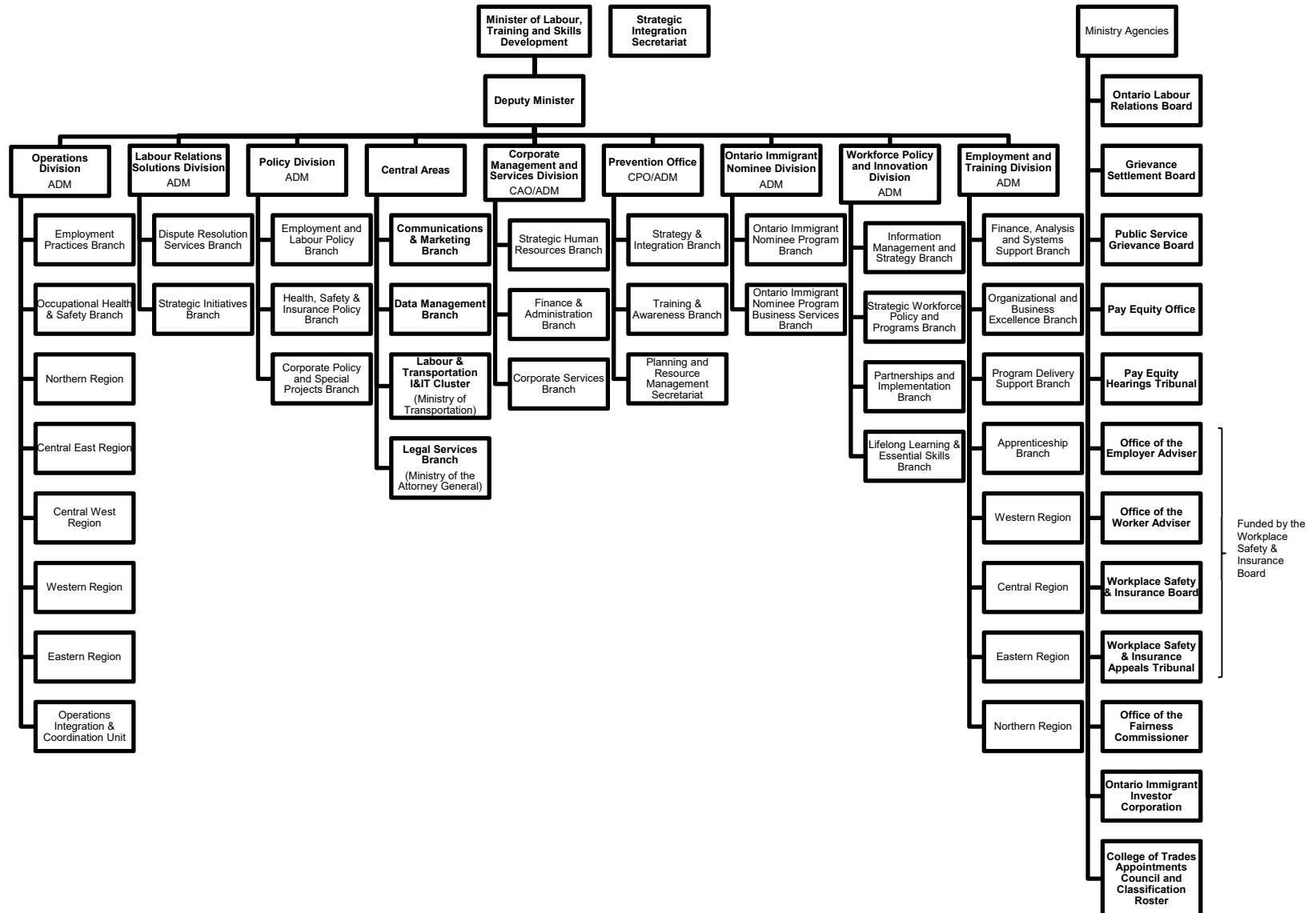
1. All costs of the Grievance Settlement Board are fully recovered from government Ministries as expenditure recoveries and from crown employers and trade unions as revenue:

	2019-20 Interim	2019-20 Estimates
Recoveries - Government Ministries	2,106,127	2,106,100
Revenue - Crown Employers and Unions	2,485,735	2,486,700
Total Recoverable	4,591,862	4,592,800

2. The amounts shown are gross amounts and are fully recoverable from the Workplace Safety and Insurance Board.

The Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal report to the Minister of Labour but are not included in the ministry's Expenditure Estimates because they are not funded through the Consolidated Revenue Fund (CRF).

MINISTRY ORGANIZATION CHART



APPENDIX

ANNUAL REPORT

In 2019-20, the Ministry of Labour, Training and Skills Development (MLTSD) supported the government's focus on making Ontario more competitive by preparing people for jobs, supporting employers in meeting their labour needs, creating safe and fair workplaces that increase productivity, and building a smarter government through key investments and providing new tools to employers.

Key areas of progress in 2019-20:

- As a result of the *Making Ontario Open for Business Act, 2018*, the ministry focused on modernizing its apprenticeship system, reducing regulatory burden in the skilled trades, and creating more opportunities for apprentices and employers.
- The ministry, through the Ontario Immigrant Nominee Program (OINP), achieved its 2019 nomination allocation of 6,650 nominations issued to successful applicants across all program streams in November. In December, the federal government granted Ontario an additional 700 nominations, which were allocated before year-end.
- The ministry continued to support the prevention of occupational injury and illness in the province by collaborating with system partners and leveraging existing expertise.
- MLTSD continued to target hazards and sector-specific issues to improve health and safety in Ontario workplaces. There were also province-wide initiatives focusing on the internal responsibility system and occupational disease (including respiratory disease and musculoskeletal disorders) in the construction, health care, industrial, and mining sectors.
- The ministry refocused its resources towards claim resolution to address the claims inventory and wait times in the Employment Standards (ES) Program. The program has made progress modernizing ES services by developing digital and self-service tools online to promote self-reliance among employers and workplace parties, making it easier for employers and employees to understand and comply with the *Employment Standards Act, 2000* (ESA).
- Modernized labour relations services to align with the government's Open for Business and Smart initiatives by making it easier to access neutral collective bargaining information on Collective Bargaining Ontario, and by launching e-Requests to allow users to submit service applications online. These initiatives reduce the red tape and administrative burdens on businesses, simplify access to data, and eliminate the costs of obtaining collective bargaining information.

Reforming Apprenticeships and Supporting the Skilled Trades

- Apprenticeship is a critical part of Ontario's employment and training programs. It combines in-class and work-based training for people who want to work in a skilled trade. The government supports apprentices by providing programs that prepare individuals for apprenticeship training, financial supports for those attending in-class training and financial bonuses for program completion. The 2019 Ontario Budget set out the government's vision for a modernized, client-focused apprenticeship and skilled trades system, which were implemented through the following initiatives:
 - o Establishing a new governance framework through the *Modernizing the Skilled Trades and Apprenticeship Act, 2019* (MSTAA), which supports a ministry-led delivery model with industry input into training programs and regulation.
 - o Encouraging employer participation in the apprenticeship system through a new financial incentive program to support employers and train apprentices.
 - o Promoting apprenticeship and skilled trades as a pathway choice for all students from kindergarten to Grade 12.
- The government is working hard to reduce complexity, cut red tape, allow Ontario businesses to hire more apprentices, encourage more young people to develop a career in the trades, and bring quality jobs back to the province. To support these goals, College membership fees for apprentices have been eliminated and annual membership fees for journeypersons have been reduced by 50%.
- To maintain continuity of service for apprentices and their employers and support the wind-down of the Ontario College of Trades, a Minister's regulation under the *Ontario College of Trades and Apprenticeship Act, 2009* took effect on March 3rd, 2020, which makes apprenticeship program standards subject to the approval of the Minister, and modifies the size, composition, and quorum of the Ontario College of Trades' Board of Governors. The regulation also enables the Minister to designate the Chair of the Board.
- Announced in the 2019 Fall Economic Statement, the government-led consultations with industry and stakeholders and provided recommendations on ways to transform the skilled trades and apprenticeship system in order to help fill any skills shortages. The government is developing a suite of initiatives to support apprentices, employers, and other partners, including enhancements to the Pre-Apprenticeship Training Program.
- The ministry is helping individuals prepare for successful careers in the skilled trades and invested \$20.8 million in 2019-20 to provide pre-apprenticeship training to approximately 1,800 people. Pre-apprenticeship training helps people develop

the trade-specific knowledge, job skills and work experience they need to get good jobs in high-demand trades.

- The ministry continued to support apprentices, employers, and training delivery agents in 2019-20 with an investment of \$189.0 million in existing training programs and financial incentives. This includes:
 - o \$13.0 million for the Ontario Youth Apprenticeship Program which offers students in grades 11 and 12 the opportunity to train in a skilled trade while completing their secondary school diploma.
 - o \$89.3 million for the Apprenticeship In-Class Training Program to provide in-class training to apprentices.
 - o \$4.7 million for the Employer Completion Bonus that provides a one-time, taxable \$1,000 bonus to eligible employers for each apprentice who completes their apprenticeship training while under their employ.
 - o \$14.0 million for the Apprenticeship Enhancement Fund Program to help training delivery agents make capital upgrades and buy state-of-the-art equipment essential for the technical training of apprentices.
- In August 2019, the ministry approved funding for additional classes for in-demand trades and encouraged new classes where there was evidence of demand. As a result, an additional 178 classes were made available, and wait times for classes were reduced for over 4,000 apprentices.

Supporting all Job Seekers and Employers

- In March 2020, the Ministry of Labour, Training and Skills Development announced the launch of a Workforce Development and Training Review. This review will examine provincial workforce development and training levers to ensure that programming will meet the evolving needs of Ontario's job seekers, workers, and industries. The review will involve engaging with a broad range of stakeholders and Indigenous partners to inform the development of a workforce development action plan for the province.
- As part of the government's Driving Prosperity plan to strengthen Ontario's auto sector by leveraging sector strengths and charting a path for growth and creating jobs, the ministry committed \$14 million to create new internships and other experiential learning opportunities in the automotive and advanced manufacturing sectors in Ontario. In support of the response to COVID-19, the program was expanded to include work placements with auto or advanced manufacturers that have redirected efforts to produce medical supplies or equipment.
- The ministry has committed \$3 million in a RapidSkills (Micro-Credentials) pilot to incentivize the development of high-quality, short-duration training that will help

laid-off, at-risk, and underutilized workers quickly gain in-demand skills. The pilot focuses investments on the province's automotive and advanced manufacturing industries and their workers.

- In 2019-20, the ministry invested \$20 million through the Skills Catalyst Fund, to support projects that test new and emerging approaches to labour market challenges, encourage partnerships between industry, education and training providers to drive innovation and allow employers to train the talent they need to support their workforce.
- The ministry committed \$1.5 million in funding through the Ontario Human Capital Research and Innovation Fund to support research on innovative practices, to assist workers in developing the skills they need to get and keep good jobs and help employers build the workforce they need to grow their businesses.
- Ontario's employment and training programs help job seekers find and keep good jobs and help employers recruit the skilled workers they need. Employment Ontario is the province's network of employment and training programs that supports job seekers and employers. In 2019-20, Employment Ontario served about one million people through a suite of programs that the provincial government continues to fund, including:
 - o **Employment Service:** Provided over 670,000 clients with resources, supports, and services to respond to their career and employment needs.
 - o **Second Career:** Provided over 3,830 laid off, unemployed workers with an opportunity to get new skills for jobs that are in demand in Ontario.
 - o **Canada-Ontario Job Grant:** Provided enough grant funding to businesses to train over 11,500 new or current employees.
 - o **SkillsAdvance Ontario:** A sector-focused workforce development pilot that supported partnerships between 140 employers and 21 training providers.
 - o **Literacy and Basic Skills Program:** Helped over 38,000 adult learners build critical foundational skills such as reading, writing, numeracy, and digital skills.
 - o **Youth Job Connection/ Youth Job Connection Summer:** Helped more than 16,850 youth to either access programs that make them more job-ready, or to be matched with a job and offered employment.
 - o **Ontario Bridge Training Programs:** Helped more than 6,000 highly skilled immigrants access fast-track training and customized services to help them access licensure and employment in their field, without duplicating previous training and education.
- In 2019-20, the ministry supported initiatives like Local Employment Planning Council pilots and Workforce Planning Boards to help local communities plan and deliver the employment and training programs and services they specifically need.

- Almost 200,000 Ontarians participate in adult education programs every year to upgrade their language, literacy, and numeracy skills, complete their Ontario Secondary School Diploma, obtain a license or experience to practice in their profession or skilled trade in Ontario, and more. In 2019-20, the ministry continued to support adult education with an investment of \$105.4 million for the Literacy and Basic Skills program, with the aim to serve approximately 50,000 learners in 2019-20, and \$25.2 million to help highly-skilled, internationally trained immigrants obtain a license and employment in their field through the Ontario Bridge Training program.
- In 2019-20, the government continued to support the expansion of the Dual Credit program to adults. There are approximately 990 adult learners enrolled in dual credit programs who will be supported to complete secondary school and successfully transition to college and/or apprenticeship.

Ontario Immigrant Nominee Program (OINP)

- OINP achieved its 2019 nomination allocation of 6,650 nominations issued to successful applicants across all program streams.
 - o The OINP met its full 2019 nomination allocation in November. In December, the federal government granted Ontario an additional 700 nominations, which were allocated before year-end.
 - o In 2019, the OINP also nominated 41 applicants through the NOC C Pilot – a Federal-Provincial partnership to increase permanent resident pathways for in-demand lower-skilled workers with job offers. This brought the total number of nominations in 2019 to 7,391 principal applicants. Those applications included 6,340 spouses and dependents for a total of 13,731 new immigrants to Ontario.

Nominations were issued under the following streams:

2019 OINP Nominations by Stream	
Stream	Number of Nominations
Employer Job Offer: International Student Stream	1,347
Employer Job Offer: In-Demand Skills Stream	19
Employer Job Offer: Foreign Worker Stream	1,195
PhD Graduate Stream	234
Masters Graduate Stream	805
Ontario's Express Entry Skilled Trades Stream	639
Ontario's Express Entry Human Capital Priorities Stream	2,710
Ontario's Express Entry French-Speaking Skilled Worker Stream	401
Entrepreneur Stream	0

NOC C Pilot	41
Grand Total	7,391

- In 2019, the OINP saw a high number of nominations in technology-related occupations. Approximately 33% of all nominations were to individuals citing work experience or a job offer in a high-tech occupation, including software engineers and designers, computer programmers, interactive media developers, IT systems analysts, and technology consultants.
- The program also surpassed its 5% target for Francophone immigration, reaching 6.1% or 452 Francophone nominees. Most francophone applicants received nominations under the French-Speaking Skilled Worker Stream and the Human Capital Priorities Stream.
- Nominees in 2019 came from over 130 different countries, with applicants from India and China receiving the highest number of nominations.
- At least 35% of nominees already had a job offer in Ontario before nomination. More than 96% held a postsecondary degree and at least 53% had high language skills (Canadian Language Benchmark 7 or above) in at least one of Canada's official languages.

Prevention of Workplace Fatalities, Injuries and Illness

- MLTSD made strides towards developing Ontario's new Occupational Health and Safety (OHS) Strategy, which included conducting jurisdictional and literature scans, reviews of health and safety data, an impact assessment of the previous Strategy, and discussions with internal partners. Development also included a ministry-led public consultation process which took place from April – May 2019. More than 1,000 Ontarians provided feedback on the strategy through in-person meetings across seven Ontario cities and an online survey.
- MLTSD launched a Certification Management System (CMS) on April 1, 2019, an online database of records of successful training completion for Working at Heights and Joint Health and Safety Committee Certification training. The CMS gives employers, learners and training providers access to find and register for courses, update profile information, conduct look-ups, validate eligibility for training, and enables easier upload of training completion information.
- In May 2019, the ministry partnered with Ontario's four health and safety associations to promote the third annual Falls Awareness Week and to provide workplaces with resources to hold safety talks about workplace fall prevention. Falls continue to be a leading cause of work-related fatalities in Ontario. In 2019, the week formed part of the compliance assistance portion of the cross-sector High-Risk Hazard Slips, Trips, and Falls inspection initiative.

- On November 22, 2019, the Minister of Labour, Training and Skills Development announced the Supporting Ontario's Safe Employers (SOSE) program. SOSE is a voluntary program that accredits Occupational Health and Safety Management Systems (OHSMS) and recognizes employers that demonstrate excellence in health and safety at the workplace. Employers who have received recognition may be eligible to receive premium rebates from the Workplace Safety and Insurance Board (WSIB). The WSIB is investing an estimated \$140 million in rebates over the next three years.
- The Occupational Disease Action Plan (ODAP) continued to focus on initiatives across several approaches such as: awareness, training and education, enforcement, research and data management, and intelligence and decision support.
 - o ODAP added a Respiratory Hazards working group in 2019-20, to align with the Healthy Workers in Healthy Workplaces: MSDs and Respiratory Hazards enforcement initiative. As a result, asbestos and silica were added to the priority hazards that ODAP is addressing, which aligns with the Cancer Care Ontario's Burden of Occupational Cancer Report (2017).
 - o An environmental scan was completed and an inventory of resources on all of ODAPs priority hazards (Noise, Diesel, Allergens and Irritants, Asbestos and Silica) was developed, uploaded to www.preventoccdisease.ca and shared on HSA websites through the Healthy Workers in Healthy Workplaces toolkit.
- The ministry continues to work with the Health and Safety Associations (HSAs) to develop initiatives to improve workplace mental health, including setting funding guidelines for mental health priorities. Two HSAs received approval for mental health programs:
 - o The Public Services Health and Safety Association received approval for the Mental Health & Impairment Program.
 - o Workplace Safety and Prevention Services received approval for the Laying the Foundation for Workplace Mental Harm Prevention project.
- In 2019-20, with the joint effort of the OHS system partners, a range of tools have been developed to help employers prevent work-related psychological injuries, including ThinkMentalHealth.ca, a website that provides business owners with resources to better understand and prevent mental health problems in the workplace. The site has received more than 8,000 visitors and 42,801 page views.
- The ministry initiated a multi-year modernization plan in 2019-20 to modernize funding and accountability of HSAs towards an evidence-based, outcome-focused performance measurement model. Modernization will occur for the next few years with incremental changes year over year and include the introduction of a performance measurement framework to ensure HSAs program and services meet

occupational health and safety priorities. There will also be a focus on ensuring the HSAs programs are meeting the needs of small to medium size businesses.

- The ministry launched an Occupational Health and Safety System Data Community to develop a common, system-wide approach to data-related issues amongst OHS system partners in order to improve occupational health and safety outcomes in Ontario.
- Over the course of 2019-20, nine new members were appointment to the Prevention Council. Actions of the Prevention Council include providing feedback and endorsing the direction of the new Occupational Health and Safety Strategy and Prevention Division Annual Operating Plan. The new chair of the council is Erin Oliver. Erin is currently the Vice President of Health, Safety & Sustainability at Modern Niagara.
- In January 2020, the Prevention Office uploaded data on grant funding, recipients, and outcomes for all 110 research projects funded since 2012 to the [Open Data Catalogue](#). Making ministry-funded research publicly available will assist employers in reducing workplace injuries, illnesses, and fatalities and allow other occupational health and safety partners to build on existing evidence in their research activities.
- Between April 1, 2019, and March 31, 2020, 194,312 learners completed Working at Heights (WAH) training and the program approved an additional 22 WAH training programs. In the same period, 18,126 learners completed the Joint Health & Safety Committee (JHSC) Certification training and the program approved an additional 31 JHSC Certification training programs.
- The Prevention Office also initiated the five-year review of the WAH Training Program. This will include a consultation in 2020 and explore issues such as facilitating mobility between provinces.
- In Winter 2019, the Minister of Labour, Training and Skills Development announced changes to the Joint Health and Safety Committee (JHSC) training program requirements and provider standards that will reduce the burden on business while maintaining standardized high-quality training accessible to all workers across Ontario. The changes will simplify requirements for certification, improve access to training, modernize the way JHSC Certification training is delivered, and allow greater flexibility in learning options.
- The following figures are from the fiscal year beginning April 1, 2019, and ending March 31, 2020:
 - o Total number of training standards field assessments: 37

- o Total number of phone and email inquiries answered: 17,000
- o Cleared a backlog of nearly 115,000 training records as a result of the implementation of the CMS
- o Total number of Training Programs:
 - Approved: 53
 - Rejected or Withdrawn: 23 (9 of which were previously approved)

Making Workplaces Safer and Healthier

In 2019-20, MLTSD conducted 11 provincial blitzes in the construction, industrial, health care, and mining sectors to address concerns and raise awareness of occupational health and safety hazards, which included:

Provincial Blitz Focus	Sector
Personal protective equipment	Construction
Suspended access equipment	Construction
New and young workers' health and safety	Industrial
Machine guarding	Industrial
Emergency preparedness self-audit	Mining
Ground control	Mining
Workplace violence prevention in long-term care, retirement homes and community care workplaces	Health Care
Group homes	Health Care
Healthy workers in healthy workplaces: musculoskeletal disorders and respiratory hazards	Cross-sector: occupational hygiene
High-risk traumatic hazards: slips, trips and falls	Cross-sector: falls
Municipalities	Cross-sector: ergonomics

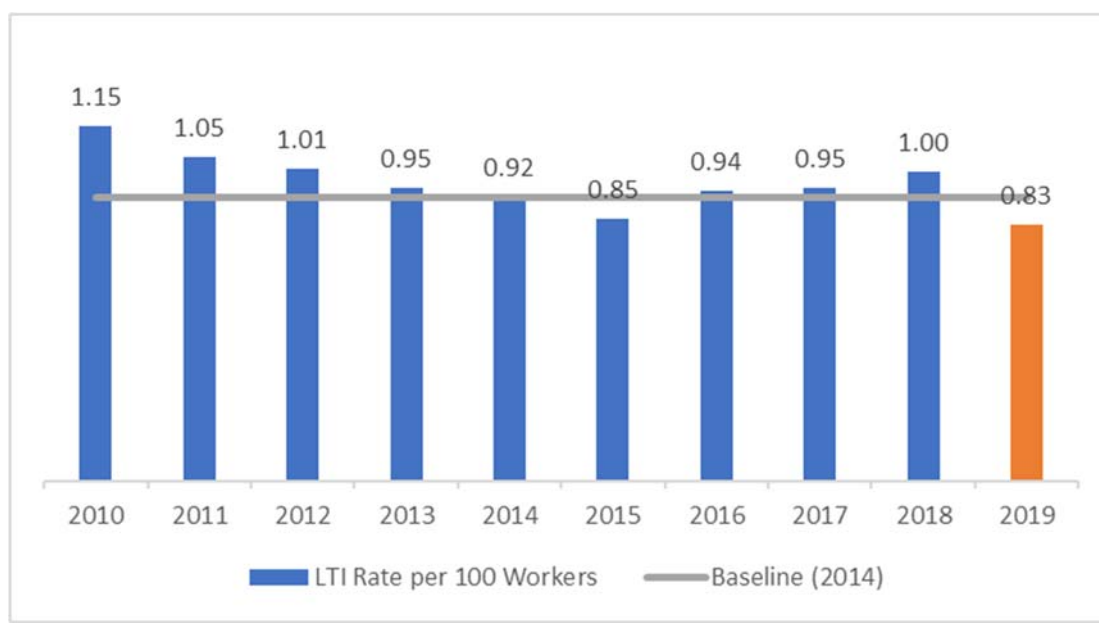
In 2019-20, MLTSD continued to deploy a two-phase system for some blitzes:

- During the compliance assistance campaign (phase 1), MLTSD worked with HSAs to raise awareness and provide resources, training, and education to workplace parties.
- During the inspection blitz (phase 2), inspectors conducted field visits to check compliance with the OHSA and its regulations, and to raise awareness about specific issues at the workplaces visited. Inspectors and health and safety associations continued to provide compliance assistance.

Other achievements in 2019-20 aimed at making Ontario workplaces healthier and safer include the following:

- In 2019-20, Health and Safety Inspectors carried out 81,345 field visits and issued 110,068 orders.
- The WSIB reported a Lost-Time Injury (LTI) rate for Schedule 1 employers of 1.0 for 2018. There is an upward trend evident from 2015 to 2018. The 2019 LTI rate will be available by June 2020.

Figure 1: Lost-Time Injury (LTI) Rates – Schedule 1 Employers



Source: Workplace Safety and Insurance Board Annual Data, Schedule 1

- MLTSD continued to lead the Underground Economy (UE) initiative in partnership with the Ministry of Finance (MOF). The UE initiative aims to increase compliance with the *Occupational Health and Safety Act* (OHSA), the *Consumer Protection Act*, and taxation legislation, as well as educate consumers on the hazards of participating in operating in the underground economy. The results of the field activity are being used to work on developing a risk matrix that will identify employers that are more likely to be in non-compliance.
- MLTSD and MOF begin a pilot project to work in conjunction with the Ministry of Environment, Conservation and Parks (MECP) to inspect truck and auto repair facilities. The pilot will assist the enforcement ministries with determining where best to focus their enforcement efforts and reduce the burden on compliant employers.

- MLTSD conducted a total of 538 field visits with the residential re-roofing campaign and 933 field visits for the substantial renovation campaign in the construction health and safety program. Industrial health and safety program inspectors conducted 1292 field visits to nail salons and 311 field visits to Truck and Auto repair facilities.
- In 2019-20, the Materials Testing Laboratory (MTL) tested 789 samples in accordance with the CSA G-4 standard.
- The MTL is accredited under the ISO 17025 international standard for laboratories and underwent a successful performance audit in December 2019.
- The Radiation Protection Services (RPS) team completed the following:
 - o RPS Laboratory underwent six audits/inspections between January 1, 2019, and March 1, 2020. These included an international emergency preparedness review (EPREV), Canadian Nuclear Safety Commission (CNSC) inspection, MECP laboratory inspection, and a CALA accreditation audit.
 - o Between January 1 and December 31, 2019, the laboratory collected 1,292 samples and performed 1,605 analyses in support of the Ontario Reactor Surveillance Program (ORSP).
 - o Between January 1 and December 31, 2019, the laboratory analyzed 209 drinking water samples, resulting in 267 analyses performed in support of the Ontario Drinking Water Surveillance Program (DWSP).
 - o Completed a total of 850 x-ray registration and x-ray installation reviews.
- MLTSD engaged 11,199 businesses in 2019 through the Small Business Outreach project, conducted by summer students. The summer students acted as ambassadors of the ministry, promoting OHS compliance among Ontario's small business community. Through the project, MLTSD shared resources with 10,765 small business owners and collected 4,253 surveys. From all small businesses visited, 2,483 small business owners expressed their interest in keeping in touch with the ministry, and many registered to the ministry's What's New e-newsletter.
- Focusing on modernization, the ministry has implemented a digital solution for OHS complaints to be filed online, transforming the way Ontarians can interact with the ministry.
- MLTSD has facilitated and supported two workers' compensation-related external reviews conducted in 2019—Dr. Paul Demers' review of work-related cancers, and an operational review of the Workplace Safety and Insurance Board (WSIB).
- The government is reviewing regulations, with a focus on streamlining and eliminating unnecessarily complicated, outdated and duplicative Ministry of

Labour, Training and Skills Development regulations affecting business, while maintaining regulations that protect Ontario workers. As a result, the ministry has made amendments to several regulations under the OHSA, including:

- o Regulation 851 (Industrial Establishments)
 - o Regulation 854 (Mines and Mining Plants)
 - o Regulation 855 (Oil and Gas -Offshore)
 - o Regulation 833 (Control of Exposure to Biological or Chemical Agents)
 - o O. Reg. 490/09 (Designated Substances)
- Additionally, numerous MLTSD activities were aimed at advancing occupational health and safety in Ontario's industrial, health care, mining, and construction sectors. To this end, MLTSD:
 - o Developed new ergonomics resources for stakeholders:
 - [Manual materials handling; and](#)
 - [Computer ergonomics](#)
 - o Implemented a joint provincial/federal Workplace Hazardous Materials Information System (WHMIS) enforcement initiative;
 - o Ensured annual compliance with the requirements of the Emergency Management & Civil Protection Act (EMCPA);
 - o Refreshed the Mobile Compacting Equipment Safety Guideline in collaboration with industry representatives;
 - o Updated a guideline on traffic management programs in mines;
 - o Developed a new guidance for water management programs in mines and post-blast gas clearance;
 - o Facilitated and participated in various healthcare committees;
 - o Developed and promoted the new web resource [Health and Safety for Small Businesses](#);
 - o Released a video on [emergency preparedness](#) for construction projects;
 - o Developed and produced an [Asbestos Awareness video](#) to alert workers of hazards associated with Asbestos Containing Materials (ACM); and,
 - o Made changes to the notification process for diving operations as well as increased mandatory information requirements to better ensure diver safety.

Employment Standards (ES) – Protecting Employees and Supporting Employers

- MLTSD made significant strides in the ES Program and continued to focus on claim resolution. By June 2019, the unassigned inventory was essentially eliminated with claims being assigned within two to three weeks of filing. For fiscal 2019-20, the program received 17,715 claims and closed 18,965 claims.
- In 2019-20, MLTSD built on the progress made in previous years in modernizing ES services by developing digital tools that help both employees

and employers access information and reduce administrative burden. In addition to the self-audit tool launched in late 2018-19, this year the ES Program:

- o Launched an online **self-service tool** designed to promote self-reliance among workplace parties, making it easier for employers and employees in Ontario to understand and comply with the *Employment Standards Act, 2000* (ESA). As of March 31, 2020, the self-service tool has been used more than 55,000 times.
 - o Published the **Employment Standards Policy and Interpretation Manual** online in English and French for use by the public. As of March 31, 2020, the manual has been accessed more than 29,000 times.
 - o Continued to streamline MLTSD's online educational resource library, making it easier for small business employers to find the information they're looking for.
- In 2019-20, the program conducted a total of 2,490 inspections. Of these, ESOs conducted 831 inspections on repeat violators and vulnerable workers, such as temporary foreign workers and those employed by temporary help agencies.
 - Additionally, the ministry promoted compliance with the ESA by:
 - o Modernizing educational efforts to expand the presentation portfolio by offering in-house live stream broadcasts and webinars. For the 2019-20 fiscal year, the MLTSD delivered:
 - Two in-house live streams, watched more than 1,600 times during the broadcasts; and
 - Seven topic-specific employment standards webinars to more than 330 participants.
 - o Launching monthly presentations for small business employers at Small Business Enterprise Centres across Ontario featuring employment standards and occupational health and safety information in partnership with the Ministry of Economic Development, Job Creation and Trade;
 - o Delivering over 220 employment standards overview presentations in 2019–20 to a variety of audiences, including young workers, newcomers and employer groups;
 - o Supporting the Summer Student Small Business Outreach Initiative during which students visited over 10,000 small businesses across Ontario to raise awareness of the ESA and OHS requirements and promote educational resources.
 - In 2019-20 MLTSD made contributions to the *Restoring Ontario's Competitiveness Act* (Bill 66), which received Royal Assent on April 3rd, 2019, with respect to:

- o ES Posting Requirements; and
- o Removing Director of Employment Standards Approvals for Hours of Work and Overtime Averaging.
- MLTSD also consulted on potential ESA changes for unionized parties regarding overtime averaging and led several regulatory changes under the ESA, including:
 - o Amending O. Reg. 285/01, When Work Deemed Performed, Exemptions and Special Rules, to introduce exemptions and special minimum wage rates for “wilderness guides” that mirror the regulatory approach to hunting and fishing guides; and
 - o Revoking O. Reg. 291/01, Terms and Conditions of Employment in Defined Industries – Women’s Coat and Suit Industry and Women’s Dress and Sportswear Industry, which was of limited application in light of changes in these industries.

Creating and Maintaining a Stable Labour Relations Environment

- The ministry continues to modernize its dispute resolution services by using digital tools to provide conciliation and mediation online. It has digitized access to collective bargaining information and is promoting the use of neutral data as a means of continuing to foster, support, and maintain a harmonious, constructive and productive labour relations climate in Ontario.
- In 2019-20, the ministry assisted bargaining parties in response to approximately 2,560 conciliation and 640 mediation files.
- Of all ratified settlements in the 2019-2020 fiscal year, 99% were achieved without a work disruption. The ministry continues to meet its settlement target rate at or above 95%.

Figure 2: Settlements without Strike or Lockout



- There was an 87% increase in the incidence of strikes and lock-outs, and a 69% increase in person-days lost over when compared year over year. The increase was mainly due to the work stoppages in the K-12 education sector, resulting in approximately 254,700 person-days lost.
- Approximately 2,400 collective agreements were ratified in 2019-20, concentrated in the health and social services, construction, other services, education, and public administration. MLTSD's labour relations program facilitated notable settlements in the following sectors:

Sector	Bargaining Highlights
Education	- o Teacher and education worker agreements were reached for all nine centrally bargained settlements under the <i>School Boards Collective Bargaining Act (SBCBA)</i>: - o Several agreements were reached for Ontario universities (e.g. McMaster University, Nipissing University, University of Ontario Institute of Technology, Ontario College of Art & Design University, and Trent University).
Health	- o Participating Long Term Care Homes and Ontario Nurses' Association (ONA) reached two-year agreements. - o Several arbitration awards were issued for Participating Long-term Care Homes with Service Employees International Union (SEIU) and Unifor. - o ONA also negotiated three-year agreements with Local Health Integration Networks.
Municipal government	o Settlements were reached between several municipalities and their respective local police associations, the Ontario Professional Fire Fighters' Association (OPFFA), and municipal inside/outside employees represented by CUPE.
Provincial government	- o Arbitration awards were issued for the Ontario Government and the Ontario Provincial Police Association (OPPA) covering uniform/civilian officers for a four-year term. - o An arbitration award was also issued for the Correctional Services bargaining unit of the Ontario Public Service Employees Union (OPSEU) and the Ontario Government, for a four-year term.
Utilities	- o Ontario Power Generation Inc. received arbitration award settlements with CUPE for a three-year term, and with the Society of Energy Professionals for a two-year term. - o Hydro One Inc. and the Society of Energy Professionals reached a two-year agreement.

Sector	Bargaining Highlights
Communications	o Canadian Media Producers Association (CMPA) reached a three-year agreement with the Writers Guild of Canada.
Construction	- o Mechanical Contractors Association Ontario settled a three-year agreement with the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada. - o Laborers' Employer Bargaining Agency reached a three-year agreement with the Laborers' International Union of North America.
Manufacturing	o Maple Lodge Farms Ltd. concluded a five-year agreement with United Food and Commercial Workers (UFCW).
Trade	- o Metro Ontario Inc. and Unifor reached a four-year agreement. - o No Frills Franchise Stores also renewed a four-year agreement with Unifor.
Transportation	- o Canada Post Corp. negotiated a five-year agreement with the Canadian Postmasters and Assistants Association. - o The Amalgamated Transit Union reached a number of agreements with various cities including Mississauga, Brampton, and Hamilton; and a four-year agreement with Greyhound Canada Transportation Corp.
Other Services	- o Ontario Gaming (Woodbine Casino) and Public Service Alliance of Canada reached a four-year agreement. - o GDI Services (Canada) LP ratified several agreements with Labourers International Union of North America and with SEIU.

- The ministry provided dispute resolution assistance in response to more than 1,400 new requests for arbitration, while closing or completing more than 1,200 arbitration files.
- The ministry appointed 580 arbitrators to settle both grievance and interest arbitration disputes where the parties were unable to agree on their own.
- In 2019-20, the ministry enhanced its neutral labour relations research and analysis by providing self-serve digital services to numerous stakeholders – including unions, employers, academics, the broader public sector, other Ontario ministries, and the public – to inform decision-making. Its data and analysis continue to be a cornerstone of collective bargaining and are trusted by bargaining parties.
- It continued to provide neutral, reliable data to bargaining parties through specialized analysis and custom reporting. The ministry's information is also used across multiple ministries and the broader public sector for analysis,

planning and reporting purposes, particularly in response to legislation such as Bill 124, the *Protecting a Sustainable Public Sector for Future Generations Act, 2019*, which received Royal Assent on November 7, 2019.

- New [Collective Bargaining Ontario](#) features were introduced in 2019, including the [Collective Bargaining Expiries](#) report, which provides an overview of collective agreements in Ontario that are set to expire, and identifies key sectors with upcoming bargaining for which users can drill-down by top employers or unions.
- Since July 15, 2019, almost 3,700 users accessed the [Collective Bargaining Highlights](#) report and over 600 users accessed the [Collective Bargaining Expiries](#) report.
- The ministry is promoting the use of its [eRequests](#) platform, which enables bargaining parties to apply for conciliation and grievance arbitration services online, instead of through outdated and less accessible methods such as mail and fax. This service is resulting in faster processing for applicants, greater efficiency, and more modern, streamlined services. More than 1,150 applications have been submitted using [eRequests](#).
- In July 2019, the ministry launched the [Grievance Arbitration Awards Portal](#), an online repository of all grievance arbitration awards that have been filed with the Minister since 2014. This satisfied O. Reg 482/18 of the *Labour Relations Act*, which provides that copies of grievance arbitration awards be published on a Government of Ontario website. Over 3,000 users have accessed the portal from 15 different countries including the United States, Germany, and the United Kingdom.
- In September 2019, the ministry launched the [Collective Agreement Submission Tool](#), an online resource that makes it easier for bargaining parties to comply with the legislative requirement to file collective agreements with the Minister.
- In 2019-20 MLTSD continued to support the collective bargaining process through its Collective Agreements e-Library, a searchable, self-serve portal that is available online 24/7. Over 30,000 users have accessed the site with over 254,000 page-views, and over 3,800 new collective agreements and interest arbitration awards have been uploaded. It has been accessed from all over the world – from over 140 countries to date, including the United States, India, United Kingdom, and China – and is growing continually.
- In 2019-20, there were also a number of policy achievements in the LR Program, including:

- o MLTSD led Schedule 9 of the Restoring Ontario's Competitiveness Act, 2019 (Bill 66), which amended the LRA to explicitly deem municipalities, school boards, hospitals, colleges, universities and other public bodies to be "non-construction employers" for the purposes of the LRA. These changes came into effect on July 4, 2019, unless the affected entity had opted out.
- o As part of the Protecting What Matters Most Act (Budget Measures), 2019 (Bill 108), MLTSD led amendments to the Public Sector Labour Relations Transition Act, 1997 (PSLRTA) that narrowed the application of PSLRTA to specific larger-scale restructuring events in the health sector.
- o MLTSD led Schedule 8 of the More Homes, More Choice Act, 2019 (Bill 108), which restored the legislative rules related to concrete formwork and the province-wide application of the Industrial, Commercial, and Institutional sector (ICI) rules in the LRA.

Open for Business

The ministry has continued to review its legislations and regulations to support the Government's Open for Business Plan, including:

- Revoking O. Reg 291/01 - Terms and Conditions of Employment in Defined Industries - Women's Coat and Suit Industry and Women's Dress and Sportswear Industry, under the *Employment Standards Act, 2000* (ESA), effective October 30, 2019.
- Amending the *Occupational Health and Safety Act* (OHSA) to repeal section 34, a notification requirement respecting new biological or chemical agents. This notification requirement pre-dated the federal New Substance Program and the Workplace Hazardous Material Information System, and therefore overlapped these other systems.
- Amending the *Workplace Safety and Insurance Act, 1997* to allow the WSIB to establish a lower premium rate for executive officers and partners in construction who do not perform construction work.
- Effective January 1, 2020, amendments were made to streamline and modernize the occupational health regulatory scheme under the OHSA. This includes Regulation 833 (Control of Exposure to Biological or Chemical Agents) and O. Reg. 490/09 (Designated Substances). The changes replaced the 9 separate Medical Surveillance Codes with one single consolidated and updated Medical Surveillance Code, and replaced the 16 separate Codes for Respiratory Equipment and Measuring Airborne Substances with new, updated, and consolidated respiratory protection and measuring provisions.

- Amendments to O. Reg. 297/13 (Occupational Health and Safety Awareness and Training) that came into force on July 1, 2019, reduce the regulatory burden on the automotive sector by creating a targeted exemption for workers employed directly by automobile manufacturing plant employers from Chief Prevention Officer-approved working at heights training. An amendment to O. Reg. 213/91 (Construction Projects) also reduces the regulatory burden on the auto manufacturing sector by increasing the project cost threshold that triggers the requirement for the ministry to be notified of a construction project at an auto plant from \$50,000 to \$250,000.
- As of July 1, 2019, amendments to Regulation 851 (Industrial Establishments) help modernize some workplace health and safety requirements that apply to Ontario industrial establishments, including offices, factories, arenas, and shops by adding more flexibility in how to comply.
- Amendments to Regulation 855 (Oil & Gas – Offshore) that came into effect on July 1, 2019, modernize the existing requirements for life jackets and specific electrical equipment that is installed and used on offshore oil and gas rigs.
- Effective July 1, 2019, amendments to Regulation 854 (Mines and Mining Plants) help modernize mining regulations by harmonizing requirements for non-destructive tests with those found in other OHSA regulations, reducing regulatory burden by revoking several redundant or duplicative provisions, updating various references to recognized industry standards and by adding more flexibility in how to comply with certain requirements.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	\$0.0
Other Operating	\$1,243.5
Capital	\$4.0
Staff Strength ** (as of March 31, 2019)	2,714.1

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

ACTS ADMINISTERED BY THE MINISTRY: 2019-20

Ambulance Services Collective Bargaining Act, 2001
Crown Employees Collective Bargaining Act, 1993
Employment Protection for Foreign Nationals Act, 2009
Employment Standards Act, 2000
Fair Access to Regulated Professions and Compulsory Trades Act, 2006
Fairness for Parents and Employees Act (Teachers' Withdrawal of Services), 1997
Fire Protection and Prevention Act, 1997, Part IX (Firefighters: Employment and Labour Relations)
Government Contract Wages Act, 2018
Hospital Labour Disputes Arbitration Act
Labour Relations Act, 1995
Ministry of Labour Act
Ministry of Training, Colleges and Universities Act, in respect of training and skills development
Modernizing the Skilled Trades and Apprenticeship Act, 2019
Occupational Health and Safety Act
Ontario Colleges of Trades and Apprenticeship Act, 2009
Ontario Immigration Act, 2015, except sections 2 and 3 of Part I as they relate to matters other than immigration training programs and the Ontario Immigrant Nominee Program, except Part III as it relates to matters other than immigration training programs, and except section 21 of Part IV as it relates to matters other than immigration training programs and the Ontario Immigrant Nominee Program
Ontario Labour Mobility Act, 2009
Pay Equity Act
Pay Transparency Act, 2018
Protecting Child Performers Act, 2015
Public Sector Dispute Resolution Act, 1997
Public Sector Labour Relations Transition Act, 1997
Public Service of Ontario Act, 2006 in respect of sections 21 to 27 and clause 31(1)(b) [only in respect of the Public Service Grievance Board]
Registered Human Resources Professionals Act, 2013
Regulatory Modernization Act, 2007

Rights of Labour Act

Toronto Transit Commission Labour Disputes Resolution Act, 2011

Workers Day of Mourning Act, 2016

Workplace Safety and Insurance Act, 1997

THE MINISTRY OF LABOUR, TRAINING AND SKILLS DEVELOPMENT ALSO HAS RESPONSIBILITIES UNDER THE FOLLOWING ACT ADMINISTERED BY ANOTHER MINISTRY:

Colleges Collective Bargaining Act, 2008

- o Administered by the Ministry of Colleges and Universities. However, the Ministry of Labour, Training and Skills Development has a role in the conciliation process, and the Ontario Labour Relations Board also has functions and responsibilities under this Act.

“BACK TO WORK” ACTS ADMINISTERED BY THE MINISTRY OF LABOUR, TRAINING AND SKILLS DEVELOPMENT

Back to Class Act (York University), 2018

Colleges of Applied Arts and Technology Labour Dispute Resolution Act, 2017

Protecting the School Year Act, 2015

Estimates Briefing Book 2020-21

Office of the Lieutenant Governor

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Treasury Board Secretariat

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Part I: 2020-21 Published Plan

Overview

Her Majesty Queen Elizabeth II, Queen of Canada, is Sovereign and head of state, represented in Ontario by the Lieutenant Governor. The Lieutenant Governor is empowered with the constitutional and representational responsibilities of the Crown in the province.

The Governor General-in-Council appoints the Lieutenant Governor, whose salary is paid by the federal government. The provincial government provides support to the Lieutenant Governor, with some limited financial resources for hospitality and travel also available from the federal government.

The Lieutenant Governor's role consists of several key responsibilities including representing the Crown in Ontario, supporting community initiatives, recognizing excellence, and demonstrating public leadership.

Mandate

The Queen of Canada, Her Majesty Queen Elizabeth II, is Sovereign and head of state, and is represented in Ontario by the Lieutenant Governor. The Lieutenant Governor is empowered with the constitutional and representational responsibilities of the Crown in the province.

In the constitutional role, the Lieutenant Governor represents The Queen, appoints as Premier the party leader having the confidence of the Legislative Assembly, swears in the Executive Council, outlines the government's plans in the Speech from the Throne, provides the Royal Assent needed for bills to become law, approves Orders-in-Council and appointments recommended by Cabinet and summons, prorogues and dissolves the Legislature on the advice of the Premier.

In the representational and community role, the Lieutenant Governor represents the people of Ontario and acts as the province's official host, welcoming royalty, heads of state, world leaders and members of the diplomatic corps.

The Lieutenant Governor promotes and highlights issues of continuing interest to vice-regal office holders, including the relationship between the Crown and Indigenous peoples, Canadian Forces, good citizenship, the arts and volunteerism. The Lieutenant Governor also promotes and emphasizes issues of personal interest, currently focused on sustainable development and Ontario in the world.

Major Functions

Representing the Crown in Ontario

Canada is a constitutional monarchy with The Queen as Sovereign and head of state. In Ontario, the Lieutenant Governor is The Queen's representative while the Premier is the head of government. In Canada's system of parliamentary democracy, the head of state (commonly called the Crown) holds supreme power on behalf of the people and lends it to be exercised by the government of the day.

Powers and Responsibilities

In Ontario, the Lieutenant Governor exercises the powers of the Crown, which derive from the written constitution, constitutional conventions and statute law. These powers are similar to those of The Queen or Governor General with regard to Parliament and the federal government.

The Lieutenant Governor:

- Ensures that Ontario always has a Premier who commands the confidence of the Legislative Assembly
- Appoints members of the Executive Council (Cabinet ministers) on the advice of the Premier

- Reads the Speech from the Throne at the beginning of a parliamentary session
- Grants Royal Assent, the final step of the legislative process, to bills passed by the Legislative Assembly
- Summons, prorogues and dissolves the Legislature on the advice of the Premier
- Orders elections to the Legislative Assembly on the advice of Cabinet, in accordance with the Election Act
- Approves government business such as regulations and public appointments by signing Orders-in-Council on the advice of Cabinet

The Lieutenant Governor remains strictly nonpartisan in carrying out these constitutional duties. In doing so, the Lieutenant Governor ensures that the democratic will of Ontarians and their elected representatives is upheld and that the constitutional conventions of responsible government are respected.

Statistics

In 2019-20, the Lieutenant Governor approved 1,963 Orders-in-Council in relation to various matters, including:

- 41 proclamations,
- 340 regulations,
- 202 Great Seal letters patent and lease letters patent issued under the Public Lands Act,
- 93 Great Seal letters patent under the Mining Act,
- certificates for 2 Ministers,
- 36 Parliamentary Assistant appointments,
- 27 Deputy Minister appointments,
- 2 Justice of the Peace appointments,
- 50 OPP appointments, and
- 16 Provincial Judges' appointments

The Lieutenant Governor granted Royal Assent 10 times to a total of 31 bills.

Administrator

In the event that the Lieutenant Governor is absent, ill or unable to act, the Administrator of the Government of Ontario may execute the office and functions of Lieutenant Governor.

In December 2017, the Governor General-in-Council approved an order-in-council appointing the Chief Justice of Ontario and other judges of the courts of Ontario, in order of seniority, to act as Administrator.

Honouring Achievement

As the Crown's representative, the Lieutenant Governor plays an important role in recognizing Ontarians through the honours system. Honours and awards strengthen the fabric of Ontario's communities and shape the aspirations of Ontarians. They are a way to formally and publicly acknowledge the excellence, achievements and contributions of role models from all walks of life.

During presentation ceremonies throughout the year, the Lieutenant Governor takes great pride in recognizing people who have made a difference to their communities.

As Chancellor of the Order of Ontario, the Lieutenant Governor presides over the annual investiture of new members. The Lieutenant Governor also serves as honorary chair of the Ontario Honours Advisory Council and presides annually at the presentation ceremonies of Ontario's several medal programs:

- Ontario Medal for Good Citizenship
- Ontario Medal for Young Volunteers
- Ontario Medal for Firefighter Bravery
- Ontario Medal for Police Bravery

The Lieutenant Governor also presents Ontario's official awards:

- Ontario Senior Achievement Award
- Lincoln M. Alexander Award (for efforts to eradicate racial discrimination)
- James Bartleman Indigenous Youth Creative Writing Award
- Hilary M. Weston Scholarship (for graduate level social work students in the area of mental health)
- David C. Onley Award for Leadership in Accessibility

Successive Lieutenant Governors have created awards programs in partnership with independent organizations to recognize achievements in fields of endeavour, including:

- Lieutenant Governor's Ontario Heritage Awards (Ontario Heritage Trust)

- Lieutenant Governor's Award for Marketing Excellence in Ontario (Economic Developers Council of Ontario)
- Lieutenant Governor's Medal of Distinction in Public Administration (Institute of Public Administration of Canada in Ontario)
- Lieutenant Governor's Cup (sport horse breeding), (Royal Agricultural Winter Fair)
- Lieutenant Governor's Award for Excellence in Ontario Wines (Ontario Wine Awards)
- Lieutenant Governor's Distinguished Service Award (Royal Ontario Museum)
- Lieutenant Governor's Award for Design Excellence in Architecture (Ontario Association of Architects)

The Lieutenant Governor also honours Ontarians receiving awards from community organizations, such as Scouts Canada (The Queen's Venturer Award), The Duke of Edinburgh's Awards, St. John Ambulance and organizations with viceregal patronage.

The Lieutenant Governor may also present national honours, including the Order of Canada, bravery decorations, the Sovereign's Medal for Volunteers and commemorative medals, on behalf of the Governor General.

Community Involvement

The Lieutenant Governor lends the prestige of the office in support of important initiatives, promoting dialogue and bringing issues into the public consciousness in keeping with her adopted areas of focus: sustainability (including its interrelated components of inclusive economic prosperity, environmental stewardship and social cohesion) and Ontario in the World. She actively engages people across Ontario and internationally in meaningful dialogue about what they can contribute and learn from others in meeting the common challenges of our interconnected world.

The Lieutenant Governor is committed to fostering a culture of reconciliation between Indigenous and non-Indigenous people in Ontario, regularly meeting with representatives of Indigenous communities and ensuring Indigenous representation at events whenever possible.

The Lieutenant Governor also lends support to initiatives bearing the name of her office, such as the Lieutenant Governor's Games at Variety Village (a daylong sporting event for youth of all abilities) and the Lieutenant Governor's Indigenous Summer Reading Camps, which are administered by literacy organization Frontier College.

The Lieutenant Governor engages with young people in the province through participation in several model parliaments and regularly meets with those serving in the Ontario Legislative Page Program.

In addition to these initiatives, the Lieutenant Governor hosts or attends hundreds of engagements each year (either at Queen's Park or elsewhere), promoting volunteerism, encouraging community service and supporting worthwhile causes.

The Lieutenant Governor also maintains active relationships with members of the uniformed services through honorary appointments (Colonel of the Regiment of The Queen's York Rangers (1st American Regiment), her aides-de-camp and volunteers and by traditional attendance at ceremonies honouring veterans and first responders.

The Lieutenant Governor continues the longstanding tradition of granting viceregal patronage by serving as honorary patron of many non-profit organizations and registered charities.

Highlight: Civic Visits

In 2019-20, the Lieutenant Governor conducted official visits to the following communities:

1. Peterborough (April 3)
2. Brant (April 5)
3. Belleville (April 12)
4. Bradford West Gwillimbury (April 16)
5. Welland (May 3)
6. Georgian Bay (May 30)
7. Clarence-Rockland (May 30)
8. Niagara Falls (August 26)
9. Orangeville (November 11)
10. Collingwood (February 4)

Communicating with Ontarians

The Lieutenant Governor continues to prioritize the modernization of official communications with Ontarians.

- The Lieutenant Governor's website continues to incorporate routine updates reflecting her activity schedule.
- The section of the website including information about the Lieutenant Governor's constitutional responsibilities and the role of the Crown in Ontario continues to be widely consulted by the media, students and the public.
- The Lieutenant Governor continues to maintain active accounts on Facebook, Flickr, Instagram, Twitter and YouTube.

- The Lieutenant Governor continues to provide special event messages to charitable organizations and congratulatory greetings to Ontarians celebrating birthdays (90 years and older) and anniversaries (50 years and longer).

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

Account Type	\$M
COVID-19 Approvals	0.0
Operating	1.9
Capital	0.0
Total	1.9

Legislation

The Constitution Act, 1867, as well as Federal and Provincial legislation directly governs the operation of the Office of the Lieutenant Governor. The Ontario Provincial legislation applying to this office is the Lieutenant Governor Act.

Lieutenant Governor Act R.S.O. 1990, Chapter L.13

Powers vested in Lieutenant Governor

1. In matters within the jurisdiction of the Legislature, all powers, authorities and functions that, in respect of like matters, were vested in or exercisable by the governors or lieutenant governors of the several provinces now forming part of Canada or any of the provinces, under commissions, instructions or otherwise, at or before the passing of the Constitution Act, 1867, are, so far as the Legislature has power thus to enact, vested in and exercisable by the Lieutenant Governor or Administrator for the time being of the Province of Ontario, in the name of Her Majesty or otherwise as the case requires, subject always to the Royal Prerogative as heretofore. R.S.O. 1990, c. L.13, s. 1.

Power to Remit Sentences

2. Section 1 shall be deemed to include the power of commuting and remitting sentences for offences against the laws of Ontario or offences over which the legislative authority of the Province of Ontario extends. R.S.O. 1990, c.L.13, s.2.

Lieutenant Governor a Corporation Sole

3. The Lieutenant Governor for the time being is a corporation sole, and all bonds, recognizances and other instruments by law required to be taken to the Lieutenant Governor in his or her public capacity shall be taken to him or her by the name of the office of Lieutenant Governor, and may be sued for and recovered by him or her by the name of the office of Lieutenant Governor, and the same shall not in any case go to or vest in the personal representatives of the Lieutenant Governor during whose government the same were so taken. R.S.O. 1990, c.L.13, s.3.

Power to Appoint Deputies for Certain Purposes

4. The Lieutenant Governor may, with the advice and consent of the Executive Council, from time to time, appoint any person or persons, jointly or severally, to be his or her deputy or deputies for Ontario or any part or parts thereof, for the purpose of executing marriage licences, money warrants and commissions under any Act of the Legislature. R.S.O. 1990, c. L.13, s. 4.

Detailed Financial Information

Table 2: Operating Summary by Vote

Standard Account	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	Change from Estimates 2019-20 %	Estimates 2019-20 \$	Interim Actuals 2019-20 \$	Actuals 2018-19 \$
Operating Expense Office of the Lieutenant Governor	1,903,500	0	0.0%	1,903,500	1,903,500	1,759,036
Less: Special Warrants	0	0	0.0%	0	0	0
Total Operating Expense to be Voted	1,903,500	0	0.0%	1,903,500	1,903,500	1,759,036
Special Warrants	0	0	0.0%	0	0	0
Total Operating Expense	1,903,500	0	0.0%	1,903,500	1,903,500	1,759,036

Table 3 Historical Trend Analysis

Historic Trend Analysis Data	Actuals 2017-18 \$	Actuals 2018-19 \$	Estimates 2019-20 \$	Estimates 2020-21 \$
Total Operating	1,726,503	1,759,036	1,903,500	1,903,500
		1.9%	8.2%	0.0%

Table 4: Interim Actual Expenditures 2019-20

Account Type	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Operating	1.9
Capital	N/A
Staff Strength** (as of March 31, 2020)	10.0

* Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

** LG Full-Time Equivalent positions

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>

<https://www.ontario.ca/page/public-accounts-ontario-past-editions>

<https://budget.ontario.ca/2020/marchupdate/index.html>

Organization Chart

Lieutenant Governor

Chief of Staff and Private Secretary

OPP Sergeant & Detective Constables (Roster of 25 officers)

43 Aides-de-Camp (Volunteers) and 13 Lady Volunteers

Executive Assistant

Director, Research and Strategic Analysis

Chief Steward

Support Service Worker

Part-time Chief Steward

Casual Stewards (7)

Manager, Event Operations

Senior Advisor, Program & Events

Senior Advisor, Program & Events

Senior Advisor, Program & Events

Senior Advisor, Communications & Events

Senior Advisor, Research and Communications

Speechwriters

Administrative Assistant

Part-time Office Assistant

Summer Intern

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Ministry of Long-Term Care

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PART I: 2020-21 PUBLISHED PLAN

Ministry of Long-Term Care

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Long-Term Care is working to end hallway health care, reduce waitlists and ensure that our long-term care (LTC) sector has a proper path forward to address the care needs of our growing elderly population.

Working across government and with sector stakeholders, the ministry is working diligently to improve Ontario's long-term care system to ensure Ontarians receive access to the quality care they deserve, in a safe, home-like environment when and where they need it.

The ministry works to deliver better coordinated care in the community and closer to home by improving quality of life for residents of long-term care homes, ensuring Ontario's healthcare system is ready to seamlessly transition seniors through various levels of care and working with the Ministry of Health and our sector partners to reduce long-term care waitlists across the province.

COVID-19 Response

The government acted swiftly to address the COVID-19 outbreak, issuing its first guidance to the long-term care sector on February 3, 2020. This guidance, and other directives, were frequently updated in the face of an evolving situation and was followed up with two packages of regulatory amendments, four emergency orders, and numerous other measures. On March 25, 2020, the government released Ontario's Action Plan: Responding to COVID-19, the March 2020 Economic and Fiscal Update. This \$17 billion government-wide response was made to ensure the health care system, communities and economy are positioned to weather the challenges ahead.

Part of this \$17 billion response includes investing \$243 million to assist the sector to prevent and contain the spread of infection through measures such as 24/7 screening, more staffing to support infection control, emergency capacity, and supplies and equipment to help tackle the COVID-19 outbreak.

On April 25, the government announced additional support for frontline workers fighting COVID-19, including long-term care clinical and support staff, through temporary pandemic pay of \$4/hour worked on top of their regular wages. In addition, the government will be providing monthly lump sum payments of \$250 for four months to eligible frontline workers who work over 100 hours per month. The pandemic pay will be effective for 16 weeks, from April 24, 2020 until August 13, 2020.

Ministry Programs

The Ministry of Long-Term Care has a vision for a 21st century integrated long-term care sector that is well-resourced, puts residents at the centre and is ready to welcome our most vulnerable when and where they need it. To support this vision, the ministry is working to create 15,000 new spaces and redevelop 15,000 older spaces to modern design standards and introduce virtual long-term care to address capacity pressures in the health care system.

The ministry is also leading the response to the recommendations from Justice Eileen E. Gillese's Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System.

Bed Development/Access to Care

The Ministry of Long-Term Care is modernizing the development of long-term care spaces across Ontario to expedite the creation of 15,000 new spaces, redevelop 15,000 older spaces and introduce virtual long-term care spaces throughout the province – supporting our goal of ending hallway health care and improving access to high-quality and reliable long-term care.

The ministry is investing \$1.75 billion to get shovels in the ground and ensure our most vulnerable Ontarians get off waitlists and into appropriate care settings faster. This will help increase access to long-term care, reduce waitlists, ease hospital capacity pressures, provide more appropriate care and end hallway health care across the province.

To date, the ministry has allocated 7,889 spaces or over half of the first 15,000 new long-term care spaces.

To ensure these new and redeveloped spaces are available where they are needed most, and as quickly as possible, the ministry has modernized the application process for long-term care development and is working to reduce red tape and streamline processes so that shovels are in the ground more quickly.

Reducing Red Tape

In collaboration with the Ministry of Economic Development, Job Creation and Trade (MEDJCT) and CO-Open for Business, the ministry has identified a number of policy amendments that support the government's strategy to streamline regulatory requirements for business by a minimum of 25% and achieve over \$400 million in cost savings while still maintaining resident health and safety as a top priority.

As part of its two-year burden reduction plan, the ministry has focused on reducing administrative burden for homes by streamlining and modernizing the licensing process. In addition, the ministry is streamlining approvals, reducing applicant costs and eliminating red tape in the LTC Development program.

Quality of Life

The Ministry of Long-Term Care is committed to improving the quality of life of residents living in long-term care homes.

In July 2019, The Honourable Eileen E. Gillese, Commissioner of the Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System, released her final Report and Recommendations providing a thorough analysis into areas for improvement within long-term care homes.

The ministry has been comprehensively reviewing the recommendations from Justice Gillese's Public Inquiry, and in collaboration with our long-term care sector partners, a total of 18 of the recommendations have been implemented, with 40 others underway.

The ministry is leading a working group with the Ministries of Health, the Solicitor General, the Attorney General, and Seniors and Accessibility, and will continue to review the Gillese Inquiry's recommendations, to ensure a collaborated and coordinated response on behalf of the sector.

While a report on the progress to date will be provided by July 31, 2020, the COVID-19 outbreak has had a significant impact on the day-to-day operations of the government and long-term care sector partners, and in turn on the continued progress made against many of the Gillese Inquiry recommendations.

However, the unprecedented challenges and tragic loss associated with COVID-19 in long-term care homes have reinforced the urgent need for reform identified through the Gillese Inquiry. Implementation of these recommendations will remain a key priority of the ministry, even as the lessons of COVID-19 are assessed.

Resident Safety and Security

The Ministry of Long-Term Care is committed to the safety, quality of care and quality of life of residents.

The ministry uses a risk-based inspection framework that prioritizes homes with high-risk complaints, critical incidents or concerning performance on quality measures for closer monitoring and more in-depth inspections. Every home is inspected at least once a year and the ministry's risk-based inspection framework determines the frequency of inspections.

The ministry prioritizes all reported issues according to the risk to residents and responds immediately to any reports of serious harm or risk of serious harm to a resident. If an inspector issues a Compliance Order, there is a follow-up inspection to ensure the compliance has been corrected. Once inspections are finalized, all inspection reports are made available to the public. In 2019, 2,882 inspections were conducted in Ontario's 626 long-term care homes.

The ministry has specifically addressed 12 of 27 recommendations to the ministry from the Gillese Inquiry that were focused on inspections, including modernizing the Long-Term Care Homes Performance Report and issuing a Minister's directive on the use of glucagon and severe hypoglycemia and unresponsive hypoglycemia. In addition, a Director's memo was issued regarding the destruction and disposal of insulin cartridges.

Staffing

The Ministry of Long-Term Care understands that proper staffing is essential to meeting the needs of long-term care residents, and that there are challenges when it comes to recruiting and retaining frontline staff. These challenges have become more evident through COVID-19.

The ministry has recently announced investments in 2020-21 that will increase funding to the sector by \$102 million to maintain the overall quality of care. This includes an increase in the level of care per diem provided to all homes for staffing and other care needs.

This is building on staffing-related investments in 2019-20 which included funding to:

- Further support the maintenance of direct care services and other operating costs. Long-term care homes may use this funding for Nursing and Personal Care, Personal Support Services, Raw Food, and Other Accommodation.
- Maintain direct care staffing levels in all homes as well as additional staffing support for small long-term care home operators – those with 64 spaces or fewer.

The ministry has also made investments in training, including support given to Personal Support Workers' continuing education and professional development.

The ministry also launched a staffing study in February to identify appropriate staffing models, as well as best practices on the training, recruitment and retention of Personal Support Workers, nurses and other care staff—fulfilling a key recommendation from the Gillese Inquiry. The study is being led by an external

advisory group which will inform a comprehensive staffing strategy to ensure the long-term care system is sustainable for years to come.

These efforts and investments will position the ministry, working in collaboration with the sector, to develop and move forward plans for reform in the months ahead.

2020-21 STRATEGIC PLAN

The government has announced investments in 2020-21 that will increase funding to the sector by \$102 million to maintain the overall quality of care.

This 2020-21 investment includes new funding to increase the level of care per diem provided to all homes, an investment for a new Minor Capital Program to help maintain long-term care homes, as well as funding to continue the three pilot Behavioural Support Units sites initiated last year.

Currently, the COVID-19 outbreak has created unprecedented challenges in the health and long-term care sectors.

On March 17, the government announced \$50 million in initial emergency funding to the long-term care home sector that was effective immediately to support long-term care homes in preventing new infections, containing the spread of any existing infections, and responding to staffing challenges. The first portion of this funding, \$25 million, was flowed in March for expenses incurred in the 2019-20 fiscal year.

The second portion of the emergency funding, \$25 million, was flowed in April for 2020-21. This amount was included in the \$243 million in funding, which was announced on March 25, to support funding for 24/7 screening, more staffing to support infection control, and supplies and equipment to help tackle the COVID-19 outbreak.

On April 15, the government launched the *COVID-19 Action Plan: Long-Term Care Homes* to ramp up the protection of long-term care residents and staff through aggressive measures that included more extensive testing. Building upon the previous guidance from Dr. David Williams, Ontario's Chief Medical Officer of Health, a key pillar of this strategy consists of more aggressive testing, screening, and surveillance – leading to virtually all residents and staff in long-term care homes being tested for COVID-19.

Proper staffing is also essential in meeting the needs of, and, protecting long-term care residents. The government has taken actions to ensure homes have enough staff, including issuing four emergency orders, two sets of amended regulations, as well as \$243 million in emergency funding. These measures ensure long-term care homes have the flexibility and funds to rapidly hire Personal Support Workers and

other frontline staff they need, when they need them. This includes funding directly available to help long-term care homes cover the incremental costs of new staff as well as offering full-time hours to part-time staff who are restricted to one workplace.

In addition, the government is helping to meet urgent staffing needs through the Health Workforce Matching Portal, which is matching a pool of workers with open positions at long-term care homes and health sector organizations across the province. The government is also working collaboratively with sector partners to screen and match qualified staffing resources that can be deployed to long-term care homes. These recruitment and deployment efforts are helping to address critical shortages in LTC homes and allocating needed resources to care for residents during the pandemic.

To further support ongoing efforts to fight COVID-19 in Ontario's long-term care homes, the government made a formal request for assistance to the federal government to access key Canadian Armed Forces medical and general duty personnel to support five high-priority long-term care homes to ensure the ongoing safety of residents and maintain effective staffing levels. This request was approved and these staff are now in place.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	25.0
Other Operating	4,603.4
Capital	0.0
Total Ministry	4,628.4

DETAILED FINANCIAL INFORMATION

Ministry of Long-Term Care
Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	5,692,500	4,444,500	356.1	1,248,000	1,248,000	-
Long-Term Care Homes Program	4,621,100,800	228,803,600	5.2	4,392,297,200	4,432,153,200	4,328,367,817
Total Operating Expense to be Voted	4,626,793,300	233,248,100	5.3	4,393,545,200	4,433,401,200	4,328,367,817
Statutory Appropriations	314,014	-	-	314,014	64,014	-
Ministry Total Operating Expense	4,627,107,314	233,248,100	5.3	4,393,859,214	4,433,465,214	4,328,367,817
Consolidation Adjustment - General Real Estate Portfolio	1,280,800	1,280,800		-	-	-
Total Including Consolidation & Other Adjustments	4,628,388,114	234,528,900	5.3	4,393,859,214	4,433,465,214	4,328,367,817
OPERATING ASSETS						
Ministry Administration Program	1,000	1,000	100.0	-	-	-
Long-Term Care Program	20,430,000	(1,000)	(0.0)	20,431,000	20,431,000	20,430,959
Total Operating Assets to be Voted	20,431,000	-	100.0	20,431,000	20,431,000	20,430,959
Ministry Total Operating Assets	20,431,000	-	-	20,431,000	20,431,000	20,430,959
CAPITAL EXPENSE						
Long-Term Care Program	1,000	(4,811,000)	(100.0)	4,812,000	7,967,200	869,073
Total Capital Expense to be Voted	1,000	(4,811,000)	(100.0)	4,812,000	7,967,200	869,073
Ministry Total Capital Expense	1,000	(4,811,000)	(100.0)	4,812,000	7,967,200	869,073
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	4,628,389,114	229,717,900	5.2	4,398,671,214	4,441,432,414	4,329,236,890

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

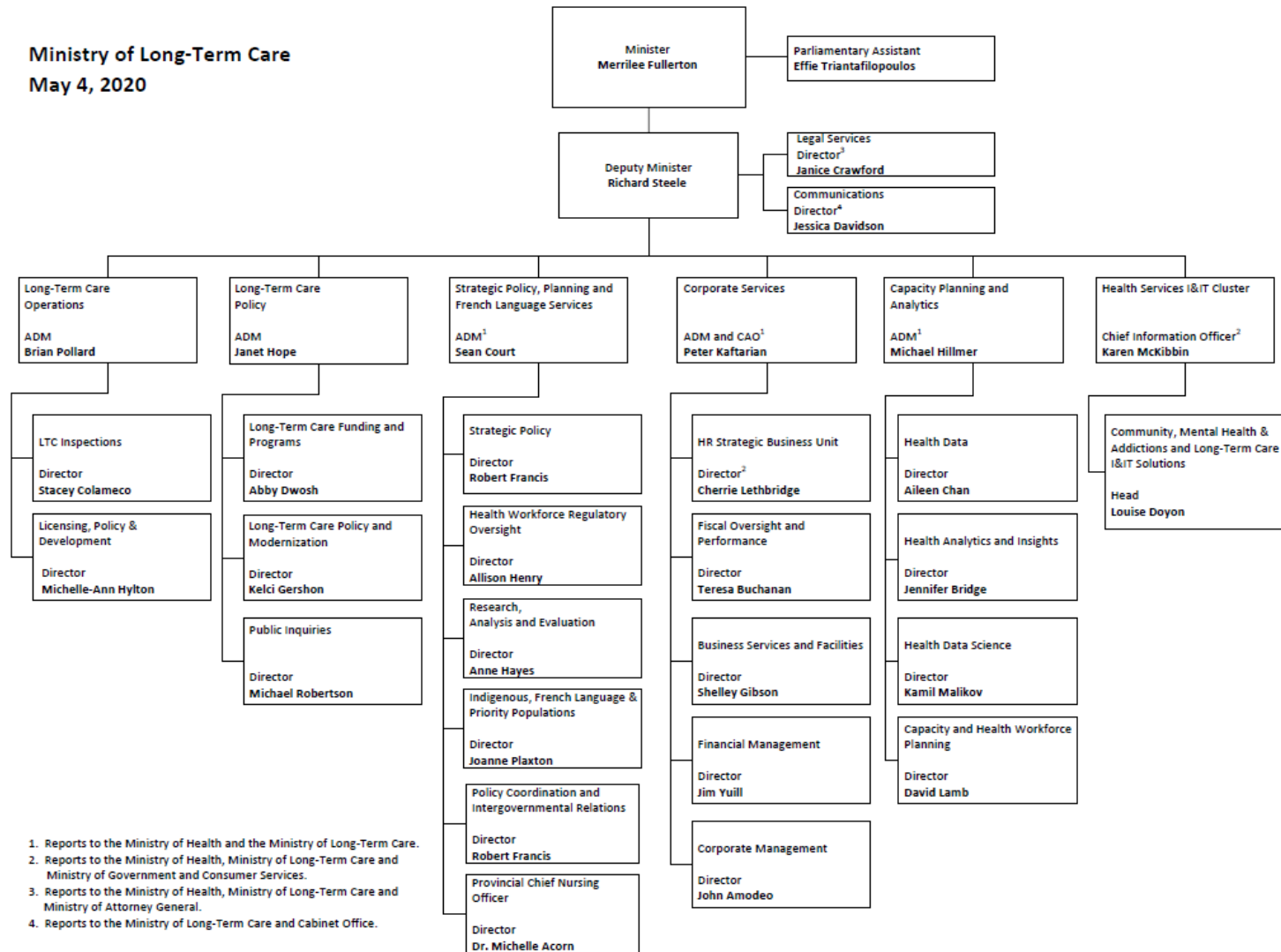
Ministry Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	4,162,594,607	4,329,236,890	4,398,671,214	4,628,389,114
		4%	2%	5%

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

MINISTRY ORGANIZATION CHART

Ministry of Long-Term Care
May 4, 2020



Accessible Version Below:

1. Merrilee Fullerton, Minister

1. Effie Triantafilopoulos, Parliamentary Assistant

2. Richard Steele, Deputy Minister

1. Janice Crawford, Director, Legal Services
2. Jessica Davidson, Director, Communications
3. Brian Pollard, Assistant Deputy Minister, Long-Term Care Operations
 1. Stacey Colameco, Director, LTC Inspections
 2. Michelle-Ann Hylton, Director, Licensing, Policy and Development
4. Janet Hope, Assistant Deputy Minister, Long-Term Care Policy
 1. Abby Dwosh, Director, Long-Term Care Funding and Programs
 2. Kelci Gershon, Director, Long-Term Care Policy and Modernization
 3. Michael Robertson, Director, Public Inquiries
5. Sean Court, Assistant Deputy Minister, Strategic Policy, Planning and French Language Services
 1. Robert Francis, Director, Strategic Policy
 2. Allison Henry, Director, Health Workforce Regulatory Oversight
 3. Anne Hayes, Director, Research, Analysis and Evaluation
 4. Joanne Plaxton, Director, Indigenous, French Language & Priority Populations
 5. Robert Francis, Director, Policy Coordination and Intergovernmental Relations
 6. Dr. Michelle Acorn, Provincial Chief Nursing Officer
6. Peter Kaftarian, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services
 1. Cherrie Lethbridge, Director, HR Strategic Business Unit
 2. Teresa Buchanan, Director, Fiscal Oversight and Performance
 3. Shelley Gibson, Director, Business Services and Facilities
 4. Jim Yuill, Director, Financial Management
 5. John Amodeo, Director, Corporate Management

7. Michael Hillmer, Assistant Deputy Minister, Capacity Planning and Analytics
 1. Aileen Chan, Director, Health Data
 2. Jennifer Bridge, Director, Health Analytics and Insights
 3. Kamil Malikov, Director, Health Data Science
 4. David Lamb, Director, Capacity and Health Workforce Planning

8. Karen McKibbin, Chief Information Officer, Health Services I&IT Cluster
 1. Louise Doyon, Head, Community, Mental Health and Addictions and Long-Term Care I&IT Solutions

APPENDIX – PART I

ANNUAL REPORT: 2019-2020 Results

Long-term care is a top priority for the government. That's why, on June 25, 2019, the government announced the creation of a standalone ministry dedicated to long-term care in Ontario. The ministry's priorities include:

- ensuring Ontario's health care system is ready to seamlessly transition seniors through various levels of care
- working with the Ministry of Health and our partners to reduce long-term care waitlists across the province and end hallway healthcare in hospitals.

Working across government and with sector stakeholders, the ministry is working diligently to improve Ontario's long-term care system to ensure Ontarians receive access to the quality care they deserve, in a safe, home-like environment when and where they need it.

Most recently, the COVID-19 outbreak has created unprecedented challenges in the health and long-term care sectors.

On March 17, the government announced \$50 million in initial emergency funding to the long-term care home sector that was effective immediately to support long-term care homes in preventing new infections, containing the spread of any existing infections, and responding to staffing challenges. The first portion of this funding, \$25 million, was flowed in March for expenses incurred in the 2019-20 fiscal year.

Long-Term Care Spaces

The ministry is investing \$1.75 billion to create 15,000 new long-term care spaces and redevelop 15,000 existing, older spaces and introduce virtual long-term care. This will help increase access to long-term care, reduce waitlists, ease hospital capacity pressures, provide more appropriate care and end hallway health care across the province.

To date, the ministry has allocated 7,889 spaces of the first 15,000 new long-term care spaces, and 11,727 existing spaces to be to be redeveloped in 128 active projects.

Over the past year the ministry has announced the allocation of:

- 76 new long-term care spaces and 85 upgraded long-term care spaces in Picton
- 168 new and 280 upgraded long-term care spaces in Brampton
- 457 new and 275 upgraded long-term care spaces in Mississauga
- Almost 1,000 new long-term care spaces and almost 800 upgraded long-term care spaces in Haldimand-Norfolk, Brant, Hamilton, and Niagara

- Almost 200 new long-term care spaces and 300 upgraded long-term care spaces in Bruce-Grey
- 30 new and 98 upgraded long-term care spaces in Winchester
- 200 new long-term care spaces to Runnymede Long-Term Care Home in Toronto
- Funding for specialized long-term care support for residents with complex needs through the Behavioural Specialized Unit pilot program (a 30-bed unit at Cooksville Care Centre, a 26-bed unit at Fairview Lodge and a six-bed step-down unit at Linhaven)

Public Inquiry

The government demonstrated its commitment to long-term care through the creation of a dedicated ministry to improve quality of life for residents.

A key role for the ministry includes the implementation of recommendations from the Gillese Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System directed at the Ministry of Long-Term Care.

The ministry has been comprehensively reviewing the recommendations from the Public Inquiry and, in collaboration with sector partners, a total of 18 recommendations have been implemented, with another 40 underway.

The government continued to provide counselling services to the victim and the victims' families and loved ones who were originally approved by the Commission for a period of two years.

Staffing in Long-Term Care

The Ministry of Long-Term Care knows that staff in long-term care homes are the backbone of the sector. The ministry is also aware that staffing plays a crucial role in ensuring that the needs of all long-term care residents are being met, and that there are real challenges when it comes to recruiting and retaining frontline staff.

Fulfilling a key Gillese Inquiry recommendation (#85), the ministry launched a staffing study to inform the development of a comprehensive staffing strategy. The study is being supported by an external advisory group and will consider potential long-term care staffing models as well as best practices for the training, recruitment and retention of Personal Support Workers, nurses and other care staff.

Funding

After consulting with stakeholders, the Ministry of Long-Term Care extended the High Wage Transition Fund and the Structural Compliance Fund while it worked to develop new programs to improve how long-term care is delivered in Ontario. The transitional extension of these funding streams was intended to ensure that gaps in long-term care staffing and funding could be addressed while work was done to modernize and increase access to long-term care in Ontario.

The government extended the High Wage Transition Fund to December 31, 2020 as it develops a long-term care staffing strategy.

The government also extended the Structural Compliance Premium to March 31, 2020, to address feedback from stakeholders that minor capital is needed to help maintain long-term care homes.

Following sector consultations held in January 2020 to inform the design of what a new minor capital program could look like, on April 1, 2020 the government introduced a new minor capital fund, which will be phased-in over multiple years, to help maintain and extend the life of long-term care homes.

KEY PERFORMANCE INDICATORS

Building on the trend from the prior year, continued investment in maintaining and strengthening the long-term care system is expected to have a positive outcome, including:

Outcome Measure #1 - Median wait time from Long-Term Care application to placement

- As the government adds new bed capacity and embarks on initiatives to modernize service delivery and address LTC capacity pressures, wait times are expected to decrease. The median wait time has remained relatively stagnant. The target is to decrease wait times annually in future years compared to 2018 levels.

Outcome Measure #2 - Percentage of Long-Term Care Home residents who were physically restrained on a daily basis

- There are many potential physical and psychological risks associated with applying physical restraints to older adults, and such use raises concerns about safety and quality of care. The lower the percentage, the better the outcome. Over the last few years, the proportion of residents who were physically restrained on a daily basis has steadily decreased.

Outcome Measure #3 - Rate of hospitalizations for falls per 1,000 Long-Term Care Home residents

- The rate of hospitalizations for falls per 1,000 long-term care home residents has steadily decreased over the last few years.

Outcome Measure #4 - Percentage of residents on antipsychotics without a diagnosis of psychosis

- Antipsychotic drugs are sometimes used to manage behaviours in residents who have dementia. Careful monitoring is required, as such use may carry negative results on safety and quality of care.
- The percentage of residents on antipsychotics without a diagnosis of psychosis has steadily declined over the last few years suggesting the potentially inappropriate use of anti-psychotics in long-term care is decreasing and homes may have found alternative means to help residents manage responsive behaviours.

Table 3: Ministry Interim Actual Expenditures 2019-20 (\$M)

	Ministry Interim Actual Expenditures (\$) 2019-20 *
COVID-19 Approvals	25.0
Other Operating	4,408.5
Capital	8.0
Total	4,441.4
Staff Strength ** (as of March 31, 2020)	338.0

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of Municipal Affairs and Housing

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Part I: Published Plan 2020-21

Ministry of Municipal Affairs and Housing

Ministry Overview

COVID Response

The novel coronavirus (COVID-19) outbreak is presenting unprecedented challenges to people and governments around the globe. The Ministry of Municipal Affairs and Housing is responding by working across ministries, with all other levels of government, and locally to help address a broad range of urgent and longer term needs. Early steps are highlighted throughout the ministry's published plan, which include an injection of funding for service managers and Indigenous housing providers, flexibility to enable virtual council and committee meetings, changes to allow 24/7 delivery of goods, and encouraging landlords to temporarily halt evictions. The ministry is continuing to do its part to respond to the outbreak and will play a key role as the focus shifts to reopening and recovery aligned with its vision and mandate outlined below.

Ministry Vision

Working with local governments and partners across Ontario to build safe, strong and sustainable urban and rural communities with dynamic local economies, a high quality of life for residents, and homes that meet people's diverse needs.

The ministry will **make government smarter** by supporting municipalities so they have the resources they need to modernize and create efficiencies through targeted supports like the Audit and Accountability Fund and the Municipal Modernization Program, and continue leading efforts to reduce the reporting burden municipalities face so they can focus on what matters most.

The ministry will support the drive to **create a more competitive business environment and build healthier and safer communities** by strengthening Ontario's land use planning system through an updated Provincial Policy Statement and A Place to Grow: Growth Plan for the Greater Golden Horseshoe. This will help protect the environment and public safety; reduce barriers and costs to development to increase housing supply and mix; support economic growth and help build stronger urban, rural, northern and Indigenous communities.

The ministry will help **make life more affordable** by providing more homes and more choice through Ontario's housing supply action plan, including encouraging a safe and fair rental housing system for both tenants and landlords that solves disputes more quickly and easily; and streamlining Ontario's planning system to simplify and reduce regulatory barriers to unlock housing supply and reflect market choice.

For Ontario families who live in community housing, our Community Housing Renewal Strategy is helping to sustain, repair and grow our community housing system so it supports the people who need it most, today and in the future. The ministry's proposed changes will help grow community housing supply, improve the community housing access system and encourage innovative, business-like approaches.

The ministry will also help **create a more competitive business environment** through transformation initiatives that cut red tape and stimulate jobs and investment, including streamlining development approvals, implementing Community Benefits Charges to support certainty and predictability in the development process, reducing trade barriers by increasing cross-country harmonization with National Codes without compromising the high standards of

Ontario's Building Code; and implementing tools like Minister's Zoning Orders and Provincially Significant Employment Zones that promote economic development, job creation and investment.

Mandate

The goals of the Ministry of Municipal Affairs and Housing are to provide leadership to help ensure communities are served by strong, efficient local governments and that all Ontarians have access to housing that meets their needs. To achieve this, the ministry: coordinates and implements Ontario government policies and programs that impact municipalities; manages the provincial-municipal relationship with municipal stakeholders including the Association of Municipalities of Ontario and the City of Toronto as well as provincial-business relationships with key growth partners; and supports Ontario's federal-provincial-municipal relationships.

The ministry also develops and administers policies and programs in support of: municipal administration, governance and finance; infrastructure improvement; municipal and provincial land use planning; growth management; building regulation; community and market housing, which includes residential tenancy regulation and homelessness prevention and housing programs; and administers disaster/emergency financial assistance to eligible communities and individuals.

Ministry Programs

The ministry is responsible for the following programs:

Growth Planning

This program provides a strategic, long-range, comprehensive and integrated approach to manage growth and build prosperous and sustainable complete communities.

In 2020-21, the ministry plans to undertake the following key activities in the Growth Planning program:

- Continue leading growth management policy work for the Growth Plan. This includes releasing a variety of guidance resources to enable its effective implementation.
- Lead strategic regional and province-wide growth management projects to further provincial goals such as economic development, infrastructure planning and job creation.
- Lead data collection and analysis to provide a comprehensive understanding of the current status of growth management issues (e.g. housing supply).
- Lead change management and stakeholder engagement activities to support implementation of growth management policies and programs.
- Advance and uphold provincial interests and support municipal implementation of A Place to Grow through a coordinated inter-ministry one-window planning for provincial decision-making.
- Lead implementation matters to make sure municipalities have the information and tools they need to implement the Growth Plan, and to bring their official plans into conformity quickly, with minimal disruption, and in ways that simplify growth management processes.
- Lead the Growth Plan transition regulation to identify specific planning matters that would be exempted from the requirements to conform with some or all of the policies in the new Growth Plan.

- Complete the land needs assessment methodology update to align with the policies in A Place to Grow that were released in 2019, and to ensure municipal conformity and planning processes can continue to proceed in a timely manner with minimal disruption.
- Complete the review of the population and employment forecasts in A Place to Grow. These forecasts help municipalities build infrastructure to grow services and manage growth by avoiding over/under designating land for development.
- Protect employment areas that are crucial to the region's economy, and ensure they are not re-designated without provincial oversight, through ministry identified provincially significant employment zones.
- Convene stakeholders from across Ontario to discuss future approaches, develop solutions, inform implementation, raise awareness and create conditions for success in growth management.

Land Use Planning

This program is responsible for the development, monitoring and administration of land use planning systems in Ontario. The provincial land use planning framework has evolved significantly over time and is regularly subject to policy reviews to ensure that it reflects current trends for managing growth and protecting resources. The framework includes the *Planning Act*, the Provincial Policy Statement and geographic-specific regulatory policies such as: A Place to Grow: Growth Plan for the Greater Golden Horseshoe, the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan, and the Parkway Belt West Plan (among others).

The land use planning system advances and upholds provincial interests through a policy-led system largely implemented by municipalities, as well as the ministry's one-window provincial land use planning approvals service. The ministry provides a variety of mandatory and discretionary tools to support municipal implementation of the provincial land use planning framework at a local level.

In 2020-21, the ministry plans to undertake the following key activities in the Land Use Planning program:

- Continue to review the land use planning framework to consider enhancements that are responsive to government priorities, including streamlining development approvals and increasing housing supply.
- Continue to protect the Greenbelt for future generations through oversight of related legislation and regulations, the Greenbelt Plan and the Greenbelt Council.
- Advance and uphold provincial interests and support municipal implementation of land use planning through a variety of legislative tools, and a coordinated inter-ministry one-window planning approach for provincial decisions.
- Continue review of the land use development approvals process to identify and propose streamlining improvements to help bring housing and business investments online faster.
- Provide targeted training and technical support for municipal planning staff as well as outreach sessions for stakeholders on the new Provincial Policy Statement.

Building Regulation

This program establishes the policies, technical supports and regulatory system governing the construction, renovation, changes of use and demolition of buildings through administration of the *Building Code Act* and the Building Code regulation.

In 2020-21, the ministry plans to undertake the following key activities in the Building Regulation program:

- Enhance the alignment of the technical requirements in Ontario's Building Code with the technical requirements in the National Construction Codes.
- Participate in the Federal Provincial Territorial work to transform the National Construction Codes to improve the timely adoption of construction codes.
- Implement timely adoption with the National Construction Codes to meet the commitments made in the reconciliation agreement under the Canadian Free Trade Agreement.
- Develop guidance materials and other supports to strengthen the consistent implementation of Ontario's Building Code in priority areas such as housing affordability.
- Continue to engage key stakeholder organizations on transforming and modernizing building regulatory services and their delivery.
- The program also delivers building regulatory services, including the qualification and registration of building practitioners and oversees training provided to practitioners by the college sector.

Disaster Recovery Financial Assistance

This program delivers disaster recovery and mitigation transfer payment programs, manages the ministry's legislated emergency management program and represents Ontario's interests in discussions on disaster recovery and mitigation funding with federal, provincial and territorial counterparts.

In 2020-21, the ministry plans to undertake the following key activities in the Disaster Recovery Financial Assistance program:

- Respond to emergencies and disasters and deliver the Disaster Recovery Assistance for Ontarians and Municipal Disaster Recovery Assistance programs to help people and municipalities recover after a natural disaster.
- Implement improvements to the Disaster Recovery Assistance for Ontarians program to increase efficiency of activation and payment processes and clarify eligibility for small business applicants.
- Review the outcomes of the 'Build Back Better' pilot project to determine whether integrating this type of program into Municipal Disaster Recovery Assistance offers good value for money.
- Engage in federal/provincial/territorial discussions to support federal commitments to create a new low-cost national flood insurance program to protect homeowners at high risk of flooding and to support the development of a national action plan to assist homeowners at highest risk of repeat flooding with potential relocation.

Municipal Finance and Governance

This program supports local governments so that local service delivery and infrastructure is effective and has a positive impact on the day-to-day lives of the people of Ontario.

Through this program, the ministry provides a policy and legislative framework to promote and build municipal capacity. This program also enables municipal partners to create prosperous and financially sustainable communities, so they are able to invest in infrastructure and deliver services. The ministry works directly with municipalities, municipal associations and other ministries on initiatives that impact municipalities to ensure a strong relationship between the province and municipalities as well as to ensure the municipal perspective and impacts are understood and inform the province's work.

COVID-19 Response

The ministry will continue to support municipalities and stakeholders in response to COVID-19. Actions can be found in the Part I Appendix (2019-20 Annual Report) and the Part II Appendix (Approvals between March 25, 2020 and tabling of the 2020-21 Expenditure Estimates).

In 2020-21, the ministry plans to undertake the following key activities in the Municipal Finance and Governance program:

- Support More Homes, More Choice: Ontario's Housing Supply Action Plan with changes to the *Development Charges Act*, *Planning Act* and *Building Code Act* to implement the community benefits charge framework which is designed to assist in the development of new housing supply and business investment.
- Continue leading the government-wide effort to reduce the municipal reporting burden and repeal outdated legislation such as the *Statute Labour Act*.
- Encourage consultation and engagement between other ministries and the municipal sector to ensure there is a strong relationship between the province and municipalities.
 - Work with and support other ministries by identifying municipal considerations as they develop and deliver their policies and programs. Examples of such initiatives include the legalization of cannabis in Canada and its implications for municipalities.
- Implement the Municipal Modernization Program and the Audit and Accountability Fund to help municipalities become more efficient and reduce expenditure growth.

Community Housing

This program is provided by not-for-profit, co-operative and municipal housing providers. Community housing providers typically offer rental housing with rents set as "affordable" (at a set percentage below average market rents), rent-geared-to-income or at the lower end of the market.

In 2020-21, the ministry plans to undertake the following key activities in the Community Housing program:

- Implement a multi-year Community Housing Renewal Strategy to stabilize, repair and grow Ontario's Community Housing sector.
- Design a people-centred outcome-based performance measurement and evaluation framework for the Community Housing Renewal Strategy.

- Continue to deliver existing programs that support community housing, including:
 - Strong Communities Rent Supplement Program, which supports approximately 6,500 households annually.
 - Ontario Priority Housing Initiative and Canada-Ontario Community Housing Initiative by working with service managers and Indigenous Program Administrators. These initiatives help build, create, and renovate community housing, provide homeownership opportunities, and improve housing affordability.
 - Canada-Ontario Housing Benefit portable housing benefit by working with service managers. The benefit can be accessed by survivors of domestic abuse and survivors of human trafficking as well as persons experiencing or at risk of homelessness, Indigenous persons, seniors, and people with disabilities, as well as households living in community housing.
- Implement the Rural and Urban Indigenous Housing Program, the successor to the Rural and Native Housing program, delivered by Ontario Aboriginal Housing Services.
- Continue to implement recommendations of the Agency Review Task Force as they relate to the Ontario Mortgage and Housing Corporation.

Homelessness

This program provides a flexible array of services and supports to help the homeless – and those at risk of homelessness – to become stably housed or avoid becoming homeless in the first place. It works across government to address the causes of homelessness.

COVID-19 Response

- The ministry is working with the Ministry of Children, Community and Social Services to deliver the new \$200 million Social Services Relief Fund (SSRF) program.
 - The SSRF includes \$148 million in block funding for service managers (i.e., Consolidated Municipal Service Managers and District Social Services Administration Boards) and Indigenous Program Administrators to enhance a range of services and supports for vulnerable Ontarians during the COVID-19 outbreak.
 - This funding is administered by the Ministry of Municipal Affairs and Housing. It will allow communities to expand a wide range of services and supports for vulnerable populations, including those experiencing or at risk of homelessness. For example, funding could be used to:
 - Support service providers, such as emergency shelters, food banks, charities and non-profits;
 - Expand existing housing stability initiatives operated by service managers, including rent banks;
 - Secure goods and services, such as food, transportation, medical supplies, or hotel rooms; or
 - Fund administration needs, including staffing.

- To ensure this investment is delivered as quickly as possible and to provide maximum flexibility to respond to varying local needs across the province, the ministry's portion of funding under the SSRF is being provided to service managers through the existing Community Homelessness Prevention Initiative and to Indigenous Program Administrators through the existing Indigenous Supportive Housing Program.

In 2020-21, the ministry plans to undertake the following key activities in the Homelessness program:

- Continue to help service managers prevent and address homelessness in their communities through the delivery of key ministry programs, including:
 - Community Homelessness Prevention Initiative – Annual provincial homelessness funding that gives service managers flexibility to determine how best to help people who are homeless, or at risk of becoming homeless, in their communities based on local needs and priorities. The province contributes the greatest share of homelessness funding (compared to federal or municipal governments).
 - Supportive Housing Investments:
 - Home for Good – Provincial housing assistance and support services to help people experiencing homelessness or at imminent risk of homelessness. Priority populations served include youth, Indigenous people, people experiencing chronic homelessness, and those transitioning from provincial institutions such as correctional facilities and hospitals.
 - Indigenous Supportive Housing Program – Specifically designed to be administered by Indigenous organizations, this program helps Indigenous people experiencing homelessness to access housing assistance and supports to become stably housed.
- Continue to engage key stakeholders on supportive housing, including through regional engagement sessions (the timing and approach to engagement will be determined based on the impact of COVID-19), to identify opportunities to improve the efficiency and effectiveness of Ontario's supportive housing programs so that current resources can be used to maximize their impact on people.
 - The ministry will continue to work with the Ministry of Health and the Ministry of Children, Community and Social Services to support this stakeholder engagement and is taking a whole of government approach to improving supportive housing in Ontario.
- Provide housing and support for homeless, low- and moderate-income people living with mental health and addictions challenges through the Mental Health and Addictions Plan.
- Support service managers who are implementing "by-name" lists to provide real-time data about people experiencing homelessness in their communities and their needs. By-name lists help to prioritize and connect people to housing services and supports in their area and provide a foundation for creating coordinated access to services and track local homelessness and changes over time.

- The ministry will introduce a by-name list approach across Ontario beginning in 2021. The ministry will collaborate with stakeholders to identify effective techniques to support implementation.

Market Housing

This program develops policies, programs and initiatives to support the availability of a wide mix of market rental and ownership housing. It provides leadership and works across government to support the development of evidence-based market housing policy and programs.

The program also sets the legislative and policy framework for landlords and tenants through the *Residential Tenancies Act, 2006* (RTA), which provides consumer protection provisions and processes for resolving certain types of disputes. The ministry provides investigation and enforcement services for landlords and tenants through the Rental Housing Enforcement Unit.

The RTA also establishes the Landlord and Tenant Board as an independent tribunal with authority to adjudicate RTA related disputes under the purview of the Ministry of the Attorney General.

COVID-19 Response

The ministry will continue supporting landlords and tenants with respect to rental housing laws and encouraging landlords to be as flexible as possible in response to COVID-19. Actions can also be found in the Part I Appendix (2019-20 Annual Report) and the Part II Appendix (Approvals between March 25, 2020 and tabling of the 2020-21 Expenditure Estimates).

In 2020-21, the ministry plans to undertake the following key activities in the Market Housing program:

- Support ongoing implementation and monitoring of More Homes, More Choice: Ontario's Housing Supply Action Plan (HSAP) in collaboration with other ministries, and lead exploration and development of next steps to increase housing supply and affordability.
- Collaborate with partner ministries to leverage the value of surplus provincial lands for priority housing outcomes (e.g., more market and affordable housing).
- Continue providing policy and legislative oversight of the RTA, including to:
 - Implement changes to the Act, as part of HSAP, to further promote creation of rental housing, while protecting tenants.
 - Update the Standard Form of Lease to reflect recent changes to the RTA.
 - Calculate and publish the 2021 rent increase guideline.
 - Conduct a statutory review of the rent increase guideline.
 - Facilitate public education of no-fault evictions processes under the RTA to promote awareness and compliance with legislative provisions and enhance related enforcement processes.
- Provide leadership, work with other ministries and participate in working groups across the government to conduct housing market research and analysis, and coordinate and support the development of evidence-based market housing policy and program developments.

2020-21 Strategic Plan

The ministry is delivering on an ambitious mandate that will: deliver better public services at the provincial, regional and municipal levels of government; help make life more affordable by increasing the supply of housing; and help make Ontario open for business and open for jobs by getting shovels in the ground faster for development projects across the province. The ministry will do this while making fiscally responsible decisions that help the government, including municipalities, modernize and work smarter. And, the ministry will support the government's efforts to protect the health and well-being of all Ontarians during the COVID-19 outbreak.

Housing and Homelessness

The ministry is implementing the **More Homes, More Choice Action Plan** to address barriers and encourage innovation to increase the supply and mix of housing. It includes policy and program reforms to streamline the development approvals process; making it easier to develop the right mix of housing where it is needed; lowering the costs of development and making it easier to create and operate rental housing. As part of these reforms, the government is making changes to the *Development Charges Act*, *Planning Act* and *Building Code Act* to implement the community benefits charge framework which is designed to assist in the development of new housing supply and business investment. Legislation has also been introduced to update the *Residential Tenancies Act* to encourage a safe and fair rental housing system for both tenants and landlords that solves disputes more quickly and easily; and the ministry is collaborating with partner ministries to leverage the value of surplus provincial lands for priority housing outcomes.

Through the Community Housing program, the ministry develops and manages legislative, regulatory and policy approaches and works with municipal service managers and other partners to support affordable housing options for households who have difficulty finding suitable housing options in the private market. Over the next decade, there is a risk of losing over 100,000 units of the province's existing affordable community housing supply due to the ending of providers' original operating obligations and to the condition of our aging social housing stock. The ministry is implementing a multi-year Community Housing Renewal Strategy to stabilize, repair and grow Ontario's Community Housing sector. It will also continue to deliver existing programs, such as the Ontario Priority Housing Initiative that support community housing and the people who live there.

The ministry will continue to help local service managers with a flexible array of services and supports to assist the homeless – and those at risk of homelessness – to become stably housed or avoid becoming homeless in the first place. This includes funding through the Community Homelessness Prevention Initiative, Home for Good and Indigenous Supportive Housing programs.

The ministry also provides housing and support for homeless and low- and moderate-income people through the Mental Health and Addictions Plan, Strong Communities Rent Supplement Program and the Canada-Ontario Housing Benefit.

Efficient and Effective Government

The ministry will make government smarter by supporting municipalities so that they have the resources they need to modernize and create efficiencies through targeted supports like the Audit and Accountability Fund and the Municipal Modernization Program.

Building on the previous \$200 million investment into 405 smaller and rural municipalities, the government renewed the Municipal Modernization Program – investing up to an additional \$125 million through 2022-23 to foster increased municipal efficiency and effectiveness. Examples could include service delivery reviews, development of shared services agreements, IT solutions, capital investments or other projects.

Municipalities have been clear that the province asks them for too many unnecessary and duplicative reports. Through the Municipal Finance and Governance program, the ministry is leading cross-government efforts to reduce the reporting burden on municipalities and repeal outdated legislation, so they can focus on what matters most – providing great services for their residents.

The ministry will review the land use development approvals process to identify and propose improvements to help bring housing and business investments online faster. Through our Growth Planning program, the ministry will provide a strategic, long-range and integrated approach to manage growth and build prosperous and sustainable complete communities.

Nothing is more important than protecting the health and safety of Ontarians. Since first learning of COVID-19 Ontario has taken decisive steps to help stop the spread of the virus. The ministry has also worked closely with municipal partners to support them with managing the impact of COVID-19 on their operations. The ministry passed legislation to permit municipalities to fully conduct Council electronically and provided \$148 million to support local service managers and Indigenous housing providers with homeless shelter capacity, purchasing personal protective equipment and funding administrative needs, including staffing. The ministry will continue to work with municipalities on their immediate and longer-term needs.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

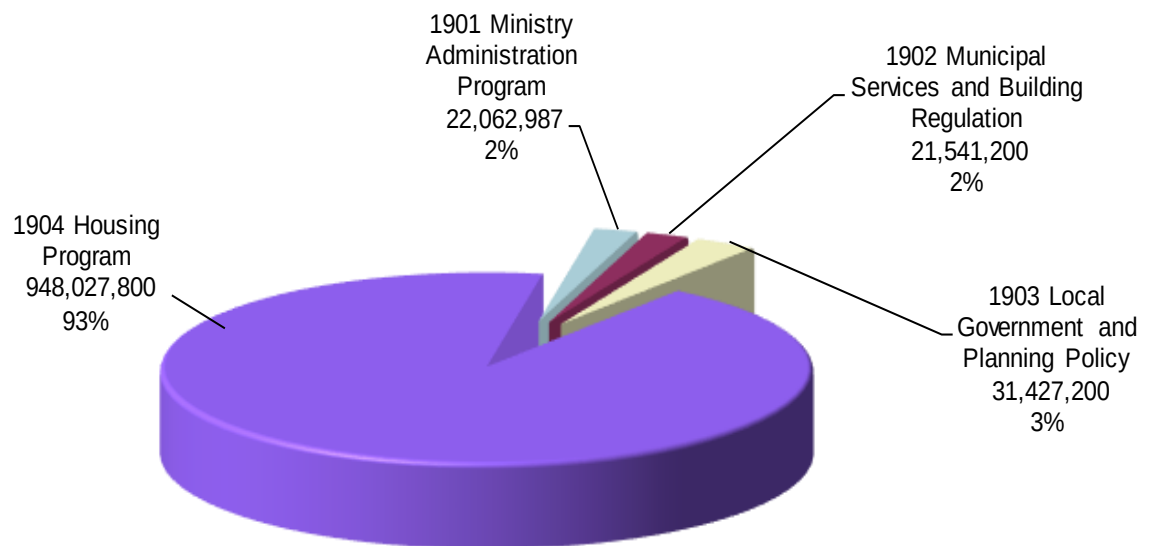
COVID-19 Approvals*	0.00
Other Operating	899.20
Capital	123.85
TOTAL	1,023.06

Note: Numbers may not add due to rounding.

*\$148 million in funding for the Social Services Relief Fund announced as part of the People and Jobs Fund in response to COVID-19 is not included in the ministry's 2020-21 Expenditure Estimates.

Detailed Financial Information

Chart 1: Investment by Vote 2020-21



MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Table 2: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21	Change from 2019-20 Estimates		Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
1901 Ministry Administration Program	22,200,500	(737,600)	(3.2)	22,938,100	22,049,741	23,806,906
1902 Municipal Services and Building Regulation	21,832,100	(10,370,100)	(32.2)	32,202,200	58,766,400	32,549,653
1903 Local Government and Planning Policy	31,654,100	15,015,500	90.2	16,638,600	26,444,200	217,681,334
1904 Housing Program	926,607,200	61,071,400	7.1	865,535,800	855,855,600	901,620,097
Total Operating Expense to be Voted	1,002,293,900	64,979,200	6.9	937,314,700	963,115,941	1,175,657,990
Statutory Appropriations	84,187	-	-	84,187	84,187	90,612
Ministry Total Operating Expense	1,002,378,087	64,979,200	6.9	937,398,887	963,200,128	1,175,748,602
Consolidation Adjustment - Public Housing Debentures - Interest on Debt	(5,016,400)	(5,016,400)		-	-	-
Consolidation Adjustment - Ontario Mortgage and Housing Corporation Operating	(97,199,500)	(97,199,500)		-	-	-
Consolidation Adjustment - Ontario Mortgage and Housing Corporation	(1,000)	60,196,600		(60,197,600)	(60,197,600)	(59,223,554)
Consolidation Adjustment - General Real Estate Portfolio	(956,300)	5,144,300		(6,100,600)	(6,100,600)	(5,809,426)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(1,345,709)
Total Including Consolidation & Other Adjustments	899,204,887	28,104,200	3.2	871,100,687	896,901,928	1,109,369,913
OPERATING ASSETS						
1901 Ministry Administration Program	1,000	-	-	1,000	1,000	-
1902 Municipal Services and Building Regulation	500,000	500,000		-	-	-
1904 Housing Program	291,800	291,800		-	-	-
Total Operating Assets to be Voted	792,800	791,800	79,180.0	1,000	1,000	-
Statutory Appropriations	-	-		-	-	-
Ministry Total Operating Assets	792,800	791,800	79,180.0	1,000	1,000	-

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Table 2: Total Operating and Capital Summary by Vote Continued

Votes/Programs	Estimates 2020-21	Change from 2019-20 Estimates		Estimates 2019-20 *	Interim Actuals 2019-20 *	Actuals 2018-19 *
	\$	\$	%	\$	\$	\$
CAPITAL EXPENSE						
1901 Ministry Administration Program	1,000	-	-	1,000	1,000	-
1902 Municipal Services and Building Regulation	2,000	(26,404,100)	(100.0)	26,406,100	22,692,100	8,467,225
1904 Housing Program	161,110,600	(57,618,800)	(26.3)	218,729,400	217,166,000	363,814,459
Total Capital Expense to be Voted	161,113,600	(84,022,900)	(34.3)	245,136,500	239,859,100	372,281,684
Statutory Appropriations	636,500	199,500	45.7	437,000	437,000	211,375
Ministry Total Capital Expense	161,750,100	(83,823,400)	(34.1)	245,573,500	240,296,100	372,493,059
Consolidation Adjustment - Ontario Mortgage and Housing Corporation Capital	(37,894,800)	(37,894,800)		-	-	-
Consolidation Adjustment - Ontario Mortgage and Housing Corporation	(1,000)	6,203,200		(6,204,200)	(2,504,100)	(3,284,289)
Consolidation Adjustment - General Real Estate Portfolio	-	-		-	-	(358,290)
Total Including Consolidation & Other Adjustments	123,854,300	(115,515,000)	(48.3)	239,369,300	237,792,000	368,850,480
CAPITAL ASSETS						
1904 Housing Program	-	(1,396,500)	(100.0)	1,396,500	1,276,000	1,600,361
Total Capital Assets to be Voted	-	(1,396,500)	(100.0)	1,396,500	1,276,000	1,600,361
Statutory Appropriations	-	-		-	-	-
Ministry Total Capital Assets	-	(1,396,500)	(100.0)	1,396,500	1,276,000	1,600,361
Ministry Total Operating and Capital Including Consolidation & Other Adjustments (not including Assets)	1,023,059,187	(87,410,800)	(7.9)	1,110,469,987	1,134,693,928	1,478,220,393

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Table 3: Historical Trend Table

Historical Trend Analysis Data	Actuals 2017-18**	Actuals 2018-19**	Estimates 2019-20 **	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,367,841,683	1,478,220,393	1,110,469,987	1,023,059,187
		8%	-25%	-8%

** Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

Agencies, Boards and Commissions (ABCs)

There are five provincial agencies that currently report to the Minister of Municipal Affairs and Housing (note: the Building Code Conservation Advisory Council was dissolved in December 2019):

Building Code Commission

The Building Code Commission (BCC) is an adjudicative agency that resolves disputes on the technical requirements of the Ontario Building Code. All administrative and technical support to the Commission is provided by ministry staff. The operating expenses for this commission are paid out of the Municipal Services and Building Regulation (Vote 1902).

Building Code Commission Financial Data (\$)

2020-21 Expenditure Estimates*	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals***	2019-20 Interim Revenue Actuals***	2018-19 Expenditure Actuals	2018-19 Revenue Actuals
75,200	6,700	53,907	6,038	54,838	4,242

*The number of meetings is determined by the application rate. Expenditure Estimates are based on typical application rates (using historical data and projecting forward) and members' per diem compensation rates. Member per diem compensation rates are established by the Management Board of Cabinet Directive applying to part-time Order in Council-appointed members.

Operating expenses cover per diem fees for BCC members and reimbursement for out-of-pocket travel expenses related to hearings. These include hotel accommodations, meal allowances, parking and public transit. Note that ministry staff support costs are not reflected.

**Estimated revenues for 2020-21 are based on an average of 35 applications per year. Application fees were established on January 1, 2014 and set to increase annually up to the rate of the Consumer Price Index.

***The actuals for 2019-20 do not reflect the entire fiscal period. The numbers are actuals that cover the period from April 1, 2019 to December 31, 2019.

Building Code Conservation Advisory Council (Dissolved)

The approval of the *Better for People, Smarter for Business Act*, on December 10, 2019 resulted in the dissolution of the Building Code Conservation Advisory Council (BCCAC) in alignment with the province's Agency Review Task Force recommendations.

The BCCAC was an advisory agency that provided strategic advice to the Minister on energy and water conservation issues related to the Building Code and the *Building Code Act*. Council members were non-remunerated appointees. All administrative support to the Council was provided by ministry staff. The operating expenses of the Advisory Council were paid out of the Municipal Services and Building Regulation (Vote 1902).

Building Code Conservation Advisory Council Financial Data (\$)

2020-21 Expenditure Estimates*	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals*	2019-20 Interim Revenue Actuals**	2018-19 Expenditure Actuals*	2018-19 Revenue Actuals**
0	N/A	0	N/A	0	N/A

*The operating expenses cover reimbursement for out-of-pocket travel expenses related to meetings, including hotel accommodations, meal allowances, parking and public transit. Expenditures could increase if meetings are held outside of Toronto and if there is an increase in the allowable number of members who live outside the Greater Toronto Area.

**The Building Code Conservation Advisory Council did not charge fees.

Note: The Council had no meetings between 2018 and its dissolution in December 2019.

Building Materials Evaluation Commission

The Building Materials Evaluation Commission (BMEC) is a regulatory agency that evaluates and authorizes innovative building materials, systems or designs where no criteria are set out in the Ontario Building Code. All administrative and technical support to the Commission is provided by ministry staff. Operating expenses for the commission are paid out of the Municipal Services and Building Regulation (Vote 1902).

Building Materials Evaluation Commission Financial Data (\$)

2020-21 Expenditure Estimates*	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals***	2019-20 Interim Revenue Actuals***	2018-19 Expenditure Actuals*	2018-19 Revenue Actuals**
179,900	66,000	61,216	62,556	86,452	93,022

*The number of meetings is determined by the application rate. Expenditure Estimates are based on typical application rates (using historical data and projecting forward) and members' per diem compensation rates. Member per diem compensation rates are established by the Management Board of Cabinet Directive applying to part-time Order in Council-appointed members.

Operating expenses cover costs associated with meetings, per diem fees for BMEC members and reimbursement for out-of-pocket travel expenses related to meetings. These include hotel accommodations, meal allowances, parking and public transit. Note that ministry staff support costs are not reflected.

**Effective January 1, 2018, the fee for applying to the BMEC was set at \$11,000. Revenue Estimates for 2020-21 are based on receiving six Commission applications per year based on the last Building Code cycle (2007-2012).

***The actuals for 2019-20 do not reflect the entire fiscal period, the numbers cover the period from April 1, 2019 to December 31, 2019. Some expense claims were not reflected, as the claims have not been processed as of December 31, 2019.

Greenbelt Council

The Greenbelt Council is an advisory agency, required under the *Greenbelt Act, 2005*, which provides the Minister of Municipal Affairs and Housing with advice on the Greenbelt. Administrative support to the Council is provided by ministry staff and a consulting assignment for a part-time Executive Coordinator. Effective March 2018, members are remunerated appointees. Operating expenses of the Greenbelt Council are paid out of the Local Government and Planning Policy (Vote 1903).

The mandate and membership of the Greenbelt Council was expanded, effective March 2018, to include providing advice to the Minister of Municipal Affairs and Housing on land use planning matters within and adjacent to the area defined as the Greenbelt Plan. This includes the implementation of A Place to Grow and the Oak Ridges Moraine Conservation Plan, including performance measures, the 10-year review, land use planning and public education and outreach, in order to ensure the objectives of the Greenbelt Plan are met.

Greenbelt Council Financial Data (\$)

2020-21 Expenditure Estimates*	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals*	2019-20 Interim Revenue Actuals**	2018-19 Expenditure Actuals*	2018-19 Revenue Actuals**
25,282	N/A	23,282	N/A	25,959	N/A

*Expenditure Estimates and Expenditure Actuals include amounts for the Greenbelt Executive Co-ordinator and Greenbelt Council members.

Notes:

- Executive Co-ordinator contract started in February 2017 for two years. The Executive Co-ordinator contract ended on February 5, 2020 and will not be renewed.
Effective 2018-19, Council members are remunerated for meetings, in addition to reimbursement for out-of-pocket travel expenses related to meetings (e.g. public transit and parking). Other expenses related to the Council include French translation services (required to post Council material in French on the ministry's website). The Council held seven meetings during 2018-19. The 2019-20 Expenditure Estimates assume the annual maximum for 11 members (\$1,750 annual maximum) and the chair (\$6,525 annual maximum) plus an additional 20 per cent for travel expenses.
- In early 2018-19, Greenbelt Council membership was expanded to include 14 members, but two appointments expired during this fiscal year.

**The Greenbelt Council does not generate revenue or charge fees.

Toronto Islands Residential Community Trust Corporation

The Toronto Islands Residential Community Trust Corporation (the "Trust") is designated as a board-governed provincial agency under the Agencies and Appointments Directive. The Trust manages the sale of houses and associated land leases of approximately 262 properties on provincially owned lands, and the maintenance and use of six community buildings for the benefit of the Toronto Islands residents and the public. The provincially owned lands are on Ward's and Algonquin Islands (part of the Toronto Islands).

The Trust does not receive any funding from the province and is self-sustaining through revenue generated from an annual levy charged to each Island leaseholder, rental income on the community buildings and administrative fees. The Trust's accounts are separate from those of the ministry and the province. The Trust is responsible for managing its own financial matters,

including the completion of an annual financial audit. The audited financial statement is published with its annual report. The members of the Trust's Board of Directors are not remunerated for their service to the Trust.

Ontario Mortgage and Housing Corporation

The Ontario Mortgage and Housing Corporation (OMHC) is an operational enterprise agency responsible for: servicing public housing debt related to the former public housing portfolio; indemnifying the Canada Mortgage and Housing Corporation (CMHC) against mortgage defaults under certain non-profit social housing programs; administering loans and leases for social housing programs; administering legacy marketable and forgivable mortgages under previous housing programs; administering mortgages and leases and receiving payments collected by CMHC from homeowners; administering the homeownership component of the Affordable Housing Program and its revolving loan fund; administering loans for a student residence program; and addressing matters pertaining to previously-owned public housing properties, including any potential environmental liability issues.

OMHC financials are reflected under the Housing Program – Community and Market Housing (Vote 1904-02) and Housing Program – Community and Market Housing Capital (Vote 1904-04). The Corporation's financial statements are audited by the Office of the Auditor General of Ontario and are published as part of its annual report, and as part of the public accounts of the province. OMHC Board members are senior civil servants at the ministry and are not remunerated for their service to the Corporation. Administrative support to OMHC is provided by the ministry.

In response to a recommendation of the Agency Review Task Force contained in the 2019 Ontario Budget, Protecting What Matters Most, OMHC will be dissolved in 2020-21 and the activities and obligations of the agency will be taken on as a ministry function. The change will provide more effective and efficient use of ministry resources while retaining financial accountability and service delivery to the public.

Ontario Mortgage and Housing Corporation Financial Data (Operating, \$)*

2020-21 Expenditure Estimates**	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals**	2019-20 Interim Revenue Actuals**	2018-19 Expenditure Actuals*	2018-19 Revenue Actuals*
4,338,200	99,039,800	8,156,500	60,722,900	11,825,500	66,690,100

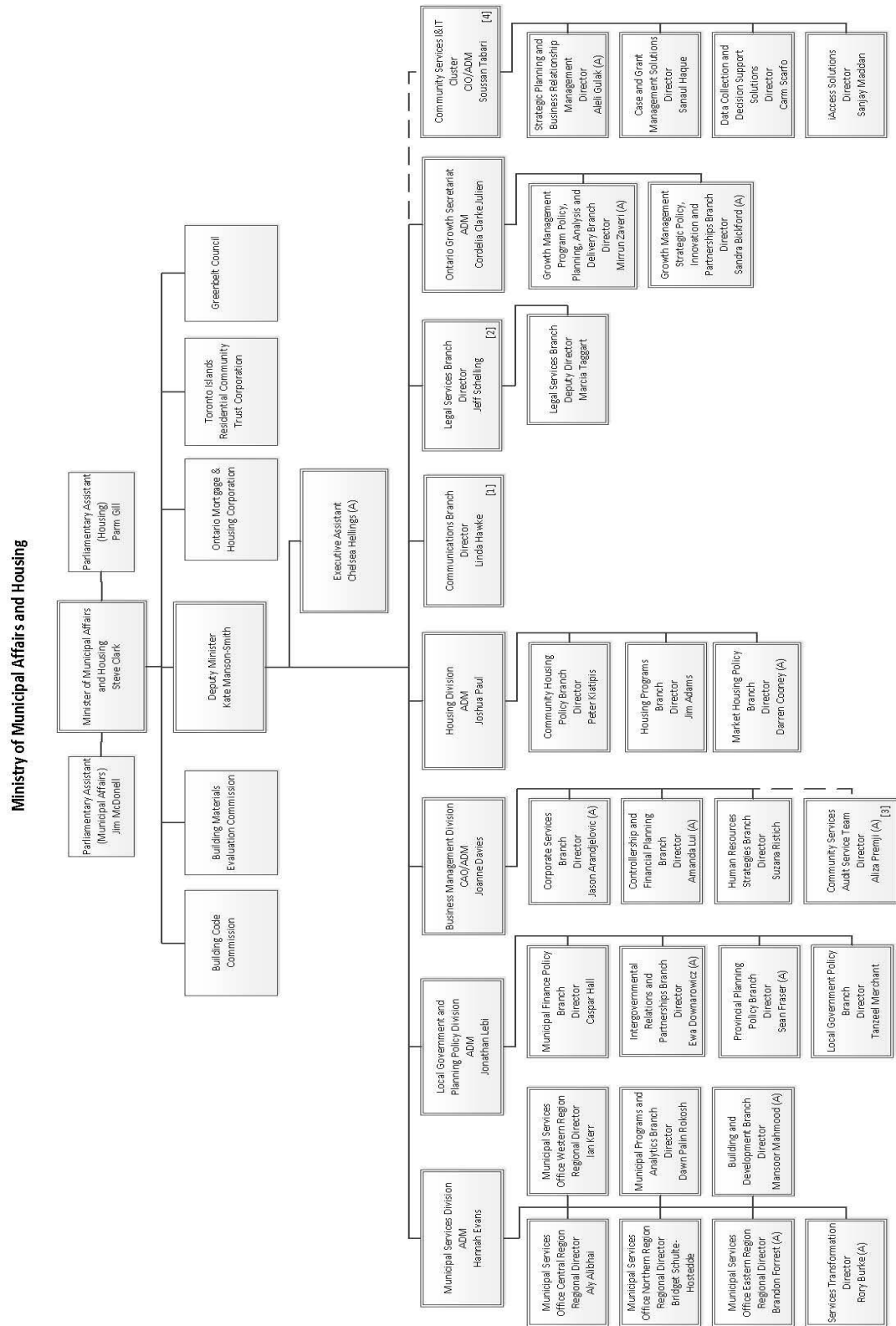
Ontario Mortgage and Housing Corporation Financial Data (Capital, \$)*

2020-21 Expenditure Estimates	2020-21 Revenue Estimates**	2019-20 Interim Expenditure Actuals	2019-20 Interim Revenue Actuals**	2018-19 Expenditure Actuals*	2018-19 Revenue Actuals*
Nil	37,894,800	Nil	2,504,200	Nil	3,284,400

*The 2018-19 actuals are based on the OMHC audited financial statements and Public Accounts of Ontario

**2019-20 Interim Actuals and 2020-21 Estimates are as reported during the multi-year planning and budget process.

Ministry Organization Chart



[1] Dual reporting relationship with the Deputy Minister of Communications and the Associate Secretary of Cabinet
 [2] Dual reporting relationship with MAG and MMAH (to CAO for administrative purposes; to Deputy for legal services)
 [3] Dual reporting relationship with CIA, Ontario Internal Audit Division, Treasury Board Secretariat and ADM, BMD for administrative purposes
 [4] Dual reporting relationship with Corporate Chief Information Technology Officer and MMAH

Appendix: 2019-20 Annual Report

Ministry's Achievements in 2019-20

Land Use Planning

***Planning Act*, Provincial Policy Statement, and Development Charges Consultations**

The ministry held sector-specific consultation sessions in early 2019 on the *Planning Act*, Provincial Policy Statement (PPS) and the *Development Charges Act*. Input from the consultation informed More Homes, More Choice: Ontario's Housing Supply Action Plan. The plan included strategic changes to the *Planning Act*, which increase housing supply, reduce regulatory burdens, support the economy and streamline development approvals. New *Planning Act* regulations that implement these changes to the land use planning system came into effect on September 3, 2019.

The ministry undertook a 90-day public consultation on the PPS (July-October). Incorporating important feedback from municipalities, stakeholders and Indigenous communities, the new PPS was released in February 28, 2020 and came into effect on May 1, 2020.

The PPS, 2020 is part of the government's plan to build healthier, safer communities, make life more affordable and create a more competitive business environment. It does this while continuing to protect the environment, including the Greenbelt for future generations. The PPS, 2020 has new policies across five themes:

1. Increasing Housing Supply and Mix
2. Protecting the Environment and Public Safety
3. Reducing Barriers and Costs
4. Supporting Rural, Northern and Indigenous Communities
5. Supporting Certainty and Economic Growth

Growth Planning

A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019

A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019 was introduced as part of the More Homes, More Choice: Ontario's Housing Supply Action Plan in May 2019. The Growth Plan addresses the needs of the Greater Golden Horseshoe's growing population, diversity, people and its local priorities. The Growth Plan also aims to increase housing supply at a faster rate, attract new investments and jobs, maximize transit investments, and protect important environmental, employment and agricultural assets.

- A Place to Grow includes revised and new policies that:
 - Create a one-time window to allow municipalities to undertake employment area conversions prior to their next municipal comprehensive review to modernize designations, subject to criteria in the plan. This includes a requirement to maintain a significant number of jobs on those lands.

- Specify the Minister of Municipal Affairs and Housing can identify provincially significant employment zones where employment areas can only be converted with provincial approval.
- Allow municipalities to delineate larger major transit station areas and set targets for them in advance of municipal comprehensive review, through the Protected Major Transit Station Area tool under the *Planning Act*.
- Allow responsible boundary expansions and provide municipalities the ability to undertake settlement area boundary expansions that are no larger than 40 hectares outside a municipal comprehensive review.
- Provide direction on locating and preserving employment areas for manufacturing, warehousing, etc. adjacent to major goods movement facilities and corridors.
- Provide direction on buffering around industrial/manufacturing uses to protect these uses against encroachment.
- Provide flexibility to municipalities to set density targets for each employment area and remove the requirement for an employment strategy.
- Began review for the land needs assessment methodology to identify areas of the methodology that require updating to align with the Growth Plan, developed proposed approaches to the updates, obtained stakeholder feedback about the proposed approaches, and worked to prepare specific proposed revisions to methodology.
- Initiated review of the population and employment forecasts and developed terms of reference for the work, procured consulting assistance, convened meetings of an advisory group and a technical stakeholder group to seek feedback on assumptions and approaches to updating the forecasts.

Provincially Significant Employment Zones

To ensure employment areas that are crucial to the region's economy are not re-designated without provincial oversight, the ministry identified provincially significant employment zones. The ministry has identified 31 provincially significant employment zones in the Greater Golden Horseshoe.

Transition Regulation Modifications

As part of consultations held earlier in 2019, the ministry sought feedback on a proposal to modify the transitional regulation to address specific planning matters. Based on the ministry's review of feedback received on that proposal, on September 6, 2019, the ministry modified 11 matters under Ontario Regulation 311/06 (Transitional Matters – Growth Plans) under the *Places to Grow Act, 2005*, to respond to municipal requests to help address specific local planning and align with A Place to Grow.

Stakeholder Forums/Consultations

The ministry held a series of workshops on updating the Land Needs Assessment Methodology with a wide range of stakeholders in October 2019. This was followed by technical discussions with an advisory group composed of experts in land needs assessment between December 2019 - February 2020.

In February and March 2019, the ministry conducted a series of consultation sessions with an advisory group and a technical group to respond to the Growth Plan requirement to review the forecasts at least every five years, in consultation with municipalities. Work is underway to develop and implement an approach to updating the growth forecasts that takes into consideration the ideas from these consultation sessions.

The ministry worked with municipalities throughout the Greater Golden Horseshoe and various sectors that have made requests for a reconsideration of lands currently in or outside of provincially significant employment zones. As part of this work, the ministry reviewed approximately 600 submissions.

Indigenous Partnership Building

The ministry communicated in-person with Indigenous communities/organizations that have treaty or traditional territory within the Greater Golden Horseshoe to discuss the proposed changes and provide input to the Growth Plan.

Building Regulation

Harmonization of Construction Codes

The Building Code was amended on May 2, 2019 to increase alignment with the technical requirements in the 2015 National Construction Codes in the areas of:

- Fire safety measures, including fire prevention and early detection and warning systems
- Structural sufficiency of buildings to withstand external forces and improve their resilience
- Public health and safety requirements
- Accessibility requirements for barrier free access

The ministry contributed to the Regulatory Reconciliation and Cooperation Table, under the Canadian Free Trade Agreement, drafting of a cross-country agreement to increase the ongoing harmonization of provincial construction codes with national construction codes.

The ministry published, on the ministry website, technical bulletins, study guides for Building Code examinations, webinars and other material to help building code users implement the May 2019 amendments to the Building Code. The ministry also held six training webinars between November and December attended by over 300 building code practitioners.

The ministry continues to work with its provincial, territorial and national counterparts on further implementation of the National Codes harmonization initiative.

Building Code Act Amendments

To reduce red tape, the *Building Code Act*, was amended on December 10, 2019 to modernize the delivery of orders and notices by allowing building officials to use email to deliver required notices and orders.

Supporting More Homes, More Choice: Ontario's Housing Supply Action Plan (HSAP)

The ministry developed and published guidelines, such as "Adding a Second Unit to an Existing House" (September 2019), "Build or Buy a Tiny House" and "Co-owning a Home" (December 2019) to support and assist the implementation and delivery of the government's housing supply

action plan. To help speed up the construction of new housing and building projects, in Fall 2019 the ministry conducted broad public consultation on Transforming and Modernizing the Delivery of Ontario's Building Code Services, including:

- The release of a discussion paper and survey on the Environmental and Regulatory Registries for a period of 62 days.
- Two informational webinars.
- Four regional sessions in Belleville, North Bay, Chatham-Kent and Vaughan.
- Technical stakeholder meetings with key stakeholder groups.

Disaster Recovery Financial Assistance

Activations of Disaster Recovery Assistance for Ontarians Program

Spring 2019 saw unprecedented flooding across the province caused by heavy rainfall compounded by a late thaw, preventing the infiltration of rain and snowmelt run-off. The ministry activated the Disaster Recovery Assistance for Ontarians program in nine areas (Renfrew County, Kawartha Lakes, along the Ottawa River, Muskoka District, Parry Sound District, Hastings County, Lanark County, French River, and Nipissing District).

A total of 525 applications were received for 2019 spring flooding, of which more than 430 were closed or received an interim payment in 2019-20. There are more cases of severe damage than in previous years, with many cases of structural damage. About 10 per cent of applicants are expected to be eligible for payments greater than \$100,000.

Activation of Municipal Disaster Recovery Assistance Program

The Municipal Disaster Recovery Assistance program received 27 applications arising from 2019 spring flooding from the following municipalities:

- Addington Highlands; Adjala-Tosorontio; Admaston/Bromley; Beckwith; Bracebridge; Clarence Rockland; Gillies; Greater Madawaska; Hastings Highlands; Horton; Huntsville; Jocelyn; Johnson; Killaloe, Hagarty and Richards; Laurentian Valley; Lincoln; MacDonald, Meredith, Aberdeen Additional; Mattawa; McMurrich/Monteith; McNab/Braeside; Muskoka Lakes; North Algona Wilberforce; North Frontenac; Pelee; Petawawa; Plummer Additional; and Whitewater Region.

Provincial funding of up to \$16 million was made available to the municipalities found eligible under the program. This will reimburse the municipalities for response and recovery costs, such as sandbagging, sand disposal, and repairs to municipal infrastructure such as roads, boat docks, bridges and culverts. The funding will help to return these communities to a safe condition after they were affected by damaging floods.

A portion of this funding will also be used to help municipalities "Build Back Better" when repairing damaged infrastructure, so that it will be more resilient in the event of future extreme weather events, as part of a one-time \$1 million funding incentive piloted under the program for municipalities affected by 2019 spring flooding.

Financial Assistance under the Disaster Recovery Assistance for Ontarians Program

The Disaster Recovery Assistance for Ontarians program helps homeowners, tenants, small owner-operated businesses and farms, and not-for-profit organizations get back on their feet after a natural disaster. The program helps eligible applicants cover emergency expenses, return their homes to a safe and habitable condition and get small businesses up and running again.

In 2019-20, the ministry administered applications from 21 disaster events (9 of which were activated in 2019-20). In total, the ministry completed the review and processing of over 350 applications and paid out approximately \$18.2 million to eligible applicants.

National Disaster Mitigation Program

Under the National Disaster Mitigation Program, the federal government provided funding to provinces and territories for eligible flood mapping and flood mitigation projects. The ministry administered the program in Ontario. The ministry solicited proposals from municipalities, conservation authorities and other applicants and flowed payments on behalf of the federal government to support approved projects.

The National Disaster Mitigation Program sunsetted on March 31, 2020. Through this program, the ministry administered \$40 million in federal funding for 189 flood mapping and flood mitigation projects in Ontario.

Ministry Emergency Management Program

Under the *Emergency Management and Civil Protection Act*, all ministries are required to maintain an emergency management program to ensure the Ontario government is ready to respond when emergencies and disasters occur. The ministry maintains a strong program, focused on the ministry's Order-in-Council responsibility to plan for emergencies that require coordination of extraordinary emergency expenses, including provision of disaster financial assistance.

In 2019-20, the ministry updated its Emergency Response Plan, undertook training and exercises for its Ministry Action Group responsible for directing the ministry's response during emergencies, and implemented a range of public education activities. The ministry's program for the 2019 calendar year was assessed as fully compliant with all requirements.

Municipal Finance and Governance

Repealed the *Statute Labour Act*

By repealing the outdated *Statute Labour Act*, the ministry helped to reduce municipal burdens and allow communities relying on this legacy framework to modernize their road maintenance management. The *Statute Labour Act* dates back to 1840 and is now seldom used. The Act provided a way of raising resources to support the maintenance of local roads by requiring unpaid labour or commuted payments from property owners. It is used in some unincorporated communities outside of municipalities. Today there are modern, tax-based alternatives to fund public works, such as local roads boards under the *Local Roads Boards Act*. The Ministry of Transportation and Ministry of Municipal Affairs and Housing are assisting any remaining local areas to transition to a more modern approach to road maintenance.

Strengthened Relationship with Municipalities

In 2019-20, the ministry implemented two new programs, the Audit and Accountability Fund and the Municipal Modernization Program, to help municipalities find efficiencies, reduce costs and improve services. These programs were welcomed by municipalities, with 100 per cent of eligible municipalities working with the province through the first round of the Audit and Accountability Fund and 334 applications received under the first intake of the Municipal Modernization Program, of which 184 were approved for funding.

The ministry also continued its progress in reducing the municipal reporting burden. Ninety-four municipal reports were eliminated and 27 were consolidated and simplified over 2019-20.

The ministry continued to work with AMO and the City of Toronto, which have been important partners in discussing municipal finance matters. For example, as per the joint memorandum of understanding, the ministry engages with AMO on initiatives with impacts on municipalities on a monthly basis. During the 2019 AMO Conference alone, the ministry participated in a record 900 delegations with municipalities. The province meets with the City of Toronto on an as-needed basis regarding initiatives with potential impacts on the City.

Supported Municipalities in Response to the COVID-19 Outbreak

On March 19, 2020 the Ontario government took unprecedented action to respond to COVID-19 by convening an emergency sitting of the legislature and passing legislation which is helping to keep store shelves stocked and giving municipal councils flexibility to continue council operations while maintaining social distancing.

The *Municipal Emergency Act, 2020* enabled regulatory changes that help ensure the delivery of goods to Ontario's businesses and consumers isn't hindered by municipal noise by-laws when they are most urgently needed. The legislation also empowers municipal partners to respond quickly to emergency situations by enabling them to conduct council, local board and committee meetings electronically.

The government also introduced measures to temporarily limit local noise by-laws to help allow essential construction projects and services related to health care to proceed at any time of the day. Local noise by-laws are also limited with respect to other essential construction projects from 6 a.m. to 10 p.m., seven days a week. These measures will help ensure that important health care related projects, like the expansion of hospitals, are completed during the outbreak. It will also help speed up the building of new facilities needed to provide health services in response to COVID-19. The changes will also support public health outcomes through social distancing by helping to enable staggered shifts which may reduce the number of workers on a site at any given time.

Community Housing

Signing the Canada-Ontario Housing Benefit Addendum

The ministry signed an addendum to the bilateral agreement with the federal government on the National Housing Strategy that includes the mutually agreed-upon program design parameters for the Canada-Ontario Housing Benefit (COHB) program.

As of March 2020, the ministry is providing over 1,500 households with monthly housing benefits under the Portable Housing Benefit Program for survivors of domestic violence and survivors of human trafficking. The program continues to accept new applications on an ongoing basis. All

households receiving assistance under this program will continue to be eligible for funding until June 2020 and will transition to the COHB program through the renewal process commencing in May 2020 for the July 2020 to June 2021 benefit year. The ministry expects over 5,000 households will receive housing assistance in the first year of the COHB program, and over 40,000 households will be assisted by 2027-28.

Investments provided to Service Managers and Indigenous Housing Providers

In 2019-20, the ministry provided approximately \$436.7 million in investments to community housing through 47 service managers and Indigenous housing providers.

The ministry had also provided approximately \$155.1 million to service managers and Indigenous Program Administrators under the National Housing Strategy programs.

Implementing Simplified Rent-Geared-to-Income Calculation

The ministry implemented changes to the rules that govern the calculation of rent-geared-to-income (RGI) assistance as part of Community Housing Renewal. The changes to RGI make it more fair and easier for tenants to understand and simpler for staff to administer.

Signing the Rural and Urban Indigenous Housing Program Agreement

On February 13, 2020, the Ministry and Ontario Aboriginal Housing Services (OAHS) signed an agreement for the delivery of the Rural and Urban Indigenous Housing Program (RUIHP), the successor to the Rural and Native Housing program, to begin April 1, 2020. Up to \$8 million annually will be provided to OAHS, based on program performance. The Rural and Native Housing program ended on March 31, 2020.

The RUIHP has the following objectives:

- Provide access to RGI housing for Indigenous and non-Indigenous households in core/deep core housing need, in urban and rural areas of Ontario
- Provide affordable housing and affordable housing assistance, including housing allowances, to Indigenous and non-Indigenous households
- Sustain community housing in the long-term and support diverse household profiles within RUIHP.

Streamlining Reporting and Reducing Burden

Starting with the 2019-20 reporting year, the ministry has streamlined/reduced reporting requirements for service managers under the following ten programs:

1. Social Housing Electricity Efficiency Program
2. Social Housing Apartment Retrofit Program
3. Social Housing Apartment Improvement Program
4. Social Housing Renovation and Retrofit Program
5. Social Housing Improvement Program
6. Canada-Ontario Affordable Housing Program (capital component)
7. Canada-Ontario Investment in Affordable Housing Program (capital component)
8. Canada-Ontario Investment in Affordable Housing – Extension (capital component)
9. Social Infrastructure Fund Program (capital component)
10. Home for Good Program (capital component).

Streamlined reporting requirements will allow service managers to reduce the time spent on legacy administrative matters and to devote freed up resources towards helping more people in their communities with their housing needs.

Homelessness

Under the Community Homelessness Prevention Initiative, the government provided approximately \$323.7 million to service managers to help people experiencing homelessness obtain housing, and people at risk of homelessness to remain housed.

- In 2018-19, the funding helped approximately 29,333 households to obtain housing and approximately 156,414 households at risk of homelessness to remain in their homes.

In 2019-20, under the Supportive Housing Initiative, comprised of Home for Good and the Indigenous Supportive Housing Program:

- \$50 million in provincial operating funding was provided to service managers under Home for Good.
- \$13.3 million in provincial operating funding for Indigenous Program Administrators was provided under the Indigenous Supportive Housing Program.
- In 2018-19, Home for Good and Indigenous Supportive Housing Program funding helped over 5,700 households to obtain and retain housing with appropriate support services.

Engaging Stakeholders

The ministry began stakeholder engagement on supportive housing in March 2020 to identify opportunities to improve the efficiency and effectiveness of Ontario's supportive housing programs so that current resources can be used to maximize their impact on people.

Improving Enumeration

The first province-wide enumeration took place in 2018. While this was an important first step, there were gaps and limitations in the data. The government committed to reviewing provincial enumeration requirements and to looking at best practices that could be adopted to improve enumeration going forward.

The ministry will introduce a by-name list approach across Ontario beginning in 2021. The ministry will work collaboratively with stakeholders over the coming months on implementation to ensure that future requirements are focused on achieving the best and most cost-effective outcomes for Ontarians.

Market Housing

Proposing Amendments to the RTA

Based on the Housing Supply Action Plan consultations, the ministry developed changes to the RTA to support a balanced and accessible adjudication process for tenants and landlords at the Landlord and Tenant Board. The proposed changes also improve tenant protections for no-fault and bad faith evictions.

Implementing More Homes, More Choice: Ontario's Housing Supply Action Plan

The ministry released *More Homes, More Choice: Ontario's Housing Supply Action Plan* (HSAP) and introduced the *More Homes, More Choice Act, 2019* in May 2019. The HSAP includes a range of initiatives across government that collectively address barriers and unlock opportunities to increase the supply of market rental and ownership housing in Ontario. Many of the initiatives under the HSAP have been rolled out during 2019-20, while further development has occurred on others to be rolled out in the coming year.

Enhancing Housing and Homelessness Business Intelligence

The development of the Housing and Homelessness Business Intelligence Data Portal has been one of the ministry's key I&IT infrastructure projects from 2016-17 to 2019-20, crucial to the success of building an evidence-based housing system. The data portal addresses the sector's long-standing need for an integrated data warehouse that links housing and socio-economic datasets in one online platform, enabling ready access to data.

Providing Tenant and Landlord Guidance

The ministry is providing information to both tenants and landlords so they know their rights and responsibilities and understand changes to rental processes during the COVID-19 outbreak. The ministry encouraged landlords to work with tenants to establish fair arrangements to keep tenants in their homes, including halting planned rent increases, deferring rent or other payment arrangements. The ministry also provided information to help landlords and tenants understand their rights and responsibilities under provincial rental housing laws with respect to self-isolation and public health orders, and the ministry's Rental Housing Enforcement Unit responded to calls from landlords and tenants for enforcement assistance.

2019-20 Results

Table 4: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20*
Operating	896.90
Capital	237.79
Staff Strength ** (as of March 31, 2020)	477

*Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

**Ontario Public Service Full-Time Equivalent positions.

ESTIMATES BRIEFING BOOK 2020-21

Ministry of Natural Resources and Forestry

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PART I: 2020-21 PUBLISHED PLAN

Ministry of Natural Resources and Forestry

MINISTRY OVERVIEW

Ministry's Vision

Ontarians benefit from the health and wealth of the province's natural resources, today and in the future.

Ministry's Mission

To sustainably manage and promote the responsible use of our natural resources.

Mandate

The Ministry of Natural Resources and Forestry (MNRF) is responsible for protecting and sustainably managing the province's diverse natural resources to support Ontario's economic prosperity, environmental sustainability, and quality of life for the people of Ontario.

To achieve its mandate commitments, the ministry oversees and implements five key activities:

1. **Protect the Public from Natural Disasters or Hazards**, such as floods and wildland fires.
2. **Deliver Direct Services to the Public and Industry**, such as fishing and hunting licences.
3. **Promote Economic Growth and Job Creation** by supporting industries like forestry, aggregates and hunting.
4. **Conduct Monitoring, Research, and Planning** for the management and use of Ontario's natural resources.
5. **Develop Legislation, Policies and Implement Programs** to regulate the sustainable and responsible use and management of Ontario's natural resources and Crown Lands.

In addition to its key activities, the ministry is exploring opportunities to advance the government's fiscal commitments to put Ontario on a sound financial footing so we can protect against future threats like COVID-19 and create opportunities for the people of Ontario to prosper. These commitments include driving further internal efficiencies, such as modernizing business processes and functions, innovative improvements to

program efficiency and effectiveness, collaborative partnerships and horizontal streamlining with other ministries.

COVID-19 Response

The ministry continues to work closely with our stakeholders to protect jobs and support Northern and rural communities through the economic recovery of various sectors in Ontario directly affected by COVID-19.

Ministry Contribution to Priority Outcomes

The ministry is committed to an emphasis on economic development, job creation, responsive customer service and fiscally responsible service delivery. MNRF continues to use evidence-based decision-making throughout its strategic planning and priority-setting. As a result of these efforts, the ministry is improving its ability to more accurately measure its performance in achieving outcomes and value-for-money.

Given the transition of responsibilities for provincial parks, conservation reserves, species at risk and conservation authorities to the Ministry of the Environment, Conservation and Parks, the ministry has revised its strategic plan to contain clearly focused long-term goals, and desired and strategic outcomes that will guide MNRF and re-focus our efforts to advance the achievement of our mandate and priorities.

The ministry is undertaking several initiatives throughout 2020-21 to advance the government's priorities. Select ministry initiatives in relation to each priority are described below.

Table 1-1: Ministry Contribution to Government Priorities and Results

Government Priority	Advance Economic Development
Ministry Priorities	Increased business and job creation in Ontario's natural resources economy.
Deliverables	- Promote economic growth and job creation in Ontario's forestry, aggregates, and fishery sectors. - Promote sustainable outdoor recreation opportunities.

Government Priority	Advance Economic Development
Key Activities	• Develop Provincial Forestry Strategy – On December 4, 2019, Ontario released a draft forest sector strategy that was posted to the Environmental Registry (ER) for public comment until February 5, 2020. • The draft forest sector strategy was developed through discussions at seven roundtable sessions with the forestry industry, municipalities and First Nations communities. The strategy aligns with the government’s priorities to reduce red tape, create jobs, and promote economic growth and prosperity across the province, while ensuring forests continue to be managed sustainably for future generations. The strategy also works in conjunction with the government’s draft Made-In-Ontario Environment Plan and Ontario’s Housing Supply Action Plan to help the province achieve its objectives to grow the forest sector, creating opportunities for the many people who depend on it. • Six regional engagement/consultation sessions were held with municipalities and nine sessions with Indigenous communities and groups to share information about the draft strategy and gather feedback that will be considered in finalizing the strategy. • Launch of the Forest Sector Investment and Innovation Program – The former Forestry Growth Fund has been redesigned and launched as the Forest Sector Investment and Innovation Program as a result of a broad review of provincial business support programs across several ministries. The Forest Sector Investment and Innovation Program will provide up to \$10 million per year for strategic investments in the forestry sector that improve productivity and innovation, enhance competitiveness, support new market access and strengthen supply chains and regional economies. • Forest Policy Framework – The ministry is: ○ Streamlining forest management planning requirements;

Government Priority	Advance Economic Development
	○ Proposing an amendment to the <i>Crown Forest Sustainability Act</i> to enable a long-term approach for forest operations in addressing species at risk; ○ Streamlining the delivery of the Independent Forest Audit program; ○ Developing strategic direction for managing forest pests in Ontario; ○ Revising Forest Management Guide for Conserving Biodiversity at the Stand and Site Scale; and ○ Implementing an afforestation guide as a companion to the Southern Ontario Silviculture Guide. ● Land Use Planning – The ministry is supporting the government’s efforts to review land use planning policies and direct development to areas where it is needed to support economic growth, while continuing to protect the long-term sustainability of Ontario’s natural areas. ● Far North Act Review – The ministry is working closely with other ministries, to seek input from Far North First Nations, Tribal Councils and Nishnawbe-Aski Nation (NAN), on refocussing the <i>Far North Act</i> to support economic development opportunities such as the Ring of Fire, all-season roads and electrical transmission projects by amending elements that could hinder economic development. ● Aggregate Resources Act Reform – The ministry is working closely with other ministries, the aggregate industry, municipal stakeholders, and Indigenous communities to inform policy and regulatory changes under the <i>Aggregate Resources Act</i> to better manage aggregate resources in Ontario, while maintaining our commitment to limit impacts to our communities and the environment. ● Geospatial Data Services – The ministry provides foundational geospatial data that is critical to supporting the

Government Priority	Advance Economic Development
	province's Open for Business and Open Government initiatives, and Ontario's digital economy. This includes the geospatial and land tenure data required for resource development and economic growth in the mining, water and wind power, engineering and construction industries. The data also underpins the delivery of mobile, cost-effective, location-based services to Ontarians. Science and Research – The ministry is an authoritative source within the Ontario Public Service of science services that contribute to the economic, environmental and social sustainability of Ontario's natural resources. The ministry provides an inventory of available resources, such as wood supply, and support to evidence-based decision-making and policy development in emerging industry areas such as Ring of Fire resource access development. Outdoor Recreation Opportunities – The ministry promotes fish and wildlife outdoor activities through marketing and communications, including social media, delivery of annual fishing and hunting regulation summaries, email newsletters, outreach events, the Learn to Fish program and Fish ON-line. Fish and Wildlife – The ministry supports commercial fisheries through the development and implementation of science and monitoring programs that support sustainable quotas for the industry. Further, fishers have access to programs that provide for licensing and quota tracking that support business needs. The ministry directly (through staff and management work) supports industry initiatives such as Marine Stewardship Certification. This certification allows fisheries to get access to markets that require "eco-certification" and ensures that Ontario's commercial fish products are well represented in the broader marketplace and can command premium prices.

Table 1-2: Ministry Contribution to Government Priorities and Results

Government Priority	Fiscally Responsible Service Delivery
Ministry Priorities	• Prudent fiscal management. • Service delivery that maintains service level standards.
Deliverables	• Managing from within Treasury Board approved allocations. • Promote innovative strategies that enable more efficient and sustainable public service delivery that effectively maintains service level standards.
Key Activities	• Budget Management – The ministry demonstrates fiscal responsibility and supports the government’s commitment to put Ontario on a sound financial footing so we can protect against future threats like COVID-19 and create opportunities for the people of Ontario to prosper. This includes modernizing and transforming our processes and functions using lean six sigma principles to ensure sustainable public services, improving business outcomes, and continuing to sustainably manage Ontario’s natural resources. The ministry has increased rigour and discipline in expenditure management to identify efficiency savings without impacting service levels to achieve more with less. As an extension of this, the transformation of the former Forestry Growth Fund to the Forest Sector Investment and Innovation Program followed the Business Success Framework (Ministry of Economic Development, Job Creation and Trade) and business supports review recommendations by Ernst and Young which incorporate an open and transparent application process, competitive rounds, a shorter and more streamlined evaluation process and service commitments that will be more effective and efficient. • Integrated Resource Monitoring – The ministry is completing the development of options for implementing Integrated Monitoring Framework recommendations to modernize and

Government Priority	Fiscally Responsible Service Delivery
	increase the efficiency of monitoring programs that support effective management of forest and wildlife resources. Geospatial Data Services – The ministry coordinates partnerships to acquire and use foundation geospatial data across governments and the broader public service to reduce costs and ensure that data is accessible. The ministry delivers mapping tools, enterprise agreements and shared solutions that reduce duplication and costs. Crown Land Management - The ministry ensures that Ontario pays fair market value for the private and commercial use of Crown land, including implementing sector-based initiatives.

Table 1-3: Ministry Contribution to Government Priorities and Results

Government Priority	Responsive Customer Service
Ministry Priorities	• Deliver services that are flexible, customer-focused, and cost-effective.
Deliverables	• Promote service delivery modernization strategies that enable more accessible and convenient service delivery to the people of Ontario.
Key Activities	• Fish and Wildlife Licensing – The ministry continues to provide exceptional customer service to two million anglers and hunters, including licensing and big game draw services, contact centre support, social media and the fish and wildlife private licence issuer network. • Natural Resources Information Portal – The ministry continues to implement the online Natural Resources Information Portal to reduce burden on businesses and people by providing them fast, accessible and secure online approval and activity reporting services. Initial efforts have been focused on modernizing forest management planning services that support the province’s forest products industry. This will be followed by the service delivery modernization for other activities including extracting aggregates and using land managed by MNRF for personal or commercial purposes. • Aggregate Resources Act Reform – Changes to the <i>Aggregate Resources Act</i> were made through Bill 132, <i>Better for People, Smarter for Business Act</i> on December 10, 2019 to reduce burden on business, while protecting the environment and mitigating impacts to local communities. The ministry is also intending to consult on regulatory and policy changes for the <i>Aggregate Resources Act</i> Regulation 244/97 and the provincial standards to reduce the regulatory burden on industry while maintaining strong environmental controls to ensure our water, air and natural environment are protected.

Ministry Programs

The ministry's key program objectives and initiatives are described below.

1. Forest Industry

The Forest Industry Program develops and implements initiatives to promote an economically viable forest industry in Ontario. The program oversees activities related to the allocation, use and pricing of Crown timber and the delivery of business development policies and initiatives affecting Ontario's forest products sector. The program also includes the development and maintenance of sustainable forest management policy and programs that are critical to supporting a healthy forest industry while protecting forests for future generations.

Key program initiatives in 2020-21 include:

- Lead the multi-ministry Ontario Bioheat Initiative to improve the business and policy environments for the use of biofuels for heat in Ontario. This initiative supports the increased demand for wood-based biofuels, which contributes to economic growth in Ontario's forest industry by providing new markets for Crown forest resources.
- Defend Ontario in the ongoing softwood lumber dispute with the United States. MNRF works closely with representatives from Ontario's forest industry, and federal and provincial governments to maintain market access in the United States.
- The draft Forest Sector Strategy was developed through discussions at roundtable sessions with the forestry industry, municipalities and First Nations communities between November 2018 and May 2019. The draft strategy was posted on the ER for a 60-day public comment period (December 4, 2019 to February 5, 2020). MNRF also engaged and consulted northern and rural municipalities by hosting six regional sessions and nine regional and individual sessions with Indigenous communities and groups to share information on the draft strategy and gather feedback that will be considered in finalizing the strategy, followed by an implementation plan and a commitment to establish an advisory committee. The strategy is built on four pillars of action:

- (1) Promoting stewardship and sustainability:
 - enhancing recognition of Ontario's sustainable forest management system
 - conducting applied research and best science to support forest management planning teams
 - developing and strengthening Indigenous partnerships
 - protecting values and respecting Indigenous rights
 - (2) Putting more wood to work:
 - reducing regulatory burdens for industry to access wood
 - increasing forest growth and use of available wood supply
 - investing in newer technologies to improve the quality of the inventory information
 - providing wood supply certainty
 - (3) Improving our cost competitiveness:
 - maximizing the use of mill by-products
 - making strategic investments in Forest Access Roads
 - reviewing energy costs
 - modernizing forest management approval processes and reducing duplications
 - (4) Fostering innovation, markets and talent:
 - growing the talent in the sector with educational and training programs
 - enabling small and medium-sized businesses to access growing global export markets
 - increasing use of Ontario wood in construction and heating
 - advancing the Forest Sector Investment and Innovation Program
- Next steps include considering all comments from the engagement /consultation sessions and environmental registry to finalize the strategy and seek government approval to release the final strategy. Concurrent with final strategy approvals will be the establishment of a Forest Sector Strategy Advisory Committee to support the development of an implementation plan for the various actions contained within this strategy. The advisory committee will provide advice on the implementation of the strategy and will provide input into the development of key performance indicators to measure and report on the progress of implementing the actions and the overall success of the forest sector strategy.

- Implementation of the Forest Sector Investment and Innovation Program, which supports an action in the Fostering Innovation, Markets and Talent pillar of the forest sector strategy, will encourage regional economic development, business growth and job creation in forest-dependent regions across northern and rural Ontario by emphasizing:
 - Impact on the regional economy
 - Importance to Ontario's forest sector
 - Process and / or product innovation
 - Exports / market expansion
 - Productivity improvements
- Continue to deliver the Provincial Forest Access Roads Funding Program to support rural road infrastructure in Crown forests used by the forest industry, mining companies, utilities, railways, hunters, campers, anglers, and Indigenous communities, and to support emergency preparedness.

2. Natural Resources Policy

The Natural Resources Policy Program leads the development, guidance and evaluation of evidence-based provincial legislation, regulations, policies and programs. The program ensures that its activities meet the Crown's rights-based obligation to consult with Indigenous peoples and communities, and engages relevant partners, stakeholders, government and non-government interests across the province.

Key program initiatives in 2020-21 include:

- Implement Ontario's Flooding Strategy by working with several ministries, and partners, to make Ontario more resilient to flooding in the long term.
- Develop policy amendments or revisions to ensure the sustainable use and management of natural resources across Ontario, such as Crown land, forests, natural heritage, mineral aggregate resources, and fish and wildlife.
- Implement the *Invasive Species Act* and priority actions in the Ontario Invasive Species Strategic Plan. These actions include conducting risk assessments to identify priority invasive species for possible regulatory or

other management actions and working closely with external partners to mitigate impacts to the outdoor recreation and natural resource sectors.

- Work with the Niagara Escarpment Commission to implement the *Niagara Escarpment Planning and Development Act* and the Niagara Escarpment Plan to conserve this important feature and the social and economic benefits it provides.
- Continue to implement risk-informed approaches to dam safety under the *Lakes and Rivers Improvement Act*, including streamlined approaches for low risk dam repairs and agreements with qualified dam owners.
- Through implementation of the Forest Sector Strategy, the Ontario government, working with the forest industry, along with partners in the research and education sector, Indigenous communities and other levels of government, will create a business climate that fosters growth, promotes innovation, and helps the industry adapt to an ever-changing business climate. The draft Forest Sector Strategy provides for actions related to four pillars: putting more wood to work, promoting stewardship and sustainability, improving our cost competitiveness and fostering innovation, markets, and talent.

3. Natural Resource Science and Research

The Science and Research Program provides quality science services to inform natural resource management decisions that contribute to the economic, environmental and social sustainability of Ontario's natural resources. The program accomplishes this by leading, coordinating, and developing applied research; developing and implementing provincial resource inventory and monitoring programs; and information management, analysis and reporting. MNRF also provides science support including research, expertise and access to data / mapping resources for species at risk to the Ministry of the Environment, Conservation and Parks (MECP).

Key program initiatives in 2020-21 include:

- Launching of a new technology to inventory Ontario's Crown forests, which is used to monitor the land base and wood supply in Ontario. The new inventory

will use LiDAR technology to create a three-dimensional image of the forest. The technology will provide more accurate measurements and forecasting of wood supply than previous inventories. Ontario's application of the technology is one of the largest LiDAR projects in Canada. LiDAR's application across the broader natural resource sector will also be explored.

- Applied aquatic research and broad-scale monitoring of inland lakes to provide information on the health of Ontario's freshwater ecosystems and support management of recreational and commercial fisheries.
- Forestry health research and monitoring to support forest pest management. Focus on invasive species in the Great-Lakes St. Lawrence area and science support of ongoing pest control programs for jack pine budworm in the Boreal forest.
- Wildlife research and monitoring to inform Ontarians about the health of wild game across the province; delivery of Ontario's rabies control program; and testing to monitor for the presence of Chronic Wasting Disease (CWD), a fatal disease affecting white-tailed deer, American elk, moose and woodland caribou. Given the recent cases of CWD found in Quebec, additional testing will be conducted throughout 2020-21 in an area east of Ottawa that stretches to the Quebec border.
- Beginning in 2019-20, MNRF commenced providing science support (research, expertise, and access to data/mapping resources) for Species at Risk and Parks to MECP through Service Level Agreements. This work will continue in 2020-21.

4. Mapping and Geographic Information

- The Mapping and Geographic Information Program provides geographic information, Crown land surveying and information management services to government, academia, business and the public. In support of this program, Land Information Ontario (LIO) ensures geographic data is effectively collected, managed, and maintained and meets the objectives of Ontario's Open Data Directive. Geographic data has many uses across the public, private and academic sectors, by supporting locational insight, place-based decision-making and navigation. The program also supports the *Surveyors Act*, *Surveys Act*,

Mining Act and *Public Lands Act* to ensure Ontario's property framework continues to support a strong economy.

Key program initiatives in 2020-21 include:

- Improve and simplify public access to over 220 geographic datasets through Ontario GeoHub, a new data discovery and access tool. By providing public access to government data, MNRF is supporting the Ontario Government's Open Government and Open Data initiatives as well as Ontario's digital economy.
- Provide survey advice to the mining, water power, and construction industries to accurately delineate land boundaries, and to support the ministry's land claim negotiations.
- Expand external partnerships through LIO to collect and improve a range of foundational geospatial data such as land parcels, aerial photography, elevation and roads and water in order to avoid duplication, reduce costs and enhance data quality.
- Encourage Ontarians to participate in geographic naming decisions within their communities by completing online questionnaires. These names help to identify historic, cultural and natural features on the landscape that are essential for mapping, emergency response, resource management, travel and tourism and law enforcement.

5. Forest Management

The Forest Management Program enables a healthy and viable forest industry in Ontario by fostering a competitive business environment, jobs and investment opportunities for the province's forest and wood products sectors. The program accomplishes its mandate through: inter-governmental co-operation on national forestry initiatives; Crown forest management planning, renewal and protection from pests; monitoring; auditing; information management; and public reporting.

Key program initiatives in 2020-21 include:

- MNRF is reviewing the Forest Management Planning Manual, the Forest Operations and Silvicultural Manual, and the Forest Information Manual and associated technical specifications to eliminate duplication and streamline

requirements for implementation of existing forest management plans (FMPs) for the forest industry. Streamlining is contingent upon changes to Environmental Assessment requirements for forest management proposed by MECP in December of 2019, which recognize MNRF's sustainable forest policy framework without requiring duplication under the *Environmental Assessment Act*.

- MNRF will also undertake a broader review of the forest management planning framework to identify streamlining opportunities for the preparation of new FMPs. Areas of consideration include landscape level planning of strategic components of FMPs, increased professional reliance, and matching planning effort to level of forest management activities including streamlined opportunities for forest management for Indigenous community use north of the current Area of the Undertaking.
- MNRF is proposing to streamline the delivery of the program by reducing the number of audits each year while maintaining the integrity of the program for its intended purpose. Enabling changes to the Independent Forest Audit Regulation and supporting policy will be required in 2020-21 for efficiencies to take effect for the 2021 audit year.
- MNRF is developing strategic direction for managing forest pests in Ontario that proposes establishing strategic, risk-based direction to enhance our response to forest pest outbreaks, help protect forest health and improve resiliency of Ontario's forests. The objective is to maintain healthy and resilient forests, minimize socioeconomic impacts from forest pests, and raise awareness of forest pests.
- An amendment to the *Crown Forest Sustainability Act* (CSFA) has been proposed to enable forestry activities on Crown land to be conducted under the CSFA without requiring duplicative authorizations under the *Endangered Species Act* (ESA). The proposed amendments would remove duplication, barriers, and costs, attracting investment and innovation to promote economic growth and create jobs, all while continuing to protect the health and diversity of life in our forests.
- A project has been initiated to revise the Forest Management Guide for Conserving Biodiversity at the Stand and Site Scales. Revisions will be based upon recommendations from a formal review of the guide and will ensure that direction is based on the most current scientific, community, and Indigenous

knowledge, is easy to use, addresses climate change, and does not unnecessarily restrict the forest industry or other forest users.

- Active participation will continue in intergovernmental initiatives such as the Canadian Council of Forest Ministers (CCFM), including involvement in the CCFM's Forest in Mind Program. Other initiatives include the implementation of the Canadian Wildfire Management Strategy, updates to the National Forest Pest Strategy, and participation in ministerial conferences to contribute to strategic priorities for future inter-governmental activities.
- Cooperation with Quebec to meet commitments laid out in the Ontario-Quebec Memorandum of Understanding Concerning Collaborative Action on Forestry will continue. This includes addressing reputational challenges facing the provinces' forest sectors, information-sharing on approaches to address trade disputes, sharing of strategies and tools to promote innovation and diversification in forest product markets, discussions on best practices to mitigate and adapt to climate change, and cooperation on recovery efforts for species at risk.

6. Fish and Wildlife

The Fish and Wildlife Program manages Ontario's fish and wildlife resources to ensure the sustainability of wildlife populations, and the management of fishing, hunting and trapping opportunities for recreation, sport, and commercial purposes. The program accomplishes its mandate through resource management planning, research and monitoring, and the delivery of public services to sustain healthy fish and wildlife populations for Ontario's future.

Key program initiatives in 2020-21 include:

- Management of the Great Lakes fisheries to ensure long-term sustainable economic and social benefits from both recreational and commercial fishing on those water bodies. This includes developing fisheries management objectives with Fisheries Management Zone Councils, stakeholders and partners; sharing information; and engaging the public and local recreational fishing clubs in Great Lakes fisheries work; and research and monitoring to understand the status of and factors affecting fisheries and the health of the lakes.

- Provision of fish culture services to maintain, enhance, and create recreational fisheries through stocking and rehabilitating degraded native fish stocks.
- Modernization of Ontario's Moose Program through the development and implementation of changes to regulations, policies/guidelines, business processes, and the moose tag allocation system.
- Continued emphasis on moose research and monitoring efforts to identify science priorities to ensure sustainable management of Ontario's moose population and optimization of monitoring programs such as the moose aerial inventory program.
- Completion of a comprehensive update of the ministry's CWD plan, as well as potential legislative and regulatory amendments to support CWD prevention and response action.
- Implementation of the finalized CWD Prevention and Response Plan, by consulting and finalizing regulatory amendments to support CWD prevention actions.
- Implementation of changes to Ontario's black bear management program, including addressing the future of the spring season, Bruce Peninsula seasons, bear baiting rules, and improving fairness for the tourism industry.
- Implementation of changes to Ontario's trapline allocation policy to improve consistency, clarity and fairness for the management and allocation of vacant registered trapline areas.

7. Regional Natural Resources Operations

The Regional Natural Resources Operations Program is responsible for the localized coordination and delivery of ministry programs and services. Specifically, the program delivers public services through a network of regional, district, and field offices located across the province via an inter-disciplinary workforce. Services that the program delivers include land-use planning, management and allocation of resources through permits, licences and approvals in the areas of forests, fisheries, wildlife, Crown lands (including dams), waters, wetlands, aggregates and the petroleum sector.

Key program initiatives in 2020-21 include:

- Issue and maintain Sustainable Forest Licences to enable the harvest and use of forest resources within a management unit and confer responsibility for forest management activities on the forest manager.
- Continue to implement the ministry's Natural Resources Information Portal, including service delivery modernization for forest management planning and aggregate resource management services. The new portal will make it easier and faster to exchange mandatory information with the forest and aggregate sectors, reduce costs and risks associated with outdated software, eliminate complex and confusing paper forms, and provide more effective online public engagement and access to natural resource management information. The portal will provide a digital first approach and be the central data repository to store submitted information, which will enable more efficient and cost-effective approval processes for forestry and aggregates.
- Advance economic development through the localized operational delivery of the ministry's forest sector strategy, wildlife review, and modernization of the aggregates program.
- Work with qualified dam owners to streamline approvals for low-risk alterations, improvements and repairs to dams to reduce burden to the water power industry, while enhancing dam safety.

8. Natural Resource Enforcement

The Natural Resources Enforcement Program delivers professional enforcement services and activities to ensure compliance with natural resource legislation for the protection of Ontario's natural resources and public safety. The program accomplishes its mandate through public engagement, investigations, focused deterrence activities, responses to public complaints and prosecution of natural resource offenders. The program also contributes to the development and renewal of natural resource management policy and legislation.

Key program initiatives in 2020-21 include:

- Promoting awareness of unsafe hunting practices and their contributing factors through public communication and outreach to hunters and the public.

- Enforcement actions related to aquatic invasive species: including increasing awareness of rules regulating invasive species through focused outreach, education and promotion, and targeted compliance inspections and monitoring to prevent the introduction or spread of invasive species in specific pathways.
- Compliance actions related to moose: increased public and stakeholder awareness of harvest rules and identification of moose, monitoring to address non-compliance, focussed analysis of occurrences and investigating reported moose harvest violations.
- Enforcement actions related to illegal commercialization and trade of Ontario's natural resources: gathering of information for the development of Intelligence products to assist focussing enforcement and outreach efforts.
- Working with Indigenous communities through the Collaborative Compliance Initiative to resolve natural resource offences involving Indigenous persons through community-based restorative justice. This initiative involves working with Indigenous communities on a case-by-case basis to determine if restorative justice is appropriate based on specific eligibility criteria.

9. Far North

The Far North Program is responsible for the delivery of the Far North Act within a specific geographic area. The program implements a joint community-based land use planning process with Far North First Nations. It also supports the review and approval of economic development opportunities, including all-season roads, transmission corridors and mining development in the Ring of Fire region.

Key program initiatives in 2020-21 include:

- Continue to implement a joint community-based land use planning process with Far North First Nations. MNRF will focus on supporting joint planning with First Nations in advanced planning stages.
- Lead the First Nation and stakeholder engagement related to the proposed refocusing of the Far North Act.

- Lead and coordinate MNRF's strategic inter-ministry role in the Ring of Fire; support the completion of projects and initiatives in the Far North, including Wataynikaneyap Power Transmission Project, the Ring of Fire and all-season road proposals; and provide expert advice and input to MNRF and OPS policy initiatives that impact the Far North.

10. Public Safety & Natural Hazard Emergency Response

The Public Safety and Natural Hazard Emergency Response Program provides specialized wildland fire, emergency management and aviation services to protect people and economic values from the following seven natural hazards: wildland fires, floods, drought/low water, dam failure, petroleum resources emergencies, erosion, soil and bedrock instability. The program aims to prevent the loss of human life and injury, and to prevent and mitigate other losses and economic and social disruption. The program also delivers frontline operations for wildland fire management and provides support to the Office of the Fire Marshal and Emergency Management and other ministries in the delivery of their emergency response responsibilities in Ontario. This includes the evacuation of residents in communities affected by flood, fire and smoke risks.

Key program initiatives in 2020-21 include:

- Continue to promote the FireSmart program to educate the public and communities about how to prepare for the risk of wildland fire, as well as actions they can implement to prevent and mitigate these fires in and around their properties and communities. The FireSmart program enables property owners and land managers to act to mitigate the undesirable impacts of wildland fires on their properties or other values, and appropriately plan for the threat of a wildland fire emergency.
- Plan for, monitor and respond to wildland fires based on the Wildland Fire Strategy for Ontario, and support mutual aid partners across Canada and the United States.
- Promote understanding of the ecological role of fire and use of fire to benefit resource management.
- Provide active emergency management training and development of staff and continuity of operations planning. Lead and support inter and cross-ministry

prevention, mitigation, and preparedness planning as well as coordination of response to emergencies. Participate in provincial corrective action initiatives to provide for the public safety of Ontarians.

- Provide specialized aviation services in support of MNRF's Natural Hazard Emergency Response, and Natural Resource Management programs.

11. Corporate Management

The Corporate Management team leads the ministry's strategic business planning, which is integral to effective and efficient ministry operations. Corporate management functions include fiscal controllership and financial governance; sustainable infrastructure and facility management; strategic human resources planning and management; supply chain management; records and information management and the administration of the *Freedom of Information and Privacy Protection Act*.

Key program initiatives in 2020-21 include:

- Continue to implement the recommendations from the Freedom of Information (FOI) Review to improve business processes, make it easier for program areas to comply with the FOI request process to improve response rates, and provide Ontarians with better access to information.
- Support Ontario Digital Service and Open Government priorities by continuing to share data and information openly, promoting transparency and opportunities for innovation.
- Advance the ministry's modernization efforts through ongoing hiring controls and vacancy management, development and implementation of organizational changes to support the government's fiscal commitments and better align workforce capacity with priority outcomes.
- Play a critical role in establishing and supporting the implementation of financial processes and centralized initiatives, such as the new centralized procurement initiative and ongoing horizontal streamlining initiatives across the Ontario Public Service.

HIGHLIGHTS OF 2019-20 RESULTS

In 2019-20, MNRF delivered on its mandated key activities as exemplified through the following achievements:

- Prepared and submitted Five-Year Environmental Assessment Report on Forest Management to MECP. The report documents MNRF's implementation of its requirements under the *Environmental Assessment Act* approval for forest management (Declaration Order MNR-75) for the period April 1, 2013 to March 31, 2018 and provides supporting information for requested changes to MNRF's EA approval submitted to MECP in the fall of 2019.
- On December 10, 2019, Bill 132, *Better for People, Smarter for Business Act, 2019* received Royal Assent. Amongst other provisions, the *Crown Forest Sustainability Act, 1994* is amended to:
 - Allow the Minister to issue permits for the removal of forest resources in cases where an activity requires the forest resources to be removed and not be renewed for the duration of the activity;
 - Explicitly authorize the Minister to extend a forest management plan; and
 - Reduce red tape for the forest industry, consider recent changes in the *Endangered Species Act, 2007* and remove the requirement that work schedules must be approved by the Minister.
- On December 20, 2019 the MNRF posted several policy proposals on the Environmental Registry proposing:
 - Legislative amendments to the CFSA to clarify that the CFSA's forest policy framework would be the sole method by which species at risk and their habitat are addressed in Crown forest operations;
 - Reduction of the frequency of Independent Forest Audits while maintaining the effectiveness of the program in providing assurance of sustainable forest management; and
 - Implementation of strategic direction for managing forest pests in Ontario, which would focus on efficient and effective use of existing provincial resources and leverage collaboration with other jurisdictions and agencies.

- The ministry is supporting Ontario's forest industry through targeted funding to help businesses access new export markets and increase domestic consumption of Ontario forest products. Among several initiatives, the ministry:
 - Led delivery of the Forestry Growth Fund, provided critical input into the review and transformation of the program and launch of the new Forest Sector Investment and Innovation Program. This work was done in cooperation with the Ministry of Economic Development, Job Creation and Trade and is consistent with the open for business – business success framework and the Ernst and Young Business Supports review.
 - Is organizing in-market activities, including outbound and inbound trade missions, to promote export sales by enabling Small and Medium Sized Enterprises (SMEs) to access international trade events and participate in trade missions by sharing the cost. MNRF's trade promotion support also allows for Ontario's SMEs to leverage federal funding through Natural Resources Canada's Expanding Markets Opportunity program for export marketing.
 - Supports an increase in domestic consumption through the Ontario Wood brand. Ontario Wood aims to provide consumers with a strong sense (i.e., the brand) of 'why' they should buy Ontario Wood products that are produced locally, from responsibly and sustainably managed public forests, while building a connection between wood products and the families and communities who depend on Ontario's forest industry. This increases demand for locally produced wood products and the success of wood-based businesses in Ontario.
- The ministry protected Ontarians from natural hazards by responding to wildland fires and flooding, with collaborative support from other jurisdictions and agencies. In 2019, 537 fires were recorded across the province with 269,634 hectares burned, compared to 1,324 fires and 265,461 hectares burned in 2018.
 - While the province experienced less than half of the previous year's total number of wildland fires, the total amount of landscape affected was slightly larger and mainly confined to a localized corner of the Northwest Region. Several communities in the Northwest Region and one in the Northeast Region were directly threatened by wildland fire resulting in evacuations of residents. There were also widespread impacts to communities in the

Northeast Region and Southern Region due to spring flooding as well as one community impacted by flooding in early winter in the Northwest Region.

- MNRF also responded to the extreme fire situation in Australia by contributing fire management and specialized staff to a Canadian contingent that was deployed to Australia to support their fire suppression and response activities.
- The ministry completed the provincial Moose Management Review with the support of the Big Game Management Advisory Committee. Extensive consultation and engagement were conducted across the province to explore how moose tag quotas are developed, how hunters apply for moose tags and potential improvements to the moose allocation process. Comprehensive changes were approved for 2021 implementation.
- In December 2019, the Province made the first payments under its resource revenue sharing agreements with Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council, from eligible forestry and mining revenues. The First Nations may allocate resource revenue sharing funds towards key priorities that support economic development, education, health, community development and cultural development.
- Mandatory online hunter reporting using the Fish and Wildlife Licensing Service was implemented in 2019 to support sustainable wildlife management as well as modernize the way that hunters could meet reporting requirements.
- The ministry monitored commercial fishing vessels on Lake Erie through on-vessel inspections of daily harvest and Daily Catch Records for adherence to licence conditions regarding quota and harvest activities. Port Observers inspected up to 50% of all landings, representing up to 65% of all fish landed from Lake Erie.
- The ministry's Enforcement Branch successfully completed seven restorative justice cases in 2019-20 as part of its new Collaborative Compliance Initiative with Indigenous communities.
- Compliance with laws that support management of Ontario's natural resources continued in 2019-20 with a moose and an aquatic invasive species focus.

- Examples of operational actions related to moose included increasing public and stakeholder awareness of harvest rules and identification of moose, monitoring to address non-compliance using a focused compliance approach, and investigating all reported violations related to moose harvest.
- Examples of operational actions related to aquatic invasive species included increasing awareness of rules regulating invasive species through focussed outreach, education and promotion, as well as inspecting for compliance with rules aimed at preventing the introduction or spread of invasive species in specific pathways, taking a focused compliance monitoring approach.
- The ministry conducted public engagement on how to improve the province's resiliency to flooding and named a provincial Special Advisor on Flooding, Mr. Doug McNeil, in response to Ontario's flood events in 2017 and 2019. Mr. McNeil's report found:
 - Overall, the government and its partners were effective at reducing and mitigating risks, but more could be done.
 - Nothing from the 2019 flooding events pointed to human error or the negligent operation of water control structure as the cause of flooding.
 - Established policies, mitigation and response activities were effective in reducing further possible damage to communities; however, more can be done to improve flooding resiliency.
- In 2019-20, the ministry's Mapping and Geographic Information Program:
 - released Ontario GeoHub, a data discovery and access tool that allows users to download or stream the data they need;
 - maintained key foundation geospatial datasets including over 260,000 kilometers of roads and over 75,000 square kilometers of water;
 - released over 30,000 square kilometres of elevation data;
 - partnered with all levels of government, First Nations, the private sector and other organizations to acquire aerial photography in Eastern Ontario;
 - maintained more than 60,000 official geographic names to aid navigation and emergency response across Ontario;
 - provided survey advice and support to negotiators on several active land claims;
 - updated the web mapping application that allows surveyors, engineers and land use planners access to vital control data for seamless mapping and design of infrastructure such as highways, bridges, etc.

- The ministry completed a comprehensive update of the CWD Prevention and Response Plan, as well as proposing legislative amendments to the *Fish and Wildlife Conservation Act* to support CWD prevention and response actions, which were passed as part of Bill 132.
 - The ministry also increased its monitoring for CWD due to recent cases in Quebec. In addition to regular annual surveillance, the ministry carried out additional testing. Two zones, one in eastern Ontario near the Quebec cases and one from Thunder Bay to Kenora, were monitored in 2019. CWD has never been detected in any Ontario wildlife.
- The ministry continued to lead and support partners in undertaking actions to prevent the establishment and spread of invasive species, including control of invasive phragmites in the sensitive ecosystems in Long Point, eradication of several populations of water soldier and water chestnut, and research to learn more about the number, locations and risks posed by invasive wild pigs.
- The ministry continued to be a recognized leader in rabies surveillance and control. Since Ontario's recent rabies outbreak began in December 2015, there have been 471 cases of raccoon strain rabies (22 in 2019) and 21 cases of fox strain rabies (0 new in 2019) confirmed in southern Ontario. In response, over five million oral rabies vaccine baits (one million in 2019), which help immunize most raccoons, skunks and foxes that eat them, have been distributed. The ministry's efforts helped reduce the number of annual rabies cases by approximately 50 percent each year since 2016, and by 70 percent in 2019.
- In support of the government's commitment to fiscal responsibility and reducing the size of the deficit, MNRF implemented several measures in 2019-20 to achieve savings. Actions taken by the ministry to find efficiencies and reduce spending throughout the fiscal year resulted in approximately \$7.4 million in capital asset savings. MNRF will continue to modernize and transform its processes and functions to ensure sustainable public services are available in the future.

For more information on these and other achievements, refer to Appendix 1 – the 2019-20 Annual Report.

DETAILED FINANCIAL INFORMATION

Table 2: Ministry Planned Expenditures 2020-21 (\$M)

Operating	\$612.9
Capital	\$38.3
TOTAL	\$651.3

* numbers may not add due to rounding

Figure 1: Allocation of Base Spending Depicting 2020-21 Expenditures by Vote/Item, Sub-Item

* numbers may not add due to rounding

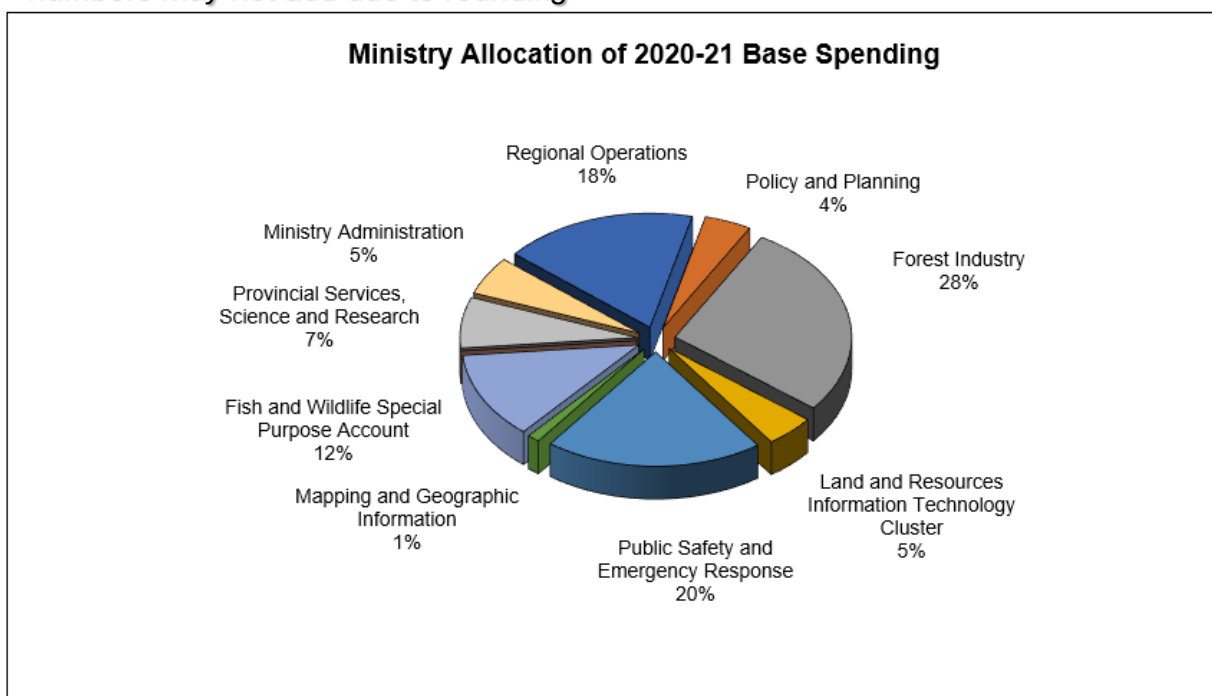


Table 3: 2020-21 Planned Operating Expenditures by Vote/Item, Sub-Item

Activity Name	Ministry Planned Expenditures (\$M)
Regional Operations	\$108.8
Forest Industry	\$168.8
Public Safety and Emergency Response	\$122.3
Fish and Wildlife Special Purpose Account	\$75.0
Provincial Services, Science and Research	\$44.0
Policy and Planning	\$26.3
Mapping and Geographic Information	\$6.9
Ministry Administration	\$33.1
Land and Resources Information Technology Cluster (spends \$77.9 million and recovers \$50.2 million for a net balance of \$27.7)	\$27.7
Total Planned Expenditures by Activity	\$612.9

Table 4: Combined Operating and Capital Summary by Vote

MINISTRY OF NATURAL RESOURCES AND FORESTRY

Votes/Programs	Estimates 2020-21 \$	Changes from 2019-20 Estimates \$	Change %	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration	33,447,200	(3,905,000)	(10.5)	37,352,200	42,454,900	44,891,902
Natural Resource Management	277,494,600	(24,178,100)	(8.0)	301,672,700	284,283,600	310,502,008
Public Protection	130,679,400	30,083,400	23.9	100,596,000	167,312,000	235,377,866
Land and Resources Information & Information Technology Cluster	28,185,600	(2,523,900)	(8.2)	30,709,500	27,889,800	28,808,325
Total Operating Expense to be Voted	469,806,800	(523,600)	(0.1)	470,330,400	521,940,300	619,580,101
Statutory Appropriations	5,167,014	--	--	5,167,014	1,125,014	345,703
Ministry Total Operating Expense	474,973,814	(523,600)	(0.1)	475,497,414	523,065,314	619,925,804
Operating Expense Adjustment - Fish & Wildlife Special Purpose Account	75,000,000	3,180,000	4.4	71,820,000	71,591,900	76,264,852
Operating Expense Adjustment - Cap and Trade Wind Down Account	--	--	--	--	--	4,744,893
Reclassification	--	--	--	--	--	22,898,066
Consolidation Adjustment - Algonquin Forest Authority	23,918,500	(286,500)	(1.2)	24,205,000	23,387,800	2,798,384
Consolidation Adjustment - Forest Renewal Trust	58,082,000	(4,716,000)	(7.5)	62,798,000	58,115,600	5,191,957
Operating Expense Adjustment - Section 15 Recoveries	--	--	--	--	--	(32,711,783)
Consolidation Adjustments - General Real Estate Portfolio	(19,043,200)	14,593,100	(43.4)	(33,636,300)	(33,636,300)	(1,288,260)
Consolidation Adjustments - Ontario Infrastructure and Lands Corporation	--	--	--	--	--	--
Total Including Consolidation & Other Adjustments	612,931,114	12,247,000	2.0	600,684,114	642,524,314	697,824,513
OPERATING ASSETS						
Ministry Administration	1,000	--	--	1,000	--	--
Natural Resource Management	4,824,000	1,941,000	67.3	2,883,000	2,312,000	4,228,100
Public Protection	49,500	8,700	21.3	40,800	49,600	43,476
Land and Resources Information & Information Technology Cluster	1,000	--	--	1,000	--	--
Total Operating Assets to be Voted	4,875,500	1,949,700	66.6	2,925,800	2,361,600	4,271,576
Statutory Appropriations	--	--	--	--	--	--
Ministry Total Operating Assets	4,875,500	1,949,700	66.6	2,925,800	2,361,600	4,271,576
CAPITAL EXPENSE						
Natural Resource Management	16,859,600	4,681,100	38.4	12,178,500	22,630,300	16,646,632
Public Protection	1,236,500	(667,700)	(35.1)	1,904,200	1,392,700	3,013,360
Total Capital Expense to be Voted	18,096,100	4,013,400	28.5	14,082,700	24,083,000	19,659,992
Statutory Appropriations	19,997,100	2,173,800	12.2	17,823,300	16,323,300	13,689,332
Ministry Total Capital Expense	38,093,200	6,187,200	19.4	31,906,000	40,406,300	33,349,324
Consolidation Adjustment - Algonquin Forest Authority	241,500	31,500	15.0	210,000	238,700	182,191
Consolidation Adjustments - General Real Estate Portfolio	--	--	--	--	--	(18,163,660)
Total Including Consolidation & Other Adjustments	38,334,700	6,218,700	19.4	32,116,000	40,645,000	15,361,855
CAPITAL ASSETS						
Natural Resources Management	34,255,300	6,420,200	23.1	27,835,100	28,311,700	17,339,848
Public Protection	15,608,400	(5,492,100)	(26.0)	21,100,500	13,234,800	12,676,515
Total Capital Assets to be Voted	49,863,700	928,100	1.9	48,935,600	41,546,500	30,016,363
Statutory Appropriations	--	--	--	--	--	--
Ministry Total Capital Assets	49,863,700	928,100	1.9	48,935,600	41,546,500	30,016,363
Ministry Total Operating and Capital including Consolidation and Other Adjustments (not including Assets)	651,265,814	18,465,700	2.9	632,800,114	683,169,314	713,186,368

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2020 Ontario Budget.

Table 5: Historic Trend Analysis

Historic Trend Analysis Data	Actuals 2017-18	Actuals 2018-19	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	725,955,241	713,186,368	632,800,114	651,265,814
		-2%	-11%	3%

*Estimates and Actuals for prior fiscal years re-stated to reflect any changes in ministry organization and/or program structure.

The overall net increase in the ministry's budget in 2020-21 includes increased base funding for emergency forest firefighting activities. In addition, the budget includes savings opportunities across the ministry to support a sustainable modernized organization, demonstrates fiscal responsibility and supports the government's priority to reduce the size of the deficit while sustainably managing Ontario's natural resources.

Variances in other fiscal periods are primarily due to accounting changes associated with centralization of the General Real Estate Portfolio.

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Classified Agencies

Algonquin Forestry Authority

- responsible for forest management, including timber harvesting, in Algonquin Park. The authority sorts, sells and delivers harvested logs to regional mills. It also may advise on, undertake and carry out forestry, land-management and other programs and projects as the Minister may authorize.

Big Game Management Advisory Committee

- replaced the Ontario Moose-Bear Allocation Advisory Committee as of April 2019. The new committee provides advice to the Minister respecting policy and programs related to the management of species of big game in Ontario, and reviews and recommends changes to the allocation of harvesting opportunities for big game.

Fish and Wildlife Heritage Commission

- established under the *Heritage Hunting and Fishing Act*, the Fish and Wildlife Heritage Commission makes recommendations to the Minister on ways to encourage people to value our fish and wildlife resources, promote more participation in conservation and other programs, and to explore new fish and wildlife-related opportunities.

Nawiingnokiima Forest Management Corporation

- responsible for sustainable forest management, and the marketing and selling of wood supplies to both existing forest industry customers and new entrants on two forest management units, the Pic and the White River Forests, and the proposed addition of a third forest (Nagagami Forest) over the next two years.

Niagara Escarpment Commission

- administers the Niagara Escarpment Plan through promoting the objectives of the plan; processing and making decisions on development permit applications; and making recommendations on plan amendments.

Ontario Geographic Names Board

- develops policy and principles for naming geographic features and unincorporated places in Ontario. The Board reviews official geographic feature name submissions on behalf of the Minister and enters approved submissions and suitable place name submissions into the official record.

Ontario Moose-Bear Allocation Advisory Committee

- replaced by the Big Game Management Advisory Committee in April 2019. The committee advised the Minister on the allocation of moose among tourist outfitters and on the issues arising from the allocation of black bear management areas of tourist operators.

Rabies Advisory Committee

- advises on the scientific steps necessary for developing a successful rabies research and response program, which includes developing suitable vaccines and systems for vaccinating wild animal populations.

Unclassified Agencies

Council of the Association of Ontario Land Surveyors

- regulates the practice of professional land surveying and governs the profession in accordance with the *Surveyors Act*, its regulations and bylaws.

Council of the Ontario Professional Foresters Association

- regulates the practice of forestry and governs its members in accordance with the *Professional Foresters Act*, its regulations and by-laws. The governing council manages, administers and oversees the functioning of the association.

Lake of the Woods Control Board

- regulates the water levels in the Lake of the Woods, Lac Seul and in the Winnipeg and English Rivers between the lake outlets and their confluence. Membership includes representatives from Canada, Ontario and Manitoba.

Ottawa River Regulation Planning Board

- a partnership among Canada, Quebec and Ontario to formulate and review policies that will lead to integrated management of the reservoirs in the Ottawa River basin.

Note:

A classified agency, though established by the government, is not considered part of the ministry. The government appoints most of its members, assigns responsibility to perform a public function, and holds the agency to account.

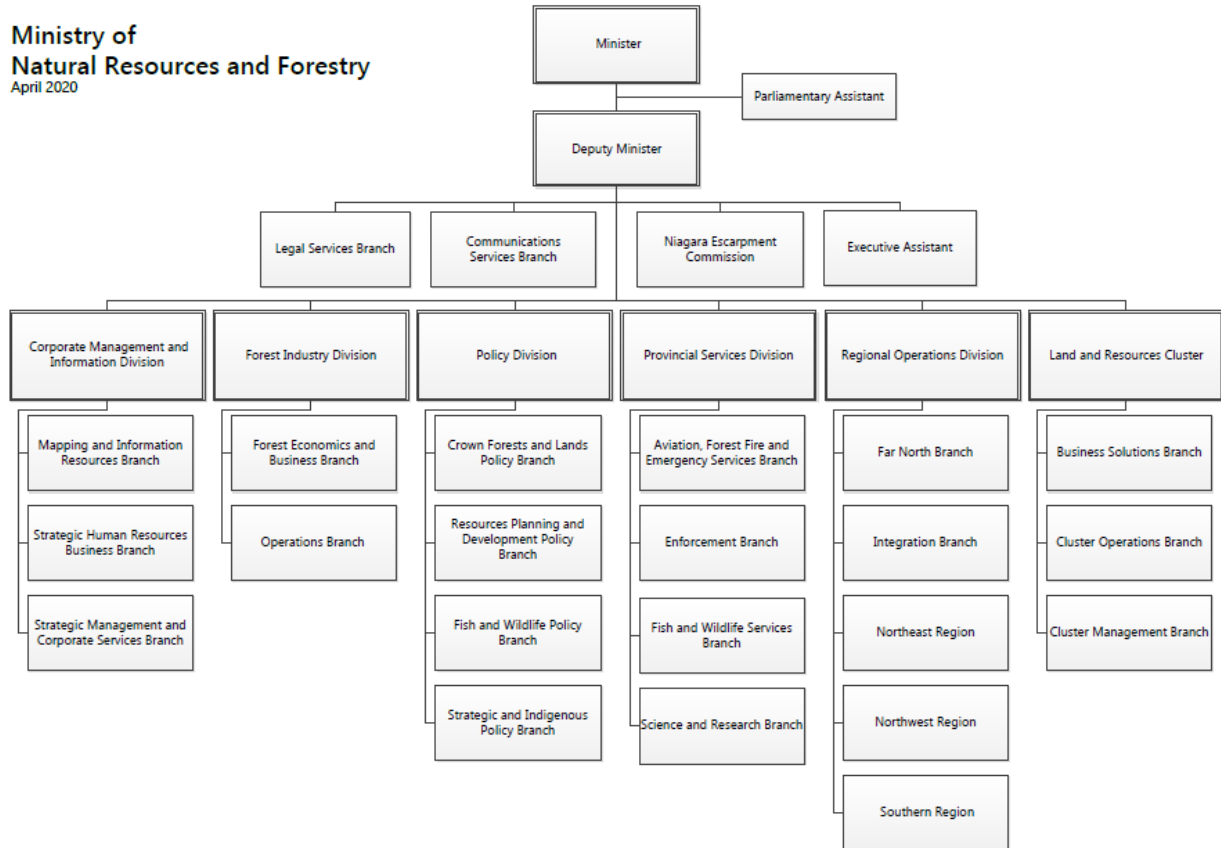
An unclassified agency is excluded from the financial and administrative requirements of the Management Board of Cabinet. The government makes at least one appointment to each non-classified agency board.

Table 6: Expenditure and Revenue Data for Agencies, Boards and Commissions

Name	2020-21 Estimates: Expenditure \$	2020-21 Estimates: Revenue \$	2019-20 Interim Actuals: Expenditure \$	2019-20 Interim Actuals: Revenue \$	2018-19 Actuals: Expenditure \$	2018-19 Actuals: Revenue \$
Algonquin Forestry Authority	24,160,000	25,400,000	23,626,500	24,860,500	23,080,257	25,109,000
Big Game Management Advisory Committee	30,000	N/A	38,257	N/A	N/A	N/A
Council of the Association of Ontario Land Surveyors	30,000	N/A	19,500	N/A	39,788	N/A
Council of the Ontario Professional Foresters Association	28,000	N/A	2,134	N/A	21,000	N/A
Fish and Wildlife Heritage Commission	15,000	N/A	8,669	N/A	15,838	N/A
Lake of the Woods Control Board	2,400	N/A	2,665	N/A	412	N/A
Nawiinginiima Forest Management Corporation	1,965,990	3,568,669	818,519	1,979,472	3,698,985	7,826,963
Niagara Escarpment Commission	2,391,300	N/A	2,651,665	38	2,654,339	N/A
Ontario Geographic Names Board	2,500	N/A	550	N/A	6,934	N/A
Ontario Moose-Bear Allocation Advisory Committee	N/A	N/A	N/A	N/A	6,906	N/A
Ottawa River Regulation Planning Board	65,000	N/A	59,709	N/A	56,671	N/A
Rabies Advisory Committee	700	N/A	100	N/A	541	N/A

MINISTRY ORGANIZATION CHART

**Ministry of
Natural Resources and Forestry**
April 2020



APPENDIX: 2019-20 ANNUAL REPORT

2019-20 RESULTS

Key Activity 1: Protect the Public from Natural Disasters or Occurrences

- The Surface Water Monitoring Centre:
 - Issued 63 flood and 28 drought messages to partners to enable them to respond to local issues;
 - Improved communication products to inform partners about Ottawa River flooding;
 - Coordinated dialogue between agencies about Great Lakes flooding so preparedness and response could be improved;
 - Completed Ontario Hydrometric Network Client survey of 55 local flood warning agencies so that data collection priorities are maintained.
- Ministry staff provided foundational geospatial data, mapping tools and technical infrastructure to support the ministry's response in protecting the public from natural disasters, including forest fires and floods.
- Ministry staff assisted communities affected by spring flooding in the Pembroke, North Bay, Parry Sound and Sudbury districts. Fire Ranger crews were deployed to assist with sandbagging efforts and facilitating the movement of water from low-lying areas.
- MNRF supported natural hazard management and repairs to flood and erosion control structures by providing \$3.8 million in grant funding to the 36 conservation authorities (CAs), plus \$3.95 million in capital funding to 19 CAs for 51 water and erosion control infrastructure projects.
- The government named a Special Advisor on Flooding to advise the Province on ways to reduce the impacts of flooding and help to ensure communities can recover quickly. The Special Advisor's report was made publicly available in late November 2019 and identified 66 recommendations. MNRF is leading the government's response and will consider the report when evaluating and identifying opportunities to make communities more resilient to flooding.

- The ministry assisted the Office of the Fire Marshal and Emergency Management with the precautionary evacuation of Kashechewan First Nation in April 2019 due to risk of flooding. Ministry staff supported the evacuation of community members to the host communities of Cochrane, Timmins, Thunder Bay and Kapuskasing and provided surveillance flights of James Bay coastline by Cochrane District.
- MNRF supported the evacuation of community members in Bearskin Lake First Nation during the fall of 2019 due to flooding caused by an ice jam on the Severn River, downstream from the community. Evacuees were accommodated in the host communities of Sioux Lookout and Thunder Bay.
- Ministry staff aided several Far North Indigenous communities affected by wildland fire and smoke by the facilitation of evacuations, provision of values protection in communities and the ongoing communication of current information.
- The ministry worked closely with communities and local organizations to provide support and information to help mitigate the threat of wildland fires. Presentations were made to local communities and organizations in Killarney, Renfrew County and Georgian Bay over the 2019 season. The presentations focused on community action and tangible steps that can be taken to help reduce wildfire risk.
- Through the Ontario FireSmart Communities Transfer Payment Grant program, communities are offered funding to assist with the development of wildland fire hazard forest maps and a Community Wildland Fire Protection Plan that identifies mitigation opportunities to reduce wildland fire hazards. Four communities have finalized their Community Wildland Fire Protection Plans in 2020 (Ignace, Chapple, Conmee and Killarney).
- The ministry imported 169 firefighting personnel and 32 support staff from other jurisdictions for emergency wildland fire assistance in 2019. Within Canada, Ontario relied on support from Nova Scotia, Northwest Territories, New Brunswick, British Columbia, Prince Edward Island, Newfoundland and Labrador, Saskatchewan, and Parks Canada. Internationally, fire personnel came from Minnesota, Wisconsin and Michigan.
- Prior to the significant fire escalation in Ontario, MNRF provided support to Alberta, Yukon and Northwest Territories with specialized fire personnel,

equipment and aircraft resources. Ontario was also able to provide much-needed assistance to Australia over the winter in response to their severe wildland fire emergency.

Key Activity 2: Deliver Direct Services to the Public and Industry

- MNRF provided fishing and hunting opportunities to approximately two million Outdoors Card holders which generated over \$60 million in licence sales.
- The ministry provided approximately eight million fish for stocking purposes and population re-habilitation through the Fish and Wildlife Program's fish culture stations.
- Mandatory on-line hunter reporting using the Fish and Wildlife Licensing Service was implemented in 2019 to support sustainable wildlife management.
- The ministry distributed approximately 1.2 million rabies vaccine baits, tested 4,425 samples for rabies, and vaccinated over 3,000 raccoons and skunks by hand through MNRF's trap-vaccinate-release program. Raccoon and fox strain rabies cases in the province declined by 70% in 2019 from 2018 case numbers.
- MNRF received and considered 52 name proposals from members of the public for geographic features, resulting in 12 approved names. Five approved names were in memory of naval officers from Ontario who lost their lives in the Her Majesty's Canadian Ship (HMCS) Kootenay and HMCS Nipigon disasters in the 1960s.
- The ministry provided 50 geographic feature names for the Ontario portion of *Stories from the Land: Indigenous Place Names in Canada*.
- MNRF collected fees including rent from 11,000 tenants who occupy Crown land for a range of purposes, including those related to aggregates, petroleum, land rentals/sales and renewable energy. This generated \$143 million in revenue. The ministry is continuing to work to ensure that *Public Lands Act* service fees are aligned with the costs of providing services.
- MNRF provided 1,328 Crown Patents records to clients requesting them from April 1, 2019, to March 31, 2020.

- The ministry trained approximately 17,000 new hunters through the Ontario Hunter Education Program, generating over \$500,000 in revenue directed to the Fish and Wildlife Special Purpose Account.
- MNRF issued more than 8,000 trapping licences and trained more than 800 new trappers, generating over \$250,000 in revenue directed to the Fish and Wildlife Special Purpose Account.
- The ministry served more than 450 Ontario Wood partners, including recruitment of 26 new partners, and supported current partners by promoting their businesses to the people of Ontario through brand awareness that wood products from Ontario come from responsibly and sustainably managed public forests.
- The ministry leveraged federal funding to support small- and medium-sized forest products companies' access to new markets in other countries.
- The ministry released the Draft Forest Sector Strategy, which aligns with the government's stated priorities of red tape reduction, job creation, and promoting economic growth and prosperity across the province. The strategy also aligns with several other strategies of the government including the draft Made-In-Ontario Environment Plan and Ontario's Housing Supply Action Plan. It is designed to help Ontario achieve its objectives to grow the forest sector and create opportunity and prosperity for the people who depend on it while ensuring forests continue to be managed sustainably for future generations.
- MNRF responded to 145 Freedom of Information requests with an extended compliance rate of approximately 90 percent.
- The ministry published 55 new datasets to the Ontario Data catalogue and updated 21 datasets in the Ontario Data catalogue, including moving 10 data sets from restricted access to open access.
- MNRF responded to over 9,000 inquiries about Ontario's geospatial data and mapping services and products.

Key Activity 3: Promote Economic Growth and Job Creation

- MNRF led delivery of the Forestry Growth Fund and provided critical input into the review and transformation of the program and launch of the new Forest Sector Investment and Innovation Program, in cooperation with MEDJCT. The new program is consistent with the open for business – business success framework and the Ernst and Young Business Supports review.
- Three Minister's Orders were issued to allow developments important for a sustainable economy, including upgrades to water and waste systems to support infrastructure in First Nation communities, and the construction of a new school. One Lieutenant Governor in Council Order was issued to facilitate the construction of an electrical transmission system to connect 17 remote First Nations communities.
- The forest sector is an important part of Ontario's history and a critical part of the province's future. The forest sector generates \$18 billion in total revenue annually (Statistics Canada, 2018), \$6.5 billion in export revenue annually (Government of Canada, 2019), contributes \$4.3 billion to provincial GDP (Statistics Canada, 2018) and supports 155,000 jobs (MNRF, 2018). The draft Forest Sector Strategy sets out key goals and actions to transform the forest sector over the next 10 years. Together, the Ontario government and the forest industry, along with partners in the research and education sector, Indigenous communities and other levels of government, will create a business climate that fosters growth, promotes innovation, helps the industry adapt to an ever-changing business climate, and ensures that Ontario's forests will continue to be managed responsibly and sustainably for future generations.

Key Activity 4: Conduct Monitoring, Research, and Planning

- MNRF monitored the health of Ontario's inland lakes using the ministry's broad-scale monitoring program to describe the status and trend of important species to recreational, commercial and subsistence fisheries. The program started its third five-year cycle in 2018-19 with the completion of monitoring on 149 lakes and rivers and supporting Fisheries Management Zone planning in Zones 6, 10, 11 and 15. In 2019-20, 129 lakes were surveyed: 26 in Southern Region, 51 in the Northwest and 52 in the Northeast.

- The ministry conducted focused aquatic monitoring on several significant inland fisheries, including Lake of the Woods, Lake Nipissing, Lake Nipigon, Rainy River and the Tri-Lakes. In addition to status and trend data, water quality and fish contamination were evaluated on these water bodies collaboratively with MECP. In 2019-20, creel surveys were conducted on Rainy Lake and Rice Lake, and netting surveys took place on Lake of the Woods, Rice Lake and Lake Nipigon. In addition, summer and winter creels along with netting surveys and lake trout and whitefish egg collections were conducted on Lake Simcoe.
- The Lake Ontario lake-wide prey fish assessment was completed by the joint MNRF/New York State Department of Environmental Conservation Lake Ontario Committee to inform management decisions related to maintaining and enhancing the Lake Ontario salmon and trout fishery. The survey provides critical information on the status of prey fish that directly informs fish stocking levels to meet two key objectives: maintain the chinook salmon fishery and maintain the predator/prey balance in the lake.
- MNRF staff worked with deer hunters to conduct additional comprehensive Chronic Wasting Disease (CWD) monitoring in Wildlife Management Unit 65 in response to the detection of CWD on a game farm in Quebec. The ministry also conducted comprehensive CWD monitoring in southwestern Ontario as previously planned. In 2019-20, two surveillance zones, one in eastern Ontario and one in northwestern Ontario, were monitored for CWD and the disease was not detected.
- The ministry identified 600,000 hectares of forest defoliated by jack pine budworm in Northwestern Ontario through forest health monitoring. MNRF launched a pest management plan which commenced in the spring of 2019 to control the infestation. The plan incorporates multiple strategies including the use of an organic insecticide. An aerial spray program commenced in 2019-20 to mitigate the outbreak and its potential impacts on forests and wood supply in Red Lake, Dryden and Kenora.
 - 100,000 hectares of jack pine forest was sprayed in June 2019 with the organic insecticide. Early reports and monitoring suggest that the spray was effective in controlling jack pine budworm populations and good survivorship of the jack pine trees in those areas is expected. Monitoring suggests the population of jack pine budworm to be in decline in the core area of the 2019 outbreak.

- The ministry continued moose aerial inventories throughout 2019-20 with the completion of aerial surveys of 11 wildlife management units and one reserve. The surveys are conducted annually on a rotational basis to estimate the abundance and demographics of the moose population. The information is used to inform resident moose tag quotas.
- Forest health research and monitoring continued across Ontario targeting jack pine budworm, spruce budworm and forest tent caterpillar. Invasive species detection and monitoring efforts were undertaken for walnut twig beetle (not currently present in Ontario), emerald ash borer, beech bark disease and gypsy moth. Collaborative monitoring and research are ongoing with the Canadian Food inspection Agency, Canadian Forestry Service and other partners. Emphasis was on technical and science support for the 2019-20 pest control program for jack pine budworm in Northwestern Ontario involving aerial spraying of 90,000 hectares of forest near Red Lake.
- The Crown Land Use Policy Atlas was amended to provide better clarity for fishing and hunting activities.
- MNRF worked with the Canadian Food inspection Agency, Canadian Forestry Service, Quebec Wood Export Bureau, Quebec Forest Industry Council, and the Quebec Ministry of Forests, Wildlife and Parks to undertake research to test and document the effects of heat treatments in reducing the risk of potential invasive insect like the emerald ash borer and birch bronze borer in exported lumber. This is an ongoing project to help furnish information for addressing regulatory issues threatening the viability of eastern Canada hardwood lumber and value-added wood exports to the European Union. Several presentations and reports highlighting the results of this research have been made to support the argument that the heat treatment programs effectively mitigate risks of pest contamination in exported logs and lumber to support the case for the European Union to change their import regulations.
- Under the *Far North Act*, communities that have completed community-based land use plans – Pikangikum, Cat Lake, Slate Falls, Pauingassi and Little Grand Rapids – are now working with the ministry on implementation. Implementation activities include the pursuit of sustainable commercial forestry by Pikangikum and Cat Lake-Slate Falls. Pauingassi and Little Grand Rapids First Nations have advanced protected area planning for the dedicated protected areas in each

planning area through the development of draft interim management statements, including work associated with advancing the Pimachiowin-Aki United Nations Educational, Scientific and Cultural Organization (UNESCO) world heritage site planning discussions.

- Significant progress was made towards completing draft community-based land use plans with three communities: Marten Falls, McDowell Lake and Constance Lake.

Key Activity 5: Develop Legislation, Policies and Implement Programs

- Changes were made to the *Aggregate Resources Act* to reduce regulatory burden on business while protecting the environment and mitigating impacts to communities that included:
 - Reducing overlap between the *Aggregate Resources Act* and municipal processes;
 - Improving access to aggregates resources;
 - Streamlining approval processes, clarifying existing tools; and
 - Providing better protections for water resources and improving rehabilitation of aggregate sites.
- The ministry has committed to further consult on potential regulatory and policy changes to support aggregate reform in the future.
- Changes were made to the *Oil, Gas and Salt Resources Act* to reduce burdens to business that included:
 - Allowing future regulations, where appropriate, to relieve pre-existing operations from new requirements that would apply to new activities;
 - Expanding the ability to use rules-in-regulation approaches so they can be used for more activities;
 - Clarifying the types of geological evaluation and testing activities captured by the definition of ‘well’;
 - Modernizing how transparency objectives for annual Oil, Gas and Salt Resources Trust financial reports are achieved and how they are publicly shared; and
 - Providing clarity on process matters related to hearings and appeals.

- The ministry released a framework in April 2019 to guide the development of *Lakes and Rivers Improvement Act* Section 16 agreements with interested and qualified dam owners to allow repairs, alterations or improvements to their dams without MNRF approval. These agreements have the potential to enhance dam safety and reduce burden for the waterpower industry. MNRF executed an agreement with Ontario Power Generation on June 19, 2019 – the largest industrial dam owner in Ontario.
- In December 2019, working closely with MECP, the ministry amended the *Lakes and Rivers Improvement Act* to create a one-window approach for monitoring and reporting of methyl mercury impacts by the waterpower industry.
- The *Public Lands Act* was amended to increase clarity and efficiency for government, property owners and business owners, related to shoreline occupations, reduced liability for road activities and release of reservations on title to property.
- The ministry continued to finalize Ontario's Tree Seed Transfer Policy, developed through science collaboration between MNRF and Natural Resources Canada. Technical input was received from the forest industry, seed associations and nurseries.
- MNRF launched a new initiative that allows veterans and active members of the Canadian Armed Forces who reside in Ontario to fish for free using specific identification cards issued by the Department of National Defence and Veterans Affairs Canada.
- The ministry increased the number of certified humane traps that are regulated for use by Ontario trappers to support the fur industry, as part of the implementation of the Agreement on International Humane Trapping Standards.
- MNRF led and worked with partners to implement priority actions in the Ontario Invasive Species Strategic Plan to prevent the establishment and spread of invasive species. The ministry drafted Prevention and Response Plans for European water chestnut and water soldier.

- The ministry worked collaboratively with the Ontario Biodiversity Council, other jurisdictions and partners to support nature-based solutions and planning for the post-2020 global, national and provincial biodiversity frameworks.
- MNRF delivered legislated tax incentive programs and stewardship granting programs for landowners, stakeholders and partners, including Indigenous organizations and individuals.
- The ministry continued to engage key dam industry stakeholders through the MNRF Dam Owners Advisory Committee, which provides a forum for regular dialogue between government and industry, and for industry to provide advice to government on policy and programs related to dams.
- MNRF continued to lead projects within the OPS, the broader public service and private sector to acquire aerial photography. This work achieved cost savings of more than 75 percent for participants and ensured the data is accessible.
- The ministry continued to oversee the work of the Forestry Futures Committee in delivering on the objectives of the Forestry Futures Trust. Committee members administered programs with a focus on supporting silviculture projects, forest genetics management, independent forest audits, tenure modernization and an enhanced forest inventory program.
- MNRF prepared and submitted its 5-Year Environmental Assessment Report on Forest Management to MECP. The report documents MNRF's implementation of its requirements under the Environmental Assessment Act approval for forest management (Declaration Order MNR-75) for the period April 1, 2013 to March 31, 2018 and provides supporting information for requested changes to MNRF's Environmental Assessment approval submitted to MECP in the fall of 2019.
- On December 10, 2019, Bill 132, *Better for People, Smarter for Business Act, 2019* received Royal Assent. Amongst other provisions, the *Crown Forest Sustainability Act, 1994* is amended to:
 - Allow the Minister to issue permits for the removal of forest resources in cases where an activity requires the forest resources to be removed and not be renewed for the duration of the activity;
 - Explicitly authorize the Minister to extend a forest management plan; and

- Reduce red tape for the forest industry, consider recent changes in the *Endangered Species Act, 2007* and remove the requirement that work schedules must be approved by the Minister.
- MNRF supported the activities of the Canadian Council of Forest Ministers with participation in national and international events to share information on the sustainable management of Ontario's forests. Ontario was a key contributor to the renewal of Canada's forest strategy, "A Vision for Canada's Forests".
- Ministry staff continued to engage forest industry stakeholders through the Forest Information and Data Advisory Group, which provides a forum for regular dialogue between government and industry on the exchange of information in support of forest management planning and reporting.
- MNRF played a leadership role on interjurisdictional policy and technical committees, including the Canadian Dam Association, Canadian Council of Geomatics and the Canadian Land Directors Association. Participation has advanced evidence-based policy development through information-sharing and building relationships with regulators across Canada.
- The ministry continued to support the Association of Ontario Land Surveyors, the regulator for the land survey industry, in accordance with the *Surveyors Act*, by maintaining a presence at council to serve and protect the public interest and contribute to regulatory change.
- MNRF continued to maintain and update its suite of forest management guides to ensure that direction is based on the most current scientific, community, and Indigenous knowledge, is easy to use, addresses climate change, and does not unnecessarily restrict the forest industry or other forest users. The ministry initiated a project to revise the Forest Management Guide for Conserving Biodiversity at the Stand and Site Scale direction based upon recommendations from a formal review of the guide, which was completed in 2016.
- Ministry staff prepared an Afforestation Guide as a companion to the Southern Ontario Silviculture Guide. The guide contains advice and best management practices to support afforestation planning in southern Ontario. The guide will assist stakeholders, conservation authorities, woodlot owners, municipalities, consultants, and growers in making decisions on plantation establishment.

- MNRF worked with the Ministry of Labour, Training and Skills Development (formerly the Ministry of Training, Colleges and Universities) to implement forest industry heavy equipment and mill operations training in Northern Ontario for new and incumbent forest industry workers.

Table 7: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20*
Operating	\$642.5
Capital	\$40.6
Staff Strength ** (as of March 31, 2020)	2,846

* Interim actuals reflect the numbers presented in the *2020 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts>
<http://budget.ontario.ca/2020/marchupdate/index.html>

For questions or comments, please contact:

Office of the Minister of Natural Resources and Forestry
 Whitney Block, Room 6630
 99 Wellesley Street West
 Toronto, Ontario
 M7A 1W3

Phone: 416-314-2301

Further information about the ministry and its programs can be found on the [ministry's website](#).

We are committed to providing [accessible customer service](#). If you need accessible formats or communications supports, please contact dan.boudreau@ontario.ca.

Estimates Briefing Book 2020-21

Office of the Premier

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Office of the Premier provides a leadership role to ministries and government to support people, families, businesses and workers across the province.

Ministry Programs

The Office of the Premier coordinates and facilitates the government's mandate and all programs integral to the successful implementation of government priorities.

Programs include activities in the following areas:

- **Executive Offices:** Premier's Office and Office of the Chief of Staff
- **Issues Management and Legislative Affairs:** Coordination of Legislative Affairs, Freedom of Information Requests
- **Policy:** Policy Advice and Support, Legislative Agenda Planning, Cabinet/Committee Agenda Planning
- **Communications:** Strategic Communication Services, Media Relations and other related services
- **Administration and Operations:** Public Appointments, Human Resources and Tour

COVID-19 Response

The government's primary focus is on protecting the health and well-being of individuals and families, supporting frontline health care workers, essential workers and businesses, and providing immediate support to protect people and jobs.

In addition to immediate resources to respond to the 2019 Novel Coronavirus (COVID-19) pandemic, the government is:

- Making additional investments in critical programs, supplies and services

- Ensuring support programs are in place for people and businesses engaging with the federal government, provinces and territories on measures related to COVID-19

The government is also developing a plan to stimulate economic growth and job creation, while maintaining health and safety. That includes:

- Providing resources and supports for businesses and workers in the workplace
- Developing a framework for reopening the province

2020-21 STRATEGIC PLAN

The government will respond swiftly and effectively to the global COVID-19 pandemic by working with partners and other levels of government to ensure the necessary resources are in place to protect the health of the people and economy in the province through:

- Providing certainty to hospitals, schools, municipalities and other partners for the year to come
- Increasing resources for the health care system and direct support for people and jobs to respond to COVID-19
- Partnering with businesses and other sectors to lead Ontario's economic recovery
- Taking actions to protect jobs and ensure long-term economic growth

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	0.0
Other Operating	2.4
Capital	0.0
TOTAL	2.4

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

The Office of the Premier personnel provide essential support for the Premier of Ontario in their roles as head of the Executive Council and head of the Ontario Government.

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20* \$	Interim Actuals 2019-20* \$	Actuals 2018-19* \$
OPERATING EXPENSE						
Office of the Premier	2,326,800	-	-	2,326,800	2,326,800	2,322,278
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	2,326,800	-	-	2,326,800	2,326,800	2,322,278
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	105,861	-	-	105,861	105,861	100,572
Ministry Total Operating Expense	2,432,661	-	-	2,432,661	2,432,661	2,422,850
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(244,854)
Total Including Consolidation & Other Adjustments	2,432,661	-	-	2,432,661	2,432,661	2,177,996
CAPITAL EXPENSE						
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	7,530
Total Including Consolidation & Other Adjustments	-	-	-	-	-	7,530
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,432,661	-	-	2,432,661	2,432,661	2,185,526

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18* \$	Actuals 2018-19* \$	Estimates 2019-20 \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,413,821	2,185,526	2,432,661	2,432,661
		-9%	11%	0%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

APPENDIX

ANNUAL REPORT

Key results achieved are documented and tracked across government in ministry specific plans.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	0.0
Other Operating	2.4
Capital	0.0
Staff Strength ** (as of March 31, 2020)	61.0

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry for Seniors and Accessibility

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry for Seniors and Accessibility strives to create an inclusive barrier-free Ontario where seniors and people with disabilities are independent, safe and socially connected. Through targeted supports, policy and program development, cross-government collaborations and strategic partnerships with businesses and not-for-profit organizations, the ministry supports seniors and people with disabilities in accessing services and resources to enable them to lead independent and socially engaged lives in their communities and to fully participate in the economy as consumers and contributors. As seniors and people with disabilities are as diverse as the rest of the population, their needs are equally diverse. The ministry's policies and programs reflect this reality.

In addition, due to the COVID-19 pandemic, the ministry has undertaken new initiatives to support seniors and people with disabilities through this unprecedented and challenging time.

To achieve this, the Ministry:

- Develops policy and programs that promote and facilitate the social, cultural and economic participation of seniors and people with disabilities in all aspects of day-to-day life.
- Administers and oversees compliance and enforcement of accessibility laws such as the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and Ontarians with Disabilities Act, 2001 (ODA).
- Administers the Retirement Homes Act, 2010 (RHA) and the Seniors Active Living Centres Act, 2017 and oversees the Retirement Homes Regulatory Authority (RHRA).
- Collaborates across government with key partners, as well as municipalities and community organizations to develop and fund programs to support greater access, independence, social connection, and active living for seniors and people with disabilities.
- Helps seniors stay healthy and safe including through the prevention of elder abuse.
- Ensures that people with disabilities are engaged in the ministry's activities and legislative processes.

- Works with employers to champion the business case and economic benefits of employing seniors and people with disabilities.
- Partners with disability organizations to help connect people with disabilities with employers.
- Brings an accessibility and seniors lens to government policies, programs, services and initiatives.
- Supports the development and delivery of educational tools, resources, and events.
- Works across government to remove and prevent accessibility barriers in the Ontario Public Service (OPS) and leads the development and reporting of the OPS Multi-Year Accessibility Plan.
- Works with Federal/Provincial/Territorial partners and participate on policy forums and tables to discuss common challenges, share best practices and identify opportunities for collaboration.

COVID-19 Response

The top priority of the Ministry for Seniors and Accessibility is the health and well-being of seniors and people with disabilities. The ministry works closely with partner ministries and stakeholders to develop and implement policies and programs that address the pressing needs of seniors and people with disabilities due to COVID-19, and those that impact the residents and staff in licenced retirement homes.

From amendments to regulations, drafting emergency orders, and working across government to establish a consistent and adequate process to supply personal protective equipment, the ministry has been steadfast in its efforts to protect the health and safety of those living and working in the retirement homes sector.

The Ministry has also refocused existing programs, services and activities to address the impact of the pandemic by changing how services are delivered while meeting the existing and new needs of socially isolated seniors and people with disabilities.

Ministry Programs

The Ministry supports, develops and delivers policies and public services to improve the quality of life for seniors and people with disabilities. It helps seniors lead safe,

engaged, active and healthy lives and improves accessibility and employment for people with disabilities. Acting as an agent for positive change, the ministry plays a leadership role in advising on the development of government policies and programs that impact seniors and people with disabilities.

The Ministry is organized into two divisions that play the following key roles:

Seniors and Accessibility Policy Programs & Strategic Partnerships:

- Develops policy, programs and strategic partnerships to help seniors and people with disabilities stay independent, active, safe and socially connected.
- Collaborates with other ministries to ensure seniors and accessibility considerations are built into government-wide policies and programs.
- Collaborates with stakeholders including accessibility and seniors' organizations, employers (including the Employers' Partnership Table), partner ministries, and broader public sector to support evidence-based, informed policy approaches and to undertake joint initiatives.
- Leads policy and regulatory development related to the Retirement Homes Act, 2010 and oversees the Retirement Homes Regulatory Authority with the aim to ensure that retirement home residents are safe, respected and can make informed choices about their care options.
- Leads the design, implementation and management of the Seniors Community Grant program and the Seniors Active Living Centres program.
- Improves access to information about programs and services available to seniors and individuals with disabilities by supporting the development of educational resources and facilitating information-exchange with key partners and Ontarians.
- Supports ministries in addressing obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) by developing government approaches, strategies and tools.
- Consults with partner ministries, the Government of Canada and other provincial/territorial jurisdictions.

Accessibility for Ontarians with Disabilities:

- Leads the planning, delivery and oversight of all activities undertaken by the Minister's statutory advisory bodies including the Accessibility Standards Advisory Council, Standards Development Committees, and Legislative Reviewers.
- Leads all legislative and regulatory policy activities on the development and implementation of the AODA, new accessibility standards and the review of existing standards in O.Reg. 191/11 - Integrated Accessibility Standards.

- Helps ensure public, private and not-for-profit sector organizations understand and comply with the provincial accessibility standards by conducting compliance assistance, audit, and enforcement activities in alignment with the government's overall compliance objectives.
- Educates and builds awareness among businesses, not-for-profit organizations and the broader public sector about accessibility laws, and ensures businesses and communities understand and have the tools and supports required to comply with the AODA and to champion accessibility.

COVID-19 Response

Given the population base the ministry serves, all programs and activities have been refocused to address the needs of seniors and people with disabilities during the COVID-19 pandemic.

2020-21 STRATEGIC PLAN

The Ministry supports the government plan to build a future with a better quality of life and a higher standard of living. The ministry will contribute to a better quality of life by continuing work on creating an inclusive barrier-free Ontario, where seniors and people with disabilities are independent, safe, active and socially connected. It will make Ontario more accessible for everyone as well as promote the benefits of age-diverse, accessible workplaces and communities where everyone is respected and able to participate and enjoy the future they deserve.

In 2020-21, the Ministry will focus on:

- Supporting seniors throughout the COVID-19 crisis by:
 - Helping all licensed retirement homes prevent and contain COVID-19 through immediate relief for costs related to infection control, active screening, staffing and personal protective equipment.
 - Working with Public Health Ontario to identify retirement home residents as a priority group for testing and enabling the automatic testing for COVID-19 when retirement homes submit samples for standard respiratory testing to ensure the identification of potentially unknown cases.
 - Working across government to establish a consistent and adequate process to supply personal protective equipment to retirement homes.
 - Amending O. Reg. 166/11, the general regulation under the Retirement Homes Act, 2010 to require all retirement homes in Ontario to follow any guidance, advice or recommendations given to retirement homes by the provincial Chief Medical Officer of Health.

- Establishing emergency orders under the March 17, 2020 declaration of emergency to:
 - provide retirement homes with more flexibility to recruit and reassign staff to address the impacts of this new virus and to focus more resources toward implementing the protocols and procedures put in place to keep residents safe;
 - require retirement homes to report any outbreak of COVID-19 to the Retirement Home Regulatory Authority, as well as the local medical officer of health;
 - address potential labour relations implications associated with the homes temporarily taking in hospital patients and potentially requiring care and staff beyond what is provided in the current retirement homes context; and
 - limiting the work of retirement home staff from working in more than one retirement home or in a long-term care home or other health care setting to reduce the risk of transmission between care settings.
- Working with sector partners to utilize technology to address negative impacts of social isolation of seniors amid physical distancing directives.
- Ensuring vulnerable seniors and people with disabilities have access to the essentials they need to live at home, e.g., food and medicine, during the COVID-19 public health emergency.
- Developing a multi-ministry *Strategy for an Aging Population* to create an Ontario, where older adults are respected, supported and living well in their communities. The strategy will help seniors:
 - Remain healthy, active and socially engaged.
 - Stay safe and secure.
 - Age at home and in communities.
 - Participate in the labour market and economy as they wish.
- Supporting seniors in the community by:
 - Continuing Seniors Active Living Centre programs, which provide social and recreation programs for seniors;
 - Providing Seniors Community Grants to not-for-profit community groups for projects to encourage greater social inclusion and volunteerism;
 - Promoting Age-Friendly Communities to make communities more inclusive and accessible for all older residents;
 - Providing information through public education to support healthy aging;
 - Recognizing seniors' contributions; and

- Improving access to information about programs and services available to seniors.
- Helping keep older Ontarians safe and secure by:
 - Supporting and increasing awareness of seniors' safety as well as enhancing security for individuals who may experience vulnerabilities due to cognitive and physical challenges or abuse;
 - Implementing the Retirement Homes Act, 2010 and oversee the Retirement Homes Regulatory Authority;
 - Supporting elder abuse prevention; and
 - Overseeing the Finding Your Way (Wandering Prevention) program.
- Reducing barriers for people with disabilities under the four key areas of the *Advancing Accessibility in Ontario Framework*:
 - Breaking down barriers in the built environment.
 - Government leading by example in its role as a policy maker, service provider and employer.
 - Increasing participation in the economy for people with disabilities.
 - Improving understanding and awareness about accessibility.
- Making it easier for businesses to become accessible based on key inputs from reviews and to comply with the law through simplified messaging and processes.
- Coordinating the implementation of the Ontario Public Service (OPS) Multi-Year Accessibility Plan, beginning the development of the next multi-year plan, and lead by example by working with ministries to embed accessibility in their policies, programs, and services.
- Working across government to help ensure government information and communications on COVID-19 is available in accessible formats and that other unique needs of people with disabilities are considered in the development of COVID-19 initiatives.
- Working with partners to support Ontarians with disabilities during the self-isolation period by finding ways to ensure that assistance and support is available by:
 - Encouraging volunteerism and providing support for our partners in the disability community
 - Encouraging businesses and other organizations to consider the unique needs of people with disabilities in the delivery of goods and services
- Providing support to the Rick Hansen Foundation to administer the Rick Hansen Foundation Accessibility Certification program in select communities across the province to determine ways to remove identified barriers in the built environment for people with visible and invisible disabilities.

- Leveraging partnerships to educate the public and businesses on the economic benefits of accessibility, break down myths and address the stigma about people with disabilities.
- Focusing public education and outreach activities on key accessibility barriers including employment for people with disabilities and accessible communities.
- Ensuring the policy development, implementation and enforcement of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- **Expected outcomes** include:
 - Retirement home residents and staff are kept informed, safer and healthier during the COVID-19 crisis.
 - Isolated and vulnerable seniors and people with disabilities can better access essentials (e.g. food, medicine, and community) during the COVID-19 crisis.
 - Older Ontarians remain in the community, reducing demand on acute and long-term care.
 - More older adults are connected and engaged, reducing social isolation and leading to wellness and better health.
 - Ontarians are less at risk for abuse and fraud, and their rights and dignity are protected.
 - More older adults are employed and volunteering, achieving greater financial security.
 - More businesses engaged in employing people with disabilities and helping to grow the economy.
 - People with disabilities can fully participate in all aspects of daily life, reducing social and economic isolation as well as leading to overall improved health.
 - Reduction of barriers that people with disabilities and older Ontarians face in their daily lives including employment and the built environment.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

COVID-19 Approvals	10.0
Other Operating	48.1
Capital	0.0
TOTAL	58.1

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

MINISTRY FOR SENIORS AND ACCESSIBILITY
Table A1: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration Program	4,210,800	(181,000)	(4.1)	4,391,800	5,411,800	4,182,464
Seniors and Accessibility Policy Program	37,966,700	13,755,400	56.8	24,211,300	33,921,300	25,315,483
Accessibility for Ontarians with Disabilities	16,054,400	(3,396,700)	(17.5)	19,451,100	15,501,100	16,231,300
Total Operating Expense to be Voted	58,231,900	10,177,700	21.2	48,054,200	54,834,200	45,729,247
Statutory Appropriations	66,014	18,173	38.0	47,841	47,841	49,301
Ministry Total Operating Expense	58,297,914	10,195,873	21.2	48,102,041	54,882,041	45,778,548
Consolidation Adjustment - General Real Estate Portfolio	(150,000)	109,900	42.3	(259,900)	(259,900)	(226,179)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(100,000)
Total Including Consolidation & Other Adjustments	58,147,914	10,305,773	21.5	47,842,141	54,622,141	45,452,369
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	1,000	-	-	1,000	1,000	-
Ministry Total Operating Assets	1,000	-	-	1,000	1,000	-
CAPITAL EXPENSE						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Seniors and Accessibility Policy Program	2,000	(3,000,000)	(99.9)	3,002,000	2,202,000	6,843,900
Total Capital Expense to be Voted	3,000	(3,000,000)	(99.9)	3,003,000	2,203,000	6,843,900
Statutory Appropriations	2,000	-	-	2,000	2,000	-
Ministry Total Capital Expense	5,000	(3,000,000)	(99.8)	3,005,000	2,205,000	6,843,900
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(142,583)
Total Including Consolidation & Other Adjustments	5,000	(3,000,000)	(99.8)	3,005,000	2,205,000	6,701,317
CAPITAL ASSETS						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Seniors and Accessibility Policy Program	1,000	-	-	1,000	1,000	-
Total Capital Assets to be Voted	2,000	-	-	2,000	2,000	-
Ministry Total Capital Assets	2,000	-	-	2,000	2,000	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	58,152,914	7,305,773	14.4	50,847,141	56,827,141	52,153,686

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20 *	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	47,788,185	52,153,686	50,847,141	58,152,914
		9%	-3%	14%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Accessibility Standards Advisory Council (ASAC)

The statutory Accessibility Standards Advisory Council is responsible for providing high-level strategic advice to the Minister responsible for the Accessibility for Ontarians with Disabilities Act, 2005 on matters related to the implementation of this legislation and other accessibility matters, including accessibility standards.

REGULATORY AUTHORITY

Retirement Homes Regulatory Authority

The Ministry is responsible for policy and regulatory development related to the Retirement Homes Act, 2010 (RHA) and for managing the government's accountability relationship with the Retirement Homes Regulatory Authority (RHRA). The RHRA is an independent regulatory body created by the RHA to administer and enforce the RHA and its regulations on behalf of the government. The RHA provides a framework for the regulation of retirement homes in Ontario and establishes a requirement for a memorandum of understanding between the ministry and the RHRA setting out the requirements related to the governance of RHRA, its administration of the RHA and carrying out its other objects under the RHA.

The RHRA is responsible for licensing retirement homes, educating licensees, and conducting inspections, investigations and enforcement activities. It also handles consumer complaints about retirement homes, provides consumers with information about retirement homes, and maintains a public register of retirement homes in Ontario.

During the COVID-19 crisis, the RHRA has played a key role in communicating with retirement homes and supporting them by providing necessary resources and guidelines on infection prevention and control based on directives of the Chief Medical Officer of Health, as well as connecting them to relevant contacts and authorities for additional information and supply of staffing and personal protective equipment. The RHRA also provides daily outbreak reports to the ministry and ongoing updates with respect to status of specific homes.

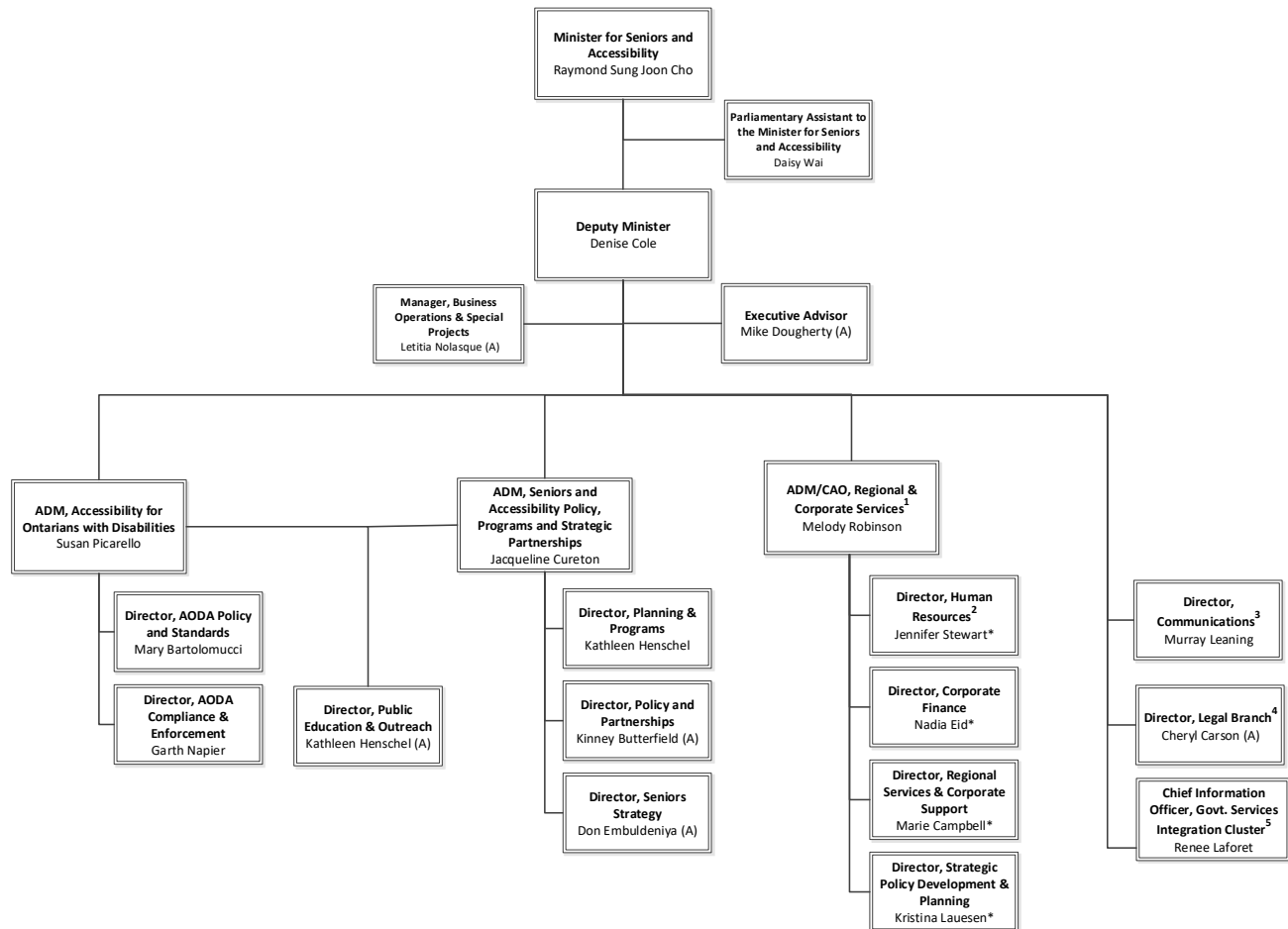
LEGISLATION

The Ministry administers the following legislation:

- Seniors Active Living Centres Act, 2017
- Retirement Homes Act, 2010
- Accessibility for Ontarians with Disabilities Act, 2005
- Ontarians with Disabilities Act, 2001

MINISTRY ORGANIZATION CHART

April 2020



¹ Administratively reports to Ministry of Heritage, Sport, Tourism and Culture Industries.

² Also reports to ADM, HR Service Delivery, Ministry of Government and Consumer Services.

³ Also reports to DM, Communications

⁴ Also reports to DM of Ministry of Heritage, Sport, Tourism and Culture Industries and ADAG, Ministry of the Attorney General.

⁵ Also Reports to Corporate Chief Information and Information Technology Officer, Ministry of Government and Consumer Services.

* Also provides services to ADM/CAO of Ministry of Heritage, Sport, Tourism and Culture Industries and ADM/CAO of Ministry of Francophone Affairs

Note: "(A)" denotes acting.

APPENDIX

ANNUAL REPORT

- In support of the 2019 Budget commitment, the Ministry in partnership with multiple ministries (Ministry of Health, Ministry of Long-Term Care, Ministry of Municipal Affairs and Housing, Ministry of Attorney General, Ministry of Finance, Ministry of Government and Consumer Services) developed a framework for a multi-year strategy (2020-2024) aimed at:
 - Creating an Ontario where older adults are respected, supported to live independently in their communities, and ensure they stay healthy and safe.
 - Promoting active aging to alleviate pressures on and protect the sustainability of the health care system.
 - Increasing social engagement and participation in the labour market or volunteer sector.
 - Improving navigation and access to the information, programs and services they need to age well.
 - Supporting seniors who are aging with disabilities and those who develop disabilities as part of their aging process.
 - Integrating aging and accessibility concerns into all policy considerations.
- Refocused and realigned ministry programs and use of resources in support of the government commitments, including:
 - Building capacity, extending the reach of and leveraging the existing network of Seniors Active Living Centres.
 - Refocusing the Seniors Community Grant program to prioritize the prevention of social isolation and elder abuse.
 - Realigned and leveraged existing partnerships with organizations, ensuring support to seniors, their families and caregivers through education and direct programs, as well as reviewing and overhauling existing programs to narrow their focus with clear outcomes to ensure that money is going to direct programming with minimal administration costs.

- Expanding the use of existing digital platforms to reduce administrative burden for seniors-focused organizations and make it simpler for seniors to access information.
- Took into consideration the recommendations of the Third Legislative Review of the Accessibility for Ontarians with Disabilities Act, 2005 report to inform the development of accessibility initiatives and approaches.
- Developed and announced the Framework for Advancing Accessibility in Ontario, which focuses Ontario's efforts in four key areas to create a barrier-free and inclusive province.
- Provided \$10 million to licensed retirement homes in Ontario to support prevention and containment of COVID-19 by providing immediate relief for costs related to infection control and screening, staffing and personal protective equipment.
- Contributed \$3 million in more than 260 projects through the Seniors Community Grant program to help aging adults stay healthy, safe and socially connected in their communities across the province. In 2019-20 the focus of this program was to support the needs of seniors living in underserved rural, remote, multicultural and Francophone communities. Specifically, it included:
 - Initiatives that focus on elder abuse.
 - Programs and services that help prevent social isolation.
 - Projects to increase accessibility and senior's safety.
 - Activities to help keep seniors active and socially engaged.
- Provided \$14.1 million to invest in more than 300 Seniors Active Living Centres programs across Ontario to reduce the risk of becoming socially isolated for those seniors who face financial and other obstacles in accessing programs and services. This funding will help older Ontarians to participate in activities that will help them remain active, socially connected, safe and healthy while aging at home.
- \$2.0 million to support small, rural and urban non-profit retirement homes to help fund the cost of installing automatic sprinklers to ensure the safety of residents and compliance with the Ontario Fire Code.
- Invested in 10 projects that address gaps in areas of employment, design and transit and foster cultural change to prevent barriers that impact the daily lives of people with disabilities through the ministry's EnAbling Change program. Examples of projects include:

- \$100,000 in an inclusive hiring project with the Retail Council of Canada, through the EnAbling Change program, as part of supporting and promoting accessible recruitment and retention in retail business across Ontario as well as to educate retailers on the economic advantage of hiring people with disabilities. The Retail Council of Canada created a series of webinars to promote inclusive hiring and developed a guidebook to help retailers of all sizes make their stores more accessible.
- \$61,000 in a project with Variety Village to develop training resources and deliver training to support health, recreation, sport and elder care professionals to help seniors with disabilities stay active as they age and their abilities change.
- \$75,000 in a project with the Canadian Council on Rehabilitation and Work to deliver a Disabilities Mentoring Day providing one-on-one shared learning experience between persons with disabilities and employers with 31 mentoring matches.
- \$50,000 in a project with One World Schoolhouse to implement Readable Fest, a specialized reading program for students in grades 3 to 5 to address the critical task of building more accessible school communities. Readable Fest had 15 schools in Simcoe County District School Board participate in the program, reaching approximately 1200 students from 50 classrooms.
- \$50,000 to the Ontario Public Transit Association to develop an outreach campaign to educate their stakeholders and the public about several accessibility requirements for public transit users. Topics may include: accessible seating and mobility aid spaces on conventional transit buses; accommodating service animals on public transit vehicles; and priority boarding etiquette.
- Provided \$191,100 to Destination Ontario, an agency of the Ministry of Heritage, Sport, Tourism and Culture Industries to enhance the accessibility information currently available on Ontario's official tourism website, OntarioTravel.net. The enhanced accessibility features (20 features and an accessible search filter) have been live on the OntarioTravel.net website since their soft launch on January 31, 2020 and will help travelers with accessibility considerations make more informed decisions about which tourist sites best meet their accessibility needs.
- Made available the "Accessibility in Ontario: Information for Business" digital resource on the provincial government's website. This comprehensive webpage provides resources in one place to help employers create accessible

and inclusive workplaces to ensure people with disabilities fully participate in their communities and economy.

- Provided \$600,000 to the Alzheimer Society of Ontario to deliver Finding your Way program. It is a multicultural wandering prevention program that provides practical tools and advice for individuals, caregivers and the community to recognize and reduce the risk of someone with dementia going missing, while supporting a quick and safe return.
- Provided \$900,000 to Elder Abuse Prevention Ontario to Continue to build capacity to improve response coordination at the community level; promote the rights of seniors and educate the public on how to recognize elder abuse (EA) and how to support at-risk seniors and where to get help; and train and support front-line service providers so they know how to prevent, detect, respond and support at-risk seniors.
- Provided \$123,750 to the Assaulted Women's Helpline in partnership with the Ministry of Children, Community and Social Services in order to support the delivery of the Seniors Safety Line. This 24/7 toll-free phone line provides first-level emotional support, as well as information and referral services to seniors, concerned citizens, and service providers looking to assist in cases of elder abuse.
- Provided \$106,000 to Queen's University to promote awareness and outreach to communities and groups across Ontario related to implementation of AFC principles and use of AFC tools; maintain and support an AFC knowledge exchange for Ontario communities through established services and resources, including through provincial website, Knowledge Broker, regular webinars and newsletters, support for regional networks; and collect and analyze data related to the evaluation of AFCs in Ontario.
- Provided \$230,000 to the Older Adults Centres' Association of Ontario to continue to: deliver and coordinate 45 Seniors Information Fairs, deliver up to 33 targeted educational presentations on seniors' topics in partnership with 12 key seniors organizations, encourage the delivery of health clinics at fairs, host an annual conference, complete a provincial SALC Profile survey and deliver six regional workshops.
 - During the COVID-19 crisis, some funding was re-directed to support OACAO's delivery of training sessions on how seniors' centres could implement innovative technology to allow socially isolated seniors to connect with their community remotely.
- Provided \$150,000 to La Fédération des aînés et des retraités francophones de l'Ontario in 2019-20 to support the delivery of various educational programs

to Francophone seniors focusing on legal issues, elder abuse prevention, and addressing mental health and addiction. This work ensures that Francophone seniors in Ontario can feel supported in some of the areas where they are most vulnerable.

- Contributed \$250,000 to develop and deliver a seniors' mental health and addictions educational program to increase awareness among seniors regarding risk factors and prevention strategies, signs and symptoms of mental health and addiction issues, and how to access supports. This program will be delivered across the province in community settings such as the Seniors Active Living Centres.
- Invested \$1.3 million over two years through a new partnership with the Rick Hansen Foundation for a certification program to provide accessibility ratings to 250 facilities in select communities across Ontario and help determine ways to remove identified barriers in the built environment.
- Completed the final year of the Fire Sprinkler Retrofit program. The cost-shared program provided funding to 116 small, rural and urban non-profit licensed retirement homes to complete the installation of automatic sprinklers. By year-end, 112 of 116 retirement homes in the program had sprinkler systems installed and operational.
- Contributed funding as part of a multi-ministry partnership, to the Abilities Centre for the LEAD-ON program which will support organizations in their efforts to embed accessibility and inclusion in their organization.
- Created a free resource to help groups and communities make their Remembrance Day and memorial ceremonies more accessible. This resource provides information and a checklist to help plan events and consider accessibility to allow participation of all Ontarians.

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals	10.0
Other Operating	44.6
Capital	2.2
Staff Strength ** (as of March 31, 2020)	134

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

Ministry of the Solicitor General

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PART I: 2020-21 PUBLISHED PLAN

Ministry of the Solicitor General

Ce document est disponible en français

MINISTRY OVERVIEW

Purpose

The Ministry of the Solicitor General is committed to ensuring that all of Ontario's communities are supported and protected by law enforcement and correctional services, and that public safety is effective, efficient and accountable.

To carry out this mandate, the ministry has a wide range of responsibilities to ensure the safety and security of the people of Ontario through effective crime prevention, police oversight and setting province-wide police standards, as well as maintaining the physical security of Ontario by coordinating public safety standard initiatives among municipal fire and emergency service organizations. It oversees the governance and licensing of private security and is directly responsible for Ontario's animal welfare enforcement system. In addition, the ministry is charged with providing care, custody and supervision for those on remand, or who are serving a court ordered custodial or community sentence.

The Ministry of the Solicitor General is directly responsible for a number of organizations that contribute to community safety including the Ontario Provincial Police (OPP), the Office of the Chief Coroner, the Ontario Forensic Pathology Service, the Office of the Fire Marshal and Emergency Management and the Anti-Racism Directorate. The ministry operates three training facilities – the Ontario Police College, Ontario Fire College and Correctional Services Recruitment and Training Centre for law enforcement, fire services, correctional officer and probation and parole officer training and continuous education.

COVID-19 Response

During an emergency situation, such as the Declaration of Emergency made by the province during the COVID-19 outbreak, the Ministry of the Solicitor General is involved in the development and execution of all Emergency Orders and works across government to keep ministries updated on emergency developments while coordinating an effective response.

Ministry Contribution to Priority Outcomes

The Ministry of the Solicitor General is dedicated to making Ontario a safer place to live, work and raise a family. The ministry is focused on five key priority areas and the initiatives outlined in the Annual Report support these priorities:

- To build safer communities by ensuring police have the tools, resources and supports they need
- To build better communities through initiatives such as a modernized animal protection enforcement model and to remove barriers and support inclusivity through an effective Anti-Racism Directorate
- To ensure that our communities are prepared in case of a natural or other emergency and that public safety infrastructure is resilient
- To modernize Ontario's adult correctional system
- To improve mental health awareness and wellness supports for frontline staff

Legislation

Legislation administered by Ministry of the Solicitor General:

Ammunition Regulation Act, 1994

Regulates the sale of ammunition. The act generally requires that purchasers be a minimum of 18 years old and requires that businesses keep certain records.

Anatomy Act

Allows the General Inspector (Chief Coroner) to send bodies, which have been donated or are unclaimed, to universities or colleges for educational purposes.

Anti-Racism Act, 2017

Regulates the strategy to eliminate racism in Ontario relating to anti-Indigenous racism, anti-Black racism, anti-Semitism and Islamophobia reflect histories of systemic exclusion, displacement and marginalization.

Christopher's Law (Sex Offender Registry), 2000

Requires sex offenders who are residents of Ontario to register with police upon conviction and on an annual basis and at any time that they change their address. The ministry is required to maintain the registry and provide access to the police.

Coroners Act

Provides for investigations by Coroners into the circumstances surrounding certain deaths. The act sets out the circumstances under which an inquest will be held and the procedures for holding an inquest.

Correctional Services Staff Recognition Week Act, 2016

Proclaims the week commencing on the first Monday in May in each year as Correctional Services Staff Recognition Week.

Emergency Management and Civil Protection Act

Addresses both emergency preparedness and emergency response at municipal and provincial levels. The act requires municipalities and ministries to develop emergency programs and formulate emergency plans.

Fire Protection and Prevention Act, 1997

Governs fire safety in Ontario and sets fire protection requirements for municipalities. The act establishes the Office of the Fire Marshal to oversee the operation of fire departments.

Firefighters' Memorial Day Act, 2000

Establishes the first Sunday in October as Firefighters' Memorial Day to honour firefighters.

First Responders Day Act, 2013

Establishes May 1 in each year as First Responders Day.

Forensic Laboratories Act, 2018

Imposes an accreditation requirement with respect to the carrying out of a laboratory test in a prescribed category that is requested for the purpose of legal proceedings, for some other legal purpose or pursuant to an order of a court or other lawful authority.

Hawkins Gignac Act (Carbon Monoxide Safety), 2013

Establishes the annual carbon monoxide awareness week.

Imitation Firearms Regulation Act, 2000

Regulates the sale and other transfers of imitation firearms and deactivated firearms, and prohibits the purchase and sale of starter pistols capable of being adapted for use as firearms.

Interprovincial Policing Act, 2009

Provides a framework for the exercise of police powers in Ontario by police officers from other provinces. Reciprocal legislation in other provinces permits Ontario police to exercise powers in those provinces.

Mandatory Gunshot Wounds Reporting Act, 2005

Requires hospitals that treat a person for gunshot wound(s) to disclose this fact to the local police.

Ministry of Correctional Services Act

Establishes the legislative framework for correctional services in Ontario and governs matters relating to the detention and release from custody of remanded and sentenced inmates. The act provides for community supervision services and establishes the Ontario Parole Board. The powers and duties of the Minister of Correctional Services are to be exercised by the Solicitor General, by Order in Council.

Ministry of the Solicitor General Act

Establishes the Ministry of the Solicitor General.

Missing Persons Act, 2018

Establishes measures to assist members of a police service in locating a missing person in the absence of a criminal investigation. Also allows officers to apply for an order, or make an urgent demand, for the production of records to assist in locating a missing person or a search warrant to facilitate a search for a missing person.

Pawnbrokers Act

Provides for the licensing of pawnbrokers and for the collection and production of information regarding items pledged. Act is to be repealed on a day named by proclamation.

Police Record Checks Reform Act, 2015

Sets out a process and exceptions governing requests for searches of the Canadian Police Information Centre databases, or other police databases, in connection with screening an individual for certain purposes.

Police Services Act

Provides the legislative framework for policing in Ontario. This act requires municipalities to decide on the method of providing adequate and effective policing in their communities. This act also creates the Ontario Provincial Police, the Special Investigations Unit, the Ontario Civilian Police Commission, the Independent Police Review Director and the Ontario Police Arbitration Commission.

Private Security and Investigative Services Act, 2005

Regulates private investigators and security guards. The act replaced the Private Investigators and Security Guards act.

Provincial Animal Welfare Services Act, 2019

Sets out inspection, enforcement and appeal procedures for the prevention of cruelty to animals and deals with animals in distress. The act also continues the Animal Care Review Board.

Security for Electricity Generating Facilities and Nuclear Facilities Act, 2014

Sets out various powers for peace officers in respect of restricted access to electricity and nuclear generating facilities.

Key Performance Indicators

The ministry is committed to ensuring Ontarians are safe in their communities by focusing on the following performance indicators:

- The ministry is committed to addressing the increase in violent crime in Ontario. In 2018, Ontario's police-reported Violent Crime Severity Index¹ was 73. This was an increase of 12% since 2016, suggesting that violent crime has become more severe over the last three years. The trend for the police-reported crime rate² in Ontario showed similar increases, reported at 4,487 per 100,000 population in 2018, which was an increase of 10% since 2016.
- The ministry is committed to reducing gun and gang violence in Ontario. In 2018, there were 120³ gun-related homicides in Ontario. This was an increase of 46% since 2016. The trend for gang-related homicides was lower, with 51⁴ reported in 2018, an increase of 16% since 2016, suggesting that there has been an increase in gun and gang related crime over the last three years.
- Ontario is committed to reducing the rate of reoffending among those released from custody and community supervision. Data reported in 2019 states that 36% of offenders who were released from custody⁵ and 23% of offenders who were released from community supervision in 2016-17 re-offended during the following two years. The percent of reoffenders is down 8% for custody and up 1% for community supervision from five years prior⁶.

¹ <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510002601&pickMembers%5B0%5D=1.16>

² <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510017701&pickMembers%5B0%5D=1.16&pickMembers%5B1%5D=2.1>

³ <https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00016/tbl/tbl03a-eng.htm>

⁴ <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510007501&pickMembers%5B0%5D=1.4>

⁵ This includes only those offenders who had served a sentence of 6 months or more.

⁶ Offender Tracking Information System (OTIS), as of Oct. 7, 2019.

Ministry Programs

COMMUNITY SAFETY

Public Safety

The Public Safety Division works with its policing, municipal and community partners to promote community safety and well-being. Activities include: scientific analysis in the Centre of Forensic Sciences; oversight of the private security industry; development of policing guidelines and standards; monitoring and inspecting police services; expert training delivery for police and other public safety personnel; administration of community safety and policing grants; implementing and supporting community safety and well-being planning across the province; support for intelligence-led operations; management of provincial appointments to Police Services Boards and oversight of the Constable Selection System tools; delivery of the Major Case Management system; support for First Nations policing in Ontario, including representing the province in negotiating First Nations policing agreements with the federal government and First Nations communities; and administration and enforcement of the Provincial Animal Welfare Services (PAWS) Act , including the promotion of animal welfare.

Ontario Provincial Police (OPP)

Under the leadership of the Commissioner of the Ontario Provincial Police (OPP), the OPP provides direct frontline policing services in hundreds of municipalities and First Nations communities throughout the province utilizing Ontario's Mobilization and Engagement Model. The OPP investigates province-wide and cross-jurisdictional crimes including complex fraud and organized criminal activity. In addition, the OPP patrols provincial highways and is responsible for many of the waterways and trail systems in the province. The OPP maintains specialized provincial registries and databases, including the Violent Crimes Linkages Analysis System, Human Trafficking and the Ontario Sex Offender Registry. Oversight of provincial strategies such as child exploitation, serious fraud and biker enforcement are also responsibilities of the OPP. Included as part of its provincial mandate, the OPP also investigates anti-terrorism, cybercrime, provides emergency services support, is responsible for security for high profile international events, and delivers specialized security and protection services for the Government of Ontario throughout the province.

Office of the Fire Marshal and Emergency Management (OFMEM)

OFMEM carries out its legislated mandate as set out in the Fire Protection and Prevention Act and the Emergency Management and Civil Protection Act. OFMEM is led by the Fire Marshal of Ontario and the Chief of Emergency Management. OFMEM works to minimize the loss of life and property from fire in Ontario by supporting municipalities, fire services and other public safety agencies to meet the needs of their communities, including public education, fire prevention, firefighting, fire protection, training and fire investigation and also oversees the coordination and delivery of emergency management programs and services in the Province.

The Office of the Fire Marshal advises the government on public fire safety, policy, standards and legislation relating to fire prevention and protection, and investigates the cause, origin and circumstances of any fire/explosion that might have caused a loss of life, serious injury or damage to property.

The Emergency Management program coordinates provincial emergency management activities including prevention, mitigation, preparedness, response and recovery and provides leadership, support, oversight and coordination of emergency programs in the province at municipal, ministry, and government-wide levels. The Emergency Management program maintains the Provincial Emergency Operations Centre (PEOC) to ensure 24/7 situational awareness and support for actual or potential incidents impacting Ontario and provides over-arching emergency management and business continuity plans to inform more specialized plans by Order-in-Council Ministries. Emergency Management also operates the Ministry Emergency Operations Centre (MEOC) and manages and maintains the ministry's emergency management program. Emergency Management works with other jurisdictions in Canada and in contiguous states to support broader emergency management activities.

Office of the Chief Coroner and Ontario Forensic Pathology Service

Ontario's death investigation system is delivered in a partnership between the Office of the Chief Coroner (OCC) and the Ontario Forensic Pathology Service (OFPS). The OCC and OFPS have a shared mission to provide high quality death investigation that supports the administration of justice, the prevention of premature death and is responsive to Ontario's diverse needs.

The OCC is responsible for conducting death investigations and inquests in accordance with provisions of the Coroners Act. Investigations are typically conducted in sudden and unexpected deaths in order to answer five questions (who, where, when, how and by what means) and to determine if an inquest should be conducted where not mandated by the act. Investigations and inquests may result in recommendations that, if implemented, may reduce the likelihood of further deaths thereby enhancing public safety. The OCC also provides reporting, monitoring and oversight on all provincial medical assistance in dying (MAiD) cases, including data collection in accordance with Bill C-14.

The OFPS is legislatively responsible for providing medico-legal autopsy services pursuant to the Coroners Act. The OFPS, in partnership with the University of Toronto, operates an accredited training program for Forensic Pathologists in Canada. The OFPS also provides accredited medical training for many medical students, pathology and imaging residents, pathology assistants, undergraduate students and other learners from the University of Toronto, Western University and other universities in Canada and the United States. OFPS supports the education and capacity development of professionals working in the death investigation system in Canada and internationally.

Inspectorate of Policing

The Community Safety and Policing Act, 2019, which received Royal Assent but is not yet in force, establishes a provincial Inspector General of Policing as part of the Ministry of the Solicitor General. The Inspector General and supporting Inspectorate of Policing (Inspectorate) are required to monitor and conduct inspections related to compliance with the act and to deal with certain complaints regarding the provision of policing and misconduct of police service board members. The Inspector General may issue directions and impose measures to address non-compliance and to ensure the provision of adequate and effective policing. The Inspectorate will enhance the ministry's capacity to ensure compliance with the act and its regulations, including the provision of adequate and effective policing, across the province and will report annually on its activities.

CORRECTIONAL SERVICES

The mandate of Correctional Services is to provide care, custody and control of offenders who are remanded and/or serving a custodial sentence (up to two years less a day) and to provide supervision of offenders serving sentences in the community on terms of probation, conditional sentence and Ontario parole. Key services and programs include training, rehabilitative programming, treatment and services designed to help offenders achieve changes in attitude and behaviour to support successful reintegration into the community and enhance public safety.

Correctional Services has four divisions: Institutional Services, Community Services, Operational Support and Correctional Services Oversight and Investigations. Authority for correctional services is provided under both provincial and federal legislation including the Ministry of Correctional Services Act, Provincial Offences Act and the Criminal Code of Canada.

MINISTRY ADMINISTRATION, POLICY AND JUSTICE TECHNOLOGY SERVICES

Ministry Administration

The ministry's core businesses are supported by corporate services that provide leadership, direction, planning and governance. Ministry Administration activities include the Solicitor General's Office, Deputy Solicitor General Community Safety's Office, Deputy Solicitor General Correctional Services' Office, Provincial Security Advisor's Office, Modernization Division, Office of the Chief Administrative Officer, Communications Branch, Legal Services Branch, Business and Financial Planning Branch, Procurement and Business Improvement Branch, Human Resources Strategic Business Unit, and Facilities and Capital Planning Branch. The program also shares Justice Sector services for freedom of information, French language services, and internal audit.

Justice Technology Services Cluster

The Justice Technology Services Cluster delivers highly integrated and complex Information & Information Technology (I&IT) services and solutions and reliable and responsive operational support. This is in alignment with the corporate Information and Information Technology strategic direction that enables and supports business priorities and modernization of the justice sector ministries (Ministry of the Solicitor General, Ministry of the Attorney General, including their respective Agencies, Boards and Commissions and Youth Justice Services Division, Ministry of Children, Community and Social Services). Key support is provided through development, implementation and maintenance of technology solutions and critical services, liaising with other service providers, as well as information management and planning. The Cluster supports government-wide mobile communication services on behalf of 11 ministries and is a key partner in the modernization of the criminal justice system.

Strategic Policy, Research and Innovation

The division is responsible for leading policy development and research to support ministry and government priorities. Key functions include: development of evidence-based policy and legislation; research and the coordination of justice sector intergovernmental activities.

Anti-Racism Directorate

The Anti-Racism Directorate (ARD) provides anti-racism leadership and expertise to address systemic barriers and promote racial equity for Ontarians in collaboration with other ministries and community organizations. ARD champions, builds capacity and coordinates an anti-racism approach to the way government develops policies, programs and provides services delivery.

COVID-19 Response

A lot of moving parts go into managing an emergency such as COVID-19 effectively. In addition to being the Ontario government's frontline ministry for emergency response, the Ministry of the Solicitor General must look after the health and safety of ministry staff, many who serve on the frontlines of the province's response to the COVID-19 outbreak to keep Ontario's communities safe. The ministry also has had to prepare for the potential evacuation of First Nations communities during the annual spring flooding season.

HIGHLIGHTS OF 2019-20 RESULTS

The Ministry of the Solicitor General is building stronger and safer communities by supporting the public safety needs of the people of Ontario.

Highlights of the Ministry of the Solicitor General's 2019-20 achievements are categorized as follows:

COMMUNITY SAFETY

- Introducing tough measures to address gun and gang violence
- Creating the first provincial animal welfare enforcement system with tougher penalties for offenders
- Supporting local and provincial public safety priorities
- Giving police more tools to find missing persons
- Improving public safety and strengthening fire protection
- Strengthening Ontario's specialized disaster response
- Keeping the 24/7 Crime Stoppers tip line open

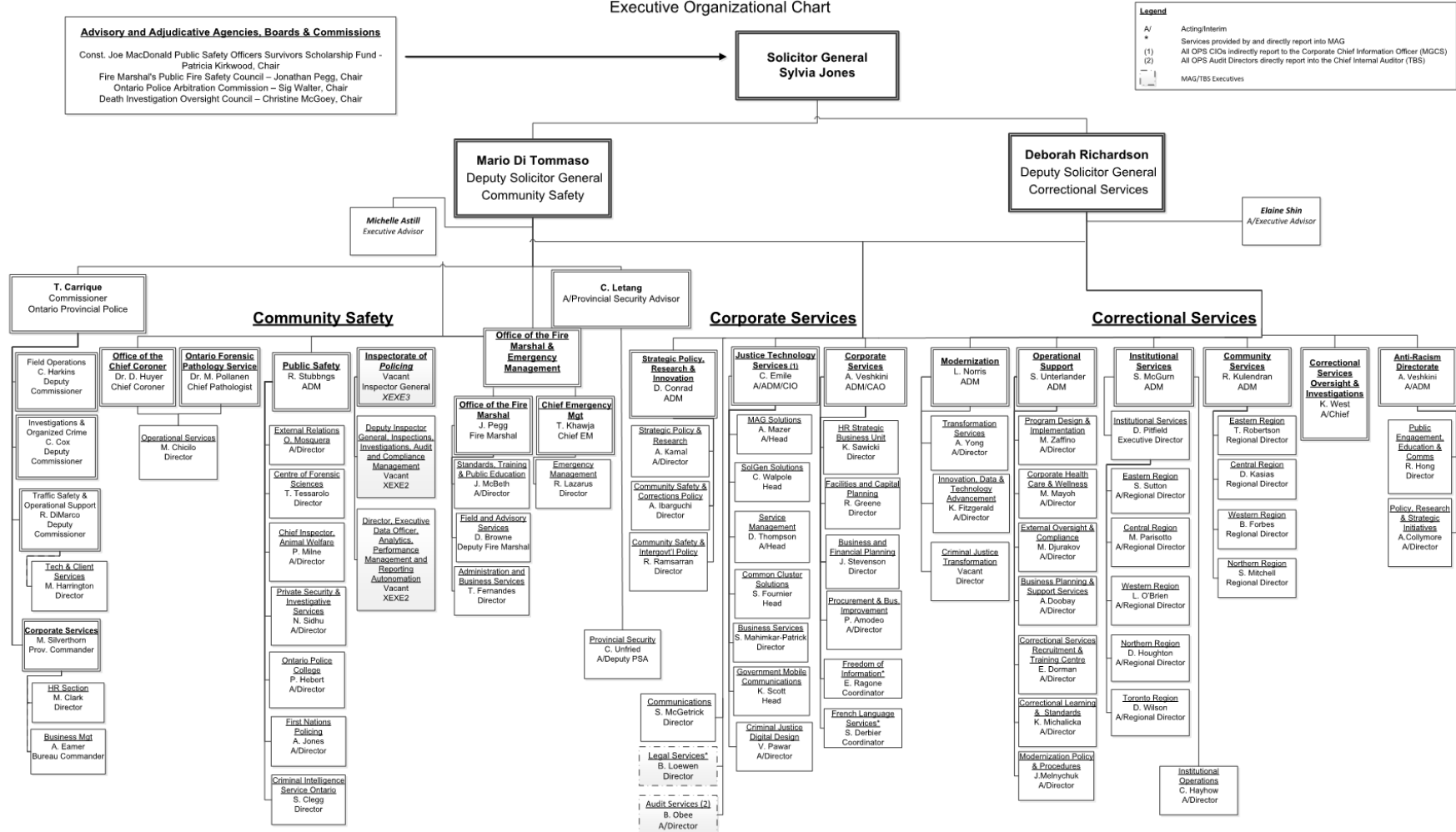
CORRECTIONAL SERVICES

- Establishing the first dedicated mental health unit for female inmates
- Introducing new training for corrections officers
- Making Ontario's correctional facilities safer
- Improving safety and security at correctional facilities in the North
- Expanding female correctional services in the North

MINISTRY ORGANIZATION CHART

Ministry of the Solicitor General Executive Organizational Chart

As of March 23, 2020



AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Advisory and Adjudicative ABCs make communities safer by providing independent oversight and adjudicative services that protect the interest of the public.

Ontario Police Arbitration Commission (OPAC) - Adjudicative

The Commission provides conciliation and mediation-arbitration services under the Labour Relations Part VIII of the Police Services Act to assist police associations and police services boards in the resolution of disputes arising out of contract negotiations and the administration of their collective agreements.

Death Investigation Oversight Council (DIOC) - Advisory

DIOC is an independent oversight council committed to serving Ontarians by ensuring that death investigation services are provided in an effective and accountable manner. As an advisory agency, DIOC provides oversight of coroners and forensic pathologists in Ontario, supports quality death investigations, and, through its complaints committee, administers a public complaints process. In addition, DIOC provides advice and makes recommendations to the Chief Coroner regarding subsection 26(2) reviews, including whether or not a discretionary inquest should be called.

Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund Committee - Advisory

The Committee reviews applications submitted to the Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund and makes funding recommendations to the Solicitor General. The Committee also advises on the administration of the scholarship fund. The scholarship is available to spouses and children of public safety officers who have died in the line of duty. The scholarship pays for the cost of post-secondary education, up to five years, including tuition, textbooks and eligible living expenses.

Fire Marshal's Public Fire Safety Council - Advisory

Established in 1993, the Council promotes fire prevention and public education through sponsorships and partnerships with various groups and individuals interested in public safety. The Council is a corporation without share capital under the Fire Protection and Prevention Act, 1997, and is comprised of representatives from fire services, industry and the public. The Council forms partnerships, raises and distributes funds, and endorses programs and products necessary to further the development of Ontario as a fire-safe community.

Community Advisory Boards (CABs) - Advisory

Established under the Ministry of Correctional Services Act, Section 14.1, CABs provide a greater degree of transparency and enhance the accountability of Ontario correctional institutions. CABs provide oversight and independent observations of correctional facilities' operations with a focus on community issues and stakeholder engagement.

Financial Summary of Ministry ABCs

Expenditure	2020-21 (Estimates) \$	2019-20 (Interim Actuals) \$
Ontario Police Arbitration Commission	458,700	436,387
Death Investigation Oversight Council	447,100	445,400
Sub-total Vote 7 (Agencies, Boards & Commissions)	905,800	881,787
Fire Marshal's Public Fire Safety Council	1,000	-
Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund	400,000	163,000
Community Advisory Boards (CABs)*	-	-
Total	1,306,800	1,044,787

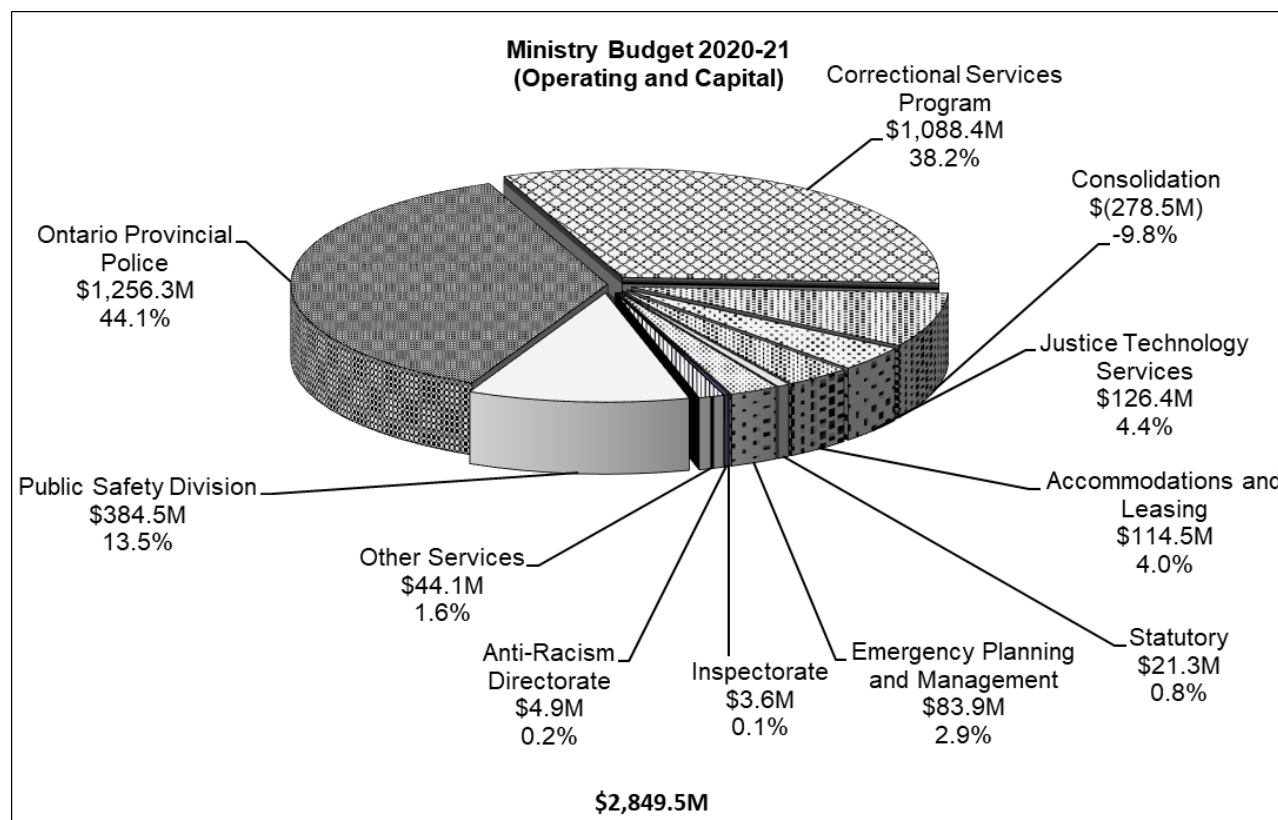
*Expenditures are minimal and are managed from within Correctional Services appropriation.

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

Operating	\$ 2,771.3
Capital	\$ 78.2
TOTAL	\$ 2,849.5

Note: Ministry Planned Expenditures includes Statutory Appropriations and Consolidations. Numbers may not add due to rounding.



Note: Ministry Budget excludes capital assets and operating assets. Numbers may not add due to rounding.

DETAILED FINANCIAL INFORMATION

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2020-21	Change from Estimates 2019-20		Estimates 2019-20*	Interim Actuals 2019-20*	Actuals 2018-19*
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
Ministry Administration Program	147,184,700	5,603,600	4.0%	141,581,100	164,280,825	160,268,240
Public Safety Division	360,204,900	21,649,500	6.4%	338,555,400	347,726,301	342,001,940
Ontario Provincial Police	1,230,409,600	108,943,700	9.7%	1,121,465,900	1,166,860,194	1,158,598,319
Correctional Services Program	1,016,688,700	82,509,400	8.8%	934,179,300	1,018,459,755	986,038,712
Justice Technology Services Program	123,338,200	(41,681,600)	(25.3)%	165,019,800	95,949,437	78,652,236
Agencies, Boards and Commissions	905,800	-	-	905,800	881,787	815,398
Emergency Planning and Management	83,910,700	(419,400)	(0.5)%	84,330,100	84,588,425	82,847,269
Strategic Policy Research and Innovation	4,550,800	-	-	4,550,800	7,899,907	7,996,509
Inspectorate	3,644,200	3,643,200	364320.0%	1,000	-	-
Anti-Racism Directorate	4,920,000	-	-	4,920,000	4,404,427	3,553,800
Total Operating Expense to be Voted	2,975,757,600	180,248,400	6.4%	2,795,509,200	2,891,051,058	2,820,772,423
Statutory Appropriations	132,187	-	-	132,187	17,764,330	17,380,323
Ministry Total Operating Expense	2,975,889,787	180,248,400	6.4%	2,795,641,387	2,908,815,388	2,838,152,746
Consolidation Adjustment - Hospitals	(21,367,000)	2,033,000	(8.7)%	(23,400,000)	(23,400,000)	(21,698,942)
Consolidation Adjustment - School Boards	-	-	-	-	-	(1,028,376)
Consolidation Adjustment - Colleges	-	-	-	-	-	(58,970)
Consolidation Adjustment - General Real Estate Portfolio	(178,602,400)	7,925,700	(4.2)%	(186,528,100)	(186,528,100)	(182,616,279)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	(4,643,300)	40,800	(0.9)%	(4,684,100)	(4,684,100)	(15,442,543)
Total Consolidations	(204,612,700)	9,999,500	(4.7)%	(214,612,200)	(214,612,200)	(220,845,110)
Total Including Consolidations	2,771,277,087	190,247,900	7.4%	2,581,029,187	2,694,203,188	2,617,307,636
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	-	-
Public Safety Division	4,000	-	-	4,000	-	-
Ontario Provincial Police	2,000	-	-	2,000	-	-
Correctional Services Program	2,000	-	-	2,000	-	-
Justice Technology Services Program	6,002,000	6,000,000	300000.0%	2,000	-	-
Agencies, Boards and Commissions	2,000	-	-	2,000	-	-
Emergency Planning and Management	2,000	-	-	2,000	-	-
Strategic Policy Research and Innovation	2,000	-	-	2,000	-	-
Inspectorate	2,000	-	-	2,000	-	-
Anti-Racism Directorate	2,000	-	-	2,000	-	-
Total Operating Assets to be Voted	6,021,000	6,000,000	28571.4%	21,000	-	-
CAPITAL EXPENSE						
Ministry Administration Program	5,944,100	3,013,100	102.8%	2,931,000	2,550,918	2,149,100
Public Safety Division	24,274,100	1,346,600	5.9%	22,927,500	22,489,039	20,206,569
Ontario Provincial Police	25,868,100	(2,406,800)	(8.5)%	28,274,900	29,587,438	27,331,868
Correctional Services Program	71,757,100	(11,924,600)	(14.2)%	83,681,700	50,174,441	61,575,944
Justice Technology Services Program	3,051,000	(7,250,000)	(70.4)%	10,301,000	-	-
Emergency Planning and Management	1,000	-	-	1,000	-	-
Strategic Policy Research and Innovation	1,000	-	-	1,000	-	-
Total Capital Expense to be Voted	130,896,400	(17,221,700)	(11.6)%	148,118,100	104,801,836	111,263,481
Statutory Appropriations	21,216,300	(23,494,200)	(52.5)%	44,710,500	16,409,820	14,879,115
Ministry Total Capital Expense	152,112,700	(40,715,900)	(21.1)%	192,828,600	121,211,656	126,142,596
Consolidation Adjustment - General Real Estate Portfolio	(73,936,900)	672,600	(0.9)%	(74,609,500)	(42,110,800)	(62,028,570)
Total Including Consolidations	78,175,800	(40,043,300)	(33.9)%	118,219,100	79,100,856	64,114,026
CAPITAL ASSETS						
Ministry Administration Program	1,000	-	-	1,000	-	-
Public Safety Division	1,292,000	290,600	29.0%	1,001,400	1,116,505	383,504
Ontario Provincial Police	48,935,800	(73,753,600)	(60.1)%	122,689,400	122,679,836	40,548,015
Correctional Services Program	12,161,400	(2,231,100)	(15.5)%	14,392,500	7,897,364	13,617,782
Justice Technology Services Program	75,446,800	(83,211,700)	(52.4)%	158,658,500	-	-
Emergency Planning and Management	5,281,000	(419,000)	(7.4)%	5,700,000	1,864,265	-
Strategic Policy Research and Innovation	1,000	-	-	1,000	-	-
Total Capital Assets to be Voted	143,119,000	(159,324,800)	(52.7)%	302,443,800	133,557,970	54,549,301
Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,849,452,887	150,204,600	5.6%	2,699,248,287	2,773,304,044	2,681,421,662

* Note that some figures for 2018-19 and 2019-20 have been restated to reflect transfers to/from other ministries and internal ministry realignments. Interim Actuals reflect the numbers presented in the 2020 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18	Actuals 2018-19	Estimates 2019-20*	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,560,703,049	2,681,421,662	2,699,248,287	2,849,452,887
Year-over-year % increase		5%	1%	6%

*Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

The Ministry of the Solicitor General is the largest direct-delivery service provider in the Ontario Public Service, providing essential frontline community safety services 24 hours a day, 7 days a week, 365 days a year to maintain the safety and security of all Ontarians. Ministry expenses increase year over year through 2020-21 due to staffing and commodity increases as well as investments to support corrections reform, policing, and animal welfare enforcement. The ministry takes the province's fiscal challenges seriously and is actively working with its justice sector partners to modernize service delivery to restrain expenditures while maintaining critical service delivery.

APPENDIX: 2019-20 ANNUAL REPORT

APPENDIX: 2019-20 ANNUAL REPORT

2019-20 Results

The Ministry of the Solicitor General is building stronger and safer communities by supporting the public safety needs of the people of Ontario.

COMMUNITY SAFETY

Introducing tough measures to address gun and gang violence

There is a strong correlation between gang-related crime and gun violence. In 2016, more than half of firearm-related homicides in Ontario were related to gang activity.

As part of Ontario's Guns, Gangs and Violence Reduction Strategy the province has invested over \$106 million in partnership with the federal government to combat gun and gang violence across Ontario. From a policing and correctional services perspective, this has resulted in:

- More specialized investigations provincewide to target organized crime and break up gang-related drug, gun and human trafficking activities
- Additional investments in police resources where required to combat gun and gang violence
- Expanded intelligence gathering activities in correctional services to get ahead of emerging security threats and increase collaboration with other law enforcement agencies.

Creating a provincial animal welfare enforcement system with tougher penalties for offenders

Ontario became the leader in Canada for animal protection and enforcement, especially when it comes to tougher penalties for offenders.

Ontario's Provincial Animal Welfare Services (PAWS) Act came into force on January 1, 2020, creating the first fully provincial government-based animal welfare enforcement system in Canada. Previously, animal welfare enforcement was carried out by the Ontario Society for the Prevention of Cruelty to Animals, which stepped away from the role in June 2019. The following are highlights of the new enforcement model:

- More inspectors, including a provincially appointed chief inspector, to provide provincewide coverage, including inspectors with specialized expertise in agriculture, livestock, zoos, aquariums and equines

- Giving inspectors necessary powers to help animals in distress (e.g., enabling inspectors to enter motor vehicles to help pets in distress in extreme weather conditions)
- Enabling courts to impose the highest financial penalties for offenders in Canada
- Updating prohibitions and obligations such as barring the return of dog fighting equipment to a person convicted of an offence and harming or attempting to harm a service animal or one that works with peace officers
- Establishing new oversight of inspectors for increased transparency and accountability, as well as a one-window complaints mechanism for the public.

The new system is anchored by a toll-free number, **1-833-9-ANIMAL (264625)** for people to report concerns about animal distress or abuse. The provincial call centre is open 24-7.

Supporting local and provincial public safety priorities

Local police services and community partners are the experts in maintaining public safety and addressing immediate priorities in their communities. That is why it is important to put resources directly into the hands of police services across the province.

The ministry has invested \$195 million over three years (2019-20 to 2021-22) to provide police services across the province with the resources they need to combat local crime and keep communities safe, as well as help address provincial priorities such as gun and gang violence, sexual violence and harassment and human trafficking.

Under the ministry's newly created Community Safety and Policing Grant program, 89 police service boards have been allocated a total of \$181 million to address local public safety concerns such as mental health issues and addictions, impaired driving, property crime and other risks factors contributing to crime and social disorder. The funding will help support police services with personnel, training, equipment, engagement and education, as well as local research and analysis. In addition, \$14 million has been allocated to 18 police services boards to support provincial public safety priorities.

In 2019-20, the ministry also invested \$2.4 million to help police services across the province detect impaired drivers and keep streets and highways safe under the Reduce Impaired Drivers Everywhere Grant.

Giving police more tools to find missing persons

In 2018, there were 7,497 incidents of adult Ontarians reported missing to the police. The first hours after a loved one goes missing are critical in locating them.

Previously, when a person went missing without evidence of criminal activity, police were limited in the ways they could investigate. The ministry has provided frontline police officers with more tools to respond quickly to missing persons investigations, while balancing concerns for an individual's privacy.

The Missing Persons Act provides police with three additional tools to use when there is no evidence a crime has been committed:

- Obtain copies of records that may assist in a search
- Obtain a search warrant to enter a premises to locate a missing person
- Make an urgent demand for certain records without a court order.

The act sets out tests to obtain court authorization for access to records or search warrants and to execute urgent demands for records. It requires police and the courts to consider privacy issues and whether there is evidence that a person does not wish to be located. The act also includes guidelines on what information police may disclose about a missing person.

Improving public safety and strengthening fire protection

Ensuring modern and robust fire safety rules protect the lives of citizens as well as firefighters.

The ministry strengthened fire protection across the province through changes to the Fire Protection and Prevention Act, 1997 (FPPA). The FPPA establishes the legislative framework for delivery of fire protection services in Ontario, including the role and powers of municipalities and Ontario's Fire Marshal. Changes introduced in 2019-20 strengthen and enable more effective and efficient enforcement of fire safety across Ontario and include:

- **Limitation clause:** A new limitation clause gives fire services one year after they become aware of the alleged offence to initiate prosecutions. Previously, fire services only had six months to initiate a prosecution after the alleged offence occurred.
- **Cost recovery:** Fire services are now able to recover costs related to installing fencing, hiring security and purchasing locks from building owners in instances where a fire service must immediately close a building as a result of significant fire safety risks, and with authorization from Ontario's Fire Marshal.
- **Increased fines:** Maximum fines have increased to better align penalties with the severity of fire-related offences in the act. These changes include putting in place higher maximum fines for subsequent offences to make violators of fire safety rules face the consequences of their actions.

Strengthening Ontario's specialized disaster response

Ontario is no stranger to natural disasters. When a disaster is too large scale or complex for local fire, police and paramedics alone, a more specialized response is essential.

The ministry invested \$2.5 million in specialized disaster search and rescue. Urban Search and Rescue (USAR), Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) and Hazardous Materials (HazMat) teams are run by the fire, police and paramedic services of their respective municipalities and are activated under agreements between these municipalities and the province of Ontario. The ministry's announcement upgraded response capability across the province and is enhancing USAR, CBRNE and HazMat training.

In the last two years, Ontario's USAR, CBRNE and HazMat teams have responded to large-scale emergencies seven times, including a building collapse, chemical spills and the discovery of a suspicious white powder. Ontario's Office of the Fire Marshal and Emergency Management also responds to multiple calls for advice and assistance.

The funding supports specialized teams in North Bay, Ottawa, Peterborough, Thunder Bay, Toronto and Windsor to strengthen Ontario's response capability and capacity, reduce response times and increase geographic coverage across the province.

Keeping the 24/7 Crime Stoppers tip line open

“Everyone has a role to play when it comes to community safety. Sharing tips with the police through Crime Stoppers can help keep communities safe.”

The ministry announced a \$450,000 investment over two years to keep the Crime Stoppers tip line open after hours. Although technologies, including text and community safety apps have been introduced to optimize tip submissions, the telephone remains a critical link between Crime Stoppers and the public. In Ontario, there are 39 Crime Stoppers programs linked by a single toll-free telephone number that works anywhere in North America.

CORRECTIONAL SERVICES

Establishing the first dedicated mental health unit for female inmates

More than one third of women entering correctional facilities are experiencing some kind of mental health issue. A dedicated mental health unit will provide better and more integrated health supports.

The ministry has partnered with Ontario Shores Centre for Mental Health Sciences to create the province's first dedicated unit to help female inmates who have acute mental health needs. The new five-bed unit will provide specialty psychiatric care and other services for women in custody whose needs are too complex for general hospitals.

Located at the Ontario Shores facility in Whitby, the ministry is investing \$3.5 million over two years to open and support the unit. The majority of referrals will come from the Vanier Centre for Women.

Ontario Shores has been helping people living with mental illness for 100 years. The unit is expected to be operational by late 2020. A dedicated unit responds to a condition of the Jahn settlement to improve services for female inmates with mental health issues.

Introducing new training for corrections officers

“Staff safety is critical in correctional services. Ontario’s redesigned training program will teach the skills that frontline officers need to succeed in a modern corrections environment.”

The ministry introduced a new redesigned curriculum to educate and prepare incoming correctional officers, including an increased focus on key areas such as human rights, mental health, health and safety and team work. Corrections Foundational Training replaces the former Correctional Officer Training and Assessment program. The modernized training program includes more job-specific case studies and scenario-based learning, as well as an emphasis on communication and de-escalation skills.

Making Ontario’s correctional facilities safer

Institutional Security Teams keep correctional facilities and frontline staff safe by gathering intelligence about criminal activity inside and outside a facility.

Keeping gang activity, drugs and weapons out of correctional facilities is critical to ensuring a safe work environment for frontline staff. The ministry added Institutional Security Teams (ISTs) at the Niagara Detention Centre and Toronto East Detention Centre, building on the ISTs already in place at five of the province’s largest correctional facilities. Each IST is made up of at least four experienced correctional officers. ISTs help prevent drug trafficking and detect contraband items. They do so by gathering intelligence from the inmate population and other sources to share with justice partners, including police services. This information is used to assist in the investigation of inmates engaged in criminal activities within Ontario’s adult correctional institutions.

Improving safety and security at correctional facilities in the North

With an increasingly complex and diverse inmate population as well as rising instances of inmate on staff violence, it is critical to work with frontline staff on solutions that work to keep them safe.

The ministry improved safety and increased security at three of its northern correctional facilities. Institutional Crisis Intervention teams (ICIT) at the Thunder Bay Jail and

Correctional Centre, Kenora Jail and Monteith Correctional Complex were increased by three members each, bringing the total combined number of ICIT members to 45 for these institutions.

ICITs are responsible for controlling violent or potentially violent inmates as well as removing and escorting these inmates within the institution or transferring them to another institution. There are 69 ICIT members across 23 adult institutions in Ontario. Each member is required to successfully complete 10 days of specialized training and maintain ongoing certification. Due to the vast distance between adult correctional facilities in the north, and the potential need for this specialized skillset, these institutions will benefit from the ability to call on an additional team when necessary.

Expanding female correctional services in the north

Adding capacity at the Monteith Correctional Complex means being better able to support female inmates and protect communities in the north.

A 40-bed expansion of the female unit at the Monteith Correctional Complex has increased overall capacity to 50 beds and enabled corrections staff to deliver services tailored to the unique needs of female inmates, including those who are experiencing trauma. The added capacity to this northern institution also allows for female inmates to stay closer to their home communities, which is an important factor in their rehabilitation and reducing recidivism rates.

COVID-19 Response

As the ministry responsible for community safety, including emergency management, the Ministry of the Solicitor General is the province's operational centre for emergency response such as 2020's COVID-19 pandemic. During the outbreak, the ministry-operated Provincial Emergency Operations Centre (PEOC) monitored the pandemic through daily contact with other provincial ministries, including the Ministry of Health and Ministry of Long-Term Care, municipalities, First Nations communities, government and non-government agencies such as the Canadian Red Cross, and federal partners, including Public Safety Canada and the Department of National Defence.

On March 17, 2020, Ontario issued a Declaration of Emergency under the Emergency Management and Civil Protection Act to try to slow the spread of the virus. The ministry is involved in the development and execution of Emergency Orders under an emergency declaration. Orders issued during the COVID-19 outbreak include the closure of public places and establishments, prohibiting events and gatherings of more than five people, prohibiting unfair pricing on necessary goods and the enforcement of orders.

During this time, measures were put in place to protect ministry frontline workers and support their ability to deliver critical programs and services to Ontarians. The ministry also distributed guidance for police officers, firefighters, coroner and forensic personnel, and

correctional service staff in response to COVID-19, including guidance on best practices for social distancing and use of personal protective equipment. A direct help line was opened to support police officers and other enforcement personnel to provide support regarding the enforcement of emergency orders under the Emergency Management and Civil Protection Act.

Correctional services implemented its pandemic plan related to institutions and probation offices and took necessary measures to isolate offenders and release low risk offenders. All ministry facilities continue to be required to uphold rigid cleaning protocols.

The ministry also began updating its Ontario Alert online emergency site, including posting each of the emergency orders, personal safety tips and other links to COVID-19-related sites, including that provided by the Ministry of Health.

COVID-19 also coincided with the spring flooding season, placing the PEOC in the unprecedented situation of assisting municipalities with pandemic and emergency response protocols and questions, while planning for the support and potential evacuation of First Nation communities in the North.

Table 3: Ministry Interim Actual Expenditures 2019-20*(\$M)

COVID-19 Approvals	\$ 3.0
Other Operating	\$ 2,691.2
Capital	\$ 79.1
Staff Strength* (as of March 31, 2020)	17,634.83

* Ontario Public Service Full-Time Equivalent positions.

Note: Interim Actual Expenditures reflect the numbers presented in the 2020 Ontario Budget.

Estimates Briefing Book 2020-21

Ministry of Transportation

Ce document est disponible en français

PART I: 2020-21 PUBLISHED PLAN

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PART I: 2020-21 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry of Transportation Vision

The Ministry of Transportation (MTO) strives to be a world leader in moving people and goods safely, efficiently and sustainably to support a globally competitive economy and a high quality of life.

Ministry Contribution to Priority Outcomes

MTO focuses its efforts on five key priorities:

- **Increasing transit options by connecting more people to places.** Building a world-class, integrated transit system in the province and delivering more transit services faster by working with our partners to build transportation infrastructure that serves the needs of people in communities across the province.
- **Promoting a multi-modal, regional transportation network that supports the efficient movement of people and goods.** Investing in an integrated transportation system that supports the province's economic competitiveness, meets the needs of travellers and businesses across modes of transportation, and helps boost local economies and create jobs.
- **Keeping Ontario's transportation network safe.** Ensuring the province's highways and roads are among the safest in the world for the hundreds of thousands of people who drive on them every day.
- **Investing in highways, roads, bridges and other priority infrastructure.** Making smart investments in highways, roads and bridges, and expanding the province's highway network to provide a reliable transportation network that supports the social and economic well-being of residents and contributes to a higher quality of life.
- **Driving organizational effectiveness and enabling innovation.** Promoting creativity and innovation in the delivery of ministry business, building on MTO's record of delivering an integrated, affordable and modern transportation system that supports our economy and its citizens.

MTO Priorities and Strategies

Increasing transit options by connecting more people to places

Promoting a multi-modal, regional transportation network that supports the efficient movement of people and goods

Keeping Ontario's transportation network safe

Investing in highways, roads, bridges and other priority infrastructure

Driving organizational effectiveness and enabling innovation

Initiatives

- Working with Metrolinx on the GO Rail Expansion Program
- Delivering Ontario's landmark "New Subway Transit Plan for the Greater Toronto Area (GTA)," e.g., Ontario Line, in partnership with the City of Toronto and York Region
- Advancing Transit-Oriented Communities
- Supporting municipal transit priorities, e.g. Hurontario light rail transit project
- Supporting local transit and intercommunity bus service through Community Transportation Grant program.

- Advancing key planning work to meet regional transportation needs across the province
- Conducting an Environmental Assessment for Greater Toronto Area (GTA) West Corridor
- Providing airport services in 29 remote northern communities
- Supporting 11 ferry services across the province, either directly or indirectly through the Owen Sound Transportation Company, an agency of the ministry
- Supporting Off-Peak Delivery of goods in municipalities across Ontario

- Supporting law enforcement and working with partners to promote road safety and counter dangerous driving behaviours, such as impaired driving, distracted driving, and pedestrian safety
- Providing oversight of the delivery of driver and vehicle licensing, registration and other services delivered by the government and private sector partners
- Delivering commercial motor vehicle enforcement
- Developing a national Entry-Level Training Standard for Class A truck drivers, to support commercial vehicle safety and harmonization in Canada, Co-chaired with Alberta, through the Canadian Council of Motor Transport Administrators (CCMTA)
- Supporting the safe introduction of new and emerging vehicles through the launch of its e-scooters pilot

- Advancing key highway expansion projects, including:
 - Hwy 3 Town of Essex to Leamington widening from two to four lanes
 - Hwy 401 Tilbury to London (Phase 1) widening from four to six lanes
 - Hwy 17 Arnprior to Renfrew widening from two to four lanes
 - New Bradford Bypass
- Delivering Highway rehabilitation projects including QEW Credit River Bridge
- Overseeing year-round highway maintenance, including winter maintenance
- Supporting the Connecting Links program

- Integrating the heavy diesel commercial motor vehicle emissions testing program with the commercial motor vehicle safety inspection program for heavy-duty vehicles
- Delivering pre-screening technology at four truck inspection stations

COVID-19 Response

The Ministry of Transportation has taken a number of measures to combat COVID-19 and reduce the financial burdens that Ontarians are currently facing. Key actions include:

- Implementing new regulatory and legislative measures to ensure the effective delivery of essential goods
- Extending the validity of key driver vehicle and carrier products
- Supporting the trucking industry, with new tools such as the new Ontario 511 mobile application for truck drivers, and by adding more places for truck drivers to safely stop and rest across the province
- Supporting the construction industry by continuing to tender the ministry's capital projects.
- Implementing enhanced safety measures on marine transportation.
- Supporting the continuity of operations at remote and northern airports to enable the continued delivery of critical goods and services.
- Working with its agencies to ensure the right level of transit service is available to allow critical front-line workers to travel safely.

Ministry Programs

Ministry Administration delivered by the Corporate Services Division provides high-quality, cost-effective business support, functional leadership, expert advice and services that meet the needs of the ministry and central agencies of government. This program provides leadership in several key areas, including:

- Strategic planning and transformation initiatives.
- Business improvement and innovation tools, process and supports.
- Financial planning and oversight, procurement and effective controllership.
- Development and delivery of a strategic human resource plan that aligns programs and services to ministry priorities.
- Operation of the Fleet Management Centre, on behalf of the Ontario Public Service (OPS), to manage all provincial motor vehicle fleet assets.
- Delivery of a strategic framework for diversity and inclusion and ensuring ministry awareness and compliance with the *Accessibility for Ontarians with Disabilities Act* (AODA).
- Leadership in the delivery of regional business support services.
- Functional leadership of ministry information management programs. Coordination of requests for access to Ministry of Transportation information under the *Freedom of Information and Protection of Privacy Act*.

Policy and Planning is responsible for identifying the long-term, strategic interests of the province with respect to Ontario's transportation system, including transit. It develops policies, plans and programs to support an efficient, safe and integrated multi-modal transportation system in Ontario.

The program is also responsible for managing the province's relationship with two Crown Agencies, Metrolinx and the Ontario Northland Transportation Commission. Additionally, the program works to advance Ontario's strategic transportation objectives with other ministries and government agencies (e.g., Infrastructure Ontario), the federal government, other provinces, municipalities, and Indigenous communities. Initiatives include, but are not limited to:

- Transforming the GO rail network into a comprehensive, all-day rapid transit network by providing two-way all-day service across core segments of the GO rail network through the GO Rail Expansion Program.
- Supporting municipal transit projects across the province.
- Advancing Ontario's "New Subway Transit Plan for the Greater Toronto Area (GTA)" on an accelerated basis, as announced in the 2019 Ontario Budget, including:
 - The Ontario Line
 - The Yonge North Subway Extension
 - The three-stop Scarborough Subway Extension
 - The Eglinton Crosstown West Extension
- Working on regional long-range planning to meet the province's future transportation needs.
- Preparing Ontario's transportation system for the deployment of connected and automated vehicles (CV/AVs).

Road User Safety develops and implements strategies to improve road safety and mobility through the promotion of responsible driving behaviour and motor vehicle safety.

Road User Safety is undertaking a multi-year strategy to transform the way MTO and its partner ministries deliver driver and vehicle services to Ontarians and build a foundation for more effective and efficient delivery of people-centered digital services.

The ministry uses a hybrid model to deliver its programs where the government delivers core programs and third-party vendors deliver driver examination, card production, and driver and vehicle registration services.

The transformation seeks to improve these current business models to meet growing business and citizen expectations for on-demand integrated services, real-time data and digital communications / delivery channels.

Provincial Highways Management oversees the provincial highway network and related transportation services (including year-round highway maintenance) to protect and maximize the effectiveness of public investments in highway infrastructure. The Provincial Highways Management program also provides airport services in 29 remote northern communities, traveller information services to the motoring public, and supports 11 ferry services across the province, either directly or through the Owen Sound Transportation Company (OSTC), an agency of the Ministry of Transportation.

To continue to support a sustainable transportation network, Provincial Highways Management continues to explore and implement improved and more environmentally friendly techniques and materials for asphalt paving, pavement preservation and concrete construction. Specialized laboratory testing of materials, including asphalt, cement, concrete, steel and aggregates for road and bridge construction continues and will be supported by a new facility in North York to replace the existing laboratories.

Highway and bridge rehabilitation efforts are also planned to support the sustainability of the provincial transportation infrastructure. In addition, new expansion projects are planned to improve the provincial highway network over the longer term. These projects will be delivered through various delivery models, including the use of Public-Private Partnerships (P3) with the support of Infrastructure Ontario (IO).

Information Technology activities involve maximizing benefits for Ontario Public Service business clients while supporting the corporate Information & Information Technology strategies and objectives. The ministry's Labour and Transportation Cluster is responsible for this work. Some initiatives are:

- Delivering business value and enabling public policy delivery through the on-time, on-budget implementation of innovative technology projects that solve business problems, enhance program delivery, enable new business opportunities and improve customer service.
- Providing digital leadership to programs and projects by leading integrated, cross functional teams through user centred design, agile and iterative solutions development and extensive user feedback to shape the digital products and services being developed.
- Improving quality of IT services through establishing and consistently meeting or exceeding service levels, ensuring an integrated service delivery chain, improving communications and simplifying and streamlining processes.
- Driving the adoption of information management best practices across client ministries.

2020-21 STRATEGIC PLAN

COVID-19 Response

Driver Vehicle and Carrier Products:

- On March 19, 2020, the validity of government driver, vehicle and carrier products and services that expired on March 1, 2020, were extended until further notice.
- On March 23, 2020, all full-time DriveTest Centres and part-time Travel Point locations were closed until further notice to promote social distancing and contain the spread of the virus.
- Due dates for medical or vision reports were extended by 60 days or more.
- Senior Driver Group Education Sessions were suspended until further notice and temporary driver's licenses are to be issued to senior drivers impacted by this decision.

Commercial Carriers:

- The Ontario government is committed to supporting the trucking industry during the COVID-19 outbreak, including keeping all 23 ONroute Centres open for take-out, grab and go, and drive-through services. Truck parking remains available at all stations.
- ONroute is allowing access to washrooms and have implemented enhanced cleaning measures to ensure the safety of patrons.
- A new free Ontario 511 app was introduced to provide truck drivers with immediate access to the information they need to stay safe, fed and rested while delivering essential goods across the province
- The ministry provided messaging for Variable Message Signs and Portable Variable Message Signs on the closure of the US border on March 21 to all non-essential travel.
- The ministry has also enabled the delivery of in-class driver training programs via virtual classroom for driver training courses such as Entry-Level Training (ELT) for all commercial class A truck drivers.
- An emergency order was approved that allows the ministry to:
 - Direct traffic and close roads should it be needed
 - Close a highway using any reasonable means that would make it obvious to the travelling public that the highway is closed
 - Institute an emergency parking scheme to protect against commercial vehicles being stranded on the roadway in case of border or road closures

Transportation/Road Building Industry:

- The ministry is continuing to tender the ministry capital construction program to ensure work is available and is continuing to procure engineering service providers so there is no slowdown in the 2021/22 construction season due to a lack of designed projects.

Marine:

- The ministry implemented physical distancing processes on ferry operations which include limiting walk-on passengers and having passengers remain in their vehicles where possible. New measures announced by Transport Canada have also been implemented.
- The Pelee-Sandusky ferry service will not be reinstated until Canadian and U.S. governments re-open the border to non-essential travel.
- Ferry services between Tobermory and Manitoulin Island scheduled to begin on May 1, 2020, have been delayed until further notice.

Toll Highways Interest Charges:

- As of March 24, the ministry suspended interest charged on unpaid tolls and fees on Highway 407 East, and Highways 412 and 418.

Summary of Key Decisions Approved for 2020-21

GO Rail Expansion – MTO will continue to work with Metrolinx to advance the implementation of the GO Rail Expansion program. Work to deliver the program is already well underway and will continue throughout 2020-21 on critical procurements, including additional infrastructure work along the corridors. The GO Rail Expansion program directly supports Ontario's commitment to expand GO rail service and transform the GO rail network into a comprehensive, all-day rapid transit network.

Ontario's New Transit Plan for the GTHA – MTO will work with Metrolinx and Infrastructure Ontario to continue planning, preliminary design and procurement work in order to advance delivery of the four priority projects announced as part of the 2019 Ontario Budget – the Scarborough Subway Extension, Eglinton Crosstown West Extension, Ontario Line and Yonge North Subway Extension. The four priority subway projects are a key component of the province's 2019 Budget commitment to build transit and expand service as part of an integrated transportation system.

Highway 401 from Hespeler Road to Townline Road – MTO will proceed with the expansion of Highway 401 for 5.2 kilometers from Hespeler Road to Townline Road in Cambridge, from six lanes to ten lanes, including High-Occupancy Vehicle lanes. The project will address capacity and safety issues on Highway 401 in Cambridge, support

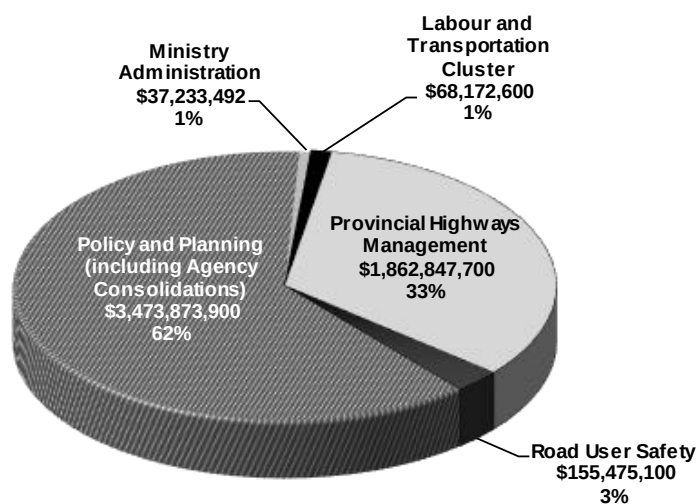
improved travel along this key economic corridor and leverage up to 50 per cent federal cost sharing.

Digital Phase Two – MTO will begin work related to the ministry’s digital first initiatives over the next two years. This funding will support work related to the Top 10 Transactions (such as Licence Plate Sticker, Driver’s Licence Renewal, Health Card Renewal, etc.), Digital first Omnibus Bill Phase I & II, and other digital priorities.

Transferring the Ontario Northland Transportation Commission (ONTC) from the Ministry of Energy, Northern Development and Mines (ENDM) to MTO and centralizing oversight of all transportation-related agencies – Oversight for all transportation-related agencies has been centralized, creating consistency and allowing for MTO to provide recommendations on operational efficiencies, alternative service delivery models, and appropriate oversight and reporting structures.

Table 1: Ministry Planned Expenditures 2020-21

COVID-19 Approvals	\$0
Operating	\$2,564,905,892
Capital	\$3,019,731,800
TOTAL	\$5,584,637,692



Total Expense: \$5,584,637,692

(Ministry Total Expense Including Consolidation and Other Adjustments. Note graph excludes adjustments for General Real Estate Portfolio (GREP) (\$8,059,200) and Ontario Infrastructure and Lands Corporation (IO) (\$4,905,900))

DETAILED FINANCIAL INFORMATION

Ontario's transportation network connects us to the global marketplace and to one another. MTO invests in the long-term infrastructure maintenance, renewal and expansion of this network. Major programs include planning for and investing in transit, highways, bridges, strategic corridors, and advancing driver and vehicle safety.

MINISTRY OF TRANSPORTATION
Table 2: Operating and Capital Summary by Vote

Vote/Program	Estimates 2020-21 \$	Change from 2019-20 Estimates \$	%	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
OPERATING EXPENSE						
Ministry Administration	36,545,100	(14,943,500)	(29.0)	51,488,600	52,484,900	52,499,285
Policy and Planning	489,038,500	86,774,000	21.6	402,264,500	444,695,700	479,748,632
Road User Safety	127,486,900	9,563,400	8.1	117,923,500	126,990,400	130,792,926
Provincial Highways Management	593,243,900	30,276,700	5.4	562,967,200	581,067,500	566,934,595
Labour and Transportation Cluster	68,171,600	3,176,500	4.9	64,995,100	64,758,300	65,771,536
Total Operating Expense to be Voted	1,314,486,000	114,847,100	9.6	1,199,638,900	1,269,996,800	1,295,746,974
Statutory Appropriations	391,392	22,378	6.1	369,014	369,014	4,841,794
Ministry Total Operating Expense	1,314,877,392	114,869,478	9.6	1,200,007,914	1,270,365,814	1,300,588,768
Consolidation Adjustment - Ontario Northland Transportation Commission	62,109,000	53,943,500	660.6	8,165,500	53,565,500	52,719,706
Operating Expense Adjustment - Cap and Trade Wind Down Account	-	-	-	-	-	149,603,615
Reclassification	(4,905,900)	(4,400)	-	(4,901,500)	(4,901,500)	(9,755,800)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	340,731,100	2,571,800	0.8	338,159,300	338,159,300	363,934,395
Operating Expense Adjustment - Municipal Gas Tax Allocation	860,153,500	88,478,600	11.5	771,674,900	811,674,900	760,559,649
Consolidation Adjustment - Metrolinx	(8,059,200)	17,056,800	-	(25,116,000)	(25,116,000)	(24,817,276)
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	-
Total Including Consolidation & Other Adjustments	2,564,905,892	276,915,778	12.1	2,287,990,114	2,443,748,014	2,592,833,057
OPERATING ASSETS						
Ministry Administration	2,000	-	-	2,000	2,000	-
Policy and Planning	1,000	-	-	1,000	1,000	-
Road User Safety	1,000	-	-	1,000	1,000	-
Provincial Highways Management	1,000	-	-	1,000	1,000	-
Labour and Transportation Cluster	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	6,000	-	-	6,000	6,000	-
Ministry Total Operating Assets	6,000	-	-	6,000	6,000	-
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	1,000	-
Policy and Planning	4,329,854,600	(463,484,000)	(9.7)	4,793,338,600	4,767,067,300	3,801,834,308
Road User Safety	1,000	-	-	1,000	1,000	-
Provincial Highways Management	130,762,800	23,387,900	21.8	107,374,900	88,174,900	98,994,834
Total Capital Expense to be Voted	4,460,619,400	(440,096,100)	(9.0)	4,900,715,500	4,855,244,200	3,900,829,142
Statutory Appropriations	1,167,127,200	109,926,300	10.4	1,057,200,900	1,057,200,900	982,640,616
Ministry Total Capital Expense	5,627,746,600	(330,169,800)	(5.5)	5,957,916,400	5,912,445,100	4,883,469,758
Consolidation Adjustment - Ontario Northland Transportation Commission	(27,637,200)	6,980,200	-	(34,617,400)	(34,617,400)	(38,322,530)
Capital Expense Adjustment - Cap and Trade Wind Down Account	-	-	-	-	-	537,120,880
Reclassification	(2,580,377,600)	430,869,800	-	(3,011,247,400)	(3,028,176,100)	(3,199,920,746)
Consolidation Adjustment - Metrolinx	-	16,869,000	-	(16,869,000)	(16,869,000)	(15,733,290)
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	80,775,972
Capital Expense Adjustment - Trillium Trust Reclassification	-	-	-	-	-	-
Total Including Consolidation & Other Adjustments	3,019,731,800	124,549,200	4.3	2,895,182,600	2,832,782,600	2,247,390,044
CAPITAL ASSETS						
Ministry Administration	16,979,300	371,200	2.2	16,608,100	16,608,100	15,838,309
Policy and Planning	1,000	-	-	1,000	1,000	-
Road User Safety	7,523,000	(26,551,400)	(77.9)	34,074,400	34,074,400	18,382,461
Provincial Highways Management	1,983,899,000	(168,689,100)	(7.8)	2,152,588,100	2,196,288,100	1,825,734,723
Total Capital Assets to be Voted	2,008,402,300	(194,869,300)	(8.8)	2,203,271,600	2,246,971,600	1,859,955,493
Ministry Total Capital Assets	2,008,402,300	(194,869,300)	(8.8)	2,203,271,600	2,246,971,600	1,859,955,493
Capital Asset Adjustment - Trillium Trust Reclassification	-	-	-	-	-	25,020,675
Total Including Adjustments	2,008,402,300	(194,869,300)	(8.8)	2,203,271,600	2,246,971,600	1,884,976,168
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	5,584,637,692	401,464,978	7.7	5,183,172,714	5,276,530,614	4,840,223,101

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2017-18*	Actuals 2018-19*	Estimates 2019-20*	Estimates 2020-21
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	4,521,718,354	4,840,223,101	5,183,172,714	5,584,637,692
		7%	7%	8%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

Year over year variances are mainly due to amortization of completed highway and Metrolinx projects, Metrolinx bid fee reclassification, the construction profiles of municipal infrastructure projects such as Ottawa LRT Phase 2, as well as General Real Estate Portfolio (GREP) adjustments.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts-ontario-2018-19>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Name of Agencies, Boards and Commissions	2020-21 Estimates	2019-20 Interim Actuals	2018-19 Actuals
Ontario Highway Transport Board, expenditures	373,400	277,908	293,166
Ontario Highway Transport Board, revenue	58,130	52,596	49,255
Ontario Northland Transportation Commission, operating	40,692,400	46,022,400	45,986,700
Ontario Northland Transportation Commission, capital	46,422,100	53,047,100	57,466,934
Owen Sound Transportation Company, operating	2,363,000	2,800,000	2,363,000
Owen Sound Transportation Company, capital	9,775,000	4,245,000	2,040,166
Metrolinx, operating subsidy	404,334,000	394,614,300	399,254,116
Metrolinx, capital	3,528,828,700	4,045,793,200	3,304,109,789

Ontario Highway Transport Board

The Ontario Highway Transport Board (OHTB) is a quasi-judicial agency that reports to MTO and is responsible for administering the economic regulatory regime for the public vehicle/intercommunity bus industry, as set out in the *Public Vehicles Act*. The OHTB considers applications for public vehicle licences based on public necessity and convenience criteria and performs a related adjudicative function, as requested.

Metrolinx

Metrolinx was created in 2006 and has a mandate to provide leadership in the co-ordination, planning, financing, development and implementation of an integrated transit network in the Greater Golden Horseshoe (GGH). It is responsible for the operation of the GO Transit system, the PRESTO fare card system, the Union-Pearson (UP) Express and the implementation of regional rapid transit projects, including the priority projects identified in Ontario's "New Subway Transit Plan for the GTA." Metrolinx also acts on behalf of municipalities as a central procurement agency for local transit system vehicles, equipment, technologies, and related supplies and services.

Ontario Northland Transportation Commission (ONTC)

ONTC's mandate is to provide efficient, safe and reliable transportation services in Northern Ontario. It is responsible for the operation of the Polar Bear Express (PBX) passenger rail service between Cochrane and Moosonee; the provision of intercommunity bus service throughout Northeastern Ontario connecting to Toronto and Ottawa; rail freight services to companies extending from North Bay to Hearst with a rail line extending into Quebec; rail remanufacturing and repair services; and real estate management, including the Station Inn Hotel in Cochrane.

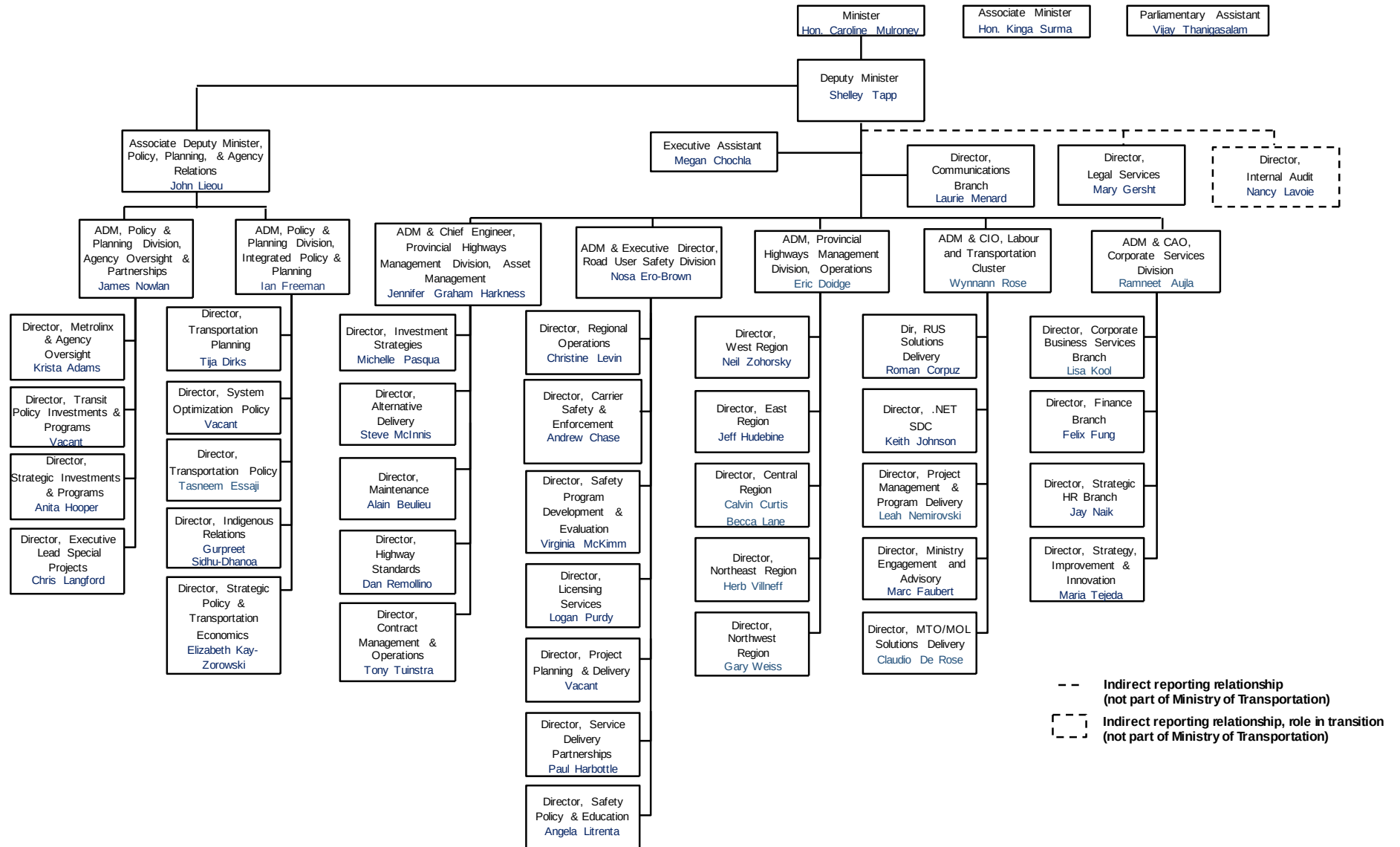
Responsibility for the agency was transferred from the Ministry of Energy, Northern Development and Mines to MTO effective April 1, 2020.

Owen Sound Transportation Company, Limited

The Owen Sound Transportation Company (OSTC) is a share capital corporation incorporated pursuant to the *Business Corporations Act (Ontario)*. The OSTC delivers marine (vehicle and passenger) services from Tobermory to South Baymouth aboard the M.S. Chi-Cheemaun, and between Moosonee and Moose Factory Island using the M.V. Niska 1 ferry. The OSTC also operates the Pelee Island ferry seasonally (with air service in the winter) by contract.

MINISTRY ORGANIZATION CHART

APRIL 1, 2020



APPENDIX: 2019-20 ANNUAL REPORT

COVID-19 Response

Driver Vehicle and Carrier Products:

- On March 19, 2020, the ministry extended the validity of government driver, vehicle and carrier products and services that expired on March 1, 2020, until further notice.
- On March 23, 2020, all full-time DriveTest Centres and part-time Travel Point locations were closed until further notice to promote social distancing and contain the spread of the virus.

Commercial Carriers:

- The ministry provided messaging for Variable Message Signs and Portable Variable Message Signs on the closure of the US border on March 21, 2020, to all non-essential travel.

Toll Highways Interest Charges:

- As of March 24, 2020, the ministry suspended interest charged on unpaid tolls and fees on Highway 407 East, Highways 412 and 418.

2019-20 RESULTS

Increasing transit options by connecting more people to places

Advancing Ontario's Subway Transit Plan for the Greater Toronto Area

- As part of the 2019 Ontario Budget, Ontario's Subway Transit Plan for the Greater Toronto Area (GTA) – a \$28.5 billion expansion to Ontario's transit network -- the province is delivering four priority transit projects:
 - The new Ontario Line will help reduce congestion on the Toronto Transit Commission's (TTC's) Line 1 (Yonge-University-Spadina subway line) and link communities across Toronto
 - The Yonge North Subway Extension will connect Line 1 to one of the region's largest employment centres and Toronto and Richmond Hill
 - The three-stop Scarborough Subway Extension will better connect and serve Scarborough communities, and

- The Eglinton Crosstown West Extension will extend the Eglinton Crosstown Light Rail Transit project further west into Etobicoke to increase connectivity along Eglinton Avenue to Renforth Drive.
- The *Building Transit Faster Act* was introduced in February 2020, to provide the province with the tools to expedite the planning, design and construction process that has delayed major projects in the past. If passed, the legislation would remove roadblocks and give the province the authority needed for Metrolinx and Infrastructure Ontario to deliver the four priority transit projects faster.

Improving GO Transit Service

- The province is transforming the existing GO Transit commuter rail system into a comprehensive, all-day rapid transit network by implementing the GO Rail Expansion program.
- GO Rail Expansion will provide two-way, all-day service, every 15 minutes on core segments of the GO Transit rail network. These improvements will provide greater access to GO Transit and enable seamless rail travel throughout the GTHA.
- To support the transformation of the GO rail network and the delivery of the GO Rail Expansion program, the province, through Metrolinx, has been incrementally introducing service enhancements to GO Transit rail service, and have taken a number of steps to make it easier and more affordable to use GO Transit by:
 - Expanding and increasing GO train service on the Kitchener, Stouffville, Lakeshore East and Lakeshore West lines
 - Providing weekday GO train service to Niagara Falls and St. Catharines and making weekend and holiday service available year round
 - Working with the private sector to build a new GO station at Woodbine/Highway 27 on the Kitchener GO corridor and deliver a new station at the existing Mimico station on the Lakeshore West GO corridor
 - Making it free for kids 12 and under to travel on GO Transit trains and buses, and
 - Lowering GO fares on trips under 10km.
- For example, at the end of August 2019, Metrolinx added more rail service on the Lakeshore West, Lakeshore East, Kitchener and Stouffville GO lines. This includes adding 84 more train trips and extending 65 existing train trips each week across GO Transit's network to bring more rush-hour, midday, and evening service. Specifically, this includes:
 - 50 new weekly train trips on the Kitchener line
 - 15 new weekly midday weekday trips on the Lakeshore East line
 - 19 new weekly trips and several extended trips on the Lakeshore West line; and
 - The reinstatement of weekday evening train service on the Stouffville line. This service will now extend to serve all stops to Mount Joy GO.

- GO rail extensions are also being planned to bring faster and more frequent service on the Kitchener GO corridor, more service on the Lakeshore West corridor to Niagara Region, and extend rail service to Bowmanville.

Advancing Regional Rapid Transit Projects

- Metrolinx has made progress on key rapid transit projects, including:
 - The Eglinton Crosstown light rail transit (LRT) project: construction is progressing at all stations and the surface rail section and stops, and 12 vehicles are undergoing testing commissioning work at the vehicle maintenance and storage facility.
 - The Hurontario LRT project: the contract was awarded to Mobilinx Hurontario General Partnership (Mobilinx) to design, build, finance, operate and maintain the project.

Implementing the PRESTO Fare Card

- Metrolinx continues to implement the PRESTO fare card system across the GTHA and in Ottawa:
 - PRESTO is operational on 11 transit systems across the GTHA and Ottawa (i.e., Brampton Transit, Burlington Transit, Durham Region Transit, Hamilton Street Railway, MiWay [Mississauga], Oakville Transit, OC Transpo [Ottawa], TTC, York Region Transit, GO Transit and UP Express).
 - As of December 2019, approximately 2.3 million unique PRESTO cards were used across the GTHA and in Ottawa. This represented the sixth consecutive month that active card figures increased.
 - Within the TTC transit network, PRESTO is available on all streetcars, buses, Wheel-Trans vehicles and accessible taxis, and at least one entrance to all subway stations. PRESTO Self-Serve Reload Machines are available at stations for customers to instantly load PRESTO cards, check account balances and activity, and check the status of autoloads or registration.
 - In January 2020, Metrolinx introduced PRESTO fare payment on TTC Wheel-Trans contracted sedan taxis. The PRESTO devices have additional audio features that enables customers with visual disabilities to listen to their PRESTO transaction via the device's speakers.
- In February 2020, Metrolinx introduced new PRESTO fare payment devices at select GO stations for a trial period. The new devices have a new design, including larger screens that display information in a clearer and more intuitive manner, enhancing both user experience and accessibility. The new devices have the

capability to read e-Tickets and support payment by credit, debit and mobile phones for future modernization planning.

Supporting Municipal Transit Systems

- The province committed up to \$1.2 billion towards an expansion of the City of Ottawa's LRT network that will add 44 kilometres of rail and 24 new stations. The Stage 2 project will extend the Confederation Line east to Trim Road, west to Moodie Drive and southwest to Algonquin College. The Trillium Line will be extended south to Limebank Road, with a link to the Ottawa Macdonald-Cartier International Airport.
- Through the province's 2019-20 Gas Tax Program, 111 municipalities in 148 communities received funding that can be used towards service improvements. These communities represent more than 92 per cent of the total population of Ontario. A total of \$365.3 million has been committed for the 2019-20 program.
- Through the Community Transportation Grant Program, which is funded through provincial gas tax revenue, the province is providing up to \$30 million over five years to 39 municipalities to support local and intercommunity transportation projects in areas that are unserved or underserved by such services.

Promoting a Multi-Modal, Regional Transportation Network that Supports the Efficient Movement of People and Goods

- In January 2020, the province released a draft plan for Southwestern Ontario, *Connecting the Southwest*, containing more than 40 proposed actions and strategies to improve the multi-modal transportation network in the region. The draft plan will be informed by further engagement with municipal leaders, Indigenous communities, community leaders, business and the transportation industry.
- The province continued to work on the development of the Greater Golden Horseshoe Multimodal Transportation Plan to ensure future mobility for people and goods in this rapidly growing region, and guide Metrolinx's transit implementation work to ensure that highway and transit investments are coordinated.
- Work resumed on the Environmental Assessment for the Greater Toronto Area (GTA) West Highway Corridor, which includes planning for a new highway corridor and a dedicated transitway, to ensure the transportation system in the northwestern GTA has enough capacity to meet future demand
- The province is engaging with Ontario municipalities and other partners to support off-peak delivery of goods (shipping and receiving outside of standard business hours, typically between 7:00 am and 7:00 pm). Several Ontario municipalities are

considering Off-Peak Delivery as a traffic demand measure to help reduce local congestion.

- The province is preparing Ontario's transportation network for the deployment of connected and automated vehicles (CV/AVs), including support for the implementation of the Autonomous Vehicle Innovation Network (AVIN). In addition, Ontario's pilot program to allow for the testing of automated vehicles on public roads continues, and currently has ten participants. in Ontario, including supporting the implementation of the Autonomous Vehicle Innovation Network (AVIN).

Long-Range Transportation Planning

- The ministry is continuing work to establish Ontario as a leader in building multimodal linkages, connecting roads, rail, air and marine transportation across the province.
- In January 2020, the province released its draft plan for Southwestern Ontario, *Connecting the Southwest*. The draft plan contains more than 40 proposed actions and strategies to connect communities, support a competitive open for business environment, improve safety, provide more choice and convenience, and prepare for the future. The draft plan will be informed by further engagement in 2020-21 with municipal leaders, Indigenous communities, community leaders, business and the transportation service providers.
- The ministry has continued to develop multi-modal transportation plans for Northern Ontario and Eastern Ontario, as well as the Greater Golden Horseshoe Multimodal Transportation Plan to ensure connectivity for people and goods in these regions.
- The ministry is also reviewing initiatives to optimize bus services and options for passenger rail in Northern Ontario.

Transportation Forecasting, Modelling and Information Sharing

- The ministry has updated the multimodal travel demand model for the Greater Golden Horseshoe, to better enhance the ministry's modelling capacity. The model is the main platform for travel demand modelling for MTO and Metrolinx initiatives in the Greater Golden Horseshoe.
- The ministry has initiated the use of a province-wide integrated multimodal transportation model, which provides a consistent way to forecast passenger and freight activity across all modes of transportation, with demographics and economic data, as a key enabling tool for multimodal planning.
- The ministry has continued the Commercial Vehicle Survey that collects data through roadside surveys about trip, vehicle characteristics and the type of commodities being transported to improve understanding of goods movements in the province.

Options to Improve Intercommunity Bus Services

- Improving Ontario's intercommunity bus service is part of the government's priority to get people moving and connect people to places.
- The government is reviewing options to improve and optimize intercommunity bus service across the province, particularly in northern and southwestern Ontario, including exploring innovative service delivery models.

E-scooter Pilot

- On January 1, 2020, Ontario launched a five-year pilot project to allow e-scooters to operate on Ontario's roads. Under the five-year e-scooter pilot, the province has set out the broad rules and requirements for e-scooters, including operating and vehicle rules such as helmet requirements and minimum age. Under the pilot, municipalities can decide whether to pass by-laws to allow their use and determine where they can operate most safely in each unique environment.

Integrating the Principle of Sustainability

- The ministry continues to actively consider how to support other modes (active transportation) and new technologies to support a more sustainable and efficient transportation network.
- The province passed the *Reserved Parking for Electric Vehicle Charging Act, 2019*, to preserve the use of electric vehicle (EV) charging station parking spaces for EV owners that need to charge their EVs. The Act introduces a \$125 fine for any vehicle not attached to the charging station equipment in an EV charging space marked by a prescribed sign. It is expected this Act would come into force in 2020-21.
- The province's investments to increase transit options help provide a competitive alternative to private vehicles, to increase transit ridership, to help manage congestion, to encourage more sustainable land use patterns, and to reduce greenhouse gas emissions.
- The ministry participated in a partnership to advance work underway as part of a five-year U.S. Federal Highway Administration Transportation Pooled Fund Study on Wildlife Vehicle Collision Reduction and Habitat Connectivity along with several U.S. state departments of transportation.
- The ministry participated in a Technical Steering Committee to develop several Canadian Standards Association standards for Erosion and Sediment Control being led by the Canadian chapter of the International Erosion Control Association. The first standard, addressing Inspection and Monitoring, has been completed and published.

- The ministry completed a five-year technical review of the *Ministry Environmental Guide for Assessing and Mitigating the Air Quality Impacts and Greenhouse Gas Emissions of Provincial Transportation Projects*.
- The ministry met all the criteria for the use of the Environmental Registry, such as complete and timely notices, as reported in the OAGO's 2019 Annual Report.

Strengthening Relationships with Indigenous Peoples

- The province is partnering with Nipissing First Nation and investing \$12 million to replace the Duchesnay Creek Bridge on Highway 17B in North Bay, a project that provides economic opportunity for the Nipissing First Nation community, while delivering on important highway infrastructure.
- The ministry provided capacity funding to Indigenous communities and organizations to facilitate First Nations and Métis communities' participation and engagement in the development of transportation plans, and other policy and planning initiatives.
- The ministry fulfilled all Constitutional Duty to Consult obligations when ministry initiatives had the potential to adversely impact Indigenous and treaty rights.

Keeping Ontario's transportation network safe

Promoting Safer Roads Through Legislation and Regulation

- Based on 2017 (latest data available) data, Ontario's fatality rate was 0.61 per 10,000 licensed drivers. Ontario ranked 3rd in Canada and 4th in North America, trailing Nunavut, Newfoundland & Labrador, and the District of Columbia.
- The *Getting Ontario Moving Act* was passed in June 2019 to provide actionable measures to road safety. Amendments include:
 - A new Administrative Monetary Penalty (AMP) framework for improperly passing a school bus to help keep children safe and make it less costly for municipalities to implement a school bus camera framework in their communities.
 - Increased the range of fines for driving too slowly and failing to drive in the right-hand lane when driving slowly from \$60-\$1000 to \$150-\$1000. The associated demerit points for this offence remains unchanged at two.

- A requirement that Driving Instructors (DIs) must have a zero Blood Alcohol Concentration (BAC)/drug presence while they are providing in-vehicle instruction, whether the DI is instructing while occupying the passenger seat or the driver seat.
- Stronger penalties for driving carelessly around maintenance and construction workers, tow truck staff and recovery workers. Under the new legislation, these workers will be considered “vulnerable road users” for the purposes of an “aggravating sentencing factor” when careless driving charges have been laid, which allow for a greater penalty upon sentencing.
- Making permanent the exemption to allow the use of a hand-held two-way radio by commercial, public transit and public function drivers, and licensed amateur radio operators. The exemption was set to expire on January 1, 2021. Additionally, a permanent hand-held communications device and display screen exemption was granted to Canadian Security Intelligence Service (CSIS) Officers.

Working Closely with Our Road Safety Partners to Enhance Safety

The ministry developed a public education campaign emphasizing the risks and consequences of drug-impaired driving with a focus on cannabis impaired driving.

- MTO uses a multi-faceted approach to communicate new legislative changes to road safety and awareness of best practices including:
 - Updates on the ministry’s website.
 - Communications about road safety rules, initiatives and best practices through on-line messaging, digital shareables and education products available through Publications Ontario:
 - Products are used for direct outreach and shared through an extensive stakeholder network for promotion via their social media and on-line channels.
 - Messaging on COMPASS highway signage, Truck Inspection Station signage and Highway 407 ETR overhead signage:
 - A digital “Impaired is Impaired” brochure has been created and distributed to our road safety partners.
- MTO works with our road safety partners to share Ministry of Transportation and stakeholder-developed visuals and messaging at stakeholder-led media events, newsletters, publications, social media messages, websites, etc. Stakeholders include MADD Canada, arrive alive DRIVE SOBER, Parachute, Canadian Automobile Association (CAA), Ontario Association of Chiefs of Police, TVOKids and others.
- MTO continues to promote Ontario’s Road Safety Resource website in partnership with the CAA. The resource is an educational tool for teachers, public health and

community leaders dedicated to supporting the health and well-being of Ontario's children and youth.

- MTO continues to bring provincial road safety partners together through the Inter-Agency Road Safety Marketing Committee to share information, support joint initiatives and develop awareness campaigns.

Carrier Safety and Enforcement

- In 2019, more than 94,000 safety inspections were conducted on commercial vehicles and drivers by Ministry of Transportation Officers, the Ontario Provincial Police and Municipal Police agencies:
 - 18,475 drivers/vehicles were placed out of service (OOS)
 - 17,965 inspections resulted in charges laid
 - 6,061 buses, including 2,244 school buses, were inspected
 - 418 buses, including 146 school buses, were placed out of service, and
 - 211 vehicles were impounded for critical defects.
- During RoadCheck 2019 (a three-day random blitz benchmarking truck safety in Canada, the U.S. and Mexico), Ontario's compliance rate was 82.6 per cent, which is comparable to 2018 when the compliance rate was 82.8 per cent.
- Effective December 2019, the province made specific changes to Ontario's Long Combination Vehicle (LCV) Program, focusing on three separate policy changes/program amendments:
 - Easing LCV program conditions around peak travel restrictions within the Greater Toronto Area (GTA) by removing conditions that previously prohibited travel between 7:30am and 9:00am and 4:30pm to 6:00pm across the GTA.
 - Easing LCV program conditions around cargo restrictions related to the transport of Dangerous Goods.
 - Allowing the Parry Sound lay-by to be utilized as an Origin/Destination location where carriers can assemble/disassemble LCVs.

Investing in highways, roads, bridges and other priority infrastructure

- The ministry continued to invest in infrastructure upgrades to improve highway trade corridors, manage congestion and increase capacity.
- In total, MTO committed more than \$2.9 billion in 2019-20 to repair and expand provincial highways and bridges across Ontario.
- Overall, the improvement of approximately 629 centreline-km of provincial highway and 118 bridges was completed in 2019-20.
- In addition, 137 lane-km of new/widened highway and 56 new bridges were completed in 2019-20.

2019-20 Infrastructure Summary (including P3 delivery)				
Infrastructure	Measurement	Southern Ontario	Northern Ontario	Total
Pavement Rehabilitation	Centreline-km ¹	157	472	629
Bridge Rehabilitation/ Reconstruction	Structures	92	26	118
New Highway	Lane- km ²	129	8	137
New Bridges Built	Structures	56	0	56

Notes:

- ¹ Centreline-km is defined as the linear length of construction, measured along the main highway alignment, including the entire right of way. Driving lanes, side roads, interchanges and entrances are NOT measured independently as they are included in the centreline-km unit (i.e.: 10 km of a four-lane highway with three interchanges and side road improvements = 10 centreline-km).
- ² Lane-km is defined as the length of each lane within the contract limits added together (i.e.: 10 km of a four-lane highway = 40 lane-km).

Improving Ontario's Bridge Infrastructure

- Work to replace the superstructure of the Bay of Quinte Skyway is underway. The replacement of three main spans of the bridge took place in 2019. Work on the remaining five segments of this 850 metre long bridge will be completed over subsequent years, with each year's construction being made continuous with the previous year, the first such continuous construction of a major bridge in Ontario.
- MTO and the State of Minnesota are jointly funding the replacement of the Rainy River – Baudette International Crossing Bridge at the Northwestern Ontario border with Minnesota. New concrete deck on steel girder bridge is being built adjacent to the existing six span steel arch bridge and will provide continuous cross border travel during construction.

- The existing 18-span QEW Welland River bridge, built on the last section of the QEW to open in 1941, is being replaced with a new five-span steel girder bridge, 298 metres in length. The bridge is being replaced in halves. Construction of the northbound lanes is well underway with most of the substructure completed. Construction will proceed on the remainder of the bridge throughout fiscal 2020-21.

Maintaining Ontario's Highways

- The ministry continues to use Contractor Directed Maintenance Contract (CDMC) model and the Ministry Directed Maintenance Contract (MDMC) model to maintain Provincial highways.
- The ministry has established itself as recognized leader in new technology which ensures that the right amount of salt is distributed on the road at the right time. This is accomplished through a network of 152 Road Weather Information System stations that provide timely road and weather data. Electronic spreader controls are calibrated on trucks used for salt distribution to ensure that only the right amount of salt is delivered for the intensity of the storm.
- The ministry has also committed to expanding highways across the province. These include:
 - Highway 3 Essex to Leamington – widening 20.5 kilometres from two to four lanes, and
 - Highway 17 Arnprior to Renfrew – widening 22.5 kilometres from two to four lanes including four additional interchanges.
 - Hwy 401 Tilbury to London (Phase 1) widening from four to six lanes
 - New Bradford Bypass

Reducing Environmental Impact

- MTO has continued to show leadership in recycling asphalt pavements (cold in-place and hot in-place recycling), re-using existing materials, conserving large quantities of non-renewable aggregate resources, significantly reducing energy requirements and avoiding costly disposal. In 2019, MTO rehabilitated 181 lane-km of pavement using this environmentally friendly technique, saving over 69 million megajoules of energy, 90,763 tonnes of aggregate and emitting 3,482 fewer tonnes of carbon dioxide (CO₂) compared to conventional methods.
- In 2018, MTO awarded a 60 km hot in-place recycling (HIR) project on Highway 11 in Northwest Region, with half of the job paved in 2019. This innovative technology heats up the existing damaged pavement and places it back down as a new asphalt surface. MTO also awarded a 35 km HIR project in Northwest Region on Highways 17 and 17A in 2019. The project is 80 per cent completed.

- The Ministry continues to monitor the performance of innovative pavement preservation trials completed in 2016 on ministry construction projects, including the use of TechCrete (a flexible hot-poured concrete pavement repair) on Highway 417 and Aramid Fibres (synthetic fibres added to hot mix for strength and durability) used on Highways 17, 94, 130, 401, and 406.
- The ministry implemented greenhouse gas reduction requirements on a province-wide basis for MTO concrete construction by incorporating a mandatory 10 per cent reduction requirement in the ministry's standard concrete specifications. Contractors are given options for achieving this reduction, providing flexibility to utilize locally available materials.

Connecting Links Program

- The ministry continues to provide funding under the Connecting Links program to municipalities. In 2019-20, \$30 million in funding was made available to 23 municipalities for the design, construction, renewal, rehabilitation and replacement of connecting link infrastructure.

Highway Construction

Southern Ontario key projects included:

- Rehabilitation of the following corridors:
 - Queen Elizabeth Way (QEW) Improvements from East of Cawthra Road to The East Mall
 - QEW/403/Ford Drive interchange, Upper Middle Road, Oakville
 - Highway 401 Dufferin Street and Allen Road interchange, Toronto, and
 - Highway 400 King Road to Highway 9, 16th Sideroad, Aurora Sideroad, King.
- Highway 401 Credit River Bridge to Hurontario Street widening, Meadowvale Creek, Mississauga.
- Highway 404 Major Mackenzie Dr. to Stouffville Road HOV lanes, Markham/Whitchurch-Stouffville.
- Highway 404, Highway 407 to Major Mackenzie Drive, HOV lanes, Markham.

Northern Ontario:

- Key projects delivered on behalf of Ministry of Energy, Northern Development and Mines (MENDM), including the rehabilitation of the following corridors:
 - Highway 11 West junction Hwy 101 northerly, Nellie Lake southerly
 - Highway 17 Hwy 631 easterly, White River
 - Highway 17, Revell River realignment, and
 - Hwy 643, Hwy 584 westerly to Aroland First Nation.

Driving organizational effectiveness and enabling innovation

Reducing Red Tape and Increasing Efficiencies

- On December 3, 2019, the Ministries of Transportation; Environment, Conservation and Parks; and Small Business and Red Tape Reduction announced a plan to integrate the heavy diesel commercial motor vehicle emissions testing program with the commercial motor vehicle safety inspection program for heavy-duty vehicles that is administrated by MTO. Under the proposed new integrated program, heavy-duty diesel commercial motor vehicle owners will be able to get an emissions and safety inspection at the same time and location - one test, with one digital result.
- A regulatory amendment implemented on July 1, 2019, exempt personal-use pickup trucks from the requirement for an annual inspection, reducing burden and cost to vehicle owners that use their pickup trucks and trailers exclusively for personal rather than commercial purposes.

Supporting Digital First Initiatives

- The ministry worked with the Ministry of Government and Consumer Services (MGCS) on Digital First Omnibus Bill phase 1, the *Simpler, Faster, Better Services Act* enabling the following changes:
 - As of March 2020, ministry-approved course providers are now able to offer Digital Learning for the in-class portion allowing novice drivers the opportunity to complete the in-class portion of the Beginner Driver Education program.
 - As of December 2019, drivers who renew their driver's licence (DL) online receive a Driver Licence Validation that they can print and carry until they receive their new DL in the mail.
 - As of December 2019, licence plate holders who renew online will receive a licence plate validation that they can print and use until their licence plate sticker arrives in the mail.
- The ministry also worked with MGCS on the Digital First Omnibus Bill phase 2, the *Plan to Build Ontario Together Act*, to enable MTO to offer more products and services digitally.
- The ministry worked with the Ontario Federation of Snowmobile Clubs (OFSC) to improve access to safety training through a new online safety course which was implemented in October 2019 and amended the Trail Permit Agreement to enable the OFSC to offer gift cards, which can be used towards the purchase of a Trail Permit.
- On January 1, 2020, the ministry eliminated the mailing of International Registration Plan (IRP) Paper Renewal Notices, reducing mailing costs and modernizing current business processes.

Ontario Truck Inspection Station Automation Project (OTAP)

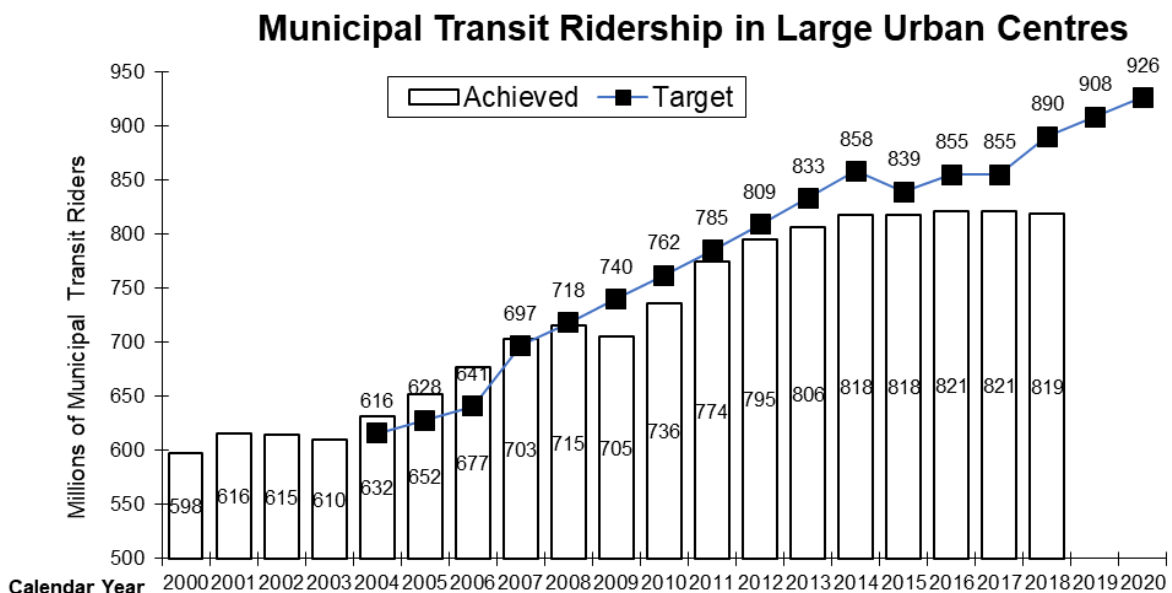
Ontario introduced a pre-screening system at four truck inspection station sites in 2019-20 as part of OTAP. This pre-screening technology is used on the mainline or inside the stations to quickly identify safety defects with vehicles to assist the ministry's enforcement officers by focusing their attention on vehicles that need it most.

Measuring Performance

Municipal Transit Ridership in Large Urban Centres

Municipal transit systems serving Ontario's 15 largest urban centres carried 819.7 million passengers in 2018 (latest statistics available) on conventional and specialized services.

According to the Canadian Urban Transit Association (CUTA), transit ridership grew in 2018 in Canada to an all-time high of 2.16 billion passenger trips. The increase to 2.16 billion trips equates to a growth in ridership of 50 million linked trips taken by passengers on Canada's transit network – a 2.4 per cent jump from 2017.



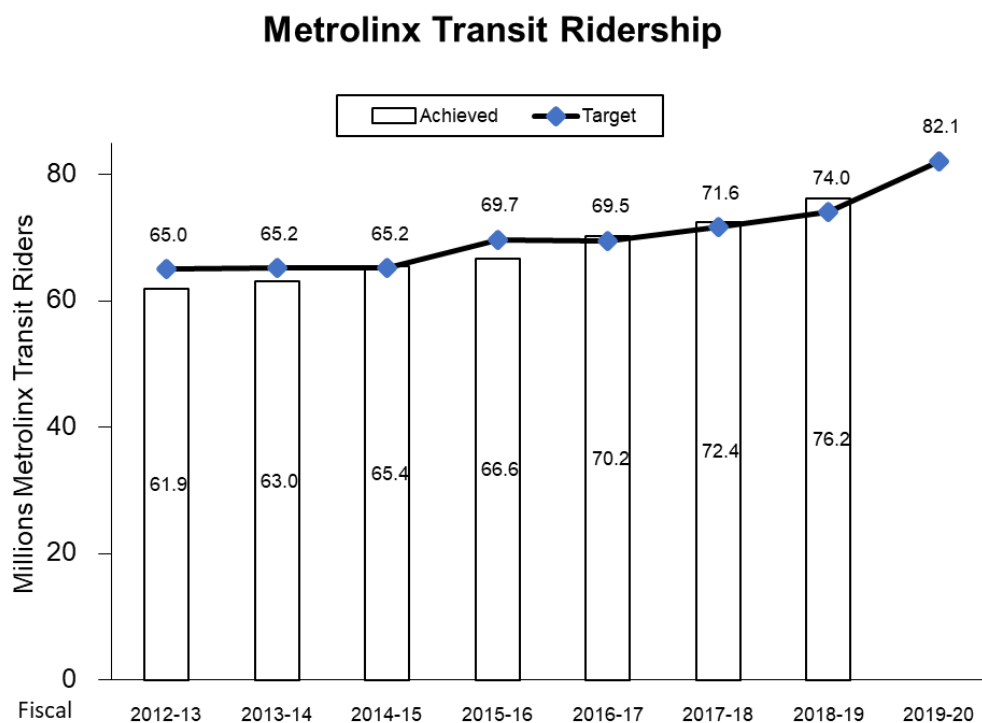
Across Ontario, overall municipal transit ridership increased by a modest 0.22 per cent in 2018 compared to 2017. Municipal transit ridership in large urban centres in Ontario over this period decreased by 0.21 per cent. While a number of these large urban centres experienced ridership growth in 2018, the decrease of transit ridership in Toronto offset this growth. The decrease in transit ridership in Toronto for 2018 may be attributed to the number of subway closures over the

course of the year, as well as a higher usage of ride hailing options in the city and changing demographics and travel behaviours.

Related link: <http://www.mto.gov.on.ca/english/transit/municipal-transit-systems-in-ontario.shtml>

Metrolinx Transit Ridership

Metrolinx transit ridership in 2018-19 (latest statistics available) was 76.2 million passengers, up from 72.4 million passengers in 2017-18. Ridership is forecasted to increase to 82.1 million passengers in 2019-20. However, ridership across the GO network has fallen by approximately 90 per cent due to COVID-19 and Metrolinx has temporarily reduced services in line with the significant reduction in ridership, which may impact the accuracy of this forecast.

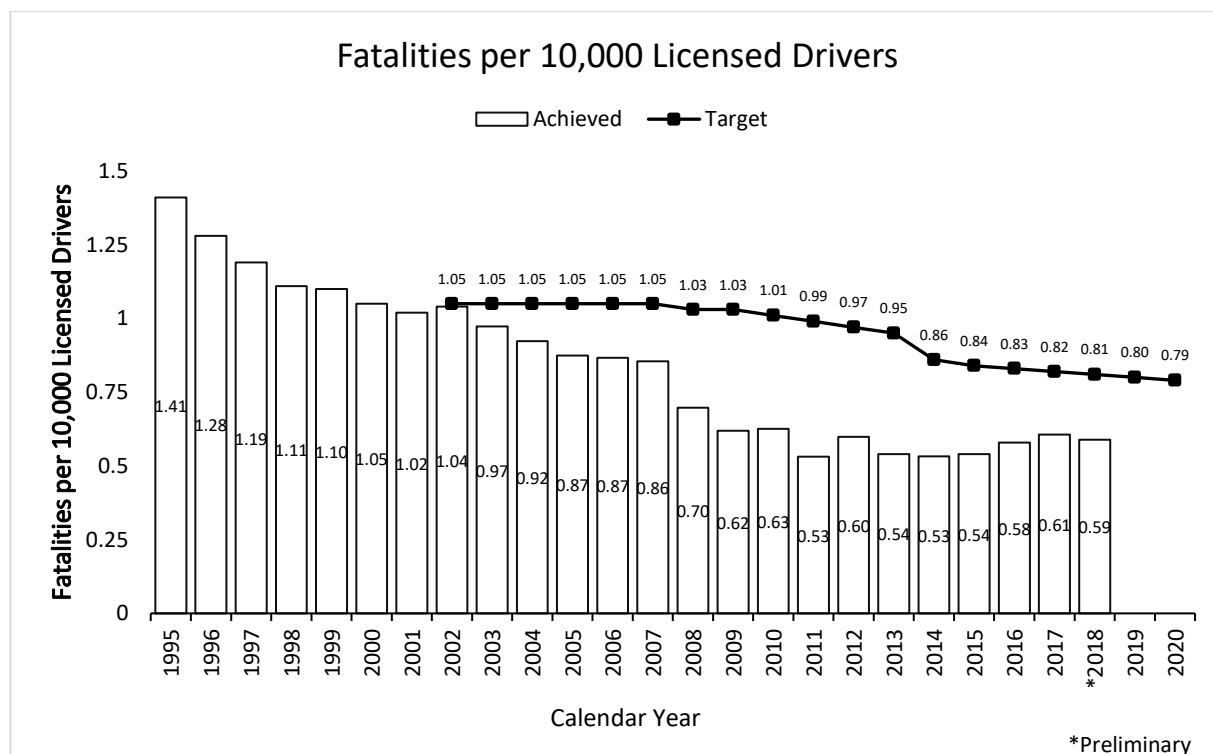


Note: Historical figures for 2012-13 through 2014-15 show GO Transit ridership only. With the launch of UP Express service in June 2015, historical figures and targets from 2015-16 onwards have been adjusted to reflect the new Metrolinx transit ridership figures, which include both GO Transit and UP Express services.

Related link: <http://www.metrolinx.com/en/aboutus/publications/2019-20-Metrolinx-Business-Plan.pdf>

Fatalities Per 10,000 Drivers

Ontario recorded a preliminary rate of 0.59 fatalities per 10,000 licensed drivers in 2018 and was among the top five jurisdictions with the lowest motor vehicle collision fatality rate in Canada and North America (the latest comparable data available). Fatalities have fallen for more than a decade due, in part, to public education campaigns, road safety improvement programs, and effective enforcement.



Related link: <http://www.mto.gov.on.ca/english/publications/ontario-road-safety-annual-report.shtml>

Table 3: Ministry Interim Actual Expenditures 2019-20

	Ministry Interim Actual Expenditures 2019-20 *
COVID-19 Approvals	\$0
Operating	\$2,287,990,114
Capital	\$2,895,182,600
Staff Strength ** (as of March 31, 2020)	3369

* Interim actuals reflect the numbers presented in the March 2020 *Economic and Fiscal Update*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2020-21

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Part I: 2020-21 Published Plan

Ministry Overview

Ministry's Vision

Treasury Board Secretariat (TBS) was established to support the President of the Treasury Board in leading the government's efforts on accountability, risk management, openness, and modernization. In its government-wide leadership capacity, TBS will continue to play a crucial role in building a smarter and more efficient government in support of the government's fiscal plan. It will do this by strategically driving cultural change and embedding a focus on fiscal responsibility across the whole of government. TBS will continue to spearhead the review and analysis of all government programs and services by ensuring increased efficiency and effective outcomes.

TBS' responsibilities include:

- Providing planning, expenditure management and controllership to support TBS' role in managing the government's fiscal plan, and to ensure sound stewardship and investment of public funds.
- Providing advice and support to Treasury Board/Management Board of Cabinet (TB/MBC).
- Overseeing labour relations and compensation in the Ontario Public Service (OPS) and the Broader Public Sector (BPS).
- Overseeing corporate and provincial agency policy and guidance to ministries and agencies to ensure strong governance, accountability, and oversight.
- Providing internal audit services across the government to ensure ministries meet their business objectives while employing sound management practices.
- Developing enterprise-level human resources strategies and policies, managing executive recruitment, learning and development, talent and performance management, workforce analytics, and public appointments.
- Ensuring information and information technology (I&IT) governance practices and processes support government digital first strategy.
- Building risk management and audit capability and capacity across the enterprise to ensure strong fiscal accountability, transparency in reporting, and financial management.

TBS also:

- Supports the development of the Ontario Budget and the Ontario Economic Outlook and Fiscal Review.
- Prepares and releases Expenditure Estimates, Public Accounts of Ontario and the Public Sector Salary Disclosure compendium.
- Leads OPS diversity, inclusion and equity initiatives to build a diverse and inclusive workplace, and more responsive policies, programs and services for Ontarians.
- Monitors and reports on ministries' response to the recommendations of the Agency Review Task Force to ensure all provincial agencies are relevant, efficient and have appropriate oversight structures in place.

COVID-19 Response

The ministry has undertaken activities to ensure that services and programs continue to be delivered to Ontarians during the COVID-19 pandemic.

In collaboration with client ministries, TBS implemented application changes to support the following initiatives:

- Enabled the issuance of doubled Guaranteed Annual Income System payments for six months to support 194,000 vulnerable seniors who may need more help to cover essential expenses during the COVID-19 outbreak.
- Enabled a temporary increase to the Employer Health Tax exemption amount for approximately 57,000 employers; thereby, reducing their taxes significantly.
- Provided five months of interest and penalty relief for businesses to file and make payments for the majority of provincial taxes making available approximately \$6 billion to employers.
- Prevented businesses from going into collections during the COVID-19 pandemic period.
- Adapted programs in response to the COVID-19 outbreak and focused on efforts to support the temporary redeployment of non-represented talent across the OPS to support the delivery of critical OPS programs and services.

TBS is working with ministry partners to implement temporary pandemic pay which is aimed at helping frontline staff who are experiencing severe challenges and are at heightened risk during the COVID-19 outbreak. Eligible employees in eligible workplaces such as hospitals and long-term care homes will receive temporary pandemic pay. Pandemic pay is expected to support over 375,000 frontline workers.

TBS continues to support the government decision-making process, as well as working with ministry partners across different sectors to advise on and develop labour compensation policy in response to the COVID-19 outbreak.

Ministry Programs

TBS is committed to innovation and to transforming processes, programs and services to help government function better.

The **Ministry Administration Program** provides administrative and support services to enable the ministry to deliver results to support the government's objectives and fiscal priorities. Its functions include financial and human resource management and accommodations and facilities management. The program also provides legal and communications services, planning and results monitoring. The program assists and supports ministry program areas in achieving their business goals.

The **Labour Relations and Compensation Program** supports the government's commitment to positive labour relations within the Ontario Public Service and Broader Public Sector.

The program represents the Crown as the employer in all collective bargaining and labour relations issues affecting the OPS, provides employee and labour relations advisory services, supports ongoing union-management relations and manages corporate compensation strategies and programs. It also provides fiscal governance of all benefit and pension plans for employees and retirees of the OPS and the judiciary.

The program analyzes internal and external factors that drive collective bargaining outcomes in the BPS, in order to develop and provide evidence-based strategic guidance and advice to government, ministries and BPS employers related to ongoing collective bargaining and labour relations issues. The program also provides policy advice and support on government initiatives impacting executive compensation in the BPS.

The **Employee and Pensioner Benefits (Employer Share) Program** provides for the government's expenses as an employer for insured benefits, statutory programs, non-insured benefits and certain public service pension plans, including third party administration and adjudication costs. The expenses are based on changes in the accrued liabilities of the government as sponsor or co-sponsor of certain insured benefit plans, pension plans and termination of employment entitlements.

The **Treasury Board Support Program** provides leadership and advisory services that support evidence-based decision making, prudent financial management and transparent public reporting across the public sector in Ontario. The program also provides leadership to ministries and provincial agencies through the delivery of strategic enterprise-wide policies, directives and advice designed to promote excellence in public service, including leading and supporting the review of Ontario's provincial agencies.

The program fosters accountability and fiscal integrity by providing expertise and advice on the development and implementation of fiscal, financial management, performance measurement infrastructure frameworks. The program ensures the appropriate use of public resources to meet government priorities by supporting Treasury Board/Management Board of Cabinet and providing advice on ministries' annual multi-year plans, the management of in-year expenditures and the design of programs. In addition, the program assists the President of the Treasury Board, Deputy Minister and Secretary of the Treasury Board/Management Board of Cabinet and the government with public reporting on plans and results through, for example, the Expenditure Estimates. The program also provides the Ontario Public Service and broader public sector with accountability and oversight advice.

The **Office of the Public Service Commission (OPSC)** develops enterprise human resource strategies and policies to build a healthy, inclusive and productive workplace culture. It enables transformation, manages human capital risks, drives HR management excellence and fosters a high performing public service. The OPSC also leads the efforts of the OPS to build a strong leadership talent pipeline and a culture of effective leadership and learning.

This enterprise human resource program is responsible for providing leadership in achieving the objectives of the Public Service of Ontario Act, 2006 (PSOA) specifically to ensure the OPS is a non-partisan, professional, ethical and competent organization.

The **Central Agencies Cluster Program** provides leadership and cost-effective Information Technology (IT) support to its clients with the goal of improving the effectiveness of the government's ability to deliver citizen-centred services. The Cluster develops and maintains the underlying IT solutions necessary to support a more modern, open, transparent and digitally connected government and helps its clients across the OPS to optimize the value of their services to taxpayers.

The **Bulk Media Buy Program** supports the purchase of media for paid government marketing. Funding also covers associated agency fees, creative production costs, market research costs, marketing and data management technology and services, and the development of related marketing materials to support integrated campaigns associated with government initiatives. Paid government advertising is subject to the Government Advertising Act, 2004 and is reviewed and reported on by the Auditor General.

The **Office of the Comptroller General** is responsible for government-wide direction and leadership for provincial controllership, enterprise risk management and administrative oversight with respect to the internal audit function. This program provides oversight of functions that ensure strong fiscal accountability, transparency in reporting, a modern public sector comptrollership framework, and financial management, risk and audit capability and capacity.

The program supports the Ontario Public Service and Broader Public Sector in meeting their business objectives by providing a challenge function to support planning and decision-making and evaluating and making recommendations to improve governance, risk management, control, accountability and compliance processes and to improve the effectiveness, efficiency and economy of ministry and provincial agency operations. The program assists the President of the Treasury Board and the government with public reporting of the Public Accounts and Annual Consolidated Financial Statements; provides the Ontario Public Service and Broader Public Sector enhanced internal oversight including accountability, financial management policy and leading risk management practices across government; and provides advice, direction and development of a strategic framework for building and strengthening the financial, risk management and internal audit communities.

2020-21 Strategic Plan

Ministry Contribution to Priority Outcomes

In its enterprise-wide capacity, the ministry is at the centre of the government's fiscal plan to help build a smarter government.

TBS drives responsive transformation, achieving greater efficiency to ensure programs and services are sustainable and effective by:

- Coordinating an on-going program review process to further embed the culture of continuous improvement and fiscal responsibility across the OPS and to improve programs/services and achieve better outcomes for Ontarians.
- Transforming and modernizing public service delivery and enhancement of organizational efficiency, effectiveness, and sustainability.
- Developing a framework for negotiating collective bargaining outcomes in the BPS.

TBS applies sound business practices to government, ensuring government operates in the most efficient and effective way by:

- Monitoring ministries' response to the Agency Review Task Force's recommendations to improve an accountability framework to ensure effectiveness, relevance, and efficiency of all provincial agencies.
- Improving outcomes and prudent leadership in labour relations with its OPS and BPS partners.

TBS demonstrates accountability in action, restoring transparency and trust in public finances through:

- Supporting the Ontario Internal Audit Committee and the Sector Audit Committees to provide operational flexibility to apply an enterprise-wide and sector-wide lens to address high risk areas on a priority basis, and to support a strengthened internal audit function to provide enhanced oversight and discipline in government spending.
- Establishing the Office of the Comptroller General to provide oversight functions that ensure strong fiscal accountability, transparency in reporting, a modern public sector comptrollership framework, and financial management, risk and audit capability and capacity.

TBS delivers value for taxpayer dollars and enables investments in key programs and services that Ontarians rely on through:

- Developing, with the Ministry of Government and Consumer Services, an integrated supply chain system across the OPS and BPS that will make procurement processes more efficient, resulting in reduced red tape for vendors and more effective use of public expenditures for the people of Ontario.
- Monitoring and implementing efficiencies through a strong expenditure management strategy to bend the cost curve and improve programs/services to ensure taxpayer value and inform multi-year strategies.

As an enabler of change, TBS is helping to build a smarter government to support the province's commitment to ensure sustainability and protect what matters most to Ontarians.

Key Performance Measures

TBS is committed to delivering on government priorities through the ministry's mandate of:

- Delivering good government and sustainable public services in the most effective and efficient way possible.
- Strategically driving cultural change and embedding a focus on fiscal responsibility across the whole of government.
- Spearheading the review and analysis of all government programs and services to ensure effective outcomes and value for money while protecting what matters most.
- Delivering on its core mandate with a strengthened internal audit function through the Audit and Accountability Committee, Ontario Internal Audit Committee and Sector Audit Committees, and ongoing program and agency reviews to find efficiencies and improve outcomes for Ontarians.
- Leadership in labour relations and compensation with its OPS and BPS partners.

Utilizing a robust accountability measurement framework, key performance indicators are tracked to monitor the ministry's progress towards the following TBS-led government priorities:

- Supporting fiscal responsibility and transparency.
- Containing program growth.
- Strengthening accountability and internal audit controls.
- Increasing administrative efficiencies.

Supporting Fiscal Responsibility and Transparency

TBS continues to ensure timeliness of tabling and of the Expenditure Estimates and Public Accounts, and public reporting of the Public Sector Salary Disclosure Compendium.

Containing Program Growth

In support of the government's fiscal objectives of expenditure management to ensure services and programs are both effective and sustainable, TBS has implemented the following measures:

Managing Compensation

TBS monitors the province's efforts in managing compensation through:

- Continued benchmarking of the annual wage increases for provincial public sector employees against outcomes reached across comparable jurisdictions and the private sector, which help to restore sustainability to the province's finances.
- A reduction in the size of the OPS through entirely voluntary means to ensure a leaner and more agile public sector without impacting front-line services. Trends indicate a gradual decrease in the size of the OPS (as measured by relative changes in the size of the organization since June 2018).
- An increase in the scope of government control and oversight in public sector workforce negotiations and the development and compensation of the BPS employees, ensuring consistent and sustainable compensation increases.

Program Review

Effective and efficient program delivery is key to providing services and supports for Ontarians. TBS continues to monitor progress towards an annual target of 100 program reviews to identify opportunities for improvement, modernization or reform. To date, 76 program reviews identified in 2020-21 Multi-year Planning are underway.

Strengthening Accountability and Internal Audit Controls

Recognizing the importance of accountability and ensuring efficient process, operations, and governance structures, TBS supported the establishment of the following committees:

The Audit and Accountability Committee, a sub-committee of TB/MBC, provides enhanced oversight of internal audit, ensuring the identification and delivery of priority risk-based audits, and the effective and efficient allocation of internal audit services and resources.

- The Ontario Internal Audit Committee, a provincial advisory agency with external and internal members provides independent advice and recommendations to the President of the Treasury Board, in consultation with the Secretary of the Cabinet.
- Sector Audit Committees, as sub-committees of the Ontario Internal Audit Committee, provide independent advice and recommendations on the adequacy of the government's risk management, governance and internal control practices related to the sectors, including the adequacy of addressing audit findings, and the effectiveness of the internal audit function.

To support the continued effectiveness of these committees in strengthening accountability, the following measures are underway:

- Progress had been made toward implementing the Auditor General's recommended actions, ensuring Ontario government programs and services operate with due regard for value-for-money. As reported in the 2019 Auditor General's Annual Report, 69% of the 2017 recommended actions have been fully implemented or are in the process of being implemented. In that Annual Report, the Auditor General stated, "It is encouraging that we are seeing, through our follow-up work, steadily increasing implementation rates for recommendations from past years".
- In a year of significant and unprecedented transformation to enhance the internal audit model, the Ontario Internal Audit Division (OIAD) continued to drive completion of engagements where OIAD has the authority to audit, supporting the ministry's mandate of a strengthened internal audit function of value-added and independent assurance and advisory services. During this year of transformation, 83% of the audit plan was completed and the majority of outstanding engagements are in the reporting phase and approaching completion.

Increasing Administrative Efficiencies

As part of the government's mandate to increase efficiencies, TBS continues to implement initiatives as it makes progress in achieving its multi-year savings and efficiency targets.

As demonstrated by Pan-Canadian examples, administrative efficiencies can be increased by identifying payments where Harmonized Sales Tax (HST) may have been embedded and not previously rebated by the Canada Revenue Agency to realize anticipated savings and improve service delivery going forward. TBS has embarked on the review of provincial programs and identifying previous expenditures that may have had embedded HST payments, identifying \$27.9 million in savings to date.

Ministry Identified Key Performance Indicators

In its ministry role, TBS is committed to supporting smarter government and providing more efficient and effective services and processes for Ontarians.

Driving Responsive Change

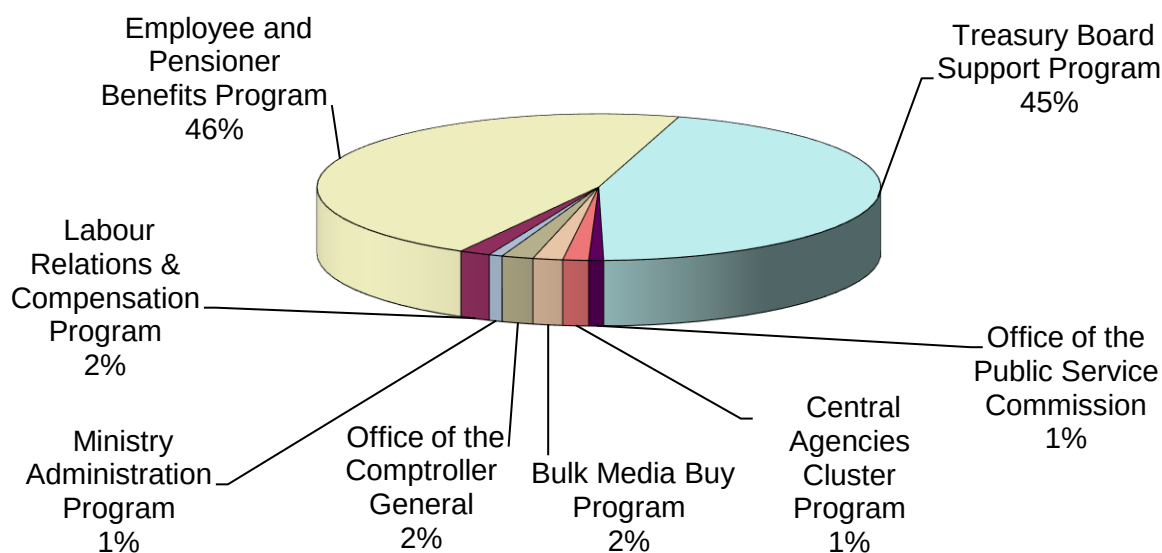
Providing increased availability to access documents and improving the level of security assurance for public access for critical OPS services digitally is a key component in the government's Digital First Strategy. To ensure that Ontarians have access to critical documents and services when needed:

- TBS is currently hosting in excess of 100 million documents in the repository for services that directly affect Ontarians.
- The identification, authentication, and access management (IAM) service that protects the security of government information and services used by OPS, BPS, Ontarians, and businesses. maintains a services availability level is at 99.5%.
- The new IT Consulting acquisition model is replacing the current I&IT Task Based Vendor of Record. In alignment with Open for Business, this initiative will offer opportunities for more Ontario vendors to compete for OPS business. The new model will make the process more streamlined, efficient, and cost effective to meet the OPS current requirements.

Table 1: Ministry Planned Expenditures 2020-21 (\$M)

Account Type	(\$M)
COVID-19 Approvals*	N/A
Other Operating	2,842.5
Capital	145.4
TOTAL	2,987.9

*Treasury Board/Management Board of Cabinet approvals reported by applicable ministries.



Detailed Financial Information

Treasury Board Secretariat

Table 2: Combined Operating and Capital Summary by Vote

Vote/Program	Estimates 2020-21 \$	Change From 2019-20 Estimates \$	Change From 2019-20 Estimates %	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
Operating and Capital Expense Ministry Administration Program	23,247,500	(2,580,300)	(10.0%)	25,827,800	23,148,100	24,405,615
Labour Relations & Compensation Program	53,063,500	(6,451,200)	(10.8%)	59,514,700	59,514,700	28,012,791
Employee and Pensioner Benefits Program	1,294,000,000	143,002,000	12.4%	1,150,998,000	1,151,998,000	985,112,049
Treasury Board Support Program	1,348,268,900	(89,485,700)	(6.2%)	1,437,754,600	131,384,200	28,596,617
Office of the Public Service Commission	25,194,900	(9,352,000)	(27.1%)	34,546,900	32,622,800	36,902,238
Central Agencies Cluster Program	44,040,600	(1,956,300)	(4.3%)	45,996,900	45,351,100	50,494,975
Agencies, Boards and Commissions Program	0	(857,500)	(100.0%)	857,500	141,800	947,385
Bulk Media Buy Program	51,013,300	0	0.0%	51,013,300	0	0
Office of the Comptroller General	54,122,100	2,552,500	4.9%	51,569,600	51,505,700	45,137,114
Total Operating and Capital Expense to be Voted	2,892,950,800	34,871,500	1.2%	2,858,079,300	1,495,666,400	1,199,608,784

Vote/Program	Estimates 2020-21 \$	Change From 2019-20 Estimates \$	Change From 2019-20 Estimates %	Estimates 2019-20 * \$	Interim Actuals 2019-20 * \$	Actuals 2018-19 * \$
Statutory Appropriations	361,090,187	80,019,173	28.5%	281,071,014	361,069,014	220,122,055
Consolidation & Other Adjustments	(266,174,400)	(178,640,900)	204.1%	(87,533,500)	(52,531,500)	(54,301,214)
Total Including Consolidation & Other Adjustments	2,987,866,587	(63,750,227)	(2.1%)	3,051,616,814	1,804,203,914	1,365,429,625
Operating and Capital Assets						
Ministry Administration Program	2,000	0	0.0%	2,000	2,000	0
Central Agencies Cluster Program	1,000	0	0.0%	1,000	1,000	0
Total Operating and Capital Assets to be Voted	3,000	0	0.0%	3,000	3,000	0
Statutory Appropriations	1,000	0	0.0%	1,000	1,000	571,826,042
Total Operating and Capital Assets	4,000	0	0.0%	4,000	4,000	571,826,042

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

Table 3: Historical Trend Analysis

Historical Trend Analysis	Actuals 2017-18 * \$	Actuals 2018-19 * \$	Estimates 2019-20 * \$	Estimates 2020-21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including assets)	1,635,717,384	1,365,429,625	3,051,616,814	2,987,866,587
		(16.5%)	123.5%	(2.1%)

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

For additional financial information, see:

[Expenditure Estimates](https://www.ontario.ca/page/expenditure-estimates) (URL: <https://www.ontario.ca/page/expenditure-estimates>)
[Public Accounts of Ontario](https://www.ontario.ca/page/public-accounts-ontario-past-editions) (URL: <https://www.ontario.ca/page/public-accounts-ontario-past-editions>)
[March 2020 Economic and Fiscal Update](https://budget.ontario.ca/2020/marchupdate/index.html) (URL: <https://budget.ontario.ca/2020/marchupdate/index.html>)

Agencies, Boards and Commissions (ABCs)

Case Management Masters Remuneration Commission

Commissioner: William Kaplan

Established by Order in Council. Conducts inquiries and makes non-binding recommendations to the President of the Treasury Board regarding the remuneration of Ontario Case Management Masters (provincially appointed judicial officers). The Commission's report is submitted to the Lieutenant Governor in Council for a response.

Deputy Judges Remuneration Commission

Commissioner: Warren Winkler

Established by Order in Council. Conducts inquiries and makes non-binding recommendations to the President of the Treasury Board regarding the remuneration of Deputy Judges. The Commission's report is submitted to the Lieutenant Governor in Council for a response.

Justices of the Peace Remuneration Commission

Chair: Warren Winkler

Established under the Justices of the Peace Act. Conducts inquiries and makes non-binding recommendations to the President of the Treasury Board regarding the remuneration of Ontario Justices of the Peace. The Commission's report is submitted to the Lieutenant Governor in Council for a response.

Ontario Internal Audit Committee

Chair: Charles-Antoine St-Jean

A provincial advisory agency (replacing the former internal Corporate Audit Committee), providing advice and recommendations to the President of the Treasury Board, in consultation with the internal audit services. OIAC supports the President of the Treasury Board (in his role as the Chair of the Audit and Accountability Committee) in delivering its mandate and reports back on the status/key findings of top priority risk-based audits.

Sector Audit Committees (nine) are sub-committees of the Ontario Internal Audit Committee and remain accountable to the President of the Treasury Board in his role as Chair of the Audit and Accountability Committee, in consultation with the Secretary of the Cabinet, providing advice and recommendations through the Chair of the Ontario Internal Audit Committee. Sector Audit Committees also support Deputy Ministers and senior executives in the management and stewardship of public resources through audit committee operations, advice and outcomes.

Ontario Public Service Employees' Union Pension Plan Board of Trustees

Chair: Michael Grimaldi

An independent trust organization (not a provincial agency or a public body) established under a Joint Sponsorship Agreement between Ontario and the Ontario Public Service Employees Union (OPSEU) under the Ontario Public Service Employees' Union Pension Act, 1994. Administers the OPSEU Pension Plan, including the investment of the OPSEU Pension Fund and the adjudication and provision of benefits under the plan.

Ontario Public Service Pension Board

Chair: Geraldine (Geri) Markvoort

A public body and Trust agency established under the Public Service Pension Act. Administers the Public Service Pension Plan, including the investment of the Public Service Pension Fund and the adjudication and provision of benefits under the plan. Also carries out administrative functions in relation to the Provincial Judges Pension Plan for the Provincial Judges Pension Board and other benefit programs for government.

Provincial Judges Pension Board

Chair: Deborah Anne Oakley

A public body and Trust agency continued by O. Reg. 290/13 made under the Courts of Justice Act. Administers the Provincial Judges Pension Plan, including the investment of the associated trusts and the adjudication and provision of benefits under the plan.

Provincial Judges Remuneration Commission

Chair: William Kaplan

Continued under the Framework Agreement between Ontario and the Provincial Judges set out as a schedule to O. Reg. 407/93 under the Courts of Justice Act. Conducts inquiries and makes binding recommendations to the President of the Treasury Board regarding the salaries and benefits and non-binding recommendations regarding the pensions of Provincial Judges.

Public Service Commission

Chair: Kevin French

Established under the Public Service of Ontario Act, 2006 (PSOA). Ensures the effective management and administration of human resources in relation to public servants appointed under Part III of PSOA. Ensures non-partisan recruitment and employment of public servants.

Table 4: Agencies, Boards and Commissions – Financial Summary

Organization	Classification	2020-21 Estimates	2019-20 Interim Actuals	2018-19 Actuals
Case Management Masters Remuneration Commission	Advisory	0	0	0
Deputy Judges Remuneration Commission ¹	Advisory	30,000	0	4,350
Justices of the Peace Remuneration Commission ¹	Advisory	0	0	36,713
Ontario Internal Audit Committee	Advisory	190,000	75,918	0
Office of the Conflict of Interest Commissioner ²	Regulatory	0	141,800	947,385
Ontario Public Service Employees' Union Pension Plan Board of Trustees	Not Applicable	0	0	0
Ontario Public Service Pension Board	Trust	122,000	0	135,393
Provincial Judges Pension Board ³	Trust	440,000	0	1,490,285
Provincial Judges Remuneration Commission ¹	Advisory	0	0	13,467
Public Service Commission	Regulatory	0	0	0

1. Amounts do not include legal services costs recoverable from the Ministry of the Attorney General.
2. Office of the Conflict of Interest Commissioner has been consolidated with the Office of the Integrity Commissioner, effective May 1, 2019.
3. 2018-19 Actuals include a \$1.2M payment for system modifications required to accommodate the new funding structure of the Provincial Judges Pension Plan approved in May 2018 as part of the government's response to the 9th and 10th Provincial Judges Remuneration Commission.

Note: For all agencies above, except for Office of the Conflict of Interest Commissioner, the figures represent only those expenses incurred by Treasury Board Secretariat on behalf of these agencies. The amounts above do not represent these agencies' full allocations.

Ministry Organization Chart

President of the Treasury Board – The Honourable Peter Bethlenfalvy

Group of 4 Chair positions:

Chair, Public Service Commission

Chair, OPSEU Pension Trust

Chair, Ontario Public Service Pension Board

Chair, Provincial Judges Pension Board

Deputy Minister, Treasury Board Secretariat and Secretary of Treasury Board and Management Board of Cabinet – Kevin French

Director of Operations – Sarah O'Callaghan (A)

Legal Director – Len Hatzis

Communications Director – Bryant Sullivan (A)

Chief Information Officer, Central Agencies Cluster – Liz MacKenzie (A)

ADM, Central Agency Communications – Sofie DiMuzio

Chief Administrative Officer & ADM, Corporate Services Division – Sandy Yee

Chief Talent Officer, Office of the Public Service Commission – Brian Fior

ADM, People Strategy & Organizational Performance – Sean Twyford (A)

Associate Deputy Minister, Office of the Treasury Board – Linda McAusland (A)

ADM, Planning and Performance – Shannon Fenton (A)

ADM, Operating Expenditure Management – Maria Duran-Schneider

ADM, Capital Expenditure Management – David Clarke

Associate Deputy Minister, Centre for Public Sector Labour Relations and Compensation – Marc Rondeau

ADM, Centre for Public Sector Labour Relations & Compensation – Matt Siple

Comptroller General, Office of the Comptroller General

Chief Risk Officer and ADM, Enterprise Risk Office – Gary Wuschnakowski (A)

Provincial Controller and ADM, Office of the Provincial Controller Division – Maureen Buckley

Chief Internal Auditor, Ontario Internal Audit Division – Beili Wong

Acts Administered by The Treasury Board Secretariat

Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009

Auditor General Act

Broader Public Sector Accountability Act, 2010, except in respect of sections 5, 6, 8, 14, 15, 17, 18 and 20

Broader Public Sector Executive Compensation Act, 2014

Cabinet Ministers' and Opposition Leaders' Expenses Review and Accountability Act, 2002

Crown Foundations Act, 1996

Fairness in Procurement Act, 2018

Financial Administration Act, in respect of sections 1.0.1, 1.0.3 to 1.0.10, 1.0.21, 1.0.24, 1.0.25.1, 1.1, 9 to 10, 11.1 to 11.4, 11.5 to 11.8, 15 to 16.0.2 and 47; and in respect of sections 1, 1.0.2, 1.0.14, 1.0.16, 1.0.17, 1.0.20, 1.0.22, 1.0.25, 1.0.26, 2, 5, 5.1, 6, 7, 8.1, 10.1, 11, 11.4.1, 14.1, 16.3, 16.4, 28 and 38 (except clause (1) (a.3)) to 45, the administration of the Act is shared between the President of the Treasury Board and the Minister of Finance

Flag Act

Floral Emblem Act

Government Advertising Act, 2004

Interim Appropriation for 2020-2021 Act, 2019

Lobbyists Registration Act, 1998

Management Board of Cabinet Act

Ministry of Government Services Act, in respect of services provided by the Treasury Board Secretariat

Ontario Provincial Police Collective Bargaining Act, 2006

Ontario Public Service Employees' Union Pension Act, 1994

Protecting a Sustainable Public Sector for Future Generations Act, 2019

Public Sector Compensation Restraint to Protect Public Services Act, 2010

Public Sector Expenses Review Act, 2009

Public Sector Salary Disclosure Act, 1996

Public Service of Ontario Act, 2006, except in respect of sections 21 to 27 and clause 31 (1) (b)

Public Service Pension Act

Supply Act, 2020

Appendix

2019-20 Annual Report

TBS supports the President of the Treasury Board and leads transformation that builds better public services for the future of Ontario.

During the past year, the ministry played a crucial role in delivering good government and sustainable public services in the most effective and efficient way possible.

Below are the highlights of TBS' 2019-20 achievements that support the government in ensuring fiscal stewardship, sustainability, transparency, producing effective outcomes and value for money while protecting what matters most.

Supporting Fiscal Responsibility and Transparency

In its leadership role of fiscal responsibility and ensuring government services and programs are sustainable, TBS led and effectively managed the multi-year planning and in-year expenditure management processes to support achievement of the government's fiscal targets. The government is following a long-term plan that ensures the government is more efficient and services provide real benefits to Ontarians.

To support long-term sustainability of the services that matter most, the TBS Central Agencies I&IT Cluster spearheaded initiatives for cost savings and efficiencies for better, people-focused government and service delivery by:

Enhancing the client experience and eliminating operational issues by replacing the Ontario administered Gas Card with the Certificate of Indian Status card issued by Indigenous and Northern Affairs Canada to obtain tax exempt gas purchases.

- Implementing a scalable and automated workflow tool to support efficient fulfillment of the administration of Estate Tax, including reporting, tracking, and integration with tax roll data. It is expected that approximately 25,000 estate tax returns will be processed annually.
- Implementing application changes to the OntTax system to support the Ontario government in delivering on its commitment to reduce the aviation fuel tax rate in Northern Ontario, helping to lower the cost of living for people in the region.
- Updating the document repository system, OPSdocs, to ensure several mission critical systems such as the Child Protection Information Network unit and Enterprise Financial Systems can access sensitive business files securely without the need for Virtual Private Network authentication; thus, ensuring business continuity.

TBS continues to pursue back-office administrative efficiencies by streamlining accommodation costs and the use of communications equipment.

Strengthening Accountability and Internal Audit Controls

TBS continues to deliver on government accountability through a collaborative working relationship with the Auditor General. This is evidenced by the release of the 2018-19 Public Accounts, which received a clean audit opinion from the province's Auditor General, meaning the consolidated financial statements were prepared in accordance with Canadian Public Sector Accounting Standards and were presented fairly. This is the second year in a row in which Ontario's financial statements received a clean audit opinion from the Auditor General.

TBS has transformed the internal audit function to provide enhanced oversight and discipline in government spending. TBS' OIAD continues to provide value-added audit assurance and advisory services and to operate in conformance with the Institute of Internal Auditors (IIA) Standards, demonstrated through the achievement of the IIA quality assurance certification, which is assessed every five years. The quality assurance certification of internal audit signifies independence, quality and professionalism. OIAD was certified in 2009, 2014, and was successfully recertified in 2019.

In keeping with Ontario's commitment to openness and transparency, the government released the salaries of OPS and BPS employees who were paid \$100,000 or more in the 2019 calendar year. The compendium was released in a downloadable, machine-readable format. The data is also available in sortable, searchable tables on [Ontario.ca/salarydisclosure](https://ontario.ca/salarydisclosure) making it more accessible to the public.

To support the government's long-term plan of restoring accountability and trust, the Agency Review Task Force completed a comprehensive review of over 190 provincial agencies. The Task Force reviewed all provincial agencies and provided recommendations to enable immediate efficiencies and ensure agencies remain transparent and sustainable over the long-term and better align with government priorities. The government is working to implement the Task Force recommendations and is monitoring progress.

Managing Public Sector Compensation Growth

TBS' goal is to implement a fair and reasonable approach to managing compensation and protecting critical front-line public services, while continuing to seek opportunities for greater oversight of key areas within the provincial public sector.

In Spring 2019, the government undertook six weeks of good-faith consultations with employers and bargaining agents representing more than one million employees across

the provincial public sector to discuss how compensation growth can be managed in a way that results in wage settlements that are most reasonable and sustainable. This resulted in the introduction of the Protecting a Sustainable Public Sector for Future Generations Act, which received Royal Assent in November 2019.

- TBS has also successfully reduced the size of the OPS by six per cent through attrition and voluntary means, positioning the government to make targeted investments in critical front-line services. Additional initiatives to manage compensation include:
- Supporting asset pooling and consolidation of smaller public sector pension plans. Ontario Northland Transportation Commission (ONTC) pension plans were consolidated into the Public Service Pension Plan.
- Enabling benefits pooling of several BPS employers that joined the OPS insured benefits umbrella to leverage the economies of scale that come with group purchasing.
- Implementing the pension recommendations from the 9th and 10th Provincial Judges Remuneration Commissions, which creates a new funding structure with opportunities to reduce long-term costs.
- Achieving fair and sustainable collective bargaining agreements, with wage outcomes that are in alignment with the government's approved mandates for 32 per cent of the provincial agencies sector to date.

Public Service Modernization

TBS is committed to modernizing the OPS and creating a purpose-driven workplace culture that attracts, retains, reskills, and redeploys capable and diverse talent to successfully deliver on government priorities.

The following initiatives were undertaken to achieve successful organizational transformation that is responsive to government priorities and outcome-based program and service delivery:

- Developing human resource strategies and policies to enable employees to leverage their full potential and deliver on transformation and organizational effectiveness.
- Facilitating and supporting OPS-wide strategic workforce planning to address emerging ministry and enterprise business priorities.
- Expanding socio-demographic data collection related to executive staffing to measure ministry diversity targets in an effort to diversify executive leadership.

Modernizing Government Programs and Services

In 2019, TBS initiated reforms to improve services and achieve efficiencies. As part of the Transfer Payment Consolidation Smart Initiative, with support from the Ministry of Government and Consumer Services (MGCS), TBS is acting on opportunities to reinforce efficiency, transparency, and accountability. The focus is to provide an improved experience for transfer payment recipients, so more time can be spent delivering services to Ontarians and less time on inefficient procedures and administration.

This initiative enabled the government to reduce administrative and reporting burdens on transfer payment recipients across multiple sectors, including education, human and social services, and business supports and economic development sectors.

Containing Program Growth / Program Review

TBS has also provided leadership and governance in the coordination of Smart Initiatives, a set of complex, cross-government initiatives to improve outcomes, fix inefficiencies, and protect the sustainability of public services. This includes supporting MGCS on the development and implementation of a centralized supply chain management system across the OPS and BPS. The initiative will save taxpayer money, drive back office efficiencies and help small and medium-sized businesses tap into new opportunities in government procurement.

TBS supported the line-by-line review of government spending conducted by EY Canada to find opportunities for savings and transformation. The review helped to lay a foundation to modernize government and better meet the needs of Ontarians.

Table 5: Ministry Interim Actual Expenditures 2019-20

Account Type	Ministry Interim Actual Expenditures (\$M) 2019-20 *
COVID-19 Approvals***	N/A
Other Operating	1,803.7
Capital	0.5
Staff Strength ** (as of March 31, 2020)	1,442

* Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.

** Treasury Board Secretariat Full-Time Equivalent positions.

*** Treasury Board/Management Board of Cabinet approvals reported by applicable ministries